

EAN Mentorship Programme

Guiding principles & rules

The aim of EAN is to strengthen Neurology in Europe by establishing a mentorship programme for future neurologists.

To succeed in a clinical or scientific career, aspiring neurologists might have to overcome several hurdles, especially in earlier stages of their career. Unfortunate decisions could lead to missing out on promising opportunities. With this Europe-wide mentoring programme, EAN would like to support early-career neurologists to overcome these obstacles.

This programme is developed in aspiration to reduce the number of junior professionals situated in environments in which they are not able to thrive, develop their full potential, and/or are not able to find a specific field of interest.

Guiding principles for mentors and mentees

- I. The mentor will always act in the best interest of the mentee
- II. The relationship between a mentor and a mentee shall be on a professional level only and shall never be substance to manipulation neither by the mentor nor the mentee.
- III. At no time shall the mentee be in a dependency relationship to the mentor (e.g. accepting a job position from the mentor), as any staff recruitment is prohibited for the duration of the mentorship programme.
- IV. Any kind of discrimination is unacceptable, e.g. due to age, gender, sexual orientation, ethnic background, citizenship, or country of residence.
- V. In case of unmet aims, a conflict or violation of the rules of conduct, or any other personal matter, EAN shall be contacted and informed immediately.
- VI. If either the mentor or the mentee believes the mentoring is no longer needed or not productive anymore, both should agree upon discussion to conclude the relationship.
- VII. Any personal information shared between the mentor and mentee is confidential, unless both mentor and mentee agree that the information can be shared, and an agreement exists with whom it can be shared.

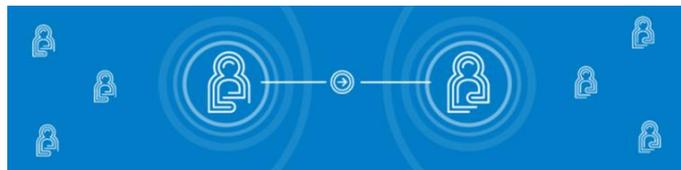
Qualities of a good mentor

- Sharing skills, knowledge and expertise
- Acting as a positive role model and demonstrates appropriate attitude
- Taking a personal interest in the mentoring relationship
- Exhibiting enthusiasm in the field
- Valuing ongoing learning and growth in the field
- Providing guidance and constructive feedback
- Measuring progress of mentee over the year

- Setting and meeting personal and professional goals
- Acceptance of the mentee's values and objectives
- Ability to teach
- Critically evaluating and defining the mentoring relationship in a reflexive way
- Focus on career development as well as well-being
- Practicing active listening

Attributes of good mentee

- Motivation to succeed, willingness to learn
- Time management skills. A good mentee must be sufficiently talented at time management to commit enough time to make mentoring worthwhile.
- Positive attitude
- Respect the time and value provided by mentor
- Clear communication (ability to communicate whether or not it is understood what was taught to them. This makes the entire process much more effective)
- Define precisely own career objective
- Identify goals for the programme and discuss this with mentor
- Proactively contact the mentor and plan meetings
- Be open to learn from the mentor and be reflexive about his own practices
- Believe in the value of mentoring
- Take advantage of all mentoring activities



How will the programme work/ how is the matching done?

- Successful matching mostly depends on the ratio of available mentors to mentees.
- Mentors and mentees have applied with all their information in the respective forms.
- Based on this, pairings will be formed.
- Mentees who could not be paired with a suitable mentor will stay on the programme for the next round (if they agree to this option)
- The successfully matched mentor-mentee pairs will be contacted within 4-6 weeks with contact details for their pairings.
- Agreement of the mentoring partnership from both sides by the end of April and October implicates the beginning of the one-year programme duration.
- In the beginning, the mentor and mentee mutually define the roadmap for the coming year.
- EAN requests reporting at three and twelve months, final evaluation, and a report for the EAN pages from both mentors and mentees.

Evaluation and Extension of the EAN mentorship programme

After the successful matching of a mentor and a mentee, EAN asks for an initial assessment of the relationship after 3 months - this should give EAN a brief information, that the programme is running and the possibility for the two individual persons to state if there are any complications that need EAN assistance.

After one-year period, the standard duration of the programme is over and again EAN will ask for an evaluation of the programme for quality reasons, and to learn if there needs to be improvement or changes to be implemented.

The standard duration of the EAN mentorship programme is one year. However, on mutual agreement of mentor and mentee, an extension of the programme, i.e. mentorship under surveillance of the EAN, can be requested.

Applications for extension will be reviewed and approved by the EAN mentorship programme task force. In case of significant concerns, the request can also be rejected.

The maximum duration of the EAN mentorship programme is limited to 3 years, i.e. an application for extension can only be submitted twice.

“A mentor is a more experienced individual
willing to share knowledge with someone less experienced in a relationship of mutual trust”
- “a trusted counsellor or guide.

A mentor is a counsellor, coach, motivator, and role model.”

- David Clutterbuck -

A mentor shall be informed about the important aspects of mentoring and on how to avoid unsuccessful mentoring. Successful mentoring is characterised by reciprocity, mutual respect, clear expectations, personal connection, and shared values - while failed mentoring is characterised by poor communication, lack of commitment, personality differences, perceived (or real) competition, conflicts of interest, the mentor's lack of experience, abuse (Strauss et al., Acad. Med, 2013)

Mentoring is also considered as a key concept of the Can MEDs framework developed by the royal college of surgeons of Canada and now widely used as a basis for competency-based curricula around the world. Mentoring is part of the 6th Can MEDS role: Scholar (Frank et al., 2015)

Further literature:

Lee PR, Marsh EB. *Mentoring in neurology: Filling the residency gap in academic mentoring.* *Neurology.* 2014;82(10):e85-8. doi:10.1212/WNL.000000000000190.

Straus SE, Johnson MO, Marquez C, Feldman MD. *Characteristics of successful and failed mentoring relationships: a qualitative study across two academic health centers.* *Acad Med.* 2013;88(1):82-9.

Wadhwa V, Nagy P, Chhabra A, Lee CS. *How Effective are Your Mentoring Relationships? Mentoring Quiz for Residents.* *Curr Probl Diagn Radiol.* 2017;46(1):3-5. doi:10.1067/j.cpradiol.2016.05.004.

Loretto, *Eight qualities of a good mentor*, 2019, website:
<https://www.thebalancecareers.com/qualities-of-a-good-mentor-1986663>