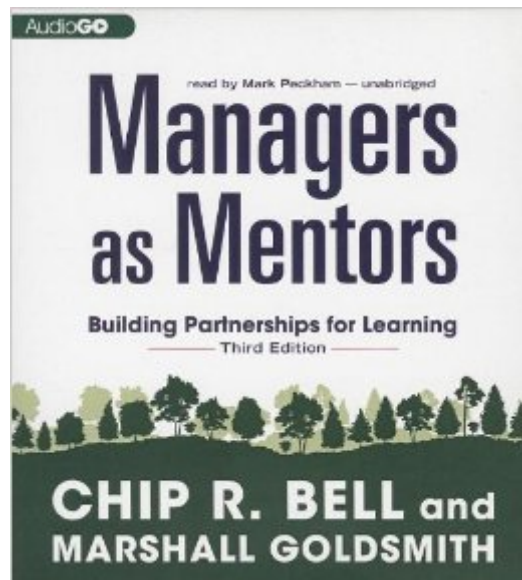


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# Managers As Mentors, Third Edition: Building Partnerships For Learning



## Synopsis

Managers As Mentors is a rapid-fire read and a provocative guide to helping associates grow and adapt in today's tumultuous organizations. This new edition has been thoroughly revised and updated. Chip Bell and Marshall Goldsmith place increased emphasis on the mentor as a learning catalyst for the protégé rather than someone who simply hands down knowledge crucial for younger workers who prize growth opportunities even more than prior generations and who tend to distrust hierarchy. As with previous editions there is a fictional case study of a mentor-protégé relationship running through the book, but this is augmented with six actual case studies of top CEOs from organizations like The Nature Conservancy and Bloomin' Brands, who relate key mentoring experiences in their lives. The new chapters cover topics like the role of mentoring in spurring innovation and mentoring a diverse and dispersed workforce accustomed to interacting and getting information digitally. Also new to this edition is the Mentors Toolkit, six resources to help in developing the mentor-protégé relationship. This hands-on guide takes the mystery out of effective mentoring, teaching leaders to be the kind of confident coaches integral to learning organizations.

## Book Information

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## Customer Reviews

If you want to help your employees grow - while holding on to them longer, you have to mentor. Enter the revised and expanded edition of, *Managers as Mentors: Building Partnerships for Learning*, by Chip Bell and Marshall Goldsmith - an easy to understand handbook for creating great relationships and talent. All the information is here to create a self-directed learner, from planning, to

rapport, discovery, and ensuring the transfer of learning. Mixed in with the 27 chapters are fitting case studies to help pull everything together. One of the things that I liked most of all was, The Mentor's Toolkit, at the end. A short series of assessments, FAQs, and stories to help you promote and support continuous improvement. As Bell and Goldsmith say in the book, "Mentors practice their skills with a combination of never-ending compassion, crystal-clear communication, and a sincere joy in the role of being a helper along a journey toward mastering". And how do you get there? Read and use this book as a guideline and you'll be well on your way.

Some books have the why and some books have the how. This gem has both! It starts with a mentoring self-evaluation; it provides the essential mind-set, qualities and context that must be brought to the party. It provides a specific tool-kit for the mentored and the mentee. If you lead, manage or parent others go buy this book quickly and learn from the masters.

Being a mentor shouldn't ever be a drain, it should be mutually beneficial. Chip Bell and Marshall Goldsmith believe in the shared benefits of mentorships. They have collected their experiences in this practical and useful book. I've been mentoring for over thirty years and I learned many new things from this book. Feed forward was a real winner. Feed forward is an ingenious tool for providing and receiving ideas in advance of actions. Don't miss this useful tool.

The single most important action you can take to advance your career is to partner with a great mentor. Imagine how far you could go with two great mentors? In *Managers as Mentors*, renowned leadership experts Chip Bell and Marshall Goldsmith serve as sage mentors as you learn how to be a great one yourself.--Bill Treasurer, author of *Leaders Open Doors: A Radically Simple Leadership Approach to Lift People, Profits, and Performance* and *Courage Goes to Work: How to Build Backbones, Boost Performance, and Get Results*

I love "Managers as Mentors" if for no other reason than it's filled with lots of "the light bulb went on" moments. I also appreciate and applaud the many examples that authors Chip Bell and Marshall Goldsmith use in this third edition of their classic book. "Managers as Mentors" is divided into short, quick, easy-to-read and absorb chapters; the entire book can be read in an afternoon. I love acronyms, and Bell and Marshall make great use of SAGE in their book. S stands for surrendering, A is for Accepting, G represents Gifting, and E is for Extending. Each of these letters is the focus of a part of their book, and each of the parts has several chapters, with the final chapter of each

section being a case study. The book ends with a terrific toolkit. The bibliography and index are helpful and are of the quality usually found in a more scholarly, rather than practical, book. Kudos to Bell and Marshall for those extra steps! My key take-aways? I've probably been a mentor without realizing it; "Managers as Mentors" will make me more intentional and a better mentor in the future. And on page 142, they write, "If you can only use 2 of these ideas, you are still 2 ahead." Simple, profound and true. Definitely worth remembering!

Ask any satisfied career person the key to their success and they will often say, "mentoring." Most managers don't know to where or how to get started with building partnerships for learning. Well, no more worries. The two gurus of coaching and leadership have joined together to give us an artful execution of a classic. Chip Bell and Marshall Goldsmith have not only provided us with a brilliant step-by-step SAGE model, complete with PRACTICAL action but also with case studies from six leading CEO's who describe mentoring challenges and successes and provide tangible advice. As a new manager, I recall how I read (and reread) a previous edition of this book to guide me through mentoring challenges. Though I am in a different role now, I see multiple reasons for continuing the learning journey with this terrific book by my side. Buy this for yourself and everyone you work with!

A good manager makes you want to do a better job, a great manager makes you want to be a better person. This book will help you become the mentor you always wanted and honor the terrific ones you had. I've been blessed to have six mentors, five of whom have passed away and in my mind they all continue keep guiding me to be the best person I can be and when I get down on myself for being less than perfect or less than superhuman, they firmly say to me in my head to stop. Just saying that and thinking that is causing me to feel my gratitude to them in my stomach and cheekbones. Thank you Chip and Marshall

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