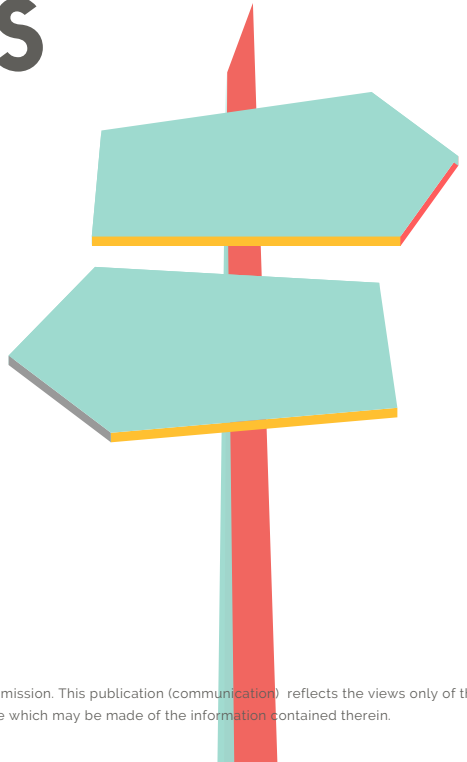


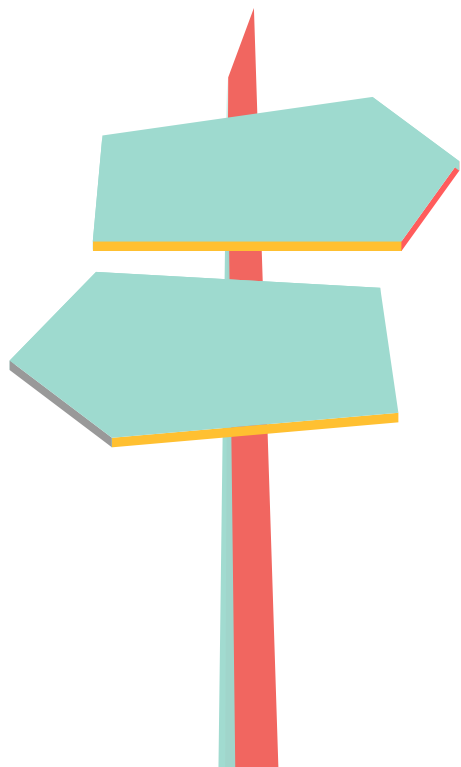
**PATHWAY PROJECT**

# **HANDBOOK FOR MENTEES AND MENTORS**



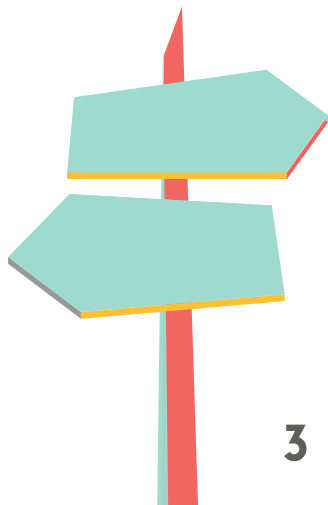
**Erasmus+**

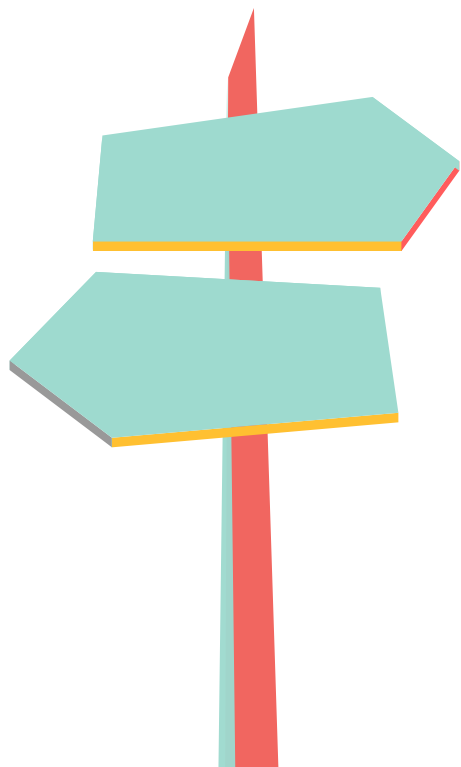
This project has been funded with support from the European Commission. This publication (communication) reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# INDEX

