

Finding Your Five Mentors – and Your Sponsor

Naledi Saul

@UCSFOCPD. @NALEDISAUL




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Our UCSF Community




3,198 Students, 1,111 postdocs = 4,309

Our Goal



Every single student and postdoc at UCSF has the knowledge, skills and confidence to navigate your career successfully ...through any situation.

Our 2 Minute Ask

1. Try anything you learned today
2. Micro-mentor & peer mentor! Share something you learned with someone else who needs it
3. Post on social media & tag us
UCSFOCPD   
4. Come back....and invite a friend
5. Do your thing
6. Give us feedback
7. Asking for your help right now: Help us understand the landscape:
 - “When it comes to your career and professional development what concerns you’re the most right now?”
 - “What type of support or information would be useful to you right now?”

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What will we think about today?

In short, we're thinking about intentionally building your professional community

ASSESS

The big issue that you would appreciate mentorship around in regards to the next 6-12 months

DISCUSS

the archetypes of mentors and the special situation with your PI – your research mentor

BRAINSTORM

how to find those mentors... during this unusual time – and take a moment to consider why people would talk to you

CRAFT

your invitation to engage – and taking a moment to consider why people would talk to you

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UCSF Office of Career & Professional Development
Student Academic Affairs



ASSESS

The big issue that you would appreciate mentorship around regarding the next 6-12 months



Before you seek a mentor, you need to articulate your big adventure

Breakout Into Threes:

2 Minute Think:

- What is a big issue that you need to navigate over the next 6-12 months?
(What's your big adventure?)

2 Minute Share:

- What is your big issue and why is it important to you?
(What are the stakes?)

Selena Student



I'm in epidemiology graduate student working on a modelling project.

My advisor is on the response team for the outbreak in my country. Basically, she is working with the government to create models to predict the trajectory of the disease.

I had a meeting with her 1.5 weeks ago and she said basically all she has on her mind is COVID-19. That was before the world went into quarantine.

I just finished what she asked me to do a couple of weeks ago and want to send it to her. **Should I send her the things the I have finished or would that be a bit tone-deaf? What should I even say in the email?**

Edited from:
<https://academia.stackexchange.com/questions/145548/covid-19-how-do-i-navigate-this-situation-with-my-advisor>

Pradeep Postdoc

I am a cell and molecular biologist in academia, transitioning to become a senior scientist in Biotech R&D in a few months. I'm taking advantage of the COVID-19 related downtime to learn a new skill that would help me advance my new career in the biotech industry. But what should I do? Options include:

- Online course on drug development (offered on Coursera and MITx). Rationale: to learn about what it takes to turn an idea to a drug, something that I would be contributing to in the industry.
- Taking a series of online courses equivalent to an MBA curriculum (non-degree Specialization). Rationale: to learn new general business skills such as leadership, finance, operation management, accounting, and marketing.
- Improving my computational biology skills (I have basic R and Bash knowledge for basic RNA-seq analysis and all that jazz, but I would not call myself a computational biologist).

I understand that these all depend on what I ultimately want to do. But because I am not still certain about the future path, I would like to learn something is general and would definitely help regardless of what path I choose in the future.

https://www.reddit.com/r/biotech/comments/fi7491/working_form_home_learning_new_skills_suggestions/



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The One Slide History of Mentorship



Homer! Greek Mythology!

The Odyssey: Odysseus went on an adventure for 40+ years.

...and while he was away, his friend, **Mentor**, watched over and advised his son, Telemachus, from boyhood to adulthood.

...that great advice and mentorship really came from the goddess of wisdom, Athena, who spoke through Mentor

A **mentor** is a person who positively influences your (personal, academic, professional, spiritual, etc.) development; usually they are not invested in a particular outcome.

