

K-Club

Mentoring Networks: What they are and How to Build Yours

12/9/2024



Survey Drawing



Survey Drawing



**November
Winner:
Maya
Maarouf**





K-Club Special: Whitehall Foundation Grants-in-Aid Program

- The Grants-in-Aid program is designed for researchers at the assistant professor level
- Grants-in-Aid are awarded for a one-year period and do not exceed \$30,000
- Applicants for the Grants-in-Aid program are reviewed and ranked together with the traditional research grant program. This program is not a pre-requisite to a two- or three-year research grant. The majority of the applications received are for a three-year research grant

Deadline: January 15, 2024, 12 PM

More Information [Here](#)



K-Club Special: Georgia CTSA KL2

- Scholars program will receive salary support to enable them to spend at least 75% of their professional time (50% is allowed for trainees from surgery or surgical subspecialties) on clinical and translational research (CTR)/clinical and translational science (CTS) and research training. They will also receive a KL2 technical budget of \$25,000 per year for research-related expenses and tuition for the Master of Science in Clinical Research (MSCR) degree or Certificate Program in Translational Science (CPTS) programs.
- The candidate must:
 - Be a full-time junior faculty member at Emory University, Morehouse School of Medicine, Georgia Institute of Technology, or University of Georgia (Instructor or Assistant Professor or equivalent level) at the time of receipt of the award
 - Indicate a strong interest in pursuing a career in clinical and/or translational research
 - Be nominated by the candidate's Department Chair
 - Identify an established Emory, MSM, Georgia Tech, or UGA faculty lead mentor who meets approval criteria. Additional faculty members may serve as co-mentors or Advisory Committee members but there must be a designated single lead mentor.

Deadline: Feb 3, 2025 5 PM

More Information [Here](#)



K-Club Special (Announcement): New SciENcv Requirements for Common Forms in 2025

- Beginning in May 2025, you will be required to use SciENcv for biosketches and other common forms to produce digitally certified PDF(s) for use in application submission
- If you have an existing biosketch that does not use SciENcv, go [here](#) and either log in to your My NCBI account or create a My NCBI account. From there you can begin creating your biosketch and other support forms
- A little work frontloaded now will save you tons of time down the road!
- We will be running a hands-on workshop for one of our K-Clubs next semester (currently slotted for April)

Deadline: May 25, 2025

More Information [Here](#)

November K-Club

Mentoring Networks: What they are and How to Build Yours



Holly Gooding, MD, MSc
Associate Professor of Pediatrics
Associate Dean, Professional Development
and Education, Emory University School of
Medicine



Mentoring Networks: What they are and how to build yours

Holly Gooding, MD

Associate Professor of Pediatrics

Associate Dean for Professional Development and Education



EMORY | SCHOOL OF MEDICINE

Learning Objectives & Agenda

1

Describe the difference between mentorship, sponsorship, allyship, friendship, and other forms of support

2

Compare developmental mentoring networks to other types of mentoring relationships

