

One Sample of the Summary of Direct Quotes Selected from 106 Mentoring Articles

Collected by Andrew Gibbons

A Chance for Reflection

**One sample article set of quotes from: “The lost art of inspired mentoring”
Dan Holden.
Industrial Management
November/December 2014 Pages 10-15.**

P 12 “There is little or no attention paid, beyond lip service, to developing people on performance appraisal systems, incentive plans or the like. Individual performance is primary. Whatever comes in second is not visible”.

“Many organisations have formal mentoring programmes run by human resources. These likely are seen as an irrelevant paper chase by most everyone else”.

“Think about the best mentors you ever had. What was it about the way they interacted with you that left such an important with you? Now, go do these things?”.

“Mentors are best remembered as people of great, understated wisdom who were there when we needed them. Some skills and qualities that make a difference are repeated mentors, things like listening extremely well, both to what was said and what was left unsaid. Good mentors are present with you – you feel you are their only focus of attention”.

“They were more interested in helping you discover for yourself what you needed to learn than with demonstrating time and again how much they know”.

“They join you to discover how your experience was similar to and different from their own. They are students of life, learning themselves as you both went along”.

“Their feedback was always focused on the future, on what to do differently next time...they see you, not an old concept of you”.

“They meet you with sustained grace, compassion and genuine interest in you”.

“Most mentoring programmes fail in part because of several reasons:

1. They are not sufficiently tied to business outcomes
2. Would-be mentors find they don't know what they're doing
3. A surprisingly intimate relationship can develop that requires courage, vulnerability, and humour to navigate
4. The real goals of mentoring and the benefits to mentors and protégés are not understood
5. There's simply too much other stuff to do”.

“The best candidates (for a mentoring programme), are ones you secretly suspect are smarter and more resourceful than you or who can do some important things better than you”.

“Inspired mentoring begins with a different set of assumptions:

1. The purpose is not to secure the next promotion, but to discover the next step in the journey of authentic leadership, presence and impact”.
2. The mentor-protégé dynamic is a partnership. Both discover together what is required for the protégé to have his or expertise seen, heard and recognised in the organisation.
3. The best the mentor can do is share his or her experience and wisdom when faced with similar challenges. Because the mentor is not the protégé, the mentor cannot tell the protégé what to do”.
4. Inquiring into the protégé’s experience, listening to how meaning is made of the experience and respecting the freedom to move forward in different ways are hallmarks of inspired mentoring”.

“The secret behind inspired mentoring is that mentors benefit as much as protégés”.

“Agreeing and disagreeing tends to cut short most conversations. Giving advice too quickly, such as when it has not been requested, simply serves the status quo. Mentoring gives the mentor an opportunity to broaden and deepen the business conversation with little risk and much to gain”.

“Over time, mentors learn how to build competency across these levels:

1. Idea/opinion level. This is where most business conversations happen, and it alone accounts for why so many meetings are boring and useless. Over time, we often can predict what others will say because they have said it so often before. They are tired of us too.

Mentors may inquire at this level: ‘why do you believe that?’, ‘what informs your point of view on this issue?’, ‘did you consider other perspectives before deciding on this one?’, ‘of the ideas you’ve put forth, which do you hold to be the most important and why?’ or ‘what doubts do you have about your own position?’.

2. Behavioural observation level. This level is often tasted during the annual performance evaluation conversation but holds much promise when done throughout the year. Here, mentors make observations about behaviours they have seen and heard. Mentors can take about how they faced similar difficulties and what they learned that changed how they handled things in the future.
3. Feeling level. Organisations are emotional places because people occupy them. That our emotional life is as common as gravity and yet is disregarded seems strange. When things are not going well mentors can ask what is most upsetting the protégé and why this concern, if proved true, was a problem.
4. Judgement/assumption level. The assumptions we hold about ourselves, and our capacity to work through the volatile times we face are disproportionately important. They are seldom neutral, as they either propel us forward towards what matters or keep us from realising what’s possible. They frequently are charged with emotion, which is why cultivating competency in working with emotions is so important for mentor and protégé alike”.

P 15 “Most of us want the days we are in to matter. We want to know that what we do counts. Few of us awake wanting to be substandard, hopelessly below average. Inspired mentoring has everything to do with seeing, hearing and respecting others in ways that release their original greatness”.

“Mentors frequently discover that to be present and attentive to protégés requires that they be more present and attentive to themselves”.

“Our own cautions and insecurities frequently are exposed as we seek to offer wisdom to others. We are at times challenged by protégés when our view of the world differs significantly from theirs”.

“Mentoring simply means mutual learning and exchange”.

An additional 33 sources used within the full, 20,000 word, 54 page resource

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