

# Mentoring for Change

executive mentoring, life coaching, and values management

## Welcome!

This is the first issue of an occasional newsletter on executive mentoring, life coaching, and values management. In this issue are highlights of the 4th European Mentoring Conference, details of a forthcoming mentoring workshop, my "book of the year", pointers to some coaching and mentoring resources, and the opportunity to zap some tolerations! I hope you find the newsletter informative and enjoyable. Any comments, requests for information, or suggestions for future content will be very welcome.

With all best wishes for an excellent and purposeful 1998!



**Mike Turner**

### EMC Conference Highlights

The 4th European Mentoring Conference was held in London on November 6/7. The growing popularity of mentoring was reflected in papers on major mentoring programmes in organisations such as Perot Systems, Brown & Root, the Training Research Laboratory and the BBC.

I gave a plenary paper – **Mentoring on Purpose** – looking at how a strong sense of purpose is key to delivering significant, sustainable change and describing how mentoring can be used to develop purposefulness. Steve Jobs demonstrated that he knew a thing or two about purpose and mentoring when he famously lured John Sculley, then CEO of PepsiCo, to Apple by asking "Do you want to spend the rest of your life selling sugared water or do you want a chance to change the world?"

The conference demonstrated that there continue to be about as many definitions of mentoring as there are mentors! Maureen Wood brought some clarity by distinguishing between **Induction Mentors** – longer serving colleagues who assist new entrants in finding their feet in an organisation; **Subject Mentors** – experienced professionals or managers who teach others specific skills or expert knowledge; and **Career Mentors** – professionals who provide long term

counselling, guidance and support. But the most succinct definition of mentoring came from Christine Fitzpatrick whose paper "Mentoring for Tough Guys" started with the memorable statement "John McEnroe had a world class coach. He needed a mentor!"

### Book of the Year

Looking through the bookshelf at what I have read over the past year, one book stands out. **Synchronicity – The Inner Path of Leadership** is the powerful and poetic story of Joseph Jaworski's personal journey to an understanding of the deep issues of leadership. He shows how leadership is more to do with who we are, not what we do. "Leadership is about creating, day by day, a domain in which we and those around us continually deepen our understanding of reality and are able to participate in shaping the future. This, then, is the deeper territory of leadership – collectively "listening" to what is wanting to emerge in the world, and then having the courage to do what is required." A profound and inspirational book. Published by Berrett-Koehler.

### Life Coaching

In addition to my work in organisations as an executive mentor, I also work with private individuals as a life coach, helping them:

# Mentoring for Change Workshop

On April 22nd 1998 I will be giving a one day workshop on mentoring in London. The cost is a very reasonable £49. Contact me for further information. If you would like to book a place call Kensington Consulting Centre on 0171 720 7301; email 100257.1406@compuserve.com.

By the end of the day, participants will understand: the process for creating sustainable change, the mentoring model, the four styles of mentoring, the value of setting stretch goals, when to support and when to challenge, when to inspire and when to instruct, and how to use mentoring to facilitate and drive organisational change. Recommended for all those who wish to acquire a greater understanding of what makes mentoring effective and how it can be used to support organisational growth and change.

- prioritise their values and uncover their sense of purpose and their passion
- set and achieve higher quality, more rewarding goals which are aligned to their values
- make substantial personal changes and then sustain the new attitudes, behaviours and beliefs
- achieve a balanced, fulfilling life and have more fun.

Coaching is usually carried out over the phone, and typically consists of three 30 minute calls a month supported by a variety of written materials. Call me for further information.

## Mentoring and Coaching Resources

For further information about executive mentoring, life coaching, and values management, visit the Mentoring for Change web site (the address is at the bottom of the page). The excellent and extensive CoachU web site can be found at <http://coachu.com>. It contains a wide range of information on life coaching. If you want to find out more about what being coached might be like, read the "Dear Coach" column in the Saturday edition of The Times (or, even better, ask me to coach you!).

## Zap a Toleration!

One thing we've all learnt is how to tolerate a lot! We put up with, accept, take on and are dragged down by people's behaviour, situations, unmet needs, crossed boundaries, incompletions, frustrations, problems and even our own behaviour.

You are tolerating more than you think. Take a couple of minutes to write down the stuff you sense that you are tolerating – all the things that irritate, distract or annoy, that take your energy and which you don't actually do anything about.

Do you have to do anything about them? No, not really. Just becoming aware of and articulating them will bring them to the forefront of your life and you'll naturally start handling, eliminating, fixing, growing through and resolving these tolerations. And have fun doing this! It can be really great to finally get rid of something from

your life which has been bugging you for ages! To get you started, here are some examples of things you may be tolerating: not getting the recognition you deserve, household appliances that need fixing, the chaos in your office, never having any time that's your own, cupboards full of clothes you never wear, spending time with people who bore you, being in the wrong job, and so on.

*Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us.*

*We ask ourselves "Who am I to be brilliant, gorgeous, talented, fabulous?" Actually who are you not to be? You are a child of God. Your playing small does not serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you.*

*We are all born to shine, as children do. We were born to make manifest the glory of god that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.*

*Marianne Williamson*

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