3

Create your own mentoring network map

Types of Professional and Personal Support

Career Support

Advocacy

Coaching

Connections

Protection

Personal Support

Role Modeling

Acceptance/Affirmation

Counseling

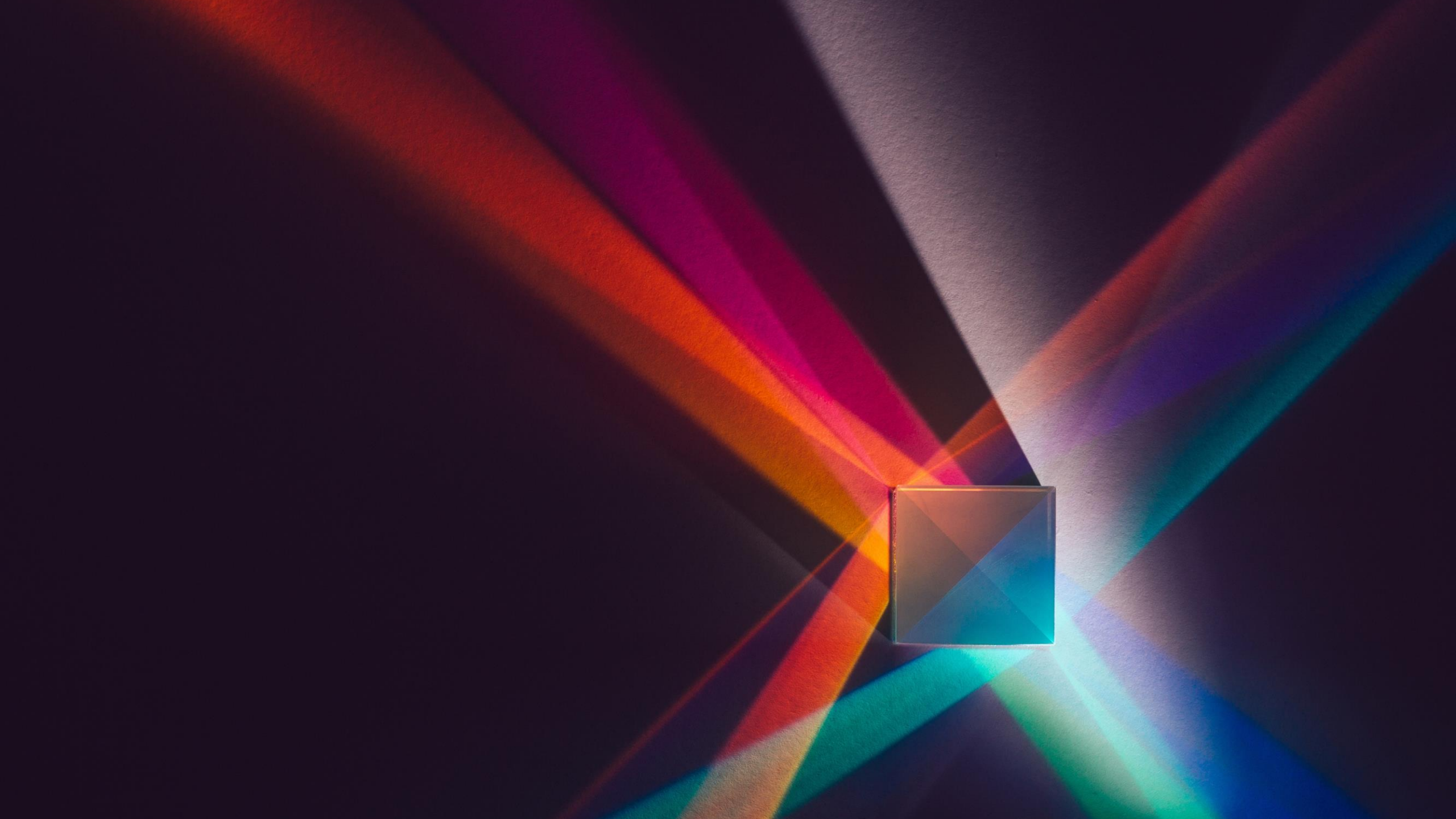
Friendship



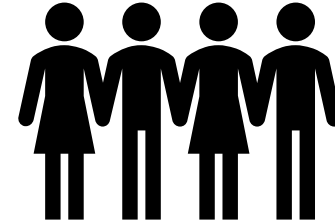
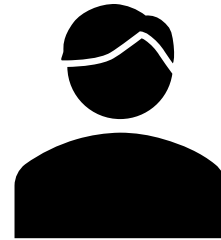
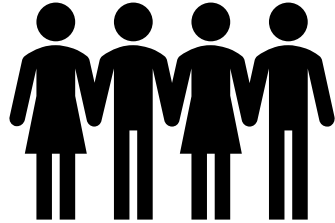
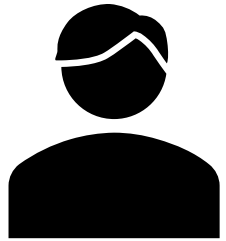
A Sampling of Common Support Roles

