

MENTORING & COACHING MONTHLY

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IN THIS ISSUE:

Welcome to the July 2017 issue of Mentoring & Coaching Monthly, dedicated to bringing you the latest mentoring news and information on upcoming events and deadlines. We are excited to share with you an exclusive interview with mentoring professional David Clutterbuck. David has written over 50 books in mentoring, and is involved in a number of great mentoring organizations based in the U.K. and abroad. He will be sharing some of his best advice and information about his upcoming 2017 Mentoring Conference plenary session!

In our book review section of this month's newsletter, our newest editorial assistant, Emily Westfall, has put together a great review on *The Handbook of Mentoring at Work: Theory, Research, and Practice*. Be sure to check it out!

We hope you had a wonderful Fourth of July weekend!

EDITOR'S NOTE

Thank you for joining us again, mentoring and coaching colleagues! We at the UNM Mentoring Institute hope that you had a wonderful Fourth of July, and that you were able to celebrate our country's rich history with all of your family and friends.

As mentoring practitioners, we strive to bring mentoring and coaching programs to all of America's minority groups—the people who have helped develop our country into what it is today: full of diverse people and cultures. We must stand against racial prejudices and hate, and instead choose to help minority groups succeed via mentoring. After all, every American should be allowed access to the wonderful benefits that coaching and mentoring programs provide.

Through these inclusive practices, we can help create more diversity in the workplace by encouraging women, people of color, LGBTQ persons, and other minority groups to seek out and obtain higher positions and pay grades, and providing them with the skills necessary to do so. At the university level, we can mentor and coach minority students—with everything from their schoolwork to their personal struggles—in an effort to increase retention rates by keeping them enrolled in their classes and on-track for graduation.

We urge our readers to consider how to further help minority groups succeed, and strongly advocate for your attendance at our 2017 mentoring conference, where this topic will be discussed in more detail. We also thank you for doing your part to positively influence the lives of our fellow Americans.

Read on for a great interview with David Clutterbuck, who has had a tremendous influence in the field of mentoring both here and abroad. Also, please don't forget to check out our book review on Belle Rose Ragins and Kathy Kram's book *The Handbook of Mentoring at Work: Theory, Research, and Practice*, written by our newest Mentoring Institute editorial and research assistant, Emily Westfall.

As always, we thank you for showing an interest in mentoring, and for your continued support of the UNM Mentoring Institute.



UNM

Mentoring Institute



ABOUT US:

The Mentoring Institute develops, coordinates and integrates research and training activities in mentoring best practices at the University of New Mexico (UNM). Through the application of instructional design standards, the Institute provides training and certification services for a diverse array of staff, faculty and students, in a centralized effort to recruit, train and develop qualified mentors for the university, the city of Albuquerque and the greater New Mexico community.

The Mentoring Institute does not replace or direct existing mentoring programs. Rather, it provides a variety of services to these programs. The Mentoring Institute aims to build up current mentoring programs and enhance the culture of mentoring within the University, and the state it serves.

The Mentoring Institute assists in stimulating and promoting a mentoring culture within the community. By encouraging the matriculation and graduation of students as well as the retention of faculty and staff at the University of New Mexico, the Institute also contributes to the development and economic growth of New Mexico.

Institute Founder & Executive Editor:
Nora Dominguez

Managing Editor: Brenna Kelley



INTERVIEW WITH DAVID CLUTTERBUCK

CREATOR OF THE DAVID CLUTTERBUCK PARTNERSHIP
CO-FOUNDER OF THE EMCC
CO-CREATOR OF THE PROFESSIONAL MENTOR
CREATOR OF COACHING AND MENTORING INTERNATIONAL

What inspired you to become so involved in the world of mentoring?

When I was a young journalist working for McGraw-Hill, I had the enviable job of travelling around the world writing about new ideas in management. One of the people I interviewed was a then unknown academic in Boston, whose PhD thesis was on informal mentoring relationships. Kathy Kram's work formed the basis for hundreds of other studies of mentoring in the United States.

In 1985 Kathy and I both published our books on mentoring—I think in the same month. These two books set the stage for the two main models of mentoring globally, based on two very different cultural traditions. In the U.S., mentors were defined as “overseeing the career of a young man” (yes, it took a while for gender equality to establish in this model of mentoring!) and focused on giving advice from their experience. In most of Europe, mentoring remained closer to its original origins, in Athena, the Goddess of Wisdom who used learning dialogue to help Odysseus and his son Telemachus to reflect upon and learn from their own experiences. She used her wisdom to ask questions that helped them develop wisdom of their own.

