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

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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

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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

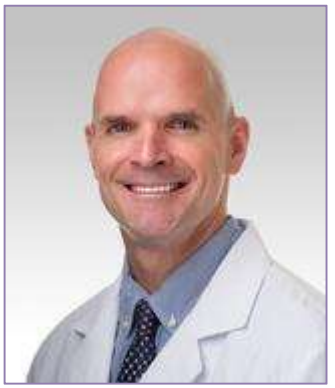
Research Professor of Medicine (General Internal Medicine and Geriatrics), Medical Education, Medical Social Sciences and Preventive Medicine

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

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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

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Mentoring Myths

You have to find one perfect mentor

Mentoring is a formal, long-term relationship

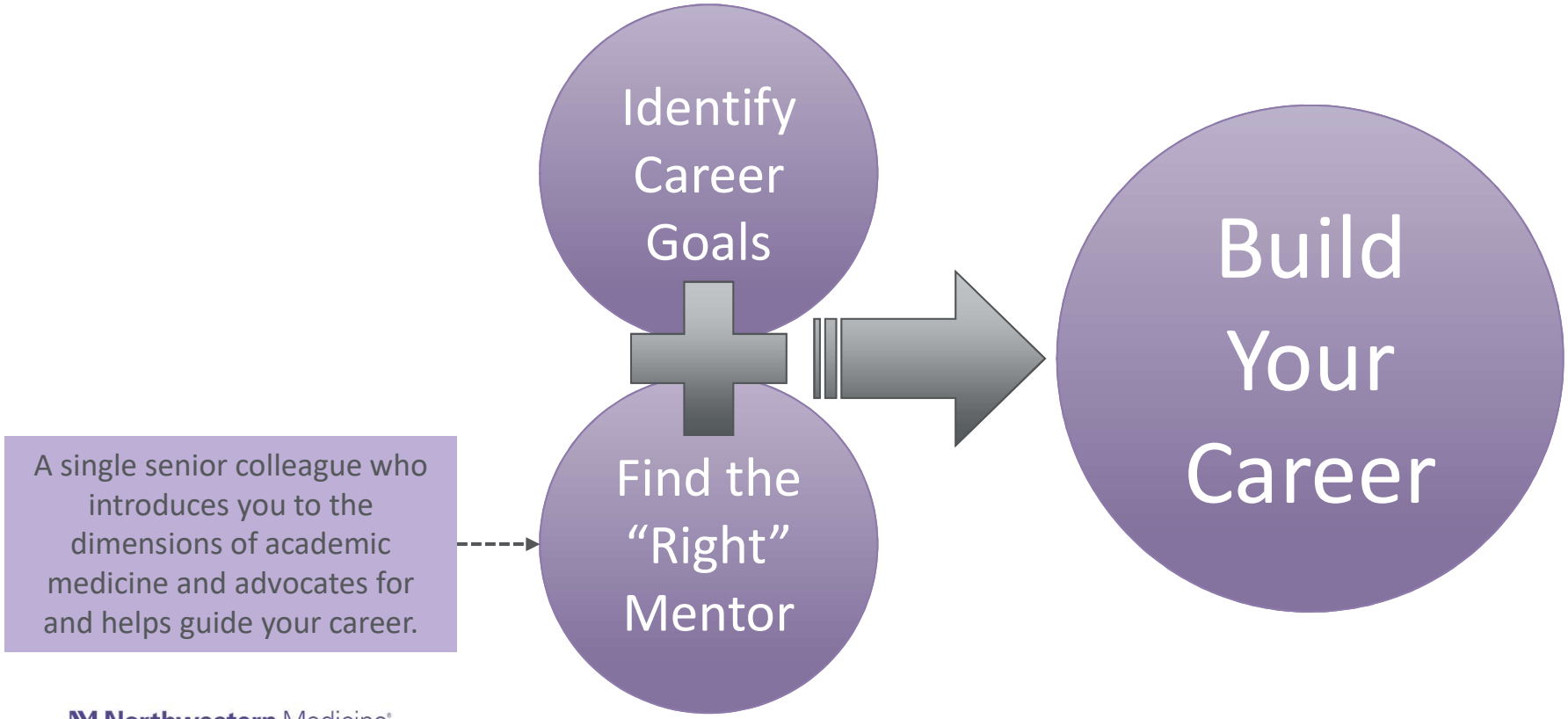
Mentoring Matches need to be perfect

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

You only need one mentor at a time

The mentor must be older or more senior to mentee

Career Development & Mentoring



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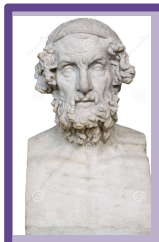
4 Mentoring Archetypes-Chopra, Arora, Saint (2018)



