

The background features a close-up of hands assembling white puzzle pieces. A horizontal blue bar spans the width of the page. Two large, thin circles, one light blue and one light orange, are overlaid on the scene. The text is positioned in the upper left quadrant.

Your Success Network

19

CHAPTER 19

*Building key relationships
that support your goals*



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Ms. Murphy holds dual AB degrees in Psychology and Studio Art along with an MS and PhD in Organization Studies from Boston College.

She conducts research, speaks, and teaches internationally in the areas of leadership and mentoring. She is currently the associate dean for the undergraduate school and director of several leadership open-enrollment and customized programs in executive education at Babson.

Murphy's research has been published in several academic journals. Her book with coauthor Kathy Kram, *Strategic Relationships At Work: Creating Your Circle Of Mentors, Sponsors, And Peers For Success In Business And Life*, applies the scholarship of mentoring to help everyone become an entrepreneurial protégé. In 2014, she was recognized by *Poets & Quants* as one of the "40 Most Outstanding B-School Profs Under 40 in the World."

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Cotton's research has appeared in *Harvard Business Review*, *Sloan/MIT Management Review*, *Inc.* and several academic, business and HR journals.



In This Chapter

In this chapter, you learn how to transition from your training mentorship and support network to a professional network by building an *enhanced success network* – a set of people who take an active interest in your journey and assist you in your personal and professional development as you strive toward your post-residency career and life goals. These mentors, sponsors, peers, and advisors who make up your success network will give you wisdom, inspire you, provide tactical advice, and most importantly, create accountability.

For the past decade, you've been surrounded by professors, program directors, faculty, and peers who have helped guide and support you throughout training. Soon you'll be making many significant work-life decisions that will impact you both personally and professionally as you transition. These key career decisions include choosing a practice opportunity, deciding where to live, buying a home, and many other important career and life choices that will shape your lifestyle, work life balance, and overall wellness.

An *enhanced success network*—mentors, sponsors, coaches, advisors, and peers—can help you in all aspects of your life. No matter where you are in your life and career journey, creating and sustaining high quality relationships will help you make good decisions, navigate your path, and achieve your goals more quickly than you could without them.

OUTLINE

Part I: Introduction to Success Networks

Part II: Your Current Success Network

1. Start with reflection on your advisors, your network, your relationships, and your needs
2. Understand how relationships work by leveraging relational models

Part III: Build Your Future Success Network

1. Define your career and life goals
2. Back to the future: Assessing your current versus future success network
3. Build high-quality connections
4. "BOLO": Be On the Look Out for variety in your developmental relationships
5. Success networks and the learning cycle
6. You: lifetime learning from a protégé and to a mentor

GOALS

- Discover the wide range of advisors that can help you through major career transitions.
- Understand the importance of mentoring in the context of your success network.
- Chart and map the success network that supported you through your residency.
- Evaluate your network in terms of help you need for your new career and life goals.
- Learn about four key relational models that help shape all relationships.
- Build out and map your future enhanced success network.
- Learn distinctions among mentors, sponsors, and coaches in career management.
- Recognize and avoid "tor"-mentors going forward.
- Reflect on the importance of lifelong learning, change, and the ability to adapt as you consider your success network over the long-term.

LET'S GET STARTED



**READ:****Introduction To Success Networks****> Who Helps You Through Your Career Transition(s)?**

For many major milestones in our lives, we are recognized in a commencement ceremony. A commencement ceremony signifies both an ending and a beginning. As your training ends, and your post-residency career begins, you also begin the lifelong journey of career management. Few inflection points are as important in laying the foundation for both your career and life as this one.

What do we mean when we say “career management?” Your career is composed of a series of professional and personal positions and decisions that you must actively engage in to ensure alignment with your goals. With the constantly shifting healthcare landscape, new policies and practices will continue to create complexity, uncertainty, and ambiguity that you must navigate. In addition, advances in research and technology will impact both your current medical practice and your future opportunities.

While your residency was structured and directed largely by others, going forward your career will be much more self-directed. This means that you are in charge; you are responsible for navigating this journey wisely. The more you are able to define clear career goals and to enlist others' help in progressing towards these targets, the more likely you will be in achieving success. The relationships you form at work—among your colleagues, leaders, and support staff—and outside of work—with friends, family, and within your community—can be essential resources for this process. In moments when your objective seems difficult or even impossible, strong relationships are an essential resource in helping you navigate from where you are in your career to where you want to be.

FIELD NOTES

Recently, a community pediatrician retired. I have been interested in her advocacy work, so I used the opportunity to send her an email congratulating her on retirement and asking to meet her over coffee, lunch, or breakfast, specifically as a mentor. She was so thrilled, and I was so excited to absorb her passion and to brainstorm with her some future projects.

Joannie Yeh, MD, Pediatrician

<http://md.careers/Kevinmdblog>



> Why Does Mentoring and a Success Network Matter?

Decades of research show that mentoring relationships matters for careers. When you have a mentor, you often earn a higher salary, get promoted more quickly, and are more satisfied. However as careers have changed, our understanding of mentoring and what you need to get you through career transitions has changed. Because we all need the right career support in a timely fashion, it only makes sense that even the best mentor could not possibly advise you on everything. "It takes a village," or a network, to lead you through.

