



Residents & Fellows Mentorship Toolkit

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Dear mentee,

Thank you for choosing to be a part of AMWA, a network of physicians across the country whose goal is to enhance the vision and voice of women in medicine. The following set of resources has been carefully selected based on personal feedback from fellows and residents of AMWA and from research in the literature. This list is not meant to be all inclusive, but we hope that you will find it helpful as you form new relationships and strengthen prior bonds. Your mentorship journey will continue to evolve over time, and we hope these resources can be used to guide your experience and help you understand what you are looking for in a successful mentor-mentee relationship.

We want to stress that it is entirely normal and expected that your ideals and goals will change over time, requiring you to adapt your relationships with mentors as well. You can have multiple mentors to help you through various phases of your personal and professional life. No one single person can help you with everything. Just as important as it is to have diversity in your practice, you should also diversify the group of people who advise you on your journey. It is imperative that as you change, you remain honest and respectful to those who support you. If you find that your current mentors are not helping you reach your goals, you should seek out additional (not alternative) mentors. When this happens, return to this guide to help redirect your point of view.

In addition to the mentors that you work with on a regular basis, we are here to support you on a national level. Throughout this process, please don't hesitate to contact us if you need specific guidance or if there is something in particular not covered in our list of resources. We can be reached anytime at mentorship@amwa-resident.org.

Most importantly, have fun, and keep an open mind!

Respectfully,

Kerri Vincenti, MD

A handwritten signature in cursive script that reads "Kerri Vincenti".

AWMA Residents and Fellows Division
Membership Chair, 2019 - 2020

Understanding yourself

Before you can begin a successful mentor-mentee relationship, you will need to learn some important details about yourself. You may know what you want, but that doesn't mean you understand why or what personal resources you already have to reach your relationship goals.

The following set of exercises and suggested reading material may help you get reacquainted with who you really are. Having this information when you approach a new mentor will increase the likelihood of success.

Personal SWOT Analysis (See Mentee Worksheet #1)

- Strategic business tool used to evaluate Strengths, Weaknesses, Opportunities, and Threats
 - Questions have been adapted to define you and your “personal brand”
- Evaluates both internal and external factors to help you understand what you have the power to more easily affect
- May identify topics to address with mentor on areas needing improvement

A View Through the Looking Glass (See Mentee Worksheet #2)

- Understanding how others perceive you will help you know yourself better
- This exercise can be challenging because others are commenting directly on your behaviors (both good and bad)
- Getting a different perspective about yourself can give you insight into areas where you shine and other areas where you may benefit from a mentor's advice
- Use this tool in conjunction with other self-reflective exercises to reveal your true character

MENTEE WORKSHEET #1 - PERSONAL SWOT ANALYSIS

<p>What are my top FIVE strengths or areas I am most proud of?</p>		<p>What are FIVE weaknesses or areas I most want to improve about myself?</p>	
<p>What TWO strengths do I feel are most valuable to me?</p>		<p>What TWO weaknesses have most impacted my goals so far?</p>	
<p>What are the top FIVE opportunities that I can seize to help me develop and reach my potential?</p>		<p>What are the top FIVE threats or obstacles I'm facing right now that could prevent me from achieving my dreams?</p>	
<p>Which TWO opportunities am I most excited about?</p>		<p>What one obstacle do I believe will be the hardest to overcome?</p> <p>What about the Easiest one?</p>	

MENTEE WORKSHEET #2 – LOOKING GLASS

This worksheet should be given to 3 close friends/family and 3 professional colleagues. Advise them to fill in responses honestly with a rating of 1 (worst) – 10 (best) and a specific example for each section to justify the score.

