# MENTORING FOR YOUR NEEDS

**Office of Faculty Professional Development, Diversity & Inclusion
Columbia University Irving Medical Center**

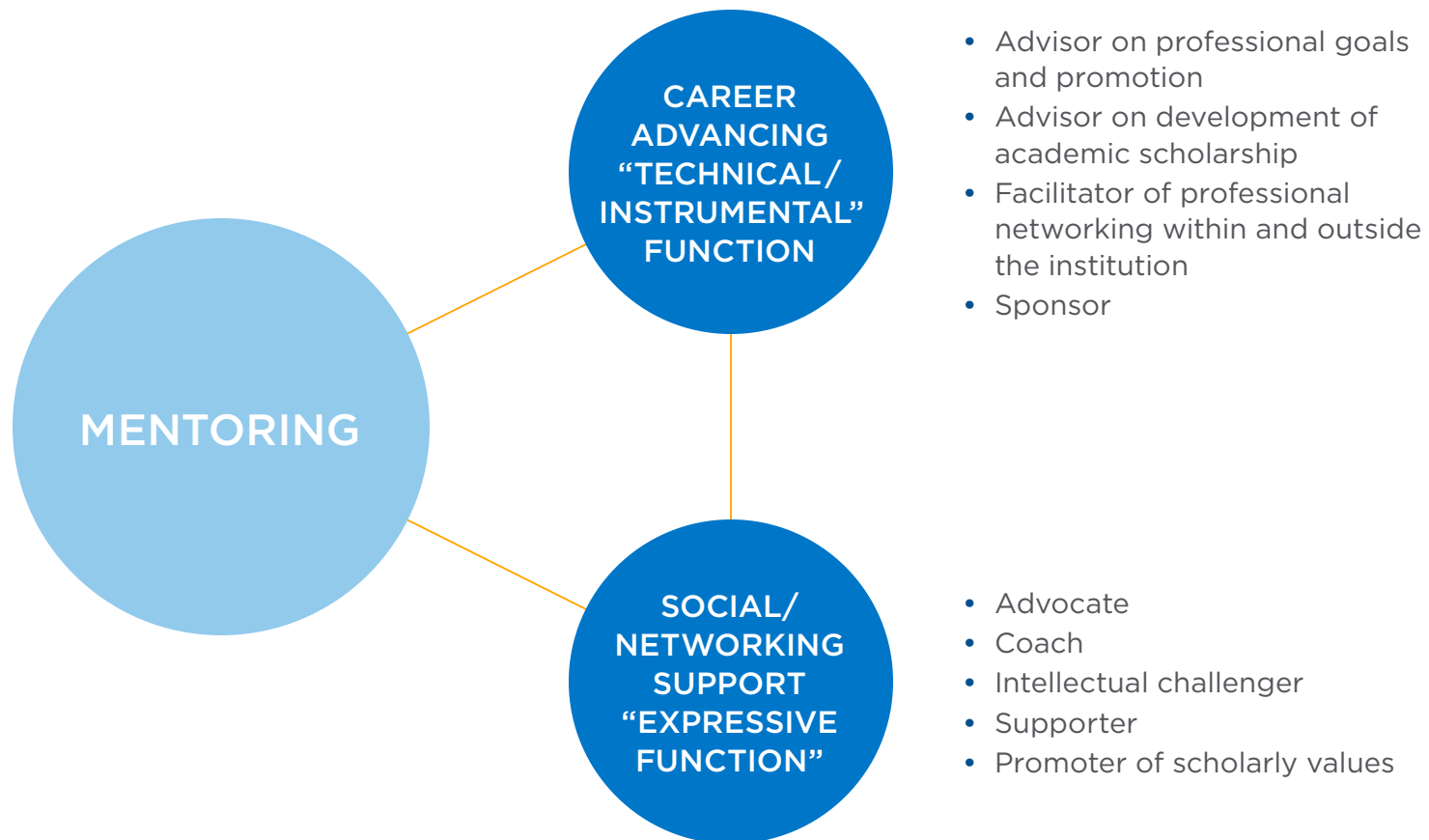# Strategies for Developing Your Mentoring Network

Mentorship is crucial for leading productive and fulfilling careers in academic medicine. Optimal mentorship should include **both** high-quality technical/career advancement mentoring and social/networking support.

Therefore, multiple mentors and mentoring networks may be especially valuable to guide faculty in their careers.

Faculty careers in academic medicine are dynamic and mentoring needs may change over time.

This packet is designed to help faculty implement and refresh their mentoring network as their career development goals advance and change with time.

