

Telemachus and Mentor



In Greek mythology Odysseus of Ithaca went to fight in the Trojan War and entrusted the care of his son, Telemachus, to an older and wiser friend, Mentor.

*Telemachus and Mentor developed a **strong relationship** built on the foundations of **guidance and support**.*

The word “mentor” has become synonymous with teacher, counsellor, coach, facilitator, motivator and friend.

But what if 'Mentor' was Telemachus' PI?

**Acknowledging and Negotiating the Mentor-Mentee Tensions
Inherent in the Research Lab**

April 11 & 12, 2019

Carlos Hoyt, PhD, LICSW

Schedule

10AM – 10:45AM – Framing

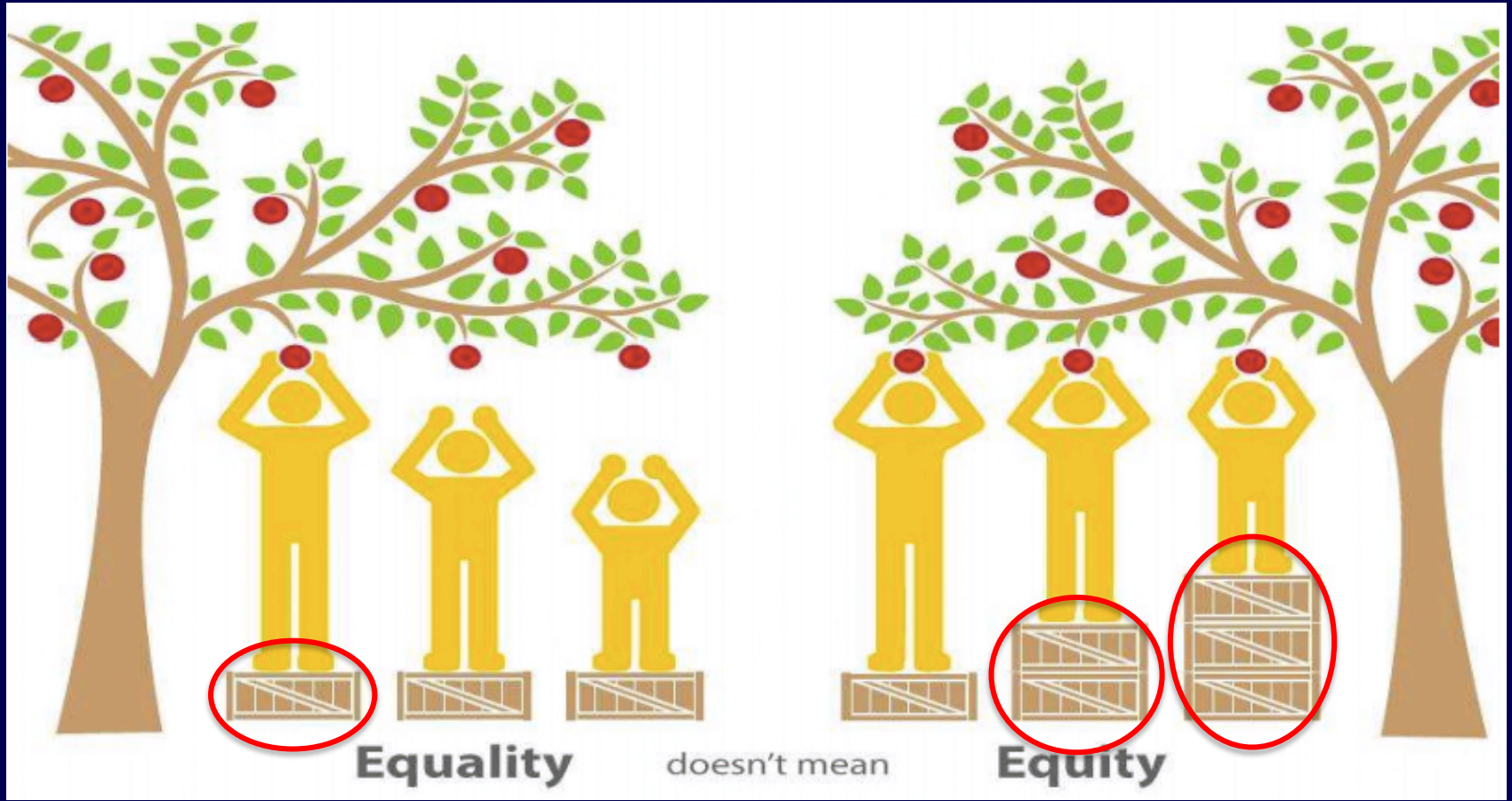
10:45AM – 11:40 – Praxis Dialogues

11:40AM – 12:00PM – Share-out

Everyone's Inclusive --- *To Some Extent*







The Pivot Corner Conundrum

As a very urban girl, I have always been puzzled by why farmers would plant crops in circles in lots that are square. Because when you fly above them, you're like, that makes no sense!

