

Maintaining Effective Mentoring Relationships

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Objectives

- To review mentoring hits and misses.
- To define the mentoring relationship.
- To develop a rationale for mentoring best practices.
- To describe key elements of effective mentoring.
- To take advantage of mentoring opportunities.



Mentoring Stories

A word cloud centered around the word "mentoring". The word "mentoring" is the largest and most prominent, written in a bold, orange, sans-serif font. Surrounding it are various other words in different sizes, colors (orange, blue, and grey), and orientations. The words are arranged in a circular pattern around the central word. The words include: Success, Wisdom, Skill, Group, Positive, Coach, Techniques, Mentor, Opportunity, Personal, Guides, Peer, Knowledge, Sharing, Support, Role-model, Relationship, Teaching, Departmental, Leading, Mentoring, Development, Advancement, One-on-one, Learning, Satisfaction, Partnership, Coaching, Speed, Confidence, Informal, Mosaic, Functional, Career, Mentee, and Development.

Success Wisdom Skill Group Positive Coach Techniques Mentor

Speed Coaching

mentoring

Opportunity

Personal

Guides Peer

Knowledge

Sharing

Support

Role-model

Relationship

Teaching

Departmental

Leading

Mentoring

Development

Advancement

One-on-one

Learning

Satisfaction

Partnership

Coaching

Speed

Confidence

Informal

Mosaic

Functional

Career

Mentee

On Being a Mentor

- Wise and trusted counselor or teacher
- Influential senior sponsor or supporter
- Role model
- Coach



Mentoring Competencies

Establishing
effective
communication

Aligning
expectations

Assessing
understanding

Promoting
equity and
inclusion

Fostering
independence

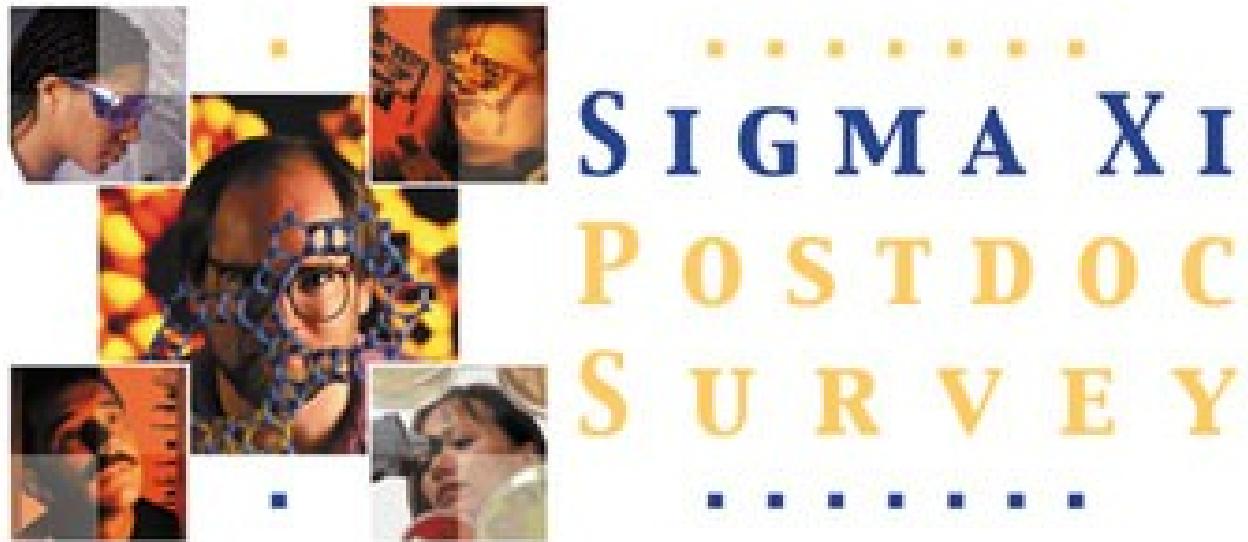
Promoting
professional
development



Good Mentor Traits

- Knowledgeable
- Available
- Listens – “Tell me more.”
- Strong advocate for you
- Provides guidance for your career path (not theirs)
- Builds networks
- Provides funding and resources
- Creates space for your own scientific niche



