

A Book Review for *Mentor a PhD: A Guide for the Academy and Beyond* By Maria LaMonaca Wisdom

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Maria LaMonaca Wisdom's thoughtful and thought-provoking questions throughout *How to Mentor a PhD: A Guide for the Academy and Beyond*, guides readers by using a "cookbook" approach to mentoring. Readers are prompted to reflect on their relationships with highly intelligent graduate students, post docs, faculty, and professionals across and beyond the Academy. Wisdom provides an engaging framework that inspires reflection, reframing and prompts agency for change. Models suggested within the pages fit with mentees' lives as students or academics-in-training to reveal the best work of mentors. This book is a must read for those in the academy who seek insight from an experienced mentor, coach, and leader, particularly if they view their mentoring, coaching, and leadership roles as challenging.

Wisdom states, "In your role as a mentor, [you] are also a leader" (p. 11) and "In the context of an academic institution, you, the mentor are a 'leader'" (104). The definition of a leader proposed is based on determining who is charged in guiding others in unfamiliar situations. She elaborates on the vision of leadership offered by Frei and Morris (2022) in their volume *Unleashed* and provides insights into their vision of leadership, which Wisdom views as being akin to mentorship. The definition includes recognizing the importance of empowering others because of the mentor's presence. This element of leadership suggests prompts for leaders to ask themselves. This series of questions include queries such as: "Is your ego in the way?" Is this about you or is it about your empowered self?" For leaders to be empowering, they must be fully present and empathetic in a selfless manner. Defining leadership in this manner integrates perspectives and tools of leadership for organizational development.

In each chapter, abundant information is provided to link readers to currently available impactful resources. Organizational leadership is addressed by integrating perspectives, judgments, and tools to establish a foundation for leading. Wisdom provides key advice that she shares with mentors about feedback that aligns with the Center for Creative Leadership's Situation-Behavior-Impact feedback model (SBI). For enhancing psychological safety in organization, Wisdom elaborates on Edmonson's (2004) three types of "leader behavior" (p. 103). An example of one important suggestion is that the mentor, coach, or leader offers appreciative comments five times more than offering critiques (see Wisdom, p.

134). The intertwining of diversity, equity, inclusion, and justice are strongly considered. Wisdom invites readers to reflect on how a mentor, coach, or leader views their impact on the behaviors of mentees; and invites reflection on the reality that the outcomes do not always fit with what the individual intended.

The eight chapters and conclusion section of *How to Mentor a PhD: A Guide for the Academy and Beyond* are filled with topics supported in literature. Wisdom brings in tidbits from her own work in the form of anecdotes and vignettes. Rich resources include references from experts in the vast mentoring world; their contributions to the science of mentorship, coaching, and leadership are highlighted throughout the volume. Many of these leaders cited, who are also authors, consultants, and program directors in and beyond the academy have written for past issues of *The Chronicle of Mentoring & Coaching* as well as presented at one or more annual conferences sponsored by the Mentoring Institute at the University of New Mexico.