Pastor Nadia Bolz-Weber, author of *Shameless' About Sex, All Things Considered*, January 13, 2019

But then I realized, it's not that they're planted in circles, **it's that they're watered in circles.**

The center pivot irrigation system that was **developed in the '40s revolutionized farming in America, and so the water just never gets to the crops in the corners.**

And I realized that's the way it feels about the church's teaching around sex, is that **if you happen to be planted in the center**, if you happen to be a cisgender, heterosexual person who didn't have sex before marriage, who's only had sex with your one true love and you're totally flourishing within that, **then the teachings of the church are really OK for you.**

But **so many of us** were planted in the corners.

What should we mean when we talk about and pursue and seek to transform **DIVERSITY** into harmonious **COMMUNITY**?

Diversity, when referring to human individuals and groups, means

1. Acknowledging that there is more than one way to feel about, think about, and live life
1. Resisting and counteracting the tendency of those with the privilege to determine norms that are oblivious, indifferent, opposed to, or violent towards #1
1. Deliberately and relentlessly promoting spaces and processes that invite, encourage, embrace, defend, and celebrate different ways of feeling and thinking about and living life.

Diversity is inviting folks of all kinds to the table

Inclusion means letting them speak, vote, and preside.

Diversity is inviting folks of all kinds into your house

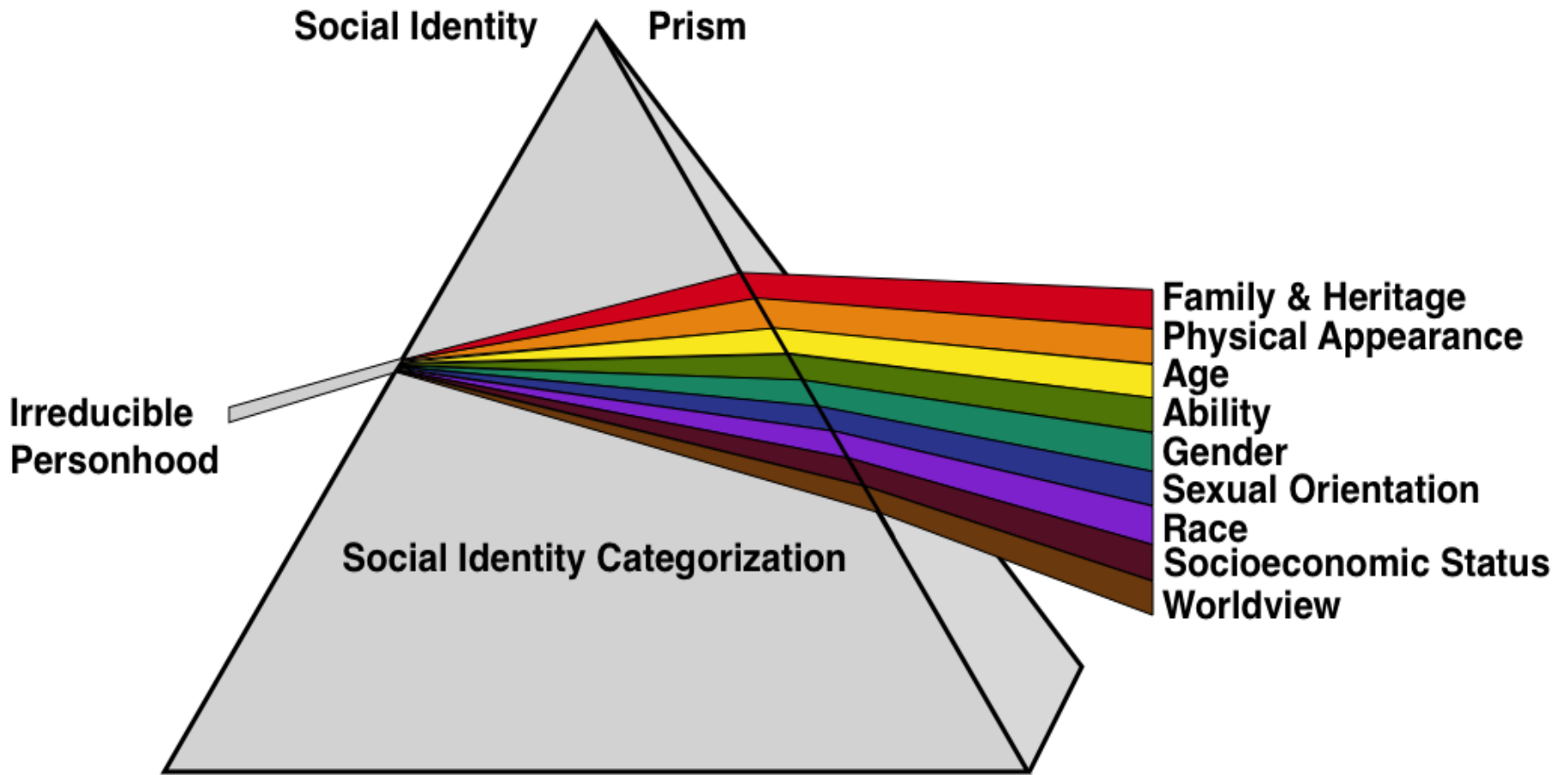
Inclusion is letting them co-own it and live there with you – it means letting them move the furniture, have a say in the meals, and how the house is decorated.

