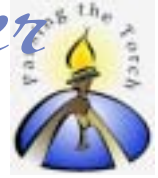


Mentor Ink™ Newsletter

Mentor Ink is the online publication of
Corporate Mentoring Solutions Year 17 Issue 2 February 2003



IN THIS ISSUE



Mentoring from good to great - Part 2

Jim Collins' *Good to Great* has a strong mentoring message. In January, we explored part of what he has to say about leadership. This month, we continue... (see page 3)



Mentor Answers FAQs - Is there a connection between birth order and mentoring?

Are you a first born? A last born? A middle child? Has this position in your family order played any role in your mentoring relationships? In deciding to be a mentor? A protegee? In *The Odyssey*, the original protegee (Telemachus) was an "only". Turn to page 4 for the first of two articles on the subject.



Mentor visits China - Part 2

In October 2002, while in Beijing, when he wasn't soaking his blistered feet (from non-stop hiking the Great Wall) and blistered hands (from rowing up the Yangtze River)... (see page 2)



The Intelligent Thinker's Guide to Mentoring

Is the Myer's Briggs Type Instrument the right choice for mentoring? (turn to page 3)



Associate of the Month - in Greece

*"It is not the strongest of species that survive, nor the most intelligent, but the ones most responsive to change."
Charles Darwin*



ANNOUNCEMENTS

In January, CMSI started a series of city tours. For details, on the May tour in New York City, plus other locations, turn to page 4.

FUTURE ISSUES

- Mentoring and Murphy's Law, Intellectual Capital
- Report on the 2003 Government Conference on Mentoring held January 28-29
- Results of our most recent Mentoring Survey -- part 2 -- on the impact of technology will appear in the April issue as will Part 3 of our survey (see below)

MENTORING BENCHMARK SURVEY Part 3 - March 2003

Next issue -- on the impact of globalization on mentoring programs.

Send us your take on this subject. Participate. Help make our third annual mentoring survey another success. You'll be glad you did. Results will appear in a future issue.

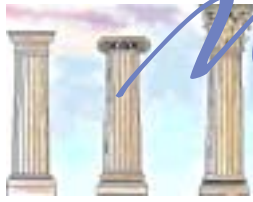


From the Editor

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

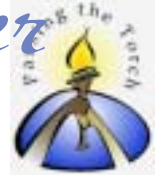
Your editor: *Marilynn Miles Gray*





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Mentor Visits China - Part 2

Mentor turned on the t.v. just to catch up on world events. Fortunitously, several times, there were items on mentoring and coaching.

The first show Mentor saw was the "Around China" show on one of the Beijing tv channels. In progress was an interview with a family of traditional Chinese drummers.

Okay, you ask, what's this got to do with mentoring? For one thing, there's no school or university (it would appear) at which people can learn how to play traditional instruments. Clearly this involves learning a

*If you want to perform on stage for one minute, you must practice for ten years.
Chinese saying*

number of skills -- how to make the instrument so the traditona can be maintained (including steaming the wood, stretching the animal hides, decorating the drums), how to tune them, how to play them as a group, where to get the materials to make the instruments (much can't be bought and so are still home made). All of this is similar to what was described last month when Mentor described a visit to a cloisonne factory. Ovrall, it's important to be reminded of the fact that formalized mentoring occurs elsewhere in the world and that what is transmitted is, in its own way, every bit as demanding as some of the activities undertaken in the Western world.



MentorInk intrepid Editor (Marilynne) in the Shanghai Bazaar - one place the drumming family might appear

Unlike the mentoring in the cloisonne factory that was more or less limited to the multi-step technical process, for the drummers, public performance also demands learning many "non-technical" skills.

Every member of their family is expected to make the drums and perform except grandma (102 years old) and the wife of the drumming leader who plays the flute for the ensemble.

(cont. page 6)

Meet Corporate Mentoring Solutions

In answer to those of you who want to see what we look like, here's our latest. We actually had this staff picture taken in time for the December holidays to go on the corporate Christmas card.