9 Reasons Why Mentorship Is Invaluable To Your Success

Mentors teach/give you:

1. Access to resources
2. Access to opportunities
3. Time and attention
4. Advice, direction & inspiration
5. Skill development
6. Emotional support
7. Access to their network
8. References
9. Protection



The Key Role of Sponsorship

According to research from the Center for Talent Innovation (CTI), the vast majority of women (85%) and multicultural professionals (81%) need navigational support to advance in their careers but receive it less often than Caucasian men. However, a 2010 Catalyst study revealed that more women than men have been assigned mentors yet 15% more men won promotions. Why? The findings indicate that having more mentorship did not lead to advancement but having a senior mentor in a position to provide sponsorship did.

What is the difference between having a mentor or having a sponsor?

In short, mentors advise you and sponsors advocate *for* you.

And what's the difference between a mentor and a sponsor?



The case for multiple mentors, part I

Multiple mentors - and a sponsor - are a good idea, because it's hard for all of this (#1-9) in one person!

1. Access to resources
2. Access to opportunities
3. Time and attention
4. Advice, direction & inspiration
5. Skill development
6. Emotional support
7. Access to their network
8. References
9. Protection

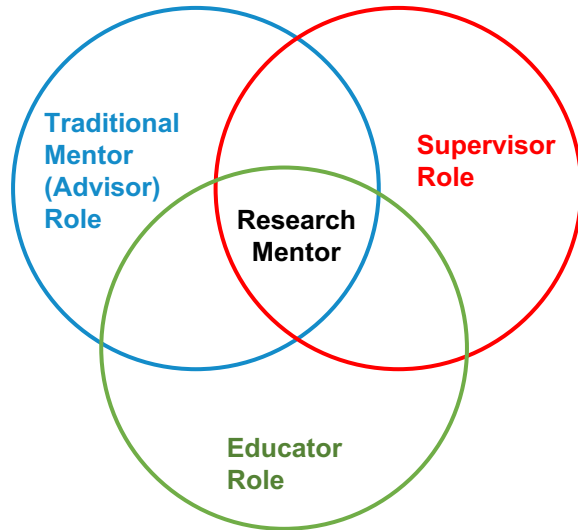
in one person






The case for multiple mentors, part II: But what about my PI?

- Your PI is a special kind of mentor: a Research Mentor
- PIs sometimes experience role conflict when they need to
1) make decisions, 2) communicate, 3) manage change, and 4) handle conflict

Your research mentor has multiple roles

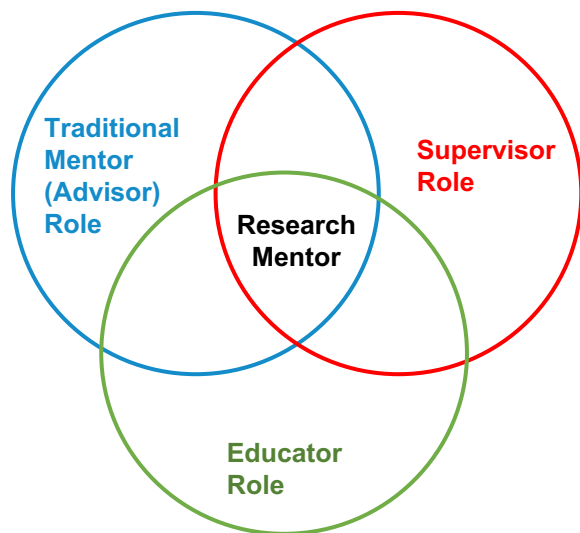


Role**	Is responsible for...
 The Traditional Mentor (advisor)	<ul style="list-style-type: none">Career developmentPsychological support
 The Educator (trainer)	<ul style="list-style-type: none">Scientific knowledgeTechnical skillsCritical and analytical thinkingIdentification of creative projects
 The Supervisor (manager)	<ul style="list-style-type: none">PerformanceBehaviorProductivity

The case for multiple mentors, part II: But what about my PI?

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- PIs sometimes experience role conflict when they need to 1) make decisions, 2) communicate, 3) manage change, and 4) handle conflict

Your research mentor has multiple roles



- You usually don't have differing interests with an advisor (mentor):

**Your goals are their goals for you.
Your metrics of success are their metrics of success.**



- But at times, almost everyone has different goals and benchmarks for success than their instructor and their supervisor.

