

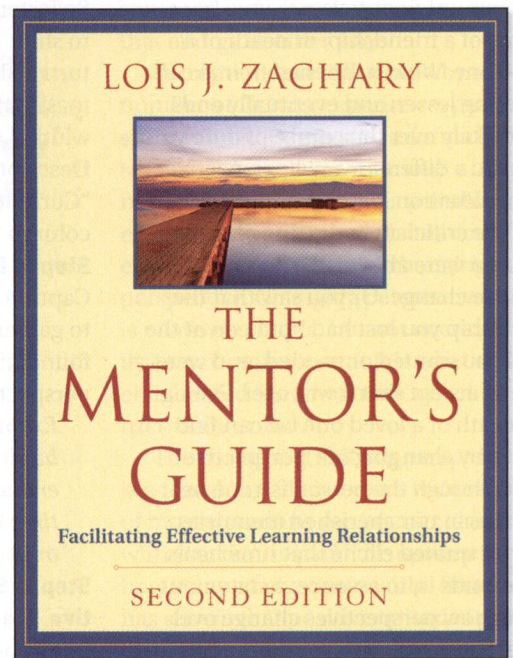
## KEYS TO A 'LEARNING PARTNERSHIP'

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 The Mentor's Guide: Facilitating Effective Learning Relationships (Second Edition)  
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By Lois J. Zachary

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 (Jossey-Bass, 288 pp., \$36)  
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Reviewed by Phaedra Brotherton



**Because the practice of mentoring continues to evolve, mentoring expert Lois Zachary has written a second edition of her practical workbook for new mentors to reflect the latest knowledge.**

This new edition includes two full chapters about the “context” of mentoring that cover the need for mentors to be sensitive and knowledgeable about the many potential differences between the mentor and mentee, and the various types of mentoring that exist today.

To ensure effective mentoring relationships, mentors need to be culturally aware—be that in dealing with mentees from different countries; with a different sexual orientation, gender, or ethnicity; or of a different generation. The book discusses the generations in the workplace today and the newer forms of mentoring, such as reverse mentoring, as well as what mentors need to keep in mind to facilitate effective virtual mentoring situations—which are more and more common.

What makes this book really shine are the examples of dilemmas and successes of real-life mentoring pairs. It's likely that all mentors and coaches have been in these situations—and Zachary deftly includes stories to bring these

situations to life. Even with uncomfortable situations, such as those dealing with cultural stereotypes, Zachary “goes there” with her stories and presents solutions based on the scenarios. In addition, the book has a user-friendly layout and is replete with useful checklists, charts, and worksheets.

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The traditional stages of the mentoring process also are covered, including two chapters with advice for effectively navigating the “enabling growth” or the work phase, which Zachary says is the stage when mentoring pairs are “most vulnerable to the obstacles that can contribute to derailment of the relationship.”

Both new mentors and experienced mentors looking for specific advice on certain dilemmas or just interested in sharpening their skills, will find something of value in *The Mentor's Guide*. One of the most important points that Zachary makes is that this “learning partnership” is not only valuable for the mentee, but benefits the mentor as well. In fact, when facilitated effectively, the mentoring relationship often proves to be one of the most transformative relationships in the mentor's professional career. I give the book four cups.

*Phaedra Brotherton is senior writer/editor for ASTD; pbrotherton@astd.org.*