Traditional Mentor

Formal
Career-focused
Long-term
Reciprocal

Coach

Issue-focused
Short-term

Sponsor

Influential
Visibility-focused

Connector

Link mentees with others
Create networks
Focused on their field

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

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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

Granovetter M. (1973). *Am J Sociol.;* Granovetter M. (1983). *Sociol Theory*

Developmental Networks for Career Development

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Developmental Networks for Career Development

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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	Hierarchical and peer
	Stable	Changing
	Within the organization	Inside and outside the organization

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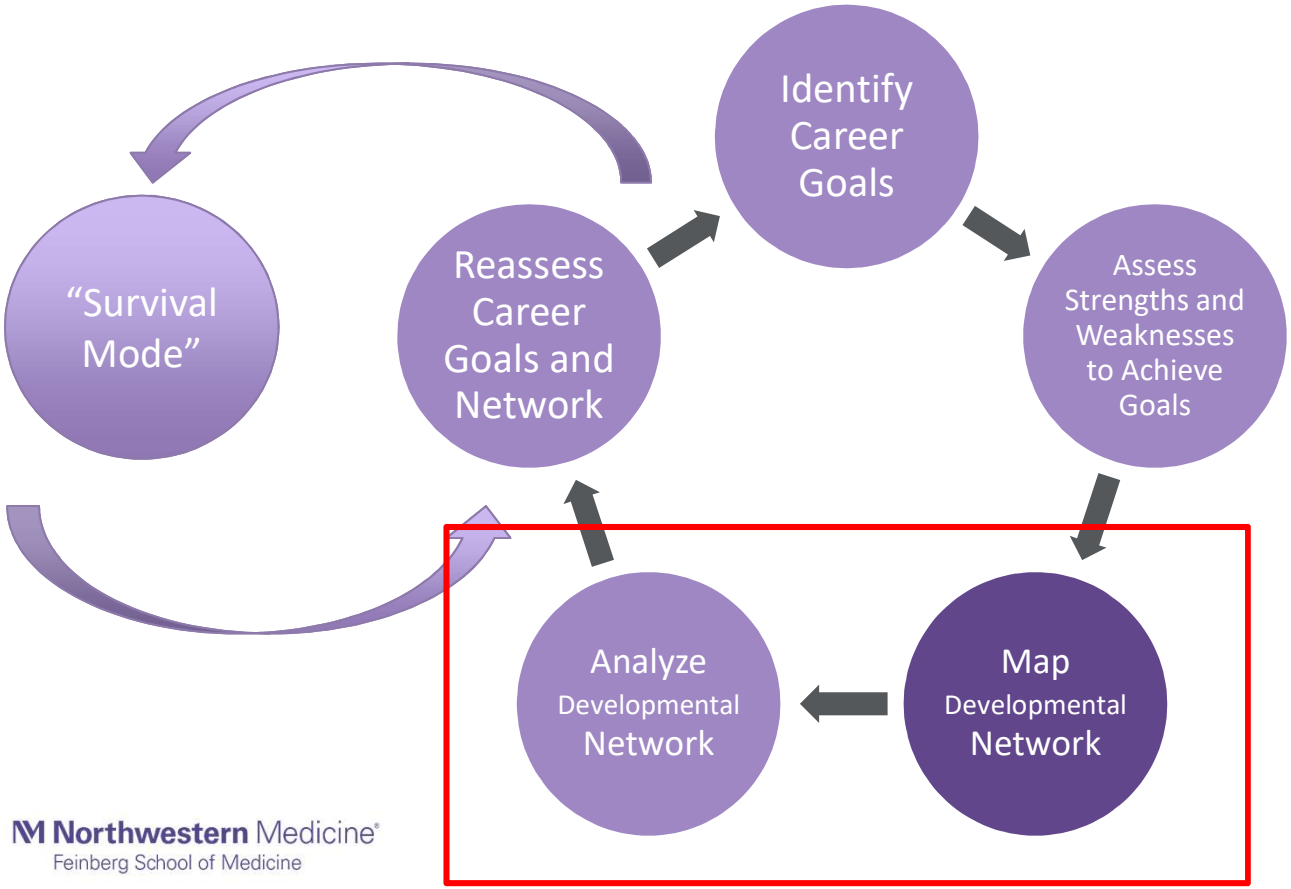
Kram KE, Higgins MC. A new approach to mentoring. *Wall Street Journal.* 2008 September 22. Available online: https://online.wsj.com/article/SB122160063875344843.html

Life Cycle of Career Development



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Mapping your Developmental Network: Identifying your Developers

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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

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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.

