Mentoring Overview

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Overview

- Definition
- Benefits of Mentoring
- Mentoring Structures and Context
- Principles of Effective Mentoring Relationships
- National Research Mentoring Network
- Final thoughts
Mentoring is a collaborative, mutually beneficial partnership between a Mentor (who possesses greater skills, knowledge and experience) and a Protégé (who is looking to increase his or her skills, knowledge and experience).
Mentoring in Reality... Is it

- Monitoring?
- Tormenting?
- Getting to the top of the ladder and...
  - Removing the ladder?
  - Breaking the ladder?
  - Wrapping the ladder around your head?
Mentoring is critical for career success

- Well mentored students and faculty are more likely to:
  - be generally more productive
  - express more confidence
  - report experiencing higher career satisfaction
  - feel greater support for their careers than their peers

Benefits to mentors:
- increased productivity among protégés inevitably leads to increased productivity for mentors.
- the pleasure of passing on one’s knowledge and skill
- the reward of seeing a trainee’s growth under one’s guidance
- obtaining a greater understanding of the barriers experienced at lower levels of the organization or profession
- enhancement of skills in coaching, counseling, listening, and modeling
- demonstrating expertise and sharing knowledge
- increasing generational awareness.
What are the Key Principles of Effective Mentoring Relationships?

Examples of Competencies
- Aligning Expectations
- Promoting Professional Development
- Maintaining Effective Communication
- Addressing Equity and Inclusion
- Assessing Understanding
- Fostering Independence
- Cultivating Ethical Behavior

*Handelsman, Pfund, Branchaw, et al. University of Wisconsin
Mentoring Structures

- Academic Advising
- Research or Clinical or Laboratory Supervision
- Informal Support
- Career Coaching
- Peer-to-Peer Interaction
Mentoring Contexts

- Face-to-Face
- Online
- Informal Gatherings
- Conferences/Workshops/Institutes
Two Major Types of Mentor Roles

Career-Enhancing Mentoring

Psychosocial Mentoring

Both roles can be fulfilled by one person or multiple mentors
Who needs a mentor? Career-Enhancing Roles

Coaching
- Identify Strengths & Challenges
- Listen & Provide Feedback

Sponsorship
- Introduce to experiences (conferences, meetings, etc.)

Protection and Ally

Exposure & Visibility
- Introduce to key people

Provide challenging work assignments

Growth & Development

University of Minnesota
Driven to Discover
Who needs a mentor?
Psychosocial Roles

Acceptance & Confirmation

Growth & Development

Role Modeling

Counseling

Friendship
Mentors Come in all Shapes and Sizes

- They don’t have to be of the same race, ethnicity, or country of origin
- They don’t have to be the same gender
- Mentors have to learn to listen carefully
- Mentors have to watch for unsaid concerns or hidden stress
- Mentors have to encourage, set high expectations, and be honest
- Mentors must recognize issues of culture, gender, race, ethnicity, sexual orientation, disability or other “minority” status
Why Multiple Mentors?

- Some are great for professional development
- Some are mentors in the discipline
- Some are role models of the same race, ethnicity, or gender
- Some are social mentors
- All have different strengths and much to offer
What to look for in a Mentor*

- Have the energy and ability to support you
- Have strong professional networks
- Have experience in the area or field you are interested in
- Be a great listener
- Trustworthy
- Nonjudgmental
- High ethical standards
- Genuinely interested in helping you develop personally and professionally
- Well respected by peers in their discipline
- Does not need to have a workstyle similar to yours unless you are looking to adopt his/her workstyle

*Ref: Shea, Gordon, Mentoring 2002
## Characteristics of a Mentee

<table>
<thead>
<tr>
<th>Effective Mentee</th>
<th>Ineffective Mentee</th>
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<tbody>
<tr>
<td>Goal-oriented</td>
<td>Too self-promoting</td>
</tr>
<tr>
<td>Seeks challenges</td>
<td>Too busy</td>
</tr>
<tr>
<td>Takes initiative</td>
<td>Not interested in or</td>
</tr>
<tr>
<td>Eager to learn</td>
<td>supportive of mentor’s work</td>
</tr>
<tr>
<td>Accepts personal responsibility</td>
<td>Lacks focus</td>
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<td></td>
<td>Overly dependent</td>
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Adapted from: [http://pcaddick.com/index.html](http://pcaddick.com/index.html)
NRMN is a nationwide consortium of biomedical professionals and institutions collaborating to provide all trainees across the biomedical, behavioral, clinical and social sciences with evidence-based mentorship and professional development programming that emphasizes the benefits and challenges of diversity, inclusivity and culture within mentoring relationships, and more broadly the research workforce.
Objectives

Research Resources and Outreach Core
Elizabeth Ofili, MD, MPH (PI, Director; Morehouse SOM)
- Integrates NRMN with RCMI programs at the UPR, and RCMI/CTSA institutions.
- Provides effective professional development and mentor/mentees training along the career continuum.

Administrative Core
Rafael Luna, PhD (Boston College)
- Oversees the growth and sustainability of NRMN.
- Ensures proper data collection and evaluation.
- Coordinates with NIH Coordination and Evaluation Center (CEC).

Mentorship and Networking Core
Jamboor Vishwanatha, PhD (PI, Director; U of N Texas HSC)
- Develops the portal to support productive mentoring relationships by offering online resources and an algorithm to match mentors and mentees.
- Facilitates the recruitment of mentors and mentees to the NRMNet.
- Provides face-to-face mentoring and networking through social media.

Professional Development Core
(U of Minnesota)
Kola Okuyemi, MD, MPH (Contact PI, Director)
- Identifies mentees from the undergraduate to early career faculty levels across the country.
- Provides effective professional development for mentees along the career continuum.

Mentor Training Core
Christine Pfund, PhD (PI, Director; U Wisconsin-Madison)
- Attracts mentors from a variety of biomedical research disciplines.
- Establishes continuous training of best practices.
What does NRMN offer its members?

- **Virtual mentorship** in your field that directly addresses diversity, inclusivity and culture.
- **Virtual and in-person training programs** such as mentorship training for mentors and mentees, training workshops for mentorship program facilitators, and career coaching.
- **Grantwriting coaching** to develop a competitive grant proposal for a research project and/or research career development award in any biomedical or bio-behavioral discipline.
  - *This opportunity is targeted to post-doctoral fellows and early career faculty*
- **Professional and career development** webinars, videos, news and links.
- Information about **nationwide diversity efforts** and grant funding opportunities.
- Opportunities to establish a network of professional support.
Additional Opportunities for Mentors

• Get certified or participate in training opportunities that leads to a “NRMN Master Mentor” Certification.

• Apply to become an NRMN “Coach-in-Training” for one of the network’s four intensive coaching programs for grant proposal writing and professional development.
  
  • This opportunity is for more senior researchers who are committed to the career advancement of investigators from diverse backgrounds and desire to implement NRMN coaching models in the near future.
Ready to join NRMN?

1. Go to: https://nrmnet.net
2. Read the brief introduction then select “I’m ready to register, take me there!”
3. Complete NRMN Registration
4. Start taking advantage of NRMN’s offerings!

Once you register, you will be able to take advantage of the many NRMN offerings. It’s that simple!!!!
Final Thoughts
What is Success?

Your Plan

Reality

Credit: intradayfun
What is Success?
Questions are guaranteed in life; Answers aren't.