# Mentoring Programs That Work

Have you been thinking about starting a mentoring program in your organization? Do you already have a program and want to refine it? Either way, this is the book for you. Along with a practical, step-by-step roadmap for implementing a program, Mentoring the Future helps you build a powerful business case for mentoring in your organization.

If you want to do more with mentoring, you've found the right book. The notion that only the most experienced members of an organization can guide a few promising go-getters no longer applies in today's business world. In Modern Mentoring, Randy Emelo advocates for a vastly different mentoring practice. Drawing from a rich career, he explains why organizations should consider all employees potential mentors, making everyone both advisors and learners. Modern Mentoring offers a blueprint for success with a model that benefits more than the select few and steers clear of forcing connections between people. Emelo demonstrates that a culture in which people choose what they want to learn and whom they learn from, while increasing overall organizational intelligence, is completely within reach. In this book you will learn: what it takes to grow a modern mentoring culture which tools to use as you facilitate organization-wide mentoring how organizations like Monsanto and Humana benefit from modern mentoring.

This updated edition presents 18 successful real-world programs, 5 factors for developing a comprehensive mentoring initiative, and new material for mentoring special education, math, and science teachers.

When it comes to mentoring, women face more barriers than men. Here's how men can help

change that. Increasingly, new employees and junior members of any profession are encouraged--sometimes stridently--to "find a mentor!" Four decades of research reveals that the effects of mentorship can be profound and enduring; strong mentoring relationships have the capacity to transform individuals and entire organizations. But the mentoring landscape is unequal. Evidence consistently shows that women face more barriers in securing mentorships than men, and when they do find a mentor, they may reap a narrow range of both professional and psychological benefits. Athena Rising is a book for men about how to eliminate this problem by mentoring women deliberately and effectively. Traditional notions of mentoring are modeled on male-to-male relationships, yet women often report a desire for mentoring that addresses their interpersonal needs. Women want mentors who not only understand this, but truly honor it. Coauthors W. Brad Johnson and David G. Smith present a straightforward, no-nonsense manual for men working in all types of institutions, organizations, and businesses to become excellent mentors to women, because as women succeed, lean in, and assume leading roles in any organization or work context, the culture will become more egalitarian, effective, and prone to retaining top talent.

Making Mentoring Work is a practical guide for school leaders interested in beginning or enhancing their mentoring programs for new teachers. Readers can use the mentoring program rubric to pre-assess their program and then choose the chapters that correspond to areas of growth.

Updated for new and experienced principals, this resource provides personal stories, practical advice, a new chapter on career fulfillment, and study guides for professional development. This guide offers helpful advice on how teachers, administrators, and career advisers in

science and engineering can become better mentors to their students. It starts with the premise that a successful mentor guides students in a variety of ways: by helping them get the most from their educational experience, by introducing them to and making them comfortable with a specific disciplinary culture, and by offering assistance with the search for suitable employment. Other topics covered in the guide include career planning, time management, writing development, and responsible scientific conduct. Also included is a valuable list of bibliographical and Internet resources on mentoring and related topics.

'Mentoring Programs for New Teachers' describes different models of mentoring, and gets the reader thinking about professional support and development that will affect hiring, orientation, and teacher effectiveness, as well as staff morale.

The mentoring curriculum presented in this manual is built upon the original Entering Mentoring facilitation guide published in 2005 by Jo Handelsman, Christine Pfund, Sarah Miller, and Christine Maidl Pribbenow. This revised edition is designed for those who wish to implement mentorship development programs for academic research mentors across science, technology, engineering and mathematics (STEM) and includes materials from the Entering Research companion curriculum, published in 2010 by Janet Branchaw, Christine Pfund and Raelyn Rediske. This revised edition of Entering Mentoring is tailored for the primary mentors of undergraduate researchers in any STEM discipline and provides research mentor training to meet the needs of diverse mentors and

mentees in various settings.

