IANPHI & Mentorship: Updates and next steps

Participants:
Dr. Jim Hughes, Dr. David Heymann, Dr. Mahmud Rahman

Moderator:
Dr. Omar Khan

IANPHI Mentorship Program
Education is the most powerful weapon with which you can change the world.

--Nelson Mandela
“A boss creates fear, a leader confidence. A boss assigns blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss is interested in him or herself-- a leader is interested in the group.”

--Russell H. Ewing
Mentorship

- Mentorship is difficult
- Mentorship requires aligning the entire institutional culture towards it
- Mentors are made, not born
- Mentorship programs need to be nurtured
- Everyone here is a potential mentor and a potential mentee
Mentorship: what is a mentor?

- Communicator
- Guide
- Counselor
- Motivator
- Sponsor
- Coach
- Role model
- Door opener
Mentorship: what is a mentee?

- Initiator
- Planner
- Resource partner
- Continuous learner
- Evaluator
- Teacher
Characteristics of successful mentorship

- Good communication
Characteristics of successful mentorship

- Shared vision
Successful mentorship: Discussion with Dr. Jim Hughes

- Characteristics of successful mentorship
- Examples of *mentoring* and *being mentored*
Characteristics of successful mentorship

- Interpersonal characteristics:
  - Shared vision and goals for the mentorship
  - Shared learning
  - Effective communication
  - Active learning; active teaching -> shared progress
Characteristics of successful mentorship

- Environmental characteristics
  - Institutional support
  - Effective facilitation (external or internal)
  - Culture of mentorship
  - Structured interactions, including process and evaluation measures
Successful mentorship: Discussion with Dr. David Heymann

- Mentorship Experiences in International Public Health
- Successes & Challenges for NPHIs
Group Feedback - Mentorship survey

- Do you currently have a mentorship program at your institution?
  - Yes: _____

- Is it formal or informal?
  - Formal: ______  Informal: _______
Group Feedback- Mentorship survey

• What aspects of mentorship are strengths in your institute?
  • A
  • B
  • C

• What aspects of mentorship would you like to develop in your institute?
  • A
  • B
  • C
Group Feedback- Mentorship survey

- What can IANPHI do to help you with improved mentorship?
  - A
  - B
  - C
  - D
Mentorship Breakout: Results from previous IANPHI meetings- Joburg 09

- Challenges to successful mentorship: Environmental
- Availability of institutional resources
  - Human
  - Financial
  - Time
- Institutional culture ("Bureaucracy")
Mentorship Breakout: Results from previous IANPHI meetings- Joburg 09

- Challenges to successful mentorship: Individual
  - Lack of Time & Motivation (for Mentors)
  - Lack of Sr. people with mentorship skills
  - Lack of communication between Sr & Jr levels
  - Mentorship– or Favouritism?? (perception issues)
Participants: mid-level research staff at member NPHIs

Perspectives:

- Skills in project development & proposal writing are hard to gain because of lack of mentorship
- Once senior-level staff rise to leadership positions, they often focus on development of their own research and grant proposals & don’t “bring others along”
- Senior staff don’t often use their contacts to open doors for junior staff
- NPHIs don’t have institutional reward systems to encourage mentorship
Vision is the art of seeing the invisible

--Jonathan Swift
Establishing mentorship programs: Discussion with Dr. Mahmud Rahman

- How do we overcome our barriers?
- What resources are needed?
- What can we share today in this group to do so?
- What change can we bring about in our institutions?
- How can others help?
Establishing mentorship programs: Discussion with Dr. Mahmud Rahman

- How do we overcome our barriers?
- Institutionalization of mentorship
- Training of mentors
- Post-retirement mentorship
- Make mentorship a condition of service
- Promotion and employment
Establishing mentorship programs: lessons learned

- Pre-match review
- Effective central coordination once selected
- Devolution of details to mentor-mentee pair
- Individual development + Institutional development
- Linking above to strategic aims of the NPHI and beyond
- Ongoing relationship; staged development of skills in stated areas of need (e.g. presentation, publication, proposal development, professional contacts)
- Transitioning mentee to mentor
- Ongoing support: ‘mentoring the mentors’; scaling up; evaluation; sharing lessons learned
It always seems impossible until it is done
It always seems impossible until it is done

--Nelson Mandela