I hadn't intended for mentoring to

take over my life. I was busy building a consultancy around what we now call employee engagement. But I became more and more fascinated by the power of mentoring to bring about both individual and societal change.

Can you please tell us about some of the mentoring organizations you are involved in? What interested you about these organizations, and what are the greatest things they've accomplished?

[Most] important are the European Mentoring and Coaching Council (EMCC) and Coaching and Mentoring International (CMI). EMCC has over 5,000 members across Europe and a sprinkling in other continents. It has led the way globally in developing competency frameworks and standards for mentoring. In recent years, it has collaborated with the International Mentoring Association in a variety of ways, including e-conferences and this year, International Mentoring Day. Established in 1992 as the European Mentoring Council, in 2000 EMCC opened its doors to the coaching community.

CMI is a global community of specialist mentoring trainer-consultants, currently in 40 countries. It works with both local organizations and multinationals to support mentoring programs.

I [also] work with a wide range of not-for-profit organizations, using mentoring to support social goals. On the entrepreneur front, these include Mowgli (developing entrepreneurs in the Middle East and Africa), Cherie Blair Foundation (women entrepreneurs), Youth Business International and Young Presidents' Organization. Together, these organizations are supporting tens of thousands of small and microbusinesses around the world.

In my role as Special Ambassador for the EMCC, I also work with other coaching organizations, such as the International Coaching Foundation, spreading evidence-based good practice. The CMI network also keeps me busy—I am constantly travelling to support local initiatives they have initiated.

What is your greatest piece of advice for companies who wish to implement a new mentoring program?

Spend enough time preparing for it. Appoint a mentoring program manager, who can oversee it—supported, if possible, by a steering group. Make sure you train both mentors and mentees – if the mentee is going to take responsibility for the learning relationship, they have to understand their role. Encourage every pairing to review the relationship at intervals, so they can maintain its

impetus.

Where do you see yourself going next? What will be your next big project?

I am now working on a project to create 5 million young mentors aged 10 to 16, within the next five years. If young people can learn early in life how to mentor and be mentored, it may radically improve the chances of them fulfilling their potential.

You've written a large number of books throughout your mentoring career—do you have a favorite? Why or why not?

Everyone Needs A Mentor, my first book in this field is now in its fifth edition and remains the best-selling title in developmental mentoring, so I have to be grateful for that. But there have been so many others that I have enjoyed writing, such as *Beyond Goals*, which questions the (unevidenced) assumption that coaching and mentoring need SMART goals. I've also in recent years enjoyed writing shorter e-books, like *Powerful Questions for Coaches and Mentors* and *The*

Leader's Guide to Being Coached.

And, of course, I have great fun writing children's books, especially now I have six grandchildren under 10!

Can you tell us a little about the book you are currently writing for children?

This is the core of the project to create child mentors. I want to speak to them in a way that gives them confidence they can be mentors to other kids—and to adults, including their parents. We will have a teachers' kit as well, so schools can support them in practicing mentoring skills.

At our upcoming mentoring conference, you plan on speaking about supported mentoring programs in your plenary session. What is supported mentoring, and why should people care about it?

Supported mentoring is sometimes also called formal mentoring, but that phrase carries a lot of baggage, because "formal" is often confused with "bureaucratic". I think the evidence is pretty clear that mentoring reaches more people and is more

beneficial to both the mentee and to society, where people understand how to do the role well and feel supported in doing so. In my own PhD research, I found a correlation between the quality of the mentoring relationship, as perceived by both mentor and mentee, and the degree, to which they feel that the organization is supportive of their relationship. The trick in any mentoring program is to provide enough structure and resources for people to feel supported, but at the same time to make any support unintrusive.

Is there anything else you'd like to share about your plenary session?

It's very easy to become insular in our perspectives on mentoring – assuming that it is the same everywhere, regardless of culture, purpose, context and so on. In practice, one of the reasons mentoring has grown so fast is the sheer diversity of applications and approaches around the world. I will share some of the innovations from Europe and Asia and how the increasing integration of mentoring and coaching is creating more and more opportunities for positive social impact.

MORE ABOUT DAVID CLUTTERBUCK

David Clutterbuck is visiting professor in the coaching and mentoring faculties of Oxford Brookes, Sheffield Hallam and York St John Universities. Co-founder of the European Mentoring and Coaching Council in 1992, he is now the EMCC's Special Ambassador, tasked with spreading good practice internationally. He leads a global community of specialist trainer-consultants in mentoring, called Coaching and Mentoring International. Of his nearly 70 books to date, approximately half are on this topic area. His first book on mentoring, *Everyone Needs a Mentor*, was published in 1985 and is currently in its fifth edition. He is currently writing *Cool Coaching and Mentoring for Kids*. David lives in the Thames Valley, England, and has a particular interest in working with young people with learning disabilities.



