

# Getting the mentoring you need to succeed

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Are  
You My  
Mentor ???



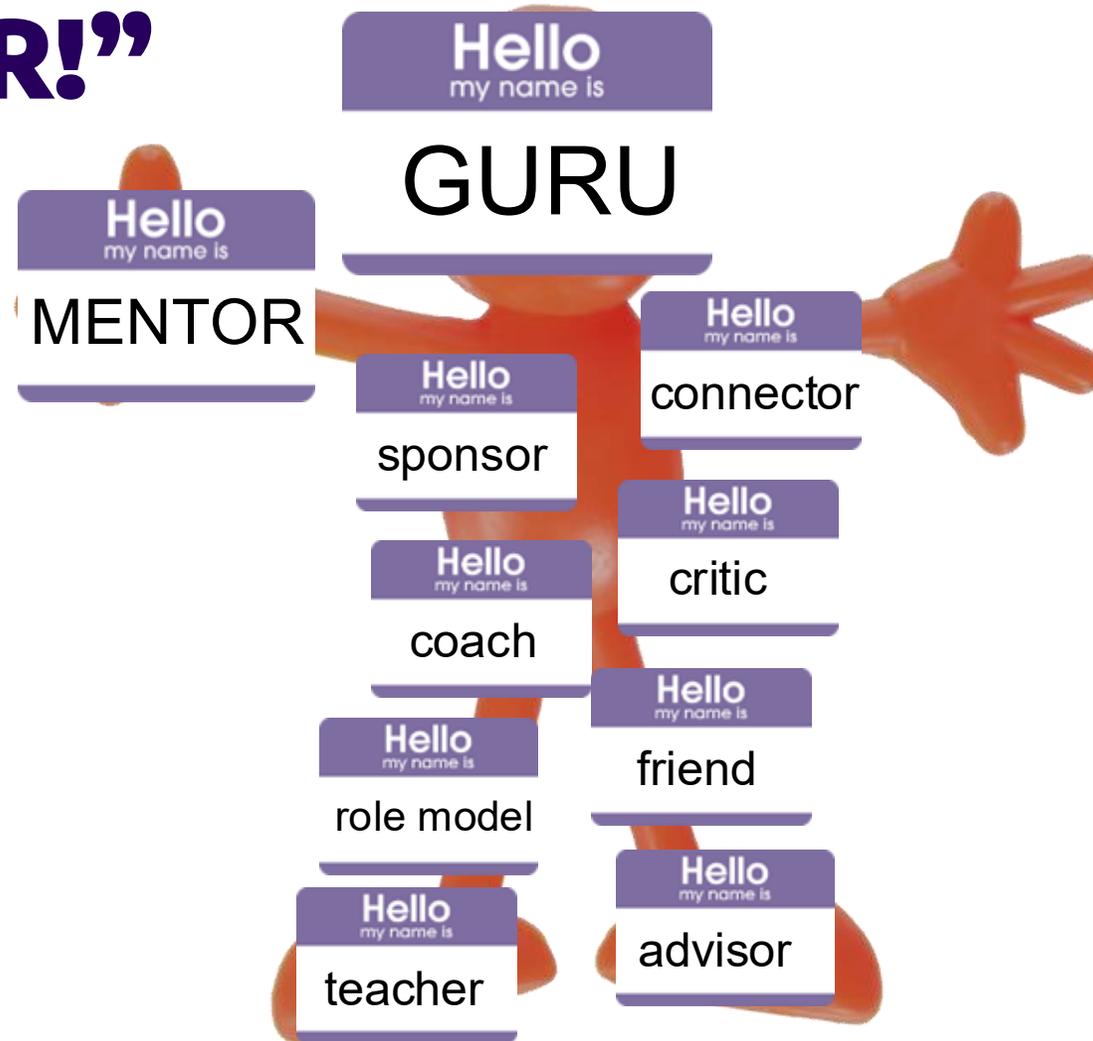
by P. D. Eastman



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# My “MENTOR!”