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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.

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		

Who are 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

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

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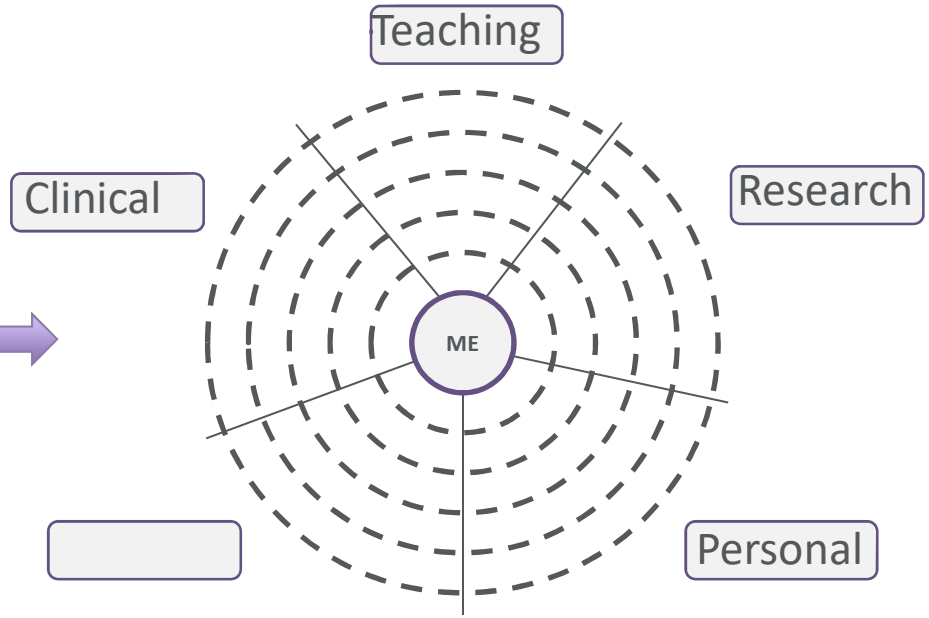
Preview: Developers and Goal Areas

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



What are your career and personal goal areas?

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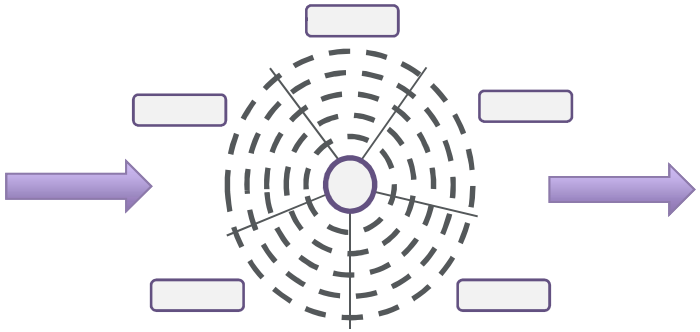
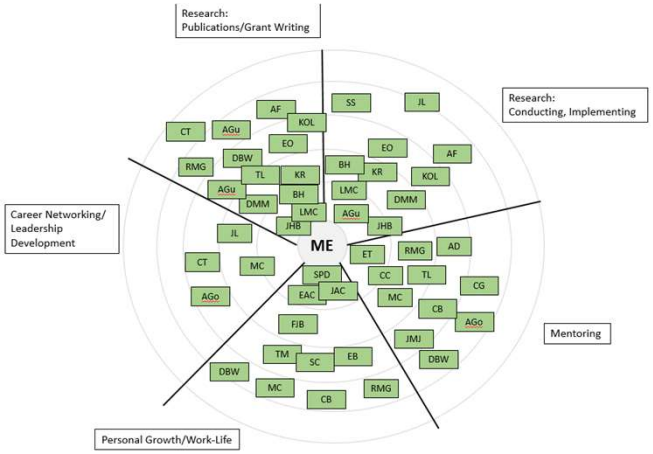
Preview of Process

Put your developers into your goal areas to make your 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 ■▲●





