

Welcome! We will start on time at 7:30.

Mentor Mapping and Developmental Networks

NUCATS Series on Developing and Enhancing Mentoring Relationships

Presenters: Farzaneh A. Sorond, MD, PhD; Jeanne M. Horowitz, MD
Kenzie A. Cameron, PhD, MPH

The background of the slide features a photograph of Northwestern University buildings. On the left is the historic, Gothic-style Old Chapel building with its iconic spire. To the right is a modern, multi-story glass skyscraper with the Northwestern 'M' logo on its upper facade. A large, semi-transparent purple triangle is overlaid on the left side of the image, containing the text.

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Feinberg School of Medicine

Mentor Mapping and Developmental Networks

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Jeanne M. Horowitz, MD
Kenzie A. Cameron, PhD, MPH

Adapted from the work by
Kathy E. Kram and Monica C. Higgins
and the National Center for Faculty
Development & Diversity

Introductions

Workshop Facilitators



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Vice Chair for Faculty Development and
Education, Department of Neurology
Chief of Stroke and Neurocritical Care in the
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Dean Richard H. Young and Ellen Stearns Young
Professor



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Research Professor of Medicine
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Medical Social Sciences and
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Agenda

- Learning Objectives
- Mentoring and Career Development Needs
- Defining Developmental Networks for Career Development
- Mapping Your Developmental Network: Identifying your Developers
 - Individual Activity/Breakout #1: Identifying your Developers
- Mapping your Developmental Network: Identifying Career and Personal Goal Areas, *a.k.a.* your “Buckets”
- Evaluating Your Developmental Network
- Action Planning
- Take Aways



Learning Objectives

By the end of this workshop, participants will...

- Compare and contrast the roles of mentors and/or developers in your academic career
- Begin identifying their own developmental network (“developers”) who:
 - Help get work done
 - Help in career advancement
 - Provide personal support
 - Serve as role models
- Identify Career and Personal Goal Areas
 - Begin to identify relevant developers in each area
- Appraise and Evaluate their initial Developmental Networks
- Recognize the Need for Action Planning and Next Steps



Mentoring and Career Development Needs

Annotation Directions

You are viewing Kenzie Cameron (she, her, hers...'s screen

View Options ▾

Zoom Ratio Fit to Window

Hide Video Panel

Request Remote Control

Annotate

Exit Full Screen

Side-by-side mode

Click on "Annotate"

A bar will appear that allows for annotation



Mouse



Select



Text



Draw



Stamp



Spotlight



Eraser



Format



Undo



Redo



Clear



Save



Use:
TEXT

(Format: if need
to increase font)

STAMP

ERASER if needed



What I most need from my mentor is....



What I most need to advance my career is....



Make a note of your responses in terms of your greatest perceived mentoring need and career advancement need