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“Mentoring is a social relationship ... And because mentees and mentors have diverse individual attributes and mentoring occurs in a given social context (e.g., a specific institution, a specific discipline), mentoring relationships are culturally informed ...”

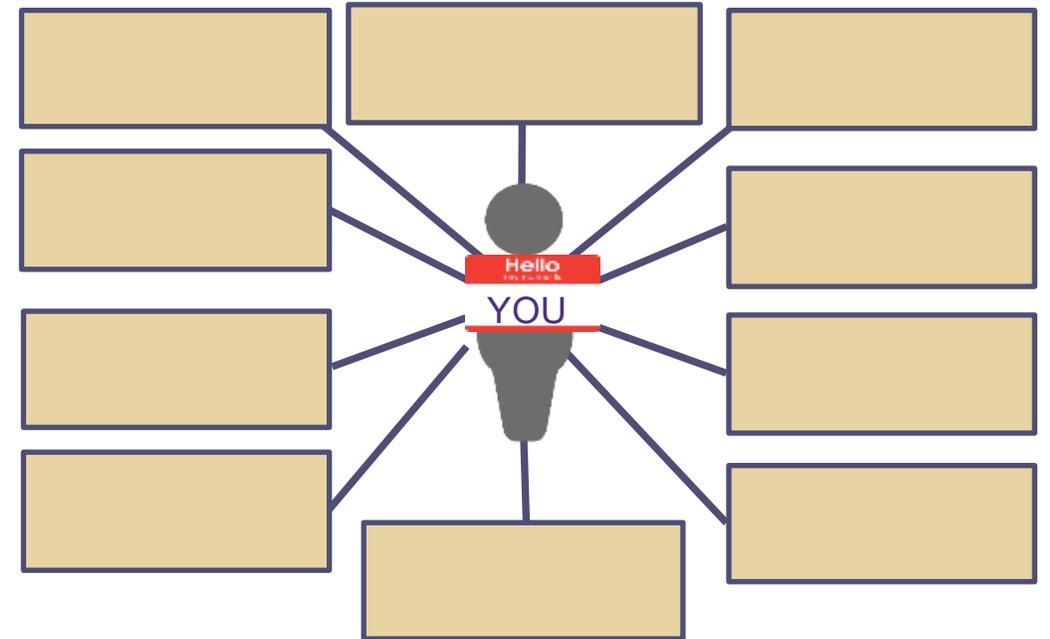
Pfund et al., Defining Attributes and Metrics of Effective Research Mentoring Relationships. *AIDS Behav.* 2016 September; 20 (Suppl 2): 238–248.