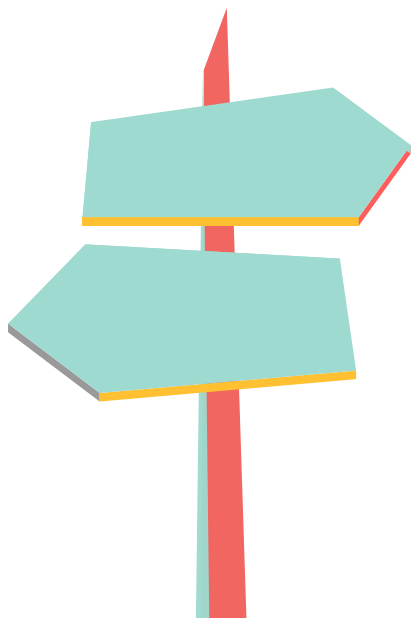
<b>Chapter 1: Introduction</b>	p. 5
-Background Information	p. 6
-Introduction	p. 7
<b>Chapter 2: Mentees and Mentors</b>	p. 9
-Selection and Training	p. 10
-The Matching Process	p. 11
-Mentee & Mentor Profiles	p. 12
<b>Chapter 3: Mentoring Sessions</b>	p. 13
-Mentoring Sessions	p. 14
-Getting the most out of Mentoring	p. 15
<b>Chapter 4: Additional Resources</b>	p. 17
-GROW Model	p. 18
-Back-office Support	p. 19
-Colophon	p. 20





# CHAPTER 1

# INTRODUCTION



# BACKGROUND INFORMATION

It is broadly agreed that current translational medicine fails to sufficiently bridge the gap between bench and bedside. This results in tremendous waste in research investments and numerous biomedical innovations that never reach patients. There is general consensus that clinician-scientists hold the key to bridge this gap, however their numbers seem to be declining due to failure to attract and retain them in the academic workforce.

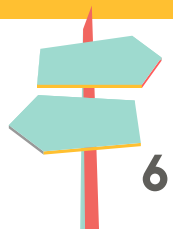
To this end the PATHWAY project was started. After being granted an **Erasmus+** fund its initial objectives include:

- Creating efficient, sustainable and attractive career pathways for the advancement of translational medicine
- Innovating extracurricular education to provide tools to successfully transverse the complicated (bio)medical landscape
- Generating impact by raising awareness amongst all stakeholders throughout Europe about the added value of this project

When designing deliverables to achieve these objectives the PATHWAY project team quickly discovered that the key to this complex problem is not to focus on clinician-scientists solely, but to appreciate the interdisciplinary environment they work in and include life-scientists in some of the building blocks as well. Thus it was decided that the mentorship programme should be open to a mix of participants from the clinical and research world in order to foster fruitful working relationships and together work towards the advancement of translational medicine.

**Further information regarding this project  
can be found at:**

[www.pathwayproject.eu](http://www.pathwayproject.eu)



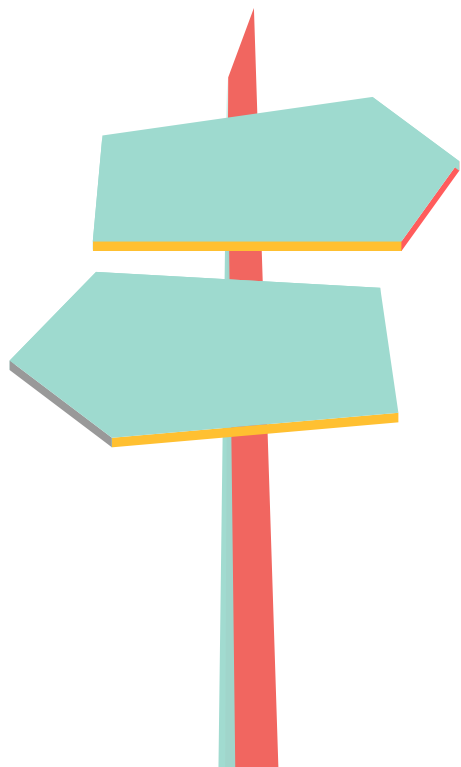
# INTRODUCTION

The aim of the PATHWAY mentorship programme is to support clinician-scientists and life-scientists in training to further their career goals and to remain in a translational academic career pathway.

Mentors provide critical support to early career clinician-scientists and life-scientists at a time when they are facing complex professional and personal issues and decisions.

Mentoring during this period provides understanding, reassurance, and guidance that ultimately strives to retain clinician-scientists and life-scientists in academia where they form an indispensable link between research and clinical practice within the field of translational medicine.