Instead of finding that one perfect mentor, we encourage you to consider the concept of an *enhanced success network*. Since your transition involves both career and life changes, we recommend that you seek helpful relationships across **both** the work and life domains.

We all need many forms of support to be successful. While your workplace support is generally informal and unpaid (unless you are in a formal mentoring program), your "non-work" or external support may include family and friends, colleagues in other workplaces, and paid assistance from financial advisors, accountants, attorneys, etc.

Support for your work may have come from your assigned residency advisors, former professors, peers, nurses, and hospital or office staff to name a few. You may also have had external advisors, friends in or outside the medical field, family, spiritual advisors, etc.

Your *enhanced success network* may include a mentor, but it will likely also include those

in leadership roles who could provide critical sponsorship —increasing your visibility, connecting you with talented others, and advocating for you in your career development. It may also include role models; people whose careers you admire or for whom you imagine yourself on a similar path. Finally, a healthy *enhanced success network* will include personal support; those relationships that provide you with the emotional support, guidance and friendship essential for your well-being.

It will be important to build a success network within your new organization, whether it is a hospital or private practice setting, though you will also need to find people in your community to support your transition as well. These external advisors may be **unpaid** (e.g., friends, neighbors, family) or **paid** (e.g., financial advisor, accountant, legal counsel, life coach). We will start with an evaluation of your current network, then consider how to enhance, change, and grow your network to succeed in this next transition and beyond.



> *How Should You Evaluate Your Success Network?*

As you make the transition from residency/fellowship to tackle the next phase of your journey into becoming a practicing physician, you have the advantage of already having built a success network that has helped you achieve this major accomplishment. You have relationships with many people who have helped you along the way: professors, program directors, residency advisors, peers, family, friends and others from many walks of life. Now we need to chart and diagram that network to analyze its viability going forward in consideration of your new career goals beyond residency.

A **COMMON MISTAKE** at this stage is to assume that your success network will just “take care of

itself”. Believe us, it won't. Just as your clinical skills have grown and will continue to grow, you need to review your success network, assess how well it meets your next major career goal and adjust accordingly. This will take goal-setting, focused attention and a willingness to recognize when and how your success network needs to change, and then to take action.

To start, you will need to analyze your current network, then you can create a plan to *enhance* that network for a successful transition and future career success.



Recommended Tool

Evaluating Your Career Strengths, Weaknesses, Opportunities, and Threats (SWOT)

When your residency faculty evaluates your program annually, the ACGME suggests they perform a “SWOT” analysis on that program to take a “deep dive” into what makes the program tick and how to make it even better. You can now use this tool to assess your strengths, weaknesses, opportunities, and threats and learn how to surround yourself with experts, advisers, and mentors who can help you pursue your goals and develop personally and professionally.

<http://md.careers/E-31>



READ:

Your Current Success Network

> Start with Reflection:

Close your eyes. Think about the people who have taken an active interest and action to advance your career through your residency by assisting you with personal and professional development **over the past year**. Think broadly as these individuals may be from inside or outside your residency program; some may be family (immediate or distant), friends, colleagues, or mentors. Others may be role models, former coworkers, service providers, online advisors, neighbors, counselors, and instructors - to name a few. The important point here is to open

> Chart Your Advisors

Consider the advisors to whom you attribute your success during your residency and remember, no two success networks will be exactly the same; we are all unique – some more extroverted than others, some more independent and some lucky to have been in a program where support was plentiful.

There is no set number of advisors, nor do they need to come from any particular social realm. After all, and this is important, **THERE IS NO 'ONE SIZE FITS ALL' WHEN IT COMES TO SUCCESS NETWORKS**. You may have a few advisors who have provided you a wide variety of deep support, a broad set of



your mind to who has helped you move forward on this journey.

advisors who have provided targeted support, or anywhere in between. Don't get hung up on trying to document an idealized success network; you need to shape the **right enhanced success network** for you.

These team members may come from any part of your life; they may provide daily support or their support may be more intermittent. Regardless of the type, frequency, or depth of assistance provided, these individuals broadly constitute the advisors in your **current success network**.

You need to shape the right enhanced success network for you.

Now it's time to actually **Chart Your Advisors**:

First, list your current advisors in order of importance to you before filling in the columns to describe the support provided and the social arena they represent as indicated in the **'CONSIDER EACH RELATIONSHIP'** section below the table:

Current Advisor Names ¹	Overall Closeness	Helped me develop skills & get work done	Helped advance my residency & career	Provided personal support	Has been a role-model for me	Identify the area of your life they come from (e.g., residency, school, family, community, new job); add your own notes here.
Example: Dr. Gray	SC	H	M	L	M	Residency. Great teacher; we have different work styles

¹You DO NOT need to fill in every row

1. ASSESS THEIR OVERALL CLOSENESS TO YOU

Next, note the closeness of each advisor to you. Indicate how you consider closeness of the relationship using these guides: **VC – Very Close, C – Close, SC – Somewhat Close or D – Distant**. These closeness assessments matter because they may be indicative of opportunities to deepen relationships to provide you with additional support to help you toward your career goal.

