

- I. What is a mentor?
 - a. Guide for career
 - b. Project Mentor
 - i. Functional, smaller focus, specific skill or attribute
 - ii. E.g. how to write a grant, how to write a paper
 - c. Bigger life issues, personal
 - i. Work-life integration?
 - d. Coaching
 - e. Resources—knows how to get things done
 - f. Cheerleader
- II. Characteristics:
 - a. Focused on the mentee's betterment, progression, development, interests
 - i. Good communication re: expectations
 - ii. Desire to mentor, take on a mentee, two way relationship
 - 1. Need to set boundaries, say no to a mentee if not a good idea
 - b. Modeling
- III. How to find a mentor
 - a. One mentor vs multiple mentors
 - i. Diverse set of mentors, network of relationships, out of the food chain/ no conflict of interest (consider people outside of your institution; add the new but keep the old)
 - ii. Downsides to single mentor: if relationship sours, no access to the particular skills needed
- IV. How to engage with the mentor:
 - a. Mentee should directly solicit information from the mentor
 - b. Explicitly negotiate the expectations, formalize the relationship, method of communication, frequency of meetings etc.
 - c. Discuss what you want them to give you; what they can give you
 - d. Important to negotiate how to give and receive feedback, check-in periods for evaluation
 - e. Think about what the mentor gets out of it:
 - i. Productivity
 - ii. Satisfaction of watching a mentee reach a milestone
 - iii. Legacy
 - iv. Connectivity to combat isolation of working alone
 - v. Staying in touch; offer skills that you have that your mentor may need or benefit from
- V. Networking—people at arm's length
 - a. Go to your national meetings
 - i. Email the person in advance, attach your biosketch, ask for a short informational interview during the meeting (Better is if the mentor sends the email as a way of invitation) of how to structure a grant,

structure a project, for advice on something, to discuss someone's research program, ask them for how they got into their career

- ii. When you approach people, whether your mentor or these bigger names, always have an agenda and send it along—use the time wisely; make it clear you are taking their time very seriously
 - 1. Due diligence: Web of science, NIH reporter, profiles/Harvard catalyst
 - 2. Go with a card
 - 3. Buy the cab ride
- b. Get your mentor to get you onto a national committee; when you get on the committee, kill it
 - i. People from the committee will often be the letter writers
- c. Elevator speech—1 minute graceful summary of your thing, what you're passionate about, where you're going with it
 - i. Tailor it to your audience
 - ii. Just say who you are