# High quality mentoring should include **BOTH** psychosocial and technical functions.

**MENTORING**

**CAREER ADVANCING "TECHNICAL/ INSTRUMENTAL" FUNCTION**

- Advisor on professional goals and promotion
- Advisor on development of academic scholarship
- Facilitator of professional networking within and outside the institution
- Sponsor

**SOCIAL/ NETWORKING SUPPORT "EXPRESSIVE FUNCTION"**

- Advocate
- Coach
- Intellectual challenger
- Supporter
- Promoter of scholarly values

# What kind of mentoring do you need?

**INSTRUCTIONS:** Ask yourself these key questions to better understand what kind of guidance and advice you need most currently.
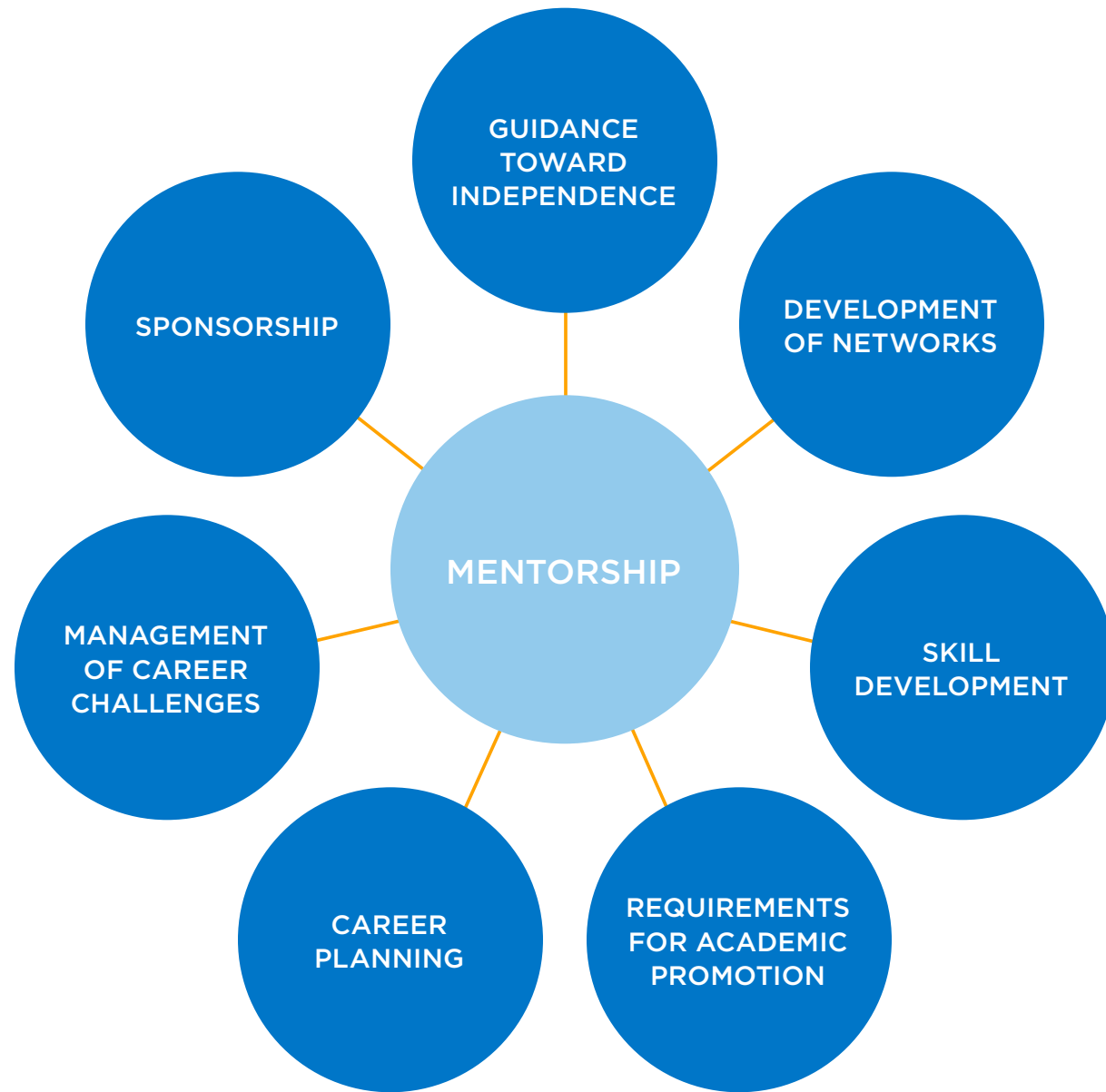
- What kind of function do you need more of right now?