Think about conversations what it might feel a little difficult to have with your PI

There are five types of mentorship every student & postdoc needs

Your Turn!

Consider your big issue again.

2 Minute Think: Brainstorm what types of mentors would you appreciate to help you resolve your issue.

2 Minute Share: Which mentoring archetypes would be helpful now and why?

The Field Mentor

This mentor is a content expert who helps you learn the information and skills required to develop as a researcher/clinician/ professional in your field of study

The Career Mentor

This mentor offers guidance on how to position yourself to pursue and succeed in a particular career path

The Guide Mentor

This is the person who shows you the ropes when you arrive in any new setting or situation, explains the hidden curriculum or expectations, and/or helps you navigate power differentials in professional relationships

The Friend Mentor

This is the mentor who knows you, your strengths and weaknesses, your values and your heart – a compass

The Inspirational (role model) Mentor

This is someone who has a specific skill or quality you wish to develop in yourself



Selena Student



My advisor is unavailable and I'm not sure about the professional etiquette of discussing this with my advisor, or how to move forward.

I need some 'Guide' mentoring – I need to figure out how I am going to talk to my advisor, and some 'Field' mentoring - I realize that I can independently come up with the next steps on my own, and just keep my advisor in the loop - but I'd still like to bounce ideas off of some professional colleagues.

Pradeep Postdoc



What should I do with this time to best position myself for industry?

I guess I'm looking for career mentors: people who are working at a start up and someone working at a more established biotech company.

There are five types of mentorship every student & postdoc needs

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Selena Student



My advisor is unavailable and I'm not sure about the professional etiquette of discussing this with my advisor, or how to move forward.

- Who's in your community?
- How do I find them?

Pradeep Postdoc



What should I do with this time to best position myself for industry?

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Connecting With Your Community: LinkedIn.com

The screenshot shows the LinkedIn search interface. At the top, the user is logged in as Pradeep Postdoc. The search bar is set to 'People' and 'Genentech'. The search results show 32,896 results. The first result is Jane Petersen, a Biosample Operations Manager at Genentech. Other results include Roshini Epasinghe, Michael Penn, Dana Tuttle, MD, Robin Taylor, John T. Hanson, PMP, and Karen L. Fisher. The left sidebar contains filters for 'All Companies', 'All LinkedIn Members', and 'All Locations'. The right sidebar contains a 'Profile Organizer' and a 'More Search Power' section. A yellow advertisement for Sprint is visible at the bottom right.

LinkedIn Account Type: Business 57 Pradeep Postdoc Add Connections

Home Profile Contacts Groups Jobs Inbox Companies News More

People Genentech Advanced

Employee Satisfaction vs. Engagement - Find Out The Differences With A Free ADP Whitepaper

Check out the Genentech Company Profile.

Genentech 32,896 results Sort by: Relevance View: Basic Save Search

More

All Companies

- Genentech (13754)
- Roche (293)
- Gilead Sciences (232)
- Amgen (167)
- Roche Pharmaceuticals (145)

Show more...

Enter company name

All LinkedIn Members

- 1st Connections (4)
- 2nd Connections (1069)
- Group Members (3244)
- 3rd + Everyone Else (28817)

All Locations

- United States (31293)
- San Francisco Bay... (19233)
- Greater New York City... (1673)
- Greater San Diego Area (1166)
- Greater Los Angeles... (750)

Show more...

Enter location name

Industry

Past Company

Jane Petersen (1st)

Biosample Operations Manager at Genentech
San Francisco Bay Area · Biotechnology
3 shared connections · Similar · 254

Roshini Epasinghe (1st)

Medical Communications at Genentech
San Francisco Bay Area · Pharmaceuticals
Similar · 132

Michael Penn (1st)

Vice President, Strategy at The J. David Gladstone Institutes
San Francisco Bay Area · Biotechnology
7 shared connections · Similar · 500+

Dana Tuttle, MD (1st)

Director, Life Sciences Solutions at Outcomes Health Information Solutions
San Francisco Bay Area · Information Technology and Services
5 shared connections · Similar · 500+

