



CENTER FOR
MENTORING
EXCELLENCE

Motivate, Inspire and Grow Through Mentoring

Mentoring Matters

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Happy Holidays

from
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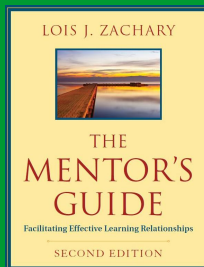
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With this edition we come to the close of our second year of Mentoring Matters, a monthly e-letter that seeks to promote individual and organizational mentoring excellence. We hope that this has been a good year for you and that next year will be even better.

As always, we are interested in receiving your feedback. We want to know what topics you are interested in learning more about, please feel free to contact us at: info@centerformentoringexcellence.com

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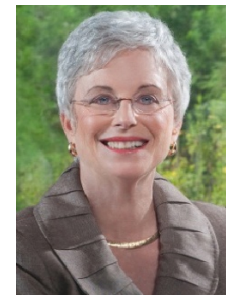
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[Everybody Wins with Mentoring: Anchoring the Promise of the Future](#)

This month we include a conversation with the president of our organization, [Dr. Lois Zachary](#). We asked Lois to talk about the 2nd Edition of her bestselling book, [The Mentor's Guide](#), that was just released.



MM: Your book is still a best seller. Why a second edition and why now?

LZ: It has been almost 12 years since publication of the first edition. While good mentoring practice remains firmly learner-centered, we know exponentially more about it than ever before and the conditions that influence and promote it. For example, we have learned that adult learning is more than a cognitive process; it is a multidimensional phenomenon. There are more edges into our understanding - complexities of the brain, multiple types of intelligence, and our emotional selves. The bottom line is that our understanding of adult learning theory has become deeper and wider and more critical and robust.

MM: In the second edition you created a whole new section about "context." What is it and why is it so important?

LZ: All mentoring is embedded in [context](#). Context determines how we perceive reality, what we see as possible and achievable. We each bring our contextually-derived "difference filters" (the multiple differences that define who we are - cultural, intergenerational, sexual



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identity, [gender](#), and race) to the relationship. Mentors need to be aware of the conditions, circumstances, the contributing forces (the multiple contexts) that affect them and their mentoring partners because they impact how we connect, interact and learn from one another.

The spaces and places in which mentoring partners convene, connect, communicate, and learn add another layer of context to the mentoring relationship. Virtual mentoring connections (social networking, email, Skype, etc.) and other multiple mentoring configurations offer new ways to create and enhance positive mentoring relationships, beyond the traditional face-to-face/one mentor-one mentee model.

MM: Why do you continue to put such emphasis on preparation?

LZ: Self-awareness (understanding our own motivations, our strengths and challenges) is the key to getting ready to mentor. Consciously setting aside the time needed to [prepare yourself](#) for a new mentoring relationship ensures a more satisfying and productive mentoring experience. The fact of the matter is that most people are either unprepared or underprepared when they make the decision to become a mentor.

MM: You seem to focus a lot on conversation in the book.

LZ: [Conversation](#) keeps the lines of communication and connection open and engages the mentee as an active partner in his or her own learning. [Conversation needs to be front and center throughout a relationship](#) or else mentoring becomes a transaction. The agreements and ground rules that grow out of this conversation define the process and work of the relationship. They become tools for staying on track and moving mentoring forward.

MM: You've expanded the work of the third phase of the mentoring relationship (Enabling Growth: Facilitating Learning) into two chapters in your new book. Why?

LZ: It is the longest of the four predictable phases and the work phase of the relationship. It is the phase in which you [get the most traction on the learning](#) and the relationship. [Enabling Growth](#) is also the phase when the relationship is most likely to derail if it



is not kept on a steady course. I wanted to devote more space to [feedback](#) and to what mentors need to do to set the stage, give feedback and model asking for feedback.

MM: You've expanded and reorganized the chapter on coming to closure. What is different?

LZ: [Coming to closure](#) should be a mutually satisfying learning experience. More often than not, mentoring relationships just fizzle out. Closure protocols and processes need to be built in from the very beginning. I've included more closure conversations and exercises for mentors to reflect on their own learning.

MM: What books on mentoring are you reading right now?

LZ: Sharon Daloz Parks anchors her discussion of mentoring in the rich dynamic of developmental theory and raises big questions and worthy dreams for mentor and mentee alike in her book [*Big Questions, Worthy Dreams: Mentoring Emerging Adults in Their Search for Meaning, Purpose, and Faith*](#). Her second edition is even better than the first one.

LZ: George Lahey offers a step by step process guide in how to design and facilitate effective learning experiences for diverse learners. If you are engaged in group mentoring you I am sure you will find this book [*Facilitating Group Learning: Strategies for Success with Adult Learners*](#) of particular interest. I know I have.

LZ: Conversation is critical to mentoring. In his book [*Discussion as a Way of Teaching: Tools and Techniques for Democratic Classrooms*](#), Stephen Brookfield addresses a particular kind of conversation, discussion, as a way of teaching, and manages to do it by melding theory and practice by providing creative and stimulating exercises.

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A Note to Our Readers:

We believe that leaders cannot be effective without a strong and ongoing commitment to mentoring excellence. This belief, our passion for mentoring excellence, and our extensive experience in the field with organizations led us to create the Center for Mentoring Excellence. At our virtual center, www.centerformentoringexcellence.com, you will find mentoring tools and resources, expert advice and a forum for sharing best mentoring practices. We hope that you will visit us there and let us know how we can continue to help you raise the bar on mentoring in your organization.



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