The Value of Mentoring and Developmental Relationships

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A great mentor can push you to seek out advancement and help make sure you have the tools to succeed. And, critically, a great mentor will tell you when to take on leadership opportunities and seek promotion with confidence, while being your advocate when you do so. And that confidence, that ambition, is something women are too often discouraged from when we’re young. Mentors can help reignite that fire and push women to achieve more than we’ve been told we’re destined for.

Liz Elting
Founder and CEO of the Elizabeth Elting Foundation
Barriers women face in the academic environment

- Cultural fit
- Exclusion from networks (formal and informal)
- Lack of mentoring, availability of mentors, difficulty finding the “right mentor”
- Organizational and/or management processes
- Attainment of activities contributing to development
- Status and profile of women and hierarchical structure
- Double-bind of gender role expectations and leadership role expectations
- Individual attributes (age, gender, cultural difference, past experiences, changes in needs)
- Double jeopardy for women of color

(Cross et. al, 2019)
Developmental Relationships

• Reciprocal in nature
• Generate an emotional attachment
• Involve joint activity
• Exchanges result in the enhanced development of an individual

(Yip and Kram, 2017)
Developmental Network
Testing the Strength of Your Network

• Do you have a mentor and/or trusted circle of advisors?
• Do you keep in touch? Are you available to help them?
• Do you have a network of other professionals to draw on to solve problems?
• Are you a part of a professional association or alumni group?
• Do you participate in a women’s network or community organization?
• Are you a part of professional social media networks? Is your information up to date?
• Are you engaged in online advocacy efforts to change from what is to what should be?

(Tarr-Whelan 2011, p.152)
Mentors, Coaches and Sponsors

• **Mentors** are experienced colleagues who see your potential and give you their time to work behind the scenes to help you develop your strengths, overcome your weaknesses, and maximize your chances of success. They focus on your career development.

• **Coaches** are paid professionals who utilize their training in a one-on-one relationship to help you develop leadership skills you need to become successful. They focus on enhancing your job performance.

• **Sponsors** are highly-placed, powerful, influential people who are willing to go out on a limb and “spend” their personal capital to help you, with the expectation that you will succeed, which will be good for you, the organization and them (by increasing their personal capital).
“Mentoring is a dynamic, __________ relationship in which a Mentor and Mentee agree to a partnership and work ______________ to achieve mutually defined goals to facilitate a Mentee’s professional _____ & ______.”

Zachary, Fischler & Healy
Traditional Mentoring Definition

“Mentoring is a dynamic, reciprocal relationship in which a Mentor and Mentee agree to a partnership and work collaboratively to achieve mutually defined goals to facilitate a Mentee’s professional growth & success.”

Zachary, Fischler & Healy
Enhanced Career Development

- Coaching
- Sponsorship
- Exposure
- Protection
- Challenging assignments
- Visibility

(Yip and Kram, 2017)
Psychosocial support refers to the interpersonal aspects of the mentoring relationship, such as:

- Counseling
- Friendship
- Role modeling
- Acceptance
- Friendship
- Values identity

(Yip and Kram, 2017)
Relational Outcomes of Developmental Networks

- Personal learning and growth
- Inspiration
- Self-affirmation
- Reliance on communal norms
- Shared influence and respect
- Trust and commitment
- Intimacy
- Self-disclosure
- Emulation
- Genuine interest
- Caring

(Janssen et al. 2013; Ragins, 2012)
Benefits of Mentoring

Mentorship involves benefits for both the mentee, mentor, and the organization. These benefits include:

**Mentee**
- Skills & Knowledge
- Demystifies
- Confidence
- Opportunities
- Research productivity
- Advancement
- Career satisfaction

**Mentor**

**Organization**

These elements contribute to a balanced and supportive environment, enhancing personal and professional growth.
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**Mentor**
- New insights / tech
- Fosters collaboration
- Expands network
- Generativity
- Longevity

**Organization**
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**Organization**
- Supportive Climate
- Rejuvenates
- Institutional memory
- Retention rates
- Supports culture of diversity
- Cultivates commitment
Mentoring paradigms

• Informal
  – Peer
  – Group
• Formal
  – Traditional One to One
  – Mentoring Panel/Committee
• Online/Distance
• Speed
Informal Mentoring
Informal Mentoring

- Voluntary
- Spontaneous
- Frequent
- Mutually identified
- Meet developmental or relational needs

- Not time bound
- Not named
- Interpersonal compatibility
- +/- Long-term
Peer Mentoring

• At same level of experience, training, or rank
• Offer career support, advice, or gain feedback

Advantages:

✦ Safe relational space, less threatening
✦ Most available and accessible
✦ Improves work satisfaction

Limitations:

– competition, no expert, no sponsor

Examples: peer-support groups, writing circles, informal lunches
Group Mentoring

- Several layers of mentees and mentors who vary by rank and experience.

- **Offload the mentoring demands** when there are few senior mentors.

