IANPHI & Mentorship: Updates and next steps

Participants:
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Moderator:
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IANPHI Mentorship Program

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

--Nelson Mandela

Mentorship

"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
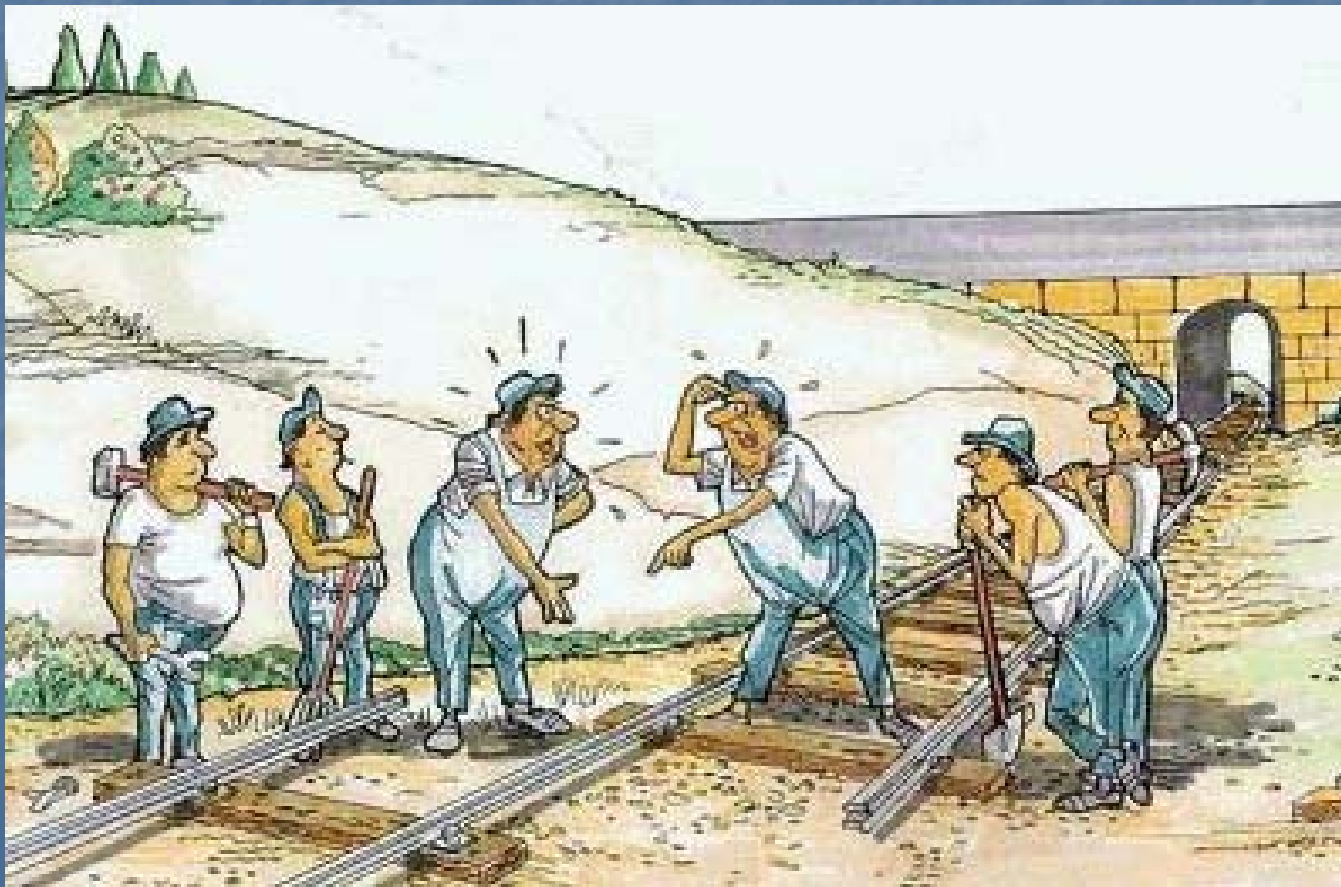- Coach
- Role model
- Door opener

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

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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 <u>strengths</u> in your institute?
- A
- B
- C
- What aspects of mentorship would you like to <u>develop</u> 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")

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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)

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IANPHI/UVRI Regional Workshop, Kampala, Uganda, 2009

- 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

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--Nelson Mandela