

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

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Goals for today

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

Why Become a Mentor

- 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

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

UCSF Mentoring Programs

- **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

- **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

- 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

- 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

- 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

- **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

- **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

- 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

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

- **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

- **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

- **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

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

- 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?