Developers

Career and Personal Goal Areas

Developer Map

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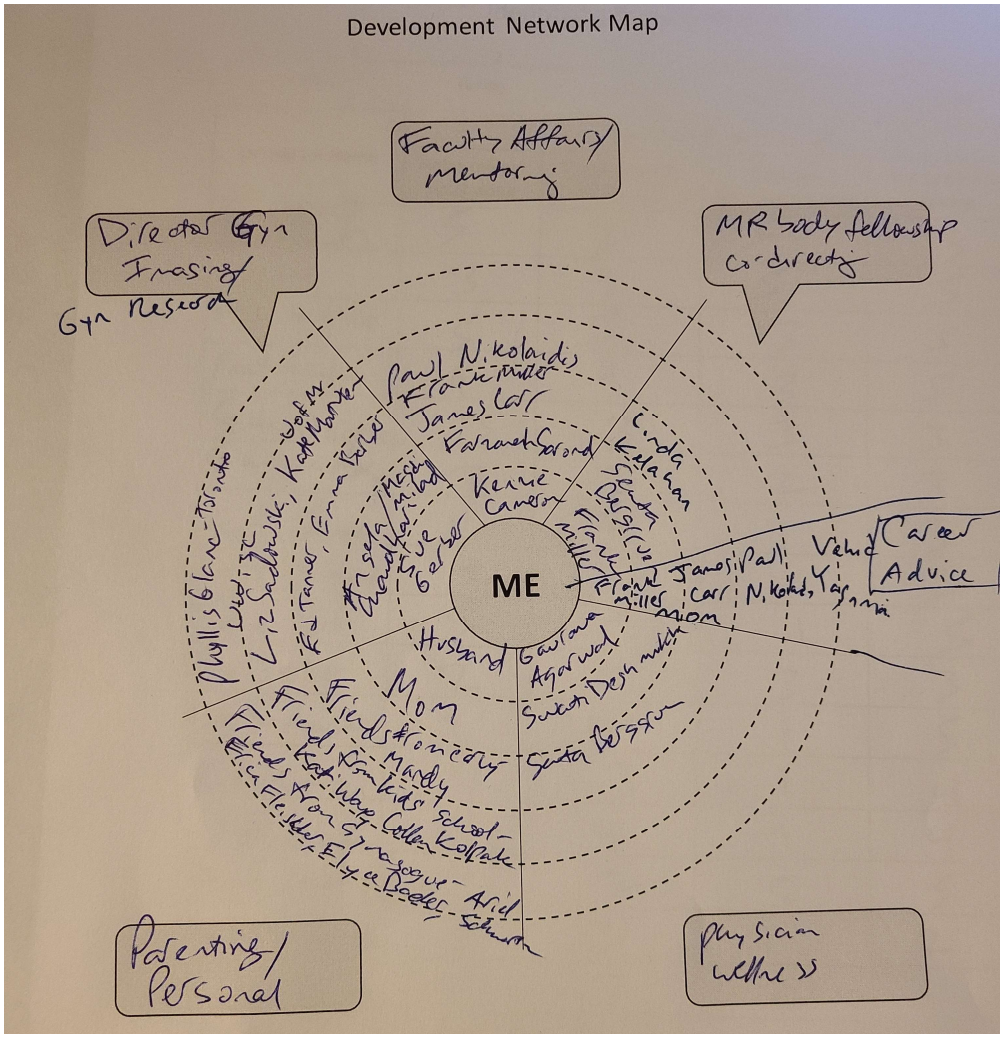
Jeanne's messy developer map



