Creating (and sustaining) a Mentoring Network

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"A lot of people have gone further than they thought they could because someone else thought they could" Unknown

"Many moments of personal success and fulfillment in an individual's life come about through encouragement from someone else" George Matthew Adams

Outline

- Increase awareness of mentoring

- Finding mentors (internal and external), maintaining a mentoring relationship over time

- Where and how to meet people

- How to approach them

- Creating a local network (Salt Lake-based network)

What is Mentoring

- No single definition
- Term used to describe a wide variety of relationships and activities depending on the institution or organization
- Some distinctive components:
  - Reciprocal relationships
  - Providing assistance to help people to achieve
  - Supportive
  - Role models

Traditional Mentoring

"A dynamic, reciprocal relationship in a work environment between an advanced career incumbent and a beginner aimed at promoting the development of both"

Healy, Educational Research, 1990
19: 17-21

Mentoring

- Most usually associated with:

  – Helping mentees to navigate the institution

  – Being professional development focused

  – Potentially long term and future focused

  – Facilitating promotion and retention

Some Considerations for Mentees

- Know yourself
- Reflect on what you need now and the most effective and efficient means to get what you need
- Define your goals and be clear about your expectations
  - SMART (Specific, measurable, achievable, realistic, time sensitive)
- Take time to extend your network of support
  - Peer mentors, friends, communities of interest (personal and professional) professional development opportunities

National Postdoctoral Association (NPA) Core Competencies Self-Assessment Checklist
Rate your current level of development in each of the following, with 1 being "Needs attention" and 9 being "extremely competent."
For more information on these competencies, please visit www.nationalpostdoc.org/competencies.

		1	2	3	4	5	6	7	8	9	n/a
1	**Discipline-Specific Conceptual Knowledge**										
	Analytical Approach to Defining Scientific Questions										
	Design of Scientifically Testable Hypotheses										
	Broad-Based Knowledge Acquisition										
	Interpretation and Analysis of Data										
2	**Professional/Research Skill Development**										
	Literature Search Strategies and Effective Interpretation										
	Experimental Design										
	Statistical Analysis										
	Data Analysis and Interpretation										
	Laboratory Techniques and Safety										
	Principles of the Peer Review Process										
3	**Communication Skills**										
	Writing										
	Speaking										
	Teaching										
	Interpersonal										
	Special Situations										
4	**Professionalism**										
	Workplace										
	Institutional										
	Collegial										
	Universal										
5	**Leadership & Management Skills**										
	Leadership-Strategic Vision										
	Leadership-Motivating and Inspiring Others										
	Management-Project Management										
	Management-Data and Resource Management										
	Management-Research Staff Management										
6	**Responsible Conduct of Research**										
	Conflicts of Interest										
	Data Ownership and Sharing										
	Publication Practices and Responsible Authorship										
	Identifying and Mitigating Research Misconduct										
	Research with Human Subjects (when applicable)										
	Research Involving Animals (when applicable)										

Finding a Mentor

- Be clear why you want a mentor

- Self awareness

- Look for someone who inspires you and whom you respect

- Sample before you commit

- Cast the net wide when looking for a mentor and remember you can have more than one

- Remember that mentoring can take many forms

- If the person you ask refuses, don't get derailed – ask for a referral and remember to say "Thank you"

- Think in advance how you might recognize the help your mentor offers

- Reflect on what you are learning from your mentor

Where To Find Mentors

- Lab/department/center/college
  - Consider asking your PI for suggested contacts
- Internal events
  - Visiting speakers
  - Symposiums
- Conferences and professional meetings
  - Poster sessions
  - Meet and greet sessions
  - Conference sessions
- Communities of interest
  - Professional and personal
  - UPDA
- Linked In Groups

Starting the Conversation

- Standard questions
  - So which institution are you in?
  - What do you do?

- Research suggests that we tend to prefer relationships where there is more than one context for connecting with the other person

- Multiplex ties that go across specialty and other associated areas

Ref: Networking for Actual Human Beings by David Burkus
April 19, 2018 (https://www.wsj.com/articles/networking-for-real-people-1524150876)

Some Conversational Questions

- Questions asked will be dependent on the person and the context:
  - What do you enjoy doing most?
  - What are you most looking forward to in the next year?
  - What is the best thing that has happened to you this year?
  - What brought you to (insert name of the institution)?
  - What led you to your research interest?
  - What do you like to do when you are not working?

