



THE UNIVERSITY OF KANSAS HEALTH SYSTEM



How to Be a Mentor

Lessons from both sides of the
coffee table

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Disclosure

- I have no financial disclosures

Objectives

- Differentiate between coach, mentor, and sponsor
- Describe ground rules that set a mentor/mentee relationship up for success

What do I know?



Mentor

- “Wise Advisor” – Dictionary.com
- “1. a friend of Odysseus entrusted with the education of Odysseus' son Telemachus
2. trusted counselor or guide, tutor, coach” – Merriam-Webster



Coach/Mentor/Sponsor

- Coach – Tells you what to do and how to do it
 - Talks at you
- Mentor – Shows you what it takes to be successful and helps you find your way there
 - Talks with you
- Sponsor – Tells others what you have accomplished to promote you
 - Talks about you

Mentorship

“**Mentorship** is a personal developmental relationship in which a more experienced or knowledgeable person helps to guide a less experienced or less knowledgeable person. The mentor may be older or younger, but have a certain area of expertise. It is a learning and development partnership between someone with vast experience and someone who wants to learn.” - Wikipedia

Characteristics of a Successful Mentor



Characteristics of a Successful Mentor

- Yoda
- Karate Kid
- Oprah
- Ellen
- My boss
- My colleague
- My Mom



Characteristics of a Successful Mentor



Characteristics of a Successful Mentor

- Has an identified area of expertise or experience
- Respected by their colleagues
- Trustworthy
- Can identify strengths and weaknesses in others
- Willing to support a mentee
- Willing to challenge a mentee

Developing a Formal Mentor/Mentee Relationship

- Set ground rules
 - What will you talk about?
 - What questions will you (not) answer?
 - How often will you meet? And where?
 - How will you provide and receive feedback?
 - Who is responsible for identifying topics?
 - What information is strictly confidential?

Your First Meeting

- Intimidating!
- Exciting!
- Overwhelming!
- Exhausting!



Your First Meeting

- Expect your mentee to come to the meeting with little to no preparation
 - How to find and succeed as a mentor (Tryon, White)
- Prepare questions to facilitate conversation
- Make it uncomfortable!
 - (But be supportive!)
- Expect the best, but prepare for the “worst”

Your First Meeting

- Ice breaker
- Identify what strengths you bring to the relationship



Your First Meeting

- Come prepared!
 - What do you want to get out of our mentor/mentee relationship?
 - What are your career goals?
 - What are your strengths and weaknesses?
 - What can I help you accomplish today?
 - What excites you about your career/job/role?

Providing Feedback to your Mentee

- Determine your mutual comfort level with the type of feedback you want to provide
 - Compliment sandwich
 - Guidance
 - Factual
 - Short and sweet
 - Sampler platter

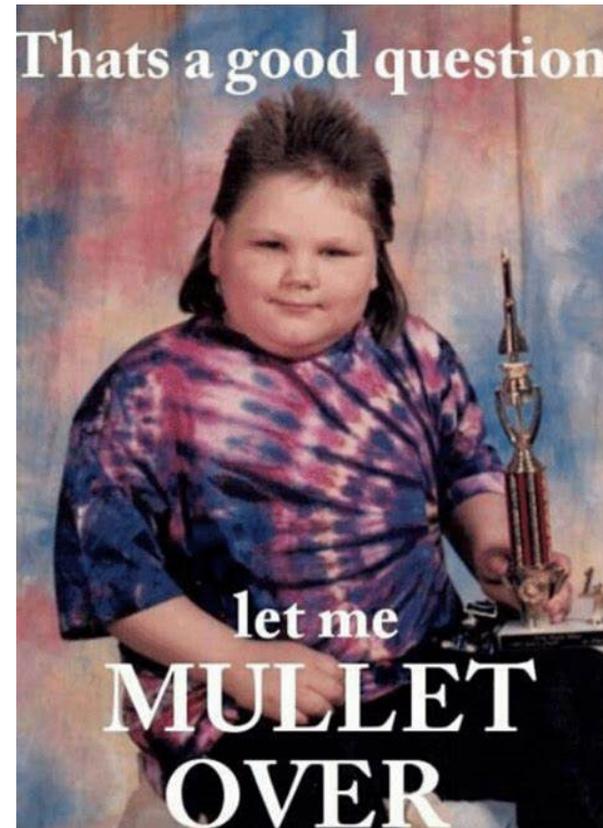


Determine Next Steps

- How did it go?
- What could you have done differently?
- What if you disagree on a topic?

Performance Extremes / Expectations

- Learn to guide decisions, not make them
- This takes practice!
- “That’s a good question.
What would you do?”

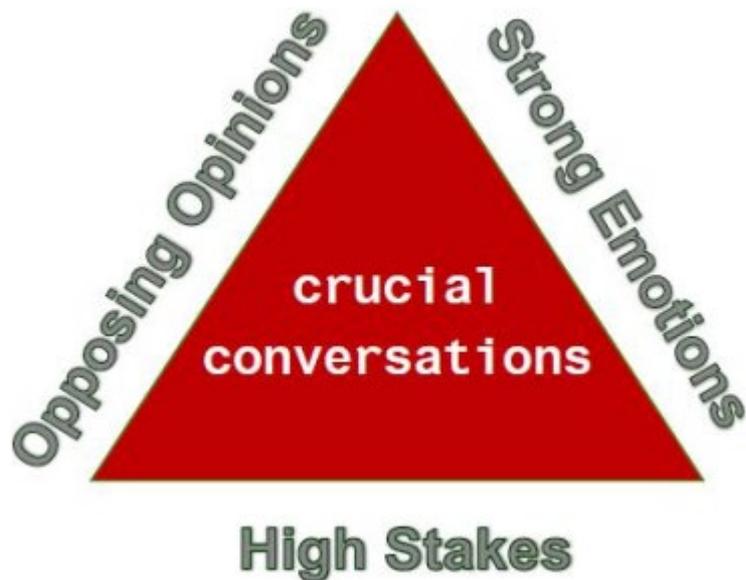


It Takes a Village

Maybe you're not the person who is going to be able to hit it home with the tough message.