2. INDICATE THE TYPE OF SUPPORT PROVIDED

Broadly, work-related support tends to cluster into four categories: help developing work and getting work done, strategizing career, emotional support, and role modeling. Within each of these categories, various people may provide you with more or less support depending on your need, their capabilities, and the quality of the relationship itself.

- **Helped me develop skills and get work done.** These people helped you develop clinical skills and complete your residency work. They might have worked directly with you or they may have connected you with during weekly interactions. Consider who provided important information, advice, expertise, or other resources for your work.
- **Helped advance my residency and career.** These are people who contributed to your professional development as a physician and facilitated your career advancement. They might be genuine mentors or more distant allies, but they provided career guidance or direction in the recent past. Be sure to note if they are in powerful positions and connected you to opportunities or advocated for you.
- **Provided personal support.** These are people essential for your emotional well-being. You share experiences together—positive and negative. It's not uncommon for you to consult with them about decisions, vent or commiserate, and debrief difficult situations. These are people with whom you can be yourself.
- **Served as role models for me.** These are people who set an inspiring example and who you may aspire to emulate. They have careers that you admire and could imagine potentially following a similar path. Or, they conduct themselves (personally or professionally) in a way that feels "right" to you.

Indicate the type of support your advisors provided across these categories using the following guide, noting if it was **(H)igh, (M)edium, or (L)ow**, and just leave blank if it does not apply.

3. IDENTIFY THE SOCIAL REALM THESE ADVISORS COME FROM

By noting what social realm your advisors broadly come from (e.g., Family, Friends, Residency Program, Neighbors, On-Line, Community Physicians, etc.), you can be sure that you're not leaving any major advisors out. These different social realms broadly represent career communities or sources from which we can draw career and personal support.

4. NOTE ANYTHING IMPORTANT AS YOU REFLECT

Then, the last piece of your reflection is to note anything important about each person that is not indicated by the categories above. What is the key reason they are in your network? How has their help changed the way you think about your career or life in general? This is also a great place to indicate what makes your relationship with that advisor work and where alignment could be improved.