NIH Suggestions

Mentoring Models

Traditional
Boss
Reverse
e-mentor
Group
Informal (in-the-moment)

For hire
Virtual
Inspirational
Family member
Barrier busting
Peer to peer
Step ahead

Ref: Ensher, E & Murphy,S: Power Mentoring

Power Mentoring

- Power Mentoring is defined as:

"a network approach to mentoring that provides those involved with mutually beneficial outcomes related to career growth and development"

Matrix Mentoring Model
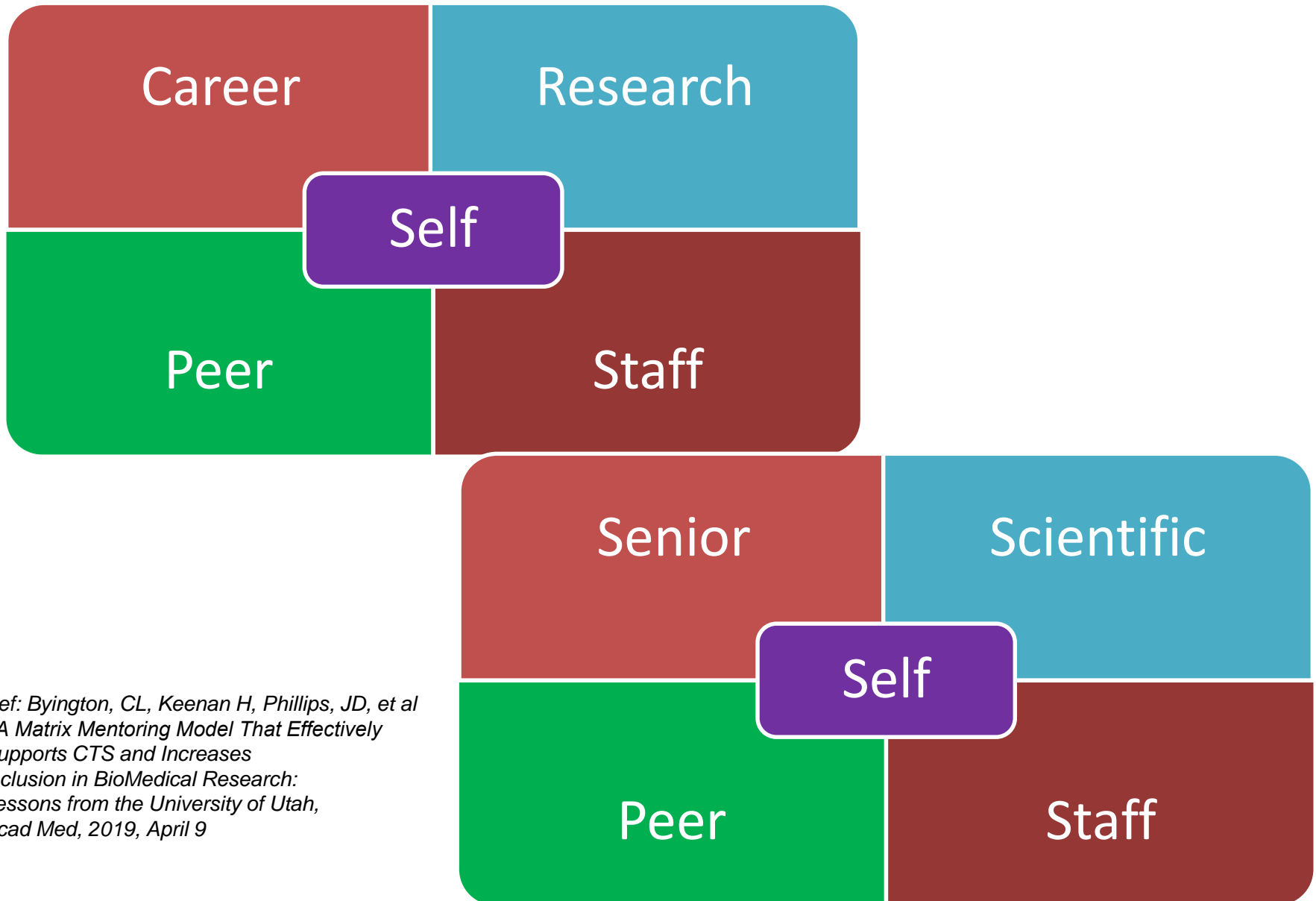
Ref: Byington, CL, Keenan H, Phillips, JD, et al
"A Matrix Mentoring Model That Effectively
Supports CTS and Increases
Inclusion in BioMedical Research:
Lessons from the University of Utah,
Acad Med, 2019, April 9

Mentoring Skills

Mentees	Mentors
Active listening	Active listening
Accountability	Accountability
Application of learning	Asking the "right" questions
Communication	Communication
Receiving feedback	Giving feedback
Relationship management	Relationship management
Goal setting	Goal setting
Building trust	Building trust
Valuing differences	Valuing differences
Articulating professional needs	Encouragement
Reflection	Know your limitations
	Facilitation

National Postdoctoral Association Mentoring Suggestions

- Make time to meet regularly with your mentor(s)
- Learn to ask for help or feedback
- Be willing to listen and learn
- Take advantages of opportunities presented
- Be proactive about your needs
- Be a problem solver
- Be an active partner in your mentoring relationships