Reach New Heights as a Mentor Broaden people's perspectives. Sustain momentum for development. Drive significant career growth. It doesn't take a workplace superhero to accomplish all of this. You can do it—when you become a masterful mentor. While mentoring resources typically center on the mentee or the program, 10 Steps to Successful Mentoring is devoted explicitly to helping you excel in the role of mentor. In this book, Wendy Axelrod helps you stretch your mentoring abilities to yield substantial rewards for you and your mentee. Drawing on more than 20 years of work with mentors, she delves into proven approaches to use in your ongoing meetings, such as elevating the power of questions, leveraging experience for learning, and expanding growth using everyday psychology. Come away inspired to take on a fresh challenge. Whether mentoring is a calling or a choice, you're new to it or a seasoned veteran, or you're in a formal program or on your own, 10 Steps to Successful Mentoring is the resource you'll return to again and again. It's filled with real-life examples and 40 tools to help you master the nuances that drive deliberate development. Woven throughout are Wendy's seven guiding principles that distinguish the most successful mentors (hint: "Start where your mentee is, not where you think they should be"). Become the best possible mentor, and deliver memorable

experiences to your mentees and create a lasting legacy for yourself.
The bestselling co-author of the legendary The One Minute Manager® and a former Twitter executive join forces to create the ultimate guide to creating powerful mentoring relationships. While most people agree that having a mentor is a good thing, they don't know how to find one or use one. And despite widespread approval for the idea of being a mentor, most people don't think they have the time or skills to do so. Positive mentoring relationships can change the way we lead and help us succeed. In One Minute Mentoring, legendary management guru Ken Blanchard and Claire Diaz-Ortiz, a former Twitter executive and early employee, combine their knowledge to provide a systematic approach to intergenerational mentoring, giving readers great insight into the power and influence of mentoring and encouraging them to pursue their own mentoring relationships. Using his classic parable format, Blanchard explains why developing effective communication and relationships across generations can be a tremendous opportunity for companies and individuals alike. One Minute Mentoring is the go-to source for learning why mentoring is the secret ingredient to professional and personal success.
The #1 international best seller In Lean In, Sheryl Sandberg reignited the conversation around women in the workplace. Sandberg is chief operating officer

of Facebook and coauthor of Option B with Adam Grant. In 2010, she gave an electrifying TED talk in which she described how women unintentionally hold themselves back in their careers. Her talk, which has been viewed more than six million times, encouraged women to "sit at the table," seek challenges, take risks, and pursue their goals with gusto. Lean In continues that conversation, combining personal anecdotes, hard data, and compelling research to change the conversation from what women can't do to what they can. Sandberg provides practical advice on negotiation techniques, mentorship, and building a satisfying career. She describes specific steps women can take to combine professional achievement with personal fulfillment, and demonstrates how men can benefit by supporting women both in the workplace and at home. Written with humor and wisdom, Lean In is a revelatory, inspiring call to action and a blueprint for individual growth that will empower women around the world to achieve their full potential.

Use these step-by-step strategies to develop and implement a proven program that links to districtwide goals and results in highly qualified teachers and increased student achievement.

This book presents an evidence-based best practice approach to the design, development, and operation of formal mentoring programs within organizations.

The book includes practical tools and resources that organizations can use, such as training exercises, sample employee development plans, and mentoring contracts. Case studies from organizations with successful mentoring programs help illustrate various principles and best practice strategies suggested in the book. A start-to-finish guide that can be used by management, employee development professionals, and formal mentoring program administrators is also included.

How to Use Mentoring to Drive Maximum Competitive Advantage Techniques and lessons from IBM's world-class mentoring programs—for every business and HR leader, strategist, Chief Learning Officer, consultant, trainer, and scholar For today's enterprises, few challenges are as daunting as preparing tomorrow's leaders. Mentoring is one of the most powerful tools at their disposal. But not all mentoring programs are equally effective, and not all companies have learned how to sustain mentoring. One company has: IBM. Intelligent Mentoring reveals how IBM has done it–and offers specific guidance and best practices you can use to achieve equally powerful results. Intelligent Mentoring shows how IBM has fully integrated a diverse portfolio of formal mentoring initiatives into both talent development and innovation promotion. Whether you're a business leader, strategist, Chief Learning Officer, training specialist, coach, or consultant, this book presents a state-of-the-art framework for making mentoring work. Drawing on IBM's experience, the authors demonstrate how to build a diverse portfolio of effective mentoring programs...use mentoring to strengthen organizational intelligence...build sustainable communities of mentors and mentees...promote collaboration across differences...

