

Mentor Ink Newsletter™

MentorInk is the online publication of
Corporate Mentoring Solutions Year 16 Issue 4 April 2002



About our lead item



Five Mentoring Trends - Part 2

When nothing of note on mentoring trends turned up in books, on the internet or in the popular literature, what started out as a simple piece of research last year, escalated, yielding some very interesting results. We continue...

Other features:



The Intelligent Thinkers Guide to Mentoring (new series)

Maybe you (the reader) are a mentor, a co-ordinator, or a protege. You too may question the benefits of being trained together. Knowing the following reasons (several of which were presented in last month's issue of MentorInk), will give you...



The Mentoring Timeline

Here's a feature of longstanding for *MentorInk Newsletter*. Here's another for this issue with more to come in the future...



Mentor Muses

Mentor's been reading magazine articles lately... and says: "If it moves and breathes, it's gotta be labelled 'mentoring'." To find out what he really means, read page 2...

Many ideas grow better when transplanted
into another mind than in the one
where they sprang up.
Oliver Wendell Holmes

About the next issue (May 2002):



Five Mentoring Trends

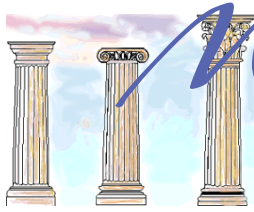
Trend 3: third of a series based on the work done at Corporate Mentoring Solutions to assess what is having an impact on worklife as it is reflected in mentoring programs.

From the Editor

Past issues have carried every thing & any thing mentoring-related with a focus on programs. Happy reading to all.

Your editor: *Marilynne Miles Gray*





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Five Mentoring Trends Part 2

Mentoring Trend 2: Technical –

Only five years ago, my partner and I were bemoaning the fact software, programming and the Internet could not do what we wanted it to do.

Since then, more and more technical capability has been applied to mentoring programs. On our side of the equation (as developers of programs and mentoring software), we have been caught up by the rising tide of expectations for more, better, easier, smarter, cheaper and faster -- a real challenge for those of us currently wedded to the concept of mentoring programs done the old way. This is not to reject the non-technical approach. It does suggest that we must be alert to new ways of delivering old, respectable and successful approaches to human processes like mentoring.

Here's just one instance of this trend changing the way we've done things: when there is a lack of technical awareness on the HR / OD client side (co-ordinators running the program), final decisions are almost always made in consultation with the IT department. Hitherto, HR or OD have been in sole charge. You can imagine some of the additional consequences.

Here's another instance of how this trend has made its mark on programs.

Ongoing surveys carried out by CMSI of what's on the web reveal technical responses in a variety of program flavours under different labels enough to be confusing to any who haven't kept up... e-mentoring; electronic mentoring, telementoring, online mentoring, mentoring e-bulletin boards, mentoring e-document vaults, and more. How these operate ranges from simple (yet unwieldy and labour-intensive) online text screens to extremely sophisticated systems with auto-matching capabilities, interlinked tools, co-ordinator smart screens, audio and video help tools and so on. Others are 24/7 call centers dedicated to answering questions about technical courses (usually). In this instance anyone looking for non-technical help is out of luck.

Or the approach is simply a threaded discussion belonging to a particular organization. In cases such as these, users are dependent upon whether they are given answers (or not) and the quality of answers will vary tremendously. Other approaches allow users to post name and need in a web chat room and see who answers.

Still others make users (typically the protege) dig into huge "bins of documents". Some sites may offer more than 100,000 documents but mix recipes for peanut butter cookies, with instructions on giving first aid to a choking victim, to checklists for "desirable mentor qualities" with no instructions on how to use these to best effect. Which

Cont. pg 4

Mentor Muses

I recently had occasion to wonder about the popularity of personal and business coaches. How can one miss reading about this concept?

While you may disagree, I'd lay odds that some of the popularity stems from hearing or reading that others have "personal trainers" and "personal coaches" the I-gotta-have-one-too" bug hits. Not that coaches don't do good work. Indeed, many do. However, here are some of the key differences between a personal / business coach and a mentor that prospective users should consider. The coach:

- is external to the organization (with all the pluses and minuses that brings with it)
- may have no background in the profession of the person(s) being coached (again there are pros and cons to this) and
- is being paid to do this.

Mentor now offers several excerpts typical of recent material that has crossed my desk and which give me concern. See what you think...

"...companies, both large and small, are increasingly turning to business coaches who teach personal and business skills, how to set goals, and how to benefit from opportunities. ABC company, for about \$300,000US (salary, training, and other costs) established a coaching program to improve morale... Coach U, predicts business coaches will be common in industry by the year 2003; at present there are 10,000 full-time and part-time coaches in the United States. The business coach usually makes \$250-\$1,500 per month for each client.