Being a rather unorthodox group, we're including it just in time for Chinese New Year (which we celebrate here on the West Coast).. Since this picture was snapped, we've added



several more staff and several were absent on holidays. Front row (L to R) Cory, Diane, Greg, Stephanie, Elaine Back: Ian, Bill, Marilynne, Jon, John, Troy, Rob Absent: Tristin, Tamara, Andrea, Wayne

CMSI Associate of the Month

Olympia Mitsopoulou does 80% of her consulting work in Athens but is eager to expand her European horizons.

An entrepreneur by inclination, in the 1990s along with partners she started three firms -- Job Centres, Business Deals and Response.

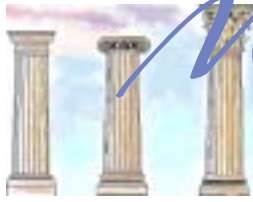
Fluent in Greek, English and French, Olympia received her degrees from the University of Wales and The American College of Greece.

Keen to offer "high quality services that are good for people, ethical and contribute to their personal development", she has joined CMSI as an Associate. Excited about the prospects for mentoring, she hopes to apply her many and varied experiences to help clients with their needs.



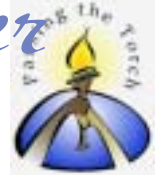
Olympia flew in from Greece especially to meet with CMSI staff and principals in the summer of 2002. She is shown here in Victoria's world-famous Butchart Gardens flanked by Dr. Bill Gray (President of CMSI) wearing a 2004 Olympic T-shirt she presented to him and Troy Opper, Director of CMSI Sales.

If you are interested in more information about CMSI services in Europe, contact us at the number below.



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Myers-Briggs -- a Mentoring Tool ?

The Myer-Briggs Type Indicator (MBTI) is likely the most popular personality test in use. Developed in the early 1940s by a mother-daughter team -- mother Katherine was clearly a **mentor** to her daughter Isabel.



The tool is based on Jung's work and is aimed to reduce "the waste in human potential in World War II" and a desire to better understand people differences.

It must have been clear to the two women that they themselves were quite different people and mother Katherine noted this same feature in connection with marriage.

If you don't know much about MBTI, here's a capsule: answers place you into four different dimensions -- introversion vs extroversion, intuition vs sensing, feeling thinking, perceiving vs judging. Since there are 16 different combinations of these four dimension, there are 16 "types". For some, it's difficult to remember what the combination of letters means -- ISTJ and for others, it's equally confusing to discover that one month they may test one way, and the next month a different way.

Each year, approximately 2,000,000 people in the United States alone, take the MBTI. Translated into 30 languages, seems to give it a cachet. It's not inexpensive. Further, it takes time to answer the 94 items of a forced-type nature. For example, test-takers either answer a question: "Which best describes you: In a large group do you more often introduce others or get introduced?" or choose one word from a pair based on which "appeals to you more" -- "spontaneous" or "systematic"?

It would appear that, in connection with mentoring, users appear to confuse massive popularity and heavy marketing with appropriateness. Our experience is that some organizations have spent so much on the MBTI (training people to administer it, buying copies, etc.) that even though they acknowledge it is not appropriate, they still insist on using it --

(cont. page 6)

Mentoring from Good to Great - Part 2

One of Jim Collins' "basic practices" extracted from the research done for Good to Great is one that will stand mentors (and would-be mentors) in good stead. Like all deceptively simple principles, it's harder to follow that to say: "Lead with questions, not answers".



Over the years, as more and more managers have been asked to become mentors in programs, it's become evident that some have difficulty separating the role of the manager from that of the mentor. Collins and his colleagues, in pinpointing the need to ask questions rather than "tell" is saying the same thing about leaders.

He offers an example from a company that met the criteria of going from near-bankruptcy (1973) to being "good" (1982) then "great". The CEO, when asked how he would lead the

*"Knowledge is power... knowledge is safety...
knowledge is happiness"
~ Thomas Jefferson*

company out of financial trouble, he replied: "I don't know." As Collins writes:

"Unlike [other less successful CEOs], he resisted the urge to waken with 'the answer.'... Instead, he began not with answers, but with *questions*." {With} his executive team constantly pushing and probing and prodding with questions."

