

Session #6:
Mentorship and Leadership at Different Career Stages

Presentation will begin at 12:00 PM (PT)



ITHS

Institute of Translational Health Sciences
ACCELERATING RESEARCH. IMPROVING HEALTH.

What We Offer:

1. Research Support Services

Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.

2. Community Engagement

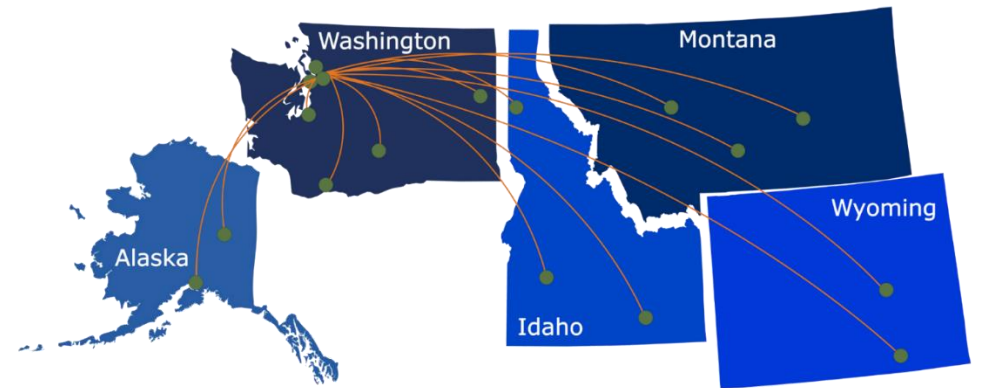
Members can connect with regional and community based practice networks

3. Education & Training

Members can access a variety of workforce development and mentoring programs and apply for formal training programs.

4. Funding

Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.



Upcoming Events

Date	Title
March 13, 2025	The Biomedical Innovation Fireside Chat Series – Session 5
April 3, 2025 12pm (PT)	Team Science Seminar Series Session 7 – The Art of Sculpting Our Communication Skills: Toolkits for Conflict Management
April 11, 2025 10am–3:30pm (PT)	Networking to Enhance Development (NED) Conference A Conference by and for Research Coordinators
May 1, 2025 12pm (PT)	Team Science Seminar Series Session 8 – You Don't Always Need to Say Yes: Aligning Goals to Opportunities
July 8–August 1, 2025	UW Department of Biostatistics 2025 Summer Institutes

More details and event registration via the ITHS events calendar at: <https://www.iths.org/news-events/calendar/> or contact ithsedu@uw.edu

Session #6: Mentorship and Leadership at Different Career Stages



Brenda K. Zierler, PhD, RN, FAAN
Professor & Chair, Department of
Biobehavioral Nursing & Health Informatics
Kaiser Permanente Endowed Nursing
Professorship in Chronic Illness
University of Washington School of Nursing



**JENNIFER SPRECHER , BS IE
MS Mgmt Science, Certified
Coach**
Director of Strategy
Development & Deployment
University of Washington
School of Nursing

Learning Objectives

- Describe benefits of mentoring for both the mentor and mentee
- Identify 3 characteristics or attributes of an effective mentor
- Understand the different types and formats of mentorship
- Learn how to create an effective mentoring relationship

Agenda

- Definitions and Benefits
- Mentoring Formats
- Mentoring Focus Areas
- Effective Mentee Characteristics, Roles and Responsibilities
- Effective Mentor Characteristics, Roles and Responsibilities
- Selecting a Mentor

Grow Your Leadership Through Mentorship

Both Mentees and Mentors strengthen their leadership by growing their skills.

Good mentor relationships involve:

- Strong emotional intelligence
- Clear goals and objectives
- Preparedness
- Clear roles and responsibilities
- Strong communication skills



The Mentoring Relationship



A **mentee** is “anyone who wants to learn from someone who knows and seeks their valuable advice in order to grow professionally and/or personally.”

Or, “anyone who has the desire to gain from someone else’s experience through a period of guidance and support.”

A **mentor** is “anyone who has a beneficial life-or style-altering effect on another person, generally as a result of personal one-on-one contact.”