Read description one (from a conference workshop promotional) and you might well be all set to attend until you read description two (same conference, different session)... what are you to conclude?

Description #1 - *"attend to improve coaching skills and how to understand what clients want...Learn what coaches are best at."*

Description #2 *"45 % of people report that the work with their current coach has not had much positive impact on their work performance, and 60% said they would like better coaching than they are currently receiving."*

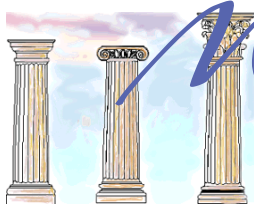
I trust you will conclude that coaching is not a simple task

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CMSI Sales Associates

Live in Australia, New Zealand or the UK? If

- you are in the mentoring field or
- know of someone with a mentoring background and wish to work with the leading online mentoring product, OMS™, please call, or send us an e-mail to discuss the opportunities or visit our website.



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Mentor Muses Cont. from pg 2

to undertake and to do well. Now, read description three.

Description #3: "... experiments in team mentoring, peer mentoring and executive coaching are springing up. The terms coaching and mentoring are used pretty much interchangeably these days," says ABC of company XYZ. ABC insists there's not really any meaningful difference between the concept of a coach and that of a mentor. Both are one-on-one techniques in which one person helps another overcome his or her various shortcomings. Both can be restricted to include only job skills or expanded to include wider issues that involve deep-seated anxieties developed in childhood."

Like mentoring, the term coaching is used without due care and attention. Let me say unequivocally that mentoring is not counselling for "deep-seated anxieties developed in childhood." That activity is the province of trained therapists and professional counsellors. For such issues, mentors in programs have always been instructed to send a protege to a professional.

If the average person volunteering to be a mentor thought for a moment that s/he would be burdened with this sort of task, there would be few mentors available. The same could be said even for those paid coaches. To add to this, the word "lawsuit" springs to mind if an untrained mentor or coach offered bad advice about how to deal with "deep-seated" issues. Take heed, this comment is not offered lightly to fill column space. It also points to the need to be very cautious when doling out dollars (if this is your inclination) for your (or others') personal development.

Whether one separates mentoring from coaching -- as I, Mentor, do -- have guidelines to steer your decision-making. Be very clear as to the boundaries of what you want to do / change. Match this need to the expertise of the person being interviewed. Draft a timeline and look for results within short order. Don't be bound to payments and meetings that must last for a year, for instance -- maybe you are a quick learner and don't need all that time to improve.

I fear coaches being rated according to how many dollars of revenue they bring in rather than by the quality of work carried out and a high success rate as indicated by a number of measures. ~~ Mentor

Research to think about

What does the protégé stand to gain from the mentoring relationship?

- Dreher and Ash (1990) conducted a mail survey of 1000 business school graduates. Those reporting mentoring relationships claim they received more promotions, higher incomes and more satisfaction with remuneration.
- Chao, Walz Gardner (1992) reported on findings that lawyers (the proteges) in mentoring relationships achieved significantly higher levels of career success and satisfaction.

Why are some organizations with high turnover turning to mentoring to help? One organization did in-depth exit interviews that revealed root causes of their problem — lack of career development opportunities and poor communication with management. Bruce Tulgan, author of *Managing Generation X*, claims people think loyalty is dead "because organizations are in a state of constant flux. But ...people do not leave organizations; they leave the leaders. How easy would you find it to walk away from an environment that brings out the best in you?"

A mentoring program can be a key factor in keeping valuable people — high potentials, the next generation of leaders, technical experts who represent part of the intellectual capital of the firm..

According to a survey conducted by the Saratoga Institute (the 1999 *Emerging Workforce Study*), employees with less than one year of service are twice as likely to seek employment elsewhere if there is no mentoring at their current workplace. Furthermore, the study reveals that the average cost of replacing these employees is equal to roughly one year's benefits and salary. Other agencies suggest even replacement costs equivalent to 1.5 times the annual salary.

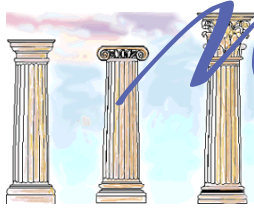
"In preparing for battle I have always found that plans are useless, but planning is indispensable."
- Dwight D. Eisenhower

The Mentoring Interest Profiler™ (MIP)

Here's a starting point to answer questions such as: "How many of our staff are interested in mentoring?" or "What type of mentoring do our staff desire -- formal or informal?" The MIP is our web-based survey tool to be used organization-wide to determine the interest in mentoring. And it's FREE to appropriate organizations!

