



OPTIMIZING YOUR MENTORING RELATIONSHIPS BY “MENTORING UP”

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2017 MT-DIRC FELLOWS

My Personal Goal

Prepare you for your first meeting with your MT-DIRC faculty mentor by providing you with strategies and tools you can use to expand and strengthen relationships with mentors – particularly your MT-DIRC mentor!

Session Goals

- Start to identify domains of professional development you hope to develop with help of your MT-DIRC mentor.
- Identify the opportunities and challenges that exist when these domains do not match your mentor's ability to support you.
- Identifying assumptions you may be making about how you and your mentor should work together.
- Develop strategies to align expectations – about content and process of mentoring – between you and your mentor.
- Consider approaches to growing your network of mentors.

Take 3 minutes to ...

- Identify the qualities of individuals you experienced as excellent mentors over the course of your career.
- Identify qualities of individuals you experienced as weaker mentors over the course of your career.

Take 2 minutes to ...

Talk to your neighbor about the qualities you identified.

Let's Reframe the Mentoring Relationship

It is critical to keep in mind that it will be less about what your mentor(s) will 'give' to you and more about how the two of you can collaborate to meet your mutual needs.

“Mentoring Up”

This concept was adapted by the scholars at the Center for to be relevant to researchers and faculty from the Center for the Improvement of Mentored Experiences in Research (<http://www.cimerproject.org>) from two sources:

- I. Gabarro & Kotter’s (1980) *Harvard Business Review* article, “Managing Your Boss”
- II. Branchaw, Pfund, & Rediske’s (2010) book, “Entering Research”

References

Lee, S. (2016). Mentoring up: Learning to proactively engage your mentoring relationships. Presented at the 2016 meeting of the Association for Cell Biology (ASCB), San Francisco, CA.

Lee, S., Pfund, C., Branchaw, J., and McGee, R. (2016). Mentoring up: Learning to manage your mentoring relationships. In G. Wright (Ed.), *In the mentoring continuum: From graduate school through tenure*. Syracuse, NY: The Graduate School Press of Syracuse University.

McGee, R., Lee, S., Pfund, C., & Branchaw, J. (2016). Beyond “finding good mentors” to “building and cultivating your mentoring team”. In B.L. Huang (Ed.) *Advancing postdoc women guidebook*. Washington, D.C.: National Postdoctoral Association.

Mentoring Up

Helps move toward shared purpose

Making sure you get what you need

Continually learning to proactively engage your mentor

The relationship changes over time

Requires understanding yourself and your mentor

Strengths, weaknesses, styles

Skills Essential for Mentoring Up

Assess yourself and your mentor accurately.

Apply this assessment to develop a mutually beneficial relationship.

Goals of “Mentoring Up”

- Think and assess what you are seeking from your mentors
- Shift from thinking about good and bad mentors to the core attributes of effective mentoring relationships
- Recognize that effective mentoring is not just about mentors guiding mentees, but also about mentees guiding mentors – *mentoring up*

Session Goal

Start to identify domains of professional development you hope to develop with help of your MT-DIRC mentor (ASSESS)

Worksheet #1

Assess

Take 3 minutes to identify those domains you hope to develop as an MT-DIRC fellow (identify top 3 or 4)

Take 2 minutes to share with your neighbor

Session Goal

Identify the opportunities and challenges that exist when these domains do not match your mentor's ability to support you (APPLY)

Group discussion.

Session Goal

Identifying assumptions you may be making about how you and your mentor should work together.

Worksheet #2

Session Goal

Develop strategies to align expectations – about content and process of mentoring – between you and your mentor.

Mentoring Compacts: Making All Expectations Transparent

What is your Experience with Mentoring Compacts?

- Heard about?
- Seen?
- Used?

Mentoring Compacts: An Overview

Description:

- A written document used to articulate expectations between mentors and mentees
- Differs from an Individual development Plan (IDP) which focused on short and long-term career plans;
- Focused on expectations for the working relationship on a daily or weekly basis
- Compacts vary in their format and level of detail

Rationale:

- Provides written documentation of expectations which can be revisited and revised over time
- Serves as a shared reference point for regular progress reviews
- Makes invisible expectations, visible
- Levels the playing field among mentees

In summary, compacts provides mentors and mentees an opportunity to reflect upon and articulate their expectations and bring them into alignment

Mentoring Compacts Can Address Expectations Across A Range of Issues (Example Domains)

- ▶ Issues of research productivity (designing experiments, writing, lab notebooks, timelines, etc)
- ▶ Issues of authorship (policies, timing of decisions, raising questions, etc)
- ▶ Issues of time (work hours, vacation, sick leave, etc)
- ▶ Issue of communication (frequency of meetings, preparation for and follow-up for meetings, method of communication, annual reviews, etc)
- ▶ Issues of respect (being a good team member, contributions to lab climate, acknowledging work of others, use of phones/ earphones in the lab, etc)
- ▶ Issues of professional development and networking (attending meetings, conferences, department/ campus seminars, IDPS, etc)
- ▶ Issue of resolving conflict (when to bring up issues and with whom, institutional resources)

Thoughts about using a
mentoring compact?

