

# **Coaching And Mentoring In Higher Education A Learning Centred Approach Issues In Practice Paperback December 2006 Author Eileen Carnell Jacqui Macdonald Susan Askew**

This book is open access under a CC BY-NC 3.0 IGO license. This book comprehensively covers topics in knowledge management and competence in strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, as well as knowledge capture and storage. Presented in accessible “chunks,” it includes more than 120 topics that are essential to high-performance organizations. The extensive use of quotes by respected experts juxtaposed with relevant research to counterpoint or lend weight to key concepts; “cheat sheets” that simplify access and reference to individual articles; as well as the grouping of many of these topics under recurrent themes make this book unique. In addition, it provides scalable tried-and-tested tools, method and approaches for improved organizational effectiveness. The research included is particularly useful to knowledge workers engaged in executive leadership; research, analysis and advice; and corporate management and administration. It is a valuable resource for those working in the public, private and third sectors, both in industrialized and developing countries. Mentoring is a core element of any successful teacher education or coach education programme, with evidence suggesting that teachers and coaches who are mentored early in their careers are more likely to become effective practitioners. Physical education and sports coaching share important pedagogical, practical and cultural terrain, and mentoring has become a vital tool with which to develop confidence, self-reflection and problem-solving abilities in trainee and early career PE teachers and sports coaches. This is the first book to introduce key theory and best practice in mentoring, for mentors and mentees, focusing on the particular challenges and opportunities in physical education and sports coaching. Written by a team of international experts with extensive practical experience of mentoring in PE and coaching, the book clearly explains what mentoring is, how it should work, and how an understanding of socio-cultural factors can form the foundation of good mentoring practice. The book explores practical issues in mentoring in physical education, including pre-service and newly qualified teachers, and in coach education, including mentoring in high performance sport and the role of national governing bodies. Each chapter includes real mentoring stories, practical guidance and definitions of key terms, and a ‘pedagogy toolbox’ brings together the most important themes and techniques for easy reference. This is a hugely useful book for all teacher and coach education degree programmes, for any practising teacher or coach involved in mentoring, and for schools, clubs, sports organisations or NGBs looking to develop mentoring schemes.

The knowledge base about mentoring and coaching in education has grown considerably worldwide in the last decade. The very many definitions of mentoring and coaching demand an evidence base to assist with understanding the convergence and distinctions between these concepts, and with situating them in relation to learning. This Handbook is a leading source of ideas and information. It covers national and international research on schools, higher education, and disciplines within and beyond education. The editors draw together contributions and present evidence bases and alternative worldviews in which concepts are both untangled and substantiated. Unique in its coverage, this handbook maps current knowledge and understanding, values and skills underpinning educational mentoring and coaching for learning. Contributors who are leading scholars and practitioners address issues of theory and practice in school, higher education, and other educational contexts, and they set out practical applications of coaching and mentoring for practitioners and researchers. Contributors also address social justice issues, such as those involving traditional and technical forms of mentoring and coaching, democratic and accountability agendas, and institutional and historical patterns of learning. The SAGE Handbook of Mentoring and Coaching in Education is an essential reference for practitioners, researchers, educators, and policymakers. Dr Sarah J Fletcher is an international Educational Research Mentoring and Coaching Consultant and she convenes the Mentoring and Coaching SIG for the British Educational Research Association. Carol A Mullen is Professor and Chair, Educational Leadership and Cultural Foundations Department, at The University of North Carolina at Greensboro, North Carolina, USA.

