

Effective Mentoring

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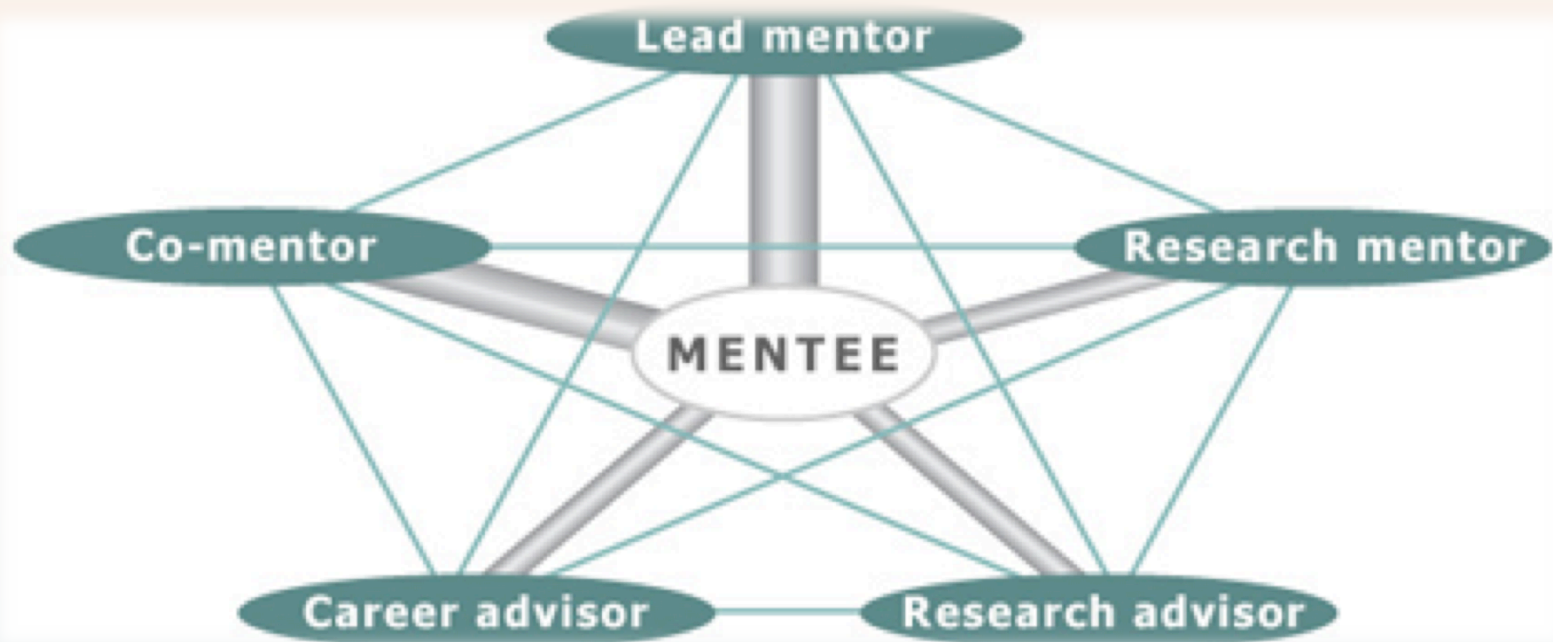
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Types of Mentors

Know your role



Aspects of Mentoring

- Coaching
- Consulting
- Advising
- Teaching
- Guiding
- Role modeling
- Counseling
- Managing

Mentoring

Set yourself up for success

- Should be a reciprocal relationship
 - Genentech requires mentees and potential mentors to interview each other before establishing a relationship
- Mentor development plans are recommended
 - Document expectations

Mentoring

Set yourself up for success

- Mentees need to learn to manage up
 - avoid managing the relationship
- Critical that you describe your mentoring style at the time of starting the relationship
 - What can the mentee expect
 - How much will you drive the relationship
- Avoid the “mini-me” syndrome

Qualities of Outstanding Mentors

Review of Letters at UCSF

- Time commitment to mentoring
- Personal qualities: enthusiasm, altruism
- Act as a career guide to the mentee
- Support personal/professional balance
- Leave a legacy of how to be a good mentor

Successful Mentoring Relationships

- Reciprocity
- Mutual respect
- Personal connection
- Clear expectations
- Shared values

Failed Mentoring Relationships

- Poor communication
- Lack of commitment
- Personality differences
- Perceived or real competition and conflict of interest
- Lack of experience, knowledge, skills

Self-Reflection

- Schedule time with mentee for self-reflection
 - What is working well / not well
 - Work / life balance

“The single biggest problem in communication is the illusion that it has taken place”

George Bernard Shaw

Effective Listening

Key to Effective Mentoring

- Focus your attention
 - Don't answer the phone
 - Listen actively/be present
 - Use appropriate body language
 - Work to understand the speakers words *and* intent

Time Management Tips

- There may be no such thing as balance
 - Try to direct the overall picture, stay focused
 - Set the course, know your values and let others steer the ship
 - The best leaders lead from behind (Nelson Mandela)
- Hire help when possible
 - Select and keep an effective and dedicated team

Time Management Tips

Learning to say “no”

“Let me give this some thought and I’ll get back to you”

“Sorry, that timeline doesn’t work for me”

“What’s my role? what is the scope of my work?”

TOUGH SITUATIONS

To be or not to be... a Mentor?

I am a new Assistant Professor in the Department hoping to launch an academic research career. I am taking formal classes in clinical research through a local Master's of Clinical Research program. I have been asked to be a mentor for a fellow research project. Should I say yes?

Is it Right to ask: “Can you write?”

I was approached to be a mentor for a resident who wants to write a paper with me related to a small part of my research. Before I agree, should I consider evaluating her writing skills? Is it reasonable to ask her to write a 1-2 page analysis plan and see what it looks like?

Failure to Launch

Setting Reasonable Goals

Harriett has met with me and the rest of her mentoring team and developed an individual development plan (IDP). It was overly ambitious. I commented that some of the activities would need to be revised to be realistically accomplished during her first year. She has met with me as her co-mentor twice, but has not modified her IDP to limit the scope.

How Much is Too Much?

I am an Associate Professor with an busy research program and two R01 grants. I currently mentor one junior faculty, two fellows, and one resident. Recently, I was asked to help mentor summer medical students. Now, my boss just asked me to invite her daughter, a junior in high school, to volunteer in my lab this summer. How many mentees is too many?

Let's Get Personal...or not

A fellow has just joined my group and I have been asked to provide mentoring. I met with him several times, but now realize that I still know very little about his personal goals and personal life. Should you ask about this personal information?

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Mentor Development Program at UCSF

<http://accelerate.ucsf.edu/training/mdp-materials>

Thank you

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