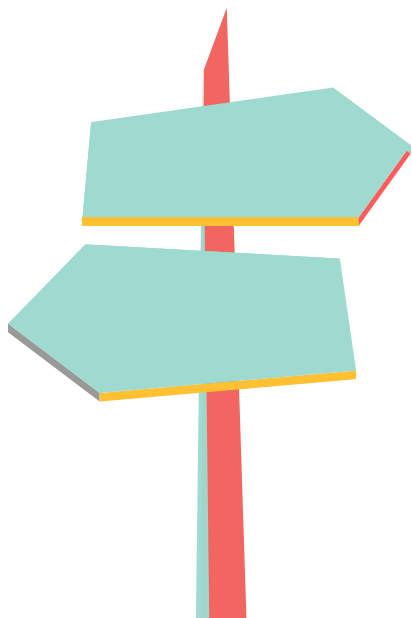






# CHAPTER 2

## MENTEES AND MENTORS



# SELECTION AND TRAINING

The yearly Eureka summer school, 'Translational Medicine: Doing the Right Research Right', hosted by Utrecht University welcomes students from around the world to an intense week of sessions and discussions about the current (bio)medical research landscape. During the summer school clinician-scientists and life-scientists in training are given the opportunity to sign up for the mentorship programme which is designed to complement the summer school curriculum and to provide further support once participants return to their home institutions. Mentors are experienced researchers/clinical academics with an established research and/or clinical practice within the field of translational medicine, selected from the ever-growing Eureka alumni network.



Online training will be available to both mentees and mentors before the start of the mentorship programme. This training will prepare both sides before the start of the programme and include:

- Mentorship theory; roles of the mentee/mentor and framework for mentoring sessions
- Being a successful clinician-scientist/life-scientist; specific aspects and issues of these careers
- 21st century skills; professional transferable soft skills
- Individual career roadmap; based on an overview of known career pathways and options

# THE MATCHING PROCESS



During the online training course mentees and mentors follow modules that educate them about how to foster successful and fruitful mentoring relationships. During each module, mentees and mentors will be asked to answer and discuss specific questions that will be used to create an individual profile to facilitate the matching process. It will be stated clearly which answers will be shared with the rest of the online group to stimulate discussion and which answers will be private or anonymous.

For **mentees** these questions will be more exploratory to discover where they are in their career and where they would like to go, what kind of skills they are looking to develop further, and what they would like to take from the mentorship programme. For **mentors** the profile will describe both their professional and personal qualities, giving mentees an understanding of who they are as a person, what drives them, and their general outlook on life rather than focusing solely on their career successes.

Mentees will choose from a shortlist of potential mentor matches, using both their own profile and that of the mentors to narrow down their choice. Pairs will be put in touch with each other via email by the PATHWAY project team and an initial online introductory meeting will follow.

In the case of a mismatch, the team will mediate to make sure the mentee finds a suitable mentor to begin the programme. It is our goal to provide a rich mentor pool for mentors to choose from, let it be noted that it is possible that not every mentor will be matched with a mentee and that some may have multiple matches.

# MENTEE & MENTOR PROFILES

**For mentee profiles example questions include:**

- What kind of mentor are you looking for?
  - What kind of topics would you discuss with a mentor?
  - Which professional pitfalls would you like to discuss with a mentor?
  - What would you like to improve?
- Write your own professional wish list.
- Contact preferences: frequency, meetings online vs face-to-face, country, languages, etc.

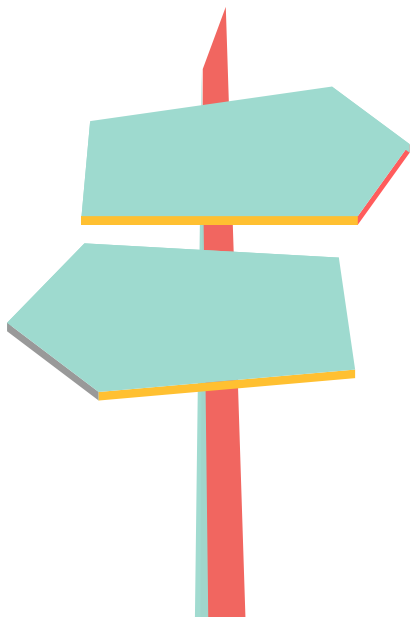


**For mentor profiles example questions include:**

- What makes a good mentor in your eyes?
- How do you make tough decisions?
- How do you ensure a healthy work/life balance?
- What is the hardest professional obstacle that you have had to overcome?
- Contact preferences: frequency, meetings online vs face-to-face, country, languages, etc.

# CHAPTER 3

## MENTORING SESSIONS



# MENTORING SESSIONS

Mentoring sessions will take place (online) at least twice per year. It is up to the mentee and mentor to schedule these meetings at their preferred frequency.

An initial minimal commitment of two years is asked of all participating mentees and mentors. After this time period both mentees and mentors are free to continue or terminate the programme as they see fit.

Mentoring sessions should be prepared and documented using the provided 'Individual Career Roadmap' in the online course environment which is designed to provide guidance and insight into important crossroads early career clinician-scientists and life-scientists generally face. Both the mentee and mentor are responsible for keeping track of their meetings and the development of this roadmap as their online portfolio.



