Mentoring and Leadership
Heroes, Role Models and Mentors

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Who inspires us to break the glass ceiling?
Aiming for the glass ceiling!

• Who inspires you?
• Who are your heroes and why?
• Who are your role models?
• Who might you want as a mentor?
Aung San Suu Kyi

“Human beings the world over need freedom and security that they may be able to realize their full potential.”

http://www.bbc.co.uk/programmes/b012402s
Heroes

Superhuman

- Fearless
  - Courageous
- Inspiring
  - Passionate/Single-minded
  - Admirable
- Self-sacrificing
  - High Achievers
Who are your heroes and why?
Heroes vs Role Models

Similarities?

• Inspiring
• Admirable
• Successful
• High achievers

(Possible) Differences?

• Have qualities you wish to emulate
• Share your own values
My Role Models

Baroness Sheila Hollins

Professor Sue Bailey
Who are your role models and why?
Mentoring

Behind every hero is a mentor!
One Mentor/Mentee pair

Bond

M
• Qualities?
It is a (learning) relationship!

“Coaching and mentoring are learning relationships which help people to take charge of their own development, to release their potential and to achieve results they value.”

Connor and Pokora, 2007
Mentoring and Leadership

• Why mentoring?
• Male or female?
• One mentor or two?
• Formal or informal?
• Who?
• How do I find a mentor?
Women in Medicine: Opportunity Blocks

Key facts

- One in three of new medical students are women. However, women are less likely to be consultant doctors or to be appointed as heads of departments.

- There are a number of women in senior hospital and academic positions, but they are less likely to be appointed as heads of departments and less likely to have children.

- Even when they do have children, women medical practitioners are less likely to be appointed to senior posts.

- Women are less likely to enter general practice in urban areas, and they are also less likely to choose to work in rural areas.

- Women are less likely to enter the medical profession, and they are less likely to stay on in the profession.

- Women are less likely to be appointed to senior positions in the medical profession.

Women and medicine: THE FUTURE

A report prepared on behalf of the Royal College of Physicians

June 2009

Making Part-time Work

Full Report

Government Equalities Office

Royal College of Physicians

Women doctors: making a difference

Report of the Chair of the National Working Group on Women in Medicine

Presented to Sir Liam Donaldson, Chief Medical Officer

October 2009
Two Critical Periods

• Early phase – coping with new interpersonal relationships, new job demands, new roles

• Ready for the final push to the ‘top rungs of the ladder’ – few role models

Ruth Halcomb from ‘Women, Mentors and Success’, Jeruchim and Shapiro
“I think women are more likely not to take on senior positions, because they don’t want responsibility or have the confidence. **Maybe as they are not seeing other women at a senior level, they are not having the encouragement.**”

Challenge!
A critical friend

• I can’t have it all!
• I’m are not good enough!
• This is not for me.
• I haven’t got the right experience.

Opens up new possibilities
What might be the Mentoring roles?

**Coach** encouragement, feedback, help with acquisition of skills

**Networker** develop connections/networks

**Counsellor** listen empathetically, help arrive at decisions

**Critical friend** offers supportive challenge

**Sounding board** safe to test ideas

**Role model** the example from which to learn
Mentors and gender

Sosik and Godshalk (2000) reviewed the literature and found that, generally, males tend to be more, “............task orientated, results driven, competitive, rational, strategic, and unemotional.” Whereas, females tend to be, “............relationship-oriented, nurturing, intuitive rational, empathic and emotionally expressive.”
A female mentor

• Act as a role model
• Inspire
• Challenge
• Act as a critical friend
• Demonstrate flexibility and empathy
• Show you the way!
• Help navigate the choppy waters!
One mentor or two?

• What function does a mentor fulfil for women?
• Evidence that women may seek out more than one mentor
• Mentors may fulfil different purposes
• Network of mentors

‘Will that be one mentor or two?’ Packard et al
Who would you like to be your mentor?
How do you find one!

- Schemes
- Networks
- Formal or informal?

- Go and ask!!!
Any Questions?
References

- ‘Will that be one Mentor or Two? A cross-sectional study of women’s mentoring during college.’, Packard, B W-L et al (2004)
- Women, Mentors, and Success, Jeruchim, J and Shapiro, P (1992)
- Releasing Potential:Women Doctors and clinical Leadership, Newman, P