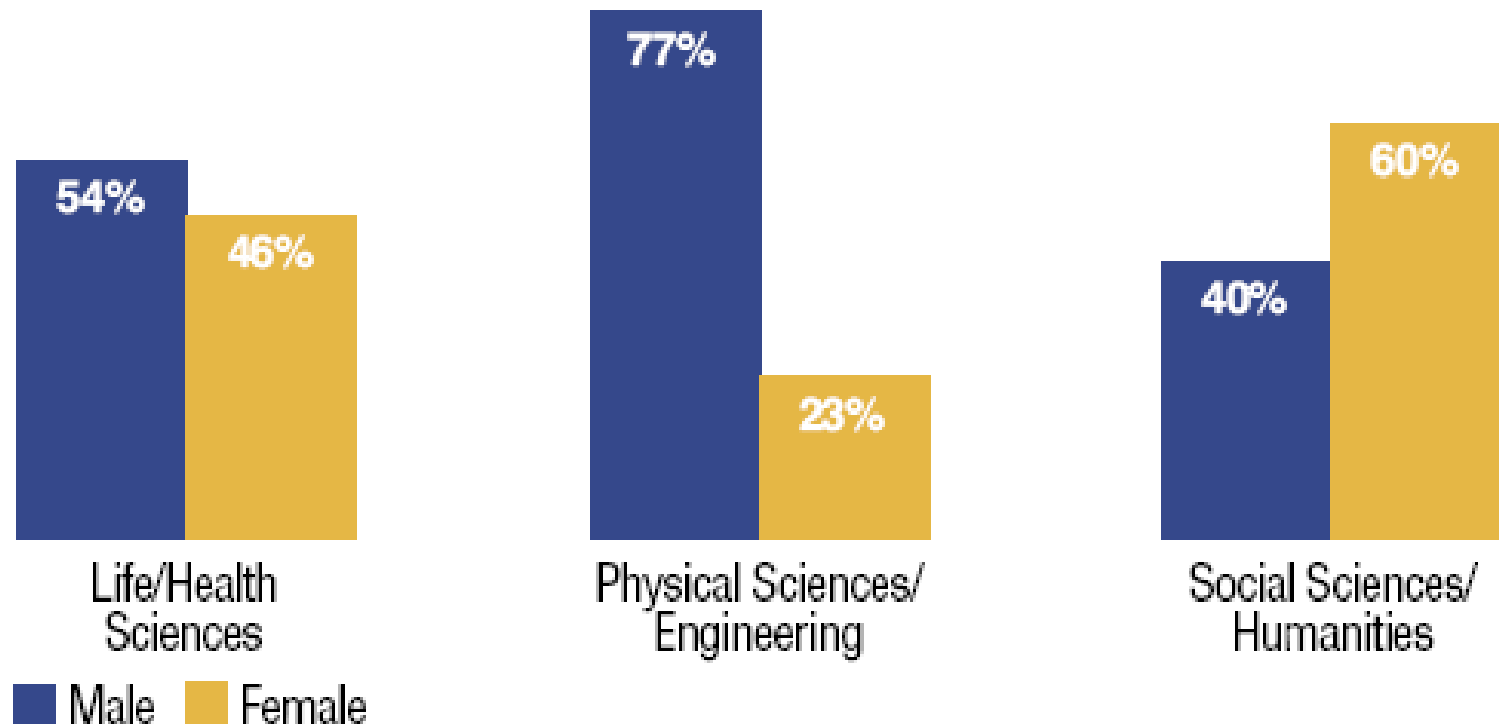


Sigma Xi Postdoc Survey

- Web-based survey conducted in 2003
- Contacted 22,400 postdoctoral fellows at 47 institutions (~ 40% of all postdocs in the US)
- Overall response rate of 38%
- Funded by the Alfred P. Sloan Foundation and the Wertheim Fund