Consider time frame of 3 – 6 months



Defining Developmental Networks for Career Development

Mentoring Myths

You have to find one perfect mentor

Mentoring Matches need to be perfect

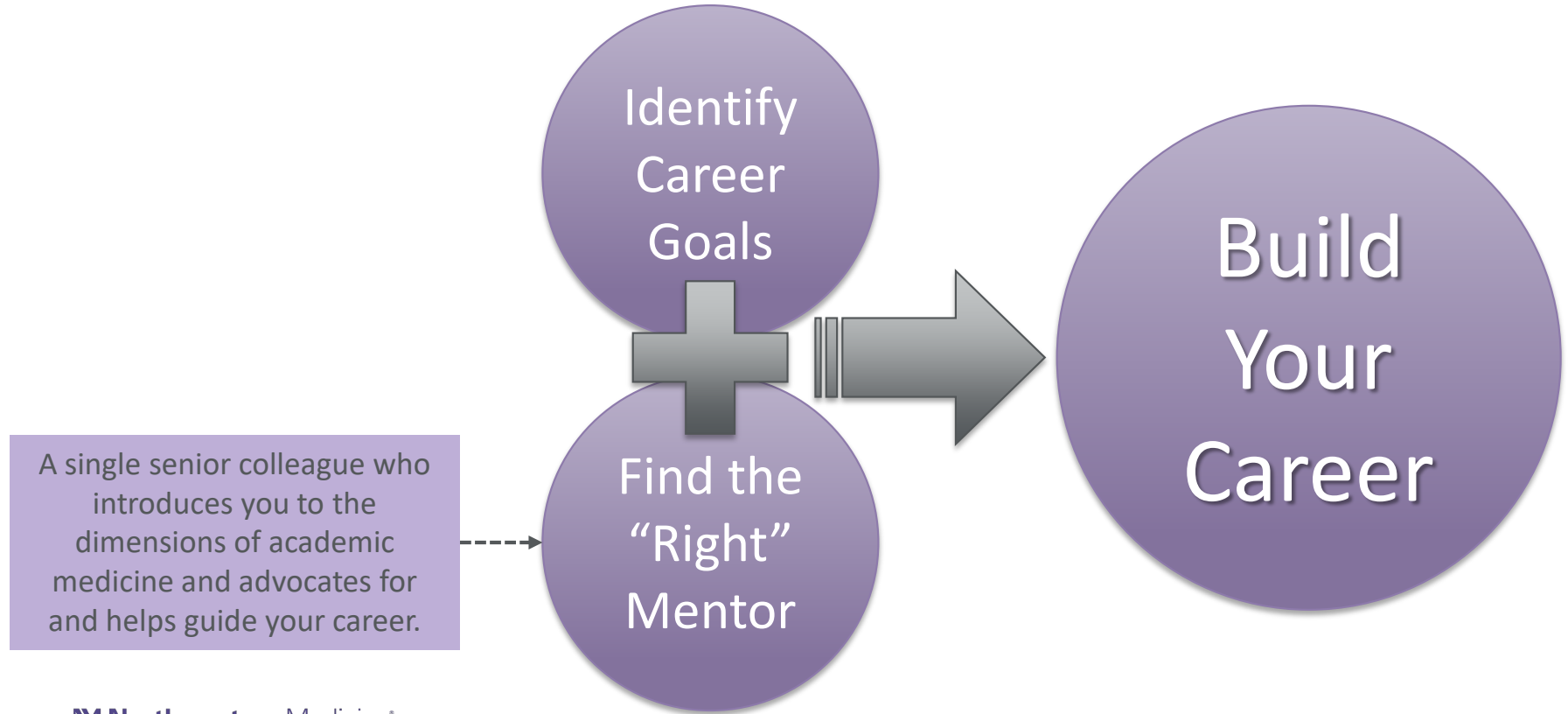
You only need one mentor at a time

Mentoring is a formal, long-term relationship

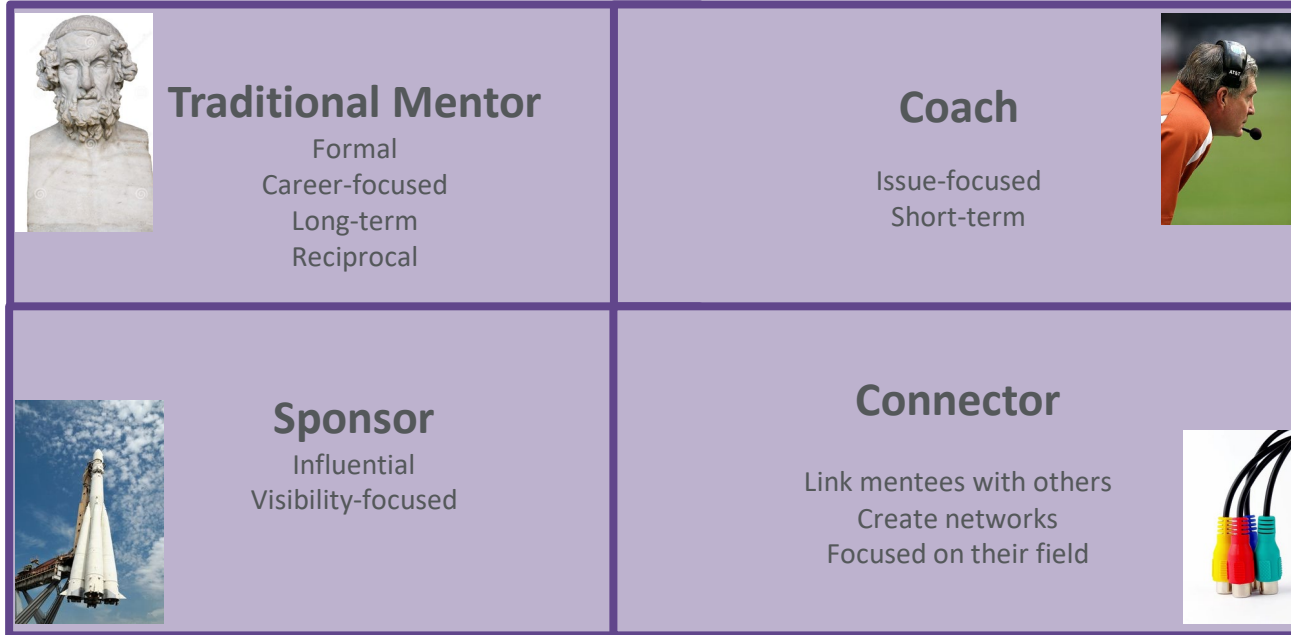
The closer a mentor is to my specific area of research or life experience, the better

The mentor must be older or more senior to mentee

Career Development & Mentoring



4 Mentoring Archetypes-Chopra, Arora, Saint (2018)



Chopra V, Arora VM, Saint S. Will You Be My Mentor?—Four Archetypes to Help Mentees Succeed in Academic Medicine. *JAMA Intern Med.* 2018;178(2):175–176. doi:10.1001/jamainternmed.2017.6537