- **Mentorship:**
 - A professional relationship where one individual provides guidance, advice, and support to another individual
- **Sponsorship:**
 - When a senior professional uses their organizational influence to create opportunities for a junior professional
- **Allyship:**
 - A supportive relationship where one individual works to support and amplify another individual, often of a marginalized or underrepresented group
- **Friendship:**
 - A personal relationship based on mutual affection, trust, and shared experiences



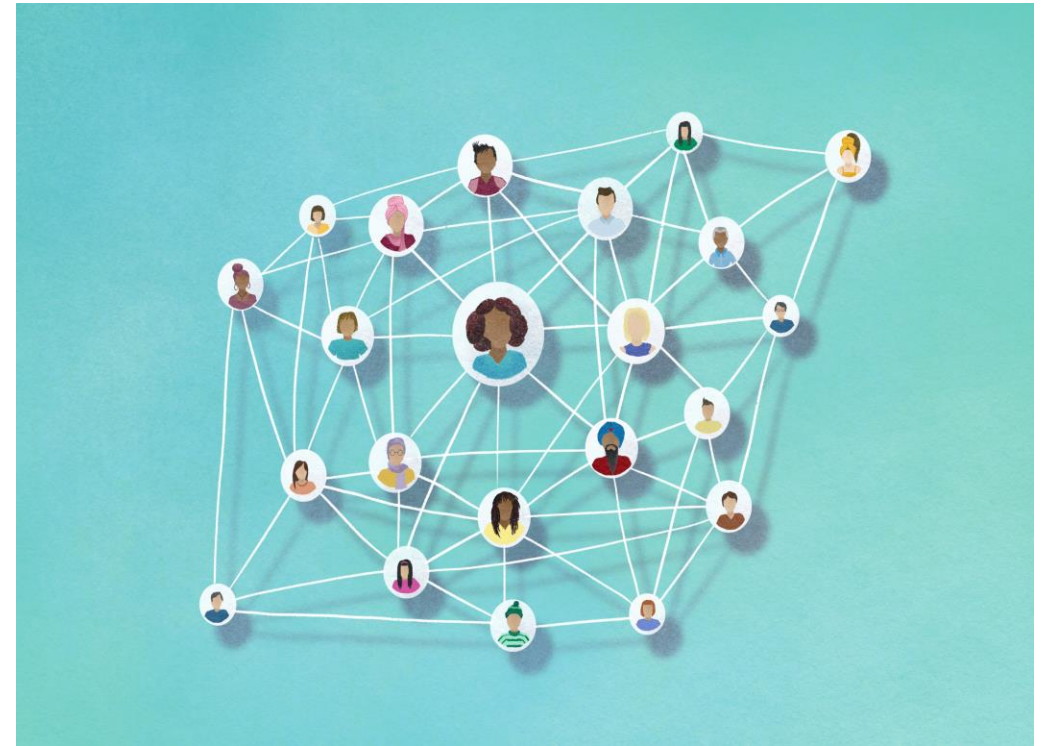


Network Structures



Developmental Mentoring Networks

- Multiple dyadic relationships
- Multilevel (peer and hierarchical)
- Networked within and outside of the organization
- Can be boundary spanning from the personal to the professional

