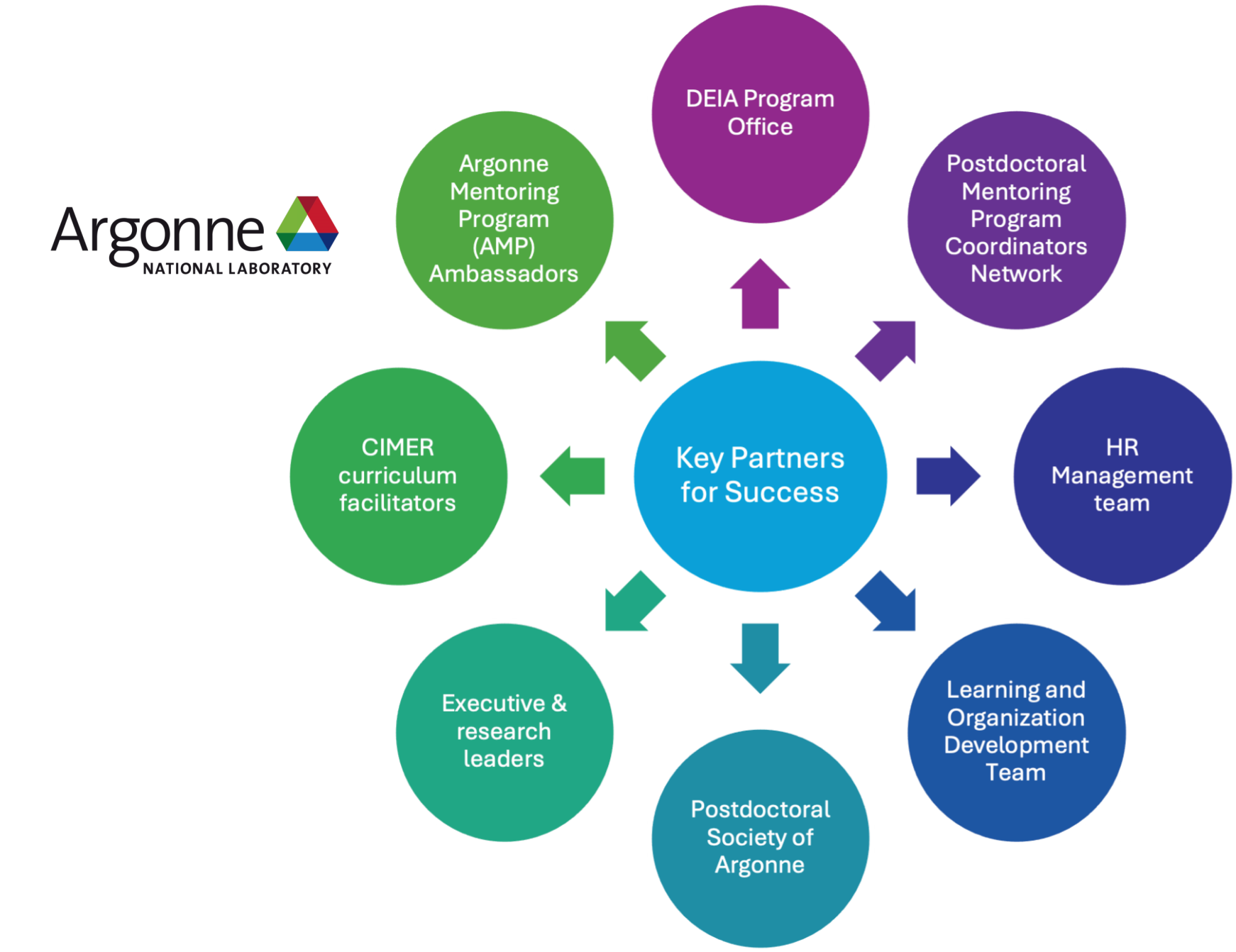
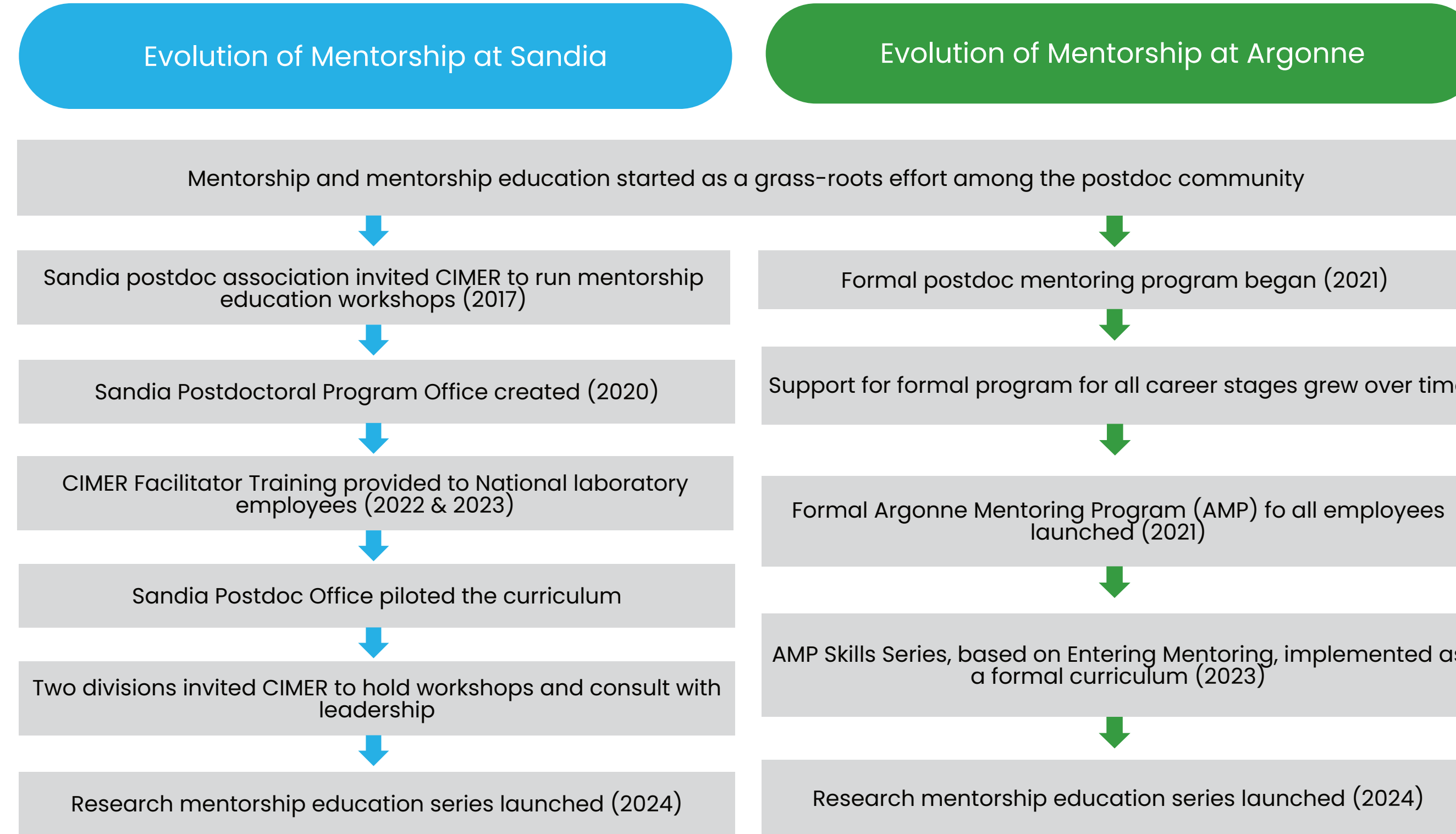
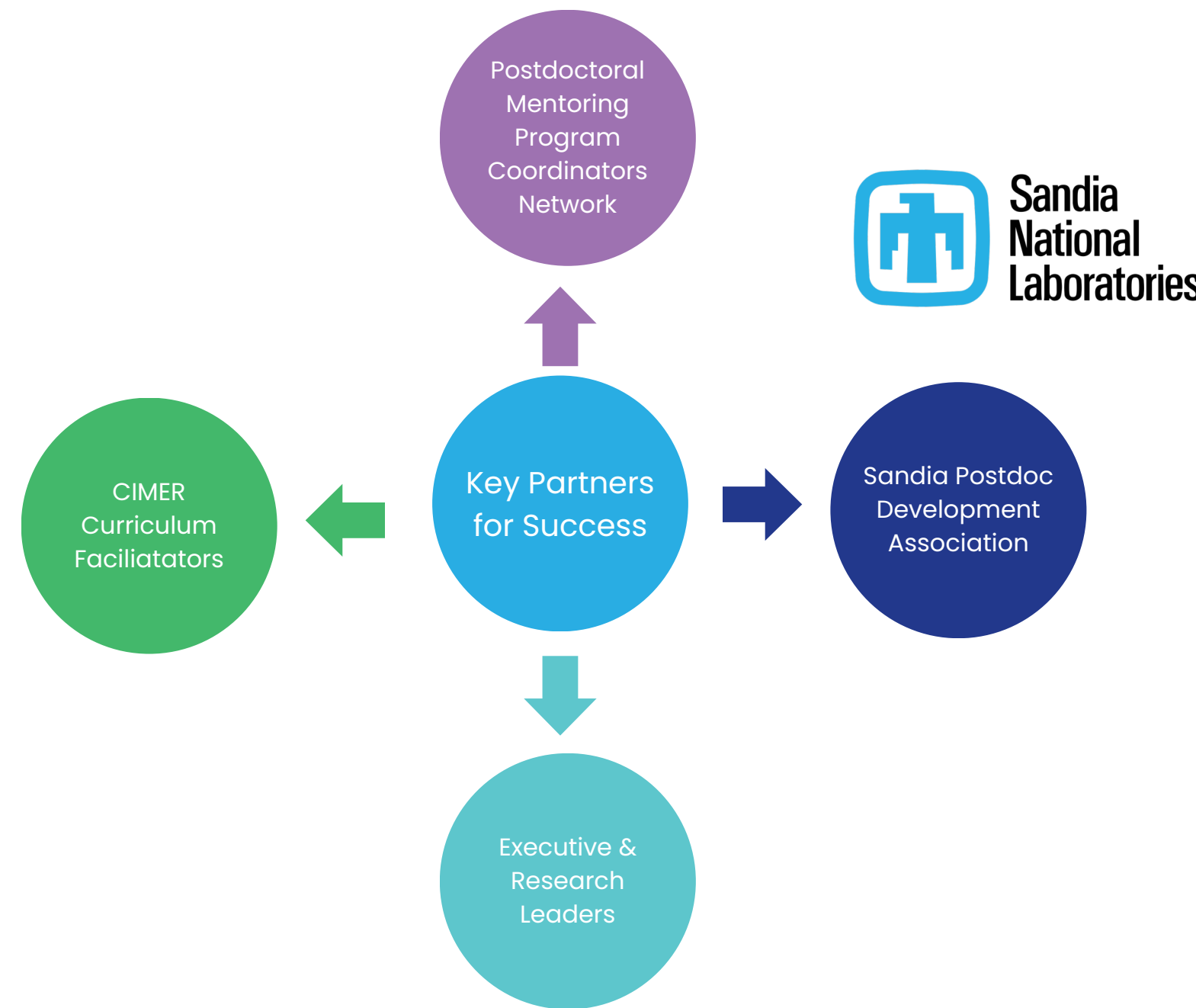


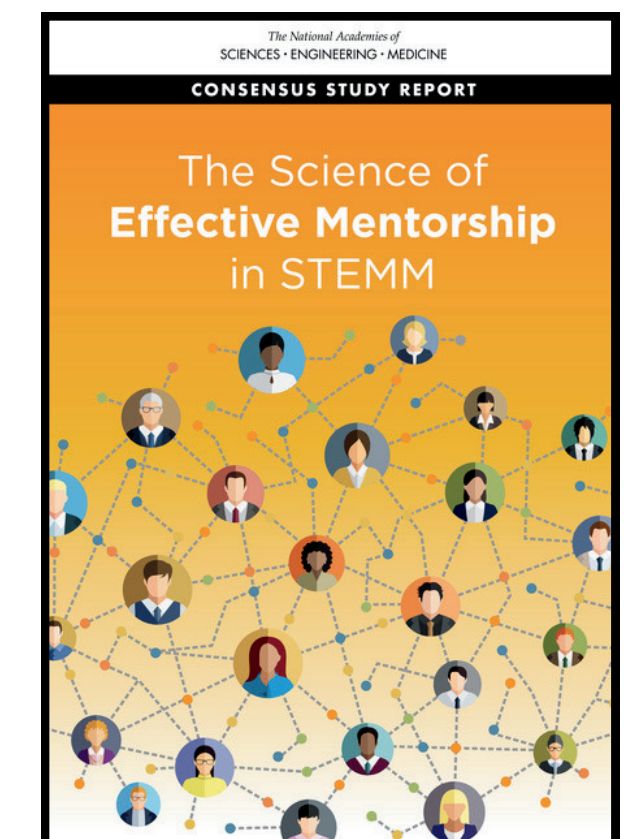
# Leading from the Middle:

## Advancing the Practice of Mentorship and Mentorship Education in National Laboratories

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Strategies	Argonne NATIONAL LABORATORY	Sandia National Laboratories
<b>#1 Develop clarity about the affordances and constraints of your structural position in the organization</b>	<ul style="list-style-type: none"> <li>Located in the Leadership Institute's Learning &amp; Development Team (DEIA &amp; Postdoc Program Office)</li> <li>Affordance: High visibility</li> <li>Constraint: Report through Operations (HR) vs. research</li> </ul>	<ul style="list-style-type: none"> <li>Located in the Chief Research Office (includes academic programs, research programs &amp; technology transfer)</li> <li>Affordance: Report up