The Strength of Weak Ties

- Acquaintances (weak ties) less likely to be socially involved with one another than close friends (strong ties)
- Weak ties form a “low density network” but provide “crucial bridges” to others
 - Weak ties may become strong over time and vice versa
- When considering your developers, realize they will fall along a continuum of how close they may be to you



Developmental Networks for Career Development





Developmental Networks for Career Development



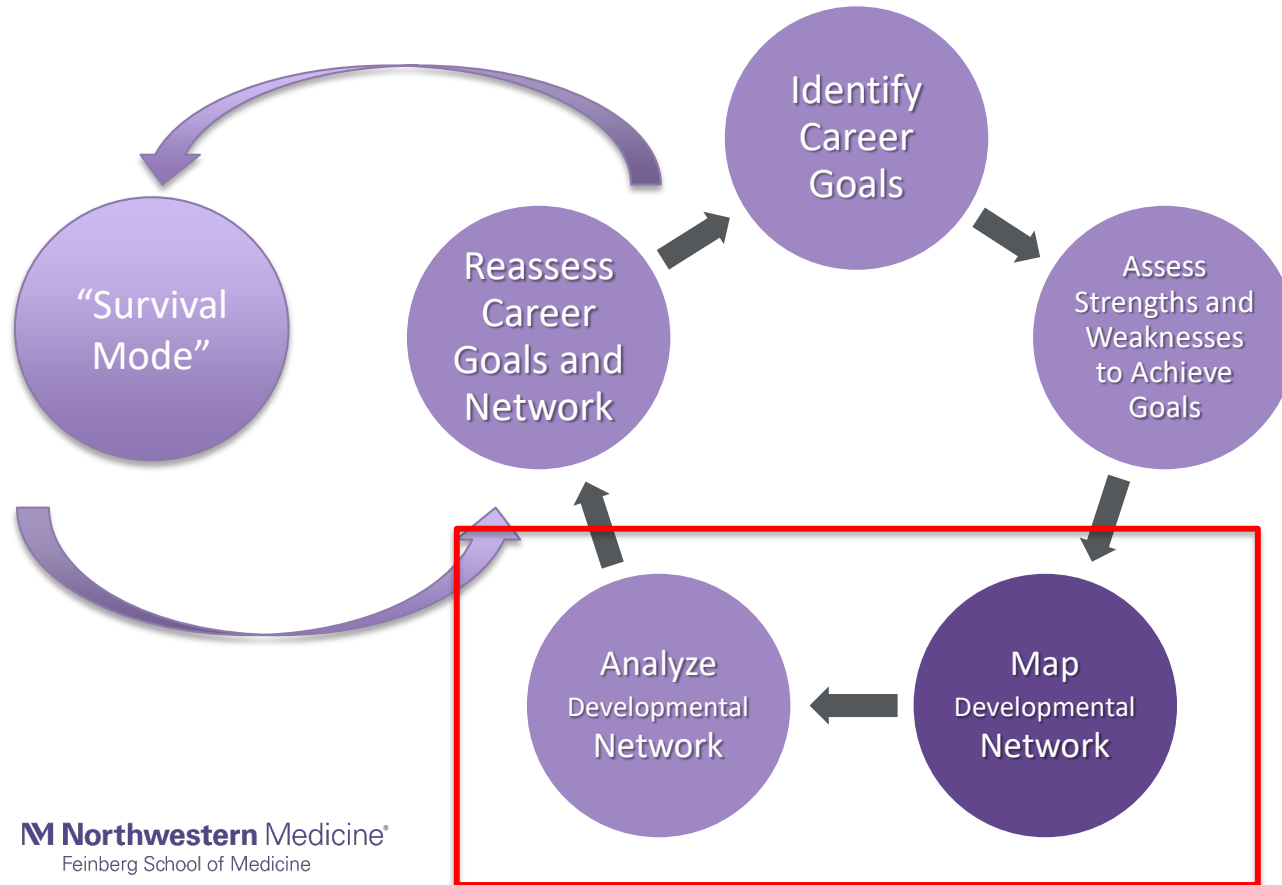


Traditional Mentor and Developmental Network Models

Beyond One-on-One
How the network model of mentoring compares with the traditional model

	TRADITIONAL	DEVELOPMENTAL NETWORK
Mentor	Individual	Group
Role of Mentor(s)	Expert passing on knowledge	Co-learners sharing knowledge
Relationship(s)	Hierarchical Stable Within the organization	Hierarchical and peer Changing Inside and outside the organization

Life Cycle of Career Development





Mapping your Developmental Network: Identifying your Developers







The Pieces

- Your Developers: **Who** are your developers?
- Type of support: **What** do your developers do for you?
 - Get your work done
 - Advance your career
 - Provide personal support
 - Are role models
- Extent of assistance provided (**How much**: Never – Always)



Identifying Your Developers

1
Never
|
2
Rarely
|
3
Sometimes
|
4
Often
|
5
Always

Developer Name	Type of Support Provided			
	Helps me get the job done 	Helps advance my career 	Provides personal support 	Is a role model for me 



Mapping Your Developmental Network

Get the Job Done

Advance Your Career

Personal Support



Mapping Your Developmental Network

Get the Job Done

Advance Your Career

Personal Support

- Are helpful and useful in doing your work;
- May work directly with you; and/or,
- Have provided leads to others who helped you with important information, scientific or technical advice, professional expertise, or other resources to do your work.



