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

Trainee Mentorship

Melissa Lewis, Ph.D.
Associate Professor, School of Public Health

Resources related to mentorship/training:

1. Kridelbaugh, D. (2016) "Managing from a Distance." Lab Manager. https://www.labmanager.com/leadership-and-staffing/2016/03/managing-from-a-distance

2. Kridelbaugh, D. (2015) "Onboarding." Lab Manager. https://www.labmanager.com/leadership-and-staffing/2015/07/onboarding

3. Kridelbaugh, D. (2016) "Open Communication." Lab Manager. http://www.labmanager.com/leadership-and-staffing/2016/03/open-communication

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

5. https://www.villanovau.com/resources/project-management/project-management-tips/

Trainee Mentorship

Nicoleta Bugnariu, PT, Ph.D.
Professor & Vice Provost for Community Engagement & Service

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.

Trainee Mentorship

Nicoleta Bugnariu, PT, Ph.D.
Professor & Vice Provost for Community Engagement & Service

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

Staff Development & Management

Emily Spence, Ph.D.
Associate Professor, School of Public Health

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**

Staff Development & Management

Emily Spence, Ph.D.
Associate Professor, School of Public Health

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)

- Courage and Renewal (http://www.couragerenewal.org/

- File naming and saving procedures (initials, versions, dates)

- Community boards membership

- Strategic planning and crucial conversation facilitators

Project Management

Kyle Emmitte, Ph.D.
Professor & Chair of Pharmaceutical Sciences, College of Pharmacy

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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 FLEXIBILE.** 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.
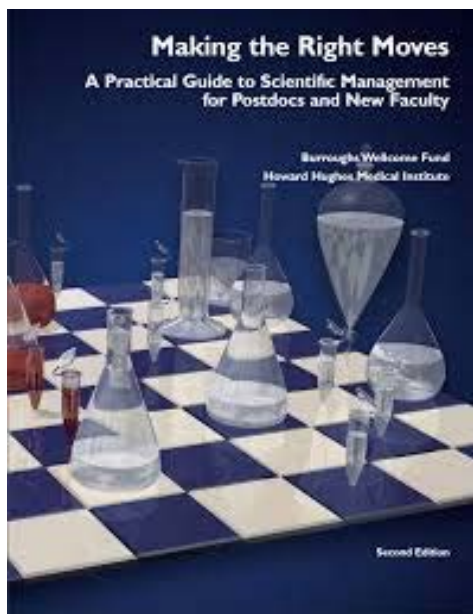
EC/DC

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)
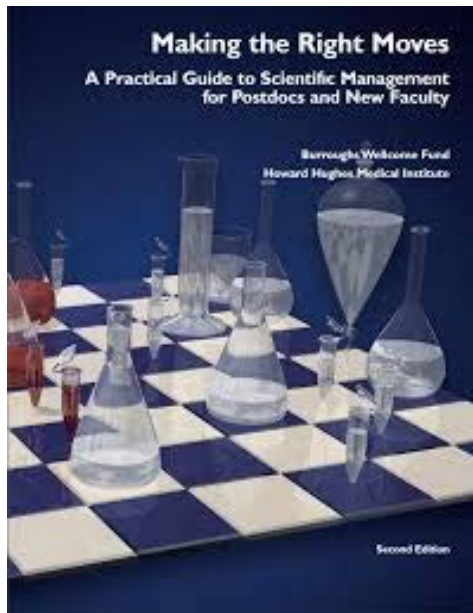
Project Management

Rita Patterson, Ph.D.
Professor & Associate Dean for Research, TCOM

Resources related to staff development & management:

- HHMI Workbook – *Making the Right Moves*
  https://www.hhmi.org/science-education/programs/making-right-moves

Staff Development & Management
Rusty Reeves, Ph.D.
Professor & Director, Center for Anatomical Sciences

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.

Staff Development & Management

Rusty Reeves, Ph.D.
Professor & Director, Center for Anatomical Sciences

Resources related to staff development & management:

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