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Insightful reading: Dark Age Ahead - part 2 - Jane Jacobs writes passionately about the need to unwind vicious spirals, such as that of credentialing, atrophy of the ... (continued on page 2)

Mentor Answers FAQs[®]: How the Mentor can help

Fourth in a series. Because “the protege of today is the mentor of tomorrow”, both sides of the partnership will benefit by digesting this series. This issue, the fifth suggestions for when “the negatives seem to outweigh the positives is outlined. See page 3.

From the Virtual Mentoring Library[®] - Some thoughts on motivation. (see page 3)

Mentoring Timeline[®] We travel back in time to a 1949 reunion then take another time travel leap to get perspective on “blind faith” in a mentor. (see page 2)

The Mentoring Interest Profiler (see page 4)

How important is security to your mentoring initiative? Read on to see why Mentoring Solutions is so focussed on offering a secure product to clients without this getting in the way of service. If you haven't thought much about this issue, you should. (see page 5)



Colaboro Networking - Our latest product release. (see page 5)

Mentoring White Paper #1: Read *Success to Significance*. Out-of-the-box thinking

“For some, success is accidental, not intentional. However, success however achieved is not enough. It's crucial to create a legacy of significance.”

Parts 1 & 2 available free of charge in pdf version at: www.mentoring-solutions.com

International Mentoring Association Conference: (see page 5)

Upcoming:

Insightful reading: Dark Age Ahead - part 3/conclusion Ill-chosen mentors

Mentoring Timeline and much more!

From the Editor:

Past issues have carried everything and anything on knowledge sharing using mentoring and coaching to support blended learning.

Happy reading for another year.

Your editor:

Marilynne Miles Gray





Mentoring Timeline: 1949

At the fortieth reunion of Harvard's Business School class of 1949, one of the most favored groups in America gathered to celebrate. Out of the class of 656 a disproportionately large number became CEOs of major corporations like Bloomingdales, Xerox, Johnson & Johnson, ABC, Drexel Burmingham Lambert. If not as CEOs of major firms, graduates went on to be Chair of the Securities and Exchange Commission, or Chair of Bristol-Myers' Consumer Products Division, or Chair of Partnership for a Drug-free America. If not that, they founded companies like General Housewares and sit on boards of one another's companies.



When interviewed, attendees said there were a number of secrets of success apart from their Harvard MBAs to wit:

1. Hardly anyone who made it big in this class did it without the help of a **mentor**
2. figuring out early in life what they wanted and working relentlessly to get it
3. taking risks such as gambling on unknown companies - in instance, the graduate went to work for Haloid which later became Xerox

None of these had the same level of "blind faith" in their respective **mentors** as is the case that follows, yet this protege went on to become world famous and "rich" without having to go to Harvard. Here is her fond recollection in gratitude for the unselfish help and devotion that her **mentor** provided above and beyond payment received. Can you identify this mentor-protege pair? I'll give you a hint: an Academy-award-winning movie based on an equally famous play was arranged around the events of their lives.

*"The world can only be grasped
by action,
not contemplation."
Jacob Bronowski*

"The most important day I remember in all my life is the one in which my teacher ... came to me. I am filled with wonder when I consider the immeasurable contrasts between the two lives which it connects. It was the third of March 1887, three months before I was seven years old.

Have you ever been at sea in a dense fog, when it seemed as if a tangible darkness shut you in? I was like that before From

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Insightful reading: Dark Age Ahead

From page 1

scientific state of mind and failures of professional self-policing. In Part 3 of our coverage, we will look at the Arthur Anderson Corporation case study she gives on this latter failure.

"The close-up clues to wrong turnings in teaching and learning were identified by 1960s students who complained they were being cheated of their university educations by being treated like raw materials fed into impersonal production lines."

How can we disagree? We all can name instances of huge university classes we've been in, seen or heard about. And we have to agree with Jacobs statement that: *"When human beings are nurtured, efficiency and economies of scale don't apply ... [this] takes generous individual attention to each one."*

We, at Mentoring Solutions, have this as a underlying principle of what we do, even with Colaboro our Mentoring Management System software. We stress that what we do is in aid of the individual mentoring.

*"At some point in their **mentoring**, accountants, priests, and other learned professionals who achieved the careers of their dreams, but who then failed to meet their ethical and professional responsibilities, were not sufficiently educated to adhere to civilized standards expected by the culture. Like children, professionals need to be taught right and wrong, and why."*

Jacobs takes the credentialing spiral to task because it burdens teachers and professors, making it impossible to nurture. Proper nurturing *"demands redundancy of **mentors** and examples."* She points to our past when society was less well off financially and points to current impoverished cultures, both of which managed to *"afford redundancy of **mentors** and examples."*

How can this be?

Her claim is that redundancy was in built into long-ago culture. Mentoring came from many sources and in many ways. In the community of the past, community in and of itself was visible particularly to the young. With the demise of community, the nurturers become invisible.

Recall the focus of Jacobs' book: the message of how fragile culture is and that when once gone, no matter how advanced we are technologically, we cannot return to Eden.

