The Value of Mentoring for Career Advancement

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Challenges in the work environment

**Structural Barriers**
- Exclusion from informal networks
- Lack of sponsors
- Lack of role models
- Rigid career

**Perceptual Barriers**
- White, male-normed standard
- Unconscious bias
- Double-bind of gender role expectations and leadership role expectations
- Double jeopardy for women of color
Developmental Relationship
Developmental Network

• “a set of people who take an active interest in and action to advance focal individual’s careers and personal growth.” Higgins and Kram

• Mentors, sponsors, peers, executive coaches, and learning partners

Mentors, Coaches and Sponsors

- **Mentors** are experienced colleagues who see your potential and give you their time to work behind the scenes to help you develop your strengths, overcome your weaknesses, and maximize your chances of success. They focus on your career development.

- **Coaches** are paid professionals who utilize their training in a one-on-one relationship to help you develop leadership skills you need to become successful. They focus on enhancing your job performance.

- **Sponsors** are highly-placed, powerful, influential people who are willing to go out on a limb and “spend” their personal capital to help you, with the expectation that you will succeed, which will be good for you, the organization and them (by increasing their personal capital).
Traditional Mentoring Definition

“Mentoring is a dynamic, ___________ relationship in which a Mentor and Mentee agree to a partnership and work ______________ to achieve mutually defined goals to facilitate a Mentee’s professional _____ & ______.”

Zachary, Fischler & Healy
Traditional Mentoring Definition

“Mentoring is a dynamic, *reciprocal* relationship in which a Mentor and Mentee agree to a partnership and work *collaboratively* to achieve mutually defined goals to facilitate a Mentee’s professional *growth* & *success*.”

Zachary, Fischler & Healy
Career Development

Actions that advance the protégé within the organization, such as:

• coaching
• sponsorship
• exposure
• protection
• providing challenging assignment
• visibility

Psychosocial support refers to the interpersonal aspects of the mentoring relationship, such as:

- counseling
- friendship
- acceptance
- role modeling behaviors
- Acceptance
- Friendship
- Values identity

“Holding" behaviors

• **Containment** (inquiry, compassion & accessibility)
• **Empathetic Acknowledgement** (empathy & validation – positive regard)
• **Enabling Perspective** (sensemaking & interpretation)

“Having a mentor in the workplace who can provide holding behaviors has been shown to mitigate ambient discrimination, enabling organizations to retain diverse talent.” (Ragins et. Al. 2015)
Benefits of Mentoring

Mentee
Skills & Knowledge
Demystifies
Confidence
Opportunities
Research productivity
Advancement
Career satisfaction

Mentor

Organization

IUPUI
Benefits of Mentoring

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Mentor
New insights / tech
Fosters collaboration
Expands network
Generativity
Longevity

Organization

IUPUI
Benefits of Mentoring

**Mentee**
- Skills & Knowledge
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**Organization**
- Supportive Climate
- Rejuvenates
- Institutional memory
- Retention rates
- Supports culture of diversity
- Cultivates commitment
Mentoring paradigms

- Formal/Informal
- Peer
- Traditional One to One
- Group
- Online/Distance
- Speed
Informal Mentoring
Informal Mentoring

- Voluntary
- Spontaneous
- Frequent
- Mutual liking/identification
- Meet developmental or relational needs

- Not time bound
- Not named
- Interpersonal compatibility
- Physical proximity
- Long-term
Peer Mentoring

• Participants:
  – at the same level of experience, training, or rank
  – Step-ahead mentor (one level ahead)
• Offers career support, advice, role modeling

Examples: peer-support groups, writing circles, informal lunches

Advantages:
  ✦ Safe relational space, less threatening
  ✦ Most available and accessible
  ✦ Significantly improves work satisfaction

Limitations:
  – competition, no expert, no sponsor
Group Mentoring

- **Structure**: Several layers of mentees and mentors who vary by rank and experience.

- **Offload the mentoring demands** when there are few senior mentors.

- Allows a number of mentees to benefit from the expertise of senior mentor(s) (like a learning group.)