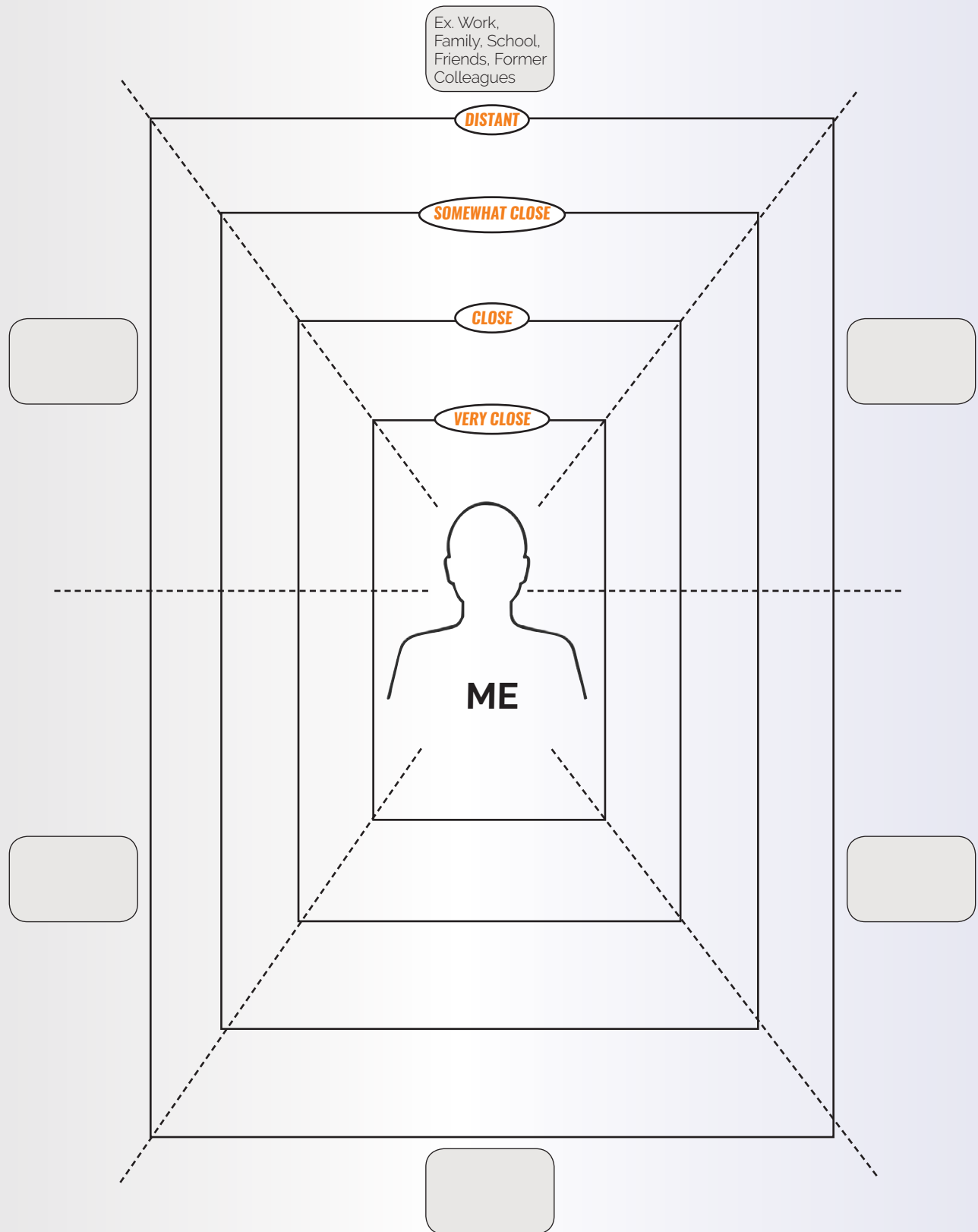


> Map Your Current Network

Each and every type of network, including your success network, can be evaluated using a standardized set of dimensions. Now that you have the table completed, we can calculate these important network measures. You will get to see how a network diagram is often an instance where, “a picture is worth a thousand words.”

- 1. Review your list of advisors. On the diagram on the right, in the grey boxes around the outside, label what aspect of your life or social arenas your different advisors come from primarily.** Examples could include labels like, Residency Program, Family, Friends, Former Colleagues, etc. Add boxes or skip grey boxes depending on the total number of social arenas used. These are your **current** Success Network Advisor social arenas.
- 2. Place each advisor name/initials in an oval on the appropriate part of your diagram considering the grey box labels from which they come.** The distance from the 'ME' (i.e., You!) icon at the center should reflect the closeness you feel to the person as indicated in your chart (e.g., place on closest line to 'ME' for Very Close, next closest line for Close, third closest for Somewhat Close, and outer line for Distant). These are your **current** Success Network Advisors.
- 3. Draw a line between the 'ME' icon and each advisor name/initials oval. Make this line thinner if one of the four kinds of support is provided by this person (as indicated in the Success Network Assessment Chart) and make the line thicker with each successive kind of support were provided by your different advisors).** These lines indicate the depth and breadth of support you receive from your current Advisors.
- 4. Now, draw lines between your advisors who know one another well.** This will give you a sense of how interconnected or dense your **current** network is.

VISUALIZE YOUR CURRENT NETWORK



FIELD NOTES

In-person mentorship remains fundamentally important in medicine because a lot of mentorship is about developing a relationship that's close enough that your mentor wants to support you..

– **Anne Pereira, MD**
Assistant Dean for Curriculum
University of Minnesota Medical School
 (Sourced by: <http://md.careers/physician-mentorship>)



Part I. Assess Your Current Network

1. DIVERSITY

When you review the people in your list, reflect on how analogous or different these people are to you. Are your advisors of the same gender, from the same race/ethnicity, close in age, or from a similar background? Noting patterns of similarities will give you a sense of commonalities as well as areas where adding diversity could be beneficial. Studies have shown that in mentoring and success networks, "like attracts like." This applies not only in attracting advisors but also in terms of receiving support. Some of our deepest levels of sharing are actually from those most similar to us, while some of our best advice, or at least advice that really makes us think about our goals and how to achieve them, may very well come from advisors who are different from us on one or more of these important dimensions.

2. REDUNDANCY

Assess your set of relationships in terms of how much overlap there is in the support you receive. Do the same few people provide most of each type of support? Or are you missing support in your current network?

3. DENSITY

Does most everyone know one another well in your network (as shown by connecting lines)? This indicates a closed network. If all your advisors know each other well, they may be prone to "groupthink" where they treat you similarly, perhaps even giving you very homogenous advice. Alternatively, in an open network, where your advisors are not connected or are minimally connected, they may give varying, even conflicting advice. Sometimes this variance in opinion is important in generating different opportunities for you. This can be time-consuming, however, you have to expend more and more effort to seek out the truly differentiating advice that can help propel you towards your career goal.

4. CLOSENESS & DISTANCE

As you evaluate your map, what is the distribution of people in terms of closeness and distance from you? There is merit in having people across the spectrum who can provide anything from a "shoulder to cry on" to more objective analysis of a situation.

5. NETWORK SUPPORT PATTERNS

Reflect on your patterns of relationships here. Did you have a comprehensive network in terms of support coverage? What dimensions of support were missing?

As you read the next section, you will gain additional insights into relational models and your natural style of building relationships.

Understand How Relationships Work:

Research that cuts across a variety of fields, including social psychology, anthropology, neuroscience, developmental psychology, economics, and management science, has given rise to the theory that all human relationships can be characterized as operating under one of four 'relational models' across all societies. From Wall Street bankers to the Moose tribe of Burkina Faso, the models stay the same,

The Relational Models Theory, as driven by the work of Dr. Alan Fiske of UCLA², has been supported by hundreds of empirical studies; it has shown that there are four basic forms of social coordination that humans use to structure all kinds of interaction. These four types of interaction apply to success networks as well. Understanding and discussing the relational expectations between you and your advisors will help you to better maximize those relationships.