Or, “one who offers knowledge, insight, perspective, or wisdom that is helpful to another person in a relationship which goes beyond duty or obligation.”

Benefits

Grow the future

Motivate personal growth

Enhance leadership skills

Gain new perspectives & keep up to date

Contribute to a positive workplace culture

Improve listening & questioning skills

Promote self-reflection

Increase promotability



Clarify career goals

Increase work satisfaction

Access to a psychologically safe space

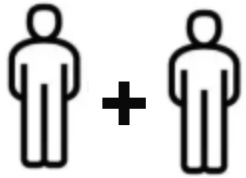
Expand professional network

Career growth

Sense of connection

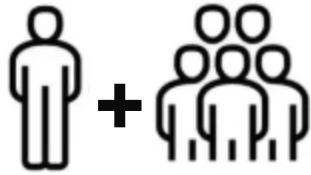
Personal growth

Mentorship Types



Traditional

one mentor/one mentee from same department



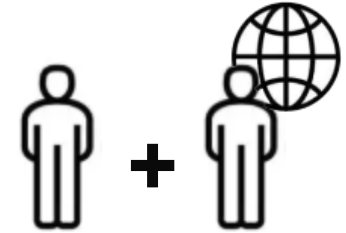
Team Mentoring

one mentee and a group of mentors



Peer Mentoring

a group at a similar stage who come together to discuss research & personal issues



Sponsoring

mentee paired with an influential & senior individual who provides access to professional & personal networks

Focus Areas—know what you want

Early Career

- Entry Orienting into the environment
- Gaining expertise in your chosen area (clinical, research, teaching, staff position)

Background

- Mentors from similar backgrounds can increase participant's self-confidence and help them succeed

Expanding Area of Expertise

- Learning about a different field or department
- Considering a track or career change

Expanding Leadership or specific skill set

- Leadership
- Public speaking
- Writing

NCFDD Mentoring Map

Department Colleagues
 1. _____
 2. _____
 3. _____

Professional Editor
 1. _____
 2. _____


Readers
 (see Intellectual Community)