THE HANDBOOK OF MENTORING AT WORK: THEORY, RESEARCH, AND PRACTICE

Edited By Belle Rose Ragins and Kathy E. Kram

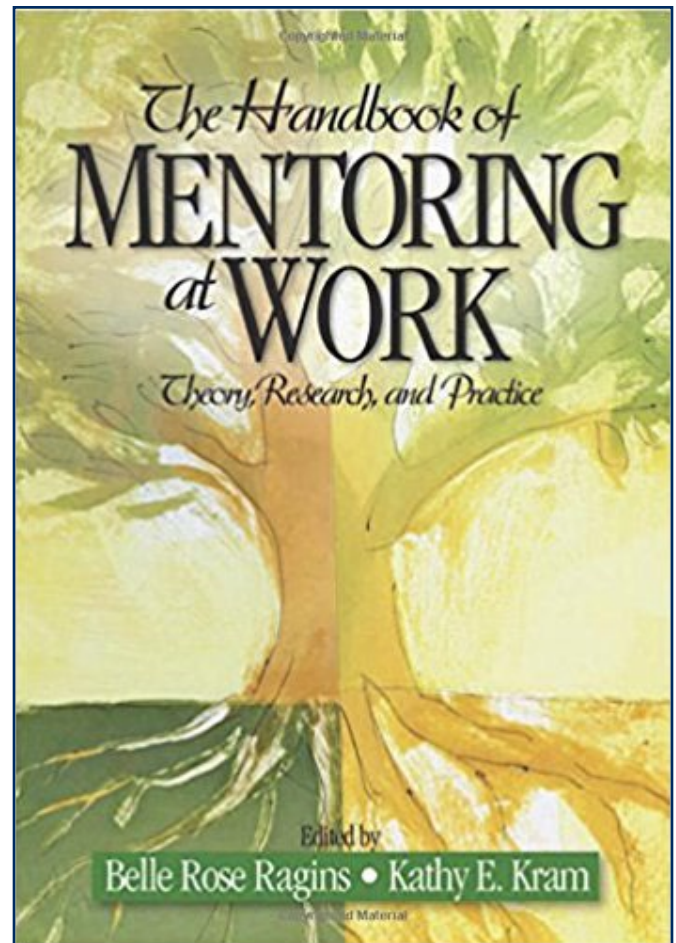
Book review by Emily Westfall,
UNM Mentoring Institute

The Handbook of Mentoring at Work: Theory, Research, and Practice acts as a reference book containing all the major ideas and practices that exist in the field of mentoring and applies them to the workplace. Mentoring as a distinct area of study only appeared in 1985 after Kathy Kram's book, *Mentoring at Work*, was published. As such, *Mentoring at Work* laid a foundation for understanding mentoring relationships in the workplace. After Kram's publication, mentoring as a field expanded to include more diverse participants, ideas, research, and practices. The newer book, *The Handbook of Mentoring at Work* assesses the status of the field of mentoring at the time of its publication in 2007, extends theoretical boundaries for mentoring, and connects the research on mentoring with the physical practice of mentoring.

The Handbook of Mentoring at Work has five parts. Part I: Introduction defines mentoring and explains that the purpose of the book is to assess the status of the field of mentoring, extend theoretical boundaries, and connect mentoring research with practice. Part II: Mentoring Research – Past, Present, and Future brings together the research and ideas that currently circulate in the field of mentoring. Each of its twelve chapters is authored by an expert in a specific research area. Areas of study include mentoring from the mentor's perspective (Chapter 5), peer mentoring (Chapter 11), and e-mentoring (Chapter 12). Part III: Mentoring Theory – Applying New Lenses and Perspectives focuses on theoretical perspectives that develop within mentoring, with eight chapters on various theories including the role of emotional intelligence (Chapter 17) and mentoring with the work-family interface (Chapter 21). Part IV: Mentoring in Practice – Programs and Innovations addresses five specific challenges practitioners face while mentoring. These challenges include advancing women through the glass ceiling (Chapter 22) and how to appropriately match mentors with protégés

(Chapter 25). Part V: The landscape of Mentoring in the 21st Century summarizes the ideas discussed in the book, describes the evolution of mentoring, and notes how the field will change even further throughout the 21st century.