- What are your short-term and long-term goals?

- What are the gaps in knowledge you need to fill or skills that you need to learn to attain your goals?

- Are you facing any major career challenges?

- What is your mentoring environment?

- What is your preferred communication style?

- How do you learn best?

# Who might be in your mentoring network?

Mentors may be formal (assigned) or informal (relationships initiated based on common interests). Mentors from the below categories can provide different kinds of support, but together form a mentoring network responsive to your unique needs.
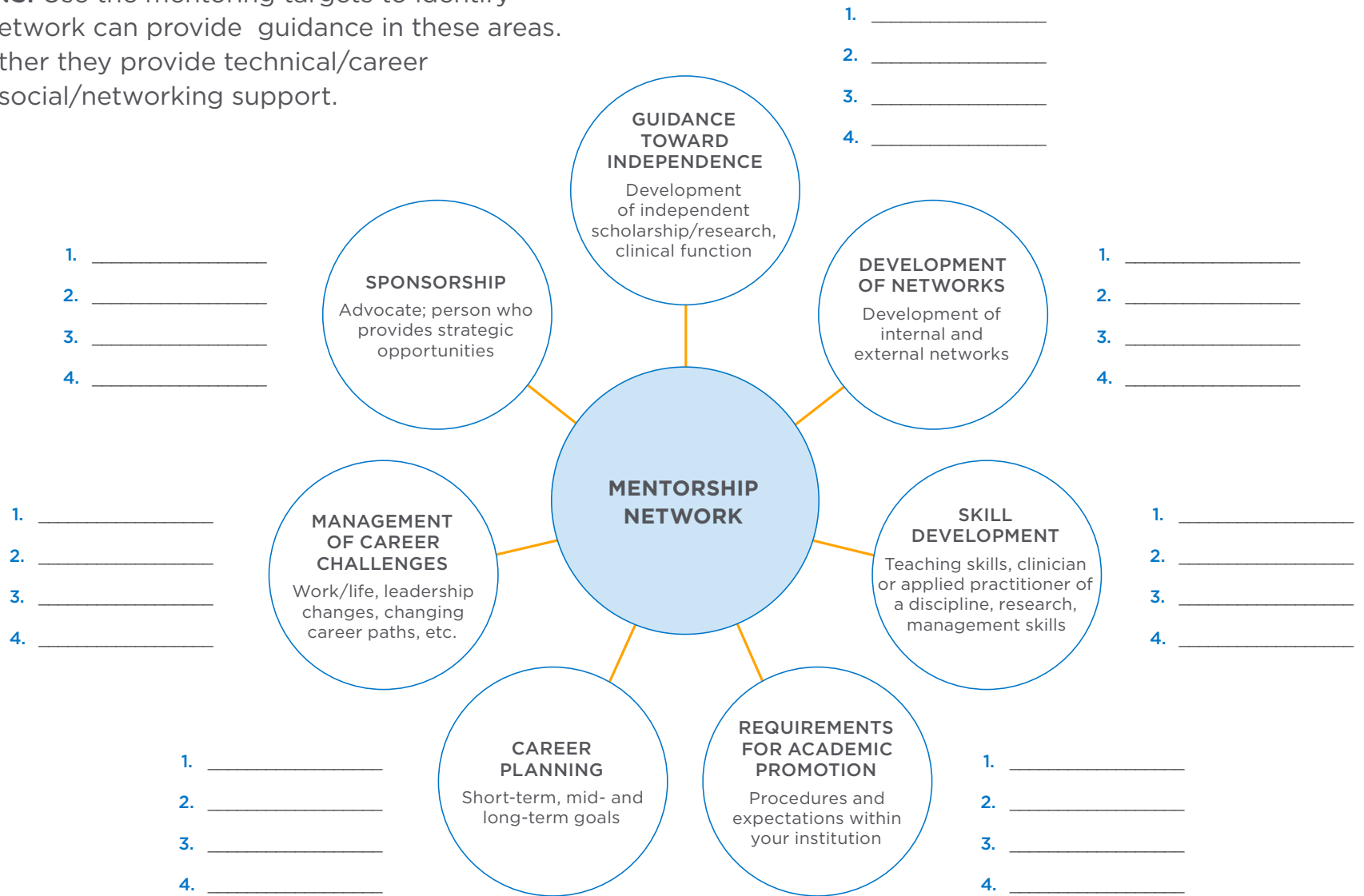
- Those who are senior to you