# GETTING THE MOST OUT OF MENTORING

In order to get the most out of mentoring a framework for the mentoring sessions is provided:

## Both the mentee and mentor should:

- Focus on contributing their time and knowledge freely.
- Talk about how they will communicate and set boundaries for their relationship.
- Talk about what they expect to achieve in the mentoring relationship.
- Speak up if they want to take the discussion in a new direction or if something isn't working.

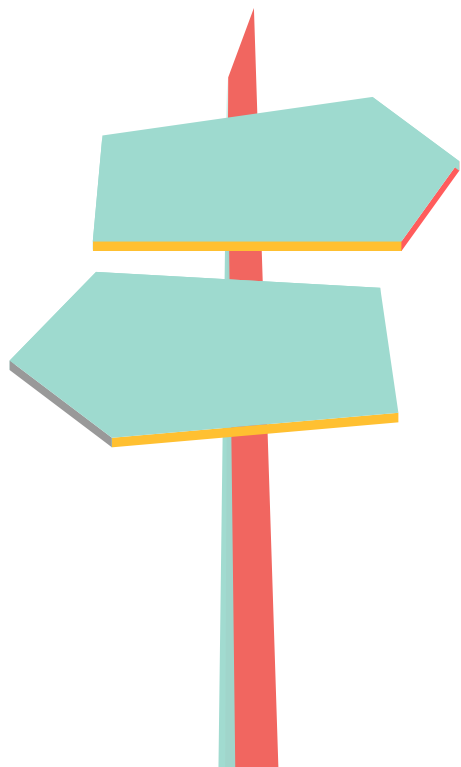
## Mentees should:

- Prepare for meetings by thinking of topics for discussion and sharing these beforehand with the mentor so that they can also prepare.
- Be open to challenging questions and to being out of their comfort zone.
- Take time to reflect after mentoring sessions.

## Mentors should:

- Not feel like they have to know everything.
- Ask questions and do more listening than talking during the mentoring sessions.
- Give advice from their experience but remind the mentee that they should also seek the views of others before making decisions.
- Remember that the mentee might not take their advice, mentors are not responsible for the mentee's development.
- Remember that a mentor is not a patron or coach. Mentors should not be 'taking mentees under their wing'. Mentoring is about supporting mentees to make their own decisions.
- Use the GROW model to structure the mentoring session (see chapter 3).

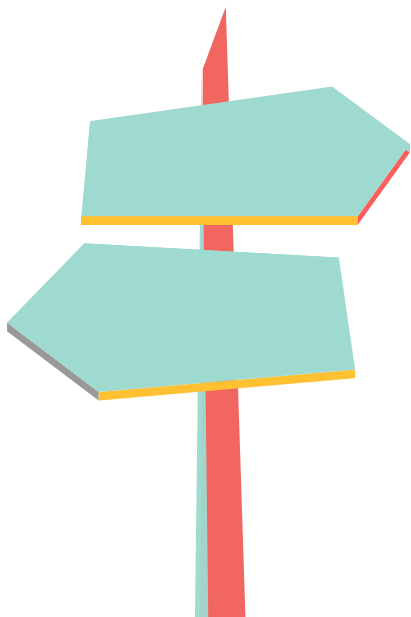






# CHAPTER 4

## ADDITIONAL RESOURCES



# GROW MODEL

GROW is a useful model for structuring a mentoring session and can help mentors keep the session focused and on track. Use each point of the model to engage in a discussion with the mentee and find their views.

**GOAL:** Clarify the desired outcomes

- What would you like to achieve from our mentoring sessions?
- What is your long-term outcome?
- What would success look like?

**REALITY:** Clarify the current situation

- What's actually happening?

**OPTIONS:** Evaluate alternative choices and clarify the next steps forward

- What choices do you have?
- What are the consequences of each choice?
- What actions will you take and who will support you?
- Who will support you in taking action?

**WAY FORWARD:** Identifying and reviewing progress

- On a scale of 1 to 10 how willing are you to take action?
- Are the actions being taken?
- Are the actions moving you towards your outcome?



# BACK-OFFICE SUPPORT

The PATHWAY project team will monitor the online training and matching process.

After this they will make sure that both mentees and mentors know who to contact in case any questions arise.

As this is a pilot mentorship programme, it will be closely studied and evaluated. All participants will be formally asked for their informed consent and evaluations will take place at several timepoints during the year.

## CONTACT

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# COLOPHON

This handbook has been compiled in accordance with PATHWAY Project approved Intellectual Outputs 4 and 5 and was written for the kick-off the online PATHWAY Mentorship Programme.

The information gathered in this handbook is to be disseminated for use by other (online) mentorship programmes after the lifetime of this project.

Sincerely,

Farah Kools, MSc. UMC Utrecht & Nutricia Research BV  
Colby Benari, MSc. University College London

And the rest of the **PATHWAY Partners**:



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- Eureka Institute
- ENCA/PRES network



**Erasmus+**

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