through research org. Highly invested in success;</li> <li>Constraint: Mentoring programs generally in HR (vs. research). Time and resources are limited in the Postdoc Office</li> </ul>
<b>#2 Align efforts with the organization's strategic needs &amp; values</b>	<ul style="list-style-type: none"> <li><b>Core Values</b> (Impact, Safety, Respect, Integrity, Teamwork)</li> <li>DEIA Strategy</li> <li>Impact Argonne Strategy—World Class Community of Talent</li> </ul>	<ul style="list-style-type: none"> <li><b>Core Behaviors</b> (Connectedness, Purpose Driven, Courage)</li> <li>Mentorship education fits into the lab-level strategic plan to accelerate innovation in talent development (people and strategy)</li> </ul>
<b>#3 Adapt/Adopt Evidence-Based Practices</b>		
<b>#4 Leverage National Conversations &amp; Policy</b>	<p><b>Department of Energy</b> Promoting Inclusive and Equitable Research (PIER) Plan Laboratories of the Future Energy Frontier Research Centers</p> <p><b>National Science Foundation</b> Postdoctoral Mentoring Plan NSF INCLUDES (IGEN)</p>	<p><b>National Institutes of Health</b> Training grant requirements Required individual development plans (IDPs) National Research Mentoring Network (NRMN)</p> <p><b>National Academies of Science</b> Report on the Science of Effective Mentorship In STEMM (2019) Report on Graduate STEM Education (2018) Postdoc Experience Revisited (2014)</p>
<b>#5 Identify Champions &amp; Develop Partnerships</b>	Employee Resource Groups (e.g., Postdoc Society), R&D Staff, Coalition of the Willing, Chief Research Officer, Leaders (former postdocs at the organization), Leaders (of departments with the most postdocs), People who proactively reach out for help with mentorship, Division Heads (high-level individuals charged with developing lab-level strategies)	
<b>#6 Develop Synergies Across Career Stages</b>	<p>Postdoc Mentorship Education Program → Staff Mentorship Education Program → Revised and Resources Postdoc Mentorship Program</p>	
<b>#7 Find or Start a Community of Practice</b>	<p> <b>National Laboratory Forum / IGEN Coffee hours</b> Representatives from labs gather to talk about mentorship education and training</p> <p> <b>National Laboratory Forum</b> Representatives from labs gather to talk about postdoctoral success</p> <p> <b>Local Trained Facilitator</b> Communities of Practice</p>	
<b>#8 Import Outside Expertise</b>	<p> <b>Members of the National Laboratory Forum</b></p> <p> <b>National Postdoctoral Association community members and scholars</b></p> <p> <b>Principal Facilitators</b> from the Center for the Improvement of Mentored Experiences in Research (CIMER)</p>	



*Effective mentorship is associated with positive trainee outcomes*

*Effective mentorship is a learned and developed skill*

These strategies can be used whenever you want to implement an organizational change effort