Inclusion also requires thinking inclusively about diversity

Metacognition

Awareness of *how* and *why* we tend to think as we do when we think about *social identity, social bias, and social justice* -- *thinking about our thinking* – and *managing it in the service of equity and inclusion.*

Recognizing the *human universals* that underlie social identity dynamics (e.g. our proclivities towards categorization, creating hierarchies, preferring what is familiar, etc.) – and *utilizing that awareness to find common ground and build coalitional bridges.*



Teaching the full spectrum of social identity to reduce bias, increase equity, and prepare students to think critically, engage empathically, and thrive in an increasingly complex and interconnected world.

Our shared humanity gets savagely challenged when our differences are narrowed into one devised system of uniquely powerful categorization.

- Sen, 2007

Social Identity

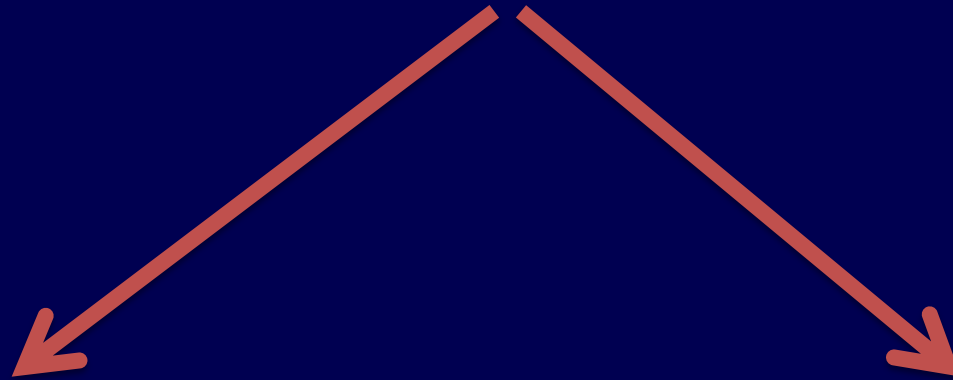


Victim or Vector of ***Social Bias***



Challenges-Opportunities to increase ***Social Justice***

*Understanding **Social Identity***



*Reducing
Social Bias*

*Increasing
Social Justice*

Explicating implicit necessities



UC San Francisco is leading revolutions in health – and those revolutions often start in the lab. From basic science to clinical research, we are constantly **pushing scientific boundaries and earning worldwide recognition for our discoveries.**

A key element of UCSF's research success is its deeply ingrained culture of collaboration. Scientists regularly reach across disciplines and beyond the borders of UCSF to advance knowledge in basic science and formulate new strategies for treating disease — **insights that would be elusive in laboratories focused only on a single research approach.**

This collaborative spirit and its echo effect yield life-changing results: Our faculty members are uncovering ways to prevent and treat a wide array of diseases, including cardiovascular disease, neurological disorders, cancer, diabetes, genetic disorders, and immunological and infectious diseases.

The caliber of UCSF's research is world renowned. Our faculty have won nearly every leading prize in the health sciences, from Nobel Prizes to National Medals of Science. For nearly a decade, UCSF has earned its place as the top-funded public academic institution by the National Institutes of Health.

And?

Essential to UCSF's culture of collaboration is its inclusive approach to mentor-mentee dynamics.

Acknowledging the tensions, complications, and opportunities inherent in the mentor-mentee relationship, Principle Investigators and their doctoral protégés attend to the *technical training, advising, social identity, work-life balance, and post-doctoral planning* dimensions of the relationship.

