Roundtable Discussion

Early Career Development Council
Fall Meeting

September 26, 2019
Trainee Mentorship
Melissa Lewis, Ph.D.
Associate Professor, School of Public Health

Top 5 tips for success in mentorship/training:

1. Recognize ongoing struggle/learning/success
   • Most of us do not receive formal training in management
   • Take advantage of learning from trial and error (yours or others)
   • Each project is different, where you once had success you now might have a challenge
   • New challenges for each new team/member

2. Do not wait to address issues with a team or team member
   • If minor, address closer to in the moment
   • If more serious, wait at least 24 hours then address. Consider if you need advice prior to addressing.
   • Learn to have difficult conversations

3. Create a comfortable environment, but keep it professional
   • Open communication, ok to say you don’t know
   • Respect for decisions as leader of the project

4. Communication, be on the same page with team for project details
   • Clarify lead tasks for each team member, best to have one person who is lead and responsible for success/fail
   • Project and team expectations (create a manual if it is helpful)
   • Timeline, flowchart, trainings
   • If not clarified, it is never too late to do so

5. Celebrate success
   • Highlight big wins as a team and for individuals
   • Recognize team building as an important part of project success
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Resources related to mentorship/training:


4. The Ohio State University Center for Clinical and Translational Science (online). “Project Management for Research Toolkit.” https://ccts.osu.edu/content/project-management-research

Top 5 tips for success in mentorship/training:

1. Define the relationship, clarify and match expectations for both parties

2. Empower/build autonomy and independence – no micromanaging, accept the shortcomings/fails as part of the process. The mentee/trainee path is not, nor should it be a “replica” of the mentor.

3. Mentworking (mentoring + networking): Connect and Create Visibility for the people you mentor, leverage your own network, encourage mentee/trainee to have other mentors.

4. Care for the person _Rounded mentoring – the mentee is more than a scientist or a brain – sometimes the mentee just needs someone to listen and care.

5. Invest for the long run _Give as much as you can without expecting anything in return, the only satisfaction being that your mentee will one day become a mentor. After you have honestly given advice be perfectly indifferent whether it is taken or not.
Resources related to mentorship/training:

• To some extent all professional associations/organizations have formal or informal leadership/career trainings opportunities, I found the people attending those to be good resources.

• David Emerald, The Power of TED (The Empowerment Dynamic) book

• All books by Brené Brown
Top 5 tips for success in staff development & management:

1. Find ways to **support the career aspirations of all staff members** (including GRA’s), even if they appear unrelated to the work that you are supervising (they may be your boss or collaborator one day!)

2. Always start from a position of **flexibility**

3. Give the **benefit of the doubt**

4. **Show appreciation** (retreats, fun activities, etc...)

5. **Share the spotlight**
Resources related to staff development & management:

- Leadership Fort Worth
- UNTHSC leadership programming
- Dropbox file recovery & expectation that all team members work inside the Dropbox Application
- Self-assessment tools (DISC, 360, EQ-I, Strengths Finder, Meyer’s Briggs)
- File naming and saving procedures (initials, versions, dates)
- Community boards membership
- Strategic planning and crucial conversation facilitators
Top 5 tips for success in Project Management:

1. **COMMUNICATE CLEARLY.** Set specific and measurable goals for key periodic milestones and meet frequently to review progress towards reaching them.

2. **BE FLEXIBLE.** Be willing to admit when things aren’t working and a revised plan is necessary.

3. **PRIORITIZE.** Resources are precious and limited. Focus on answering the most important questions and staying on the path toward reaching the goal(s) of the project.

4. **DELEGATE AND EMPOWER.** Give team members ownership of some aspects of the project and encourage them to bring their ideas to bear on the problem.

5. **BE HUMBLE.** When you make a mistake, admit it and move on. Be ready to listen to ideas and choose the best one, even if it is not your own.
Resources related to staff development & management:

• HHMI Workbook – *Making the Right Moves*
  https://www.hhmi.org/science-education/programs/making-right-moves
Top 5 tips for success in Project Management:

1. Identify a goal and work backwards from the due date.
2. Take time to plan
3. Create measurable goals – SMART or OKR’s
4. Be flexible
5. Create good protocols on:
   - How to do common tasks
   - How data is used and processed by students and staff (flowchart)
Resources related to staff development & management:

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  https://www.hhmi.org/science-education/programs/making-right-moves
Top 5 tips for success in staff development & management:

1. Give credit for success to those that deserve credit.

2. Make sure the unit and individual goals are clear for all staff members.

3. Be a “GREAT LISTENER” with everyone having a voice.

4. Encourage all to speak up if they have a better idea to accomplish the unit’s goals.

5. Encourage all to work as a team not as individuals, and be respectful of one another at all times.
Resources related to staff development & management:

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