Robin Taylor (2nd)

LifeCycle Leader, MetMAB at Genentech
San Francisco Bay Area · Biotechnology
2 shared connections · Similar

John T. Hanson, PMP (2nd)

Effective Project, Operations, and Communication Manager
San Francisco Bay Area · Biotechnology
1 shared connection · Similar

Karen L. Fisher (2nd)

Group Project Manager at Genentech
San Francisco Bay Area · Biotechnology
2 shared connections · Similar

Message Message Message Message Message Connect Connect Connect

Profile Organizer »
Saved Searches »
Reference Search »

More Search Power
Upgrade for additional Premium Filters

Narrow your search by:

- Years of Experience
- Function
- Groups, and more

Learn More

Sprint

BUY ONE GET FOUR FREE

For your business
Kyocera DuraXT
Military standard specs
GPS navigation

UCSF

Sign in

Welcome to UCSF Connect

JOIN NOW

Connect with

- in LinkedIn
- f Facebook
- Email

Why is it safe to register with LinkedIn / Facebook?

Connect

Find classmates and colleagues, see what they are up to and stay in touch.

Volunteer

Introduce, employ and offer to act as a mentor to our students and current residents, fellows, and postdocs.

Grow

Leverage your professional network to get introduced to people you want to know.

Learn

Stay informed about programs, opportunities and events for UCSF alumni, students, residents, fellows, and postdocs.

UCSF Sign in

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Delete photo



PhD (Doctor of Philosophy), 2011, Graduate Division, Biochem & Molecular Biology

@ contact via email



Some of the data in this profile is from this user's LinkedIn profile

Evelyn Chang

Associate at **Wilson Sonsini Goodrich & Rosati**
San Carlos, California, United States of America
Law Practice

🏠 **Willing to help** | + Follow Evelyn
[See more](#)

- ✓ [Willing to introduce others to my connections](#)
- ✓ [Willing to answer questions about my field/Conduct Informational Interview](#)
- ✓ [Willing to speak on campus about my career](#)

REC

- **AS:** at Wilson Sonsini Goodrich and Rosati , Law Practice
Sep 2015 - present
- **GRADUATE STUDENT**
at University of California, San Francisco , Higher Education
Sep 2005 - Apr 2011

EDUCATION

- J.D., 2015, Harvard Law School
- Ph.D., Biochemistry, 2011, University of California, San Francisco

Unique ID: 419592 [edit](#)

✖ Delete this user

⚙ Edit Email notifications

User type: Alum (Degree and Certifi... ▾

Send message

Delete photo



PharmD (Doctor of Pharmacy), 2017, Pharmacy, Pharmaceutical Sciences and Pharmacogenomics

@ contact via email

(925) 353-0636



Some of the data in this profile is from this user's LinkedIn profile

m/userprofile/index/28747#

Gabriel Wong

Health Economics Outcomes Research Manager at **Gilead Sciences Inc**
Foster City, California, United States of America
Biotechnology

Willing to help
See more

+ Follow Gabriel

SUM

I am a specific work launch General

- ✓ Willing to introduce others to my connections
- ✓ Willing to answer questions about my field/Conduct informational interview
- ✓ Willing to speak on campus about my career
- ✓ Willing to be a mentor
- ✓ Offer advice
- ✓ Review resume/CV

Genentech and UCSF. In addition, I was a pharmacy intern at the UCSF Medical Center Ortho-Spine Center.

At UCSF, I was awarded the Bowl of Hygeia upon graduation, the highest honor given to a graduating student by faculty and student body voting. I was the elected class President for 2017, as well as vice presidents for Kappa Psi Pharmaceutical Fraternity, Academy of Managed Care Pharmacy, and American College of Clinical Pharmacy. I am one of two students to be accepted into both the Rho Chi Honors Society for academic performance and the Phi Lambda Sigma Honors Society for demonstrated leadership ability. In my school leadership roles, I have won awards

Unique ID: 628690 [edit](#)