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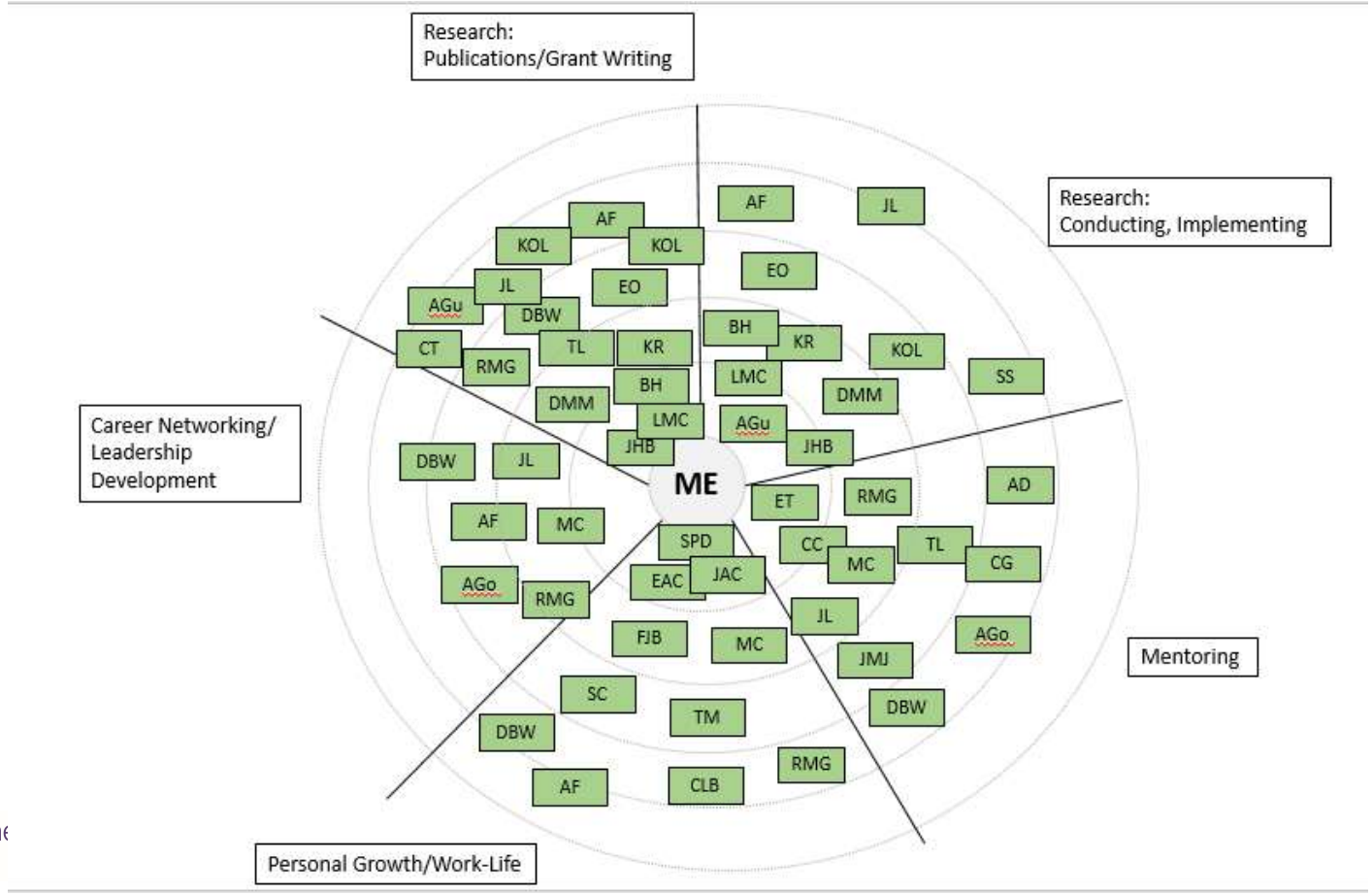
