

Mentoring & Coaching to Improve the Quality of Scientific Publication



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THE HEALTH SCIENCES CENTER

Disclosures



I acknowledge the University of the Philippines Manila for my travel and and the MAMJE Organizing Committee for hosting my accommodations.

Apart from this, I believe I have no financial or other (including personal) relationships, intellectual passion, political or religious beliefs, and institutional affiliations that might lead to a conflict of interest in making this presentation.



Objectives



- To define the Mentor and the Mentoring Process
- To discuss Mentoring Curiosity and Competencies: the Socratic Method of Questioning , the Lost Art of Active Listening and Mentoring Process Stages
- To define mentoring and coaching in terms of focus, role, relationship, source of influence, personal returns and arena
- To describe Processes, Goals and Methods of Mentoring and Coaching authors, reviewers, editors ...



The beginning of wisdom
Is a definition of terms

Mentor*



*Homer, "The Odyssey"

- Mentor's responsibility went beyond that of provider, nurturer, or teacher, and covered every aspect of Odysseus' sons' life.
- These included the "physical, intellectual, spiritual, social, and administrative development" of Telemachus
(Clawson, cited in Crow and Matthews, 1998)
- Mentor went even further and facilitated Telemachus' ability "to think and act for himself"
(Kay, cited in Crow and Matthews, 1998)



*wise teacher, guide, philosopher, friend, advisor, sponsor



Who is a Mentor?



A mentor is an established practitioner and respected peer, who offers, through an ongoing professional relationship with his or her mentee, opportunities to develop, stimulate and maintain their professional (and personal) development by:

Freeman R, 1998



Who is a Mentor?



- *Discussing any current professional (and personal) concerns*
- *Providing space and time to reflect on, and evaluate their work*
- *Helping to identify further learning needs*
- *Offering help and support with personal and professional development*

Freeman R, 1998



Who is a Mentor?



Mentors are guides.

They lead us along the journey of our lives.

We trust them because they have been there before.

*They embody our hopes,
cast light on the way ahead,*

interpret arcane signs,

warn us of lurking dangers,

and point out unexpected delights along the way.

Daloz LA, 1986. Effective Teaching and Mentoring: Realizing the Transformational Power of Adult Learning Experiences





The Mentoring Relationship

Mentoring is a dynamic, reciprocal relationship between an advanced career incumbent (mentor) and a less experienced professional (mentee) aimed at promoting the development and fulfillment of both.

Healy CC, Welchert AJ, 1997. Mentoring Relations: A Definition to Advance Research and Practice



**What is the MOST IMPORTANT ABILITY
of a GOOD MENTOR?**

And therein we find the secret to Peter Drucker:

*He had a remarkable ability not just to give the right answers,
but more important, to ask the right questions—
questions that would shift our entire frame of reference.*

Excerpted from Jim Collins. 2005. Lessons From A Student Of Life. Business Week.
28 November. Available from:

http://www.businessweek.com/magazine/content/05_48/b3961007.htm

Curiosity: Awesome Questioning

- **Awesome Questioning (Socrates' Greatest Secret)**
 - brings insight (*understanding vs information-seeking*)
 - which fuels curiosity (*pursuit of insight/discovery*)
 - which cultivates wisdom (*by-product of perpetual C*)

Bell, 2002



**What is the MOST IMPORTANT ABILITY
of a GOOD MENTOR?**

AWESOME QUESTIONING!

**What is the NEXT MOST IMPORTANT
ABILITY
of a GOOD MENTOR?**

Curiosity: The Lost Art of Listening

- Lost Art of Listening
(not to “start” ... but to “stop”...)
 - “bracketing”
 - Focus on focus
 - “attending”
 - Assume the “absorbed reporter” position
 - “leading,” “probing”
 - Be a mirror
 - “reflecting”
 - Let the protégé cue you

