

Managing Critical Relationships

PART I: DEFINING YOUR DEVELOPMENTAL NETWORK

This exercise is based on the Developmental Network Model put forth by Kathy Kram, Monica Higgins and David Thomas.

BEFORE BEGINNING THIS EXERCISE PLEASE READ “A New Approach to Mentoring” by Kathy Kram and Monica Higgins:

<http://online.wsj.com/news/articles/SB122160063875344843>

As part of this Mentoring Development Program, you are asked to critically examine your network so that you can reflect on your own supports and use this or a similar tool in your programs with mentees. For this exercise, we define your network as the set of relationships that help you to get your job done, advance your career, and provide both personal and professional support. **Please attach this completed form to your application for a Professional Development Consultation.**

The chart on the next page helps you identify the people who assist you in different ways by listing those people according to the closeness of the relationship you have with them. As you think back over the past 1-2 years, consider the following three types of relationships.

People who help you *get the job done*. These are the people who are helpful and useful to you in doing your work. They may work directly with you, and/or they may have provided leads to others who helped you with important information, introductions, scientific or technical advice, professional expertise, or other resources you needed to do your work.

People who help you *advance your career*. These are the people who contribute to your professional development and career advancement. Whether these were genuine mentors or more distant relationships, these are people who have given you career guidance and direction, arranged exposure to critical people, provided political advice, helped you get important opportunities or assignments (such as appointments on hospital or national Committees, journal editorships, or grant panels), advised you on promotion criteria, provided advice on funding opportunities, and/or been an advocate for you.

People who provide *personal support* for you. These are the people you go to for your emotional well being and psychosocial support. They are the ones with whom you share experiences—both positive and negative, consult about decisions or concerns that are important to you, vent with, commiserate with, debrief critical experiences with—people with whom you can be yourself.

People with whom you have more than one kind of relationship should be listed more than once (i.e. one person could be in two or three categories). In addition to considering people who perform these functions in your network, we also want you to place them in the column that best describes the type of relationship you have with them. **Close** relationships are ones where there is a high degree of trust, liking and mutual commitment. **Distant** relationships are ones where you don't know the person very well. **Moderate** relationships are in the middle, neither very close nor distant.

On the tables on pages 5 and 6 indicate by a star (*) those people whom you see as very well connected in your department or hospital or professional circle. That person might be an actual leader or just somebody who seems to know many other influential people. Place an “M” next to anyone you consider a “Mentor”. See example on pages 3 and 4.

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YOUR DEVELOPMENTAL NETWORK MAP EXAMPLE

You: Clinical Researcher with Clinical Practice at HMS hospital, HMS Assistant Professor

Types

Getting the Job Done – Clinical and Educational



Close Relationship	Moderate Relationship	Distant Relationship
(AT) Andrew Thomas, colleague/fellow	(KW) Karen Williams, fellowship director	(LP) Lenore Palmer, nurse

Getting the Job Done – Research



Close Relationship	Moderate Relationship	Distant Relationship
(NS) Nancy Smith, lab assistant (mentee)	(JD) John Doe, PI of grant *	(CJ) Carl Jones, administrative assistant
(ST) Susan Taylor, clinical researcher		

Advancing Your Career



Close Relationship	Moderate Relationship	Distant Relationship
(DR) Diane Roberts, department head (mentor) *	(JD) John Doe, PI of grant *	
(PG) Peter Gordon, department head at previous institution (mentor) *	(AB) Anne Brown, research collaborator at other institution	

Getting Personal Support



Close Relationship	Moderate Relationship	Distant Relationship
(LG) Lee Green spouse	(ML) Matt Lennon, colleague	
(DR) Diane Roberts, department head (mentor) *	(FW) Frances West, friend	

