

Mentoring & Sponsorship

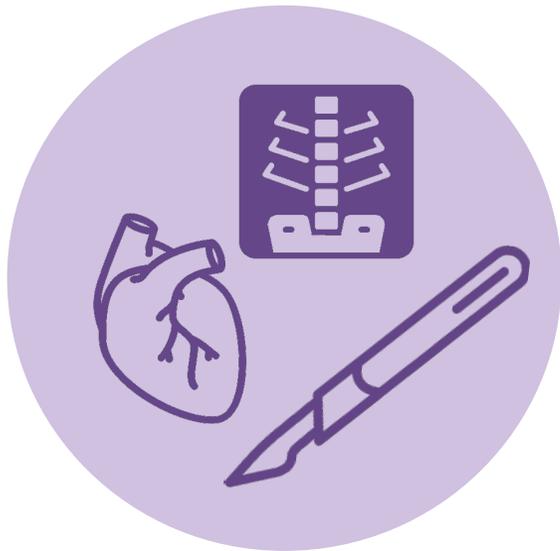
Terminology

Mentor: An advisor who helps develop skills, knowledge, capabilities and navigation of professional responsibilities

Sponsor: a powerful/influential person who advocates or provides opportunity for a high potential junior person

Role Model: an example to be imitated

Mentorship Matters



Specialty Selection

- 3rd & 4th year students
- Residents



Advancement

- Faster promotion
- Better retention



Productivity

- Genetic, epigenetic
- Acknowledge

Defining the Mentorship Gap

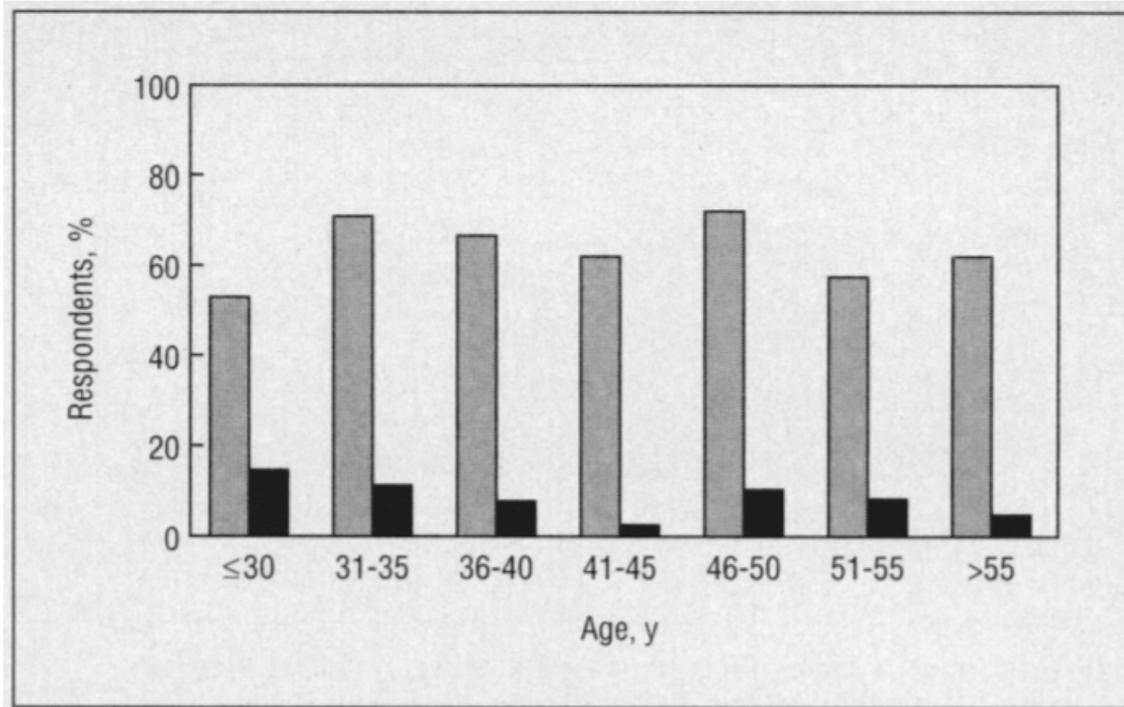


Figure 8. Role models for female surgeons stratified by age, showing the percentage of respondents who had any role model (shaded bars) and the percentage who had a female surgeon (solid bars) as a role model.

