



# Managers as Mentors: Building Partnerships for Learning

*Chip R. Bell , Marshall Goldsmith*

[Download now](#)

[Read Online](#) ➔

# Managers as Mentors: Building Partnerships for Learning

*Chip R. Bell , Marshall Goldsmith*

## **Managers as Mentors: Building Partnerships for Learning** Chip R. Bell , Marshall Goldsmith **Leaders Creating Leaders**

This latest edition of the classic *Managers as Mentors* is a rapid-fire read that guides leaders in helping associates grow in today's tumultuous organizations. Thoroughly revised throughout with twelve new chapters, this edition places increased emphasis on the mentor acting as a learning catalyst with the protégé rather than simply handing down knowledge.

As with previous editions, a fictional case study of a mentor-protégé relationship runs through the book. But now this is augmented with interviews with six top US CEOs. New chapters cover topics such as the role of mentoring in spurring innovation and mentoring a diverse and dispersed workforce accustomed to interacting digitally. Also new to this edition is the Mentor's Toolkit, six resources to help in developing the mentor-protégé relationship. This hands-on guide teaches leaders to be the kind of confident coaches integral to learning organizations.

## **Managers as Mentors: Building Partnerships for Learning Details**

Date : Published June 3rd 2013 by Berrett-Koehler Publishers (first published January 1st 1996)

ISBN : 9781609947101

Author : Chip R. Bell , Marshall Goldsmith

Format : Paperback 256 pages

Genre : Leadership, Business, Management, Nonfiction, Education, Buisness

 [Download Managers as Mentors: Building Partnerships for Learning ...pdf](#)

 [Read Online Managers as Mentors: Building Partnerships for Learni ...pdf](#)

**Download and Read Free Online Managers as Mentors: Building Partnerships for Learning** Chip R. Bell , Marshall Goldsmith

---

# **From Reader Review Managers as Mentors: Building Partnerships for Learning for online ebook**

## **Lyn Midden says**

I won this book on Goodreads. I am a manager for a busy medical office. This book gave me lots of good advice and direction for improving my leadership skills

---

## **Pete Deyto says**

This is the first management-related book I finished. While it may be outdated for some, Managers as Mentors gives a good outlook for better employee-company relationships.

---

## **Jordan Munn says**

This book has around 220 pages, but 27 chapters, which means the book never gives itself much of an opportunity to go deep. After a while, it starts to read like soup of scattered mumbo jumbo, but there are still some good lines and points strewn throughout.

---

## **John E. Smith says**

My reading focuses on either leadership, learning, or human behavior. Sometimes I am fortunate enough to find all three topics woven together in a significant way in one place. "Managers As Mentors" is one such of those rare and valuable places.

In all honesty, they had me at their definition of mentoring: Mentoring is learning, not teaching. For those of us who care about developing effective leaders, this difference is crucial.

Then they start talking about ingredients like "a true partnership philosophy" and "power-free facilitation of learning", and now I am really hooked.

This is not your father's mentoring model, where the older and more powerful person guides the naive youngster through the corporate culture. This is leadership development between equals in a mutual learning environment.

I look for three things in a book:

Readability: Bell and Goldsmith have the ability to write in a natural and engaging style. Their concepts are clearly stated and amply illustrated. Great little learning stories are sprinkled throughout each chapter and makes reading much more enjoyable than some other books I have encountered.

Clarity: Those little learning stories also provide for easy understanding of the model that Bell and

Goldsmith espouse. We all know the value of storytelling, but we do not always see good examples. The authors make learning about as painless as it gets with their ability to state what they believe in a direct and interesting way.

Value: Whatever the book is providing has to be of immediate use to me. This book creates instantaneous moments of insights, what someone else called "multiple AHA moments". Several are worth mentioning so you will look for them as you read this book, which you must do:

The SAGE model includes four elements: Surrendering, Accepting, Gifting, and Extending. These four research-based core mentoring competencies are significantly different from the more traditional mentoring models.

A Mentor Scale tool based on the FIRO-B is also provided, along with amplification of the three elements which it measures: Sociability, Dominance, and Openness. This self-report will really get your reflective skills going, as you consider the implications of the results for your own mentoring activities.

There's much more of value in this book, but you have to discover some things yourself;) Now doesn't this make you want to read "Managers As Mentors"? I know I will be returning to this book frequently in the future.

Disclaimer: I confess that I received a copy of "Managers As Mentors" for review as part of the book's relaunch. I do not review books which I do not honestly enjoy and find of value for those who would lead others. "Nuf said.