Bell, 2002



Ear

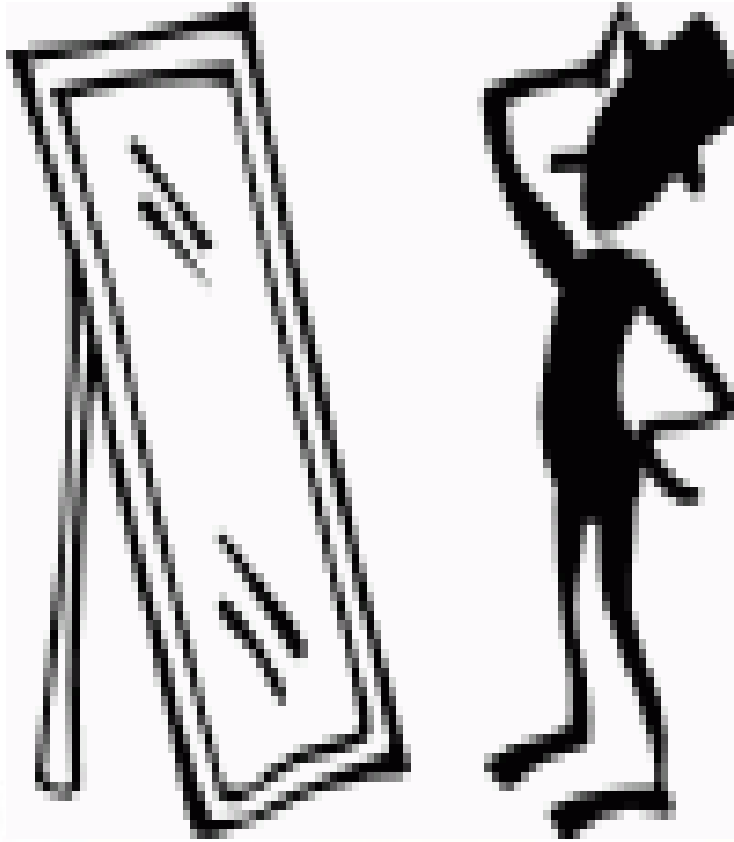
耳聽

Eyes

*Undivided
Attention*

Heart

reflecting



Content

Paraphrasing

Feeling

*Empathy vs
sympathy*

Experience

Authenticity



Mentoring Process Stages

Mentoring Process Stages

- **Surrendering**
 - leveling the learning field
- **Accepting**
 - creating a safe haven for risk-taking
- **Gifting**
 - the main event
- **Extending**
 - nurturing protégé independence

Mentoring Actions

- Humility
- Curiosity
Courage
- Advice/Feedback
Support/Focus
- Inspiration

Bell, 2002



Is Mentoring the same as Coaching?

Mentoring and Coaching

| | Mentor | Coach |
|---------------------|----------------------------|----------------------|
| Focus | Individual | Performance |
| Role | Facilitator with no agenda | Specific agenda |
| Relationship | Self selecting | Comes with the job |
| Source of influence | Perceived value | Position |
| Personal returns | Affirmation/learning | Teamwork/performance |
| Arena | Life | Task related |

Starcevich MM , Friend FL. Attributes of Effective Mentoring Relationships: Partner's Perspective . Available from <http://www.coachingandmentoring.com/Articles/mentoring.html>



Mentoring and Coaching: Focus

- Mentors focus on person, their career and support for individual growth and maturity
- The coach is job-focused and performance oriented.



Starcevich MM , Friend FL 2010

NO AGENDA



Mentoring and Coaching: Role

- Mentoring is a power free, two-way mutually beneficial relationship. Mentors are facilitators and teachers allowing the partners to discover their own direction.
- A coach has a one-way set agenda to reinforce or change skills and behaviors. The coach has objectives/goals for each discussion or session.



Starcevich MM , Friend FL 2010

Mentoring and Coaching: Relationship

- Self-selection is the rule in mentoring relationships with the partners initiating and actively maintaining the relationship.
- The persons and mentor have choices—to continue, how long, how often, and our focus.
- In an organization coaching comes with the job, a job expectation, in some organizations a defined competency for managers and leaders.



Starcevich MM , Friend FL 2010

Click Here to Find Your Mr. Myagi

Wax On... Wax Off.



Mentoring and Coaching: Source of Influence

Interpersonal Skills

- A mentor's influence is proportionate to the perceived value they can bring to the relationship.
- Power free relationship based on mutual respect and value.

Interpersonal Skills

- The coach also has an implied or actual level of authority by nature of their position, ultimately they can insist on compliance.



