BRIGHAM AND WOMEN'S HOSPITAL

C E N T E R   F O R

Faculty Development & Diversity

Brigham and Women's Hospital Mentoring Toolkit

EXERCISE: *Creating Developmental Networks*

Key Phrases:

- The power of developmental networks
- "Knowing thyself" and knowing your context
- Enlisting developers, regularly re-assessing

This exercise is based on the Developmental Network Model put forth by Professors Kathy Kram, PhD (Boston University School of Management) and Monica Higgins, PhD, MBA (Harvard Graduate School of Education), and adapted for academic medicine by Jean Emans, MD (Boston Children's Hospital Office of Faculty Development), Maxine Milstein, MBA (Boston Children's Hospital Office of Faculty Development), Ellen Seely, MD (Brigham and Women's Hospital Department of Medicine Faculty Development Office) and Audrey Haas, MBA (Brigham and Women's Hospital Center for Faculty Development & Diversity).

Below you will go through the process of creating your own developmental network chart and map using templates and samples as guides. Consider using this or a similar tool in your program with your mentee.

Before beginning, take a moment and read "A New Approach to Mentoring" by Kathy Kram and Monica Higgins.

A) Identify individuals in your developmental network, i.e., those who fall into one or more of the following three types of relationships. (Those who fall into more than one type should be listed more than once.)

- People who help you get the job done (through provision of important information, introductions, scientific or technical advice, professional expertise, or other resources).

- People who advance your career (through career guidance and direction, arranged exposure to critical people, political advice, helping you get important opportunities or assignments, advice on promotion criteria or funding opportunities, and/or advocating for you).

- People who give you personal support, i.e., those to whom you go for your emotional well-being and psycho-social support, and with whom you can be yourself.

B) Complete the developmental network chart.

C) Use your completed chart to create your developmental network map.

<p style="text-align:center;">**SAMPLE DEVELOPMENTAL NETWORK CHART**</p>

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

Close Relationships	*Moderate Relationships*	*Distant Relationships*

Getting the Job Done

Close Relationships	Moderate Relationships	Distant Relationships
(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

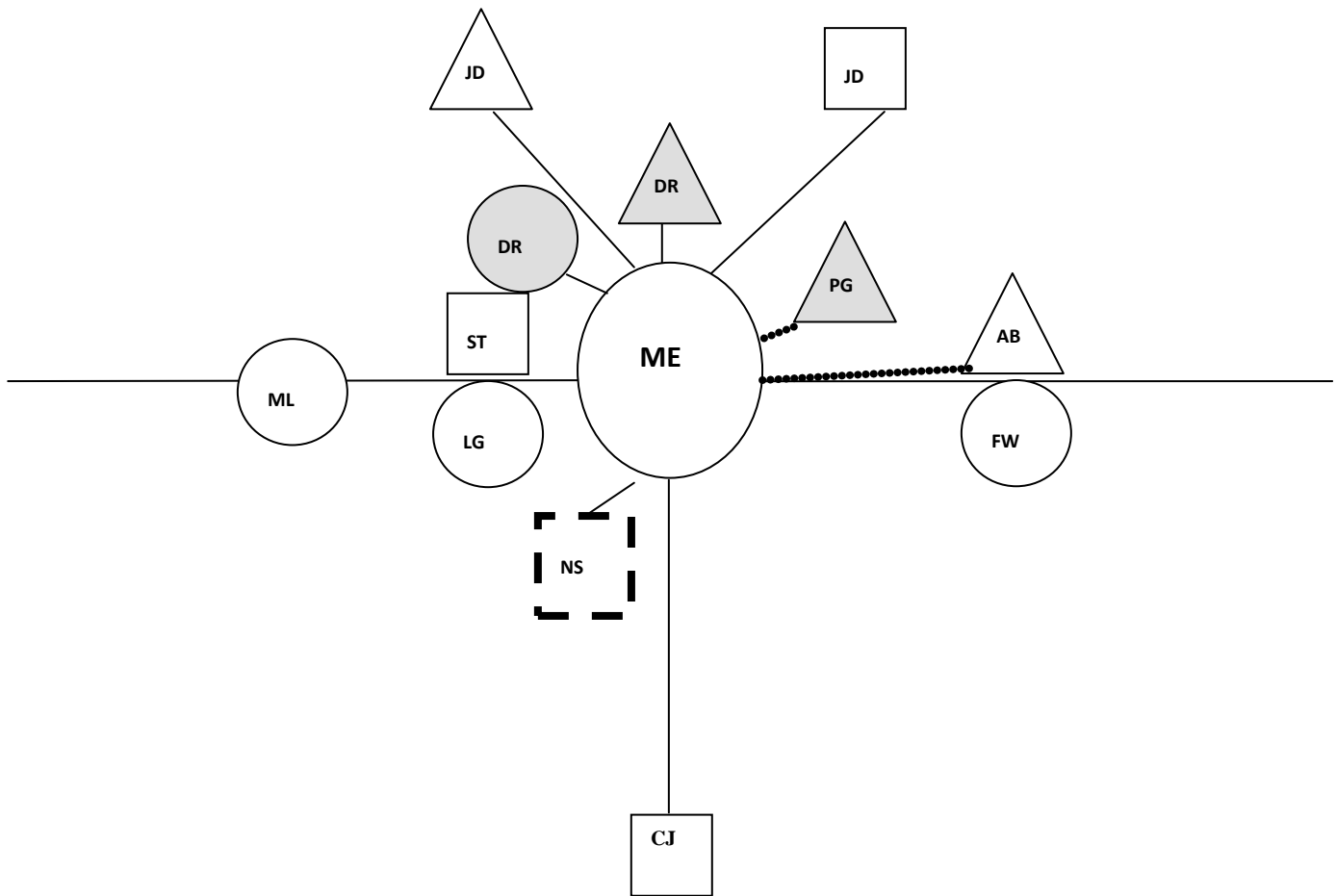| Close Relationships	Moderate Relationships	Distant Relationships
(DR) Diane Roberts, department head (mentor) ★	(JD) John, Doe, PI of grant ★	
(PG) Peter Gordon, department head at previous institution (mentor) ★	(AB) Anne Brown, research collaborator at other institution	

