

Mentoring the mentors workshop for HIV researchers

January 23-24, 2017, San Francisco



For mentors interested in nurturing early career investigators from diverse backgrounds in HIV research

Location: Helen Diller Family Cancer Research Building, Room HD160
1450 3rd Street at Mission Bay Boulevard South, San Francisco, CA 94158

Learning objectives:

1. To learn about specialized mentoring tools and techniques, such as the use of individual developmental plans by mentees, emotional intelligence and self-awareness by mentors, time management and how to teach that to mentees, writing tips for mentees, giving and receiving feedback for mentors, and life-work balance for both mentors and mentees
2. To explore concepts of diversity that may affect the mentoring-mentee relationship, including microaggressions and unconscious bias
3. To share well-developed tools and resources developed at UCSF for structuring the mentoring relationship
4. For mentors to develop "Individual Mentor Development Plans" to structure their mentoring activities and goals
5. To form a cohort of HIV researchers interested in mentorship for sharing of best practices

Faculty for program:

Clyde H. Evans PhD, President, CE Consulting

Alicia Fernandez MD, Professor of Medicine, Division of General Internal Medicine, UCSF

Nancy Friedman MBA, Founder and Principal, Next Step Coaching and Consulting

Jonathan Fuchs MD, MPH, Associate Professor of Medicine, UCSF; Director, Center for Learning & Innovation, Population Health Division SFDPH; Co-Director, UCSF CFAR Mentoring Program

Monica Gandhi MD MPH, Professor of Medicine, Division of HIV, Infectious Diseases and Global Medicine, UCSF; Co-Director, UCSF CFAR Mentoring Program

Mallory Johnson PhD, Professor of Medicine and Co-Director, Center for AIDS Prevention Studies, UCSF

DAY ONE: Monday January 23, 2017

- 8:00-8:15am: **Registration and Continental Breakfast**
- 8:15-8:30am: **Welcome to the 3rd Annual "Mentoring the Mentors" meeting for HIV researchers**
Jonathan Fuchs, Monica Gandhi, Mallory Johnson, Mike Saag, Paul Volberding, Warner Greene
- 8:30-9:15am: **Welcome and Ice Breaking Exercise**
Clyde H. Evans
Co-editor of IOM report [*The Right Thing to Do, The Smart Thing to Do: Enhancing Diversity in the Health Professions*](#)
- 9:15-9:25am: **Summary of pre-meeting surveys**
Mallory Johnson
- To summarize results of pre-workshop surveys filled out by participants to identify self-reported identification, strengths and areas for improvement as we start the workshop
- 9:25-10:00am: **Definitions of Mentoring, Formal and Informal**
Monica Gandhi
- To review the history of mentoring and formal and informal definitions
 - To review structures of team mentoring and why training in mentoring is important
 - To review mentoring and mentee-specific IDPs

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- 10:00-10:30am: **Mentoring: NIH Perspectives**
Shawn Gaillard PhD, Research Training Officer, NIAID/NIH
- *To learn about mentoring programs to enhance diversity, the challenges and issues that need to be addressed, and funding opportunities*
- 10:30-10:45am: **Break**
- 10:45-noon: **Diversity, Mentoring and Unconscious Bias**
Clyde H. Evans
- *To better appreciate one's personal responses when encountering differences*
 - *To better appreciate the experiences encountered by investigators of diverse attributes*
 - *To discuss the implicit bias surveys taken by workshop participants*
- Noon-1:00pm: **Networking lunch**
- 1:00-1:45pm: **Introduction to resources and tools of mentoring** as developed by UCSF's CTSI Mentoring Program
Monica Gandhi
[Mentoring Development Program materials](#)
- *To review online and downloadable tools developed by the UCSF CTSI's Mentoring Program to help enhance and formalize mentoring for participants*
- 1:45-2:45pm: **Mentoring Fundamentals: Emotional intelligence**
Clyde H. Evans
- *To understand the importance of emotional intelligence for academic success*
 - *To identify personal emotional intelligence areas for improvement*
- 2:45-3:00pm: **Break**
- 3:00-4:00pm: **Mentoring fundamentals**
From Concept to Submission: Mentoring Scientific Writing
Jonathan Fuchs
- *To review a systematic approach to paper writing to teach mentees*
 - *To review expectations and best practices for communicating with co-authors and team members*
- 4:00-4:45pm: **Personal stories of diversity:** Audience discussion of personal stories of challenges faced as either a mentee or a mentor, with specific relevance to diversity
Alicia Fernandez
- 4:45-5:00pm: **Action plans:** Fill out survey of your goals, what you hope to change about your mentoring as a result of this conference (in pairs), lessons from today - **Mallory Johnson**