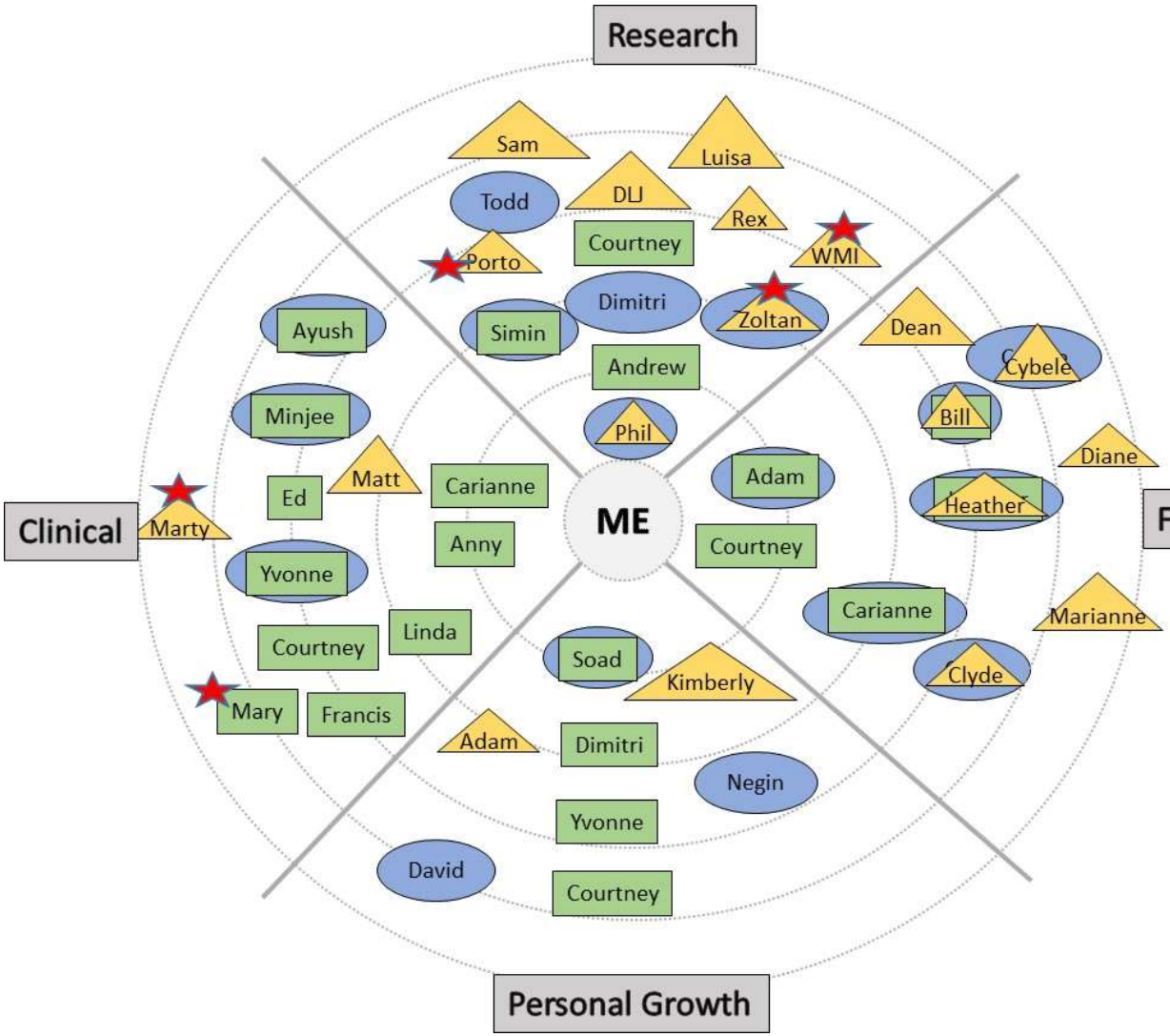
Kenzie's neat developer map