The Leader's Guide to Coaching & Mentoring is a highly practical handbook that helps managers get the most out of their people. It includes grounded advice on the practicalities of both coaching and mentoring – such as how to structure a session – as well as core content on:

- The skills required for coaching and mentoring, including listening, questioning, observing body language, challenging and affirming
- The established processes for coaching and mentoring, such as GROW, relational coaching, reverse mentoring and solution-focused coaching
- The scenarios in which coaching and mentoring skills are particularly appropriate, for example, coaching under-performers, coaching star performers and coaching for career development

There is also a handy section on the 10 pitfalls to avoid when coaching or mentoring. Written in the no-nonsense and engaging style of the other Leader's Guide books, this is the best tool on the market for managers wanting to coach their people to optimum performance. 'In this hands-on book, Mike and Fiona highlight the real difference between conventional management and effective leadership: management is a profession, while coaching is much wider; it encourages social interaction and a focus on human relationships at work. That's what new generations expect and respect.' Laurent Choain, Chief People & Communication Officer, Mazars Group 'It's not always easy for managers to recognise what real coaching is, let alone its value. This book

makes a compelling case for the Manager as Coach and contains real, usable examples of how to go about it.' Ian Johnston, Chief Executive, Dubai Financial Services Authority

This is the definitive introduction to coaching and mentoring, written by an experienced and multidisciplinary team. Taking you all the way through from the emerging theory to informed practice, the book covers: · Skills, purposes and outcomes of coaching and mentoring processes · The many settings in which they take place – public, private and voluntary · Coaching and mentoring's evidence base and how it is assessed · The professionalization of coaching and mentoring and a move towards integration. Supported by a wide range of case studies, activities, further questions and topics for discussion, this book is a comprehensive but accessible introduction. The authors take a critical approach and go beyond the basics, to support your development as a critically reflective practitioner. It is essential reading for those studying coaching and mentoring, and professionals looking to integrate coaching and mentoring into their organizations.

Coaching and mentoring as management approaches have spread rapidly across the Asia Pacific region. Basic concepts of supporting people in their learning, in their career journeys, and in the acquisition of wisdom are deeply rooted in all cultures, yet today, there is little agreement about what constitutes good practice. Coaching and Mentoring in the Asia Pacific is the first book to put coaching and mentoring into an Asia Pacific context – exploring the challenges, benefits and differences in application, both in concept and practice. Opening with a foreword from Anthony Grant, this book provides commentaries and practical case studies from a wide variety of countries, sectors and perspectives. The authors show how organizations in the Asia Pacific Region can make effective use of this powerful developmental tool, in cost-effective, culturally relevant ways. This book will be invaluable reading for students and practitioners based in, planning to work in, or curious about coaching and mentoring in the Asia Pacific.

Coaching is often discussed as if it is a new 'profession' without adequate attention to how it has evolved, what underpins its practice or its training methods. Situating coaching in a wider social and historical context, Coaching and Mentoring that contemporary 'coaching theory' is more a collection of models and approaches mostly transferred from psychotherapy theory. Coaching claims to liberate creativity but can also entrap us by individualizing social experience. This vital new book brings a fresh and critical perspective on coaching and mentoring, challenging its normative assumptions and narratives, and proposing an ethical and emancipatory approach that takes it beyond instrumentalism and individualism.

A comprehensive guide for developing successful mentors! In the latest edition of this bestseller, the author draws upon research, experience, and insights to provide an overview of essential mentoring behaviors. Packed with strategies,

exercises, and resources, this book examines four critical mentoring functions and gives school leaders, mentors, and staff developers the tools to create a dynamic mentoring program or revitalize an existing one. Features and topics new to this edition include: Classroom observation methods and instruments Teacher mentor standards based on the NBPTS Core Propositions Approaches to mentoring the nontraditional new teacher A guide for careerlong professional development

This handbook sets out a clear organisational rationale of coaching and mentoring and provides structured activities for self-reflection or groups. It will be particularly suitable for Higher Education institutions which are considering the development of mentoring as part of their effective professional relationships and working practices. This handbook extends our thinking by examining how the practices of coaching and mentoring have explicit links with models of learning. A case study of the learning-centred model that has been successfully piloted at the Institute of Education illustrates these links in practice. In addition, the handbook covers: the benefits and purposes of mentoring/coaching; who can be a coach/mentor; the activities involved and the skills required; dialogue in coaching/mentoring; personal qualities necessary in effective relationships; ethical guidelines. The accompanying CD contains printable masters of the activities. --Publisher description.