Those of you who are "into" mentoring, take note of the different mentor-like roles the CEO was taking. He also kept asking questions until he had a clear picture of reality and its implications. The CEO in question, when interviewed said of his style: "I wouldn't let go until I understood. Why, why, why?" Like other leaders of good-to-great companies, apparently he operated in Socratic fashion, using questions for one key reason: to gain understanding rather than as a form of manipulation, blaming, or put-down. And this difference and an understanding of the difference is vital to

(cont. page 5)

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 that can be used organization-wide to determine the interest in mentoring.

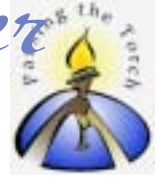
This 7-question survey takes approximately two minutes for respondents to complete. Your organization receives a Report of the results as well as all of the raw data for analysis. MIP charts and graphs contain a wealth of detail. If your organization is interested in using the MIP, please contact sales@mentoring.ws.





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Mentoring and Birth Order

Several weeks ago, while on the "family vacation", the fact of differences in people came to the fore. Talk turned to the possibility that birth order can determine some of our behaviors. That, in turn, engendered some discussion (not the first time either) as to whether birth order has any impact upon the mentoring relationship and roles play in mentoring.



What follows is our brief but playful thinking on the topic. The aim is to have you, the reader, consider the possibilities -

Q: Is there a larger number (than might be expected) of first born mentors involved in mentoring relationships? In other words, do these people, as leaders, more naturally take on this role?

Q: What's the proportion of firsts, middles and "onlies" in informal mentoring relationships?

According to proponents, birth order is one way to gain an understanding of friends, family members and co-workers. Some researchers believe placement in the family can have an influence on personality traits. Through position in the family (birth order) a person develops behavior patterns, ways of thinking and emotional responses. Supposedly, birth order helps determine expectations, strategies for dealing with people and weaknesses. However, other factors must be considered, including genetics and the environment. There are various theories, all somewhat controversial. Some studies conclude birth order effects may be "a social phenomenon that does not exist." There are definitely two sides to be debated about this issue.

Research into birth order fell out of favor for years supposedly because the field became dominated by pop psychology that was not academically rigorous.

But the studies have continued. In the 1980s, results suggested birth category may affect a person's level of self-esteem. Falbo (1981) claims to have found that self-esteem was higher among firstborn children than later born children. He also found that firstborn children tend to be more competitive than their younger siblings.

(cont. page 6)

Some Mentoring Solutions™

Mentoring Solutions™ is a new information-related publication we will be sending out to clients in the future on an experimental basis. The how-to content promises to be of the type sampled below:

On choosing a Mentoring System

Here are six considerations for you as you evaluate what's available prior to making a decision:

1. Know all the costs involved -- people, additional hardware and software, and professional services.
2. Know your implementation timeline. If you need to solve an immediate problem, apply the KISS Principle. We provide guidelines to give clients realistic timelines so they don't find it takes longer than anticipated.
3. Talk to others trying to solve a similar problem or who have implemented the solution(s) you are considering. We find that experienced mentoring co-ordinators better appreciate the challenges and rewards than do neophytes so we put clients in touch with one another.
4. Consider the fit between the program and business needs, and objectives. Use outside resources to have as much clarity as possible including colleagues, analysts, and customers.
5. Mentoring "systems" are meant to be collaboration tools. As such, they are likely to come in a variety of shapes with videoes and Web conferencing, screen sharing, chat servers, instant messaging, document management products, message and bulletin boards, and e-mail, to name a few features. E-mail is one of the most heavily used collaboration tools because it crosses time zones, can be done in each users' own time frame, and gives recipients time to think over, then respond to issues.
6. Collaboration tools are of two types: real time (synchronous) and any time (asynchronous). Real time tools either provide or facilitate instant collaboration but all those involved must be available at the same time.

Any time collaboration with document management products, message boards/BBS, portal software, and e-mail allows users to work together at different times. The advantage is they work across time zones, don't require everyone to be available at the same time.