Be the bigger person and search out someone who can provide this message.

When all else fails....

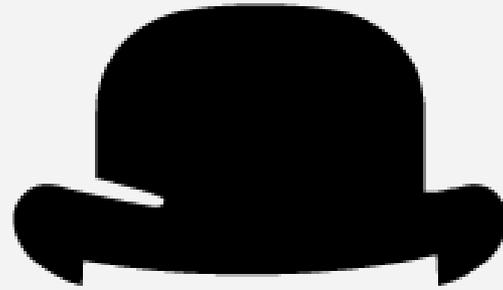


What if they didn't ask?

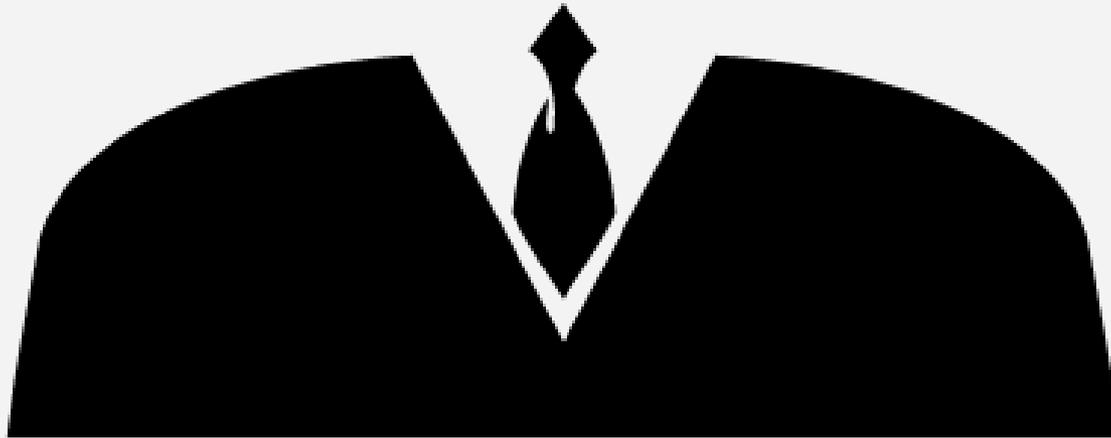


Mentor v Role Model

You are always a role model, whether you want to be or not. We all need good and bad role models in our life. Be the good one. Not the bad one.



Invisible Mentorship



Invisible Mentorship

- Suggest new opportunities
 - Leadership roles
 - Organizational involvement
 - Precepting opportunities
 - Presenting opportunities
 - NETWORKING
- Technicians
- Residents
- Colleagues

Long-Distance Mentorship

- It can work, too!
- Reset your expectations
- Evaluate technology opportunities



Breaking Up

- Usually, the communication simply sizzles out
- Sometimes a formal break isn't needed
- We all grow up and move on
- Sometimes we simply re-evaluate when and how we need mentors or mentees in our life

Greatest Compliment

When a mentee surpasses the mentor and the mentor can no longer provide growth opportunities and guidance

Breaking Up

Emotional Bank Account has run dry



Pay It Forward

Mentors

"We make a living by what we get, we make a life by what we give."

-Winston Churchill



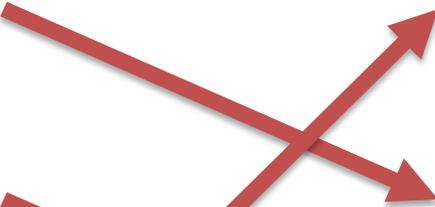
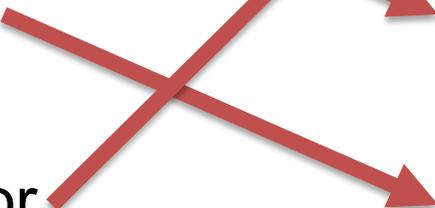
Assessment Question #1

Match the following roles and definitions:

- | | |
|------------|--------------------|
| 1. Coach | A. Talks about you |
| 2. Mentor | B. Talks to you |
| 3. Sponsor | C. Talks with you |

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Assessment Question #2

Which of the following are suggested ground rules for mentor/mentee relationship?

- A. Set a scheduled time and place for recurring meetings.
- B. Set boundaries for what you will and will not discuss related to personal events.
- C. Set boundaries for confidentiality.
- D. Brainstorm discussion topics for future meetings.
- E. All of the above

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References

- White SJ, Tryon JE. How to find and succeed as a mentor. *Am J Health-Syst Pharm*. 2007; 64:1258-9.
- Tryon JE. Mentors – A gift. In: *Letters from Rising Pharmacy Stars: Advice on Creating and Advancing Your Career in a Changing Profession*. Cantrell SA, White SJ, ed. American Society of Health-System Pharmacists. 2017.
- DeCoske MA, Tryon JE, White SJ, ed. *The Pharmacy Leadership Field Guide: Cases and advice for everyday situations*. American Society of Health-System Pharmacists. 2011.

Questions?