Getting Personal Support

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

In creating your developmental network chart:

- Place individuals in one of the three columns based on how close the relationship is. Closer relationships have a high degree of trust, liking and mutual commitment. Distant relationships are those with individuals you do not know very well.

- Note in parentheses those you consider mentors or mentees.

- Indicate by a star (★) those you view as very well connected in your department, hospital or professional circle (either via a formal leadership position or someone who knows many other influential people).

SAMPLE DEVELOPMENTAL NETWORK MAP

Suggested guidelines for creating your developmental network map:

Individuals Involved in:

Getting the Job Done	→ Use squares
Advancing One's Career	→ Use triangles
Getting Personal Support	→ Use circles
Involved in > 1 area	→ Put in two places

(E.g. Getting Personal Support and Getting the Job Done)

Individuals who are:

Peers	→ Place on a horizontal line with you
Seniors	→ Place above that line
Juniors	→ Place below that line
Closer to you	→ Connect using shorter lines
Outside your hospital or department	→ Connect using dotted lines

Mentors	→ Color in the square, triangle, or circle
Mentees	→ Use dashes around the square, triangle, or circle

(Alternatively, put "Mentor" or "Mentee" under the individual's name)

MY DEVELOPMENTAL NETWORK CHART

You:

*Close
Relationships*

*Moderate
Relationships*

*Distant
Relationships*

**Getting the Job
Done**

**Advancing
Your Career**

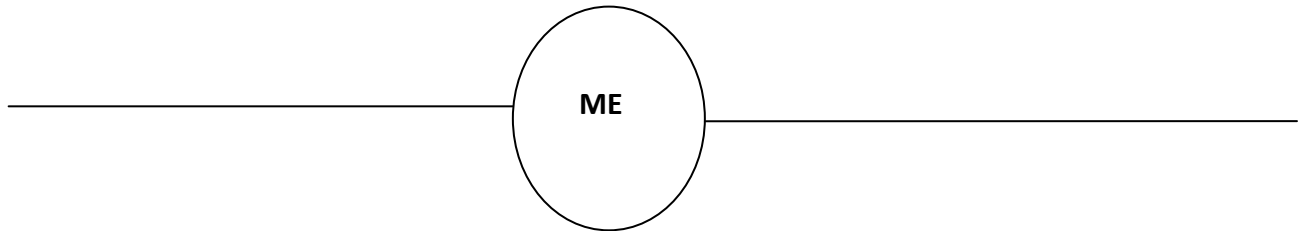|		

**Getting Personal
Support**

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