Operational Network

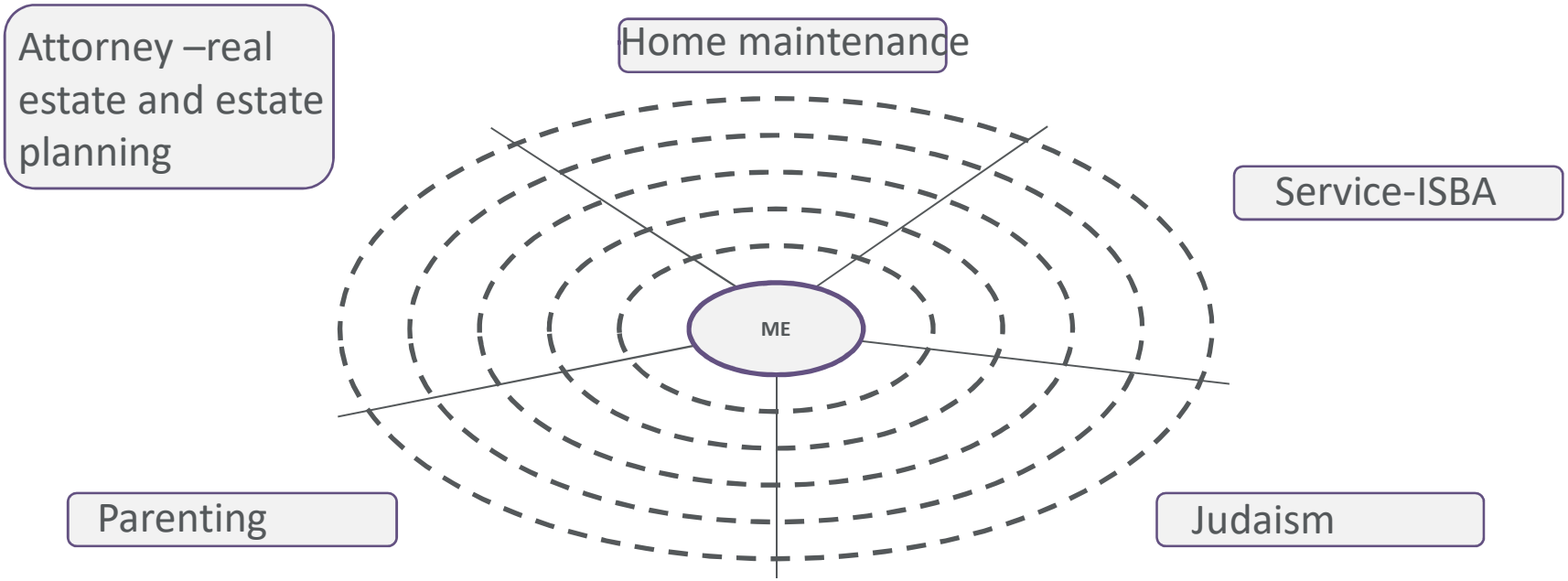
Career Network

Strategic Network

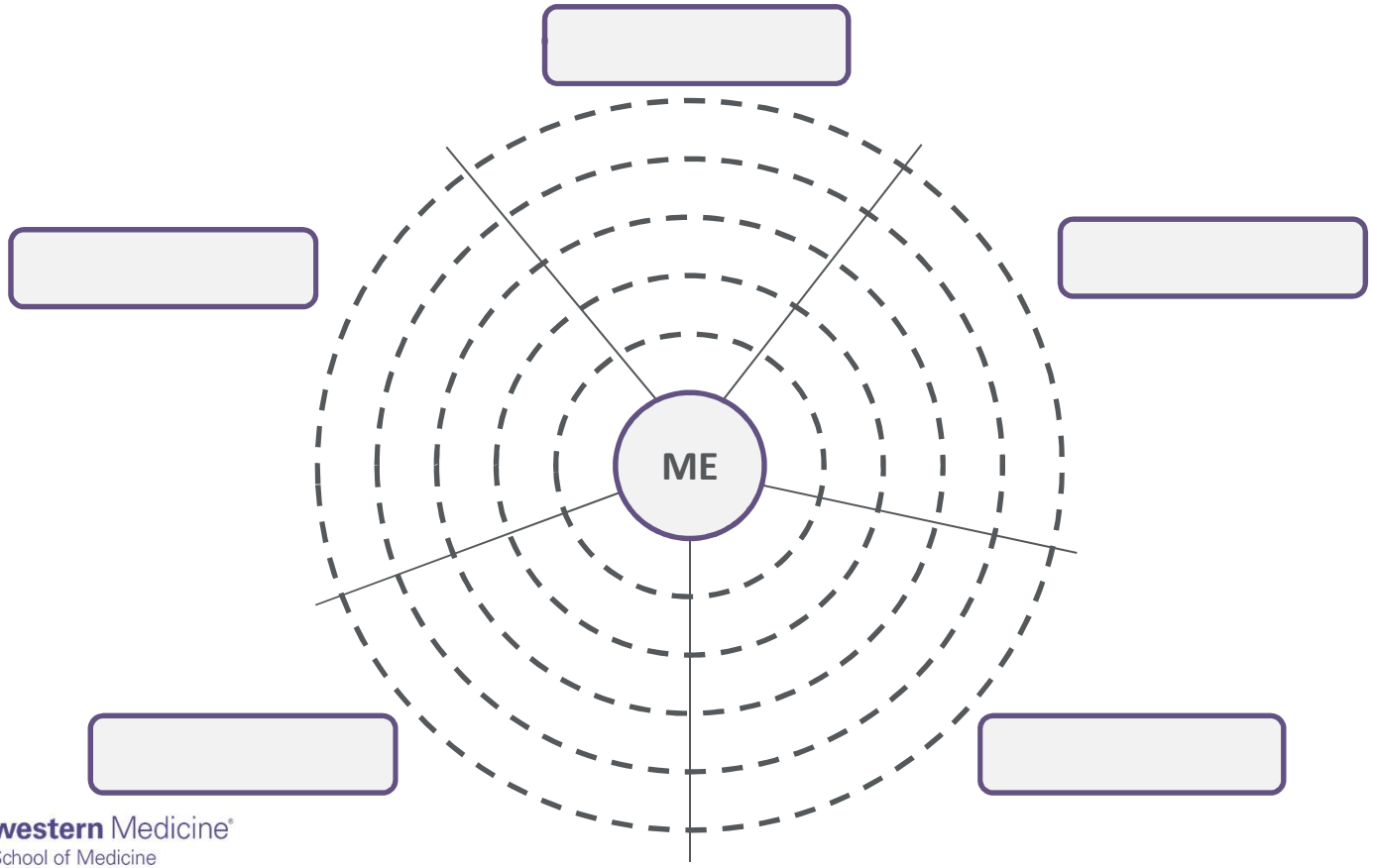
★ Outside of Northwestern

Farzaneh's very impressive network (ooh, aah…)

Jeanne's husband's map



Developmental Network Map: What are your buckets?