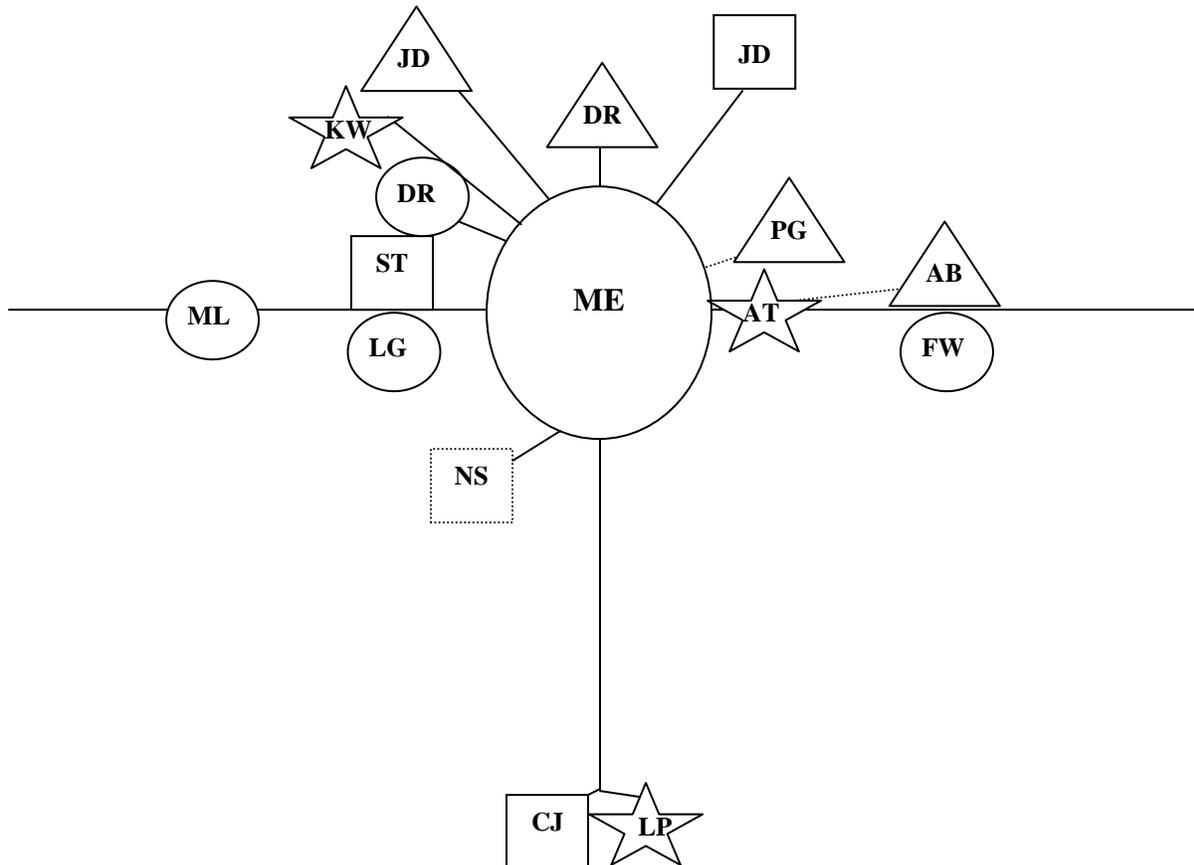
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Suggested Guidelines:

1. Use Squares for those under Getting the Job done, Triangles for Advancing your career, and Circles for Getting Personal Support. If someone fills more than one criteria such as Personal Support and Getting the Job done, put in two places.
2. Indicate how close or distant they are from you by the length of the line that connects the two of you. Place Mentor under the name of any mentors or color in the square, triangle or circle. Place Mentees under the name of any mentees or use dashes around the square, triangle or circle.
3. Peers should be placed on the horizontal line with you, seniors above that line, and subordinates below.
4. Individuals who are outside of your hospital or department should be connected with a dotted line.

YOUR DEVELOPMENTAL NETWORK MAP EXAMPLE



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MY DEVELOPMENTAL NETWORK MAP

Types

Getting the Job Done – Clinical and Educational



Close Relationship	Moderate Relationship	Distant Relationship

Getting the Job Done – Research



Close Relationship	Moderate Relationship	Distant Relationship

Advancing Your Career



Close Relationship	Moderate Relationship	Distant Relationship

Getting Personal Support

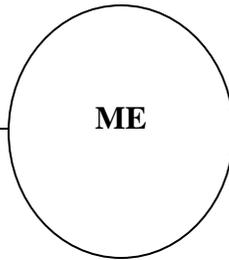


Close Relationship	Moderate Relationship	Distant Relationship

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