- *Example*: Women in EM Mentoring Program

Limitations to Informal Mentoring

• “Marginalized groups experience significant barriers to developing informal workplace mentoring relationships.”  
  Ragins and Cotton, 1999

• “The newcomers least likely to find spontaneous support like mentoring are women and minorities.”  
  Boyle and Boice, 1998
Formal Mentoring
Formal Mentoring

- Organizational
- Goal focused
- Shorter term
- Career outcome
- Psychosocial support
- Role modeling
IUPUI Mentoring Academy

The goal of the Academy will be to foster a *culture of mentoring* at IUPUI through mentoring plan development and implementation at the department and/or school level. The objectives of the Academy will be to:

1. Introduce participants to best practice mentoring models and strategies for implementing departmental and/or school plans,
2. Engage departments and/or schools in the development of mentoring plan proposals,
3. Fund the implementation of proposals based on competitive submission and evaluation,
4. Evaluate program effectiveness,
5. Provide a showcase for sharing mentoring plan progress and best practices,
6. Recognize and reward excellence in mentoring through the development of new awards and other mechanism to acknowledge mentoring activities.
EMPOWER
(enhanced mentoring program with opportunities for ways to excel in research)

Two Categories
- Assistant Professors and untenured Associate Professors in tenure-track faculty positions
- Associate Professors in tenured faculty positions

Application process and matching
- Brief overview of research, strengths/skills, specific research and professional development needs and preferred mentor arrangement

Duration & Funding
- 2011-16: Mentees, $5000 (phased allocation); Mentors, $1000
- 2016+: Mentees $10,000 (phased allocation), Mentors $2000
EMPOWER
Stats and Outcomes

Matches
- 103 Matches
  - 32 Assistant Professor and Associate Professor
  - 54 Assistant Professor and Professor
  - 19 Associate Professor and Professor

Who
- Mentees: 51% Underrepresented Populations
- Mentors: 27% Underrepresented Populations
- Mentees gender: Women 81%
- Mentors gender: Women 54%

External Funding
- Total to date ~$5.8m (includes NIH R01s and K08)
- Patient-Centered Outcomes Research Institute
- RWJF Harold Amos Medical Faculty Development Program
- Artprize 2014 - $300,000
IUPUI Staff Mentoring Program

• **Eligibility**
  - IUPUI full-time staff from all schools/units/ranks
  - Mentee supervisor must approve of time commitment
  - Mentors must be full-time staff with at least five (5) years of work experience at IUPUI.

• **Post Acceptance Requirements**
  - One calendar year
  - Mentee’s supervisor must approve of time commitment
  - Mentors meet at least 25 hours with mentee
  - Cohort meets as a group 3 times during program year
  - Mentee must prepare and submit a professional development plan
  - Mentees must submit a final report at the end of the program
  - Mentees receive certificate of program completion and mentors stipend
NORDP: National Organization for Research Development Professionals

Committee Support

• Matching
  • Applications Response Algorithms (Qualtrics Survey)
  • Committee Review and Final Pairing

• Mentor Pair Onboarding
  • Email Introductions
  • Expectations
  • Ground Rules
  • Connect at Conference

• Mentor Team Facilitators
  • Check-ins
  • Answer Questions
  • Resolve Issues

Distance Mentoring

• Be Prepared
  • Consider Time Zones
  • Agendas
  • Reliable Technology
  • Exercise Patience

• Be Creative/Flexible
  • Vary Communication Styles
  • Skype, Facetime, Zoom
  • Google Hangouts
  • Connect Socially
  • Connect with Other Pairs

• Be Clear
  • Understand Barriers (Language, Culture, Etc.)
  • Follow-up
Advancing Women Mentoring Program

- Co-sponsored by IUPUI Office for Women and Division of Student Affairs (Campus Center and Student Experiences)
- Matches IUPUI students with faculty or staff member for one to one authentic mentoring experience
- Length: September – May
- Mentor and Mentee training and orientation
- Workshops and newsletter
- To empower individuals toward academic, personal, and professional success
Independent Investigator Incubator (I³)

- Comprehensive mentorship targeting junior research faculty:
  - One-on-one mentorship from senior faculty “super mentor” (+FTE support)
  - Support services (grant writing specialist, biostatistician)
  - Professional development seminars
  - Departmental protected research time

Mentees (N=50)
16 Departments / Divisions

Key Outcomes:
- Satisfied with mentoring relationship
- Growth in research skills & career development
- Academic productivity:
  - 171 publications
  - ~$17.1 million in grant funding
✓ Toolkits and Resources for Mentoring

- IUSM Faculty Mentoring Portal
  https://faculty.medicine.iu.edu/let-us-help/mentoring/
- National Research Mentoring Network (NRMN)
  https://nrmnet.net/
- Lois J. Zachary book series on mentoring (John Wiley and Sons, Inc.)
Questions?
Contact

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