- Peers/colleagues

- Junior colleagues

- In or outside of your professional field

- Internal network

- External network

- Family members/Friends

# Key Mentoring Targets for Faculty



MENTORSHIP

- GUIDANCE TOWARD INDEPENDENCE
- DEVELOPMENT OF NETWORKS
- SKILL DEVELOPMENT
- REQUIREMENTS FOR ACADEMIC PROMOTION
- CAREER PLANNING
- MANAGEMENT OF CAREER CHALLENGES
- SPONSORSHIP

# Mapping Your Mentor Network

**INSTRUCTIONS:** Use the mentoring targets to identify who in your network can provide guidance in these areas. Consider whether they provide technical/career advancing or social/networking support.

1. _____
2. _____
3. _____
4. _____

1. _____
2. _____
3. _____
4. _____

1. _____
2. _____
3. _____
4. _____

**GUIDANCE TOWARD INDEPENDENCE**

Development of independent scholarship/research, clinical function

**SPONSORSHIP**

Advocate; person who provides strategic opportunities

**DEVELOPMENT OF NETWORKS**

Development of internal and external networks

**MENTORSHIP NETWORK**

**MANAGEMENT OF CAREER CHALLENGES**

Work/life, leadership changes, changing career paths, etc.

**SKILL DEVELOPMENT**

Teaching skills, clinician or applied practitioner of a discipline, research, management skills

**CAREER PLANNING**

Short-term, mid- and long-term goals

**REQUIREMENTS FOR ACADEMIC PROMOTION**

Procedures and expectations within your institution

1. _____
2. _____
3. _____
4. _____

1. _____
2. _____
3. _____
4. _____

1. _____
2. _____
3. _____
4. _____

# Guidance Toward Academic Independence

**GUIDANCE TOWARD INDEPENDENCE**

If you are a junior faculty member, you will need guidance for developing your academic independence (independent scholarship/research, clinical function).

List 2-4 people who can provide you with that guidance:

1. _____

2. _____

3. _____

4. _____

# Career Development

**REQUIREMENTS FOR ACADEMIC PROMOTION**

You think you are ready for a promotion. List 2-3 people who will provide you with guidance for promotion, know the policies for promotion, and/or will help you build your dossier. (Internal mentors)

1. _____

2. _____

3. _____

List 2-3 people who will help you identify your skill set guides and can tell you how to fill those gaps:
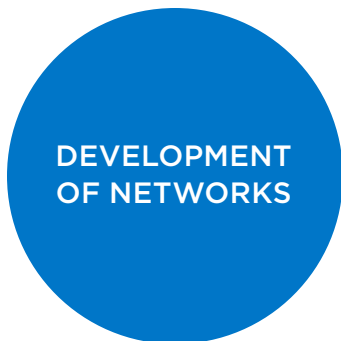
1. _____

2. _____

3. _____

**SKILL DEVELOPMENT**

**CAREER PLANNING**

List 3-4 people who will help you think strategically about your career and help you identify short-term and long-term goals.

1. _____

2. _____

3. _____

4. _____

# Development of Networks and Opportunities
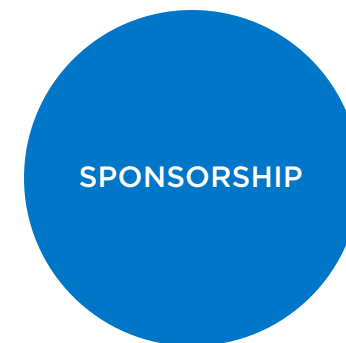
**DEVELOPMENT OF NETWORKS**

Who will help you building your internal and external networks?

1. _____

2. _____

3. _____

4. _____

Who will nominate you for key career advancing opportunities (i.e., nominate you for an award, to chair on a key-decision making committee, suggest you for a leadership role).

1. _____

2. _____

3. _____

4. _____

**SPONSORSHIP**

# Navigating Career Challenges and Psychosocial Support

**MANAGEMENT OF CAREER CHALLENGES**

Whether you need guidance for navigating work/life challenges, managing conflict, negotiating for resources, or handling bias in the workplace, you will need colleagues whose guidance you can trust. (i.e., External or internal colleagues, trusted peers, etc.)

1. _____
2. _____
3. _____
4. _____

Social/networking support is an essential mentoring need.
Who can be a trusted source who will advocate for you, support you, coach you, and even challenge you?

1. _____
2. _____
3. _____
4. _____

**PSYCHOSOCIAL SUPPORT**