

Harvard Ophthalmology Mentoring Program A Guideline for Mentees

Preparation

- Think of your answers to the following questions:
 - What are my goals?
 - How can my mentor assist me in meeting these goals?
 - How do I evaluate my levels of competency and skill sets?
- Review and perfect your CV in view of sending it to your mentor before your first meeting.
- Introduce yourself to your mentor by phone or via a brief email. Invite him or her to have a meeting and suggest topics of discussion. Send your CV at that point.
- Be ready to ask for advice, listen thoughtfully, and take ample notes.

First and Second Meetings

- Discuss your short- and long-term professional goals and any proposed projects. Work together to develop steps to reach these goals and complete the projects, with a clear timeline. If you have two mentors, make sure to streamline the two timelines.
- Consider your skill sets and those of your mentors so that you are taking advantage of each mentor fully. Decide with your mentors if you need further support, now or in the future.
- Decide together on the frequency of meetings. The frequency will vary based on individual needs and responsibilities; meetings can occur as often as several times a month to once every month or two. Interactions may range from brief emails to phone check-ins to lengthy follow ups. Either member can initiate a meeting. *Do not wait for your mentor!* You have the right and responsibility to contact him or her as necessary.

At the end of the first meeting, it is your responsibility to have your mentor sign the Mentoring Agreement Form and to send it to the Manager of Faculty Affairs.

By the end of the second meeting, you will have created, with the support of your mentor, a checklist of goals and a clear timeline for completion of those goals.

Topics for Discussion

Topics for Discussion for Researchers

- Discuss proposed research projects and how to develop aims and hypotheses.
- Write out a 2-page concept paper with brief background, aims and hypotheses, and analysis plan of your proposed research.
- Assess skills/resources needed for projects and timeline.
- Meet frequently to ensure progress in meeting original project goals, developing new projects, writing manuscripts or grants.



Topics for Discussion for Clinicians

- Discuss clinical expectations and goals for continuous learning. Are there areas of clinical focus and innovation for scholarship (review articles, case reports), research, collaborations, and teaching?
- Discuss any proposed QI projects – what are the aims? Project design and methods? Assessment? Collaborators?
- Assess skills/resources needed for projects and timeline.
- Discuss your membership in professional clinical organizations. Are there other professional committees/organizations you should be joining or taking on more of a leadership role?
- Are there courses at HMS or medical student rotations related to your clinical expertise? Are there opportunities to be a tutor or give community presentations or Grand Rounds? Are there teaching skills needed for you to achieve national recognition

Promotion

- Discuss career trajectory and skills/deliverables needed to progress to next level. Familiarize yourself with the HMS Guidelines for Promotion in your specific Area of Excellence.

Balance and Negotiation

- Ask your primary mentor to identify key steps in his/her career path that seem valuable.
- Ask about resources for family, child care, and work/life balance.
- Learn about successful negotiating styles and skills.

Subsequent Meetings

- Set mutual expectations and responsibilities at the onset of the relationship and follow through.
- Use your checklist and timeline to track progress. Keep an ongoing portfolio of activities and works in progress.
- Suggest topics for future meetings, such as meeting goals, time management, work/life balance, negotiation, manuscript completion, etc.
- Continue to assess the skill sets that require additional mentors: What skills do I need to learn or improve? What do I want to change about my work style? What professional networks and online communities are important? Investigate your need for specific mentoring and how this plan can be actualized over time.
- Try to maintain your mentoring relationship for at least one year. Reevaluate it at least annually. Agree on confidentiality and no-fault termination.