Features over 60 step-by-step procedures, checklists, and planning guides for supervisors, mentors, and all those engaged in in-service teacher training. NEW to this edition - updated coverage of standards - assessment - analyzing student work - cognitive coaching - and more...

Coaching and Mentoring for Business seeks to go beyond the vast body of skills-based literature that dominates the study of coaching and mentoring and focus on the contribution that coaching can make to the implementation of human resource strategy and organizational strategy. Grace McCarthy includes an introduction to coaching and mentoring theory, then goes on to look at coaching and mentoring skills, and how they may be applied in relation to individual change, coaching and mentoring for leaders and by leaders, coaching and mentoring for strategy, innovation and organisational change, as well as coaching and mentoring in cross-cultural and virtual contexts. Coaching and Mentoring for Business also explores ethical issues in coaching and mentoring before concluding with the evaluation of success in coaching and mentoring and a discussion of emerging issues. Key Features: Vignettes to help readers consolidate their learning by illustrating real life situations Web links to useful academic and professional resources A companion website with PowerPoint slides, a lecturer's guide and self-assessment quizzes available at [www.sagepub.co.uk/mccarthy](http://www.sagepub.co.uk/mccarthy) Electronic inspection copies are available for instructors.

First published in 2008. Routledge is an imprint of Taylor & Francis, an informa company.

This book portrays the various ways in which mentoring occurs in higher education. Targeting the stakeholders who benefit from mentoring, namely faculty, graduate and undergraduate students, and their professional colleagues, this book supports those who are involved in the mentoring process. It synthesizes the professional literature on mentoring and shares examples of effective practices that address the needs of mentors and their protégés. The book describes mutual benefits of mentoring, along

with the characteristics of effective mentors and the ways in which they may support their protégés. The relationships discussed in *Mentoring Processes in Higher Education* surround mentoring new faculty; peer mentoring for professional development; mentoring through research, scholarship, and teaching opportunities; and mentoring through field experiences, athletics, and student organizations. The book shares the voices of mentors and their protégés as it illustrates how mentoring relationships form the basis for reflection, a transaction of ideas, and growth in knowledge and skills to ultimately advance the institution and field through a collaborative environment in which stakeholders thrive and are valued for their contributions. The cyclical effect of positive mentoring is illuminated through real-life examples that show how protégés eventually become mentors in a continual process of support.

The first UK book to address coaching psychology as a discipline, *The Psychology of Coaching, Mentoring and Learning* provides a thorough understanding of the rationale, theory and practice of coaching and mentoring from a psychological perspective. Ho Law, Sara Ireland and Zulfi Hussain unify the psychology underpinning this diverse and expanding field, then demonstrate how both individuals and organisations can easily apply the principles and techniques of coaching and mentoring. A wide range of tools and exercises are provided to implement the techniques described.

This book explores the role and importance of mentoring as a form of collaborative learning in higher education. While mentoring has become increasingly popular, the definition itself can remain broad and potentially nebulous, and could be applied to a variety of endeavours. The chapters engage with case studies and empirical research from across the globe that respond to concerns raised within a range of cross-disciplinary fields, providing important clarity as to the role of mentoring within higher education. Offering clarity and precision as well as robust qualitative data, this book will be of interest and value to scholars of mentoring in higher education as well as those engaged in mentoring themselves.