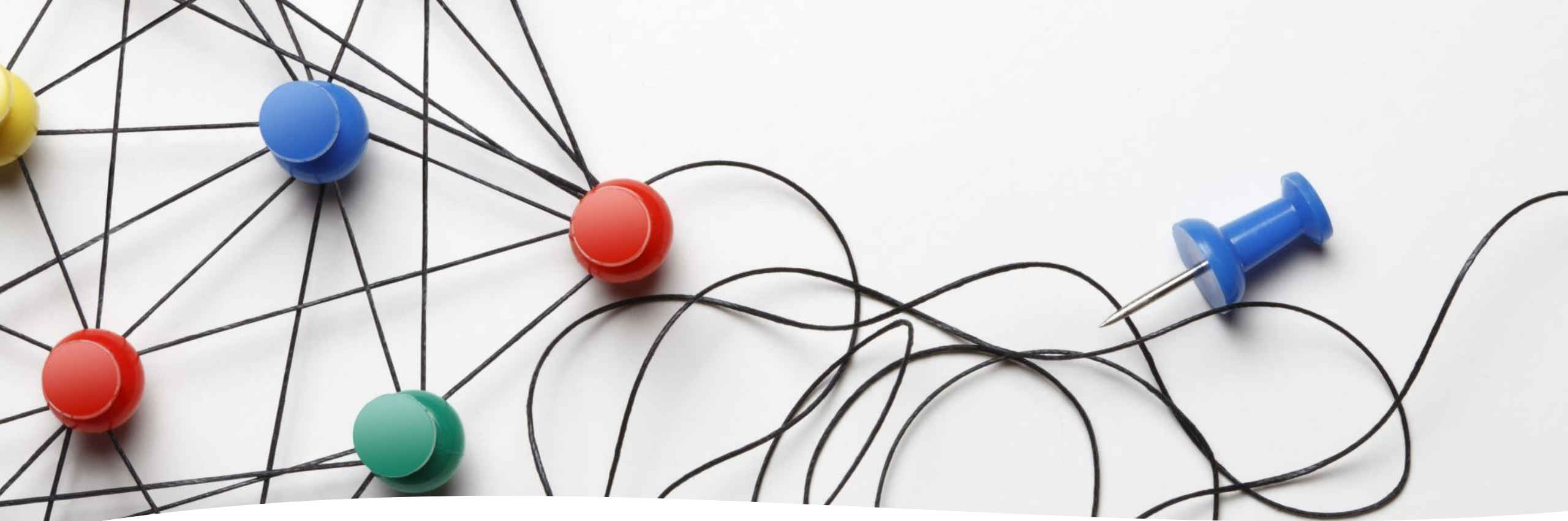


Reconceptualizing Mentoring at Work: A Developmental Network Perspective, *Academy of Management Review*, Higgins & Kram, April 2001



Developmental Networks: Advantages

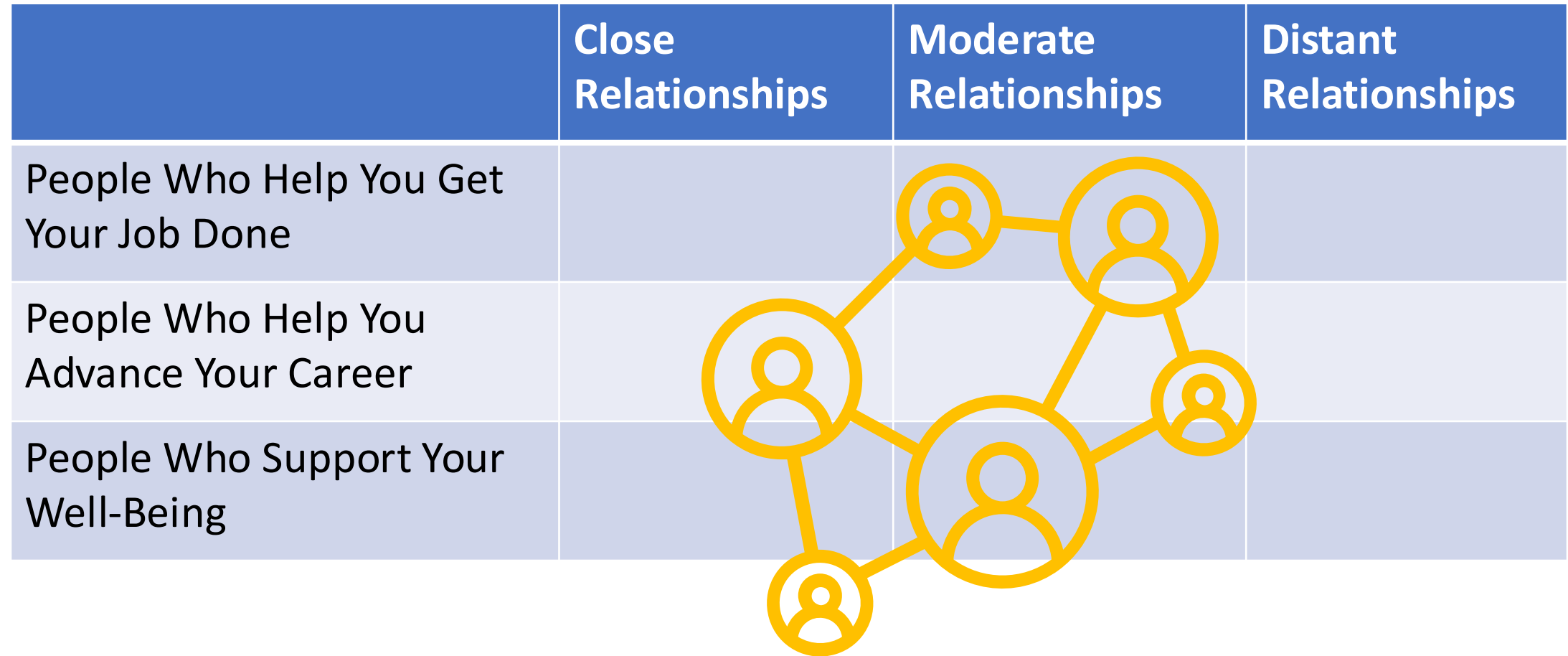
- Higher status networks lead to more opportunity and promotions
- Denser networks lead to more job satisfaction (but just one strong tie with psychosocial support may be sufficient)
- More diverse networks enhance one's professional identity