Relational Model	Description
Communal Sharing (CS)	The focus here is not on reciprocity but aid, with individuals taking what they need and contributing what they can without attending to how much each person gives or receives. Close kin and friend relationships are typically CS relationships.
Authority Ranking (AR)	In AR relationships, people higher in rank have prestige, prerogatives, and privileges that those below them lack. Individuals taking part in the AR relationship are often entitled to an expectation of protection and care from the individual holding the superior position in the relationship, whether that superior position is based on rank, age, wisdom, or social standing.
Equality Matching (EM)	Equality matching (EM) relationships are based on a model of even balance: turn taking, in-kind reciprocity, and equal replacement. Typical teammate or colleague relationships are common EM relationships.
Market Pricing (MP)	People in a MP relationships usually evaluate such relationships by focusing on a single evaluative dimension (e.g., money, effort, or time). Cost benefit assessments using such dimensions are at the heart of MP relationships; associations with your tax person, financial advisor or any paid service provider are typically characterized as MP relationships.

² See additional resources at the end of the chapter for additional readings on relational models.

Now that you understand these relational models, you can use them to characterize each relationship from your own as well as each advisor's perspectives. This is important because mismatches in the perceived, underlying relational model can cause the relationship to have missed expectations by one or both parties or to even have major difficulties.

As one example, consider how your residency program director viewed your relationship in terms of cost benefit, vis-à-vis the value placed on the time spent with you (e.g., Market Pricing) while you felt like they should be there whenever you needed them (e.g., Communal Sharing). In cases like this, discussing relationship expectations can go a long

way in helping you get the advisors and the support you need from individual relationships and from your network as a whole.

Understanding relational models can also help you determine how to craft your Success Network going forward. Indeed, some of your important and necessary relationships may be mostly transactional as is the case with the market pricing model (e.g., financial advisors) while in other relationships you will want to transition from a more hierarchical authority ranking relationship to one that is more friendship-based like the communal sharing model.



READ:

Part 2: Build Your Future Network

> Your Career and Life Goals:

As mentioned earlier, you need to enhance your success network in line with your career and life goals – whether they are focused on financial achievement, reputational targets, practice goals,

or more subjective career success goals related to things like successful family transitioning, work-life balance or career satisfaction. This next big career goal is up to you.

Before assessing the viability of your current network going forward, you have to know where you are going. So in the space below, articulate what your next major career goal is over the next 12-18 months. A wide variety of goal-setting research backs up the idea that to enhance goal achievement, the goal you describe below should be a **SMART** one (Specific, Measurable, Achievable, Realistic, and Time-Bound).

Your career needs to fit in the context of your overall life. With that in mind, identify any particular life goals you may have in the next one to three years. These have a longer timeframe as you may need that time to consider your options or get yourself in a position to achieve them (e.g., relocate to a particular community, master a hobby, purchase a home, get married, start a family).

> **Back to the Future: Assessing Your Current Network Against Your Future Enhanced Success Network.**

Research demonstrates that success networks vary in structure, content, quality, and type of relationships. Build your future Enhanced Success Network step-by-step to determine how well these stack up in helping you achieve your career goal and life goals described above.

1. IDENTIFY SOCIAL REALMS THAT WILL BE IMPORTANT

Given your goals, what social realms will continue to be important and what new realms will you add? Consider that you may be moving to a new hospital or practice, relocating to a new community, negotiating with a new employer/landlord/bank/etc. and generally crafting your post-training life. Certainly some social domains may continue to be important (like family and friends), but it is very likely that new ones need to emerge and you need to be intentional about building relationships in those domains. Use appropriate labels to fill in the gray boxes accordingly.

2. TRANSFER RELATIONSHIPS THAT WILL CONTINUE

Transfer those relationships from your current network to your future *enhanced success network* that you anticipate will continue to be helpful in achieving your next career and life goals. This is often hard, as some people in your network, who contributed to your success in the past, will no longer be as active or active contributors at all as you move forward. Remember, at the same time, new relationships will emerge in your new role that will be critical for you to identify and nurture as you build out the enhanced success network that works best for you and your new goals.

Developmental relationships by their nature go through phases. We initiate new relationships, cultivate and deepen those relationships, and then separate as needed and redefine. It is acceptable to let go of some relationships as people will move in and out of your life; some will become occasional friends and others will just move on by choice or necessity.

Phases of Developmental Relationships



Given your goals, how will these continuing relationships help? Will they shift in terms of the type of support they can/will provide? Be specific about individuals and how they can help.

3. WHAT SUPPORT IS MISSING?

Your current network needs to change to help you build your future enhanced success network. Given your goals, is there anyone that you already know that can begin to help? Can your current network connect you to additional potential advisors that could be helpful? In which domains (if any) do you need to build entirely new relationships?

4. DIVERSITY

What is the balance of advisors who are similar to you and different from you? Consider the various types of support you need at this stage in your career. For example, do you need to find new/different role models? Or do you need someone who can help you day-to-day?