Responsibilities of Principal Investigators

Principal Investigators (PIs) have final responsibility for:

1. The validity and quality of the **data and reports** generated from their laboratory or clinical program.
2. Fulfilling the research, reporting, and **publication standards, policies, and procedures** of the Department of Neurological Surgery, the University of California, San Francisco, and the USPHS, National Institutes of Health, National Science Foundation, and Office of Research Integrity.
3. Formally **orienting** junior faculty, fellows, residents, and staff **to those standards**, policies, and procedures and, to the maximum extent possible, seeing to it that they are upheld.
4. Overseeing the work done by fellows, residents, and staff to assure that each has the knowledge, information, and skills necessary to **meet the standards** of the institution and scientific convention.

From: <https://neurosurgery.ucsf.edu/research-guidelines>

5?

Facilitating an inclusive lab environment and culture by attending to the often complex and sometimes challenging intra- and interpersonal dynamics at the intersection of *technical training, advising, social identity, work-life balance, and post-doctoral planning* factors inherent in every mentor-mentee relationship.



“Even a [person] who is pure in heart
and says [their] prayers by night
may become a wolf when the
wolfbane bloom
and the autumn moon is bright.”

- Curt Siodmak - "The Wolf Man" (1941)

What are your **werewolf pacts**?

What are your personal strategies to prevent succumbing to
unintentional social bias?

What are the program's strategies to prevent social bias?

How does it feel to be characterized as a werewolf?

COGNITIVE DISSONANCE

*Liars are
bad people...*



But I just lied.

Leon Festinger (1957) proposed cognitive dissonance theory, which states that a powerful motive to maintain cognitive consistency can give rise to irrational and sometimes maladaptive behavior.

Example:

*I hate myself for loving you
Can't break free from the things that you do.*

*I wanna walk away, but I run back to you
That's why I hate myself for loving you.*

- Joan Jett and the Blackhearts

Example:

I am dedicated to providing fair and equal education and care to all of my students.


I am bound to harbor preferences/biases/blindspots that dispose me to being less than fully inclusive.

Micro-aggressions:

Apparently small acts which convey an unwelcoming message to people who are perceived to be different. These are often unintentional but serve to highlight the difference and make the individual feel less welcomed.

dignity (n.) c. 1200

"state of being worthy," from Old French dignite "dignity, privilege, honor," from Latin dignitatem (nominative dignitas) "worthiness," from dignus "worth (n.), worthy, proper, fitting," from PIE *dek-no-, suffixed form of root *dek- "to take, accept."



Gloves, scissors,
gender role,
deployed
in service of the
hegemon.

I am
in irreconcilable
conflict with
I am.

Avert thine eyes
to preserve the
delusion of
innocence.

This small thing
to be one of us!
Be one of us
by being less of
you.

I am him.
And he is me.
And this is
traumatic.
For ALL of us.

Where is the Hegemon?
Everywhere
And invisible

Where are YOU?

Where is UCSF?

“Sometimes people hold a core belief that is very strong. When they are presented with evidence that works against that belief, the new evidence cannot be accepted. It would create a feeling that is extremely uncomfortable, called **cognitive dissonance**. And because it is so important to protect the core belief, they will rationalize, ignore and even deny anything that doesn't fit in with the core belief.”

— [Frantz Fanon, *Black Skin, White Masks*](#)

