Using developmental networks/mentor mapping to improve your professional and personal life

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

Adapted from the work by
Kathy E. Kram and Monica C. Higgins
and the National Center for Faculty Development & Diversity
And
NUCATS Series on Developing and Enhancing Mentoring Relationships
Introductions
Workshop speakers

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

Jeanne M. Horowitz, MD
Vice Chair for Academic and Faculty Affairs, Department of Radiology
Associate Professor of Radiology (Body Imaging)

Kenzie A. Cameron, PhD, MPH
Director, NUCATS Mentoring Programs
Research Professor of Medicine (General Internal Medicine and Geriatrics), Medical Education, Medical Social Sciences and Preventive Medicine
Introductions

Break out group facilitators

Rukhsana Mirza, MD
Professor of ophthalmology and medical education

Choy Lewis, MD
Assistant Professor of Anesthesiology and Surgery (Cardiac Surgery)

John Bailitz, MD
Professor of Emergency Medicine and Medical Education
Agenda

- Learning Objectives
- Defining Developmental Networks for Career Development
- Mapping Your Developmental Network
  - Identifying your Developers
  - Identifying Career and Personal Goal Areas, *a.k.a.* your “Buckets”
- Evaluating Your Developmental Network
- Action Planning
Learning Objectives

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

• Compare and contrast the roles of mentors and/or developers in their 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
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
A single senior colleague who introduces you to the dimensions of academic medicine and advocates for and helps guide your career.

Career Development & Mentoring

Identify Career Goals

Find the “Right” Mentor

Build Your Career

Slide: Heather Heiman, MD, Director of Faculty Development and Mentoring (Clinician Educators), Division of General Internal Medicine and Geriatrics, Northwestern University Feinberg School of Medicine.
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

- Mentor
- Leader(s)
- Peer(s)
- Junior Colleagues
- Professional Associates
- Family & Friends

You
Developmental Networks for Career Development

Your Personal Board of Directors

- Mentor
- Peer(s)
- Professional Associates
- Family & Friends
Traditional Mentor and Developmental Network Models

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

<table>
<thead>
<tr>
<th></th>
<th>Traditional</th>
<th>Developmental Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentor</td>
<td>Individual</td>
<td>Group</td>
</tr>
<tr>
<td>Role of Mentor(s)</td>
<td>Expert passing on knowledge</td>
<td>Co-learners sharing knowledge</td>
</tr>
<tr>
<td>Relationship(s)</td>
<td>Hierarchical</td>
<td>Hierarchical and peer</td>
</tr>
<tr>
<td></td>
<td>Stable</td>
<td>Changing</td>
</tr>
<tr>
<td></td>
<td>Within the organization</td>
<td>Inside and outside the organization</td>
</tr>
</tbody>
</table>

Life Cycle of Career Development

- Identify Career Goals
- Assess Strengths and Weaknesses to Achieve Goals
- Map Developmental Network
- Analyze Developmental Network
- Reassess Career Goals and Network
- "Survival Mode"

"Survival Mode"
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)
Mapping Your Developmental Network

Get the Job Done  Advance Your Career  Personal Support
Mapping Your Developmental Network

- 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

- 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.

Advance Your Career

Personal Support
Mapping Your Developmental Network

- 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.
# Social Roles of Developers

<table>
<thead>
<tr>
<th>Organization</th>
<th>Family</th>
<th>Community</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior</td>
<td>Spouse/partner</td>
<td>Personal friend</td>
<td>Former work colleague</td>
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<tr>
<td>Manager/supervisor</td>
<td>Parent/guardian</td>
<td>Romantic partner</td>
<td>Teacher/instructor</td>
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<tr>
<td>CEO/president</td>
<td>Sibling</td>
<td>Counselor/therapist</td>
<td>Business associate</td>
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<tr>
<td>Coworkers</td>
<td>Aunt/Uncle</td>
<td>Neighbor</td>
<td>Recruiter</td>
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<tr>
<td>Formal mentor</td>
<td>Grandparent</td>
<td>Spiritual guide</td>
<td>Unmet hero</td>
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<tr>
<td>Subordinate</td>
<td>Child</td>
<td>Acquaintance</td>
<td></td>
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<tr>
<td>HR representative</td>
<td>Relative/other</td>
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Who are your developers?

<table>
<thead>
<tr>
<th>Developer Name</th>
<th>Type of Support Provided</th>
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<tbody>
<tr>
<td></td>
<td>Helps me get the job done</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Never</td>
<td>Rarely</td>
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Mapping your Developmental Network: Identifying Career and Personal Goal Areas *a.k.a.* your “Buckets”
## Developers and Goal Areas

<table>
<thead>
<tr>
<th>Developer Name</th>
<th>Helps me get the job done</th>
<th>Helps advance my career</th>
<th>Provides personal support</th>
<th>Is a role model for me</th>
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**Example**

- Personal Research
- Teaching
- Clinical
- Research
- Personal

**What are your career and personal goal areas?**
Preview of Process

Put your developers into your goal areas to make your map

Developers

Career and Personal Goal Areas

Developer Map
Jeanne's messy developer map
Kenzie's neat developer map
Farzaneh’s very impressive network (ooh, aah...)

Outside of Northwestern
Jeanne’s husband’s map

Attorney – real estate and estate planning

Home maintenance

Parenting

Service-ISBA

Judaism
Developmental Network Map: What are your buckets?

[Diagram with circles and labels]

Northwestern Medicine
Feinberg School of Medicine
ACTIVITY – Break out groups
Identifying Your Career and Personal Goal Areas and add your developers

Step 1:
- Write down your goal areas in the buckets
- Write down your developers

Step 2:
- Start to put your developers into the areas

Forms are in the chat bar
Discuss with your guest mentorship experts

- Ask questions...

- 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
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
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

Questions?

If you would like a follow up small group session to go over your network/map, email Jeanne or write in the chat.
Thank You for Attending

- Questions:
- Farzaneh Sorond farzaneh.sorond@nm.org
- Jeanne Horowitz jeanne.horowitz@nm.org
- Kenzie A. Cameron k-cameron@northwestern.edu

NU RaMP past workshop resources:
https://www.radiology.northwestern.edu/professional-development/mentorship.html

NUCATS Resources and Opportunities on Website:
https://www.nucats.northwestern.edu/education-and-career-development/investigator-development/index.html

Feinberg Faculty Affairs Resources
https://www.feinberg.northwestern.edu/fao/career-development/index.html