If you want to create a lean, mean, working machine in today's environment you need a game plan for building employee morale and commitment. By coaching and mentoring your work force—instead of implementing staid traditional management techniques—you'll start to see tremendous results. Regardless of where you find yourself on the corporate ladder and what level of authority you carry, what you and other managers share in common is the responsibility for the performance of others. *Coaching and Mentoring For Dummies* can open your eyes to this innovative way of managing and show you the best way to get the most out of those who work for you. *Coaching and Mentoring For Dummies* provides the foundation for understanding what business coaching is all about, and helps you gain or improve the coaching skills that drive employee performance and commitment. These skills, which serve as the main topics of this book, involve: getting employees to deliver the results you need; guiding employees to think and do for themselves; motivating employees to take on responsibility and perform effectively; and growing employee capabilities that lead to career development and success You'll also discover how to: Use questions rather than commands Be a delegator, not a doer Complete performance reviews without anxiety Grow your employees' talents Increase productivity and decrease turnover With *Coaching and Mentoring For Dummies* as your guide, you can start to put these techniques and tools to work for you and inspire your employees in ways you never

imagined. From tried-and-true worksheets to tools that you can tailor to your own situation, this friendly guide helps you call all the right plays with regards to your employees. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform. The fun and easy guide to today's hottest trends in management training, *Coaching and Mentoring For Dummies* shows managers how to take advantage of these state-of-the-art management tools -- without spending hundreds of dollars on training seminars! This book features Guidance on being a coach rather than a doer" and giving feedback in a positive way Advice on motivating, grooming, and growing employees Tips on tackling diversity issues, performance reviews, and other challenges Put these techniques and tools to work and inspire your employees in ways you never imagined. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform. Over the last 15 years, *Coaching and Mentoring* has become the go-to guide for anyone looking to develop their coaching and mentoring skills at individual, team or organizational level. Clear and accessible, it uses practical tools and best practice to demonstrate how to relate theoretical models to specific situations to gain real benefits. It provides strategies that can be applied to any situation, including life coaching, business coaching and community mentoring. Now in its 3rd edition, *Coaching and Mentoring* has been fully updated to cover the latest thinking and developments in this area including extended coverage of coaching supervision. There is also now a brand new section on practical applications of coaching and mentoring for organizations which includes advice on how to align coaching and mentoring strategies to overall business goals and how to provide evidence for its transformational impact on employee performance. Full of practical advice, case studies and examples, this comprehensive guide will be of value to everyone involved in any aspect coaching and mentoring. Learning through dialogue brings a powerful opportunity to navigate professional demands and meet the challenges of a turbulent world. Written for all who mentor or coach in universities, this book addresses a critical question: how can mentoring and coaching be an effective and accessible way to support researcher and academic development?

A highly practical, step by step guide on setting up and running a mentoring or coaching programme in a Higher Education institution. Chapters cover all aspects of the process from what it means to coach or mentor to recruitment of mentors and coaches, induction, offering supervision, and planning and conducting the evaluation.

The challenge for those coaching, mentoring, supervising or teaching adults is to design and deliver high-quality programmes that encompass a blend of teaching and learning approaches and strategies, that are constructed for adult learners in multiple educational environments and that cater for the diversity of adult learners' needs. Adult learners are complex individuals who come to the learning process with a multitude of different experiences. *Teaching, Coaching and Mentoring Adult Learners* helps practitioners step up to this challenge by developing the skills needed to share their expertise with adult learners and engage them in new transformative practices. This book also forms a timely contribution to the current period of evolution in adult education, where extreme changes in the nature and scope of work and the globalisation of work and life are influencing learning. The shift in adult education addressed in this book includes: the globalisation of the workforce and the cultural

impact on adult, tertiary and further education the relationship established between adult educators and adult learners provision of adult education and professional development by private and major multimedia and corporate interests occupations boundaries between professions and between skilled and unskilled work assessing adult learners' needs and adapting strategies to meet the perceived needs of adult learners in medicine, education, psychology and industry designing learning experiences to maximise the processing of complex conceptual knowledge and then transforming the knowledge to fit new learning environments the role of new technologies of learning in adult and vocational learning. This book provides research-based insight into the expectations and the value of the coach, mentor, tutor and supervisor roles and combines research with strategic guidance to support the implementation of innovative techniques through case studies, strategies and methodologies in teaching and learning in higher education and professional learning. Bringing together insights from an expert range of international contributors, this text will be invaluable to higher education professionals and those involved in supervising, coaching and mentoring in the workforce.