When cultures deteriorate, as they did during the Dark Ages, nurturing and educating was in short supply. This being the case, *"most of the intellectual and other advantages become reserved for an elite... a fortunate few got tutors and cultural*

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From the Virtual Mentoring Library

Here's food for thought: what are the varied motivations for offering help? As Jack R. Gibb suggests, the reasons seem "to range from the more obvious desire to improve another person's performance or meet a job requirement, to a desire to obtain gratitude, reduce guilt, demonstrate superior skill, control others, or simply punish."

He goes on to note: "Under certain conditions, both the giver and the receiver grow and develop. In general, people tend to grow when there is reciprocal dependence -- interdependence, joint determination of goals, real communication in depth, and reciprocal trust."

As well all know, these are not states that come quickly.

[Source: The Forum: The Professional Journal of the Association of Secretaries of the YWCAs of North America]

*"Be like a postage stamp.
Stick to one thing until you get there."
Josh Billings*



squeezed for time?

Know "How many of our staff are interested in mentoring?" or "What type of mentoring do our staff desire -- formal or informal?"

The Mentoring Interest Profiler® (MIP) is our web-based survey tool that can be used organization-wide to determine the interest in knowledge sharing, knowledge transfer, coaching for specific skills and so forth.

This brief survey typically takes two to five minutes for respondents to 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.

Call today to discuss your challenges
and learn how we can help.

1-877-955-0314

How the Mentor can help

"the protege of today is the mentor of tomorrow"

Suggestion 5 - CORE yourself.

It's been said that the 21st century will be the Age of Adversity. Each day, on the way to the workplace, people face a long list of uncertainties: financial, physical and mental stress (of commuting), get to work and there are colleagues to be dealt with; perhaps there's the fear of layoff, and so on.

It's the claim of Dr. Paul Stolz that the average person faces 23 adversities or stressful incidents each day (a rise from only seven per day a decade ago). This can be measured using his Adversity Quotient (AQ) indicator.

To weather storms demands emotional fortitude and resilience -- something that has to be learned, coached, **mentored**, studied and experienced. It's Stolz's notion that if a person understands his or her AQ, then there will be a better response to adversity. If for instance the issue is risk, Stolz would advise: "Rather than hitting the panic button right away, the first question [a person] should ask is: do I have the right ABC for my risk tolerance and what should my risk tolerance be?"

Stolz uses a CORE acronym to show people how to better preserve psychological health while experiencing negative situations. What's the **mentoring** connection? Simply this: as already noted, dealing well with adversity is learned not inborn. Yes, there's the two-pronged, natural inborn instinct: fight or flight. In our modern world, it's very easy to make the wrong decision -- flee when fight is necessary or vice versa or even a third option that isn't immediately apparent or understood.

CORE

C stands for control, recognizing personal power to control the situation.

O represents ownership, that part of the problem a person can be responsible for solving.

R is for reach, that ability to understand there are and should be limits to the reach of a problem. Some people need to recognize their own tendency to be drama queens, catastrophize or hit the panic button immediately when there's no need. A problem should be contained as much as possible such that it won't contaminate other aspects of life and spoil them.

E stands for endurance, the need to understand that this too will pass. Time puts a different perspective on most matters. What initially seems largely negative can have a flip side and a series of enriching lessons for those involved.



Insightful reading: Dark Age Ahead

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mentors. *The rest went without.*"

Jacobs believes we risk self-inflicted cultural genocide because we value the bottom line in some areas thinking these an extravagance or through ignorance of what is being lost.

She takes the space to sketch what "dark age" patterns look like using the one in which agricultural societies shifted to become agrarian. Now with the shift from agrarian to post-agrarian society, the challenges are unique.

In the past, as resources were limited, ingenuity and originality could not be encouraged to the degree it is today. Too much ingenuity and inventiveness could undermine the stability of the community that had neither the means nor the resources to integrate fresh insights. Commonly, many of us assume it was closed minds that put the brakes on out-of-the-box-thinking but Jacobs notes that this was not always the case.

*"To live in the presence of
great truths and eternal laws,
to be led by permanent ideals -
that is what keeps a man patient
when the world ignores him,
and calm and unspoiled
when the world praises him."
de Balzac*

The current situation is that we must constantly retrain people and replace infrastructure that invention makes obsolete -- and this on a monumental scale and at an ever-increasing pace. Further, we work with mind sets that look to the future for inspiration, not the past. Counterbalancing this is the challenge of wisely adapting to new realities. Nothing succeeds like success and "it follows that nothing hangs on past its prime like past success."

Next issue - Dark Age Ahead: Ill-chosen mentors.

Mentoring Timeline

From page 2

my education began, only I was without a compass... Light! Give me light! was the wordless cry of my soul, and the light of love shone on me in that very hour."

