



## NORMALIZING FAILURE FACILITATOR GUIDE

### USING THIS FACILITATOR GUIDE

- Please use either the mentor or mentee case study based on group participants

### FACILITATOR QUESTIONS

- Reflecting on your career so far, what were some setbacks that were important in shaping your approach or career trajectory?
- What strategies have you developed for handling criticism (for example, when receiving manuscript rejections, grant feedback, or feedback from colleagues about performance that didn't meet expectations)?
- What role models have you had who handled failure or setbacks in a way you admired? What did they do?
- What feedback strategies have made a difference to you when receiving criticism? How has it affected the way you choose to give feedback?

### CASE STUDY FOR MENTORS

*Your trainee's manuscript has just been rejected by the fourth journal. While you were involved in the study design, there were some flaws in its execution that limited its generalizability. The trainee wants to walk away from the project and accept that it's not worthy of publication. What do you do?*

- Prompts: consider different types of journal articles, submitting inquiry letters to editors prior to the next submission, reframing it as a pilot study/less generalizable study

### CASE STUDY FOR MENTEES

*You've just received the fourth rejection of a scholarly manuscript and have serious concerns about its value or ability to get published, but this is your first time trying to publish a manuscript, and you don't know how to interpret it or what to do next. Your mentor is very busy and has helped a little with the response to the reviewer letters but says it's up to you to decide whether to resubmit. What do you do?*

- Prompts: Who else could you turn to for guidance on this decision, and for additional expertise on the publishing process and different options? Think about different types of journals, including those tailored to trainees, brief report formats, or less rigorous options, lower-impact journals, and finding additional mentorship

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