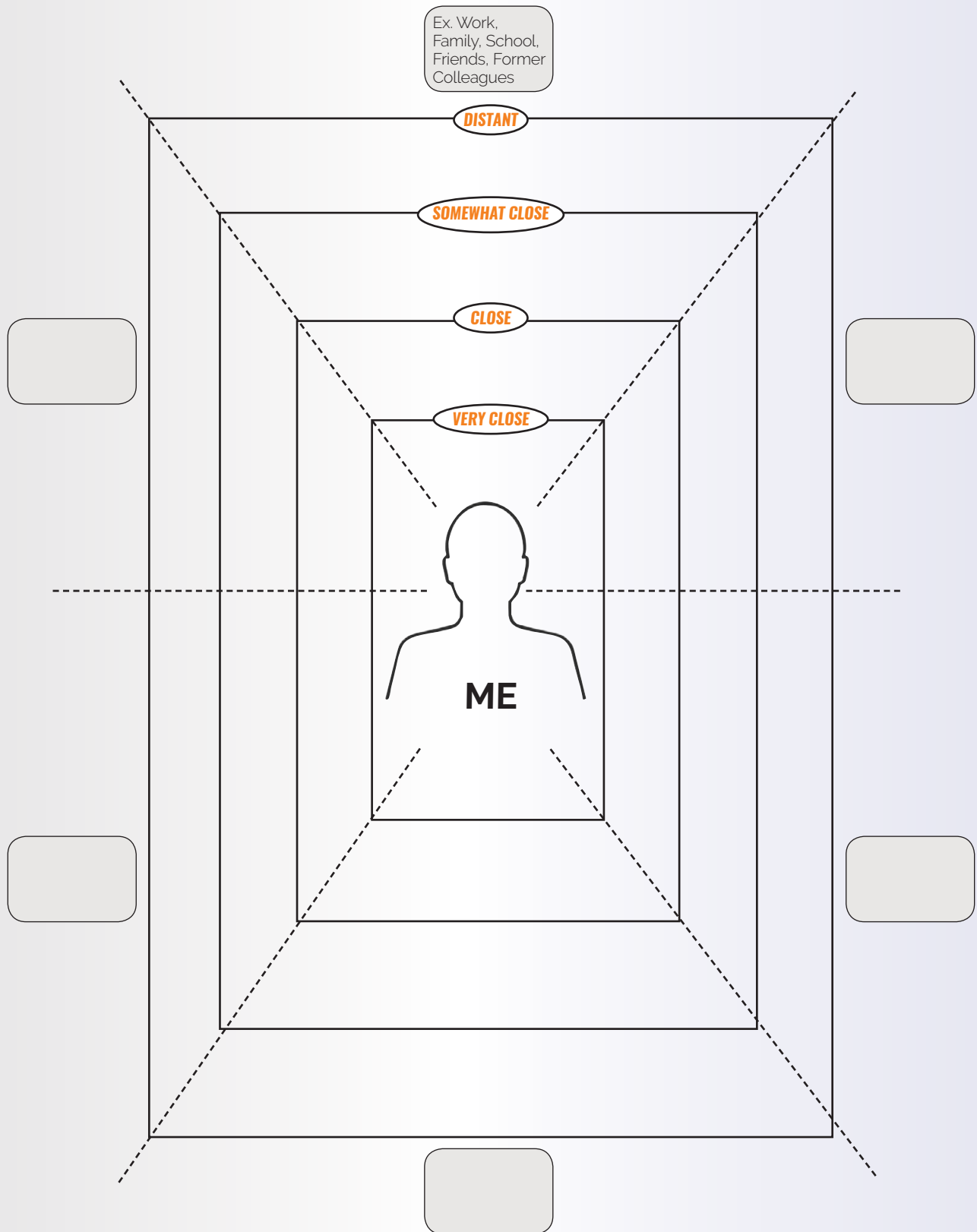
5. CLOSE AND DISTANT CONNECTIONS

Are you going to be able to retain a few close, deep relationships? How will you cultivate a few new relationships with people who are more distant/occasional sources of support, including those who could be more objective and provide you with a different perspective?

6. PAID/FORMAL ADVISORS

Your career is an important part of your overall life, but there are aspects of designing your life where it may make the most sense to hire expert advice. For example: Do you want to buy a home? Pay off your student debt? Travel more? Start a family? Each of these goals might be facilitated with a market pricing relationship (e.g., Financial advisor, Accountant, Life Coach)

FUTURE ENHANCED SUCCESS NETWORK



> Build High Quality Connections:

Research has shown that building a career requires both human capital—those skills and experiences you have honed through your residency—and social capital—which is entirely based on relationships. Relationships are more likely to be helpful to you (and more enjoyable) if they are of high quality. In fact, building your success network through high-quality connections that help you grow, both cognitively and behaviorally, will enable you to reach your goals and facilitate your success.

How do you build such high-quality connections? First, try to approach potential advisors with a sense of positive regard, so you intentionally see the best in one another. Second, in these high-quality connections, you are intentionally more open and create a sense of responsiveness towards each other. Finally, if a high-quality connection has been cultivated, you feel a sense of heightened energy after interacting with one another. This does not mean you need to be bubbly or doing cartwheels, just that each of you will leave the interactions feeling heard and that it was a meaningful exchange. That quality relational experience is energizing in and of itself.

We connect when we are respectfully engaged in a context, doing a task together, developing trust in one another, or simply having fun. Consider where you can begin to build more high-quality connections. What events, professional organizations, conferences, or community activities could you engage in that would also serve as opportunities to create such a connection?

> Consider a Variety of Developmental Relationships:

As you have begun to uncover, we need a variety of developmental relationships to succeed in our careers and in life. In this chapter, we have advocated that you expand your idea from that one traditional mentor to cultivating an enhanced success network. However, the terms 'mentor,' 'sponsor' and 'coach' are ubiquitous in our society. With that in mind, we will outline the key differences among these relationship types.