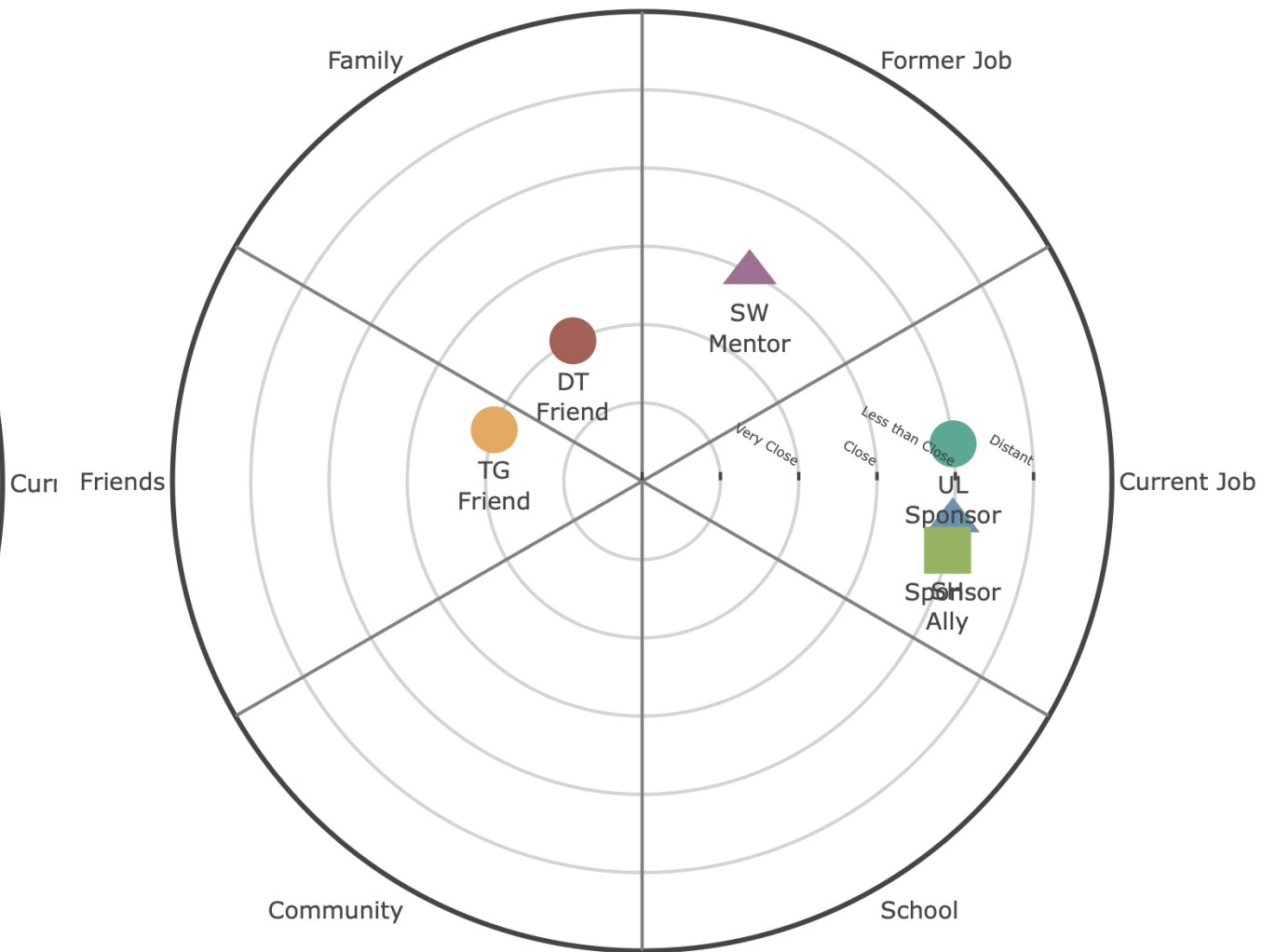