# Reconceptualizing Mentoring



## Mentoring Needs & Multiple Mentors



# Acknowledging mentoring needs

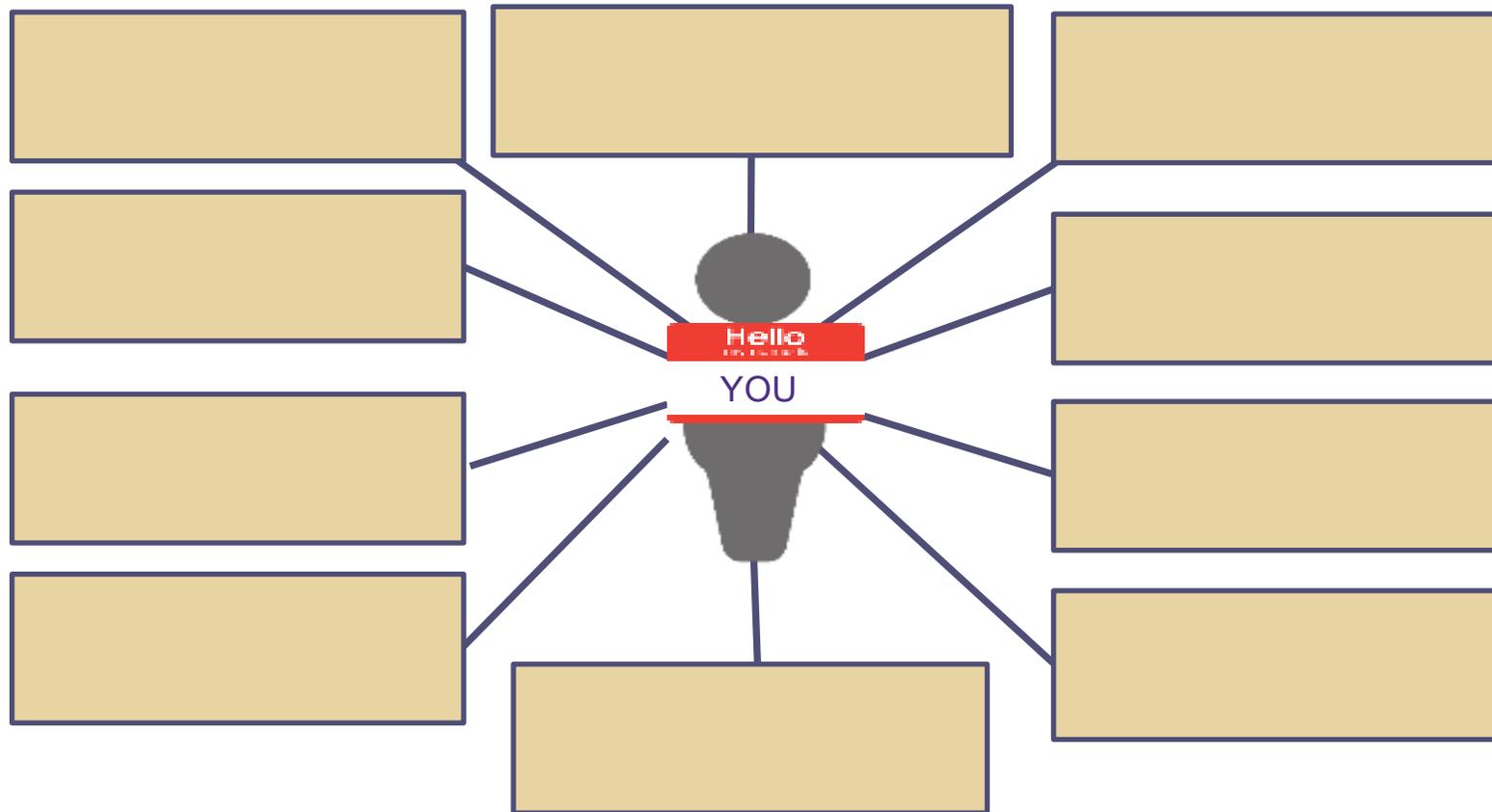
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# Mentoring needs

