

# The Leadership Forum

## Mentorship and Faculty Development

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**M**entorship and faculty development are crucial to creating sustainable positions for academic hospitalists. While mentorship with regard to promotion and career advancement is important, it is not enough. We work in highly complex organizations with multiple missions. In clinical, educational, and research endeavors, collaboration across disciplines is increasingly important for success. For this reason, we must help faculty to develop their organizational capabilities. These include building relationships, managing inter-

dependencies, and navigating uncertainty and ambiguity. Obtaining this type of development is not easy.

At our institution, we implemented a year-long faculty development activity in collaboration with a career coach who had significant experience with the culture of academic medicine. We targeted nine faculty members who were in their first leadership positions, in hopes that their likelihood of success would increase through enhancing their organizational capabilities and their own self-actualization. All participants completed a self-assessment,

obtained formative feedback from both leaders and peers, and interviewed local leaders. Ongoing activities included participating in facilitated, intensive sessions on organizational effectiveness, as well as a monthly leadership journal club. In addition to developing this specific cohort of faculty leaders, we hope this program will have a sustained impact by strengthening our internal mentorship capabilities and enhancing our ability to evolve sustainably as a group in a rapidly changing environment.