Starcevich MM , Friend FL 2010

Mentoring and Coaching: Source of Influence

- "Mentor" is a reputation that has to be personally earned, **you are not really a mentor until the partner says you are.**
- Your job description might contain "coach" or you might even have that job title—it's just a label or expectation.



Starcevich MM , Friend FL 2010



Mentoring and Coaching: Returns

- The mentoring relationship is reciprocal. There is a learning process for the mentor from the feedback and insights of the partners.
- The coach's returns are in the form of more team harmony, and individual job performance.



Starcevich MM , Friend FL 2010

Mentoring and Coaching: Arena

- A great deal of informal mentoring is already occurring. If I am your mentor chances are you have chosen me to be of help with some aspect of your life.
- Coaching even in the sporting arena is task related—improvement of knowledge, skills or abilities to better perform a given task.

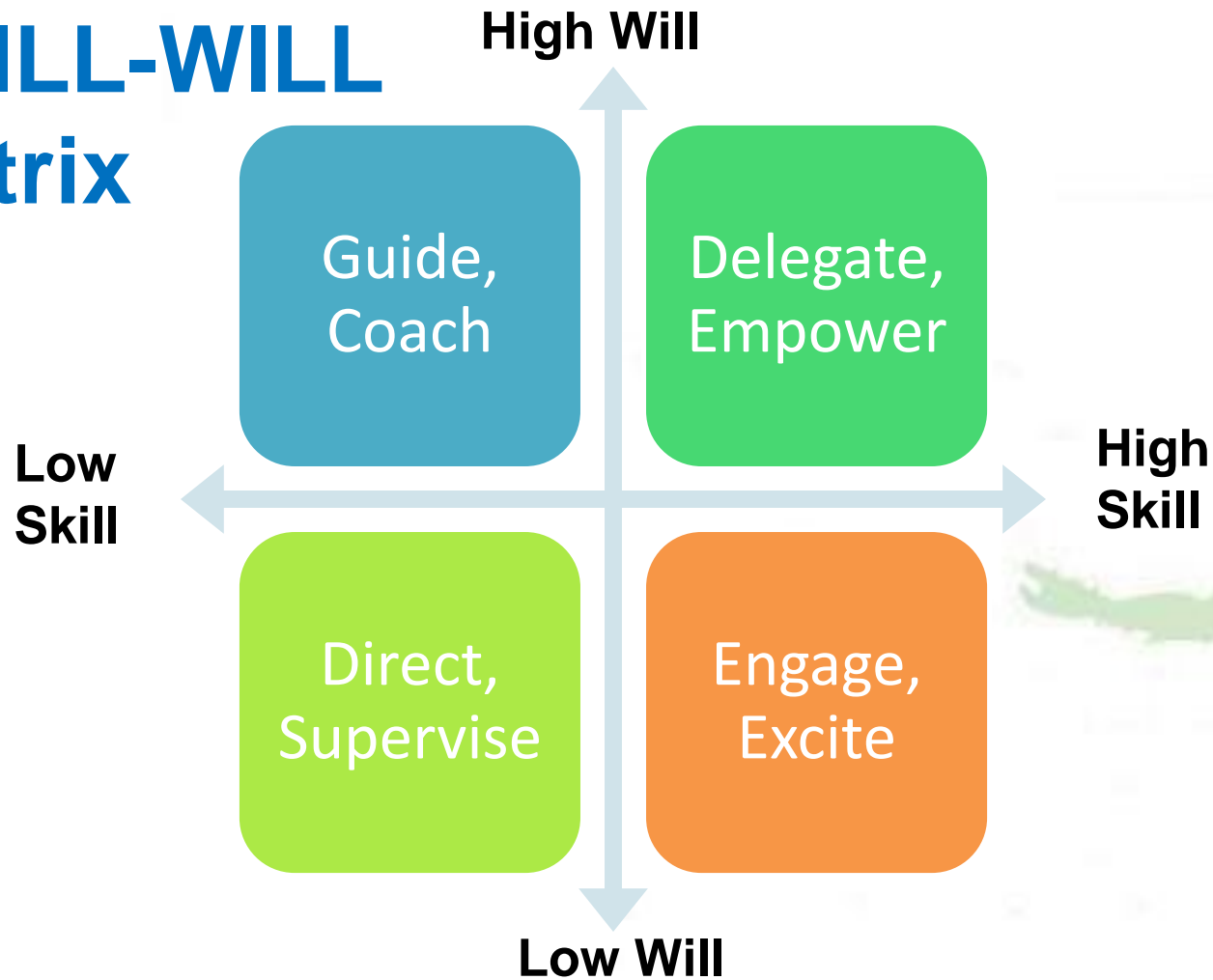


Starcevich MM , Friend FL 2010

Mentoring & Coaching Authors, Reviewers, Editors and Librarians



The SKILL-WILL Matrix



Source: Adapted from Max Landsberg. 1996. *The Tao of Coaching: Boost Your Effectiveness at Work by Inspiring and Developing Those Around You*. HarperCollins.



Mentoring and APAME



APAME MISSION:

“to contribute to the improvement of health in the Asia Pacific Region by ensuring the quality and dissemination of health-related information published in medical journals, utilized for the purposes of better decision-making and effective delivery of health services.”





Mentoring and APAME



APAME OBJECTIVES:

- (1) encourage collaboration and facilitate communication among medical journal editors in the region and globally;
- (2) improve editorial standards & promote professionalism in medical editing through education, self-assessment, and self-governance;
- (3) facilitate research writing and peer-review processes through training workshops, seminars, and other activities;
- (4) foster the continuing education of medical journal editors, reviewers, editorial staff, publishers and librarians in the region.





Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Get Yourself a Mentor and a Friend

Deliberately cultivate professional relationships with people who spark your creativity and intellectual curiosity.

Find mentors who can guide you through the tricky waters of publishing and other elements of professional life.

Publish, Not Perish: The Art and Craft of Publishing in Scholarly Journals.
University of Colorado 2006. Available from <http://www.publishnotperish.org>





Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Get Yourself a Mentor and a Friend

Where do you find these people?

Start with your current department, institution, organization.