The coaching and mentoring profession is facing a major challenge – helping clients cope effectively with life's complexities and conflicting demands in a rapidly changing environment. Conversations around work-life balance need to address not only the interconnectedness of work, leisure, home, and social life but also the fact that these elements are in flux and require continuous rebalancing. This book is a practical and evidence-based resource to help coaches and mentors in supporting clients to achieve greater work-life balance. Written by an experienced academic-practitioner team, this book provides coaches and mentors with a way of addressing work-life tensions with their clients. It is grounded in research and practice and offers a wide range of tools and techniques which are supported with real-life case studies illustrating how they can be employed. On top of this, readers are also supported with reflective questions to enhance understanding and a series of downloadable worksheets for practical use. Coaching and Mentoring for Work-Life Balance is essential reading for professional coaches and mentors who are helping their clients to develop personal resilience and will also be a valuable resource for students in postgraduate coaching and mentoring courses. The authors present some of the latest thinking on this topic, underpinned by their own research and model for work-life balance, making the book indispensable to all those engaged in leadership, coaching, mentoring, and supervision.

This book answers a number of fundamental questions about listening in coaching and mentoring. What difference does being heard make to the speaker? How does it have that effect? What are the necessary components of good listening? How do you evaluate your practice as a listener and how do you improve? The process of writing this book led the author to look closely at his own practice, test, experiment, and push his listening to a higher level. He invites the reader to do the same. This book identifies what it takes to listen well – the skills, mind-set, presence, self-awareness and self-management – and why it can be hard. It demonstrates how four modes of listening – attention, inquiry, observation and use of self – all contribute to the listener's understanding and to the speaker's awareness. It argues that we all have a 'learning edge' as listeners and provides a framework that helps each of us find it. The book is intended as a companion for anyone who commits to becoming a good listener. It

shows how to develop expertise in the four modes of listening. It offers examples and principles to guide practice, questions for reflection, and a series of 'workouts' to help the listener develop their ability to listen. It encourages by showing how good listening is simple – you turn up, pay attention, and listen with all you have, and it challenges by identifying the work it takes to do that.

Coaching, counseling, and mentoring can dramatically improve employee productivity and satisfaction. But there's a big difference between continuously encouraging employees to do their jobs well (coaching), attempting to fix poor performance (counseling), and helping top performers excel (mentoring). Unfortunately, most managers don't truly understand how and when to do each. *Coaching, Counseling & Mentoring* provides helpful tools like self-assessments and real-life scenarios, and gives managers specific, practical guidance on using these techniques to improve the performance of all their people. This updated and revised second edition includes useful scripts for talking to employees about sensitive issues, and new material on topics including working with off-site employees, what to say when an employee denies a problem exists, whether or not to coach temps and part-timers, how to draw the line between the mentoring and supervisory role, and what to do when counseling fails. This is an essential guide for managers who want to build their confidence and skill in getting the most from their people.

Mentorship is a catalyst capable of unleashing one's potential for discovery, curiosity, and participation in STEMM and subsequently improving the training environment in which that STEMM potential is fostered. Mentoring relationships provide developmental spaces in which students' STEMM skills are honed and pathways into STEMM fields can be discovered. Because mentorship can be so influential in shaping the future STEMM workforce, its occurrence should not be left to chance or idiosyncratic implementation. There is a gap between what we know about effective mentoring and how it is practiced in higher education. *The Science of Effective Mentorship in STEMM* studies mentoring programs and practices at the undergraduate and graduate levels. It explores the importance of mentorship, the science of mentoring relationships, mentorship of underrepresented students in STEMM, mentorship structures and behaviors, and institutional cultures that support mentorship. This report and its complementary interactive guide present insights on effective programs and practices that can be adopted and adapted by institutions, departments, and individual faculty members.