Mapping Your Developmental Network

Get the Job Done

Advance Your Career

Personal Support

- Contribute to your professional development/career advancement;
- Give you career guidance/direction;
- Arrange exposure to critical people;
- Provide political advice;
- Help you get important opportunities and assignments (such as appointments on hospital or national committees, journal editorships, or grant panels);
- Advise you on promotion;
- Provide advice on funding opportunities; and/or,
- Advocate for you.



Mapping Your Developmental Network

Get the Job Done

Advance Your Career

Personal Support

- People you go to for your emotional well being and psychosocial support;
- Ones with whom you share experiences – positive and negative;
- Consult about decisions or concerns that are important to you;
- Vent/commiserate with;
- Debrief critical experiences with;
- People with whom you can be yourself.



Types of Support: What Developers May Provide

Career Support	Psychosocial Support	Role Modeling
Sponsorship	Encouragement and emotional support	Behavior to emulate
Coaching	Acceptance and confirmation	Work ethic and values
Substantive Feedback	Accountability for what REALLY matters	Inspiration and motivation
Exposure and visibility	Counseling	Productivity
Challenging assignments	Friendship	Skill set
Protection and preservation	Personal Feedback	
	Safe Space	



Social Roles of Developers

Organization	Family	Community	Other
Superior	Spouse/partner	Personal friend	Former work colleague
Manager/supervisor	Parent/guardian	Romantic partner	Teacher/instructor
CEO/president	Sibling	Counselor/therapist	Business associate
Coworkers	Aunt/Uncle	Neighbor	Recruiter
Formal mentor	Grandparent	Spiritual guide	Unmet hero
Subordinate	Child	Acquaintance	
HR representative	Relative/other		



INDIVIDUAL ACTIVITY





Identifying Your Developers

- Individually: 2 minutes
- Start to jot down a list of your developers (see chat box for link to fillable form)
 - *Note – you do NOT need to fill out the numbers for frequency yet – **focus on getting names of your developers down***
- You will then be sent to Breakout groups



Identifying Your Developers: Individual Activity

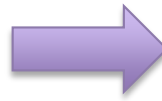
1
Never
|
2
Rarely
|
3
Sometimes
|
4
Often
|
5
Always

Developer Name	Type of Support Provided			
	Helps me get the job done 	Helps advance my career 	Provides personal support 	Is a role model for me 



INDIVIDUAL ACTIVITY

Identifying Your Developers



BREAKOUT GROUPS

- Individually: 2 minutes
- Start to jot down a list of your developers (see chat box for link to fillable form)
 - *Note – you do NOT need to fill out the numbers for frequency yet – focus on getting names of your developers down*
- You will then be sent to Breakout groups

In Group: (8 minutes total)

- Introduce yourself (BRIEFLY: Name, Division, Primary Role – e.g., research, teaching, clinical, administrative)
- *Share the types of people (or names, as comfortable) you listed*
- *Compare and contrast types of people listed among your group members*
- *Assist each other in thinking outside the box of traditional mentors – remember you are identifying DEVELOPERS*



REPORT BACK FROM BREAKOUT GROUPS

- General Reactions to task?
- How similar or different were each of you in terms of who (types of people) you listed?
- Were there any surprises from what others' listed that you had not considered?



Example List

Developer Name	Type of Assistance Provided			
	Helps me get work done	Helps advance my career	Provides personal support	Is a role model for me
Dimitri (Chair)	X	X	X	X
Phil G (Colleague)		X		X
Courtney	X	X	X	
Andrew	X	X		
Adam	X	X	X	
Don	X			
Simin	X	X		
Porto		X		
Zoltan		X	X	X
Diane	X		X	
Heather	X	X	X	X
Luisa		X		
Clyde	X	X	X	X
Dean		X	X	
Sam		X		
WMI	X	X		
Carianne	X	X	X	X
Todd	X	X		
Marianne		X	X	
Bill	X	X		
Kim	X	X	X	X
Soad	X	X	X	X
Negin		X	X	
Yvonne	X		X	
David G		X	X	
Francis	X	X	X	
Mary A	X	X		
Linda V	X	X	X	
Ayush	X		X	
Minjee	X		X	
Anny	X		X	
Ed	X	X		
Marty		X		X



