



Managers As Mentors: Building Partnerships for Learning

By Chip R Bell

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NEW EDITION, REVISED AND UPDATED Leaders Creating Leaders

This latest edition of the classic Managers as Mentors is a rapid-fire read that guides leaders in helping associates grow in today's tumultuous organizations. Thoroughly revised throughout with twelve new chapters, this edition places increased emphasis on the mentor acting as a learning catalyst with the protégé rather than simply handing down knowledge.

As with previous editions, a fictional case study of a mentor-protégé relationship runs through the book. But now this is augmented with interviews with six top US CEOs. New chapters cover topics such as the role of mentoring in spurring innovation and mentoring a diverse and dispersed workforce accustomed to interacting digitally. Also new to this edition is the Mentor's Toolkit, six resources to help in developing the mentor-protégé relationship. This hands-on guide teaches leaders to be the kind of confident coaches integral to learning organizations.

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Editorial Review

Amazon.com Review

According to consultant and trainer Chip R. Bell, mentoring is a highly synergistic, two-way performance that, when properly engaged, takes on the synchronized qualities of a well-executed dance. In *Managers As Mentors: Building Partnerships for Learning*, he explains what mentoring is (and is not) and provides a way for readers to assess their own attributes for the practice. Subsequent information--designed to be personalized and read in any order--deals with such specifics as giving advice properly, gaining protege acceptance, lessening the fear factor, and finding time to commit to the process.

Review

"Continual learning is a key to effective leadership...*Managers as Mentors* is a practical yet powerful book for helping leaders make continual learning a valuable addition to their strategy."

—Mike Krzyzewski, Head Coach, Duke University Men's Basketball, 2010 NCAA Champions

"Mentoring is the highest of the teaching arts, and in this new edition, Chip Bell and Marshall Goldsmith have skillfully crafted the essential handbook for all those who are trusted advisors to aspiring leaders."

—**Jim Kouzes, coauthor of *The Leadership Challenge* and Dean's Executive Fellow of Leadership, Leavey School of Business, Santa Clara University**

"*Managers as Mentors* will be the indispensable handbook of managers/leaders across the sectors."

—**Frances Hesselbein, President and CEO, The Frances Hesselbein Leadership Institute, and former CEO, Girls Scouts of the USA**

"*Managers as Mentors* is the must-read for leaders who value innovation, growth, and progress—all treasured byproducts of those learning organizations where leaders mine talent."

—**Vijay Govindarajan, coauthor of the New York Times bestseller *Reverse Innovation* and Professor of International Business, Tuck School of Business, Dartmouth University**

"Companies today tell their managers 'You need to mentor.' Often left hanging is the question of how. Chip Bell and Marshall Goldsmith fill in the blanks by offering a user-friendly handbook that shows busy managers how to effectively mentor their people. Essential and full of practical wisdom."

—**Sally Helgesen, author of *The Female Advantage* and *The Web of Inclusion* and coauthor of *The Female Vision***

"As captain of the 'best damn ship in the US Navy,' I learned that the high-performance sailors typically had effective mentors. Wish I'd had this book then! I'd have given a copy to all my leaders."

—**Mike Abrashoff, author of the New York Times bestseller *It's Your Ship***

"The concept of this book's brilliance is that every leader must become a mentor to his or her employees. Buy the book and find out how."

—**Jeffrey Gitomer, author of the New York Times bestsellers *The Little Gold Book of YES! Attitude* and *The Little Red Book of Selling***

"I can't imagine any two people on this planet better equipped to take on this subject than Marshall and

Chip. For those seeking advice in building successful mentoring partnerships, this is your book.”

—**Gordon Peters, Founding Chairman and CEO, Institute for Management Studies**

“The book managers everywhere have been waiting for: a clear and practical guide to tapping talent in their organizations. If you ever wondered what managers in ‘learning organizations’ are supposed to be doing, here’s your answer.”

—**Nancy K. Austin, coauthor (with Tom Peters) of A Passion for Excellence**

From the Publisher

Questions for Discussion:

* What does mentoring mean to you? What are examples of great mentors in your life? What did these great mentors do which made them significant in your life?

* What are the pros and cons of mentoring programs in an organization? What factors could make mentoring programs work effectively in an organization?

* Today's organizations must remain in a constant state of learning. To do that, every leader must be a mentor to all the people they influence. What are the major challenges of a manager mentoring the associate they directly supervise?

* Effective mentoring begins with rapport—a comfortable kinship. What are ways mentors can establish rapport when beginning a new mentoring relationship?

* Learning means taking risks and trying new behaviors. It means being awkward before you can be confident; a novice before mastery. What are ways mentors can help create a relationship in which protégés feel comfortable trying new skills?

* Research indicates demonstrated acceptance and positive regard are tools for creating a learning relationship. How does a mentor demonstrate acceptance and regard? What are actions which cause protégés to feel judged, critiqued or tested?

* One of the most important gifts a mentor gives to a protégé is advice. What makes advice giving most challenging? What are ways a mentor can give advice so that the advice is heard and valued by the protégé?

* How are advice and feedback different? What are ways a mentor can provide feedback in a fashion that is beneficial to the protégé?

* Great mentoring relationships are characterized by productive dialogue, conversations with insight producing questions plus healthy give and take. What are ways a mentor can foster productive dialogue? What steps should a mentor take if the conversation is not working?

* How does a mentor end a mentoring relationship? What are ways to keep the relationship from becoming dependent? How can mentors help extend the learning beyond the relationship?

Suggestions for Further Reading:

* Bell, Chip R. and Shea, Heather, *Dance Lessons: Six Steps to Great Partnerships in Business and Life* * Weaver, Richard G. and Farrell, John D., *Managers As Facilitators* * Blanchard, Ken; Carlos, John; and Randolph, Alan, *Empowerment Takes More than a Minute* Courtesy of Berrett-Koehler Publishers
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Users Review

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Julian Eaton:

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Robert Olsen:

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Betsy Aguilar:

Information is provisions for those to get better life, information currently can get by anyone on everywhere. The information can be a know-how or any news even a problem. What people must be consider whenever those information which is from the former life are difficult to be find than now's taking seriously which one works to believe or which one the actual resource are convinced. If you get the unstable resource then you have it as your main information we will see huge disadvantage for you. All of those possibilities will not happen in you if you take Managers As Mentors: Building Partnerships for Learning as the daily resource information.

Valery Carpenter:

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