---

## **Jane says**

Managers as Mentors: Building Partnerships for Learning by Chip R. Bell and Marshall Goldsmith

There are varied reasons for which I'm inspired to read a book, but none as compelling as this new book, Managers as Mentors: Building Partnerships for Learning by Chip Bell and Marshall Goldsmith. I was drawn by the title, but engulfed by the content, starting with the first line above the table of contents, "Beginning Our Journey". The table of contents could have sold the book, but real attraction came in the comprehensive coverage of mentorship, what it is, how to be a mentor, how to create the safe environment, how to start the relationship, how to end it when the protégé has reached graduate status. It's all there. It's all in this book.

Do you ever start at the end of a magazine and read from the back to the front? I do. How often do you start at the back when reading a book? Not that often. Right? I'm generally systematic about reading books, even non-fiction. Even though the authors said, "Most books are meant to be read from beginning to end. This is not one of them." I found myself at the final section of the book where I was "Beginning Our Journey" as pointed out earlier. Why would I do that? I was enticed by the Mentor's Toolkit.

There are 6 tools mentioned, each of them serving a unique purpose; here are just two of them:

Tool #1 - Tips for Mentors and Protégés

- Mentoring is about learning, not looking good in front of your mentor. Be yourself
- When your mentor gives advice or feedback, it's a gift.
- Great mentors foster discovery, they don't instruct; ask thought provoking questions.

- Give feedback strongly focusing on the future, not heavily rehashing the past.

Tool #4 – A list of excellent books on the topic of mentoring

Rewinding to the front of the book, I was tempted to jump around and select topics on a whim, but I couldn't do it. I read that mentoring relationships thrive under the SAGE model. The acronym stands for S – Surrendering, A – Accepting, G – Gifting, E – Extending. Those definitions gave me incentive to read the book cover to cover so I didn't lose the inherent knowledge of how mentoring relationships form and thrive. Mentoring has immense value, especially as employment platforms expand, technology advances quickly, and opportunities for learning are vast. Remember when we heard "It takes a village." everywhere we turned? It hasn't changed. This book acknowledges the importance of mentoring and offers practical guidelines as well as ample forms of assessment for mentors to determine their talent for mentoring and others that measure their effectiveness when engaged in a mentoring relationship.

Think about this. What would hold you back if you were the protégé? In fact, that could apply to the mentor too. Trust? Safety? My favorite section of the book discussed creating a safe haven where both parties of the mentoring relationship learned the elements of trust, enhanced listening skills, asking awesome questions, and nurturing courage.

What stands out in this book is the use of storytelling to further develop the scenarios that help readers apply and identify with mentoring techniques that thoroughly define and add value to the mentoring relationship. Supportive case studies add interest to each topic, but they also provide proven techniques conveyed through interviews with managers who have adopted and succeeded at mentorship. Managers as Mentors? Yes! This is the perfect prescription for Building Partnerships for Learning.

I was given a copy of this book.

---

### **Jen says**

I appreciated how this book emphasizes asking open ended questions, just being curious and non judgmental and letting people problem solve on their own.

---

### **Rudy Cordeiro says**

I loved this book: every. single. page. From the anecdotes used for illustrations to the principles themselves, I found this book to be an easy read but so rich with content that I took time to make notes and chew on each principle. Mentoring is a subject dear to my heart and part of the reason why I am so involved in Christian Education. Though it's written from the perspective of a businessman, these principles could be applied to a variety of venues. Indeed, the majority of these principles coincide with those of Scripture (just do a cursory study of mentoring relationships in Scripture: Elijah-Elisha, Paul-Timothy & Titus, etc.)

He divides the book into five initial chapters that lays a foundation for the rest of the book, which is divided into four sections: Surrendering, Accepting, Gifting, and Extending (which, together, make the acrostic SAGE). Each step depended on mastering the one before.

I could say so much, but I would simply recommend that you take your time with this easy read and have a pencil handy (or even a notebook) as you learn the "how-to" of mentoring.

---

**Keith Svetlik says**

This book is a good job of outlining step-by-step process

---

**Natalie says**

A great book for anyone who wants to go beyond being a manager and help develop the potential of their staff.

---

**April says**

This book was very segmented so it was kind of a hard read. Not something you could just down and read cover to cover.

---

**Theodore Kinni says**

I usually don't bother with 3rd editions, but this one adds top exec coach Marshall Goldsmith to the mix.

---

**Catherine Woodman says**

very reasonable points about how to mentor within the workplace

---

**Amanda D says**

This is the most practical book that all managers and supervisors should read! The authors are captivating of a great examples and simple useful tips. It is one of the best management books I read. I found it was applicable not only at work but also in my personal life.

---

**Chris Armer says**

Great book on mentoring. This book helped me to understand the partnership method of mentoring. Mentoring doesn't need to involve an expert giving advice to a novice. Mentoring can be peers enabling and encouraging one another through great listening and thought provoking questions.

---

## **Rebecca Henderson says**

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!

---