and above all, link mentoring to strategy and use it to sustain competitive advantage. • Use mentoring to develop tomorrow's world-class business leaders Actionable solutions and best practices from IBM's breakthrough mentoring program • Embrace mentoring as a high-performance work practice Maximizing, capturing, and communicating the value-added impact of mentoring • Set the right goals for mentoring: then achieve them Utilize mentoring to strengthen organizational learning, improve retention, promote innovation, and more • Use mentoring to solve your organization's most "wicked" problems How mentoring can help you respond to complex, tangled challenges you've never faced before

PRAISE FOR THE MENTEE'S GUIDE "The Mentee's Guide inspires and guides the potential mentee, provides new insights for the adventure in learning that lies ahead, and underscores my personal belief and experience that mentoring is circular. The mentor gains as much as the mentee in this evocative relationship. Lois Zachary's new book is a great gift." —Frances Hesselbein, chairman and founding president, Leader to Leader Institute "Whether you are the mentee or mentor, born or made for the role, you will gain much more from the relationship by practicing the fun and easy A-to-Z principles of The Mentee's Guide by the master of excellence, Lois Zachary." —Ken Shelton, editor, Leadership Excellence "With this deeply practical book filled with stories and useful exercises, Lois Zachary completes her groundbreaking trilogy on mentoring. Must-reading for those in search of a richer understanding of this deeply human relationship as well as anyone seeking a mentor, whether for new skills, job advancement, or deeper wisdom." —Laurent A. Parks Daloz, senior fellow, the Whidbey Institute, and author, Mentor: Guiding the Journey of Adult Learners

This is a comprehensive resource for creating, refining and sustaining effective student peer

mentoring programs. While providing a blueprint for successfully designing programs for a wide range of audiences - from freshmen to doctoral students - it also offers specific guidance on developing programs targeting three large groups of under-served students: first-generation students, international students and student veterans. This book is primarily intended as a resource for student affairs professionals and program coordinators who are developing new peer-mentoring programs or considering refining existing ones. It may also serve as a text in courses designed to train future peer mentors and leaders.

This first comprehensive guide to helping mentors and mentees bridge gaps between and among cultures—a growing issue in today's diverse workplace—is coauthored by the founder and CEO of the Center for Mentoring Excellence. As the workplace has become more diverse, mentoring has become more challenging. Mentors and mentees may come from very different backgrounds and have limited understanding of each other's cultures and outlooks. But mentoring remains the most powerful tool for creating meaningful relationships, furthering professional development, and increasing engagement and retention. Younger workers and emerging leaders in particular are demanding it. Lisa Z. Fain and Lois J. Zachary offer a timely, evidence-based, practical guide for helping mentors develop the level of cultural competency needed to bridge differences. Firmly rooted in Zachary's well-known four-part mentoring model, the book uses three fictional scenarios featuring three pairs of diverse mentors and mentees to illustrate how key concepts can play out in real life. It offers an array of accessible tools and strategies designed to help you increase your self-awareness and prepare you to embrace and leverage differences in your mentoring relationships. But beyond tips and techniques, Fain and Zachary emphasize that authenticity is the key—the ultimate purpose of this book is to help the

mentor and mentee make a genuine connection and learn from each other. That's when the magic really happens.

Youth mentoring programs must change in order to become truly effective. The world's leading expert shows how. Youth mentoring is among the most popular forms of volunteering in the world. But does it work? Does mentoring actually help young people succeed? In Older and Wiser, mentoring expert Jean Rhodes draws on more than thirty years of empirical research to survey the state of the field. Her conclusion is sobering: there is little evidence that most programs—even renowned, trusted, and long-established ones—are effective. But there is also much reason for hope. Mentoring programs, Rhodes writes, do not focus on what young people need. Organizations typically prioritize building emotional bonds between mentors and mentees. But research makes clear that effective programs emphasize the development of specific social, emotional, and intellectual skills. Most mentoring programs are poorly suited to this effort because they rely overwhelmingly on volunteers, who rarely have the training necessary to teach these skills to young people. Moreover, the one-size-fits-all models of major mentoring organizations struggle to deal with the diverse backgrounds of mentees, the psychological effects of poverty on children, and increasingly hard limits to upward mobility in an unequal world. Rhodes doesn't think we should give up on mentoring—far from it. She shows that evidence-based approaches can in fact create meaningful change in young people's lives. She also recommends encouraging "organic" mentorship opportunities—in schools, youth sports leagues, and community organizations.