Then network further, at conferences and events.

Publish, Not Perish: The Art and Craft of Publishing in Scholarly Journals.
University of Colorado 2006. Available from <http://www.publishnotperish.org>





SWITZERLAND

SINGAPORE

Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Get Yourself a Mentor and a Friend

- Make yourself available to peers and senior colleagues to answer questions, brainstorm ideas, proofread manuscripts, and provide feedback. They' ll start to do the same for you.

Publish, Not Perish: The Art and Craft of Publishing in Scholarly Journals.
University of Colorado 2006. Available from <http://www.publishnotperish.org>



Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Topics that might arise in the course of Mentoring

- What conferences should you attend? How much travel is allowed/expected/supported? How do you choose between large conferences and smaller events? What can you do at professional gatherings to gain the type of exposure that can lead to good contacts?

*Adapted from Rachel Thomas's
"Exemplary Junior Faculty Mentoring Programs"*



Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Topics that might arise in the course of Mentoring

- Authorship etiquette: on collaborative efforts, how are the authors listed? Where do graduate student names go? How important is first authorship? How is alphabetical listing of authors viewed?

*Adapted from Rachel Thomas's
"Exemplary Junior Faculty Mentoring Programs"*



Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Topics that might arise in the course of Mentoring

- Where should you publish? What should you publish? How much/how often? What are your Institution's expectations regarding publication before tenure and promotion? How do journal/chapters in edited collections/conferences compare? How much "new" work is necessary to make something a "new" publication? May material published be submitted elsewhere? When is it time to worry if you haven't published?

*Adapted from Rachel Thomas's
"Exemplary Junior Faculty Mentoring Programs"*



Mentoring and APAME



APAME IS PEOPLE: Be Inspired

Topics that might arise in the course of Mentoring

- Is it worthwhile to send published reports to colleagues here, and elsewhere? What's the line between sharing news of your accomplishments and appearing self-congratulatory?

*Adapted from Rachel Thomas's
"Exemplary Junior Faculty Mentoring Programs"*



*To live is to change, and to be perfect is to
have changed often.*

—John Henry Newman



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www.apame2015.pchrd.dost.gov.ph



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Forum 2015 Video:

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<https://docs.google.com/file/d/0BwnVsGdZMRRpQTZLR3ptOTRvaUE/edit>

Maraming salamat po!