



Mentoring Up

Growing Up in Science Mentoring Series, June 2021

Based on: Lecture from “Mentoring Best Practices” course
by Laura Murray & Yael Niv (slides today by Laura Murray)

Reflection



Think back to a mentor, advisor, or leader who influenced you positively (ideally when you first started to do research)

- (1) List 3 words (characteristics) to describe this person (www.menti.com 4774399)
- (2) Write down at least one concrete way that this person contributed to your development (either positively or negatively)
- (3) And now (the hard part): please list one concrete way that **you** contributed to the relationship (share in chat if you wish)

“MENTORING UP”



- “...we define mentoring up as the **mentee’s proactive engagement in the mentor-mentee relationship**, so that **both parties mutually benefit** from the relationship and move forward towards an **agreed-upon purpose or vision.**” (Lee et al., 2015)
- **Empowers mentees** to be **active participants** in their mentoring relationships
- Shifts emphasis from mentors’ responsibilities, to ***equal emphasis on mentees’ contributions.***
- Adapted from “**managing up**” - classic paper in *Harvard Business Review* (Gubarro & Kotter, 1980)



All joking aside

- (1) What do you observe?
- (2) And what could this grad student do or say - in the moment, or over time - to garner more support and reach goal(s)?

Key Principles in Mentoring Relationships (Lee et al., 2015)

Communication

Aligning Expectations

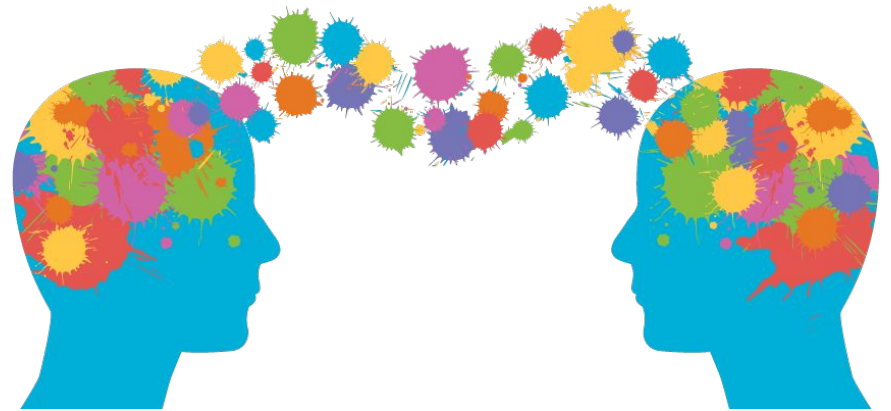
Assessing Understanding

Ethics

Addressing Equity and Inclusion

Fostering Independence

Promoting Professional Development



How do I mentor up?

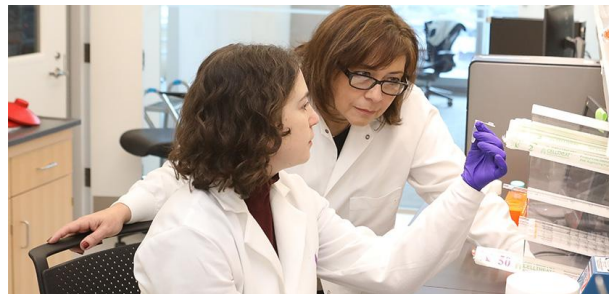
First, **assess** your and your mentor's

- **Strengths**
- **Areas for Growth**
- **Preferences** in working and communication

Suggested ways to assess your own strengths and areas for growth

- Self-reflection
- Ask peers, colleagues, and mentors
- <http://myIDP.sciencecareers.org>
- [Myers-Briggs Type Indicator](#) (MBTI) personality inventory
- [StrengthsFinder](#) (Rath & Conchie, 2008)

Then **apply** this assessment to develop a mutually beneficial relationship



Mentoring up - Some things to Consider

- M** *Multiple Mentors*
- E** *Expectations*
- N** *Name what you need; Negotiate*
- T** *Team*
- O** *Open Communication & Opportunity*
- R** *Realistic Goals*


- U** *Understanding of self & others*
- P** *Preferences; Philosophy*



Activity

Breakout rooms with 3 people each (~12-15 mins)

- **Identify and articulate** at least one activity or type of interaction with a current mentor that you'd like to change or improve upon
- **Discuss** the above with your conversation partners, and use the concepts on this **HANDOUT** to together come up with at least **one strategy** or **concrete action** you can take to ameliorate the situation or gain more clarity or shared vision with your mentor.
 - Be specific: what could you do or say? And when?
- Now **write this strategy down** and commit to putting it into action. Your partners can help to hold you accountable in implementing your plan (you can exchange contact info)



If you are back, feel free to share thoughts or questions, about mentoring up in general or about what you discussed right now, in the chat