

Building Strong Mentor/Mentee Relationships

January 24, 2023



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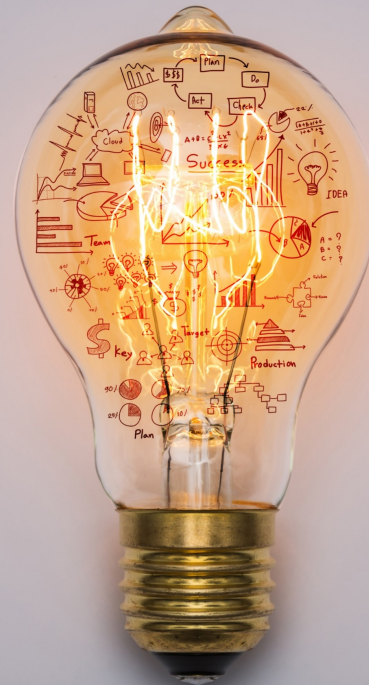


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Today's Objectives

- ✓ Help You Build a Mutually Beneficial Mentoring Team
- ✓ Share Strategies for Managing Mentoring Relationships
- ✓ Techniques for Advocating for Yourself



A top-down view of a workspace. In the top left, a portion of a silver laptop is visible, showing keys like 'N', 'M', 'command', and 'option'. Below the laptop is a white smartphone. To the right of the phone is a white coffee cup filled with dark coffee, sitting on a matching saucer. In the bottom left, a pair of black-rimmed glasses and a white spiral-bound notebook with a white pen are visible. A small potted plant with white flowers is in the top right corner. A dark blue banner with white text is overlaid on the top right of the image.

How We Will Work Together

This workshop is for you!

- Questions or comments?
 - Use the chat
 - Unmute
 - Q&A at the end

AGENDA

- Background - Mentoring
- Building Your Mentor Team
- Managing Mentor Relationships
- Advocating for Yourself
- Wrap Up

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Mentoring Defined

A **collaborative (bi-directional) learning relationship** that proceeds through purposeful stages over time

- **Goal:** Help mentees acquire the essential competencies needed for success in their chosen career
- It includes using one's own experience to guide another person through an experience that requires **personal and intellectual growth and development**



Functions of Mentoring



Research Skills

Knowledge, Techniques, Collaboration, Ethics



Interpersonal Skills

Listening actively, Aligning Expectations, Building Trust



Culturally-Focused Skills

Promoting Inclusion, Reducing Bias and Stereotype Threat



Psychosocial Skills

Providing motivation, developing sense of belonging



Sponsorship Skills

Fostering independence, promoting professional development

Things to Consider



Can one person cover all the mentoring functions for you all the time?



Would having more mentors – a team – be a better approach?



How do we find more mentors?



How do I have the most productive mentoring relationships?

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Framework for Building the Team

- 1) Assess areas where you have mentoring
- 2) Determine what are you lacking and what do you need more of
- 3) Prioritize your needs and select up to three to work on
- 4) List potential mentors for each category (in your network or aspirational)



Mentoring Function	Who does this for me now?	Do I need more of this? What exactly?	Level of priority (high/med/low)?	Who might do this for me?	Who might help me find a mentor for this?
Research Skills Knowledge, Techniques, Collaboration, Ethics					
Interpersonal Skills Listening actively, Aligning Expectations, Building Trust					
Culturally-Focused Skills Promoting Inclusion, Reducing Bias and Stereotype Threat					
Psychosocial Skills Providing motivation, developing sense of belonging					
Sponsorship Skills Fostering independence, promoting professional development					



Identifying the Right People

- **Lean on your current network** – Consider your collaborators, colleagues, and associates from conferences; don't rule out your personal connections
- **Use LinkedIn** – Ask your network for help making connections
- **Expand your network** – Consider joining professional groups or societies

Before reaching out, remember to...

- ✓ Define for yourself what you want out of the mentorship
- ✓ Establish the ask – how can they help you? (Be specific!)