Ragins and Kram conclude by stating they have high expectations for the field of mentoring in the future. As they, and other professionals in the field, conduct more research and discover more about mentoring, they are confident in their abilities to help improve the effectiveness of the mentoring field. This book offers suggestions and base models to help this future research develop.



Source: Ragins, B. R., & Kram, K. E. (2008). *The Handbook of Mentoring at Work: Theory, Research, and Practice*. Thousand Oaks, CA: SAGE Publications.

UPCOMING EVENTS:

- 2017 Summer Institute on Youth Mentoring



July 17-20, 2017
Portland State University

Portland State University and MENTOR: The National Mentoring Partnership are proud to announce the 2017 Summer Institute on Youth Mentoring. The theme of the 2017 Summer Institute, Mentoring in the Civic Space, emphasizes intersections between mentoring and youth empowerment, sociopolitical development, civic engagement, social action, and community development.

- “Lead the Way: Building a Culture of Mentoring” - Mentoring Symposium



August 1, 2017
Wake Forest University, Winston-Salem, NC

During this one-day workshop instructors will share insights and strategies from their work with students, faculty, staff, administrators, and alumni, and facilitate an interactive strategic planning process for you to start to build a culture of mentoring within your organization.

- ICF Converge 2107



August 24-26, 2018
Washington, D.C.

ICF Converge 2017 is an opportunity to connect with coaching colleagues from around the world and deepen personal and professional relationships. It will take your coaching education to a new level by helping you strengthen your coaching skills, build your business, and engage in crucial conversations impacting the global coaching community.

- “Mentoring Programs that Work” - Workshop



September 18, 2017
University of North Carolina Wilmington
Laura Lunsford

This intimate and interactive workshop is designed for you if you are a new or experienced mentoring program manager who has oversight for a mentoring program and a desire to improve it. You will develop plans for designing (or redesigning) your mentoring program and learn how to support flourishing mentoring relationships.

- UNM Mentoring Institute’s 10th Annual Mentoring Conference



October 23-27, 2017
Albuquerque, New Mexico
Ann Betz, Lisa Fain, Chad Littlefield, Maggie Werner-Washburne, Lois Zachary, Brad Johnson, David Clutterbuck, Tammy Allen, Lillian T. Eby, Fran Kochan, and Robert Garvey (Plenary Speakers)

This conference will feature over 300 concurrent presentations from a diverse variety of academic disciplines and industries.



IN THE NEWS:

This month’s selection of mentoring-related news

Forbes

Mentoring Matters: How More Women Can Get The Right People In Their Corner

By Margie Warrell

The Chronicle of Higher Education

Building Latino Male Achievement

By Kelly Field

The Atlantic

When Potential Mentors Are Mostly White and Male

By Alexandra E. Petri

Playbill

Supporting and Mentoring the Next Generation of Musicians and Performers with

Mentor-Linc

By T. Michelle Murphy

Forbes

Expert Coaching Tips To Help You Overcome The Fear Of Making Decisions

By the Forbes Coaches Council

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IMPORTANT DATES:

UNM Mentoring Institute Mentoring Conference

Last Day to Register as a Volunteer
September 30, 2017

Standard Registration Deadline
September 30, 2017

Peer-Review Process
July 1-30, 2017

Peer-Reviewed Papers Returned
August 1, 2017

Final Paper Submission Deadline
August 30, 2017

MENTORING TIPS:

Characteristics of good listeners from the Center for Mentoring Excellence:

1. Uses active listening.
2. Provides a safe environment for a mentee to share and take risks.
3. Demonstrates empathy.
4. Picks up on all the subtle (or not so subtle) clues to tailor appropriate responses.
5. Is nonjudgmental and has unconditional positive regard for their mentee.
6. Keeps an open mind.
7. Is truly, authentically interested in the development of their mentee.
8. Encourages mentees to come up with solutions themselves by asking probing questions.
9. Stays focused on their mentee.
10. Possesses the humility to accept that they don't know all the best ways of doing things.
11. Remains fully present in the conversation.
12. Listens and learns; doesn't just share their expertise.

Read more on how to use listening effectively in a mentoring relationship at the Center for Mentoring Excellence's [blog](#).

Also—Check out the Center for Mentoring Excellence's monthly newsletter [here!](#)

MENTORING IN THE COMMUNITY:



13th Annual Champions of Mentoring Breakfast at Fenway Park

“The Boston Red Sox (took) on the Minnesota Twins on Tuesday night (June 27th, 2017) during the annual Mentoring Night at Fenway Park, where 1,000 mentors, mentees and supporters from youth mentoring programs across the state (were) in attendance thanks to the on-going support of the Red Sox.”

[Read more about this event](#)



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