

Becoming a Resilient Scientist

SERIES

Workbook VI: Managing Up to Maximize Mentoring Relationships

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This workbook is intended to accompany
Becoming A Resilient Scientist Series VI: Managing Up to Maximize Mentoring Relationships

It is most effective when it is used after attending/watching the workshop lecture. The exercises in this workbook are to help you process and solidify what you've learned in the lecture and to provide you with additional resources. Although it is encouraged that you complete the exercises, it is not required.



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WARM-UP EXERCISE: MENTORING

Is there something you **need mentoring on**?

Make a list of all the things you currently **need/want mentoring on**. Think broadly and list as many that come to mind.

MULTIPLE MENTORS

We need **multiple** mentors because...

- No one person can meet **all our needs** or be available **all the time**
- Over time we will need mentoring in **many areas**:
 - Scientific
 - Professional, career/school, job search/application process
 - Psychosocial support/life guidance
- Scientific mentors know a lot about *science* – but perhaps less about other things important to us (e.g. life guidance)
- Multiple perspectives can drive **creative solutions**



MULTIPLE MENTORS: SPECIFIC ROLES

Reflect on which people in your life are the individuals that currently occupy the roles listed below: *You may find that one individual fills multiple roles or that there is no one to fill a particular role.*

Supervisor(s): _____

Someone responsible for making sure **work gets done**

Mentor(s): _____

Someone responsible for broadly developing and supporting your **personal and professional development**

Coach(es): _____

Someone who teaches **specific skills** important for advancing your work and career

Advocate(s): _____

Someone who speaks up on your behalf regarding **career advancement**

MENTORING NETWORK TUNE-UP

- 1) What do you need mentoring about **right now**? (narrow down to 1-2 priorities from page 1)

- 2) Beyond your PI, who are your mentors?

Do you have any mentors who **know your field**?

Do you have any mentors who know about **career paths** that interests you?

Do you have any mentors who know **how things work** at your institution?

Do you have any mentors who **inspire you** and have personal attributes that you **admire**?

(continued on next page)

MENTORING NETWORK TUNE-UP

3) What are a few important sources of mentorship you may **not have explored** or may not have **been exposed to** just yet?

LOOKING FOR NEW MENTORS

Keep in mind that It is **our right** to have multiple mentors and our **responsibility** to work toward expanding our mentoring network.

Answer these four questions as you seek out a new mentor:

- 1) What am I looking for **guidance** about? Does s/he have the **expertise** (or access to expertise) I need?

- 2) Do we **connect**? Is it generally a **comfortable** relationship?

- 3) Do I get the **right balance** of positive input and hard questions?

- 4) Do they **make time** for me?

LEARNING TO MANAGE UP

We need to learn to **manage up**, so we can effectively work with our PI/Supervisor/Manager(s).



Ask yourself and reflect: What is/are my PI's....

Preferred way to **communicate**?

Most approachable/best **meeting time**?

Need for proactive **face time**?

Need for **social interaction**?

Need for **written summaries** and planning documents?

Desire for **details** in our communications?

Hot buttons and things that **irritate** them?

Interest (or ability) to provide the types of **guidance** I want/need?

WORK STYLE ASSESSMENT

It is important to understand our own **work styles** in order to better understand how to work with **ourselves** and **with others**.

Reflect on both your and your PI's work style:

"My PI often is... My PI usually does... My PI tends to use these styles..."

"I often am... I usually do... I try to use these styles..."

Where do we work together well? What are our touch spots?

JOURNALING EXERCISE

Continue with your ideas from page 8

Having heard the presentation material and considering the **relationship** I have with my PI, what are some things I want from this trainee-mentor relationship **moving forward**?