

# Cultivating Mentors, Workshop C: Action Plan

**Goal**

**Action Steps**

**Resources**

**Progress Check**

**Date:**

## Actionable Practices

### Consider Your Culture

- What are our shared and emphasized **values**? (ie: orientation to outcomes, people, tasks, the team, details, innovation, competition, collaboration, etc.)
- How do we relate to hierarchy?
  - What is our distribution of responsibility and decision-making power?
- How do we set and communicate priorities?
  - Are timelines and deadlines spoken or unspoken?
  - How do we define and track productivity?
- What is our attitude toward mistakes?
- Whose responsibility is it to get/give clarifying information?
- What are the non-negotiables for you, your team as a whole, and the individuals within it?
- Where are we living up to these values? Where are we not?

### Communicate Expectations

- Address the explicit and implicit expectations in the process of integrating new hires and acclimating them to the work environment.
- Do you have a process for this? Who is involved? Is it given adequate time and resource? Is it an ongoing effort?
- Note: the goal is to create an environment that can foster belonging and good work - not just to force assimilation that erases individual cultural differences and gifts.
- Find ways to formalize shared values and expectations (in a document, in meeting structure, in regular conversations, etc. )

### Connect the Dots

- Listen, foster social interaction, relate what happens inside the lab to what happens outside.
- Be explicit in your detailed asks of students. They may assume you know what's already on their plate. Have conversations to help them clearly understand and act on priorities.
- Also be clear about deadlines. Many times students are operating under the feeling that almost everything “should have been done yesterday” and the stress of perpetual deadlines takes a toll on productivity.
- If you run into barriers here, ask why. Take the time—community provides a sense of purpose, allows knowledge to flow, develops and retains valuable staff and perspectives. Be aware of the power of your position as a bystander and, potentially, a person of social and institutional authority.