6:00pm: Informal group dinner at Le Colonial (dinner paid for by workshop; alcohol self-pay)

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DAY TWO: Tuesday January 24, 2017

8:00-8:15am	Continental breakfast
8:15-8:30am:	Introduction and Overview of Day Two, Summary of Action Plans from Day 1 Monica Gandhi
8:30-10:30am:	Mentoring fundamentals: Self Awareness in the Mentoring Relationship and Leadership Training Nancy Friedman <ul style="list-style-type: none">• <i>To understand your own style and strengths as a leader to help you be a more effective mentor</i>• <i>To learn about Goleman's Styles of Leadership, understand the Johari Framework and apply these learnings to your mentoring relationship</i>• <i>To review YOUR Myers-Briggs Type Indicator (MTBI) Personality type (pre-meeting homework)</i>
10:30-10:45am:	Break
10:45-Noon:	Mentoring fundamentals: Time management Nancy Friedman <ul style="list-style-type: none">• <i>To learn principles of time management in academic medicine</i>• <i>To learn how to teach balancing of time and priorities to mentees</i>• <i>To learn tips on how to manage email</i>
12:00-1:00pm:	Lunch
1:00-2:00pm:	Mentoring fundamentals: Giving and receiving feedback Clyde H. Evans <ul style="list-style-type: none">• <i>To identify characteristics of effective feedback</i>• <i>To identify personal strengths and weaknesses in giving effective feedback</i>
2:00-2:25pm:	Exercise on leadership styles Mallory Johnson
2:25-2:40pm:	Break
2:40-4:00 pm:	Mentoring Consultation Clinic Participants split into 4-5 person focus groups for a discussion of barriers and solutions to mentoring problems at their own institutions (two clinics or scenarios per session) Monica Gandhi <ul style="list-style-type: none">• <i>To apply mentoring skills and knowledge to specific mentoring challenges</i>• <i>To apply active listening techniques to evaluating mentoring challenges</i>• <i>To learn a technique for soliciting and providing mentoring advice</i>
4:00-4:30pm	Wrap-up and action plans: Discuss top 3 goals each participant plans to achieve in their home institutions following this workshop (with establishment of pairs for action plan accountability); discussion of the "Individual Mentor Development Plan"— Jonathan Fuchs

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JOURNAL ARTICLES

- Straus SE, Johnson MO, Marquez C, Feldman MD. [Characteristics of successful and failed mentoring relationships: a qualitative study across two academic health centers](#). Acad Med. 2013 Jan;88(1):82-89
- Fleming M, House S, Shewakramani-Hanson V, Yu L et al. [The mentoring competency assessment: validation of a new instrument to evaluate skills of research mentors](#). Acad Med. 2013;88:1002–1008.
- Ginther DK, Schaffer WT, Schnell J, Masimore B et al. [Race, ethnicity, and NIH research awards](#). Science. 2011 Aug 19;333(6045):1015-9
- Gandhi M, Johnson MO. [Creating More Effective Mentors: Mentoring the Mentor](#). AIDS Behav. 2016 Sep;20 Suppl 2:294-303. doi: 10.1007/s10461-016-1364-3.
- [Development and implementation of a workshop to enhance the effectiveness of mentors working with diverse mentees in HIV research](#). AIDS Res Hum Retroviruses. 2014 Aug;30(8):730-7
- Goleman D. [Leadership That Gets Results](#). Harvard Business Review. March-April 2000
- Freeman RB, Huang W. [Collaboration: Strength in diversity](#). Nature. 2014 Sep 18;513(7518):305
- Hong L, Page SE. [Groups of diverse problem solvers can outperform groups of high-ability problem solvers](#). Proc Natl Acad Sci U S A. 2004 Nov 16;101(46):16385-9
(Scott Page is a Professor of complex systems, political science and economics; see this interesting [New York Times article](#) about his work)