This 7-question survey takes approximately only a few minutes for respondents to review and complete. Your organization receives a Report of the results as well as all of the raw data for analysis. MIP charts and graphs contain a wealth of detail. If your organization is interested in how well it has been received by users, and would like to see a sample report for the MIP, please contact sales@mentoring.ws.





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5 Mentoring Trends Cont. from p2

seems a waste of time and effort.

Technology isn't going to go away. Nor are client expectations and demands. But we should not be fooled into assuming that simply because it has the letter "e" or words such as "electronic" attached to it, that it will save time, money, effort and be valuable for users in the process as well.

My assessment is that unfortunately too many of the current approaches don't take full advantage of all that technology and research on user-technology interface has to offer.

Using technology requires a complete rethinking of people-to-people interactions, the labour-intensive nature of mentoring and marry that condition to the ways in which technology can and will support programs. One requirement is for prospective users will need to analyze the pros and cons of each approach and find the best "marriage" from an organizational perspective.

The idea CMSI supports is to use technology to free the Mentoring Task Force and Co-ordinator (from mundane tasks that does not require a person) in order to redirect and better utilize talent, time, energy.

As organizations merge and restructure, and as mentoring programs are infused with more and more technology, this pattern will shift how we work with clients and what we offer.

Next issue - Trend 3: Globalization / Scope

NOTE: This trend analysis is not scientific and reflects the research and opinions of Corporate Mentoring Solutions.

The Intelligent Thinkers Guide to Mentoring: Pt 2

more awareness of the value to be gained.

Reason 3. By being in the room working together, you both gain clarity on important basic issues such as the difference between formal and informal mentoring and the impact this has upon your working relationship. Together, you find out about and discuss those things which actually relate to mentoring. Here's your chance to clear away faulty assumptions. For instance, because mentoring is both a process and a relationship; it has no direct connection to leadership grids, or temperament type instruments -- but maybe you thought it did.

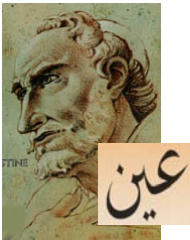
Reason 4. Practically-speaking, bringing partners together gives them the time to learn, absorb then apply the why, how, and when of the Mentoring Process, mentoring Models, and key mentoring activities. Further, it gives the program co-ordinator an in-depth sense of the synergy between pairings for follow-up monitoring assistance.

Reason 5. Training together saves a great deal of time and adds a level of quality not otherwise available by any other means. So your actual time together doubles in value. According to participant feedback, the relationship can be jump-started / advanced by 3-6 weeks when the training occurs together. Another reported benefit is a higher degree of goal attainment (than do-it-yourself relationships).

Next issue - Part 3... with more reasons



Mentoring Timeline™



386AD

Mentor and protege were at opposite ends of the spectrum in life style, culture and personality. The protege, St. Augustine -- leading scholar, long considered a father of Christianity and one of the most brilliant people to have lived -- was born in ancient Hippo (Africa) in 354AD. Following a turbulent life, he visited Bishop Ambrose in Milan, That saint's kindness induced Augustine to become a regular when Ambrose preached. Before embracing the faith, in typical fashion, Augustine underwent a three years' struggle over the decision. During Lent (387AD), he went to Milan and was baptized by Ambrose.

St. Ambrose's power as an orator is attested to by the conversion of Augustine -- himself a skilled speaker. Ambrose was concerned with thoughts rather than words; he wasted no time in turning an elegant phrase. "He was one of those", writes St. Augustine, "who speak the truth, and speak it well, judiciously, pointedly."

Augustine lived at a time when writing began to challenge oral culture. For example, Plato (5thC BC) warned that writing would make people "not remember anything themselves." Long before Plato, writing was mainly an aid to memory -- to stimulate the spoken word. Plato lived when reading was physically demanding -- papyrus scrolls were often more than 20 metres long; space between words was not standard (people had to wait until the 7th C for this to happen). Commonly, people read aloud. Thus, St. Augustine was amazed to find his **(Italian) mentor**, St. Ambrose, reading silently.

Probably due in part to the influence of his mentor, Augustine went on to write a book (*City of God*) during this time of transition from the spoken to the written word. Augustine seems to have recognized the power of the written word that permits precision, analysis, communication with the future generation in ways not possible through the spoken word -- and, we know of the impact because Augustine writes about this in his book.