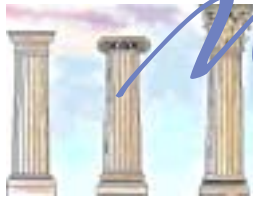
While Mentoring Solutions won't appear inside MentorInk Newsletter the way it does this month, our expectation is that it will become a regular feature for us.

Mentoring Solutions

CMSI 2003 City Tours

CMSI is now planning a series of city tours. Tour #1 in Washington DC has just wrapped up. Future venues are: Washington DC March 24-8; New York for May 5-6, and May 7 (am only); Honolulu August 23-26; Chicago October 6-7; Washington DC October 8-10 and early December TBD. For information about additional cities to be visited by CMSI staff -- for example, Dallas in March, please call





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Mentor Visits China (cont. from page 2)

The son who leads the group is in his 50s. He says he represents the seventh generation of “trade”, as he calls it. The son was shown preparing the white oxhides, steaming and fitting the wood, teaching his sons and grandsons to play as they readied for a public performance. His father put his opinions in from time to time showing that he still was a valuable part of the show and had no intention of retiring any time soon.

In the show, son busily concentrated on improving the next generation's posture, harmony, and showed them how to make and read notations. Everyone made it clear how physically taxing the daily routine is.

Next issue: Part 3 in which we look at “opening the chest” in mentoring.

Mentoring from Good to Great - Part 2

(cont. from page 3)

ultimate success in mentoring relationships as well as in running organizations.

Manipulative questions take the form of: “Don't you agree with me that...?” placing blame and put-downs: “Why did you mess XYZ up?”

In Collins' mind, good-to-great leaders (and we could include great mentors), start with questions such as: “What's on your mind?” or “Can you tell me about that?” and “Can you help me understand?” In essence, they don't formulate the answer then spend time motivating others to follow “the messianic vision”, as he phrases it. The goal is to come up with the best possible insights. There are times mentors do the leading but the goal is to develop the protege, not to play guru.

A dominant theme in the research suggests “expending energy trying to motivate people is largely a waste of time.” In an organization, the right people are self-motivated. In mentoring terms, this translates into receptive (self-motivated) proteges. The self-motivated protege is in an ideal position to gain much. Collins suggests that great leaders, for their part, must avoid “demotivating” followers -- such as holding out false hope. The mentoring equivalent would be for the mentor to claim skills, knowledge and experience that s/ he does not possess.

Source: *Good to Great*, Jim Collins, 2001, Harper Business)

FUTURE ISSUES : On the unwritten rules, pacing and discipline.

Mentoring Timeline© 2001A.D.

According to Don Phin, when he reviewed, *Built To Last* (Jim Collins first book), this work positioned Collins, along with his **mentor** and co-author, Jerry Porras, as corporate researchers on the forefront. In his acknowledgements for the best-seller *Good to Great*, Collins says: “I would like to make special note of Jerry Porras as my research **mentor**.”

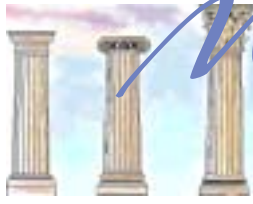
Built To Last examines factors associated with companies that made great progress when compared to rivals in the same field over a multi-year period of time. The **mentor-protege team** discovered the “visionary” nature of these companies that helped build their brand and distinguish them from all others. Collins doesn't see this as revolutionary but rather as data being reported with the strong emphasis on the principles behind success as models for other companies.

How did Collins come to write *Good to Great* -- part of our current series? A former McKinsey partner challenged him that *Built To Last* gave virtually no insight into how companies go from good to being great. As we've already noted, Collins put together a research team and spent five years in search of answers -- tracking public corporations that, after being good companies for many years, made it into greatness”status for 15 years or more (one of the criteria for “great”). Companies able to make this transition don't do it over-night.

What *MentorInk* didn't say in earlier descriptions of *Good to Great* is that only 11 American companies -- Abbot, Circuit City, Fannie Mae, Gillette, Kimberly-Clark, Kroger, Nucor, Philip Morris, Pitney Bowes, Walgreens and Wells Fargo -- made the list in the end.