P	Planning & Organization	1	2	3	4	5	6	7	8	9	10
E	Ease of Adaptability	1	2	3	4	5	6	7	8	9	10
R	Relationship Building	1	2	3	4	5	6	7	8	9	10
S	Self-Development	1	2	3	4	5	6	7	8	9	10
P	Personal Motivation	1	2	3	4	5	6	7	8	9	10
E	Effective Leadership	1	2	3	4	5	6	7	8	9	10
C	Communication	1	2	3	4	5	6	7	8	9	10
T	Teamwork	1	2	3	4	5	6	7	8	9	10
I	Integrity	1	2	3	4	5	6	7	8	9	10
V	Vulnerability	1	2	3	4	5	6	7	8	9	10
E	Empathy	1	2	3	4	5	6	7	8	9	10

Defining your goals

A goal is a desired result a person plans and commits to achieve

To be more likely to achieve in a timely manner, the goal must have the following characteristics:

- Personal
- Meaningful
- Useful

Many specialists in goal setting use the following acronym to help define goals, and we encourage you to use it as well in both your personal and professional mentorship endeavors



The following set of exercises may help you redefine your goals as they relate to your mentorship relationships.

Redefining Goals (See Mentee Worksheet #3)

- Naming your goal is the first step in making it a reality
- Answer a set of questions about EACH goal to help you understand SPECIFIC challenges you may be faced with
- This will help you PRIORITIZE your goals

Prioritizing Goals (See Mentee Worksheet #4)

- Simple worksheet to help you keep a LIST of your goals
- Allows you to visualize what you are aiming for so you can more easily work towards it

MENTEE WORKSHEET #4 – REDEFINING GOALS

When you understand what drives you , it can help make your goals more likely to achieve. Use this worksheet to help you understand how and why you've chosen certain goals. It may seem like some of the prompts are repetitious from other worksheets. If you are feeling this way, dig a little deeper and try to expand on each specific goal. Print a separate sheet for EACH goal.

Name your Goal:

Why is this so important to me?	
Who am I doing this for?	
What do I want to achieve?	
How can I make it easier for myself?	
What obstacles do I foresee along the way?	
Who do I need to help me?	
What resources do I already have at my disposal?	
What will I do if I don't achieve this goal?	
How much time and energy am I really willing to give?	

MENTEE WORKSHEET #5 – PRIORITIZING GOALS

Visualization is a very powerful tool. Use this worksheet to organize and list the goals you previously worked through (see worksheet #4 goals). Categorize your goals as needed. Feel free to create your own categories as well.

Personal Goals

Short Term (Less than 1 year)

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

Long Term (More than 1 year)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Professional Goals

Short Term (Less than 1 year)

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

Long Term (More than 1 year)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Choosing the right mentor

Your mentorship relationship should be driven by you even though the relationship should be mutually beneficial. This requires that both parties be honest with one another and respectful of each other. You must *choose* your mentor. Even if you have someone with similar interests or experiences, ultimately your number one priority should be yourself. This may sound selfish, but if you are simply assigned to someone who doesn't understand your motivations, you are more likely to fail.

Mentorship relationships can be successful due to a variety of possible factors

- Similar interests
- Similar life experiences
- Open communication
- Commitment by BOTH parties
- Encouragement of curiosity

The following is a good overview of the pros and cons of working with faculty at various levels:

	Junior Faculty	Senior Faculty
Pros	<ul style="list-style-type: none">• More one-on-one time• Likely recently went through application processes for residency or fellowship• Could provide bigger role in projects	<ul style="list-style-type: none">• Increased overall experience• Well-established careers; therefore, more opportunities for first authorship on papers• Could offer more connections for projects or career opportunities
Cons	<ul style="list-style-type: none">• Generally, less overall experience• Likely unable to provide first authorship, as they may need to continue building their own résumé• Less established connections	<ul style="list-style-type: none">• Busy schedule could interfere with one-on-one time• May require more self-motivation and/or initiative• Often work on large projects that could make it difficult to offer a large role

Meeting expectations

Setting the right goals can be hard, but achieving them can be even harder. There are multiple factors (both internal and external) that can get in the way. Additionally, life changes, and with those changes, our goals may also shift. We have to give ourselves a chance to re-evaluate what our goals are and if they still matter to us.

Please use the following exercises and resources to reflect on questions that might give you insight into internal constraints on your time and attention.