Mentorship is a catalyst capable of unleashing one's potential for discovery, curiosity, and participation in STEMM and subsequently improving the training environment in which that

STEMM potential is fostered. Mentoring relationships provide developmental spaces in which students' STEMM skills are honed and pathways into STEMM fields can be discovered. Because mentorship can be so influential in shaping the future STEMM workforce, its occurrence should not be left to chance or idiosyncratic implementation. There is a gap between what we know about effective mentoring and how it is practiced in higher education. The Science of Effective Mentorship in STEMM studies mentoring programs and practices at the undergraduate and graduate levels. It explores the importance of mentorship, the science of mentoring relationships, mentorship of underrepresented students in STEMM, mentorship structures and behaviors, and institutional cultures that support mentorship. This report and its complementary interactive guide present insights on effective programs and practices that can be adopted and adapted by institutions, departments, and individual faculty members.
This accessible guide offers school leaders a wealth of strategies to foster a culture where educators engage with young people to encourage college readiness and career success. Based in research and best practices, Mentoring is a Verb explains how to build effective mentoring programs as well as encourage educators to individually mentor students. Olwell breaks down the key elements it takes to forge lasting relationships with students and addresses ways to connect to at-risk students. Packed with actionable steps, this book gives you the tools to help your students set high expectations and goals, recognize and address barriers to success, plan for the future, and reach their post-graduation aspirations.
This insightful resource examines how well new principals are prepared and supported, reviews numerous model programs, and offers innovative solutions to develop a mentoring or induction program.

Written to reflect the realities of today's business environment, Power Mentoring is a nuts-and-bolts guide for anyone who wants to create a connection with a protégé or mentor, or to improve a current mentoring relationship. Filled with illustrative examples and candid insights from fifty of America's most successful mentors and protégés, Power Mentoring unlocks the secrets of great mentoring relationships and shows how anyone (including those who are well established in their careers, or those who are just starting out) can become a successful mentor or protégé. Based on compelling interviews from Ellen Ensher and Susan Murphy's own research, this important resource explains what it takes to develop a "power mentoring" network consisting of a variety of mentors across a range of organizations and industries. The authors provide strategies for establishing such power mentoring relationships, outline the best practices, and offer insights from mentors and protégés in a variety of fields including technology, politics, and the media.

Discover the personal and professional benefits of mentoring relationships in this practical and concise guidebook. The book explains the concept of mentoring and outlines the benefits for all those involved. Then it shows how a programme can be implemented, with training activities and documents

Mentoring Programs That WorkAssociation for Talent DevelopmentDesigning Workplace Mentoring ProgramsAn Evidence-Based ApproachWiley-Blackwell

The support you need for mindful mentoring and sustainable teacher success! Learn effective mentoring principles you can use as you guide novice teachers through their first years. This practical guide emphasizes a unique approach: mindful mentoring that aligns your mentoring conversations to teaching standards to more systematically prepare novice teachers for their

teacher evaluation. You'll learn how to: Plan mentoring conversations and observations Prevent teacher burnout by sharing social and emotional learning skills Integrate the updated INTASC Standards into mentoring conversations This updated edition provides a robust companion website featuring videos, downloadable forms, and a digital Mentor Planning Guide and Journal for reflection. Use with The First Years Matter, the companion guide for novice teachers!

