

“Coming together is a beginning. Keeping together is progress. Working together is success.” *Henry Ford*



“It is literally true that you can succeed best and quickest by helping others to succeed.” *Napoleon Hill*



“If you want to go fast, go alone. If you want to go far, go together.” *African Proverb*

SEPTEMBER Volume 2 2014

Editor, Sue A. Davis



Mentoring magic

MICHELANGELO ONCE NOTED THAT A STATUE RESIDES INSIDE EVERY BLOCK OF MARBLE, AND IT WAS HIS CHALLENGE TO FIND IT. SIMILARLY, IT IS THE MENTOR’S ROLE TO FIND THE EFFECTIVE EDUCATOR AND LEADER INSIDE EVERY MENTEE.

These days, leaders and managers are being offered courses in humor. These classes don’t teach the art of telling a good joke; they are aimed at helping people contact something they already have inside — their sense of humor. Increasing someone’s natural ability to see the funny or absurd side of a situation will have a direct bearing on his or her effectiveness with others.

— Ken Blanchard

From **Creating a Mentoring Culture** by Lois J. Zachary

Creating a mentoring culture requires focus, discipline, time and patience. It is a process of ongoing movement, of creating and recreating. It requires continuous tending and learning. Until mentoring is embedded in the goals and strategies for continuous improvement, it will simply seem as if it is an “add on.”

For example, Zachary describes a management firm that decided to implement mentoring throughout its organization. After completing their cultural groundwork, they discovered that there was so much cultural dissonance among divisions that it would be a mistake to roll out a one-program-fits all to the entire organization. Instead the organization focused on launching its mentoring program in the division that was most like the culture they wanted to create.

A reminder about how and why adults learn is relevant here. From Malcolm Knowles’ research:

- Adults have to know why they need to learn something before undertaking it.
- The self-concept of adults requires that they are responsible for their own decisions, their own lives.
- Life’s reservoir of experiences is a primary learning resource for adults.
- Readiness for learning increases where there is a specific need to know.
- Adult learners have an inherent need for immediacy of application.
- Adults respond best to learning when they are internally motivated to learn. (Knowles, 1980, pp. 43-36).

The purpose of “Mentoring Magic” is to remind each leader to give a “hand up” to the next leader.

The Mentoring Relationship “Equation”

Adapted From Whitney Johnson, *Harvard Business Review*, October 2011

A Successful Mentoring Relationship is Bounded By

$$\text{(Time and Willingness to Learn)} \geq (\text{Level of Experience} \times \text{Relevance of Experience} \times \text{Effort})$$

Mentee **Mentor**

From Whitney Johnson:

“I used to be able to say ‘yes’ to pretty much anyone who reached out to me for mentoring. As requests increase, and wonderfully so, I fear that I am going to overlook those with promise who don’t quite know how to package themselves.

Worse yet is the thought that I may inadvertently rebuff someone simply because I haven’t managed my time well...”

Things to consider before mentoring / questions to ask?

1. How badly does the mentee want to advance his/her career and how much ground do they feel they need to cover to get there?
2. How motivated is the mentee (drive)?
3. Where is the mentee in terms of experiences vs where they need/want to be (distance)?

From the mentor side of the equation come these questions:

1. Can I help and how much effort will it require?
2. Do I have a “gap” in the amount of experience between my expertise and the mentee’s goal?
3. What is the “relevance” or distance between my experience and the mentee’s goals?
4. How much work—“effort” - will it take to bridge any gaps of experience or relevance?
5. What experience do I have in particular that can help the mentee?
6. Do I have—and am I willing to invest—my time and work to assist the mentee reach the goals they have defined?



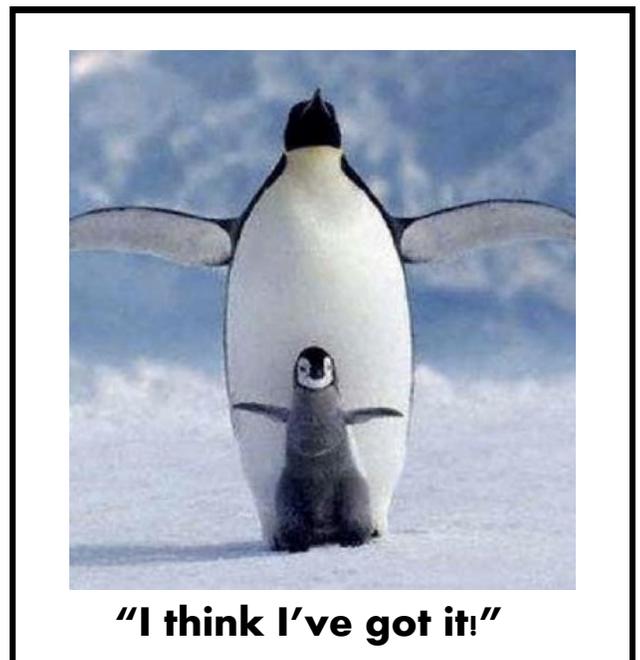
Chief Instructional Officer, Trish Carroll
Leadership Consultant, Sue A. Davis

904 Rose Road, Ashland, KY 41102
118 James Court, Lexington, KY 40505

Tel: 606-928-0205
Tel: 859-255-6411
FAX: 606-928-3785

Sue.davis@kedc.org
Trish.Carroll@kedc.org

YOUR TRUSTED PARTNER IN EDUCATION.



“I think I’ve got it!”