Procrastination Scale (See Mentee Worksheet #6)

- Why put off until tomorrow what you can do today?
- We all have competing drains on our time and energy – Committees, Research, Upcoming events, Children, Significant others, Social life, Job interviews
- It's simply impossible to give everything 100% all of the time. You have to prioritize and make conscious choices.
- And you have to take the time to actually commit to a given activity or relationship long enough to gain and reciprocate value
- Use this sheet to help gauge how much of a procrastinator you are, and then try to identify WHAT causes you to procrastinate

Mentorship Agreement

- The following is an excellent resource developed by Brigham and Women's to establish a mentor-mentee contract. You can fill it out online or use it as a template to create your own contract with your mentor:

http://bwhmentoringtoolkit.partners.org/wp-content/uploads/2012/11/BWH-Mentoring-Agreement-12_14.pdf

MENTEE WORKSHEET # 6 - PROCRASTINATION

This worksheet is actually a scale created by Lay (1986) with several questions to help you understand what may be stopping you from completing the tasks you set out to do. The real scale has cutoffs, but these questions and the general vicinity of where you fall is also useful information.

Understanding if and why you procrastinate may help you address these issues with your mentor.

Statements	Extremely Characteristic	Moderately Characteristic	Neutral	Moderately Uncharacteristic	Extremely Uncharacteristic
1. I often find myself performing tasks that I had intended to do days before.	1	2	3	4	5
2. I do not do assignments until just before they are to be handed in.	1	2	3	4	5
3. When I am finished with a library book, I return it right away regardless of the date it is due.	1	2	3	4	5
4. When it is time to get up in the morning, I most often get right out of bed.	1	2	3	4	5
5. A letter may sit for days after I write it before mailing it.	1	2	3	4	5
6. I generally return phone calls promptly.	1	2	3	4	5
7. Even with jobs that require little else except sitting down & doing them, I find they seldom get done for days.	1	2	3	4	5
8. I usually make decisions as soon as possible.	1	2	3	4	5
9. I generally delay before starting on work I have to do.	1	2	3	4	5
10. I usually have to rush to complete a task on time.	1	2	3	4	5
11. When preparing to go out, I am seldom caught having to do something at the last minute.	1	2	3	4	5
12. In preparing for some deadline, I often waste time by doing other things.	1	2	3	4	5
13. I prefer to leave early for an appointment.	1	2	3	4	5
14. I usually start an assignment shortly after it is assigned.	1	2	3	4	5
15. I often have a task finished sooner than necessary.	1	2	3	4	5
16. I always seem to end up shopping for birthday or Christmas gifts at the last minute.	1	2	3	4	5
17. I usually buy even an essential item at the last minute.	1	2	3	4	5
18. I usually accomplish all the things I plan to do in a day.	1	2	3	4	5
19. I am continually saying <i>I will do it tomorrow</i>	1	2	3	4	5
20. I usually take care of all the tasks I have to do before I settle down and relax for the evening.	1	2	3	4	5

<https://positivepsychology.com/motivation-tools-worksheets-activities>

Special Notes from the Mentorship Committee

A few final thoughts...

Thank you again for choosing to be a part of AMWA and for using this resource to set up a new relationship. There are many ways for you to take advantage of other unique opportunities available to you as an AMWA member. We hope you find the following additional information useful.

Helpful links and additional resources

- <http://bwhmentoringtoolkit.partners.org/>
- <https://www.dom.umn.edu/faculty-affairs-diversity/faculty-mentorship-program/mentees>
- <https://www.physicianleaders.org/news/bringing-value-leading-coaching-mentoring-others>
- <https://medschool.ucla.edu/workfiles/site-Diversity/Resources/Making-the-Most-of-Mentors.pdf>
- <https://www.thepermanentejournal.org/issues/83-the-permanente-journal/special-reports/7035-ensuring-mentorship-of-new-physicians-in-their-first-year-constructs-for-new-mentoring-processes.html>
- https://educationnorthwest.org/sites/default/files/resources/training_new_mentees.pdf
- https://www.mindtools.com/pages/article/newTMC_05_1.htm
- <https://www.aha.io/roadmapping/guide/templates/swot-analysis>

Bed and Breakfast Program

- This program is available to medical student members during interview season.
- Allows students to connect with an AMWA member prior to their interview, and save some money in the process!
- Find out how to sign up to become a part of this program at www.amwa-doc.org.
- This is a great way to start a mentorship relationship for yourself!

Don't Hesitate to Contact Us

Email: mentorship@amwa-resident.org and mentorship@amwa-student.org