Samples (and these slides)

bit.ly/MT-DIRC_2017_Mentoring

Building Your Mentoring Network

Worksheet #3

How can you find mentors to better fill the roles you need or to fill other roles you need filled?

NRMN Goals



Overarching Goal:

To significantly contribute to national efforts to enhance the size, quality, diversity and productivity of the biomedical research workforce trained to improve human health through mentoring activities

- Increase access to mentoring across all career stages through **matching and linking**
- Improve mentoring relationships and outcomes through **training** for research mentors, grantwriting coaches, career coaches & mentees
- Increase access to research resources & career development opportunities through **referring**
- Increase awareness of the value of career mentoring across the nation through **promoting**

NRMNet: A Platform for Mentoring and Networking



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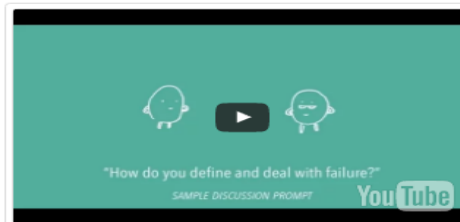
NRMN Applications



MyNRMN

Browse profiles of mentors and mentees from around the country and build your network by connecting with users that share interests with you.

[Take Me There](#)



Guided Virtual Mentorships

Engage in a one-on-one mentorship involving a weekly discussion over the course of 4 months where you and your partner will receive prompts and suggested discussion topics to guide your interactions each week.

[Take Me There](#)



MyTraining

Discover and take part in NRMN programs and events. Use your NRMN calendar to apply to participate in upcoming training programs and workshops, register for online webinars, discussion panels, and more.

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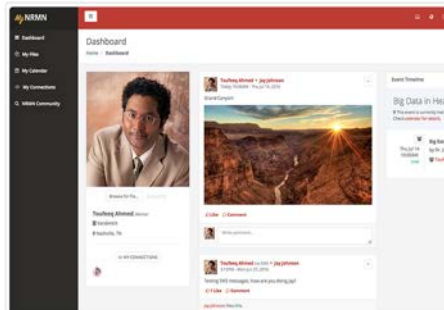
← REFERRING →

LINKING

MATCHING

TRAINING

NRMN Applications



MyNRMN

Browse profiles of mentors and mentees from around the country and build your network by connecting with users that share interests with you. Use your dashboard to chat in real time with others in your network, send messages seeking advice, share documents, build your CV, and set appointments to collaborate with others using your personalized calendar.

[Take Me There](#)



Guided Virtual Mentorships

Engage in a one-on-one mentorship involving a weekly discussion over the course of 4 months where you and your partner will receive prompts and suggested discussion topics to guide your interactions each week. Once the 4-month mentorship is over, mentees can select a new mentor and gain the perspectives of multiple mentors over time, or continue to interact with the same mentor by inviting them to engage in another 4-month mentorship.

[Take Me There](#)



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PROMOTING



**DIVERSITY
PROGRAM
CONSORTIUM**

Supported by the National
Institutes of Health

NRMN's Programs by Career Stage

● Program Available

● Program Under Development

Program statuses as of 2017

MATCHING /LINKING

	Undergraduate	Graduate	Postdoc	Junior Faculty	Senior Faculty	Non-faculty Researcher	Administrator
Guided Virtual Mentorships	●	●	●	●	●	●	●
MyNRMN	●	●	●	●	●	●	●
Near Peer Mentoring	●	●	●				
Virtual Collaboratory			●	●	●	●	

TRAINING

Career Coaching		●	●				
Facilitator Training				●	●	●	●
Grant Writing Coaching Groups			●	●	●	●	
Mentor Certifications				●	●		
Research Mentee Training	●	●	●	●			
Research Mentor Training		●	●	●	●	●	●
Shark Tank			●	●	●	●	
Institutional Mentoring Academy Planning							●

REFERRING

Career Development Webinars	●	●	●	●	●	●	●
NRMNet Portal	●	●	●	●	●	●	●

PROMOTING

NRMN Ambassadors	●	●	●	●	●	●	●
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THANK YOU



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