Sigma Xi Postdoc Survey Demographics

Gender by Field

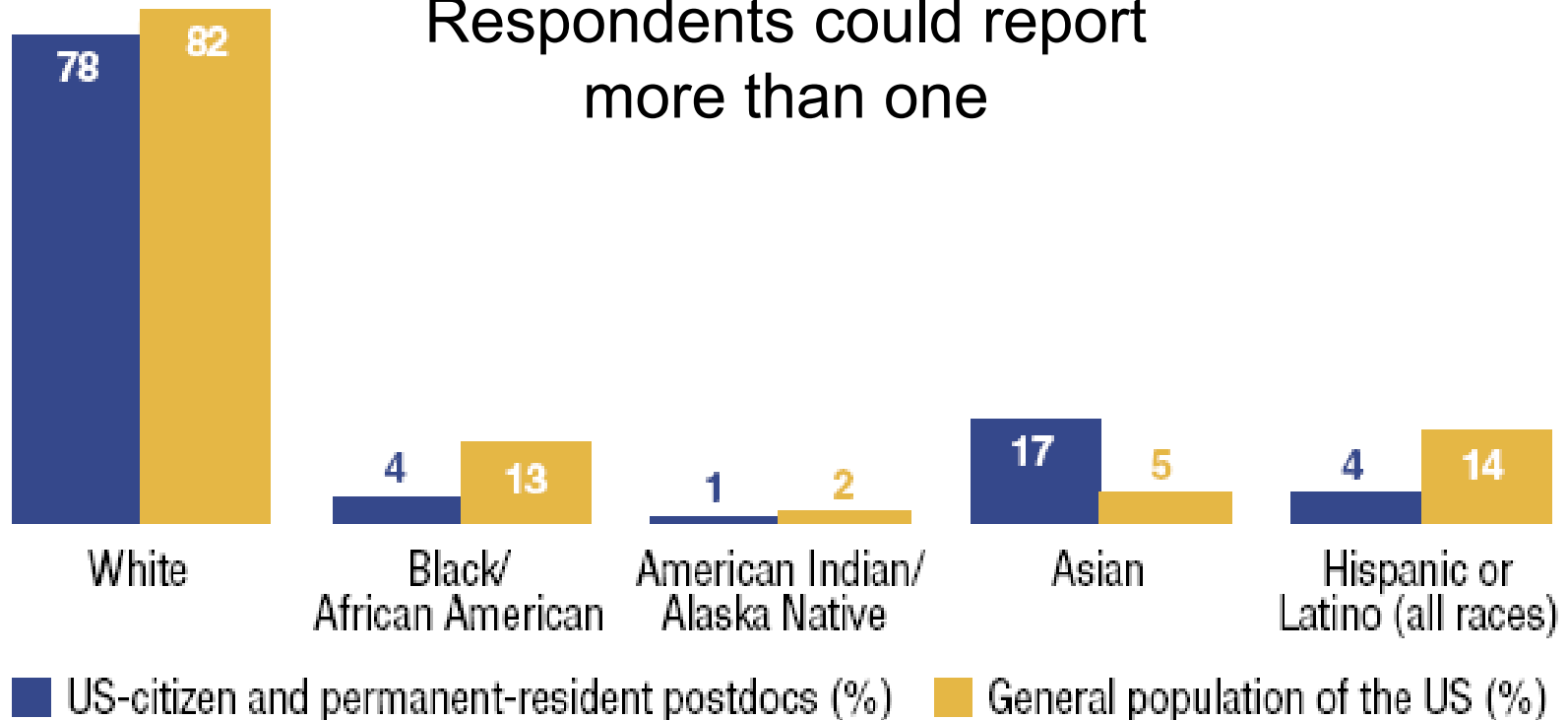


Sigma Xi Postdoc Survey

Demographics

Race and Ethnicity

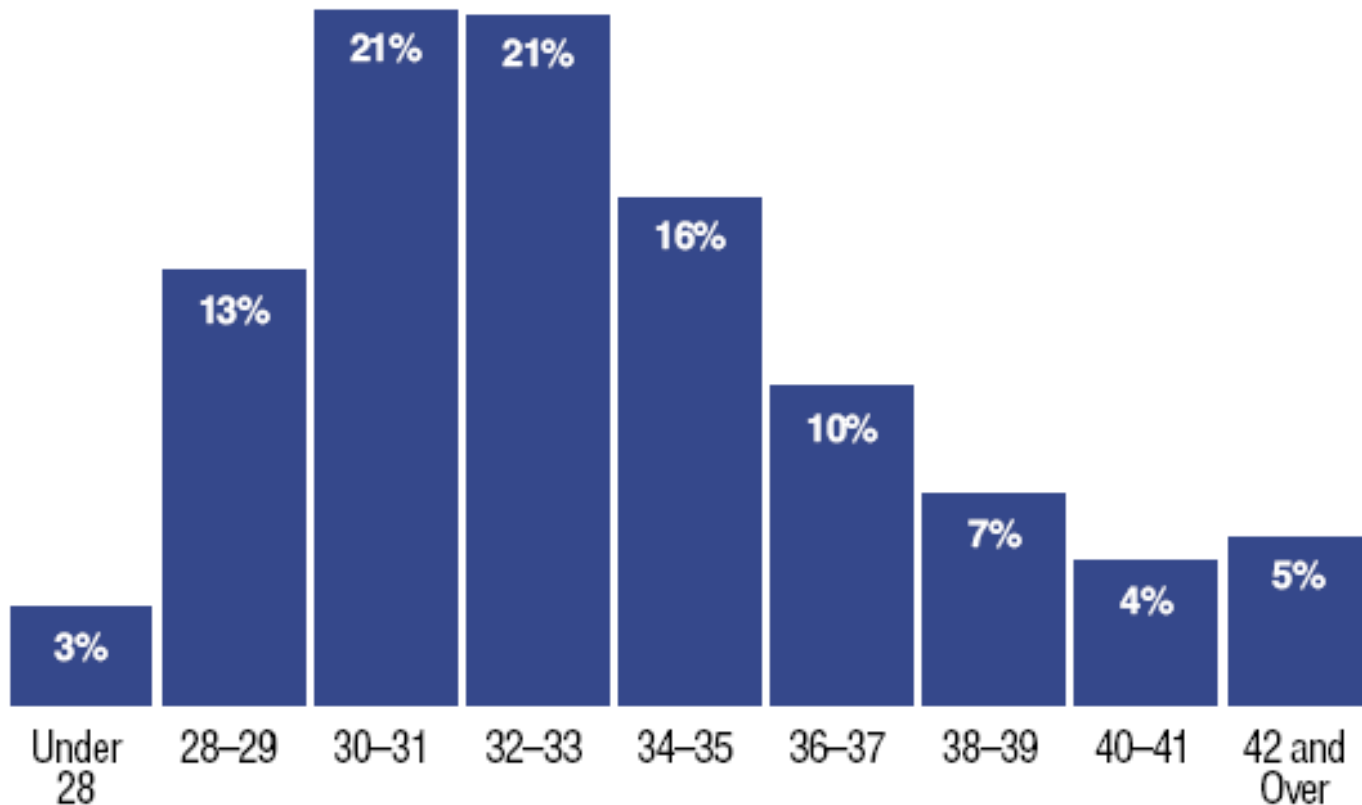
Respondents could report more than one



Sigma Xi Postdoc Survey

Demographics

Age Distribution



Measures of Working Conditions

- Salary
- Independent funding (fellowship)
- Benefits
 - Insurance, retirement, child care
- Structured oversight
 - Individual development plans (IDPs), formal reviews, policies, appointment letters
- Transferrable skills training
 - Lab management, grant writing, teaching, negotiation, conflict resolution

Salary

	Highest 25%	Lowest 25%
Percent satisfied with training*	71%	68%
Advisor grade (A = 4.0)	3.0	3.1
Percent reporting conflicts	16%	13%
Papers submitted per year	1.2	1.2

*, $p < 0.05$

Independent Funding

	Fellowship	Other
Percent satisfied with training*	74%	70%
Advisor grade (A = 4.0)	3.0	3.1
Percent reporting conflicts	14%	14%
Papers submitted per year	1.1	1.2

*, $p < 0.05$

Benefits

	Highest 25%	Lowest 25%
Percent satisfied with training*	76%	62%
Advisor grade (A = 4.0)	3.2	2.9
Percent reporting conflicts	11%	18%
Papers submitted per year	1.3	1.2

*, $p < 0.05$

Structured Oversight

	High structure	Low structure
Percent satisfied with training	80%	60%
Advisor grade (A = 4.0)	3.4	2.7
Percent reporting conflicts	9%	21%
Papers submitted per year	1.4	1.0

$p < 0.0001$, all variables

Transferable Skills Training

	High training	Low training
Percent satisfied with training	83%	56%
Advisor grade (A = 4.0)	3.4	2.7
Percent reporting conflicts	10%	17%
Papers submitted per year	1.3	1.1

$p < 0.02$, all variables

Postdoc Survey Punchline

- Structured oversight and transferable skills training strongly influence postdoc satisfaction *and* productivity
 - Commitment documents
 - Individual development plans
- Effective leadership can enhance team esprit and boost team output

Mentoring Principles

Who is the mentor?

