

Mentoring for Change

executive mentoring, life coaching, values management, storytelling

Welcome to the Mentoring for Change newsletter.

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- Mentoring, Coaching etc., - what's the difference?
- "A Word and a Sentence" - an appreciative story
- Desire and Addiction
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Best wishes

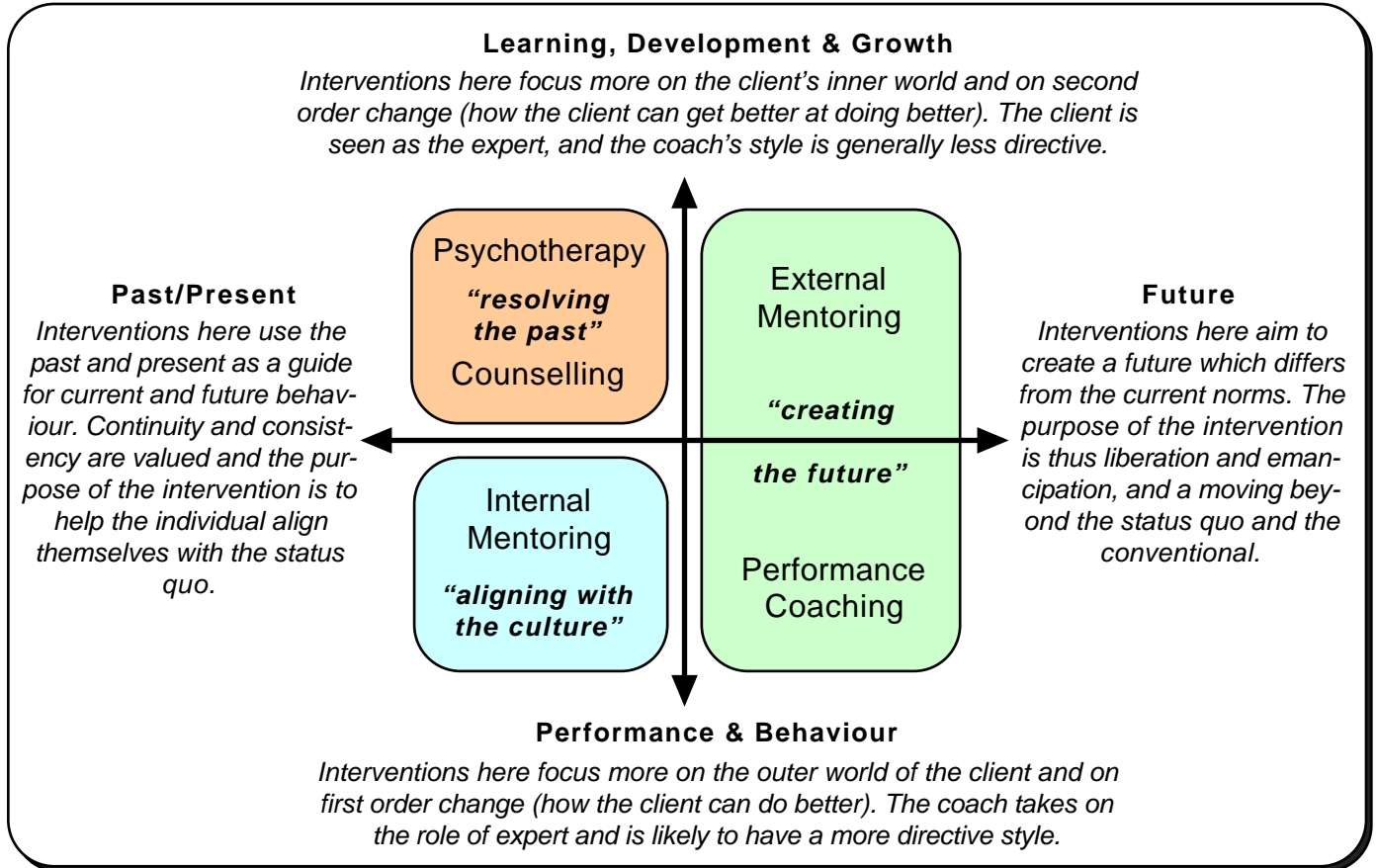



Mentoring, Coaching, etc.

