

Advising & Mentoring

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Objectives

- Define the concept of mentoring
- Compare & contrast mentoring & supervision
- Describe the roles of mentors & mentees in the relationship
- Describe the stages of mentoring
- List the responsibilities of mentees
- Discuss how mentees can get the best from mentors

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A Definition of Mentoring

- Mentoring is a relationship in which a **senior faculty** with useful **skills, experience, knowledge and wisdom**, offers **advice, information, guidance, support or opportunity** to a junior faculty for that individual's **professional development** (Berk et al, 2005).

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Nature of Mentoring

- Mentoring is a **personal relationship** involving **direct interaction** between a mentor and mentee with the former being the person with **greater experience** and influence within an organization (Tekian et al, 2001).
- A mentor is someone of advanced rank or experience who guides, teaches, and develops a novice.
- A mentee is not a tabular rasa or empty vessel; he/she is an active participant in the relationship
- So, mentees should be proactive

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A distinction between a mentor & a supervisor

Mentor

- **Mentor/mentee roles**
- Relationship between a mentor and mentee is **personal & informal**
- Mentors are interested in **career development** of mentee
- Duration of relationship is **long lasting** (long haul)
- Mentors & mentees **enter relationship voluntarily**

Supervisor

- **Supervisor/student roles**
- Relationship between supervisor & student is **formal**
- Primary interest is to get student **complete research**
- Typically **short duration** of relationship; ends once student has earned degree
- Student are assigned to supervisor **officially**
- **A formal relationship may develop into mentoring relationship**

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Role of a mentor

Mentor

Mentee



Roles & responsibilities

- Bounce ideas
- Role model
- Emotional support
- Prevent burn-out
- Develop career
- Inspire mentees
- Facilitate opportunities
- Create networks

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One mentor may not play all these roles at the same time!

- Good idea to have more than one mentor

**A mentor empowers
a person to see a
possible future, and
believe it can be
obtained.**

- Shawn Hitchcock

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Useful Quotes (1)

"MENTOR:
SOMEONE
WHOSE
HINDSIGHT
CAN BECOME
YOUR
FORESIGHT."

~ANONYMOUS

Stages in the mentoring relationship

There are five stages in the mentor-mentee relationship (Zervan et al, 2009).

1. Clarification of values
2. Finding a mentor
3. First meeting
4. Developing the relationship
5. Separation, independence & closure

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Clarification of your own values

- Know yourself, your values, philosophy of life
- Identify the areas where you need help
 - Personal (help with work/life balance)
 - Professional (introduced to networks)
 - Skills (clinical, communication, leadership)
 - Academic (help earn a PhD, fellowship)
 - Research (proposals, manuscript, research management)
- Set goals for yourself in these areas

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Finding a Mentor

- Institutions may assign you to a mentor, but feel free to look and find a mentor for yourself
- Start looking among those you already know
- Ask colleagues to suggest names
- You may need more than one mentor, based on your needs and goals and expertise available
- Look for a good match!

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Planning for the first meeting

- Go with a plan (list questions to ask)
- Discuss clearly the areas you need help
- Summarize decisions made and plan for next meeting
- Send an appreciation, '**thank you**' note, to the mentor
- Agree on modality for meeting, mode of communication, etc

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Develop and nurture the relationship

- Make relationship a priority
- Set aside time for the relationship
- Maintain confidentiality
- Track progress and achievement of goals
- Complete tasks assigned and deliver on time
- Attend scheduled meetings and be punctual

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How a mentee can get the best out of mentoring relationship

- Work according to mentors style (listener, reader)
- Ask questions
- Disagree respectfully, avoid arguments when mentor offers constructive feedback
- Use mentor's time wisely by keeping meeting as short as possible
- Maintain confidentiality
- Develop agenda for each meeting
- Inform mentor of progress since last meeting

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Characteristics of a Good Mentee

- Ask questions
- Is a good listener
- Is patient
- Manage time efficiently
- Demonstrate honesty and integrity
- Inquisitive and show extra effort
- Hard worker and willing to learn
- Show appreciation for personal strengths and weaknesses
- Observe institutional rules/regulations
- Self-respect and respect for others
- Mature, professional conduct
- **Identify others**

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Challenges in mentoring

- Mentor/mentee pair a misfit
- Mentee's reluctance to ask questions
- Power-relations (authorship of publications)
- Competition
- Generational issues
- Gender issues
- Culture of dependency
- Failure of mentee to follow through with assigned tasks
- Others Identify

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Independence & closure of relationship

- Not all relationships between mentor/mentee last forever
- Develop a strategy for closure

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My Mentor 1



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My Mentor 2



What I gained from my mentor

- Introduced me to MPH program
- Provided funds for my PhD research
- Supervised my PhD project
- Taught me importance of character
- Stressed need to write grant application to conduct good research
- Always asking “what are you working on now?”
- Good example of integrity
- Good example of hard work
- Kept in touch

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References

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Appreciation



Thank You!

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The case of Ade and his mentor

- Ade, a lecturer 11, in the Department of Psycho-pathology, had planned that he will be the first author on two separate manuscripts he wrote from his PhD thesis. He showed the draft to his mentor, Professor Musa, for his comments and suggestions for improvement before the manuscript is sent to the editor for consideration.
- Despite several reminders, it took Musa two months before he returned his comments on the paper. Ade was dismayed to find that in the final draft, Musa, had placed his name as the first author. Ade had worked under Musa as a PhD student but had recently been employed as a Lecturer in the same Department.
- Ade is confused about the next course of action.
- What suggestions will you offer Ade?
- What can be done to prevent this situation?