

## Building a Mentoring Culture

Mentoring can be an effective way to help new employees learn the ropes of a new position or to develop new skills. To build an effective mentoring culture, an organization needs to make it a priority and take the time to create an environment and opportunities that facilitate ways to share knowledge of the organizational culture through mentoring. The following links and resources provide some guidance of resources that can help to build a mentoring culture.

### Building a Mentoring Culture

[Build a Mentoring Culture – People Development](#) is an article by Judith Lindenberger that explores the reasons people stay or leave their jobs. For instance, the article says many people may resign because no one has recognized their abilities. It also describes ‘Challenges That Need Mentoring’ and ‘Mentoring Best Practices.’

[Build a Mentoring Culture – Why Mentoring Works](#) is an article by Judith Lindenberger that discusses mentoring best practices and tips to make mentoring work to keep talented employees.

[Creating a Mentoring Culture – Hallmarks of a Mentoring Culture](#) is an article by Lois J. Zachary, Ed.D., that discusses eight hallmarks of a mentoring culture that can be used to build upon and to strengthen each other.

[Mentoring Resources](#) provided by Human Resources at About.com provides links to a wide variety of articles and tools that can help to create effective mentoring services.

### Employee Coaching

[Employee Coaching: When to Step In](#) is an article by John Reh that covers the difference between employee training and employee coaching, when not to coach employees, and when it is necessary to step in with coaching.

[Use Employee Coaching to Improve Performance](#) is an article by Susan M. Heathfield that describes steps to provide effective and supportive coaching to bring performance issues to an employee's attention and assist in correcting them.

[Talent Management Perspectives – The Three C's of Coaching for Managers](#) is an article by Erin Green that discusses contextual coaching, “which tries to bring the organization into the coaching situation and make sure the focus is not entirely on the individual.” It discusses with some insight from Paul Gorrell, author of [The Coaching Connection](#).

[High-Impact Mentoring](#) is an article by Randy Emelo that discusses mentoring within the social learning system, including expanding use of one-to-one mentoring as a productivity tool to increase learning networks and to solve pressing issues with situational mentoring.


[Ten Keys for Successfully Coaching Employees](#) is an article by Mark Campbell that provides 10 recommendations to help develop effective coaching skills in the workplace.

[Guidelines and workbook for mentors](#) is a guidebook providing examples and exercises to help set up an effective career mentoring program for volunteers involved in the Future Harvest Centers for Mentoring Program. This workbook is supported by the Gender & Diversity Program of the CGIAR System.

[Guidelines for Coordinators of the Future Harvest Centers for Mentoring Program](#) provides detailed guidance and resources for Coordinators of a Mentoring Program. This initiative is supported by the Gender & Diversity Program of the CGIAR System

[Paying It Forward: Mentoring Emerging Leaders](#) is a PowerPoint presentation by Nancy Hamilton and Lisa Johnson that explores the relationship between mentor and protégé. Using a real-life example, the presenters discuss formal and informal mentorships, negatives and positives of each, how to pick a mentor, and the expectations of mentor and protégé. Motivational techniques that make a positive relationship are also addressed. It was presented at the Third National Conference on Women, Addiction and Recovery, September 15 – 17, 2008. Also, a second, shorter presentation on [Paying It Forward: Mentoring](#) summarizes key points from the longer presentation.

## **Other mentoring resources**

U.S. Office of Personnel Management has a [Best Practices: Mentoring](#)  publication that provide detailed information on mentoring.

[Free Management Library](#) provides information and resources available on mentoring and coaching.

[Office of Research and Education](#) has information and a list of resources on mentoring (1993).

[F. John Reh](#), Management Guide Consultant, provides information and resources about mentoring.

[Community organizing and advocacy: Increasing the quality and quantity of mentoring programs](#) is a research article in the Journal of Community Psychology that provides background on funding initiatives in mentoring, and the role of community

organizing and advocacy in influencing the demand for programs. The need for more effective programs is examined and recommendations for future research are made.

[\*\*The National Mentoring Center at Education Northwest\*\*](#) is one of the nation's premier training and technical assistance providers for youth mentoring programs and initiatives and provides information and resources on mentoring.

[\*\*MENTOR: The National Mentoring Partnership\*\*](#) (MENTOR) has been the lead champion for youth mentoring in the United States—offering mentoring stories, opportunities, programs, and resources.

[\*\*Gen Y Job Seekers Use Experience Mentors to Enhance the Career Exploration Process\*\*](#) describes a program that connects members of college and university communities—including students, alumni, faculty and employers—to actively mentor Gen Y job seekers as they set out on their career paths.

[\*\*CMW Mentor Moment: Do you use case management protocol?\*\*](#)—this article discusses using mentoring to ensure patients are assigned appropriate levels of care. It is posted on a [free online blog](#) dedicated to connecting hospital case managers to industry pacesetters, peers, and best practices.