Senior Faculty in Your Department
 1. _____
 2. _____
 3. _____
 4. _____


On Campus Mentors
 1. _____
 2. _____
 3. _____
 4. _____

Off Campus Mentors
 1. _____
 2. _____
 3. _____
 4. _____

Peer Mentors
 1. _____
 2. _____
 3. _____

Substantive Feedback 

Professional Development 

Sponsorship 

Emotional Support 

Access to Opportunities 

Role Models 

Accountability
 for what REALLY matters 

Intellectual Community 



Safe Space 

1. _____ 3. _____
 2. _____ 4. _____

On Campus
 1. _____
 2. _____
 3. _____
 4. _____

Off Campus
 1. _____
 2. _____
 3. _____
 4. _____

Friends
 1. _____
 2. _____
 3. _____

Family
 1. _____
 2. _____
 3. _____

Other
 1. _____
 2. _____
 3. _____

1. _____ 5. _____
 2. _____ 6. _____
 3. _____ 7. _____
 4. _____ 8. _____

Readers
0-25%
 1. _____
 2. _____
 3. _____

25-50%
 1. _____
 2. _____
 3. _____

50-75%
 1. _____
 2. _____
 3. _____

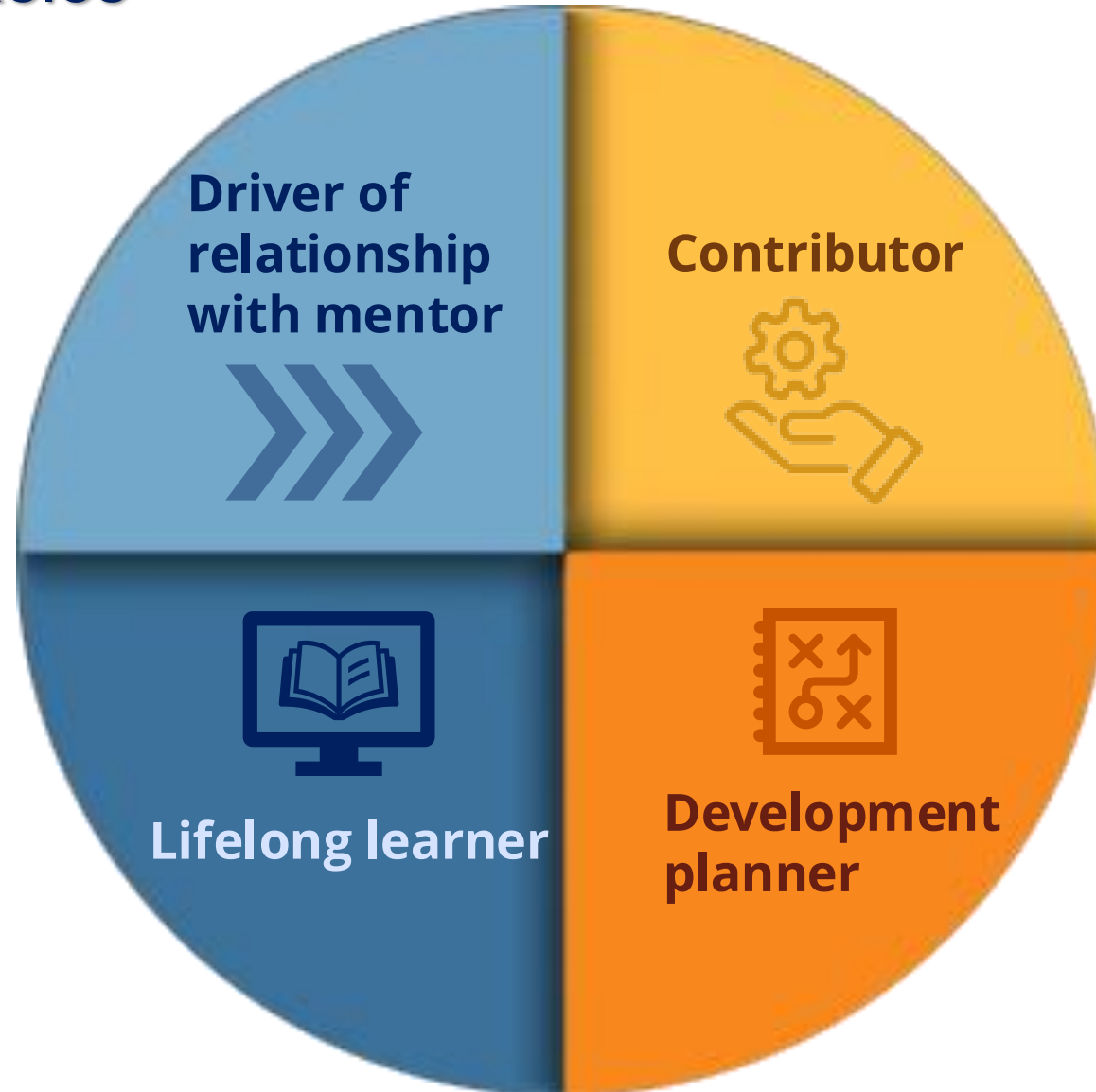
75-100%
 1. _____
 2. _____
 3. _____

Mentees

Characteristics of an effective mentee

- Positive outlook and attitude
- Eager and open to learn proactively
- Patient, responsive and respectful of mentor's role and time
- Comfortable receiving objective feedback
- Works as a “team player”
- Comfortable being stretched out of a comfort zone

Specific Mentee Roles



Responsibilities of the Mentees

Prepare list of career goals and objectives to share with your mentor.

Establish, with mentor, explicit goals and objectives for the relationship.

Assist in developing the Mentoring Agreement with your mentor.

Commit to meeting with mentor on a regular basis. Establish how and when meetings will take place.

Tell your mentor how you prefer to get feedback.

