

Thematic Areas	Competencies	Examples
Communication & Relationship Management	Align expectations	Align and communicate mutually beneficial expectations for mentoring relationship
		Make explicit institutional and discipline-specific norms, standards, and expectations
	Address availability and accessibility	Demonstrate commitment to mentee/make mentee a priority (e.g. being available for meetings as needed, providing prompt feedback to emails, grants, papers, Establish frequency of meetings and interim communication modes
		Enhance Interactional Skills
		Engage in active listening
		Ask probing questions
		Actively promote feedback
Effectively manage conflict and disagreement		
	Take into consideration perspectives and realities other than mentor's own	
	Foster a sense of belonging and trust	
	Effectively negotiate dialogue across diverse backgrounds, disciplines, departments, generations, ethnicities, and positions of power	
Psychosocial Support	Attend to cultural diversity issues	Understand how individual differences and cultures influence mentoring relationships
		Communicate effectively across diverse dimensions including varied backgrounds, disciplines, ethnicities, positions of power, and styles
	Serve as role model	Provide work-life balance guidance
	Establish capacity to reflect on and enhance relationship	Demonstrate positive leadership skills (e.g. demonstrate how to build a research team, manage a lab, how to find, hire and keep good people)
		Tailor amount and type of psychosocial support to the personality, circumstances, and response of the individual mentee
Encourage peer mentoring	Acknowledge and celebrate mentee's successes	
	Empower mentee to seek guidance and help from other scholars at their level of training	
Career and Professional Development	Prepare and guide implementation of a career development plan	Identify gaps in mentees knowledge in order to create a realistic career development plan
		Adjust mentee's responsibilities over time to foster their independence
	Guide development of professional skills	Develop strategies for and guide mentee on professional skills and career development
	Provide information and guidance to navigate academic/institutional environment	Help mentee understand the fiscal realities of an academic career (e.g. negotiations with industry, working with contracts and grants, PI responsibility for fiscal management)
	Actively promote mentee within institution and discipline	
	Help mentee navigate institutional systems	
Professional Enculturation & Scientific Integrity	Model and instruct ethical behavior	Model and teach ethical conduct in research for mentee such as the protection of research subjects and conflicts of interest
	Socialization into Institutional & Disciplinary/Interdisciplinary	Enhance socialization to institutional culture and to the culture of the broader scientific community
	Socialize to culture and rules of science	Establish rules and guidelines to uphold integrity of mentee's data
Research Development	Assist mentee in designing and implementing a research training plan	Diagnose mentee gaps in knowledge and experiences
		Identify and assess relevant local and national resources (e.g. courses, workshops, etc.)
		Collectively identify educational resources and experts to fill gaps
	Assist mentee in designing and implementing a research plan	Guide mentee to formulate and evaluate appropriate research questions
		Guide mentee to create a robust study design
		Guide mentee to develop a sustainable plan for implementing projects
	Provide guidance for scientific problem solving	Establish a monitoring process to regularly assess that research goals and benchmarks are being met
	Help mentee anticipate potential problems and solutions that may occur over the course of a project	
C/T Investigator Development	Assist mentee in formulating clinical and translational research questions.	Assist mentee in identifying potential testable research hypotheses
		Guide mentee to apply translational research strategies to clinical or basic research study designs
	Model and advise mentee on building and managing an effective multidisciplinary team	Participate, initiate and coordinate interdisciplinary mentoring team activities
		Demonstrate and advise mentee on strategies to develop high performing and successful interdisciplinary teams
	Identify mentee developmental and scientific needs across the translational aspects of research and assist them in designing strategies and establishing linkages/networks to meet those	Assist mentees in fulfilling the range of competencies expected of them by identifying their gaps in knowledge and advising them on appropriate tasks to fill these gaps
	Understand personal gaps in expertise and knowledge in order to link mentee to experts in those topic areas and disciplines	