Notes on Assigning Frequency

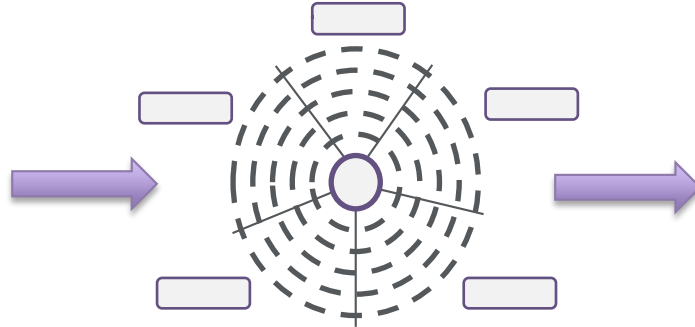
- “Always” may refer to:
 - Your clinical staff who work with you each clinic for clinical related career goals
 - Your study coordinator for projects for which you serve as the PI
- “Sometimes” may refer to:
 - The director of a program in which you teach
 - Colleagues with whom you consult for difficult cases
- “Rarely” may refer to:
 - Colleague at outside institution (weak tie)



Mapping your Developmental Network: Identifying Career and Personal Goal Areas *a.k.a.* your “Buckets”

Preview of Process

Developer Name	Type of Support Provided			
	Helps me get the job done	Helps advance my career	Provides personal support	Is a role model for me
	■	▲	●	■▲●