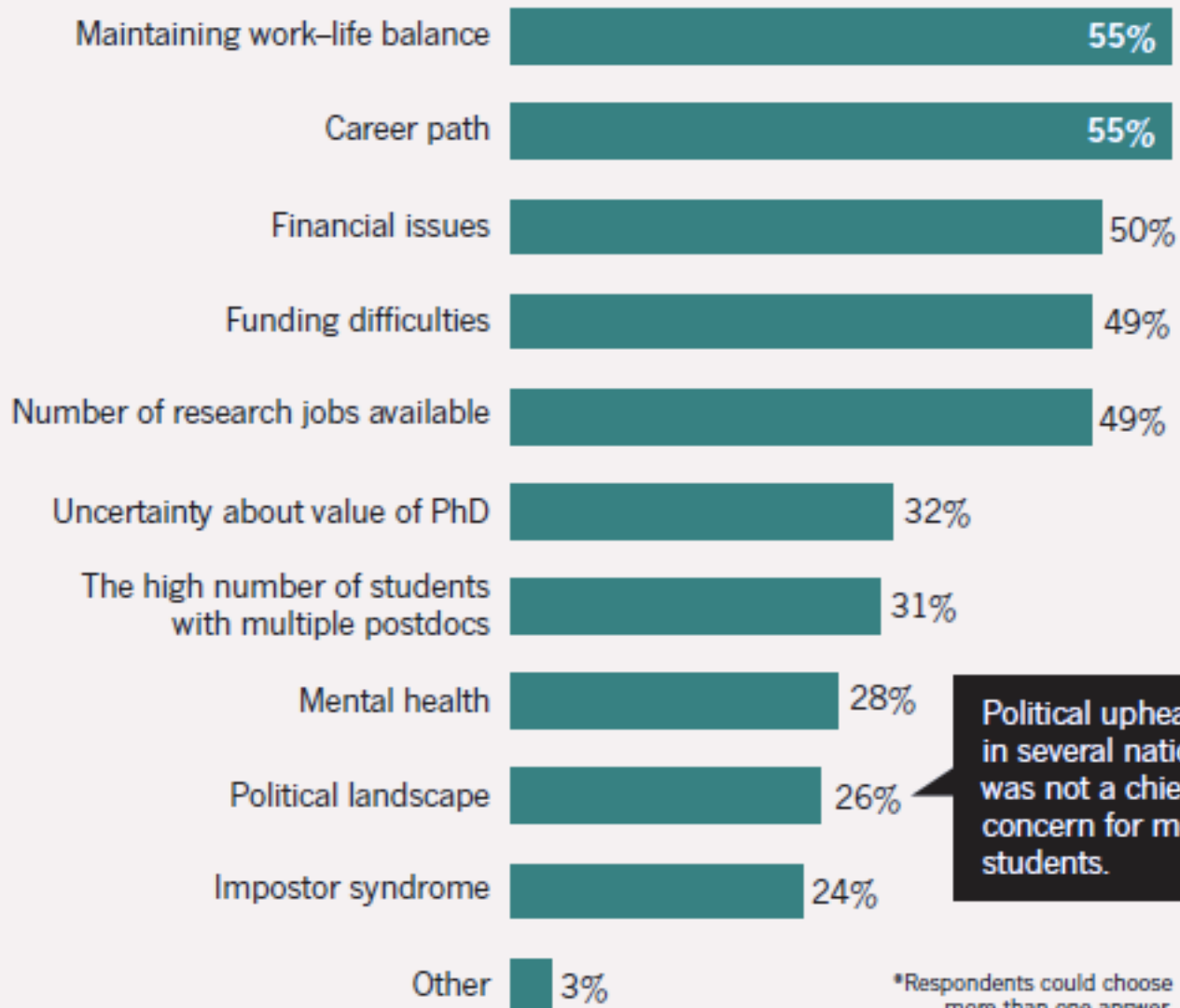
A Love-hurt Relationship

Nature's 2017 PhD survey reveals that, despite many problems with doctoral programmes, PhD students are as committed as ever to pursuing research careers.

Science PhD students love what they do — but many also suffer for it. That's one of the top findings from Nature's survey of more than 5,700 doctoral students worldwide.

From: Nature, October 26, 2017

Q What are you most concerned about since starting your PhD?*



Political upheaval in several nations was not a chief concern for most students.

*Respondents could choose more than one answer.



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UCSF MENTORSHIP CLIMATE SURVEY APRIL 2017

Student satisfaction with mentorship decreases over time in the graduate program.

While mentorship around research is consistently rated as effective, mentorship around training opportunities and career goals is rated as less effective.

Students also indicate that expectations of them are not clear and that many mentors do not take students' well-being into consideration in their mentoring relationship.

Praxis Dialogues

Practical proposals to improve the facilitation of an inclusive lab environment and culture by attending to the often complex and sometimes challenging intra- and interpersonal dynamics at the intersection of *technical training, advising, social identity, work-life balance, and post-doctoral planning* factors inherent in every mentor-mentee relationship.

Dialogue procedure

1. Please review the recommendations from the 2017 climate survey and the best practices shared following the 2017 mentor-mentee relationship workshop.
2. Please consider Carlos' framing for this dialogue. What was most relevant for you? What was missing?
3. Consider and create practicable proposals to produce quantifiable gains in mentor-mentee relationships.
4. Please consider (without identifying individuals) how we can/should address and overcome reluctant and/or recalcitrant PIs.
5. Please use the survey link you were given to enter your group's proposals

Serial Testimony - the "autocratic administration of time in the service of democratic distribution of time."

Each speaker is allotted a certain amount of time, two minutes for example, to share his/her thoughts and/or feelings on a given topic.

Successive speakers do not respond to what others have said. Emphasis is not on responding, but on **listening respectfully** to each person's contribution. A person may pass (continue listening). In this way, everyone has an equal opportunity to participate...."

From: <https://nationalseedproject.org/impact/seed-leaders-speak/259-seed-as-change-agent-personal-institutional-and-community>