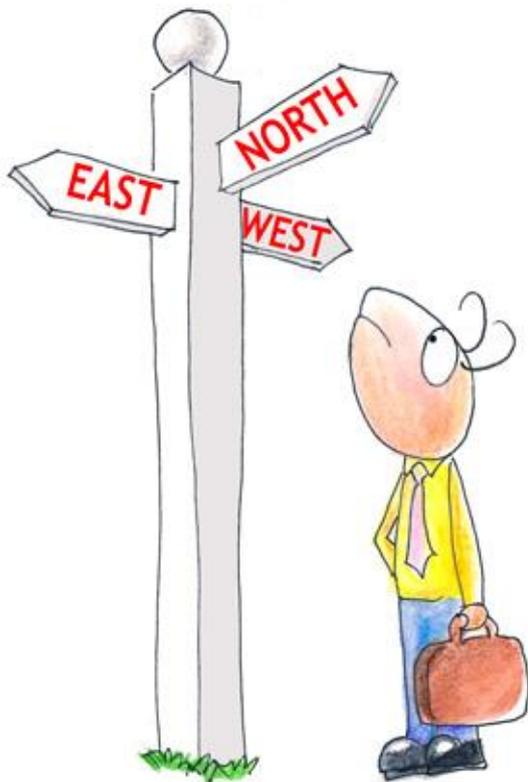


# Little Guidebook on Mentoring



### **FOREWORD**

Probably what's at the core of working with people as a manager, mentor, coach or parent is our basic understanding of people. Do we believe that human beings are attempting above all else to avoid pain and seek pleasure? Have we concluded that everyone is trying to get ahead himself, regardless what happens to others? Do we think that people are bio-computers that have been programmed by life circumstances and have very limited possibilities for change? Do we imagine that people are small particles in a vast, unstoppable mechanism of historical forces that leave the individual as helpless as a cork in the ocean? Or do we have the opposite view, that the individual is the captain of his fate, one who can fully determine what happens, bend circumstances to his will, overcome all circumstantial obstacles? Until we can reveal to ourselves what we understand human beings to be, we cannot coach them. Without this understanding, it's as if we are attempting to build a structure with materials that we aren't familiar with. We don't know what will bear weight. We don't know what will be water resistant. We can't tell what might be insulating. Probably no intelligent person would go ahead with such a project unless forced by circumstances. But many of us go ahead and work with people without coming to grips with this fundamental question.

Mentoring is meant to ask some fundamental questions, and as such it will not be an easy-to-apply collection of tips and techniques. It's more like showing people how to design a building on strong foundations than like teaching them how to apply spackle to the cracks in the wall as they appear. The difficulty with fundamental questioning is that it's uncomfortable and takes time, and consequently many people don't do it.

This guidebook aims to provide you some tips on mentoring. Instead of just following what has been prescribed in this guidebook, take some time to consider what it is that you want to accomplish from this mentoring relationship before you begin. Ask yourself what is the best way to do that.

## *Mentoring*

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Intervening in habits is very important in coaching and mentoring, and you can begin by coaching yourself by asking this question. This guidebook is not a cookbook that tells you what to combine in what preparations, how to cook it, and for how long. It is only when someone tosses away a cookbook that he or she can be a truly good chef. Similarly, you can never become a great coach, great mentor by following a step-by-step procedure that we have given to you. Yes, it's true that beginners need structure and instruction and those are included in the text, but they are meant to be only the preliminary steps - steps that you take only to build your competence and then throw away as you design your own steps.

I wish you all the best in helping others accomplish their goals through effective mentoring.

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