A hands-on and usable guide to making the first 90 days of your mentoring relationship a success In Starting Strong, mentoring experts Lois J. Zachary and Lory A. Fischler weave a compelling tale that exemplifies the concepts, highlights the dynamics, and outlines the issues involved in mentoring relationships. The authors use the form of a fable to tell the story of a budding mentoring relationship filled with possibilities, problems, and triumphs. The story of Cynthia, a seasoned professional, and her new mentee Rafa, brings to life Zachary and Fischler's wealth of mentoring suggestions and best practices and each episode of the fable is accompanied by reflection questions, key learnings, and strategies that readers can apply to their own mentoring relationships. The authors include a conversation playbook that guides mentors and mentees through six essential conversations that will help them establish a strong mentoring connection, and keep it moving forward. As organizations face the transition of departing Boomers and arriving Millennials, Starting Strong offers a hands-on and readable guide to create effective mentoring relationships that will ensure the success of that transition. The book: Covers the key components of a successful mentoring relationship including building trust, establishing a comfort zone (and then having the courage to leave it), holding productive meetings, dealing with power dynamics, setting goals, and keeping momentum

going Shows how to avoid common pitfalls and overcome mentoring obstacles Applies to any organizational or institutional setting Starting Strong is more than an engaging story of mentorship, it's a vital resource for understanding how to implement and sustain a meaningful mentoring relationship.

Mentoring programs offer new teachers and providers a practical and supportive way to learn and grow on the job. For experienced teachers and providers, mentoring programs create an opportunity to remain in the field and advance in their profession. This guide is one part of the Early Childhood Mentoring Curriculum designed by the National Center for the Early Childhood Work Force (NCECW); the second part is a handbook for mentors. The curriculum consists of a 5-day mentoring course outline, in 10 half-day modules, for covering the eight units: (1) introduction to mentoring; (2) becoming a mentor: options and opportunities; (3) building the foundation for mentoring: key areas of knowledge; (4) growing and developing as a teacher or provider; (5) building relationships between mentors and proteges; (6) skills for effective mentoring; (7) mentors as leaders and advocates; and (8) planning a learning session for adults. This trainer's guide contains: goals and objectives for each of the eights units in the handbook; suggested training activities, with handouts, for each unit; a sample 5-day mentoring course outline; a chapter on conducting effective group learning sessions; and a concluding chapter, with activities designed for the end of the mentor training course and the end of the mentors' work with their proteges. (EV)

This book introduces the concept of critical mentoring, presenting its theoretical and empirical foundations, and providing telling examples of what it looks like in practice, and what it can achieve. At this juncture when the demographics of our schools and colleges are rapidly

changing, critical mentoring provides mentors with a new and essential transformational practice that challenges deficit-based notions of protégés, questions their forced adaptation to dominant ideology, counters the marginalization and minoritization of young people of color, and endows them with voice, power and choice to achieve in society while validating their culture and values. Critical mentoring places youth at the center of the process, challenging norms of adult and institutional authority and notions of saviorism to create collaborative partnerships with youth and communities that recognize there are multiple sources of expertise and knowledge. Torie Weiston-Serdan outlines the underlying foundations of critical race theory, cultural competence and intersectionality, describes how collaborative mentoring works in practice in terms of dispositions and structures, and addresses the implications of rethinking about the purposes and delivery of mentoring services, both for mentors themselves and the organizations for which they work. Each chapter ends with a set of salient questions to ask and key actions to take. These are meant to move the reader from thought to action and provide a basis for discussion. This book offers strategies that are immediately applicable and will create a process that is participatory, emancipatory and transformative.

A well-defined mentoring program is essential to faculty productivity and success. As institutions seek increase faculty diversity, adopt increased standards for faculty productivity, and become more aware of the benefits of extending mentoring beyond early-career, it's crucial to bring rigor and definition to your department's mentoring efforts. David Kiel, who worked with faculty leaders to design mentoring programs for all of UNC-Chapel Hill's professional schools and the College of Arts and Sciences, draws on years of research and experience to bring you this uniquely comprehensive handbook. This book includes practical