✗ Delete this user

⚙ Edit Email notifications

User type: Alum (Degree and Certifi... ▾

Send message

FOLLOWING

Followers of Gabriel



RECENT ACTIVITY

Posted on the feed

We are seeking candidates for our Gilead HEOR Fellowship! This is an advanced fellowship looking for an advanced HIV practitioner or researcher looking to transition into industry, namely HEOR. Candidates must hold a doctoral degree and have at least 1-2 years postgraduate experience in HIV research or clinic setting. Due to the requirement for experienced candidates, fellowship pay will be

Delete photo



@ contact via email



Some of the data in this profile is from this user's LinkedIn profile

Erica Pan

UCSF Faculty

Deputy Health Officer, Dir Communicable Disease Control & Prevention at Alameda County Public Health Dept
Oakland, California, United States of America

Willing to help
See more

+ Follow Erica

- REC** ✓ Willing to introduce others to my connections
✓ Willing to speak on campus about my career
- **AT** ✓ Willing to be a mentor
- INF** ✓ Offer advice
at (✓ Informational interview

Not
• **DIRECTOR, DIVISION OF COMMUNICABLE DISEASE CONTROL & PREVENTION; DEPUTY HEALTH OFFICER**
at Alameda County Public Health Department
Nov 2011 - present

EDUCATION

- MD, MPH, Medicine, Public Health, 1996, Tufts University
- &R Human Biology 1992 Stanford University

Unique ID: 423012

[edit](#)