Get to Know Them

- ✓ Take your time and build rapport
- ✓ Start small
 - Ask for an informational interview
 - Seek advice
 - Ask for help with a specific task
- ✓ Communicate your goals & intentions succinctly
- ✓ Be sure to thank them for their time!
- ✓ If they seem interested in helping with career goals, ask for mentorship around that

Follow-up



- ✓ Remember, networking takes effort – put in the work
- ✓ Show that you are willing to follow through and are determined to excel
 - Update them on progress
 - Connect on social media
 - Make additional connections
- ✓ Determine if there is interest in meeting again
 - If yes, THEN ask if mentorship is possibility

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● **Managing Mentor Relationships**

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Setting Expectations

- 👉 Mentor & mentees often have **different** goals, interests, aspirations, expectations
- 👉 We often do an **inadequate or poor job** of
 - setting expectations
 - understanding expectations
- 👉 **Aligning** expectations is key to a productive mentor/mentee relationship



How do I do that?

- Do your homework – think ahead about your expectations AND the goals you hope to work on together
- Clear, concise, SMART goals & aligned expectations increase likelihood of success
- Set time aside in your first mentoring meeting to align expectations and discuss goals and timeframe



Don't forget!

- Expectations and goals will change over time
- Revisit them (every 6-12 months) and adjust as needed



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Self-Advocacy

Advocating for Yourself

Tip: You are your best advocate!

Starts with self-awareness: what matters most to you and why

Requires strong communication skills: learn how to be an effective communicator

Is strengthened with feedback skills: learn how receive and give feedback

Let's explore each of these topics

Self-Advocacy: Starts with self-awareness



Self-awareness can
be defined as:

Knowing what you want,
and don't want, what
matters and why

Clarity around who you are allows
you to:

- **Show up as your authentic self** – Important in your mentoring relationships
- **Create/maintain boundaries** – These act as safety rails that guide you and the people around you

Self-Advocacy: Starts with self-awareness



**Self-awareness
requires confidence**

Confidence can come with
practice and coaching

Questions to Ask Yourself

- What matters to me – what do I value?
- How do I define success?
- Is something getting in the way of my success?
- Is anything holding me back?
- What do I need to work on?