	COACH	MENTOR	SPONSOR
Purpose	Improvement on task or professional goal(s)	Personal & professional development	Advocate for protégé's promotion
Focus	Immediate challenges and opportunities	Both immediate and long-term issues	Increasing protégé's visibility & opportunities
Role	Internal and external	Leader at any level; usually not direct report	Internal leader
Methods	Professional development, facilitate transitions, remediate derailing behavior	Holistic discussions that support career development and personal growth	Expand protégé's perceptions of capabilities; mobilize network on her behalf
Outcome	Generate actionable learning; performance	Objective and subjective career success	Personal & professional Promotion
Duration	Flexible	Longer-term	6 months–1 year

© Murphy & Kram (2014) – Full citation is at the end of the chapter. This chart is adapted from the one pp. 112 in *Strategic Relationships at Work*.

Essentially, a **mentor** has a skillset and level of expertise in an area that you would like to develop; they help you to get where you want to be by sharing their experience, advice, guidance, and support with you. A **coach** more often advises you on what to do, when and how to do it, and they generally have a good understanding of what it will take for you to advance your skills or abilities in a targeted area. A **sponsor**, alternatively, believes in you and your abilities and they sing your praises in letting others know that you are ready for another opportunity as they discuss your strengths and potential. *Most of us need a combination of these kind of advisors in our success network.*

These three supportive roles are not to be confused with the **'tor'-mentor** who is to be avoided at all costs. Tor-mentors are people who want to be good mentors but are lacking in some fundamental

way. They may simply not have a track record of success, fail to hold you accountable, avoid "walking their own talk" or may just be incapable of mentoring in such a way that gets you from where you are now to where you want to be. They may be repetitive, self-aggrandizing or overly 'me' focused. Your job in these relationships is to exit gracefully while allowing the mentor to save face.

We know that at different points in your career, you may need different types of support, so it is worth keeping in mind if one of these types may be a source of growth for you. Remember, the way the relationship unfolds and where you seek help is entirely up to you. The perfect mentor might be informal and in the office next door, or you might choose to hire an external coach. The possibilities are endless.

> Success Networks and the Learning Cycle:

We encourage you to think about your career as a series of not just job roles but of corresponding mini-learning cycles (e.g., being a resident involves a learning cycle that ends after several intense years

when you become a practicing physician, at which point a new cycle begins). When thought of in this manner, it is possible to anticipate and consider the types of advisory support that you will likely need

FIELD NOTES

The better the mentor understands the mentee's goals, motivations, and life in general, the more personalized the guidance provided will be. The more the mentee understands about the mentor, the better they can place any advice received in context..

– **Jason Napolitano, MD**
Assistant Dean for Student Affairs
David Geffen School of Medicine at UCLA

(Source:<http://md.careers/resident360nejm>)



for your success network within each learning cycle phase as indicated in the diagram on the following page. It also suggests that your success network and your support needs will evolve over time based on where you are in that learning cycle and your specific career goals.

For example, during the **Exploration Phase** as a newly-minted practicing physician, you will need to find and choose a job opportunity, ideally one consistent with your strengths, sense of self, medical specialty interests and your career and life goals. Key support during this stage typically involves enhancing your awareness of different opportunities and sponsorship from higher-ups for the chosen role.

In the **Trial Phase** (which typically lasts several weeks or months after starting the new role), you will likely benefit from counseling, friendship, and emotional support to assist you in handling the excitement, anxiety, and stress that comes from uncertainty – even in highly-anticipated new roles. Such advisory support will also help you deal with any surprises or unforeseen challenges and barriers emanating from the new role. You are also likely to experience heightened developmental needs during this time period that will cause you to want to get more out of your existing advisory relationships in addition to seeking out others to help you through this phase successfully.

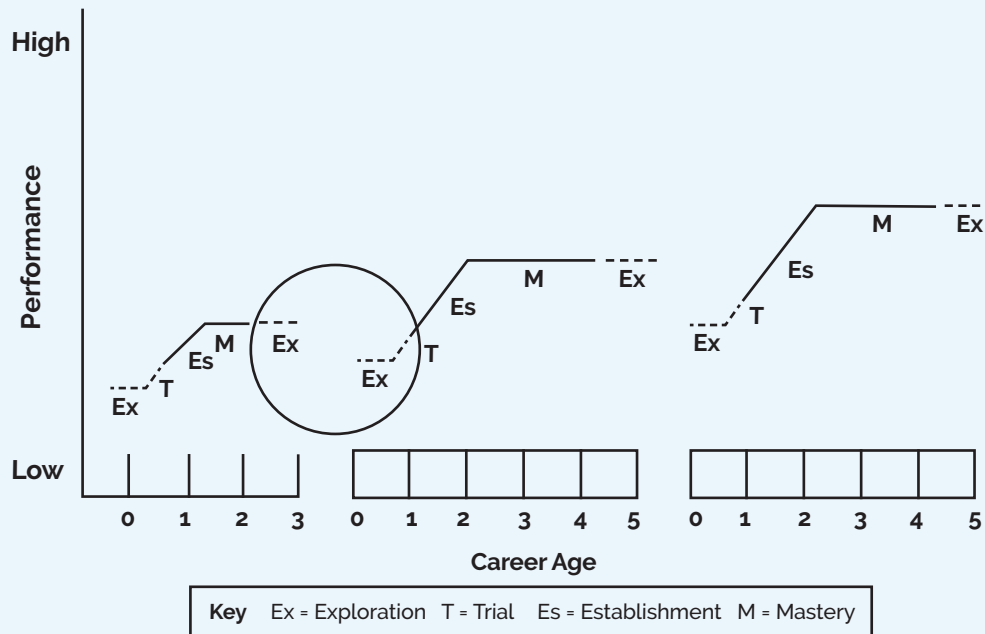
Next, in the **Establishment Phase** of the learning cycle, mastering day-to-day tasks, developing the requisite knowledge, skills and abilities, and having