✗ Delete this user

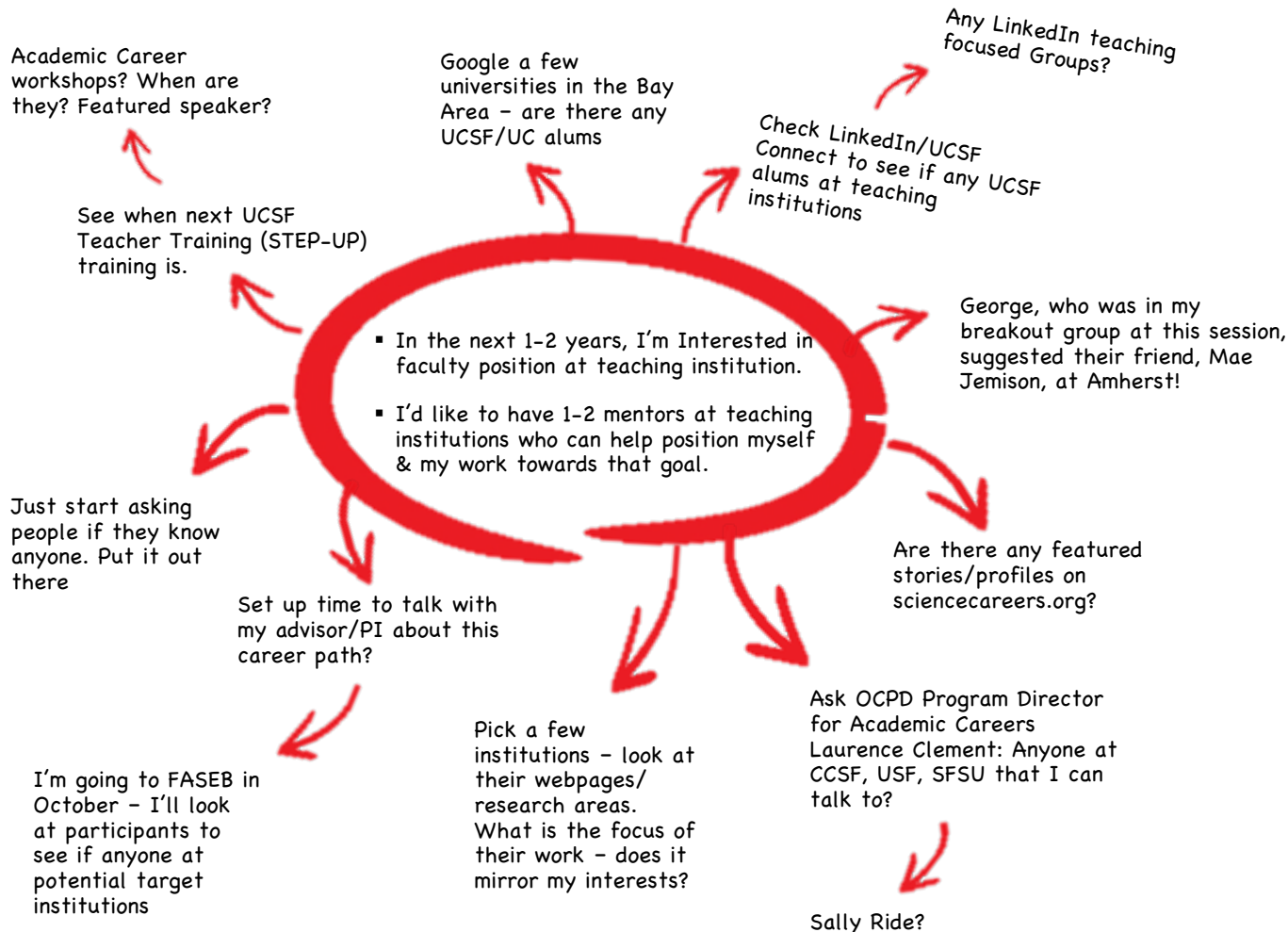
⚙ Edit Email notifications

User type:

UCSF Faculty

Send message

Sample Mentor Brainstorming



Who can help?

Your Turn!

Consider your big issue again.

3 Minute Think:

Think of one person who you would like to reach out to – or someone who might know someone you'd like to reach out to.

2 Minute Share:

Who's your person?

LISTENERS:

Any other suggestions?

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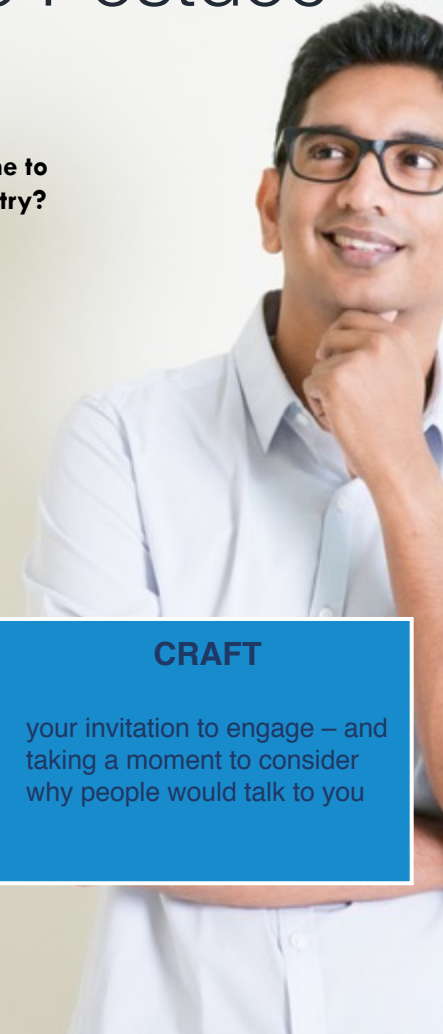
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My advisor is unavailable and I'm not sure about the professional etiquette of discussing this with my advisor or how to move forward.

- How to approach people.
- Why will people talk to you?

Pradeep Postdoc



What should I do with this time to best position myself for industry?

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In Your Personal World



Friends & Family

Love

Affection

Attraction

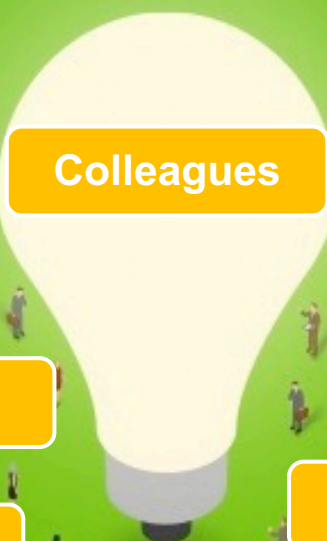
Friendship

Familial Ties & Obligations

Respect

VS

In Your Academic/ Professional World



Colleagues

Collegiality

Collaboration

Curiosity

Productivity

Affinity

Respect

“Why will people help you?”