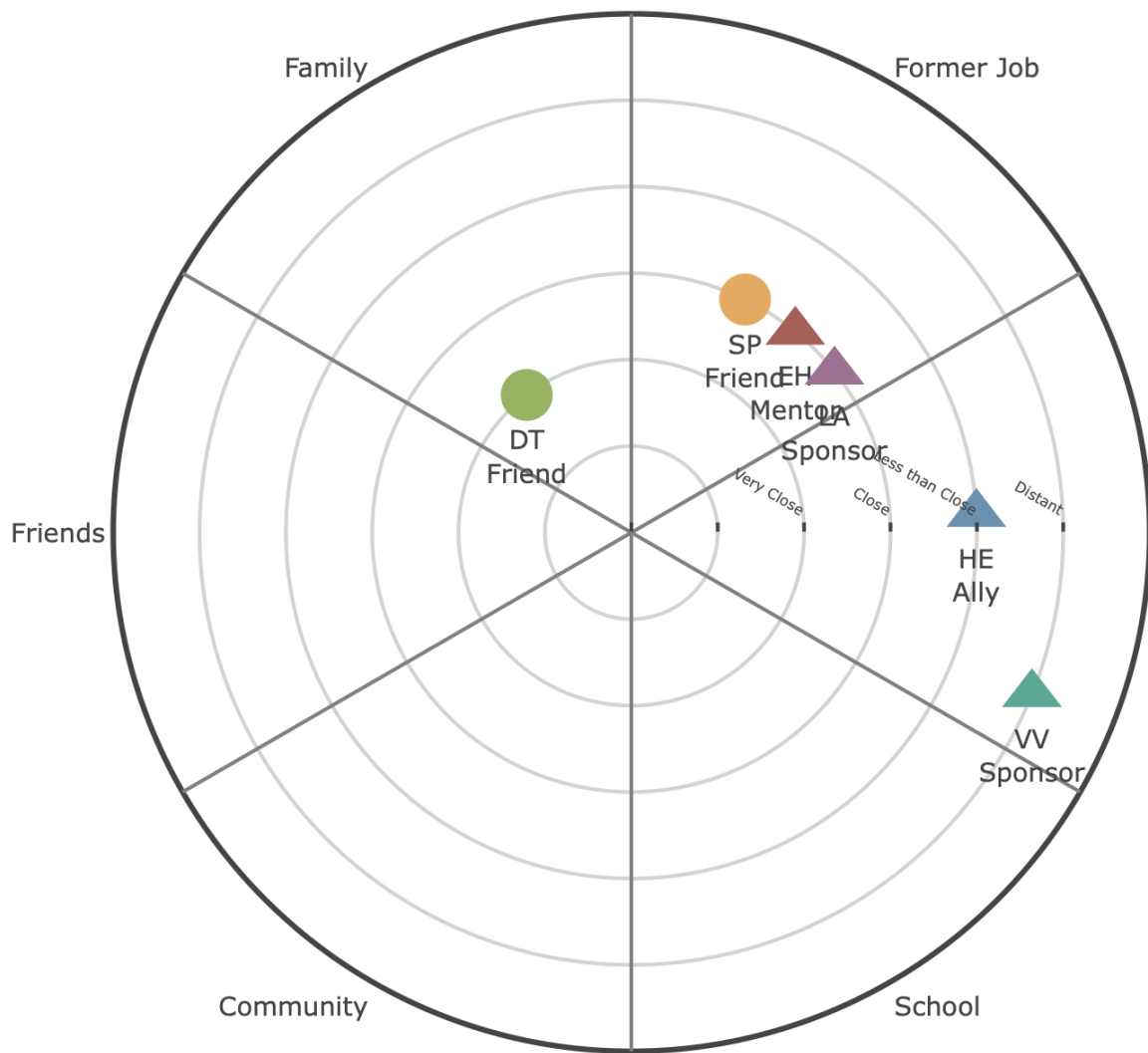