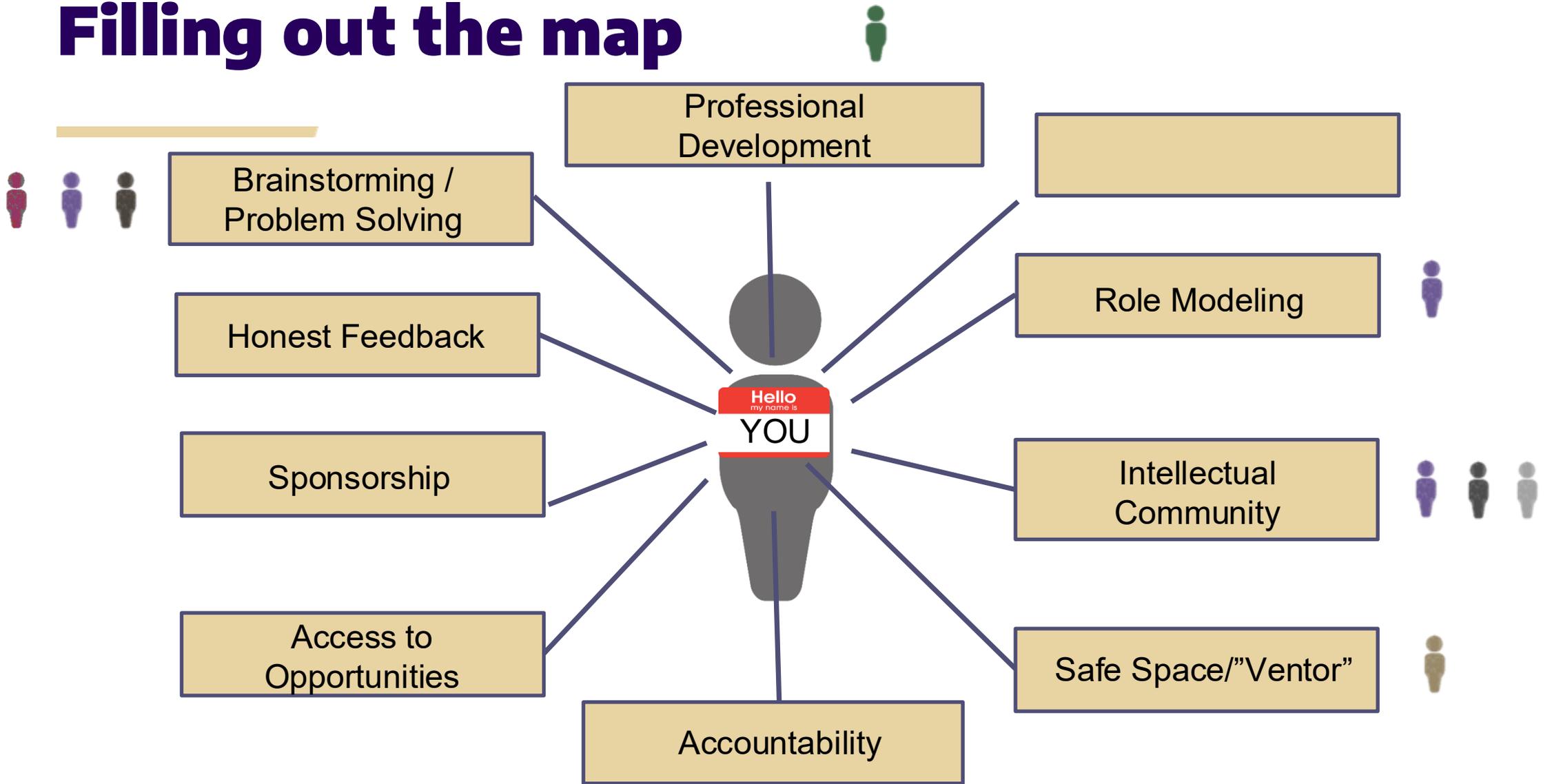




# What are your mentoring needs?



# Filling out the map



# What are/were your mentoring needs?

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- > Which of your mentoring needs have been or are being met?
- > Which of your mentoring needs have not yet been met?



# Met/Unmet Mentoring Needs

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- > Share reflections about your needs that have been met
  - What, who, where, when, why, how, in what format?
- > Describe a mentoring need you have that has not yet been met?

# Strategies

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# Practical Strategies (advice from research)

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Gabarro and Kotter's (1980) "Managing up" → "Mentoring up" concept by Lee, McGee, Pfund, and Bradshaw (2015)

- > Assess yourself and the other accurately
- > Apply this assessment strategically

# Mentoring Up Example

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- > **ISTJ:** Quiet, serious, earn success by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.
- > **ENFP:** Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.



# Part 1: Self Assessment

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What are your skills, preferences, strengths, and weaknesses?

- What are your strengths?
- What do you enjoy doing?
- What would others say are your strengths?
  
- What are areas of growth for you?
- Where are things you do not enjoy or do not prefer?
- What would others say are your weaknesses?