Developers

Career and Personal Goal Areas

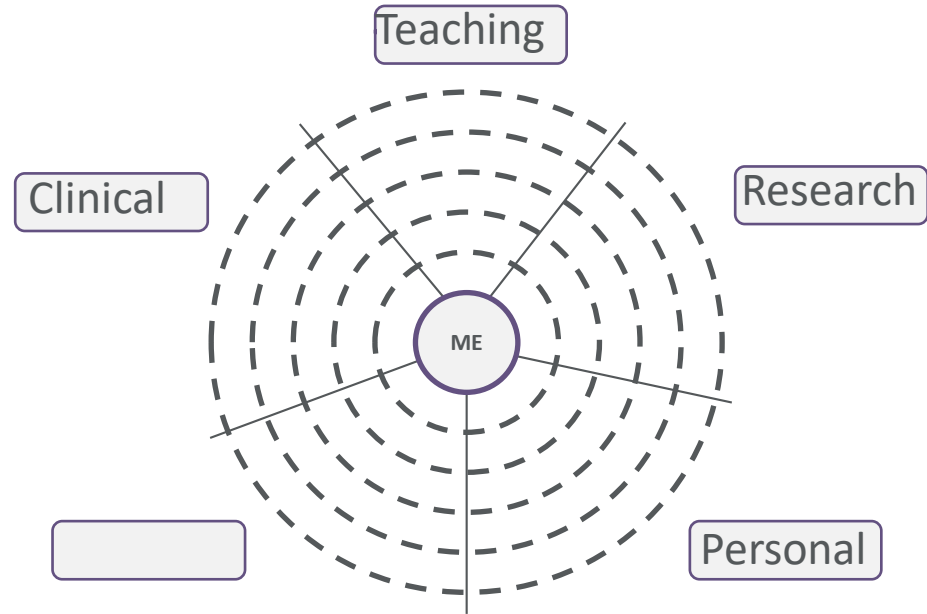
Developer Map

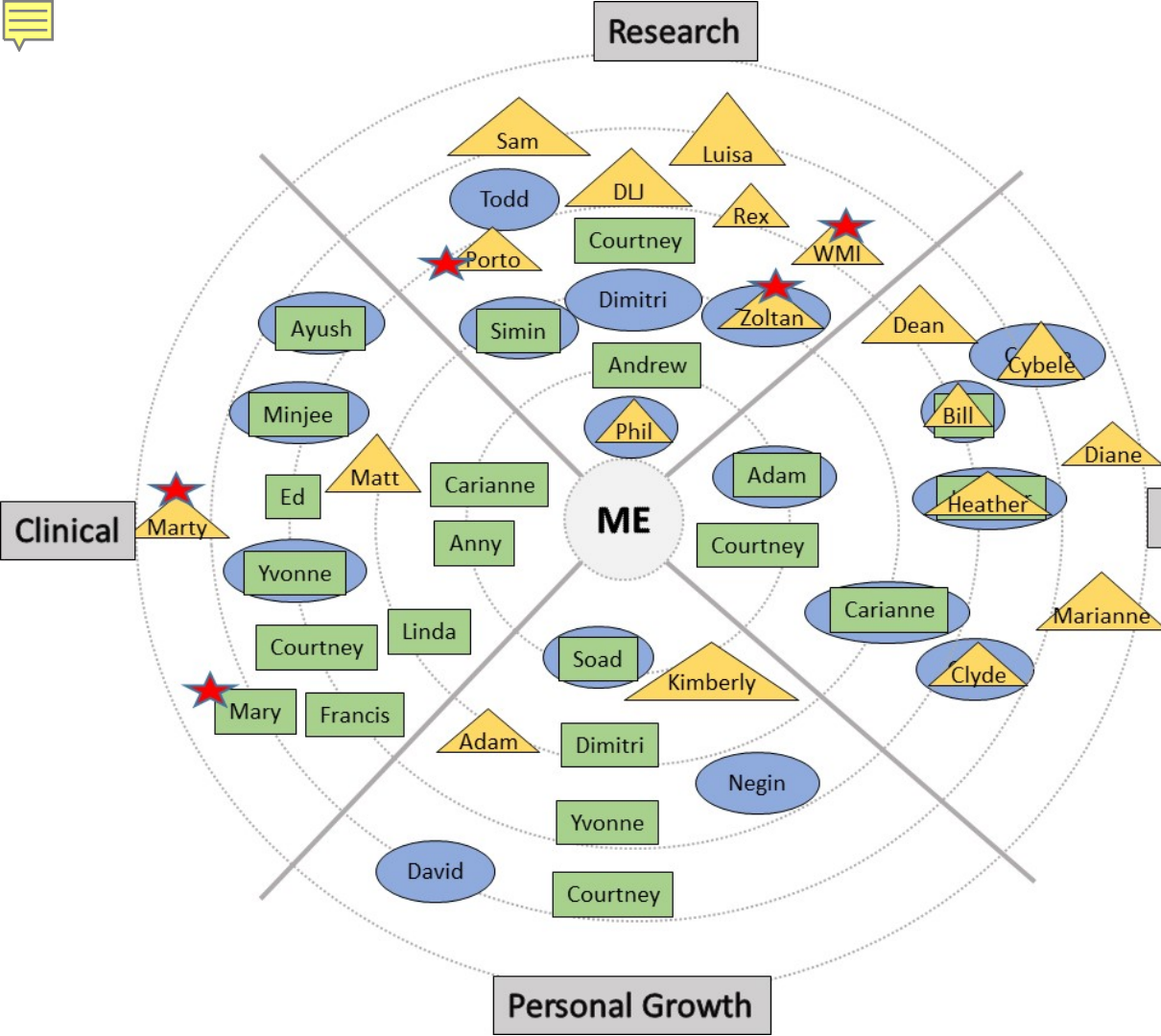


Preview: Developers to Network Map

Developer Name	Type of Support Provided			