There are frequent debates about the differences between Mentoring, Coaching, Psychotherapy and other one-on-one approaches to personal change. The diagram below is an attempt to clarify some of the

distinctions between these various approaches.

Typically any coach will make interventions from across the space shown - and the same will be true for mentors, therapists and so on. However, different players will tend to have a predominant style. For example, coaching has a



A Word and a Sentence

This is another of Doug Lipman's excellent stories demonstrating the value of appreciation in action:

In the early 1930s, Mischa Borodkin was already an established symphony violinist when he decided to study conducting under the foremost teacher of conducting in the world, Felix Weingartner. Screwing up his courage, he journeyed to Switzerland during the symphonic off-season and presented himself to Maestro Weingartner.

"Maestro, I'm not sure I belong here. Everyone else seems to have studied conducting already. I have not."

Weingartner looked at this student who, at age thirty, had already played in the New York Philharmonic for twelve years. "Very well, you will conduct first. Prepare a piece for tomorrow, and we'll see if you belong here."

Late into the night, Mischa prepared his first work to conduct.

The next morning, as the last note of Beethoven's Coriolanus Overture dies out, Mischa looked anxiously

at the conductor. Weingartner spoke the single most important word a teacher can say: "Stay!"

At the end of the summer course, Weingartner bid goodbye to Mischa with a memorable sentence of encouragement: "Write to me of your success in America!"

Weingartner did not say, "You are a great conductor," nor even, "You have made great progress." He did not evaluate Mischa at all. His gift of a single sentence was much greater, because this appreciation told Mischa that Weingartner believed in him.

Of all his stories from his nearly fifty-year musical career, Mischa told this one with the greatest sense of pride.

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Doug Lipman is a storyteller who also coaches other storytellers. Visit his web site on <http://www.storypower.com/index.html> for more stories and more on storytelling.

future orientation and focusses on changes in behaviour and performance (bottom right hand corner) but may also focus on learning and development (top right hand corner).

Use this map to be clear about:

- the purpose of your intervention (resolving the past / aligning with the culture / creating the future)
- the type of change being aimed for (first order vs second order)
- the location of the expertise and power in the relationship (the client or you)
- whether the intervention is about challenging the wider status quo or aligning with it.

Desire and Addiction

Some people who are clear about their heart's desire (more money, a loving relationship, etc) seem able to get it fairly easily whilst others, however hard they try, can't. The former group are relatively easy to coach: help them clarify their goals, see clearly where they are, explore the options for realising their goals, check their motivation, and then support them in taking the appropriate actions. The second group is rather more challenging.

It is as if there is some invisible force pulling them back from what they desire. And indeed there is. Their strong motivation towards fulfilling their desire is balanced or overwhelmed by a much stronger - but invisible - force. This invisible (unconscious) force is, in effect, an addiction. And whilst they may briefly overcome it, they soon find themselves pulled back. They thus have the paradoxical experience of really wanting one thing but

consistently getting its opposite. For example, someone who is really attached to feeling secure finds themselves endlessly feeling insecure; someone who yearns to be carefree finds themselves always worried or anxious.

As long as an addiction remains out of conscious awareness, it controls us. The challenge is therefore to recognise that the addiction is operating and then identify it and bring it into conscious awareness. Only then can the work of releasing the addiction's grip begin.

But it is this first step of recognising that we are addicted to the behaviour that is the single most important factor in empowering us to break the addiction. When we realise that, at one level, we are choosing our addiction, then we also free ourselves to choose our heart's desire.

Events

November 21 2000. Next School of Coaching Coach Training Programme starts (10 days over 3 months). This training is at a special reduced rate for the not-for-profit and educational sectors. Tel: +44 (0) 141 352 5000. Email: GMacDonald @indsoc.co.uk

November 23-24 2000. The 7th Annual European Mentoring Conference, Cambridge. Tel: +44 (0)171 235 3505; Email: helen@manage-ment.org.uk

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