# Assessment Tools

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- > MBTI: <https://www.myersbriggs.org/my-mbti-personality-type/the-16-mbti-personality-types/>
- > CliftonStrengths: <https://www.gallup.com/cliftonstrengths/en/253715/34-cliftonstrengths-themes.aspx>
- > Values in Action: <http://viacharacter.org/> (free assessment)
- > Miller and Reid's Social Styles: <https://www.bitesizelearning.co.uk/resources/how-social-styles-can-help-you-to-achieve-your-communication-goals>
- > Science Careers MyIDP (interests, skills, values): <https://myidp.sciencecareers.org/Account/LogOn> (free assessment)



# Part 1b: Other Assessment

## Part 2: Strategic Application

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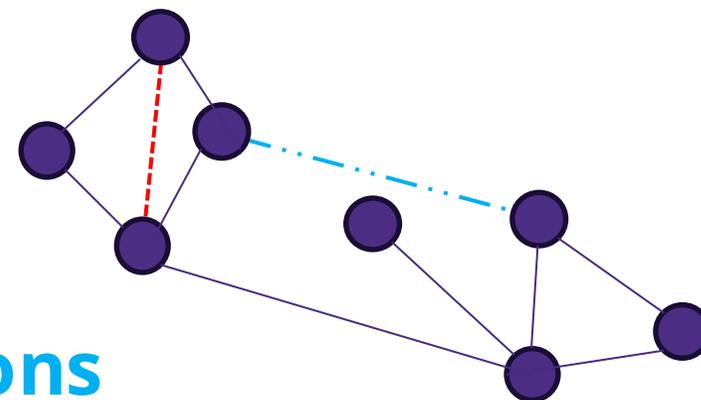
What are the skills, preferences, strengths, and weaknesses of the person you are “mentoring up”?

How can you strategically apply your assessment insights to getting the mentoring you need to succeed?

# Practical Strategies (advice from research)

Granovetter's (1973) "strength of weak ties" theory: weak ties (infrequent, distant connections) disproportionately benefit professional advancement → confirmed by Rajkumar et. al (2022)

- > Don't focus only on **close contacts**
- > Work constantly to create **new connections**





# Weak Ties

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- > Pick one of your current mentoring needs
  - Get specific about that need
  
- > Identify a weak tie
  - How might you make a new connection related to this mentoring need?
  - Who else could you connect with about getting this mentoring need met?

# The Art of "the Ask" by Rachel Toor

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- > Some fundamental questions to answer:
  - Why are you asking that particular person?
  - Why should that person help *you*?
  - And why now?
- > Make it easy for them to say yes!
  - Have a compelling argument
  - Be specific and clear
  - Be kind and sincere
  - Right size the ask (manageable)

Source: <https://www.chronicle.com/article/the-art-of-the-ask/>



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# Craft an ask

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- > Given your self assessment and assessment of your (potential) mentor, begin to craft an ask.
  
- > Given your self assessment and your potential weak tie connection, begin to craft an ask.



# Practice

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- > Role 1: Share your ask.
  - Describe your mentoring need.
  - Share your ask. Be specific and clear.
- > Role 2: Ask questions.
  - Why are you asking that particular person?
  - Why should that person help *you*?
  - Why now?
  - How might you right size your ask?
- > Reflection
  - Take notes on how to refine your ask