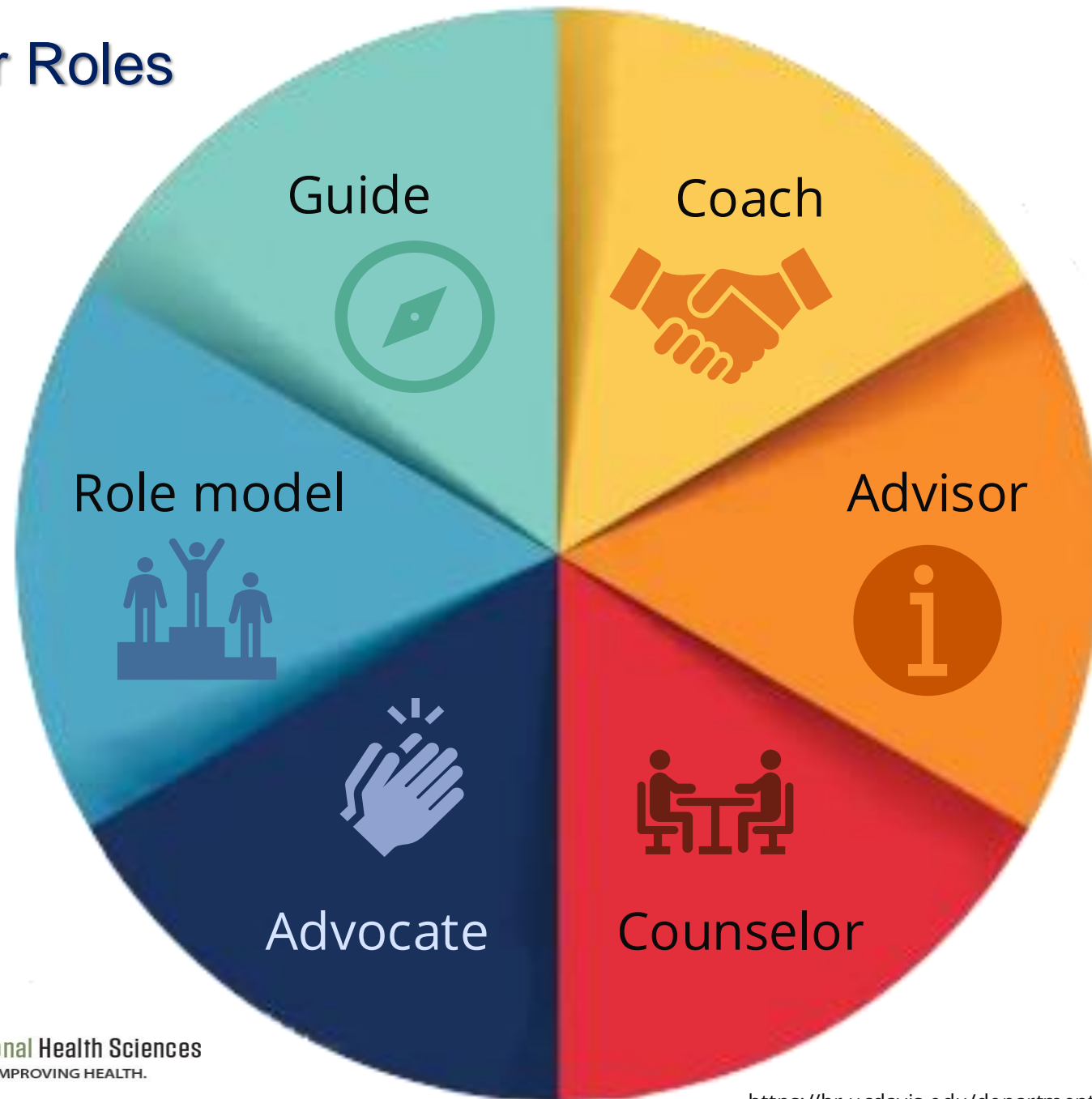
Complete progress reports and regularly re-assess needs.

Mentors

Characteristics of an effective mentor

- Supportive of the needs and aspirations of the mentee
- Willing to spend time performing mentoring responsibilities
- Respected in the community and profession
- Communicates openly and clearly
- Comfortable providing constructive feedback
- Has a genuine interest in helping others succeed
- A respectful, inspiring and positive attitude

Specific Mentor Roles



Responsibilities of the Mentors

Assist in identifying professional and personal growth objectives.