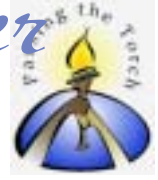
Collins shown with part of his research team





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Myers-Briggs a Mentoring Tool ?

primarily for economic reasons. Test administrators and test-takers are told that if the reported type does not fit, one of the administrator roles is to "help identify a better-fitting type."

While the publisher, CPP Inc., notes MBTI is "well documented with thousands of scientific studies", there are still many skeptics, some of which suggest it's popularity is more a factor of ease of use, relative quickness compared to other tests, good packaging, and publicity. It's a household name, so to speak. Others think that, on the surface, it seems to be valid -- that is, it tests what it claims to test -- but in fact does not because it allows for extremely flexible interpretation.

It's clear from looking at mentoring websites that MBTI is used for programs. Cost is not seen as a barrier. Our experience is that knowing type, while interesting, is not the basis for mentoring relationships. If anything, mentoring style is much more valuable because it focuses on behaviors that actually make a difference in the relationship. Further, it is possible some people would think that there is an ideal type of mentor to be discovered through the use of the MBTI. And this can create a dangerous precedence.

Here's the reasoning behind that last statement.

Let's take one "type" description for someone who is labelled an ISTP.

Cool onlookers -- quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.

Is this person a good mentoring match for another?

Unfortunately, some will conclude the match should or should not be made on this basis. At a given point in time, it may be appropriate for protege ABC to work with a mentor of this "type" [if indeed this is a valid typing]. At the same time, for a different purpose, it may be appropriate for ABC to be working with another mentor such as one who is "good at on-the-spot problem-solving." -- an ESTP. Later, that same protege may need to work with a different mentor. The point is that needs change, so does expertise and this is most commonly one basis for matches. Further, we all must work with people who are different from ourselves and not just in terms of personality types.

We at CMSI has always emphasized the importance of people using good judgement and careful consideration of their needs as proteges (and expertise, in the case of mentors), so as to understand what is the most appropriate match. Thus, there is no ideal mentor, rather it is a case of the most appropriate mentor match. The added value in doing this is for both mentor and protege to be more in control of how the relationship proceeds and to be cognizant of how the mentoring process works on a broad scale rather than on a single match basis.

Mentoring and Birth Order

(cont. from page 4)

Gates, Lineberger, Crockett, and Hubbard in 1988 conducted a study about birth order and how it relates to depression, anxiety, and self-concept. Their study found that the self-concept scores were higher for firstborn children than second-born and youngest-born children. A high self-concept score indicated a high level of self-esteem.

They suggested that perhaps firstborn children benefit from the attention they receive before their siblings are born. Another suggestion is that children tend to compare themselves to their siblings; therefore, firstborn children would benefit from being the oldest, probably the biggest, and the first to reach many milestones.

Since the mid-90s, there has been ongoing new research to examine how family dynamics, including birth order, affects personality. Some studies have considered how a person's place in the family birth order may play a role in the type of occupations that will interest him or her as an adult.

Psychologists who have studied the impact of birth order on personality have found firstborns tend to be highly motivated to achieve. Of the first twenty-three astronauts sent into outer space, twenty-one were first-borns or only children.

Now let's stop at this point and consider some of the possible implications for mentoring -- if there are any depending on how seriously one wants to treat the subject. If one looks for a high achiever, possibly it would be useful to look for a series of first borns as role models. If high self-esteem is important -- if would be helpful to ask the first borns if they believe they have a high self concept and whether this comes, at the outset, from the home environment but, following that, what other external factors played a role?

In point of fact, most of us recognize that negative examples can be as useful as positive ones though not much space is given to this point. Therefore, don't close yourself to the possibility that as much can be learned from an examination of people with low self-concept and from moderate or low achievement as from the opposites.

[Sources: The Birth Order Challenge, by Clifford Isaacson; The Birth Order Book by Kevin Lehman]

Next issue: Part 2