*Mentoring Assists in Preparing Our Nation's Future Generations* The *Mentoring in Higher Education: Best Practices Workbook* consists of suggested exercises for all mentoring participants and includes protege vignettes, faculty vignettes, and basic questions for starting and implementing a mentoring program. Each suggested exercise or question begins with a list of skills or proposed mentoring activities that program administrators, mentors and proteges can use as additional sources of training and professional development activities. In all cases, the exercises and questions are specifically designed to enhance the mentoring process. The workbook also introduces practical approaches for designing, implementing and evaluating a planned mentor program. The case studies are designed to present real-life challenges and elicit a genuine discussion of tangible solutions. The activities are designed to assist mentors in unlocking students potential and nurture their educational aspirations.

Effective managers know that timely coaching can dramatically enhance their teams' performance. Coaching and Mentoring offers managers comprehensive advice on how to help employees grow professionally and achieve their goals. This volume covers the full spectrum of effective mentoring and the nuts and bolts of coaching. Managers learn how to master special mentoring challenges, improve listening skills, and provide ongoing support to their employees. The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience and are especially valuable for the new manager. To assure quality and accuracy, a specialized content adviser from a world-class business school closely reviews each volume. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

"There are excellent chapters on how to train and develop coaching and mentoring skills and on practical ethics... This is a superb book and an excellent resource for existing mentors and coaches. It will also be a valuable introduction for potential clients – and is likely to encourage them to become coaches and mentors in their own right."

The British Journal of Psychiatry "This engaging, comprehensive and practical book explains how to get the most out of coaching and mentoring. The authors identify the key principles of effective practice and make the text come alive through frequent use of interactive case material. It is a sound resource for those already engaged in, or thinking about, coaching and mentoring." Dr Gerard Egan, Professor Emeritus, Loyola University, Chicago, USA. "In the burgeoning field of coaching, Mary Connor and Julia Pokora have provided a very readable and accessible book that anyone who is thinking of becoming a coach or mentor should read. It provides very clear frameworks, tools and questions that can help a person decide whether this is the right direction for them and how to go about developing the competences, capabilities and capacities necessary." Dr Peter Hawkins, Chairman of Bath Consultancy Group, UK and leading author and expert on coaching supervision. "In all this is a thought provoking, well tested book of value to practitioners and trainers alike. For those who have not read deeply about Egan's model, it offers the best summary I know of the richness of this framework and the use of it in a 1:1 learning relationship." International Journal of Mentoring and Coaching Coaching and mentoring are now mainstream activities in organizations. This unique book focuses on the common ground between coaching and mentoring, offering nine key principles for effective practice. It answers questions asked not only by coaches and mentors but also by clients, including: How can I be an effective coach or mentor? How can I be an effective client? What are some useful tools and techniques? How can I train and develop as a coach or mentor? What are the ethical issues in coaching and mentoring? How is a coaching or mentoring culture developed at work? Coaching and Mentoring at Work is essential reading for coaches, mentors, clients, managers, leaders, professionals, HR specialists, trainers, consultants and students. The book will help you to: Improve your skills Use a tried and tested framework Enhance working relationships Learn from practical exercises Develop as a coach, mentor or client Lead and manage effectively