a positive impact over time are the key activities that will likely dominate your immediate career needs. This phase typically lasts for at least a year and can last up to several years as you grow within this new role and optimize your own contributions to building your reputation and legacy. During this phase, it is often a good idea to seek out advisors both inside and outside of work who can provide you with critical information about the organization's culture and political climate. These individuals will help you gain access to informal networks, act as role models, or serve as sources of additional friendship, counseling, and coaching on how to perform at a high level.

Finally, during the **Mastery Stage**, you will typically have several needs that will demand your attention, including sustained high levels of performance, deep contemplation of your own unique strengths and challenges as you consider future roles, or changes to your practice, adding and strengthening high quality, collaborative and trusting relationships, and continued honing of your skills and knowledge. (it is often said of skills, either you're building skills or losing them but never standing still). Because of the excellence required to achieve more and more challenging career goals within a role, it is critical for you to receive timely coaching and honest feedback from advisors on not just your task performance but where to go next.



Learning Cycles, Performance and Your Success Network



SOURCE: Hall (1993, p. 15).

> You: Lifetime Learning As a Protégé and As a Mentor:

We've covered a lot of ground together in this chapter, from understanding the importance of mentoring in the context of your success network to actually mapping your future success network in line with your career and life goals. That said, we would be remiss if we did not discuss the importance of lifelong learning to success above and beyond your near term goals as a protégé, the one being developed, or as a mentor as you "pay it forward" in helping others.

Lifelong learning has been defined as the ongoing, voluntary, and self-motivated pursuit of knowledge for either personal or professional reasons. It not only enhances social development, active engagement in life and personal development, but it also enhances your resilience and employability. Just as lifelong learning is critical to your technical abilities

as a physician, lifelong learning is also critical to help you modify and adapt your success network going forward. This applies to you receiving support as a protégé and to your own ability to develop others as you become a mentor.

In her book, *Mindset: The New Psychology of Success*, Dr. Carol Dweck points out that you can take one of two key views on your own development that profoundly affect your personal and professional success: a fixed mindset or a growth mindset. The key elements of each appear in the diagram below.



source: <http://md.careers/medium-leadership-motivation>

Basically, those who have a **fixed mindset** believe their qualities are set in stone, creating an urgency to prove what you know and can do over and over again. This type of constrained view says that each of us has only a set amount of intelligence coupled with a certain personality and a particular moral character. A fixed mindset prompts us to defend who we are and what we know instead of changing and growing as the world and situations require us to change. A protégé with a fixed mindset will underutilize their success networks and retain mentors who are content to keep reinforcing their same old "war stories" without regard to their protégé's changing needs.

Alternatively, having a growth mindset means cultivating a belief that your fundamental human qualities of intelligence, personality, and character can actually be developed through your own efforts and in your relationships with others. A **growth mindset** means that although we differ in

our initial talents, aptitudes, temperaments, and interests, **EVERYONE** can change and grow through learning, experience, and development. If you have a growth mindset, you will maximize your learning by continually expanding your understanding of medical practices and vicariously learning from people in your success network. Mentors with a growth mindset take the time to learn and understand their protégés needs in order to provide them with appropriate developmental support in a manner that resonates.

In short, we encourage you to adopt a growth mindset as it applies not only to your daily practice as a physician but also to your success network. This approach will enable you to seek out high-quality connections that help meet your changing career and life goals in ways that make you a better person, protégé, advisor and mentor to others through lifelong learning.



Chapter Tool Box

The CHAPTER TOOL BOX consists of RECOMMENDED TOOLS featured throughout the chapter, along with additional resources and recommended links.

These tools will help you gain valuable insight about **Creating Your Success Network** to help ease your transition from training into your life and career.

EVALUATING YOUR STRENGTHS, WEAKNESS, OPPORTUNITIES, & THREATS (SWOT)

<http://md.careers/E-31>

CREATING YOUR ADVISORY TEAM

<http://md.careers/E-30>





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Congratulations on reading *Creating Your Success Network!*

NEXT STEP: Track your progress with **THE TRACKER** – an action plan for you to apply *Creating Your Success Network* lessons learned.

This step-by-step action plan consists of reading assignments, exercises, checklists, assessments and additional resources to help you transition from training into your work /life by making good sound decisions.

To access your *Creating Your Success Network* TRACKER, go to md.careers/T19.



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