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

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

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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

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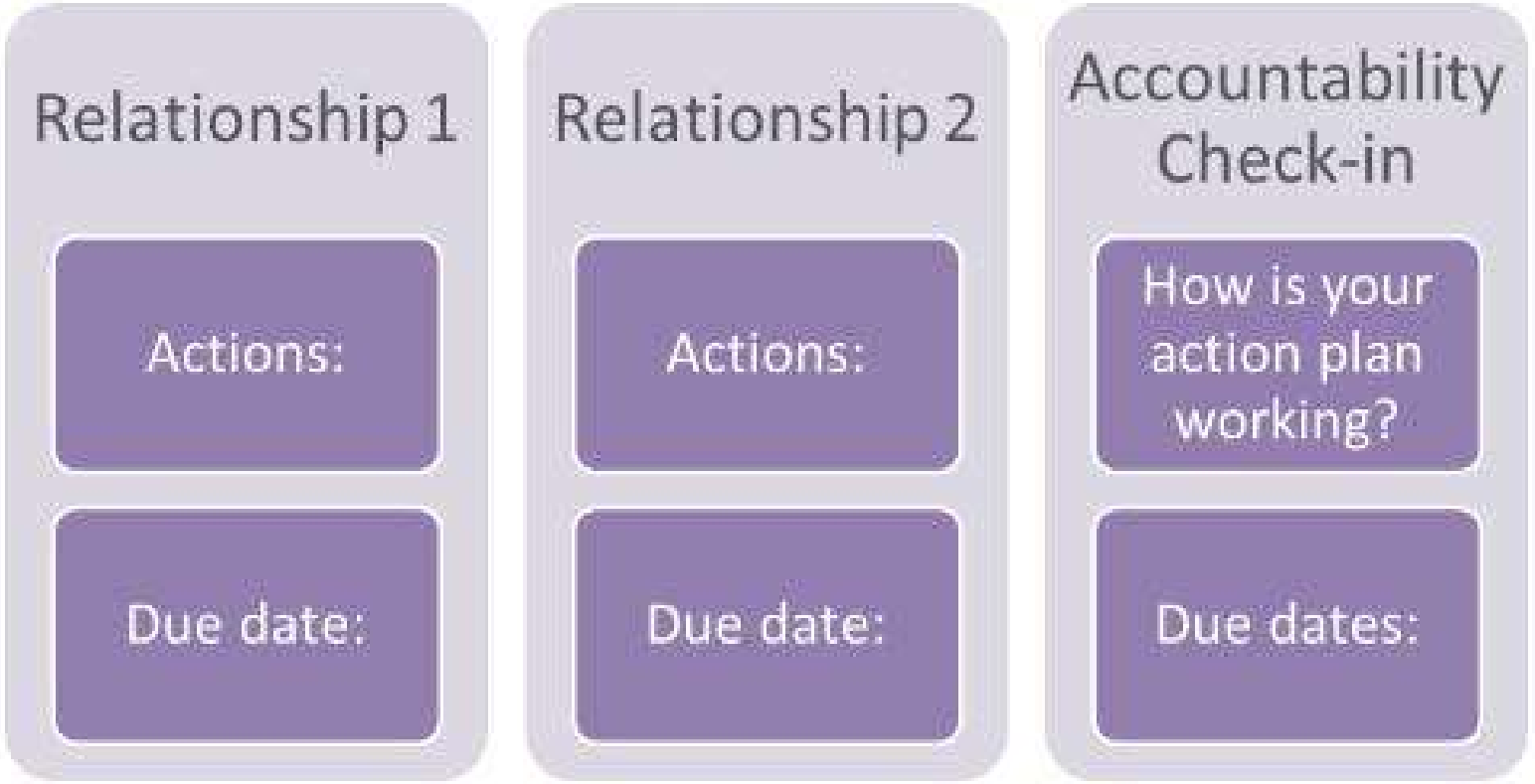
Action Planning

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



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

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