The first collection in the area of mentoring that applies theory to real-world practice, research, programs, and recommendations from an international perspective In today's networked world society, mentoring is a crucial area for study that requires a deep international understanding for effective implementation. Despite the immense benefits of mentoring, current literature on this subject is surprisingly sparse. The Wiley International Handbook of Mentoring fills the need for a comprehensive volume of in-depth information on the different types of mentoring programs, effective mentoring practices, and emerging practical and applicable theories. Based on sound research methodologies, this unique text presents original essays by experts from over ten different countries, demonstrating the ways mentoring can make a difference in the workplace and in the classroom; these experts have an understanding of mentoring worldwide having worked in mentoring in over forty countries. Each of the Handbook's four sections—mentoring paradigms, practices, programs, and possibilities—include a final synthesis chapter authored by the section editors that captures the essence of the lessons learned, applies a global context, and recommends research avenues for further exploration. This innovative volume demonstrates how mentoring in any culture can help employees to complete tasks and advance in their positions, aid in socialization and assimilation in various settings, provide diverse groups access to resources and information, navigate through personalities, politics, policies, and procedures, and much more. Offers an inclusive, international perspective that supports moving mentoring into a discipline of its own and lays a theoretical foundation for further research Shows how emerging practical theories can be implemented in actual programs and various scenarios Examines a wide range of contemporary paradigms, practices, and programs in the field of mentoring, including a panorama of introspections on mentoring from international scholars and practitioners Includes historical and epistemological content, background information and definitions, and overviews of fundamental aspects of mentoring The Wiley International Handbook of Mentoring is an essential volume for a global readership, particularly teachers of mentoring courses, trainers, and researchers and practitioners in a variety of fields such as business, education, government, politics, sciences, industry, or sports.

[This book] provides an overview of current principles and practices for mentoring and developing IT professionals in higher education. Edited by EDUCAUSE Vice President Cynthia Golden and written by top leaders in the industry who have distinguished themselves and their organizations for sharpening others' skills, institutional savvy, and ability to lead, the book's chapters are organized into two sections: the organizational perspective and the individual perspective. In addition, the online site for the book will have exclusive audio interviews with CIOs and other senior IT leaders in higher education who give advice for future leaders and talk about how they overcame challenges and moved ahead in their own careers.

The book explains how to get the most out of coaching and mentoring

The definitive reference resource for mentoring courses and affiliated courses in business and management, health, education, psychology, counselling and psychotherapy.

In this time of downsizing, layoffs, buyouts and mergers, managers are faced with the unique challenges of boosting employee morale, mentoring and team-building and being more than just a boss and more like a coach to employees.

Based on ATLAS' popular workshop, *Best Practices in Coaching and Mentoring*, this guide provides academic leaders with the tools they need in order to provide effective guidance to faculty members and administrators. Preferring proven techniques to abstract theory, this guide explains what to do (and why) in a wide variety of coaching and mentoring situations. Filled with practical examples and hypothetical case studies based on scenarios in higher education, *Best Practices in Coaching and Mentoring* coaches you on how to be a better coach and mentors you so that you can be a better mentor. NOW IN ITS SECOND EDITION!

Help new teachers thrive in culturally and linguistically diverse school settings! Drawing from their own personal and professional experience, the authors offer practical examples of how mentors can help novice teachers navigate the challenges of teaching in a culturally and linguistically diverse (CLD) school. Filled with vignettes that capture the real-life experiences of new teachers and their mentors, this book: Illustrates how to develop effective teacher-to-teacher mentoring relationships Raises readers' awareness of issues that might arise from CLD differences and facilitates more effective communication Offers reproducible resources, agendas, and other sample materials for a variety of contexts

Coaching and mentoring are fast becoming essential aspects of modern managerial practice. With this growth comes an increasing number of students embarking on mentoring and coaching courses. The authors (well respected and trusted scholars in the field) provide an authoritative text with a comprehensive overview and critical grounding in the key concepts, models and research studies in coaching and mentoring and answer important questions such as 'What does coaching and mentoring involve?', 'What is its value?' and 'How can the added value of mentoring and coaching be demonstrated?' Examples are drawn from a variety of sectors, including private businesses, public and voluntary organizations and schools. Contemporary debates are explained and chapters include features such as case studies, research questions and helpful tips to support the reader. To gain a wider perspective, there is a chapter which provides critical comment on the state of the art in the US, while the final chapter offers the first attempt at developing a unified theory of coaching and mentoring by drawing on their respective antecedents.