The **mentor** was Annie Sullivan; the protege Helen Keller. The movie of their relationship is aptly named because Annie was indeed a "miracle worker" in befriending, educating and guiding young Helen to overcome her blindness and deafness to become an inspiring symbol of how far handicapped persons can go to fulfil their unique potential if given appropriate types of help by someone who has persistent faith in the latent potential and unwavering commitment to unlocking it.

Such was the faith and commitment of Annie Sullivan who was called upon by Helen's parents when she was six and becoming increasingly more difficult to work with. Perhaps you recall as I do that moment when Annie uses water to unlock Helen's ability to form concepts for the first time and given them a name. This "teachable moment" led to others as Annie capitalized on Helen's natural interest.

By the age of 18, Helen decided that she would learn to speak. And she did, of course. Something unknown in those days. With the help of her ever-present **mentor**, they went off to Radcliffe College which Helen graduated from near the top of her class. After writing some books, she embarked on a world-wide speaking tour. She became so famous that Mark Twain and Robert Louis Stevenson sang her praises and nearly every U.S. President invited her to the White House up until the time of her death in 1968.

Few of us will ever be in as long-term as **mentoring** relationship as Annie and Helen. Even so there is much to be learned from their collective example. What does Annie teach us about being a **mentor** and Helen about being a protege? How to use the natural interests of the protege to unlock hidden potential for further development, to believe that this can be done despite overwhelming odds if the protege is equally committed to the task at hand, and how to persistently and creatively carry out the **mentoring** as it shifts and changes over time.

Source: "You're Invited to the CEO's Ball" by Stratford P. Sherman Fortune, January 15, 1990.

*"He who knows others is learned.
He who knows himself is wise."
~ Lao Tse, Tao Te Ching*

Colaboro® Networking

The next generation of our mentoring software - Colaboro® has three different versions. The most radically different is that of Colaboro Networking.



About Colaboro® Networking

While we have many clients who focus on competency-building (Colaboro Core), other clients want to be able to build Mentoring Pools© that allow proteges to self-connect easily, securely and accurately with mentors who have highly-desired demographics. For them, competency-building is not needed for a specific Mentoring Pool because that's taken care of in other ways (such as by supervisors onsite).

Consider matching, typically of huge interest to most clients running mentoring programs. If this has to be done manually for more than a few people, this will take hours per match and is a highly uncertain proposition.

Mentoring Solutions has applied its extensive expertise to develop algorithms so Colaboro Networking scientifically, effectively, securely and quickly makes good self-matches. And Colaboro is scalable. Over and over again, clients remark on how good the matches are.

In the client's **Colaboro Networking** Mentoring Pool, the protege can self-build a profile of matching choices to meet his or her needs. The protege can ask for "a mentor in the same location as me" -- if that's important to him or her -- or select "has X years of experience in field ABC", and so forth.

If your Task Force or Steering Committee members would like to know more about **Colaboro Networking**, call today.



1-877-955-0314

At Mentoring Solutions, we take security seriously

Here's an article that does NOT describe our company. This should alert readers to the need for caution when considering vendors for mentoring programs. If you have any questions about security, call Mentoring Solutions today.

Lax Security in Software Hurts Vendors, Customers [Source: eWEEK News March 2005]

According to Oracle Corporation CSO Maryann Davison, at the eWEEK Security Summit in San Francisco (March 2005) lawmakers and chief security officers are fed up with the lack of security in today's software products, and it's up to vendors to change their practices if they want to hold on to their customers. "Some vendors have failed customers by refusing to build security into their products. Vendors should build security into their products anyway because it's the right thing to do and customers demand it,"

Many agencies within the federal government...made security a main driver in their buying decisions...In addition, any software vendor should have a formal set of guidelines that customers can use to turn off unneeded services and lock down a given product. Security experts say that the vast majority of software vulnerabilities could be eliminated during the development process if vendors employed more secure coding practices. But many companies have been reluctant to make such a radical change in their processes because it would inevitably add costs and stretch out the development cycle, delaying release.

Some large vendors have made the effort to train their developers on secure coding practices. IT managers and CSOs should a□ their code. "IT is now infrastructure; it's not a hobby."

IMA Conference April 6-9

The International Mentoring Association Registration brochure is posted on IMA's web site, www.mentoring-association.org.

The PDF file may be downloaded, and the registration form printed and faxed to IMA to secure your involvement in this conference.

Featuring 6 plenary speakers:

April 6th - Wilma Chan, California Assembly woman

April 7th - Clayton Lloyd, Senior VP Wells Fargo Bank

- Willie Martin, President-US Region DuPont

April 8th - Dr. Eugene Muscat, Sr. Assoc. Dean,

University of San Francisco

- Arabella Martinez, CEO Unity Council

April 9th - Amos Carmeli, Perach, Israel

- Maria Casey, Chair, The Mentoring Center Board

- Over 70 concurrent sessions will provide idea exchange opportunities for mentoring processes in business, government, associations, higher education, community and youth programs.

- Other innovations are "hot starts" to each day with some wonderful videos and entertainers.

- Participants will come from more than 14 countries, to enjoy a superb venue, Oakland, CA.