“Women do not have the same degree of mentorship as some of the men have. They've not had the same access to some of the organizational fraternities, the men's clubs.”

“While I think that many people have a hard time getting appropriate mentoring at UCSF, I think that, from a certain perspective, minority researchers have a harder time.”

“When you're the first person in your family to reach this point, you are clueless. I was not receiving any counseling about what the next move was. A lot of people of color don't”

Minding the Gap

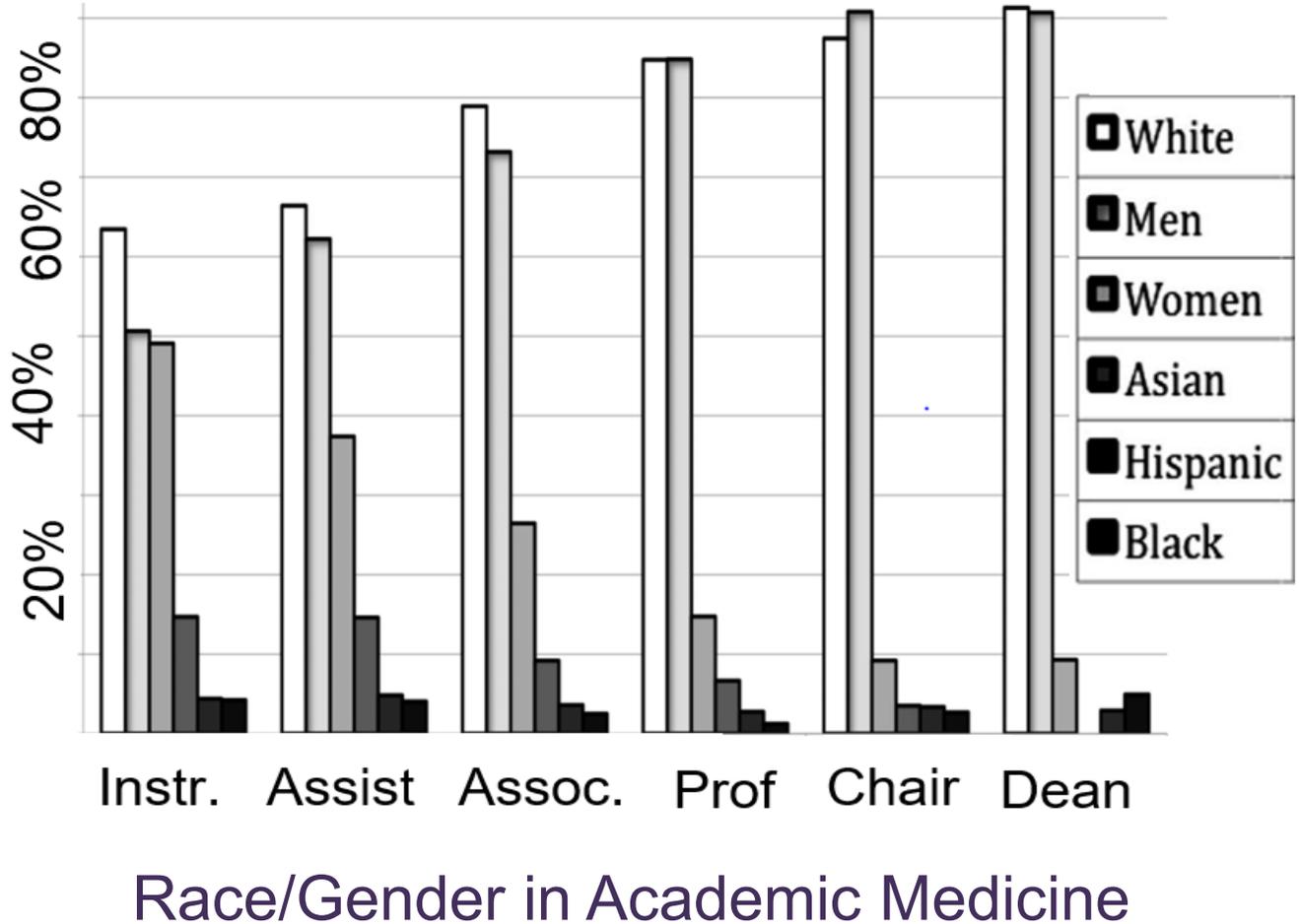
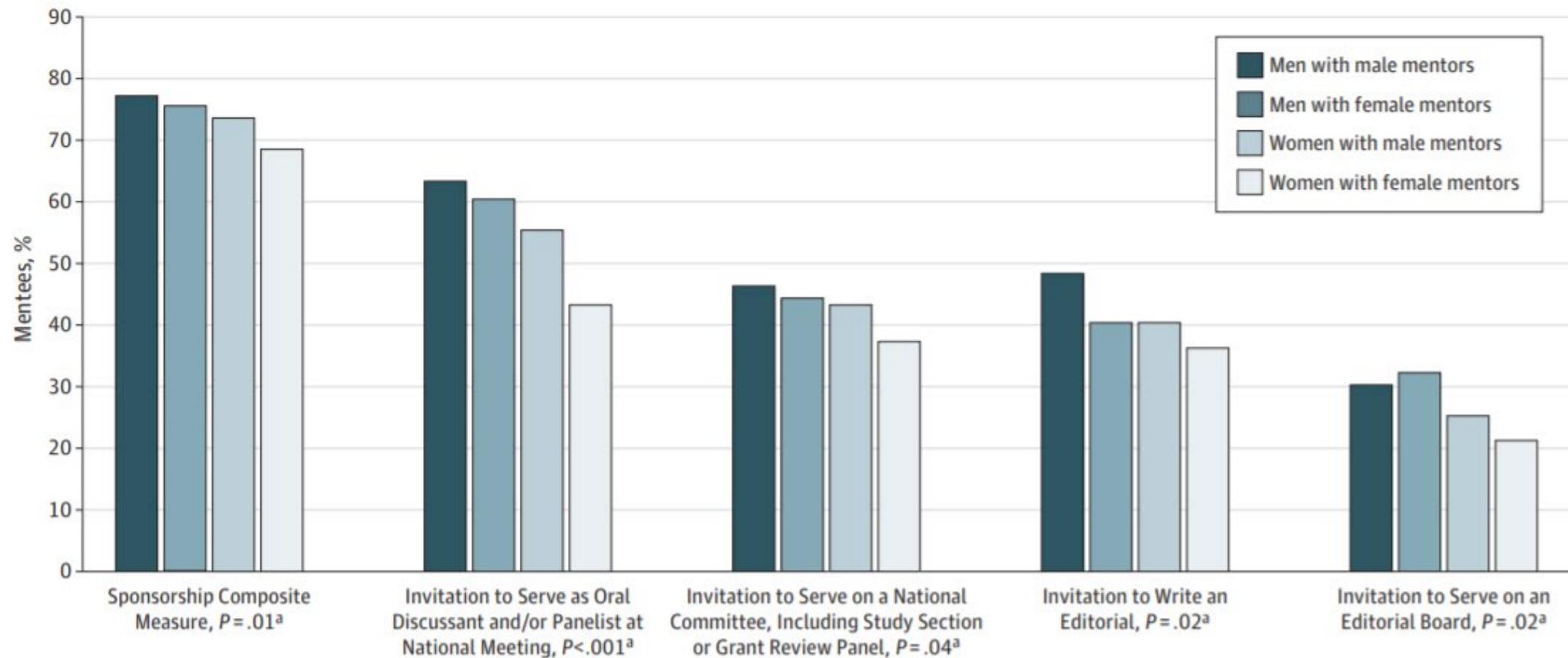