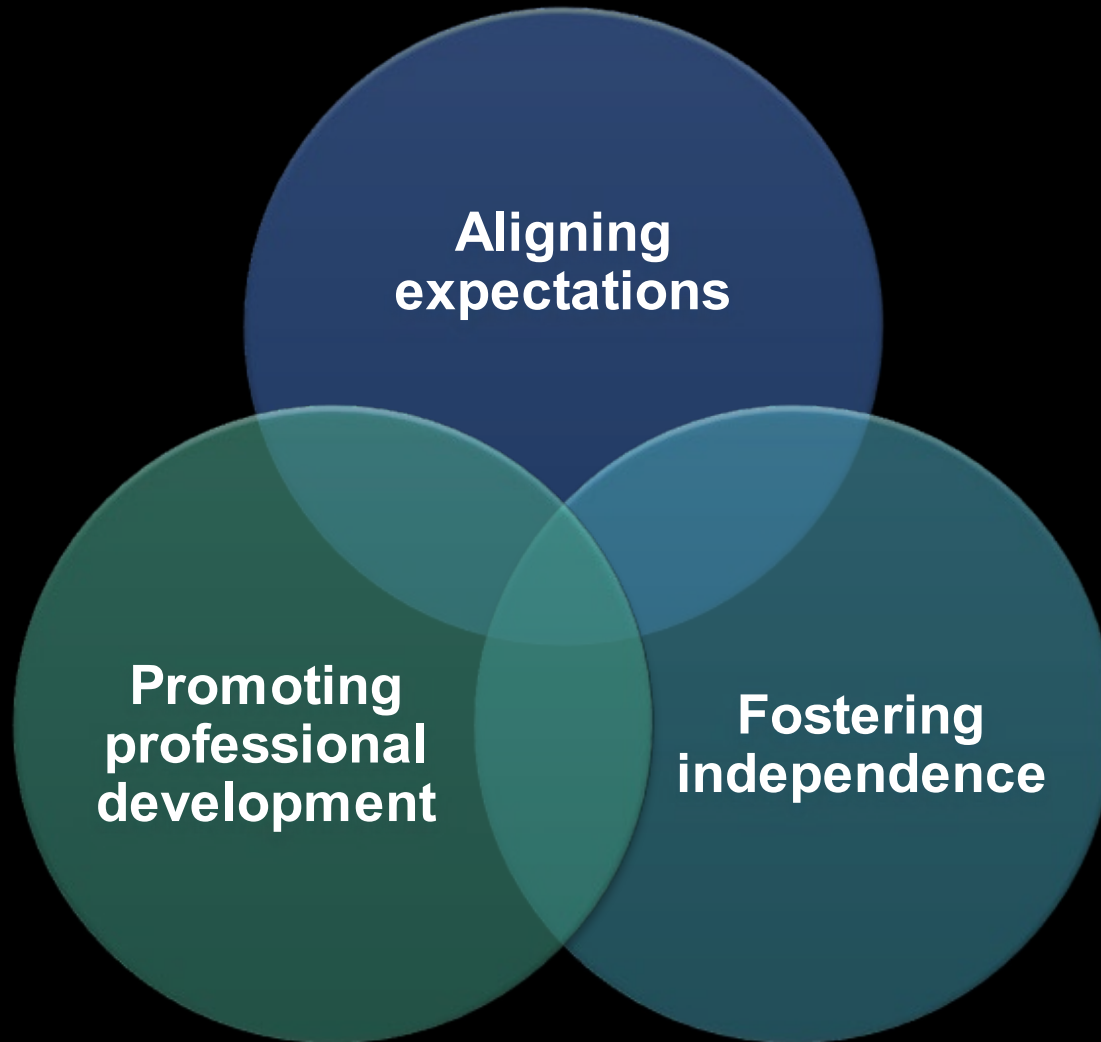
- Mentors
 - Research mentor
 - Division director
 - Department chair
- Mentoring committees
- Content experts



Mentoring Responsibilities

- Establishing expectations – Most important mentoring responsibility
- Appointment letters
- Compacts (AAMC)
- Individual development plans

Individual Development Plans





Three Components of Feedback

- What is especially effective?
- Where are the opportunities for improvement?
- What is the plan going forward to achieve the desired goal?



Research Team Organization

- One-on-one meetings and working groups
- Lab meetings and journal clubs
- Seminar speaker meetings
- Collaboration in hiring and grant writing
- Annual breakfast meetings with each member of the research team (review IDPs)
- Annual “State-of-the-Lab” address

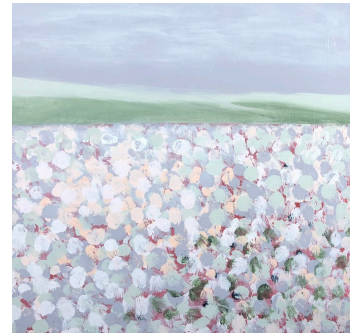


Promoting Diversity and Inclusion



Seven Mentoring Phrases

1. Thank you.
2. I need your help.
3. I have an idea that might interest you.
4. I want to see more of that from you.
5. I have 5 minutes, but if you need more, let's schedule a meeting.
6. I am sorry.
7. I am proud of you.



Good to Great

Jim Collins

Two key attributes of the very most effective leaders

1. Bring incredible passion to the task
2. Don't care who gets the credit for success

Mentoring Effectiveness Takeaways

- Mentoring improves training quality and trainee productivity.
- Adherence to general principles will enhance mentoring effectiveness.
- Feedback and coaching are essential components of mentoring.
- Practice makes perfect
(or at least much better!).





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