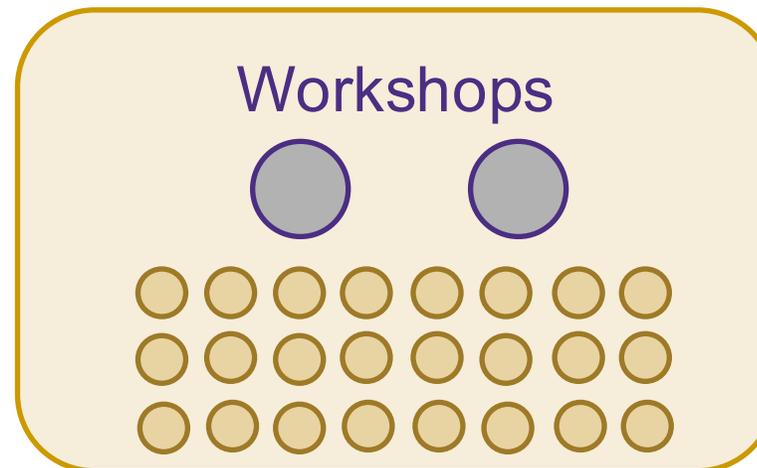
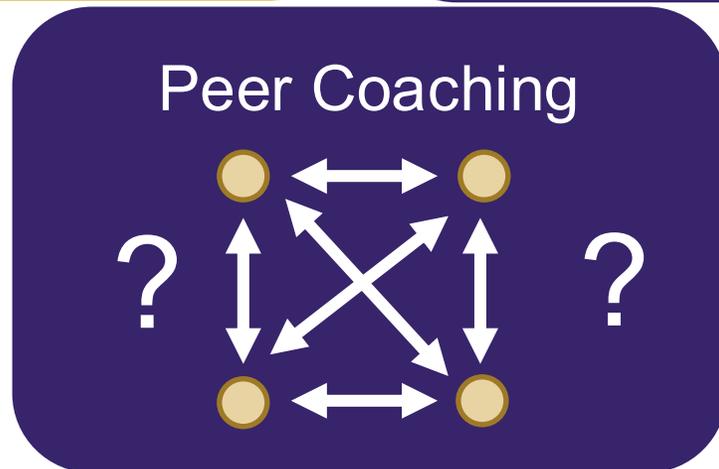
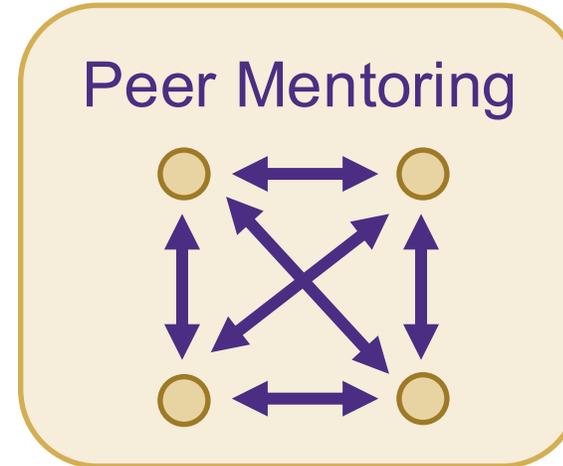
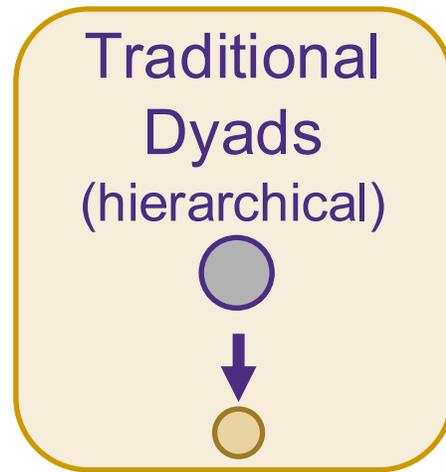
# Reflections

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# Mentoring needs



# Building a Culture of Mentoring: Mentoring Models



# Resources

- > NCFDD: [www.ncfdd.org](http://www.ncfdd.org)
- > CIMER: Center for the Improvement of Mentored Experiences in Research  
<https://cimerprojectportal.org/#/training-curricula>, <https://cimerproject.org/>,  
<https://cimerproject.org/my-cimer/>

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Please visit the CIMER website for more information about [Entering Mentoring](#), [Entering Research](#), or [Mentoring Up](#).

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# Takeaways

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# Your Takeaways

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What's your immediate next step in getting the mentoring you need to succeed?

# Getting the Mentoring You Need to Succeed

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- > Clarify your mentoring needs
- > Match needs/wants and expectations/skills/opportunities
- > Assess yourself and the other accurately
- > Activate strong and weak ties
- > Clarify and refine your ask
- > Attend to the temporal nature of mentoring needs, wants, skills, opportunities, etc.
- > Recognize mentoring moments