

# **How to Become a Mentor and Thrive: K Scholar Lecture (1/22/10)**

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# Goals for today

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- 25 minutes: slides
- 15 minutes: cases, discussion
- Who reviewed on-line materials?

# Why Become a Mentor

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- Rewarding and fun
- Learn from mentees
- Develop a team and *increase productivity*
- One of the most important goals of academic life
- Sometimes gain lifelong colleagues and friends

# Definitions of Mentoring

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# Mentor Definitions

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- Lead/Scholarly Mentor = Not you
- Co-mentor = Not you
- Career Mentor = Not you (Faculty Mentoring Program)
- Research Mentor = **You**

# UCSF Mentoring Programs

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- **UCSF Faculty Mentoring Program**  
<http://acpers.ucsf.edu/mentoring/>
- **Dept Mentor Facilitators**
  - Coordinate career mentors for
    - All junior faculty
    - All series
- **CTSI Mentor Development Program**
- **Coming soon to a CTSI near you**
  - Mentor Consultation Service
  - Find a mentor/find a mentee

# Level of Mentoring Appropriate for KL2

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- **Probably inappropriate for junior faculty to be a lead or co-mentor**
  - Need to focus on your own career development
  - Don't have the expertise or resources needed
  - Don't have the mentoring experience needed
- **But, you have superb expertise and resources for Research Mentoring/Advising**
  - Methodologic skills
  - Clinical expertise
  - Time
  - Enthusiasm
- **Move on to lead/co-mentor as you gain experience**

# Research Mentor

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- Supervise and support specific project(s)
  - Expert in methodologic discipline and/or clinical discipline
  - Provide mostly time and expertise, *but might* provide resources: databases, access to programmers/biostatisticians **Can you?**
  - Mentoring for a **set period of time**
  - Start with: *life of a project*



# Tips for Mentors

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- Know thyself
- Practice active listening
- Promote self-efficacy in your mentee-  
teach them to “manage up”
- Help mentee move on when appropriate

# Good Projects to Mentor

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- Secondary data analysis
- Systemic review and meta-analysis
- Small primary data collection with *adequate resources*
- Manuscript preparation
  - Mentee might assist
  - *Insure clarity of authorship*
- Well thought-out, feasible projects

# Choosing a Mentee

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- **Good choices** of mentees
  - Junior faculty > fellows > residents > students
  - Mentees with **research training** and adequate funding, resources to complete project
  - Just need expertise in research methods, biostatistics, and writing (you)
- **Dangerous choices** of mentees/projects
  - Students **without** training or funding-
  - Other mentees without research training, adequate funding or resources
  - Need a lot more help than you can provide

# Evaluating Mentees

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- **Conduct a formal interview**
  - Level of clinical training
  - Prior research methods training
  - Mentoring team
  - Research question and plan
  - Timeline
  - Expectations (authorship)
- **Check references**
  - Other mentors
  - Professors
  - TAs
- **Other suggestions?**

# Set Clear Parameters

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- Clearly defined project
- Clear end date if all goes well
- Reasons why collaboration ends early
  - Mentee doesn't come to meetings prepared
  - Mentee doesn't meet timelines
  - Mentee materials poor quality
  - Due to unanticipated problems, project is no longer feasible
- A good mentee will set similar parameters for the mentor!

# Consider a Contract

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**We agree to the following:**

- **Project title, scope, time line**
- **Commit to time to meet on a regular basis**
- **Keep the content of conversations confidential**
- **Practice active listening**
- **Provide each other with honest, direct and respectful feedback**

***Both sign***

# How to Find Good Mentees

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- **Get to know your department's junior faculty and fellows**
- **Ask clinical trainees and colleagues if they are interested in research**
- **Teach in CTST or other research methods courses**
- **Let people know that you are eager to mentor**
- **Consider a formal research mentor role in your department (funded)**
- **Actively search (UCSF, Google, Profiles)**

# How to Be a Good Mentor

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- **Make sure you have time**
- **Make sure you (or the team) have resources**
- **Make expectations and timeline clear**
- **Make meetings efficient and productive**
  - **Agenda developed by mentee**
  - **Adequate materials**
  - **Brief minutes or action items**
- **Keep on schedule**
- **Respond quickly to emails or calls**



# How to Get Rid of a Bad Mentee

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- **Make it clear that nonperformance is reason for dissolving the collaboration**
- **Review specific timelines and deliverables at each regular meeting**
  - **Revise expectations if appropriate**
  - **If the collaboration not going well, terminate early**
    - **No longer have time**
    - **Work and/or communication styles differ**
    - **(Hardest) mentee has not met expectations or done a good job**

# Getting Credit for Mentoring

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## Solutions now

- Get letters from mentees at time of mentoring
  - Send to you and appropriate Dept. staff
- List specific mentoring role on your CV

## Coming soon

- Formal mentor evaluation (Eval)

# How Should CTST Facilitate Mentoring by K Scholars

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- Training
- Competitive funding for mentees
- Website with K scholar information available to students, residents, fellows
- Pairing with more senior faculty mentors
- Other ideas?

**Thank you!**  
***More ideas or cases?***