	Helps me get the job done 	Helps advance my career 	Provides personal support 	Is a role model for me 

Example





Operational Network

Career Network

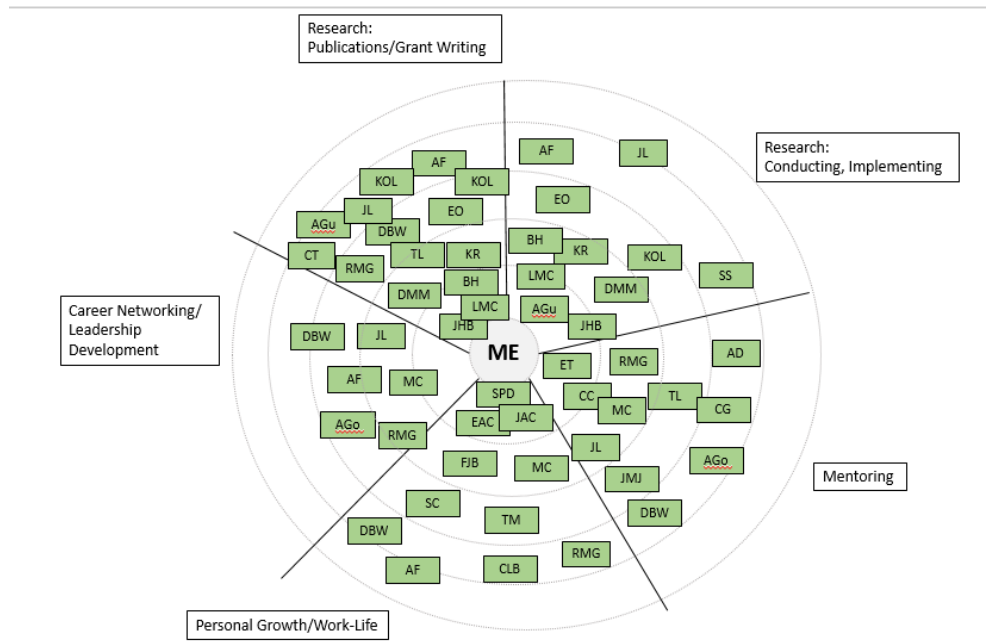
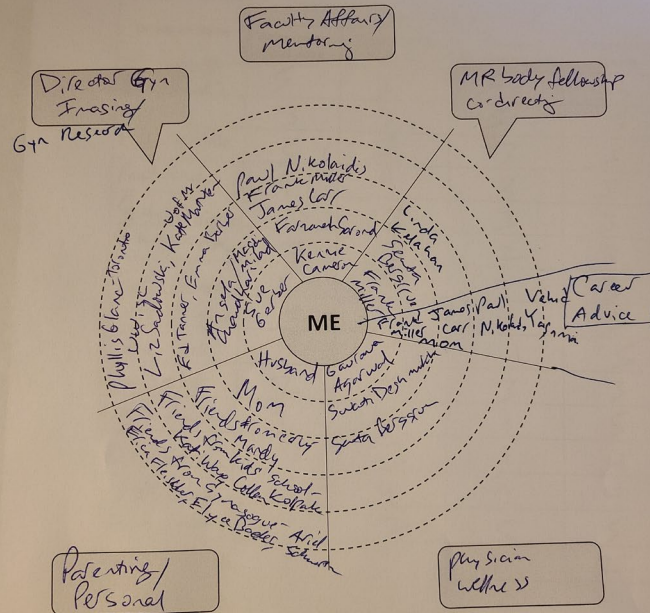
Strategic Network