With mentee, establish explicit goals and objectives for the relationship.

Assist in developing and maintaining the Mentoring Agreement.
Review at regular intervals.

Commit to meeting with mentee on a regular basis. Establish how and when meetings will take place.

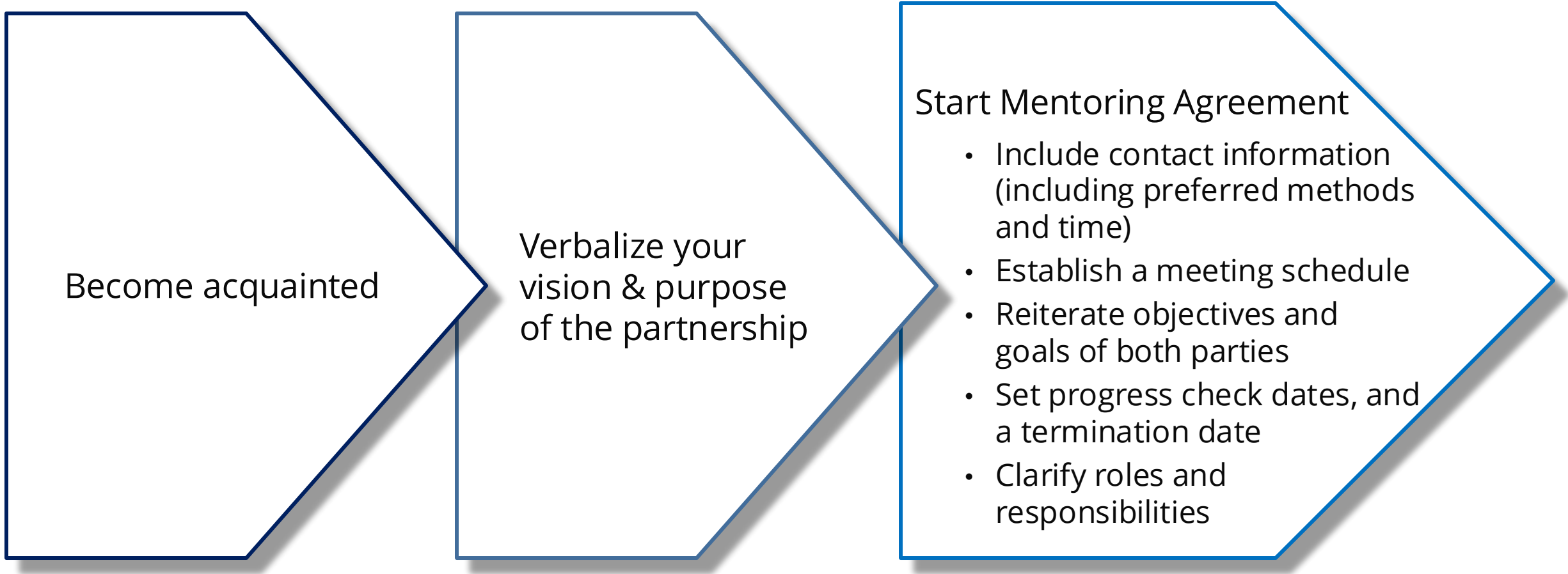
Complete progress reports.

Maintain confidentiality.

Choosing a Mentor



First Meeting



Mentoring Agreement

Regular and scheduled contact is a must

- Schedule 3 months out at a recurring time

The mentee should structure the meeting

- Pre-shared agenda as well as questions and ideas ready

The mentor should have some dialogue prompts

- Be prepared for what is to be discussed on the agenda

Mentoring Agreement

We are entering into a voluntary Mentoring relationship that we expect to benefit both of us. We want this to be a rich and rewarding experience with the majority of our time spent in substantive development activities. To minimize confusion, frustration and administrative details, we have noted the following features in this relationship:

Confidentiality: We acknowledge that personal and professional confidences will be treated as such and that the parties will endeavor to maintain a relationship built on mutual trust, respect, and confidentiality.

