Workbook VI: Managing Up to Maximize Mentoring Relationships

Dr. Sharon L. Milgram
Director NIH OITE
Bethesda, MD

This workbook is intended to accompany
Becoming A Resilient Scientist Series VI: Managing Up to Maximize Mentoring Relationships

It is most effective when it is used after attending/watching the workshop lecture. The exercises in this workbook are to help you process and solidify what you’ve learned in the lecture and to provide you with additional resources. Although it is encouraged that you complete the exercises, it is not required.
Is there something you **need mentoring on**?

Make a list of all the things you currently **need/want mentoring on**. Think broadly and list as many that come to mind.
We need multiple mentors because...

- No one person can meet all our needs or be available all the time

- Over time we will need mentoring in many areas:
  - Scientific
  - Professional, career/school, job search/application process
  - Psychosocial support/life guidance

- Scientific mentors know a lot about science – but perhaps less about other things important to us (e.g. life guidance)

- Multiple perspectives can drive creative solutions
Reflect on which people in your life are the individuals that currently occupy the roles listed below: You may find that one individual fills multiple roles or that there is no one to fill a particular role.

**Supervisor(s):**
Someone responsible for making sure work gets done

**Mentor(s):**
Someone responsible for broadly developing and supporting your personal and professional development

**Coach(es):**
Someone who teaches specific skills important for advancing your work and career

**Advocate(s):**
Someone who speaks up on your behalf regarding career advancement
1) What do you need mentoring about right now? (narrow down to 1-2 priorities from page 1)

2) Beyond your PI, who are your mentors?
   Do you have any mentors who know your field?

   _______________________

   Do you have any mentors who know about career paths that interests you?

   _______________________

   Do you have any mentors who know how things work at your institution?

   _______________________

   Do you have any mentors who inspire you and have personal attributes that you admire?

   (continued on next page)
3) What are a few important sources of mentorship you may not have explored or may not have been exposed to just yet?
LOOKING FOR NEW MENTORS

Keep in mind that it is our right to have multiple mentors and our responsibility to work toward expanding our mentoring network.

Answer these four questions as you seek out a new mentor:

1) What am I looking for guidance about? Does s/he have the expertise (or access to expertise) I need?

2) Do we connect? Is it generally a comfortable relationship?

3) Do I get the right balance of positive input and hard questions?

4) Do they make time for me?
We need to learn to manage up, so we can effectively work with our PI/Supervisor/Manager(s).

Ask yourself and reflect: What is/are my PI’s....

Preferred way to communicate?

Most approachable/best meeting time?

Need for proactive face time?

Need for social interaction?

Need for written summaries and planning documents?

Desire for details in our communications?

Hot buttons and things that irritate them?

Interest (or ability) to provide the types of guidance I want/need?
It is important to understand our own work styles in order to better understand how to work with ourselves and with others.

Reflect on both your and your PI’s work style:

"My PI often is... My PI usually does... My PI tends to use these styles..."

"I often am... I usually do... I try to use these styles..."

Where do we work together well? What are our ouch spots?
Having heard the presentation material and considering the relationship I have with my PI, what are some things I want from this trainee-mentor relationship moving forward?