★ Outside of Northwestern

Faculty Development

Personal Growth

Development Network Map





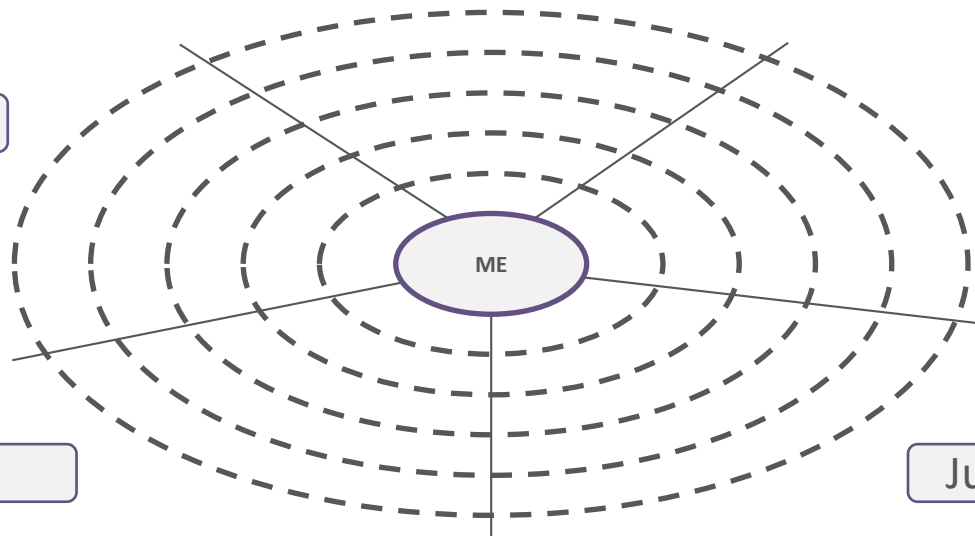
Another Example Network Map

Jeanne's husband

Attorney –real
estate and estate
planning

Home maintenance

Service-ISBA

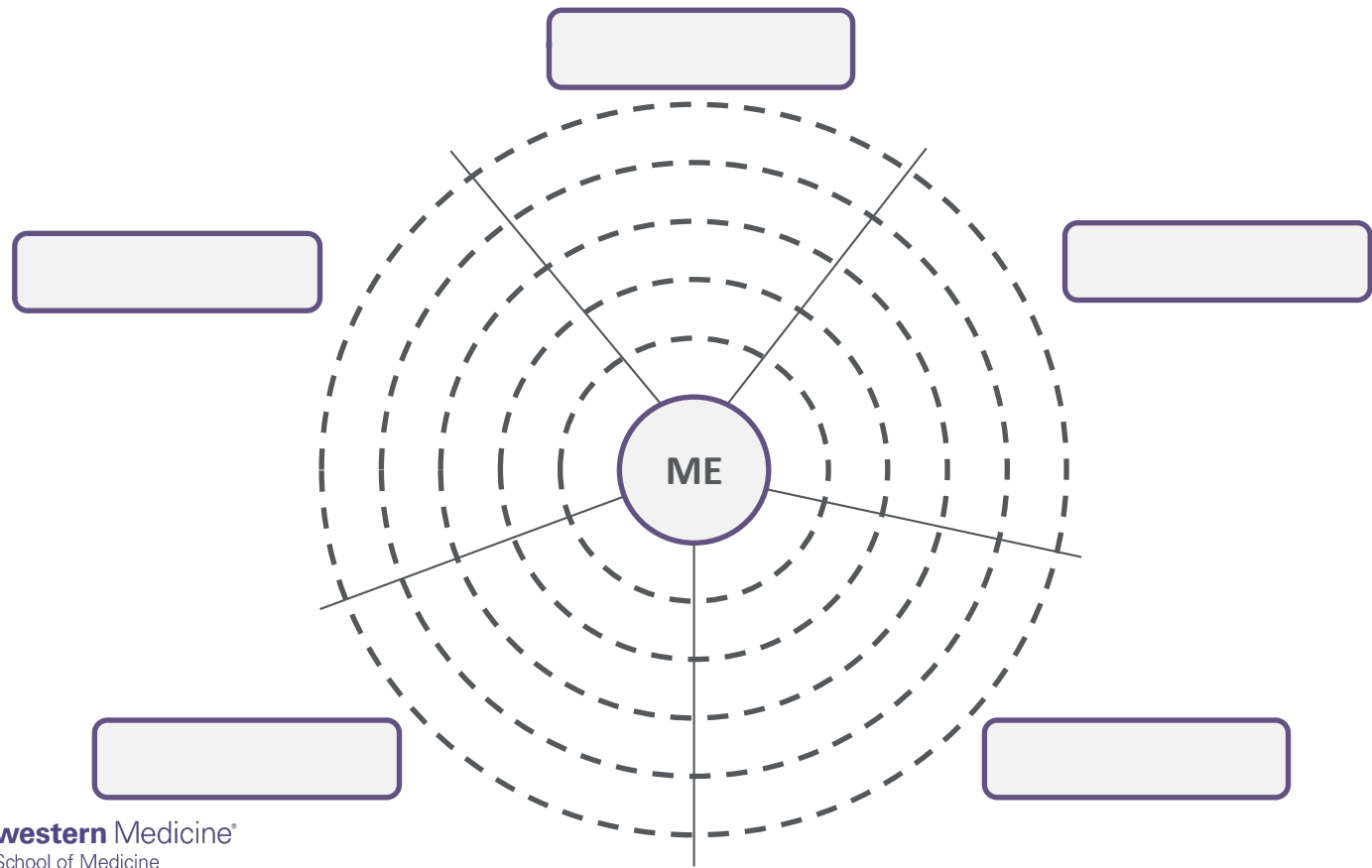


Parenting

Judaism



Developmental Network Map: What are your buckets?





2 PART INDIVIDUAL ACTIVITY (5 MIN)

Identifying Your Career and Personal Goal Areas

PART I:

- Think of what you want your buckets/areas to be (see chat box for link to fillable form) [2 – 3 minutes]

PART II:

- Start to put your identified developers into the areas [2 – 3 MIN]



REPORT BACK

- What are your thoughts as you are filling out this network map?
- In what areas do you see your greatest concentration of developers? What are your thoughts about that?
 - What patterns do you see?
- Did anything surprise you as you worked to fill out this map?



Evaluating your Developmental Network



Evaluating Your Developmental Network

- **Size**: Do you have the right number of developers to help you reach your goals? Should you enlist more people? Or, do you have many and need to manage those relationships more effectively?
- **Diversity**: How similar or different are these individuals (in terms of gender, race, function, geography, organizations) to each other and to me?
- **Redundancy**: How much overlap is there?
- **Interconnectivity**: How closed is the network in the sense that most of the people know each other?
- **Strength of Connection**: What is the spread of people in terms of closeness and distance?
- **Balance**: Is your network balanced or in danger of tipping?
- **Connections to Power and Influence**: How many would you characterize as influential in the department or hospital or field?



The Next Steps: Action Planning



**Think back to your responses in terms of your greatest
perceived mentoring need and career advancement need in
next 3 – 6 months**



Action Planning

Identify an opportunity that you would like to pursue going forward:

1. How will your current network help you achieve your goal?
2. What type of help is missing in your current developmental network?
3. How can you leverage your current network to meet people that can be helpful to you?
4. What specific actions will you take to get things started?
5. Who is your accountability partner?



Action Planning

Why is this important?

- A. Help you enhance (extend and/or strengthen) your network relative to major challenges/opportunities you will face in the next 1-3 years.
- B. Help you develop a relationship building strategy that will work for you.
- C. Help you develop a specific plan to pursue over the next 3-6 months.
- D. Help you create an accountability mechanism.



To Remember

- Don't restrict your developers to your own context/area
- Think creatively as to who could be your developers (whose doors could you knock on?)
- Consider what you need/what you are asking for from each of your developers
- Don't stop here – identify your next steps
 - Action Plans
 - Accountability partner/check in
- Identifying Developers and Mapping your Network takes time
 - Not a static map – will change over your career



Zoom Poll

- Defining Developmental Networks for Career Development
- Mapping your Developmental Networks: Identifying your Developers
- Individual activity/Breakout Group: Identifying your developers
- Mapping your Developmental Networks: Identifying Career and Personal Goal Areas (“buckets”)
- Individual Activity: Identifying your Career and Personal Goal Areas
- Evaluating your Developmental Network



What is your own Take Away?

- What aspect of how you have approached identifying your own Mentors/Developers do you plan to change moving forward?
 - i.e., what individual behavior change(s) could you enact to increase or strengthen your developer network?
 - **Share in chat or verbally if willing**

Thank You for Attending

Please Complete Brief Evaluation via
REDCap (will be emailed to you)

Questions:

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Resources and Opportunities on Website:

<https://www.nucats.northwestern.edu/education-and-career-development/investigator-development/index.html>