Why people in your professional community would help you?

1. Because you're doing interesting work
2. Because you're doing interesting work that could also forward their goals
3. To share their knowledge
4. Because they have hard won lessons
5. To repay a favor
6. To help a friend
7. They have the time/interest to do so
8. Because they wish someone had helped them
9. Because they consider it part of their job
10. You have an affinity to each other; they see themselves in you
11. Because they like something about you
12. Because you remind them of someone
13. Because you asked respectfully

You may not know why at first contact, but if you want to strengthen the relationship, you need to make it your goal to find out

In Your Academic/ Professional World



Inviting someone to chat

1. Who you are (including your connection/affinity, if there is one)
2. What you want
3. Why you're asking them
4. A thank you for considering your request
5. How they can find out more about you



Dear Dr. Kent,

I'm in the sociology program at UCSF, and my research focuses on developing community interventions involving technology tackle preventable diseases. I've been considering health policy and consulting as a career path, and for the past two months have been speaking with different professionals in the field.

I was wondering if you would be open to chatting with me for about 20-30 minutes about the field and your career path.

I was specifically interested in your background, because it is so diverse – your career path from your LinkedIn profile suggests you someone who has been able to apply their epidemiological expertise in the government, in think tanks, and in the private sector to truly make a difference in people's lives.

Thank you for considering my request. My LinkedIn profile is [DianaPrince/linkedin.com](https://www.linkedin.com/in/DianaPrince/) should you want to learn a bit more about me and my work.

Regards,

Diana Prince

Inviting someone to chat

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Regards,

Diana Prince

Inviting someone to chat

Dear Dr. Jordan,

My K99 mentor, Marie Curie, suggested I reach out to you, as I shared with her that UPENN is the type of institution of interest to me. I'm wondering if you might have 30 minutes of time to chat with me about your experience at your institution.

To share a bit about my background, I'm an immunologist studying the role that Tregs play in type 1 diabetes. I've attached my CV to give you a sense of my background.

I realize that this is an exceptionally unusual time, so I would ask if you have any time **in the next few months to chat**. We could connect by Skype/ Zoom/ Facetime or phone if you are amenable; I can be flexible to your schedule.

Thank you for considering my request.

Barbara Gordon

Dr. Spock,

I am a PhD student at UCSF, and for the past two months and have been speaking with UCSF alumni in health and science communications careers.

I was wondering if you would be willing to chat with me for about 20-30 minutes about your position as a researcher in a the Robert Wood Johnson Foundation.

I was intrigued by your perspective, as I see on your LinkedIn profile that you have researcher experience both at a governmental organization and in a nonprofit.

Thank you for considering my request. Please feel free to learn a little about my background from my LinkedIn profile at [linkedin/bgordon](https://www.linkedin.com/in/bgordon).

Pavel Chekov

Dear Dr. Kenobi,

I know it's been a while, and I hope you're well. I'm finishing out my postdoc at UCSF in the next year and applying for tenure track R1 positions next fall. During this COVID-19 break, it seemed a good use of my time to begin working on my faculty application. I wonder if you would consider reading a draft of my research statement in the next few months.

It would be extremely helpful to your got perspective on my research program, because of your work on X, Y and Z. I would be grateful for any feedback you find necessary, but in particular, your thoughts on the scope of my work and its potential fundability would be most welcome.

If you are able, I defer to your preferred style of giving feedback (by email, video, phone, etc.)

Thank you for considering this, and I hope you're doing well during this unusual time.

Best,
Leia Skywalker

Your Turn! Invite someone to chat

1. Who you are (including your connection/affinity, if there is one)
2. What you want
3. Why you're asking them
4. A thank you for considering your request
5. How they can find out more about you



Your Turn!

Invite!

3 Minute Think:

Jot down a draft of an invitation.