- Allows a number of mentees to benefit from the expertise of senior mentor(s) (like a learning group.)

*Example:* Women in EM Mentoring Program

Formal Mentoring
Formal Mentoring

• Organizational
• Goal focused
• Shorter term
• Career outcome
• Psychosocial support
• Role modeling
IUPUI Mentoring Academy

**GOAL:** to foster a *culture of mentoring* at IUPUI through mentoring program development & implementation at the **department and/or school level**.

**OBJECTIVES:**

1. Introduce *best practice* mentoring models & strategies
2. Assist departments/schools in developing mentoring program proposals
3. Based on competitive submission & evaluation, fund mentoring programs ($10k with $10k match)
4. Evaluate program effectiveness
5. Provide an annual showcase of mentoring program progress

- **15 schools have received funding for mentoring programs**
EMPOWER
(Enhanced Mentoring Program with Opportunities for Ways to Excel in Research)

Two Categories
- Assistant Professors and untenured Associate Professors in tenure-track faculty positions
- Associate Professors in tenured faculty positions

Application process and matching
- Brief overview of research, strengths/skills, specific research and professional development needs and preferred mentor arrangement

Duration & Funding
- 2011-16: Mentees, $5000 (phased allocation); Mentors, $1000
- 2016 +: Mentees $10,000 (phased allocation), Mentors $2000
## EMPOWER

### Stats and Outcomes

#### Matches
- 103 Matches
- 33 Assistant Professor and Associate Professor
- 51 Assistant Professor and Professor
- 19 Associate Professor and Professor

#### Who
- Mentees: 58% Underrepresented Populations
- Mentors: 22% Underrepresented Populations
- Mentees gender: Women 83%
- Mentors gender: Women 55%

#### External Funding
- Total to date ~$11.5m (includes NIH R01s and K08)
- Patient-Centered Outcomes Research Institute
- RWJF Harold Amos Medical Faculty Development Program
- Artprize 2014 - $300,000
- DARPA $542,000
- Glaxo Smith Cline $2.1
IUPUI Staff Mentoring Program

• Eligibility
  • IUPUI full-time staff from all schools/units/ranks
  • Mentee supervisor must approve of time commitment
  • Mentors must be full-time staff with at least five (5) years of work experience at IUPUI.

• Post Acceptance Requirements
  • One calendar year
  • Mentee’s supervisor must approve of time commitment
  • Mentors meet at least 25 hours with mentee
  • Cohort meets as a group 3 times during program year
  • Mentee must prepare and submit a professional development plan
  • Mentees must submit a final report at the end of the program
  • Mentees receive certificate of program completion and mentors stipend
## NORDP: National Organization for Research Development Professionals

### Committee Support

- **Matching**
  - Applications Response Algorithms (Qualtrics Survey)
  - Committee Review and Final Pairing
- **Mentor Pair Onboarding**
  - Email Introductions
  - Expectations
  - Ground Rules
  - Connect at Conference
- **Mentor Team Facilitators**
  - Check-ins
  - Answer Questions
  - Resolve Issues

### Distance Mentoring

- **Be Prepared**
  - Consider Time Zones
  - Agendas
  - Reliable Technology
  - Exercise Patience
- **Be Creative/Flexible**
  - Vary Communication Styles
  - Skype, Facetime, Zoom
  - Google Hangouts
  - Connect Socially
  - Connect with Other Pairs
- **Be Clear**
  - Understand Barriers (Language, Culture, Etc.)
  - Follow-up
Advancing Women Mentoring Program

• Co-sponsored by IUPUI Office for Women and Division of Student Affairs (Campus Center and Student Experiences)
• Matches IUPUI students with faculty or staff member for one to one authentic mentoring experience
• Length: September – May
• Mentor and Mentee training and orientation
• Workshops and newsletter
• To empower individuals toward academic, personal, and professional success
Independent Investigator Incubator (I³)

- Comprehensive mentorship targeting junior research faculty:
  - Senior faculty “super mentor” (+FTE support)
  - Support services (grant writing specialist, biostatistician)
  - Professional development seminars
  - Protected research time

**Mentees (N=50)**

- 16 Departments / Divisions

**Key Outcomes:**

- Satisfied with mentoring relationship
- Growth in research skills & career development
- Academic productivity:
  - 171 publications
  - ~$17.1 million in grant funding
National Research Mentoring Network (NRMN/CIMER)

- Aimed at supporting faculty and trainees (postdocs, graduate students, and undergraduate students) in mentoring relationships grounded in research experiences
- Curriculum applicable to multiple disciplines, with the original focus on the biomedical sciences
- Various implementation stages and uses on campus
Toolkits and Resources for Mentoring

Online:

• IUSM Faculty Mentoring Portal
  https://faculty.medicine.iu.edu/let-us-help/mentoring/
• National Research Mentoring Network (NRMN)
  https://nrmnet.net/

Books/Articles:

• Lois J. Zachary book series on mentoring (John Wiley and Sons, Inc.)
Questions?
Contact

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