strategies from a wide range of institutions, from community colleges to research universities. This nearly 600-page handbook covers not only what works but how to do it: Get a comprehensive primer for launching or improving mentoring programs for early-career, mid-career, and late-career faculty. And get 200+ pages of worksheets, checklists, templates, and assessments to help you refine your mentoring services. "Mentoring programs for faculty have long proven to be one of the most effective strategies colleges and universities have to promote career development, increase engagement, improve the level of student success, and foster innovative research. In Developing Faculty Mentoring Programs: A Comprehensive Handbook, David Kiel provides an in-depth look at best practices in how to design, develop, and maintain a systematic approach to faculty mentoring and answers every question about how to ensure the effectiveness of these programs. Based on practice experience and exhaustive research, this book is the blueprint that everyone interested in successful faculty mentoring should follow." - Jeffrey L. Buller, Senior Partner, ATLAS Leadership Training "Developing Faculty Mentoring Programs by David Kiel delivers fully on the promise of its sub-title to provide a Comprehensive Handbook on this important and productive practice in supporting the success of academics throughout their careers. This is a welcome addition to the literature on mentoring and will serve both faculty and administrators in their efforts to provide high quality and effective mentoring programs for their colleagues." - Deborah DeZure, Ph.D., Assistant Provost for Faculty and Organizational Development Emerita, Michigan State University
Despite the interest and pervasiveness of mentoring there has been little attention devoted to professionalizing mentoring for program managers in learning organizations, especially post-

secondary institutions, and there are scant resources available for mentoring coordinators. This book fills that gap. Drawing on research on mentoring and coaching in psychology, education and organizations, this guide translates research into practice by helping program administrators learn more about the behaviors of mentoring, stages of mentoring relationships, elements of high quality relationships, and recognizing and avoiding dysfunctional ones. The book includes diagnostic surveys and case studies that coordinators might use in their programs and makes an important contribution to the literature on mentoring, providing a practical, up-to-date resource for those working in the field on how to set up, run, and evaluate their mentoring programs.

Patterned after Strunk and White's classic The Elements of Style, this new edition concisely summarizes the substantial existing research on the art and science of mentoring. The Elements of Mentoring reduces this wealth of published material on the topic to the sixty-five most important and pithy truths for supervisors in all fields. These explore what excellent mentors do, what makes an excellent mentor, how to set up a successful mentor-protégé relationship, how to work through problems that develop between mentor and protégé, what it means to mentor with integrity, and how to end the relationship when it has run its course. Succinct and comprehensive, this is a must-have for any mentor or mentor-to-be.

The United States is abundantly rich in adults with "know how." By connecting mentors -- educated adults with expertise and knowledge -- with mentees -- teens and young adults who lack motivation, experience, and role models in their lives -- we can begin to close this gap dramatically. We can prepare the next generation for the jobs of tomorrow by adding real-world, project based experience to their education. Teach to Work is a call to action for

mentors currently sitting on the sidelines. Whether you are a banker, lawyer, architect, accountant, engineer, IT specialist, or artist, you have the experience and skillset to become an ambassador of talent, grit, and transferable skills. The book provides a step-by-step guide to help professionals share their knowledge with the next generation of workers through this intergenerational experience. Based on Alper's fifteen years of mentoring inner-city high-school students, Teach to Work proves how corporations, professionals, and boomers can have a significant impact on the professional future of America's youth. Drawing from real-life stories and letters received from students, teachers, and fellow mentors describing pride of accomplishment, Alper helps professionals embark on this journey to transform lives, mentoring one student at a time.

In order to succeed in today's competitive environment, corporate and nonprofit institutions must create a workplace climate that encourages employees to continue to learn and grow. From the author of the best-selling The Mentor's Guide comes the next-step mentoring resource to ensure personnel at all levels of an organization will teach and learn from each other. Written for anyone who wants to embed mentoring within their organization, Creating a Mentoring Culture is filled with step-by-step guidance, practical advice, engaging stories, and includes a wealth of reproducible forms and tools.

Essay from the year 2017 in the subject Business economics - Business Management, Corporate Governance, grade: 1,7, University of Applied Sciences Ludwigshafen, language: English, abstract: According to the Global survey of coaching by PriceWaterHouseCoopers the ROI for companies investing in coaching is 7 times the initial investment. More and more companies are realizing the benefits of developing talent by the use of coaching and mentoring

programs. These programs help organizations develop leaders, increase potential and apply new knowledge under the advice and guidance of experts. This essay will give a short overview about the main differences between coaching and mentoring, the importance of these programs, real world examples of success and how companies can find the right methods to support talent.

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