Developmental Networks: Disadvantages

- Wider ranging and more diverse networks may lead to more turnover
- Time intensive to develop and maintain




Developmental Network Mapping





Mapping Your Network: Step 1

Create a list of up to 6 individuals who provide one or more of the types of support and categorize them by the degree to which you feel close to them

Types of Support	Close Relationships	Moderate Relationships	Distant Relationships
People Who Help You Get Your Job Done 			
People Who Help You Advance Your Career 			
People Who Support Your Well-Being 			




Mapping Your Network: Step 2


Label the four corners with areas such as training program, current job, family, community, etc.

Place each of the individuals on your map by drawing their category icon with their initials in it. Note closeness via distance.

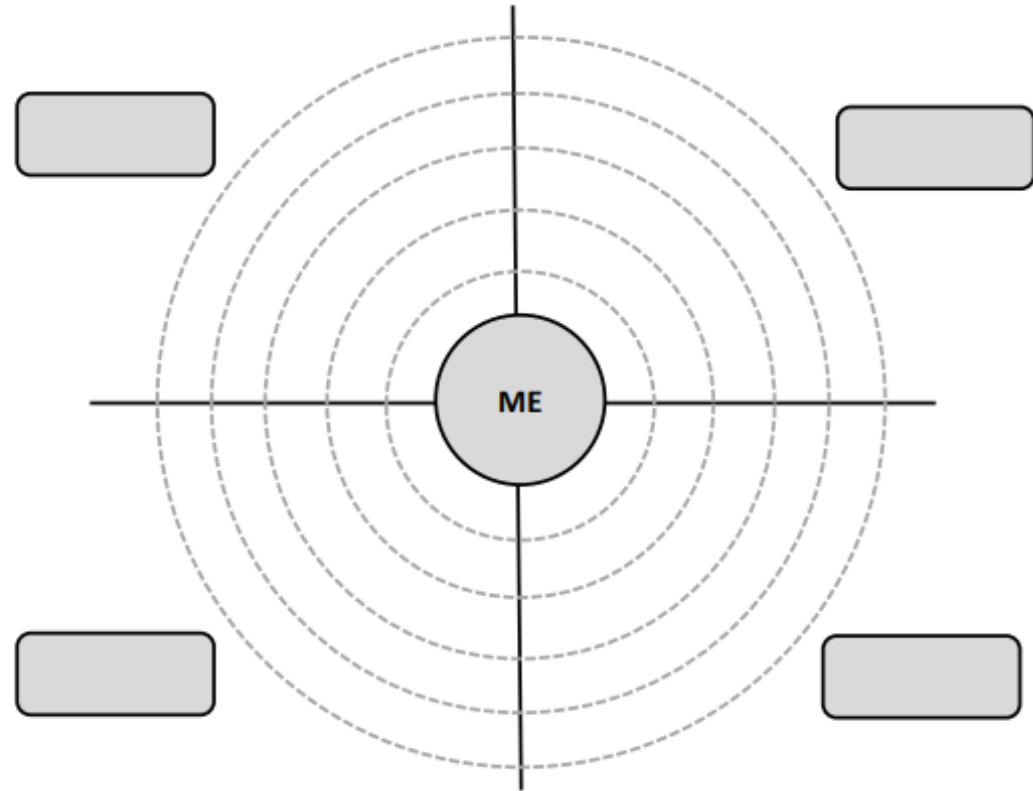
Consider using different colors for different identities. Consider drawing lines to connect people who know each other.

