

LOIS J. ZACHARY



THE
MENTOR'S
GUIDE

Facilitating Effective Learning Relationships

SECOND EDITION

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Foreword by Laurent A. Parks Daloz

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Part Two The Mentoring Cycle

Years ago, a friend sent me a drawing by artist Brian Andreas with a quote sketched into it: "Most people don't know that there are angels whose only job is to make sure you don't get too comfortable and fall asleep and miss your life." Since the publication of the first edition of *The Mentor's Guide*, these words have resonated in my ears, and a few more angels have been added. I dedicate this edition to my "angels," Ed, Bruce, Lisa, David, Talia, Emily, and Lory, whom I can always count on to make sure I don't get too comfortable, fall asleep, and miss my life.

FOREWORD

ECOLOGISTS TELL US that a tree planted in a clearing of an old forest will grow more successfully than one planted in an open field. The reason, it seems, is that the roots of the forest tree are able to follow the intricate pathways created by former trees and thus embed themselves more deeply. Indeed, over time, the roots of many trees may actually graft themselves to one another, creating an interdependent mat of life hidden beneath the earth's surface. This literally enables the stronger trees to share resources with the weaker so the whole forest becomes healthier.

Similarly, we human beings thrive best when we grow in the presence of those who have gone before. Our roots may not follow every available pathway, but we are able to become more fully ourselves because of the presence of others. "I am who I am because we are," goes the saying, and mentors are a vital part of the often invisible mat of our lives.

There have, of course, always been mentors, but our ability to name them as such is relatively recent. Psychologists discovered them only a generation ago; educators and the business world were not far behind. Since then, mentors have become a hot item, appearing in best-sellers, on television specials, and on film. Generally they are viewed as people who help us find a jewel of wisdom or a promotion at work. At bottom, however, mentors are more than that. As Zalman Schachter-Shalomi says, they "impart lessons in the art of living." Great mentors extend the human activity of care beyond the bounds of the family. They see us in ways that we have not been seen before. And at their best they inspire us to reach beyond ourselves; they show us how to make a positive difference in a wider world.

Lois Zachary knows a lot about that. Coming from a background in human development, she has spent years of direct experience in organizational change, leadership education, and mentoring. In *The Mentor's Guide*,