*Coaching and Mentoring in Higher Education A Step-by-Step Guide to Exemplary Practice* Macmillan International Higher Education

*On Being a Mentor* is the definitive guide to the art and science of engaging students and faculty in effective mentoring relationships in all academic disciplines. Written with pithy clarity and rooted in the latest research on developmental relationships in higher educational settings, this essential primer reviews the strategies, guidelines, and best practices for those who want to excel as mentors. Evidence-based advice on the rules of engagement for mentoring, mentor functions, qualities of good mentors, and methods for forming and

managing these relationships are provided. Summaries of mentorship relationship phases and guidance for adhering to ethical principles are reviewed along with guidance about mentoring specific populations and those who differ from the mentor in terms of sex and race. Advice about managing problem mentorships, selecting and training mentors, and measuring mentorship outcomes and recommendations for department chairs and deans on how to foster a culture of excellent mentoring in an academic community is provided. Chalk full of illustrative case-vignettes, this book is the ideal training tool for mentoring workshops. Highlights of the new edition include: Introduces a new model for conceptualizing mentoring relationships in the context of the various relationships professors typically develop with students and faculty (ch. 2). Provides guidance for creating a successful mentoring culture and structure within a department or institution (ch. 16). Now includes questions for reflection and discussion and recommended readings at the end of each chapter for those who wish to delve deeper into the content. Best Practices sections highlight the key takeaway messages. The latest research on mentoring in higher education throughout. Part I introduces mentoring in academia and distinguishes mentoring from other types of relationships. The nuts and bolts of good mentoring from the qualities of those who succeed as mentors to the common behaviors of outstanding mentors are the focus of Part II. Guidance in establishing mentorships with students and faculty, the common phases of mentorship, and the ethical principles governing the mentoring enterprise is also provided. Part III addresses the unique issues and answers to successfully mentoring undergraduates, graduate students, and junior faculty members and considers skills required of faculty who mentor across gender and race. Part IV addresses management of dysfunctional mentorships and the documentation of mentorship outcomes. The book concludes with a chapter designed to encourage academic leaders to make high quality mentorship a salient part of the culture in their institutions. Ideal for faculty or career development seminars and teaching and learning centers in colleges and universities, this practical primer is appreciated by professors, department chairs, deans, and graduate students in colleges, universities, and professional schools in all academic fields including the social and behavioral sciences, education, natural sciences, humanities, and business, legal, and medical schools.

This is a fully revised and updated second edition of the successful *Techniques for Coaching and Mentoring*, also incorporating the best bits of its sister text *Further Techniques for Coaching and Mentoring*. The book presents a comprehensive and critical overview of the wide range of tools and techniques available to coaches and mentors. With a strong academic underpinning, it explores a wide range of approaches, and provides techniques both for use with clients and to support professional development of the coach or mentor. Key features include: Easy-to-use resources and techniques for one-to-one coaching; Case studies throughout the text, helping to put theory into practice; An overview

of different theoretical approaches; A dedicated section on 'themes for the coach' discussing coaching across cultures, evaluating your coaching and looking after yourself as a coach; and Downloadable worksheets for each technique. Techniques for Coaching and Mentoring 2nd Edition is an invaluable resource for professional coaches and mentors looking to enhance their practice, and for students of coaching and mentoring.

This handbook sets out a clear organisational rationale of coaching and/or mentoring and provides structured activities for self-reflection or groups. It will be particularly suitable for Higher Education institutions which are considering the development of mentoring as part of their effective professional relationships and working practices. The handbook offers a number of definitions of coaching and mentoring. But, while definitions are helpful they are not sufficient in themselves to inform our practices. This handbook therefore extends our thinking by examining how the practices of coaching and mentoring have explicit links with models of learning. A case study of the learning-centred model that has been successfully piloted at the Institute of Education illustrates these links in practice. In addition, the handbook covers: the benefits of coaching/mentoring; the purposes of coaching/mentoring; who can be a coach/mentor; the activities involved; the skills required; dialogue in coaching/mentoring; personal qualities necessary in effective relationships; ethical guidelines. The accompanying CD contains printable masters of the activities.

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