Types of Support

People Who Help You Get
Your Job Done 

People Who Help You
Advance Your Career 

People Who Support Your
Well-Being 



Debrief

In your breakout room (or with the person sitting next two), discuss your network:

1. What do you observe about the diversity of your network (in terms of areas, personal characteristics of the people, etc.)?
2. Where is your network particularly strong?
3. Where might you wish to grow your network?

Some closing thoughts

- Think of your mentoring network as your personal board of directors
- One size of network does not fit all – it depends on your goals
- Role play the ask (and be ready for the answer)
- Take responsibility for your networks
- Expect and invite questions of your mentees and mentors
- Reciprocity is key



SOM Mentoring Resource list

General Mentoring Tools

- [Comprehensive Mentoring Toolkit for Mentors & Mentees.pdf](#)
- [Mentoring Cases](#)
- [Comprehensive faculty mentoring guide \(VCU\).pdf](#)
- [Sample Mentoring Agreement \(BWH\)](#)
- [AlignmentPhaseChecklist.pdf](#)
- [Signs-of-misalignment.pdf](#)
- [Generational Issues and Mentoring.docx](#)
- [Maintaining the Mentoring Relationship.docx](#)
- [Mentoring-worksheet.pdf](#)
- [Strategies to Address Mentoring Challenges](#)
- [A Mentoring Manifesto⁵](#)

Mentor Tools

- [Mentoring 360 feedback folder \(for mentors\)](#)
- [Mentoring Competency Assessment \(MCA\)](#)
- [What is a good mentor](#)
- [Guide-to-accountability.pdf](#)
- [Mentor Self-Assessment.docx](#)
- [Mentoring: Practices for Active Listening](#)
- [Mentors: Best Practices for Giving Feedback](#)
- [7 Key Qualities of an Effective Mentor³](#)
- [What Makes a Good Mentor⁴](#)

DEI in mentoring

- [Implicit Bias Assessment](#)
- [Mentor Training to Improve Diversity in Science](#)
- [Mentor Training to Improve Diversity in Science Part 2](#)

Relational Boundaries and Harassment

- [Ethics in Mentoring¹](#)
- [Sexual Harassment of Women: Climate, Culture and Consequences in Academic Sciences](#)
- [Boundaries and Professional Relationships³](#)

Mentee Tools

- [Individual Professional Development Plan.pdf](#)
- [Mentee Self-Assessment](#)
- [Analyzing your mentoring network\(s\).pdf](#)
- [My Mentoring Networks Tool](#)

Relevant Publications

- [The Goal Driven Mentoring Relationship](#)
- [Using Your Personal Mission Statement to INSPIRE & Achieve Success \(Li\)](#)
- [What's next after you say hello: First steps in mentoring \(Hogue\)](#)
- [Academic Mentoring - How to Give It and How to Get It \(Detsky\)](#)
- [Nature's guide for mentors \(Lee\)](#)
- [Mentoring Programs for Physicians in Academic Medicine: A Systematic Review](#)
- [Love Letter: An Anthology of Constructive Relationship Advice Shared Between Junior Mentees and Their Mentors](#)
- [A Good Mentor Never Tramples on Big Dreams \(NYT\)](#)
- [The New Yorker: "Annals of Medicine Personal Best - Top athletes and singers have coaches. Should you?"](#)
- [Establishing Effective Mentoring Networks: Rationale and Strategies](#)
- [Avoiding Queen Bee Syndrome](#)

Assessment tools

- [Mentoring Competency Assessment \(MCA\)](#)
- [Evaluating a mentoring program](#)
- [Sample mentor program evaluation](#) (coordinator, mentor, mentee)
- [Mentee Self-Assessment](#)
- [Mentor Self-Assessment.docx](#)

