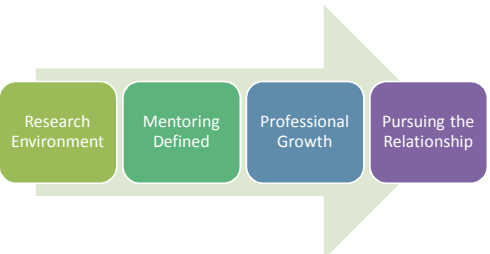# Establishing a Mentoring Relationship for Research Professionals

Michelle Doyle
University of Washington ITHS
mdoyle4@uw.edu

Mentoring

Research Environment → Mentoring Defined → Professional Growth → Pursuing the Relationship

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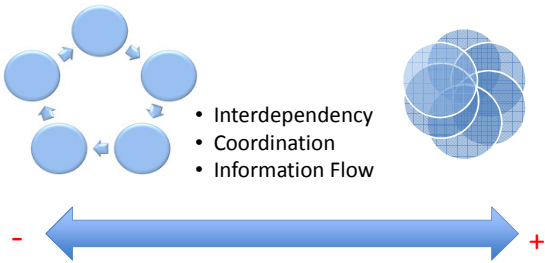Accelerating Research. Improving Health.

Academic Research Environment

The Environment

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Decentralized Environment

- Interdependency
- Coordination
- Information Flow

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Environment

- Research support staff isolated within departments
- Limited centralized resources for training and networking
- Variable understanding about regulations

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Environment

Amongst UW School of Medicine, Seattle Children's, and FHCRC

23 job descriptions for clinical research support staff and 900+ research staff within these	90 training courses offered both mandatory and recommended	6 sets of specific regulations and 12 areas internally with policies for on-boarding and training

The Opportunities

CROs
Institutions
Data Analysis
Sponsors
Trial Coordination and Implementation
Federal agencies
Infrastructure Grants

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Environment

How do we support and grow research staff who work in a decentralized diverse environment?

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Mentor Defined

What a mentor does

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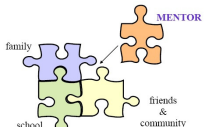
Attributes of a mentor

- Empathy
- Listening
- Motivating
- Developing trust

Waters et al. (2003) found that confidentiality, openness, and honesty were rated as the most important qualities of mentors and mentees.

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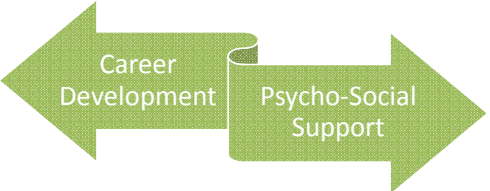Accelerating Research. Improving Health.

Mentoring Models

- One-on-one
- Multiple mentors
- Peer mentoring
- Distance mentoring

https://www.icre.pitt.edu/mentoring/models.html

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What a mentor does

Career Development

Psycho-Social Support

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Professional Growth

Career Development

- Provide assignments that increase exposure and visibility
- Nominate for challenging assignments that offer developmental opportunities
- Provide feedback and suggest strategies for achieving objectives

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Skills Acquisition

- Expert
- Proficient
- Competent
- Advanced Beginner
- Novice

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Psycho-Social Support

- Provides advice and feedback
- Encourages self-awareness
- *Supports effective communication*

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Self-Awareness

- Would your colleagues describe you as you describe yourself?
- How does your personality encourage or hinder your professional growth?
- What is your leadership style?

http://www.16personalities.com/free-personality-test

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Effective Communication

- Understanding the Situation
- Avoiding Negative Emotions
- Framing the Message
- Effective Communication
- Active Listening
- Confident Delivery
- Information Quality

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Active Listening

Active listening involves forgoing all other activities for the time being and giving your full attention to the act of listening to ensure that you understand the speaker's intent as well as the feelings behind the speaker's words.

Active Listening

Pursuing the Relationship

Pursuing the Relationship

Clarify what you want	• Expectations • Goals/Objectives • Timelines
Who will you approach?	• Consider mentors outside of the work environment • Formal vs. Informal • Mentoring models
Set up a meeting	• Discuss the mentoring relationship • Consider an appropriate location • Once you find someone, be sure expectations are well aligned

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Barriers to Mentoring

- Lack of time
- Cost
- Lack of confidence
- Lack of high level communication skills

Hurley and Snowden (2008)

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What are the benefits?

- Personal satisfaction from facilitating the development of another person.
- Lower turnover rates and associated cost savings
- Associated with higher earnings
- Contributing to a better work environment

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What are the benefits?

Contributing to research excellence within our institutions, encouraging continuous personal growth

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