

Contents

List of figures and tables	ix
Author biography	xi
Preface	xii
Foreword	xv
Chapter 1 The What and Why of Mentoring	1
Mentoring in employment	2
Mentoring for entrepreneurs	2
Mentoring in education	2
Mentoring in the community	3
The business case in brief	3
Summary	4
Chapter 2 Models and Methods of Mentoring	5
Sponsorship vs developmental mentoring	5
A simple model of developmental relationships	8
The two dimensions of ‘helping to learn’	9
Developmental mentoring vs developmental coaching	13
Mentoring and coaching as reflective space	14
Mentoring and coaching in the spectrum of learning	15
Mentoring in the spectrum of supporting	16
Mentoring as a series of dimensions	17
Should mentors give advice?	18
Can developmental and sponsorship mentoring work together?	18
Summary	18
Chapter 3 How Formal Should the Mentoring Programme Be?	19
The arguments for formal mentoring	20
The arguments for informal mentoring	21
What does a formal programme look like?	21
Bridging the gap between formal and informal mentoring	22
Summary	22
Chapter 4 Making the Case for Mentoring	25
The case to top management	25
Other organisational benefits	29
Calculating the cost benefit of mentoring	30
Convincing HR	31
Benefits to the mentee	31
Potential downsides for the mentee	35
Benefits for the mentor	35

Potential downsides for the mentor	37
Benefits to the line manager	38
Summary	38
Chapter 5 What Makes an Effective Mentor an Effective Mentee?	39
Choosing mentors	39
The mentor acronym	44
Managing the relationship	45
The mentor who encourages and motivates	45
The mentor who nurtures	46
The mentor who teaches	46
The mentor who offers mutual respect	47
Mentor motivations	47
Checklist – ideal characteristics to seek in a mentor	48
The mentor from hell	48
Choosing mentees	49
The effective mentee	50
Summary	51
Chapter 6 Matching Mentors and Mentees	53
Summary	60
Chapter 7 Setting up the Mentoring Programme	61
The mentoring quadrangle	61
Setting programme objectives	62
Preparing the company for a mentoring programme	62
How to prepare the mentor and the mentee	66
The role of the line manager vs that of the mentor	67
Testing the programme	67
Training	68
Some basic guidelines in the design of mentoring training	69
Putting training and scheme management together	74
Role of the mentoring programme manager	76
Summary	78
Chapter 8 Beginning the Mentoring Relationship	79
The mentoring contract	80
Mentoring ground rules	81
The first meeting	82
Summary	82
Chapter 9 Measuring and Monitoring the Programme	83
The measurement matrix	84
What should be reviewed when?	84
Summary	85
Chapter 10 Standards for Mentoring Programmes	87
How to get the best out of programme standards	90
Summary	90

Chapter 11 Peer and Reverse Mentoring	91
Peer mentoring	91
Reverse mentoring	93
How to get the most from a peer learning alliance	96
Summary	98
Chapter 12 Phases of the Mentoring Relationship	99
How sponsorship mentoring relationships evolve	99
How developmental mentoring relationships evolve	100
The start of the relationship	100
The middle period	102
Dissolving the relationship	104
Restarting the relationship	106
Using the phases in training and programme management	107
Summary	107
Chapter 13 Problems of Mentoring Programmes and Relationships	109
Organisational issues	110
Relationship issues	115
Summary	117
Chapter 14 Managing Multi-Country Mentoring Programmes	119
Creating a global mentoring strategy	119
Adapting a global approach to local needs	120
Some specific cultural issues	121
Summary	122
Chapter 15 Mentoring for Graduates and High Potentials	123
Graduate mentoring	123
Mentoring 'high potentials'	125
Summary	126
Chapter 16 Diversity Mentoring	127
Same group, different group?	128
Positioning diversity	129
Potential problems with male–female mentoring	131
Mentoring across racial/cultural divides	131
Training mentors and mentees to manage diversity issues	133
Summary	136
Chapter 17 Maternity Mentoring	137
Summary	139
Chapter 18 Professional and Executive Mentoring	141
The rationale for executive mentoring	142
Small business mentoring	142
What professional mentors do	143
In-house or external mentor?	144
Summary	146

Chapter 19 Virtual Mentoring	147
E-mentoring	147
Summary	153
Chapter 20 Cross-Organisational Mentoring	155
What should you look for in consortium partners?	156
Key roles	156
Key programme stages	156
Some FAQs	157
Summary	157
Chapter 21 Final Issues	159
All good mentoring relationships come to an end	159
Good mentees often make good mentors	159
Old-stagers can benefit from mentors too	159
Finding a mentor when there is no formal mentoring programme	160
Appendix	163
Bibliography	189
Index	199