What You Should Share

Express to your mentor what they need to know to help you improve

Self-Advocacy: Requires communication skills

There are multiple factors that complicate our interactions

- Communication styles
- Work styles
- Power differential

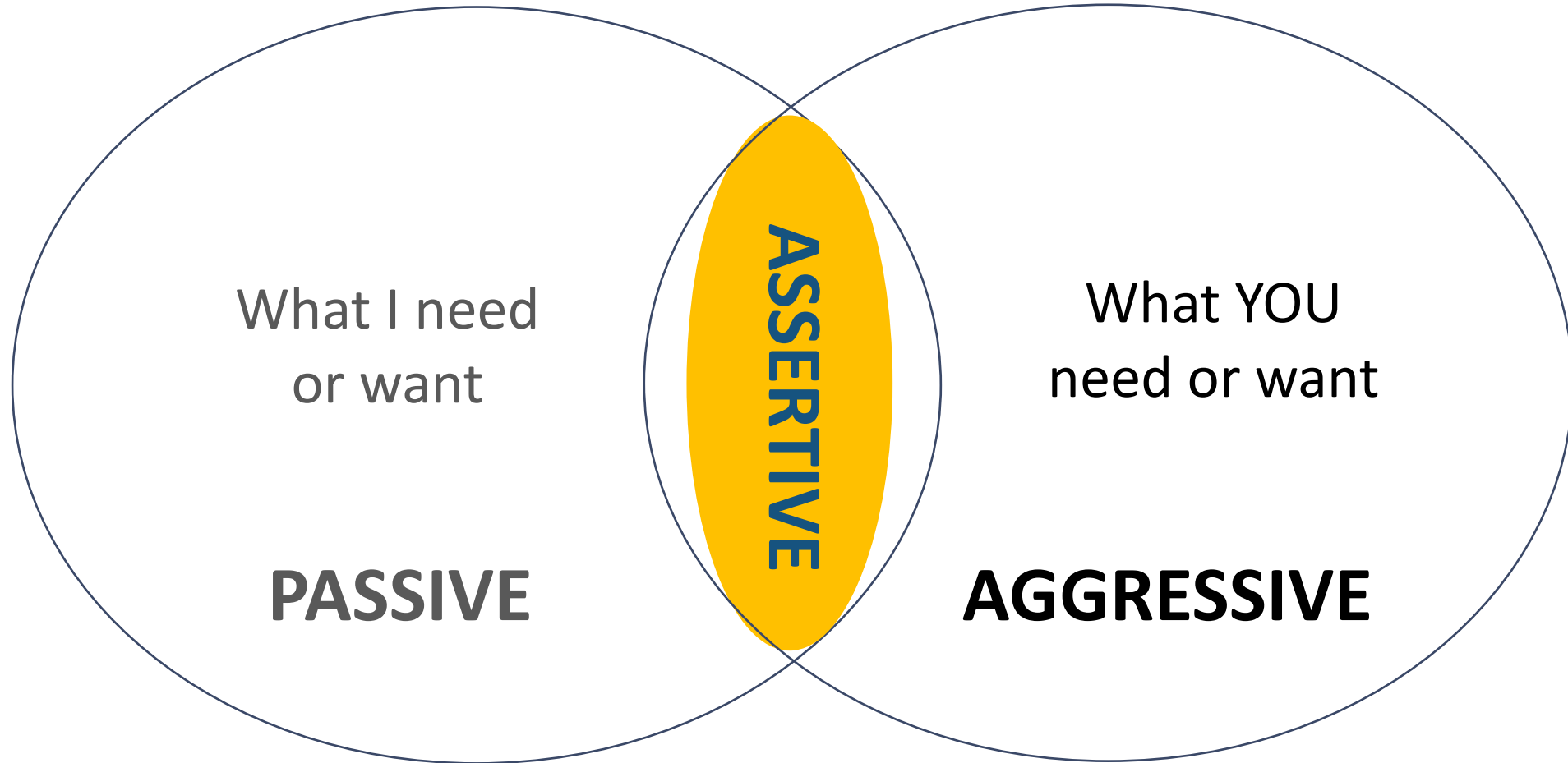
Learn how to be assertive, not passive OR aggressive



Develop an understanding of communication and conflict styles and how they interact

<https://www.youtube.com/watch?v=Vh6ud2CPg4A>

Self-Advocacy: Requires communication skills



How to Effectively Ask for Feedback



Less effective asks:

- *How am I doing?*
- *I'm doing a good job, aren't I?*

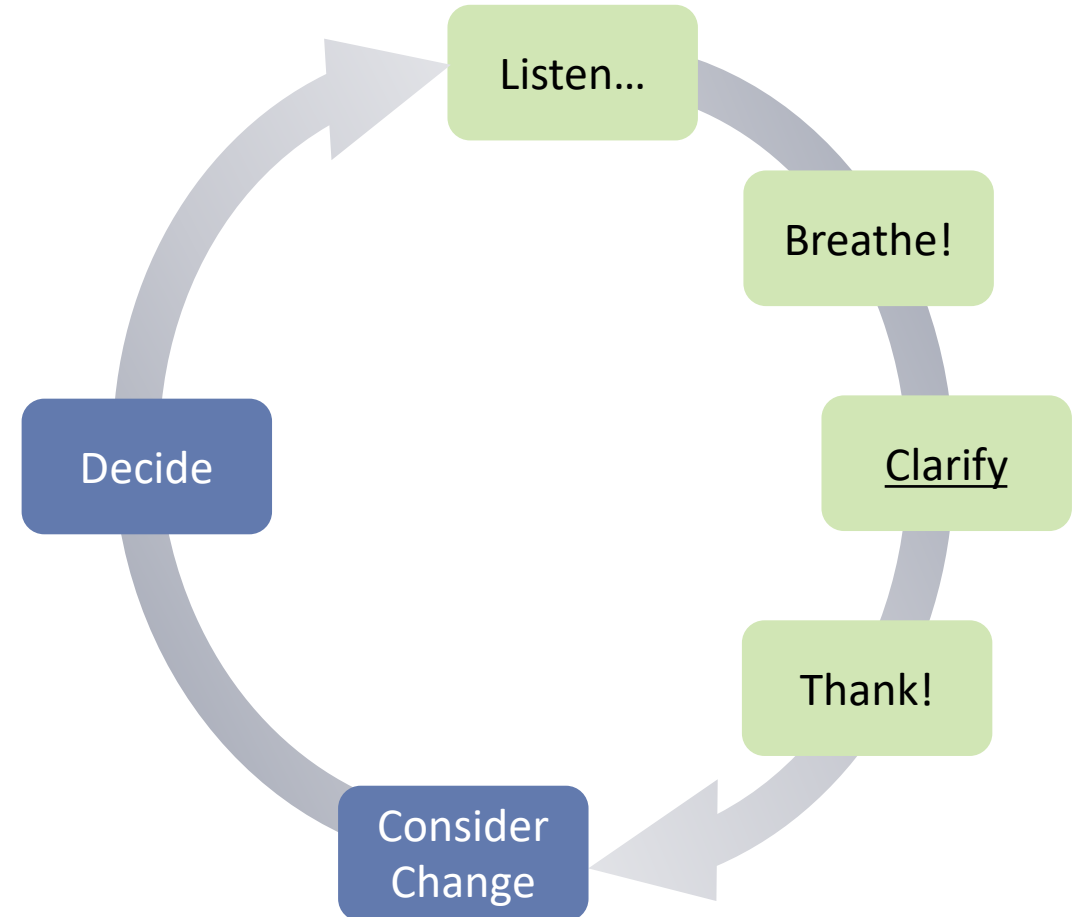
More effective asks:

- What should I start, stop, and/or keep doing?
- What is one thing I could do to be more effective at X?
- I'd like you to give me feedback about X...

How to Effectively Ask for Feedback

Be deliberate

- Set time aside for the conversation
- Remember, feedback can be (or feel):
 - Positive
 - Constructive
 - Negative
- **Growing from feedback is a process**



Giving Feedback

This can be even harder!

Critical skill to develop – can help:

- Others grow
- You and your relationships grow

Helpful framework: SBIR

- **S**ituation
- **B**ehavior
- **I**mpact
- **R**esponse



It is a gift to give
someone
thoughtful feedback!

To learn more, visit:

<https://www.linkedin.com/pulse/giving-feedback-try-sbir-framework-stacey-messier/>



SBIR Framework

Situation: describe what you observed/experienced

- ✓ Be specific
- ✓ Try to do this as soon as possible

Behavior: state your perception of the behavior

- ✓ Focus on "I" statements, *your* concerns

Impact: describe the impact on you

- ✓ Again, focus on "I" statements

Response/resolution

- ✓ What would you like to see change?
- ✓ What clarification might you need about the situation?

****Make sure to schedule time for this conversation!****

****Practice with a trusted colleague!****

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● **Wrap Up**

Mentoring Phases

➤ **Initiation**

Relationship becomes important to each individual

➤ **Cultivation**

Maximum range of career and psychosocial functions

➤ **Separation**

Significant relationship changes take place

➤ **Redefinition**

Relationship ends or is modified



“A good mentoring relationship is as long as it should be and no longer”

– J. Glickman, author of *Great on the Job*



Redefine the Relationship

If it is not working out – you can exit gracefully

- ✓ Thank them for everything
- ✓ Explaining your needs have changed, not what they are doing/not doing
- ✓ Give them an opportunity to share their perspective
 - You don't have to agree, just thank them for sharing
- ✓ Hopefully, this leaves the door open for a connection in the future

Cultivate Your Network

Building mentoring relationships further establishes your network

Keep in touch

- Share important milestones
- Wish them happy holidays
- Check-in periodically

Stay connected on social media – Celebrate successes, like and/or share relevant content



USEFUL LINKS



- [Mentoring action plan template](#)
- [OITE workshop](#) on self-advocacy and assertiveness
- [SBIR Framework](#) for giving feedback

***Thank
You!***

