Finding Your Five Mentors – and Your Sponsor

Naledi Saul

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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 if comes to your career and professional development what concerns you’re the most right now?”
   - “What type of support of information would be useful to you right now?”

Finding Your Five Mentors – and Your Sponsor

Naledi Saul
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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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?)
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?


https://www.reddit.com/r/biotech/comments/fi749l/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.

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

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

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2. Access to opportunities
3. Time and attention
4. Advice, direction & inspiration
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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

<table>
<thead>
<tr>
<th>Role**</th>
<th>Is responsible for…</th>
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<tr>
<td>The Traditional Mentor (advisor)</td>
<td>Career development, Psychological support</td>
</tr>
<tr>
<td>The Educator (trainer)</td>
<td>Scientific knowledge, Technical skills, Critical and analytical thinking, Identification of creative projects</td>
</tr>
<tr>
<td>The Supervisor (manager)</td>
<td>Performance, Behavior, Productivity</td>
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- Traditional Mentor (Advisor) Role
- Supervisor Role
- Educator Role

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What's the Problem?

Supervisor Role

- Educator Role
- Research Mentor Role

§ 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

Your research mentor has multiple roles

- 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
There are five types of mentorship every student & postdoc needs

1. 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.

2. The Career Mentor
   This mentor offers guidance on how to position yourself to pursue and succeed in a particular career path.

3. 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.

4. The Inspirational (role model) Mentor
   This is someone who has a specific skill or quality you wish to develop in yourself.

5. The Friend Mentor
   This is the mentor who knows you, your strengths and weaknesses, your values and your heart – a compass.

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?
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

**The Inspirational (role model) Mentor**
This is the mentor who knows you, your strengths and weaknesses, your values and your heart – a compass

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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.

Who’s in your community?
How do I find them?

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

BRAINSTORM

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Connecting With Your Community: Linkedin.com
Connecting With Your Community: UCSFConnect.com

Welcome to UCSF Connect

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.
Connecting with your community: UCSFConnect.com
Evelyn Chang

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

Willing to help
See more

- Willing to introduce others to my connections
- Willing to answer questions about my experience and conduct informational interviews
- Willing to speak on campus about my career

EDUCATION
- J.D., 2015, Harvard Law School
- Ph.D., Biochemistry, 2011, University of California, San Francisco
Connecting with your community: UCSFConnect.com
Connecting with your community: UCSFConnect.com
Sample Mentor Brainstorming

- In the next 1-2 years, I’m interested in a faculty position at a teaching institution.
- I’d like to have 1-2 mentors at teaching institutions who can help position myself & my work towards that goal.

Who can help?

- Check LinkedIn/UCSF Connect to see if any UCSF alums at teaching institutions.
- Google a few universities in the Bay Area – are there any UCSF/UC alums?
- Ask OCPD Program Director for Academic Careers Laurence Clement: Anyone at CCSF, USF, SFSU that I can talk to?
- I’m going to FASEB in October – I’ll look at participants to see if anyone at potential target institutions.
- Pick a few institutions – look at their webpages/research areas. What is the focus of their work – does it mirror my interests?
- Set up time to talk with my advisor/PI about this career path.
- See when next UCSF Teacher Training (STEP-UP) training is.
- Just start asking people if they know anyone. Put it out there.
- Are there any featured stories/profiles on sciencecareers.org?
- Who can help?

Any LinkedIn teaching focused Groups?

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?
What will we think about today?

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

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

CRAFT

your invitation to engage – and taking a moment to consider why people would talk to you
In Your **Personal World**

- Love
- Affection
- Friendship
- Respect
- Attraction
- Familial Ties & Obligations

In Your **Academic/Professional World**

- Colleagues
- Collegiality
- Curiosity
- Affinity
- Collaboration
- Productivity
- 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.
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 should you want to learn a bit more about me and my work.

Regards,
Diana Prince
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

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Thank you for considering my request. My LinkedIn profile is DianaPrince/linkedin.com should you want to learn a bit more about me and my work.

Regards,

Diana Prince
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

Dear 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 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.

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?
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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.

Aug.
- I joined the Association of Women in Science. Thanks for suggesting it.
- 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.
Let people follow your adventure and see the dividends of their investment

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WHO CAN HELP?

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

Want more help? Visit us at career.ucsf.edu
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