Figure. Experiences of Sponsorship by Sex



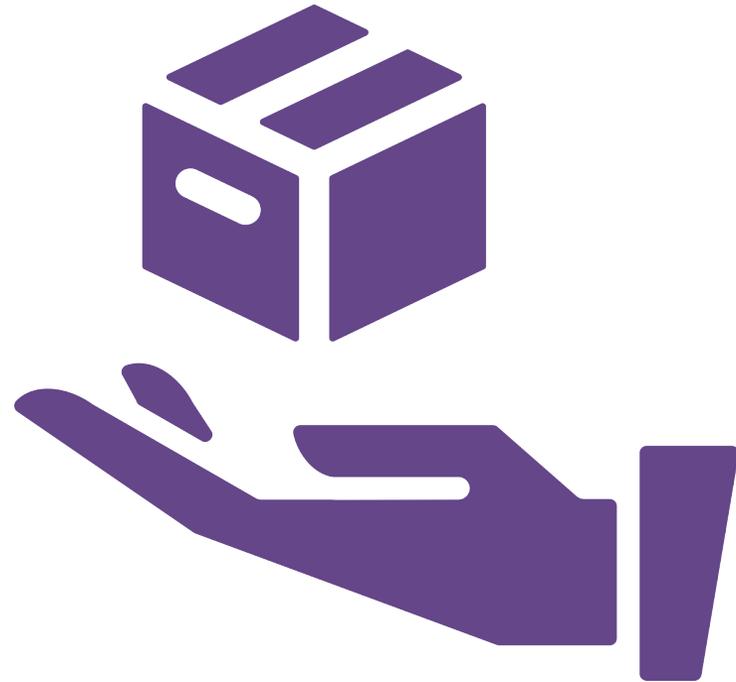
This graph depicts self-reported experiences of sponsorship by K08 and K23 award recipients for men with male mentors (n = 442), men with female mentors (n = 89), women with male mentors (n = 323), and women with female mentors (n = 131). Unadjusted percentages are depicted for each of 4 individual sponsorship experiences and for a composite binary measure of having reported at least 1 of the 4 individual experiences.

^a P values evaluate the presence of a difference between men and women holding National Institutes of Health (NIH) Mentored Career Development (K) awards in regression models that adjust for other demographic characteristics (age, race), job characteristics (grant type, year of grant award, medical specialty), level of funding for the NIH institute that granted the K award, and level of NIH funding received by the individual's institution of employment.

Critiquing the Concept



Data Quality



Personal Responsibility

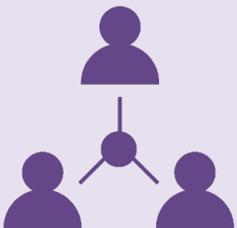
Operationalizing: Mentorship



Deliberate Institutional Initiatives: with clear structure and benchmarks



Address the full Life Cycle: women need mentorship at every stage of development



Build a Team: may need a cadre of people to address all needs as a mentee

Operationalizing: Sponsorship

Nominations



The easiest thing: how can you elevate, how can you attribute authority?

Defer Questions



If someone orients to you, simply be quiet and allow someone else to speak to diversify voices

Handing Off



If you get invited to give a talk, you **can** simply say no: suggesting someone new is better

No Manels



Just don't do it: Make a public commitment: do not speak on homogenous panels

Case Study

As the sole person on color in the division, a Black surgeon begins to notice that all the students of color are directed to him/her for the bulk of their career planning

Discussion Points

- Is this potentially limiting the students' mentoring opportunities?
- If you are one of the few representatives of a given community, how do you put reasonable boundaries on your obligations to the community?
- Can this potentially trigger stereotype threat?

Case Study

Physicians are asked to nominate patients to facilitate a cancer support group, and select predominantly white, college educated patients

Discussion Points

- What are the ramifications of this selection?
- How could mentorship or sponsorship change this? What needs to be in place?
- How do you stay wary of instituting a biased selection process?

Survey

Please complete the following brief survey to assess your learning from today's session and provide feedback on your experience.

1. Open camera app on your phone
2. Point your phone at the QR code to scan it
3. Tap the pop-up banner/link and fill the brief survey

Thank you!!



Further Reading