2 Minute Share:

Share your invitation to chat!

LISTENERS:

Any language or approach recommendations?

Would you to say yes to this request?

What will we think about today?

I'm your
FIELD
mentor

I'm your
CAREER
mentor

I'm your
FRIEND
mentor

ASSESS

The big issue that you would appreciate mentorship around in regards to the next 6-12 months

DISCUSS

the archetypes of mentors and the special situation with your PI – your research mentor

BRAINSTORM

how to find those mentors... during this unusual time – and take a moment to consider why people would talk to you

CRAFT

your invitation to engage – and taking a moment to consider why people would talk to you

Finding Your Five Mentors – and Your Sponsor

Naledi Saul

@UCSFOCPD. @NALEDISAUL



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What will we think about today?

LISTEN

to how to grow your professional relationship over time

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Frame your invitation
as a small ask
on your
big adventure



Want a strong relationship? Start small and give it time!

- Ask one question or for one piece of advice
- Ask a person to review (one piece) of a document (your aims, your CV, etc.)
- Ask to meet for 20 minutes of a person's time for 1 topic/question
- Ask for a 30-minute informational interview (multiple topics)

...and build your relationship as you
complete your adventure

Be Collegial: Focus on being clear, concise and respectful:

- **Pay respect to their knowledge, expertise, experience.** Tell them: why are you asking them?
- **Thank them for their wisdom and support.** They weren't helpful? Thank them for taking the time
- **Owe them:** Let them know "If I can ever return the favor, please don't hesitate to ask!"

Let people follow your adventure and see the dividends of their investment



Be Collegial: Reach out with updates

- **Whenever something the person said or did pays off (helps you)**
- **When you see/know something of interest to them (a contact, a paper, they post on social media)**
- **Milestones (happy new year, etc.)**

Let people follow your adventure and see the dividends of their investment

- Jan. Initial email with request to chat
- Chat
- Feb. Thanks again for the chat. It was helpful because of X. Would appreciate keeping in touch.
- Mar.
- Apr.
- May Hope you're well. Just wanted you to know that I did X (finished the paper, finished career exploration, etc.)
- Jun.
- Jul. I joined the Association of Women in Science. Thanks for suggesting it.
- Aug. Got positive feedback from Clark Kent from Amgen about my CV. Thanks for your help.
- Sep.
- Oct. Hope you're well. This is a brief summary of what's going on for me now.
- Nov.
- Dec. Will you be at the FASEB this year? Would be great to see you.

Way too
much!

Let people follow your adventure and see the dividends of their investment

Jan. Initial email with request to chat

Chat

Feb. Thanks again for the chat. It was helpful because of X. Would appreciate keeping in touch.

Mar.

Apr.

May

Jun.

Jul.

Aug.

Sep.

Oct. Hope you're well. This is a brief summary of what's going on for me now.

Nov.

Dec.



Better!

What did we think about today?

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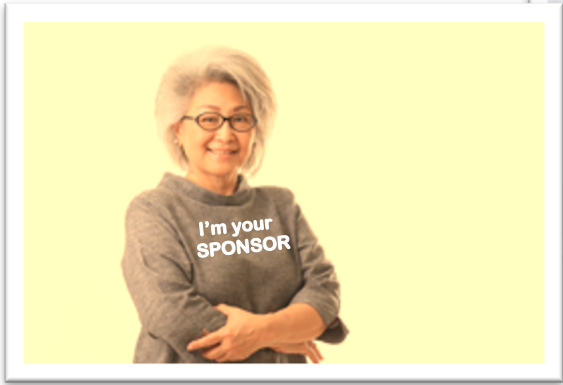
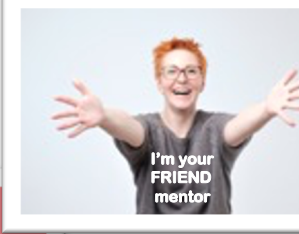
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- Sample LinkedIn profile
- Thank you notes
- Upcoming workshops
- Schedule counseling appointments
- Sign up to our listserv
- + more!



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