Frequency of Meetings _____

Duration of Meetings _____

Type of Meetings (face-to face, skype, phone call) _____

Location of Meetings _____

Cancellation Preferences _____

Contact Information:

Mentee _____

Email _____

Office Phone _____

Cell Phone/text _____

Preferred method of contact _____ Best time of contact: _____

Mentor _____

Email _____

Office Phone _____

Cell Phone/text _____

Preferred method of contact _____ Best time of contact: _____

Mentoring Agreement



- The mentee can attend already scheduled meetings of the mentor to learn from these interactions. A debrief can occur on the walk back from the meeting.
- Work side-by-side on a project
- Develop productive telephone meetings
- Shadowing
- Exchange and discuss written materials or co-author a publication
- Attending meetings, workshops, conferences and other events together with follow-up discussion

Meetings

Share, discuss, and review the chosen development activities

- **Review:** progress made, successes to celebrate, tasks undertaken to meet development goals
- **Challenges:** situations and feelings about them
- **Specific goals/topics** for this meeting
- **Key learnings** from this meeting
- **Follow-up actions:** mentee and mentor
- **Reflection:** wrap back around to review and challenges above
- **Next meeting** date, location and tentative topic(s).



Planning For Closure—Mentor

Objectives

- Discuss the completion of the relationship
- Identify accomplishments as a mentor-mentee pair
- Examine what you have both learned through the process
- Identify ways the relationship has contributed growth of each
- Close the loop



Planning For Closure—Mentor

Closure Checklist – Can occur at specific periods throughout relationship

- Review mentee's goals and progress
- Discuss how to spend the remaining time together
- Make sure an important goal has not been overlooked
- Plan a formal acknowledgement or celebration of the relationship
- Prepare for the final review



Breakout Session

1. Select a group:

- Staff
- Early Career Faculty
- Mid and Senior Career Faculty

2. Discuss:

- What are your thoughts on the presented materials, what do you plan to apply and where do you see challenges?
 - Mentoring types, Goals, Agreement, Roles and responsibilities, Choosing a mentor, Meeting progress from first to last

Mentoring Resources

Books

- Creating a Mentoring Culture: The Organization's Guide, Lois J. Zachary, 2005
- The Heart of Mentoring: Ten Proven Principles for Developing People to Their Fullest Potential, David Stoddard & Robert Tamasy, 2009
- Mentoring, Fourth Edition: Making it a Mutually Rewarding Experience, Gordon F. Shea, 2009
- Mentoring 101, John C. Maxwell, 2008
- The Mentee's Guide: Making Mentoring Work for You, Lois J. Zachary and Lory A. Fischer, 2009
- The Mentor's Guide: Facilitating Effective Learning Relationships, Lois J. Zachary, 2011

Mentoring Resources

Links

- <https://hr.ucdavis.edu/departments/learning/toolkits/mentoring/resources>
- <https://irp.nida.nih.gov/training/current-trainees/postdoctoral/mentoring-plan/>
- <https://hr.nih.gov/working-nih/mentoring/nih-mentoring-program>
- https://www.nationalpostdoc.org/page/PD_Mentoring
- <https://onsp.umich.edu/mentorship>
- <https://presidentspostdoc.umich.edu/mentors.php>
- [https://www.jpsmjournal.com/article/S0885-3924\(22\)00097-5/pdf](https://www.jpsmjournal.com/article/S0885-3924(22)00097-5/pdf)
- Recommended membership to NCFDD to access SKILL #7: Cultivating Your Network of Mentors, Sponsors & Collaborators at <https://www.ncfdd.org/webinars/cultivatingyournetwork22> and the Mentor Map at <https://www.ncfdd.org/ncfddmentormap>

Debrief/Wrap-Up

Next month's session:

- ▶ **The Art of Sculpting Our Communication Skills** with Sara Kim
- ▶ Thurs 4/3/25 12:00pm-1:00pm
- ▶ Registration is open

Final session of 2024–2025:

- ▶ **You Don't Always Need to Say Yes: Aligning Goals to Opportunities** with Jennifer Sprecher & Erin Blakeney
- ▶ Thurs 5/1/25 12:00pm-1:00pm
- ▶ Registration is open