

Mentorship Annotated Bibliography

(as of 29 May 2002)

Books

Ambrose, Stephen E. Comrades. New York, NY: Simon and Schuster, 1999.

This book by a world-famous military historian is about friend-ships. Comrades is the kind of book that a mentor would give to a protégé. The book consists of twelve chapters, each of which describes a particular friendship. Included are examples of famous men and how their friendships assisted them in developing as leaders. Particularly noteworthy are the chapters describing the friendship of Patton and Eisenhower and the one on the men of Easy Company. Patton and Eisenhower met as majors in 1919 and became friends for the rest of their lives, even though there were senior-subordinate moments when Eisenhower nearly relieved Patton. However, both men developed into better leaders because of their friendship and respect for each other.

The chapter on the men of Easy Company (Band of Brothers fame) is a riveting piece on the men who fought and died together in World War II and who developed deep friendships that only combat veterans can comprehend. Much like a mentor earns the respect of a protégé, the leaders of Easy Company, such as the company commander, Captain Dick Winters, earned the respect of their men by exercising sound and strong leadership. While the book does not portray Captain Winters exhibiting the classic mentor attributes, it describes how he took care of his subordinates for the duration of the war.

Comrades is not a classic book on mentorship, but many mentor-mentee relationships develop into lasting friendships like the ones explored in Steven Ambrose's book.

Center for Strategic and International Studies. American Military Culture in the Twenty-First Century. Washington, DC: CSIS Press, February 2000. Executive summary of this report is available from <http://www.csis.org/pubs/am21_exec.html> Internet. Accessed 28 March 2002.

Principal authors are retired Army officers, LTG (R) Walt Ulmer and COL (R) Joe Collins.

This study offers many references to the current state of affairs in our Army and the need for reducing operating tempo, reversing negative leadership trends, and mentoring as a component of leadership. The study has been a student issue for

the USAWC Classes of 2001 and 2002, and is available in the library.

The study, written by an independent think tank, makes numerous recommendations that criticize current military culture. Those worth noting are the need to eliminate micromanagement and a zero-defects standard as unacceptable command techniques.

Clarke, Bruce C. Guidelines for the Leader and the Commander. Harrisburg, PA: Stackpole Books, 1973.

Army General Bruce Clark has written a classic that every officer should read. This book is a compilation of his experiences that any officer can use to help make himself and the Army more successful.

Amongst the many pearls of wisdom in this book is that, "Men expect their commanders to know their jobs, to share the hardships with them, and to take a personal interest in their problems. You will not know whether a particular officer or soldier has a problem until someone has heard his case. A willing ear will gain much confidence."

Kail, Dick. Professional Perspectives for Senior Officers. Englewood, CO: Officer's Christian Fellowship of the USA, 1992.

Written by a retired Army colonel, this booklet is an excellent source of inspirational messages referring to leading and caring for others. Today's lieutenants and captains will run our Army 20 years from now. It is our responsibility as leaders to serve others. In the words of Dick Kail, "The purpose of senior military leadership is to accomplish assigned missions by making subordinates successful, without seeking self-aggrandizement."

This booklet discusses the responsibility of senior leaders to ensure their legacy is well-trained and developed subordinates.

Kram, Kathy E. Mentoring at Work: Developmental Relationships in Organizational Life. Glenview: Scott, Foresman and Company, 1985.

A wonderful book by a management professor that is designed to explain relationships in organizations that enhance an individual's development in the early, middle, and later career years. Initially a study of mentor relationships between junior and senior managers, the study expanded to clarify the nature of

a variety of relationships between junior and senior colleagues, or between peers, who provide mentoring functions.

The purpose of the book is to present a realistic view of mentoring, to delineate its potential benefits and limitations, and to illustrate the various forms of developmental relationships that can exist in work settings.

Murrell, Audrey J., Faye J. Crosby, and Robin J. Ely.
Mentoring Dilemmas--Developmental Relationships within Multicultural Organizations. Mahwah, NJ: Lawrence Erlbaum Associates, 1999.

This book asserts that the uniting of people with diverse backgrounds into developmental relationships can encourage all parties to bring more of themselves to work, which in turn can facilitate productive questioning and problemsolving.

The authors advocate the need for organizations to grow and change to accommodate new talent and external conditions.

Powell, Colin, and Joseph E. Persico. **My American Journey.**
New York, NY: Random House, 1995.

Army General Colin Powell's autobiography is an excellent portrayal of how Powell developed as a leader. Instrumental in this development were his numerous mentors and their impact throughout his distinguished career. Beginning with his upper-class ROTC role model and mentor at the City College of New York, Ronnie Brooks inspired Cadet Powell to excel. Other military mentors in Powell's career include Red Barrett (Battalion XO when Powell was a lieutenant), Cider Joe Stillwell (Fort Devens), Charles Gettys (Americal Division Commander in Vietnam), William DePuy (Army staff when Powell was a major), Henry "Gunfighter" Emerson, John Wickham, and Julius Becton. Powell credits these mentors with keeping him in the Army (p. 203) when he otherwise might have left as a young field grade officer.

Mentors took care of him when he otherwise might have been sidetracked. Examples include Red Barrett's forgiveness when Lieutenant Powell lost his weapon and when Julius Becton was president of the Senior Service College selection board that sent Powell to the National War College. Powell also credits Becton and Richard Cavazos with getting him promoted to major general despite a very poor efficiency report as a brigadier general.

As Powell became more senior, he added political mentors. Frank Carlucci and Cap Weinberger ensured that Powell wasn't disadvantaged because of his numerous political jobs and offbeat

assignments. Powell was never a division commander and served as a corps commander for only five months. This was because he was such a commodity in the political jobs that politicians did not allow him to spend much time in field commands. These political mentors ensured he was promoted and ultimately became the Chairman of the Joint Chiefs of Staff.

In all, this is a superb book on leader development from the perspective of a soldier who attained the highest rank possible. The main disappointment in the book is that Powell doesn't discuss his mentoring relationships with subordinates. Still, I highly recommend My American Journey.

Puryear, Edgar F., Jr. Nineteen Stars. Novato, CA: Presidio Press, 1981.

This book by a noted military historian is a comparison/contrast between four of the most famous American World War II generals--Douglas MacArthur, George Marshall, Dwight Eisenhower, and George Patton. Edgar Puryear explores what made these men so successful in the profession of arms. Not only does Nineteen Stars show how each of these men developed as leaders, it also highlights their efforts to develop subordinates.

Chapter 8, "Preparation and Luck," and Chapter 9, "The Pattern," both give particularly good accounts of these four general officers when they were junior officers and worked for note-worthy generals who "sponsored" them. MG Fox Conner mentored Eisenhower; General John Pershing mentored both Marshall and Patton; and MacArthur's father, MG Arthur MacArthur was Doug's primary mentor.

This is an overall outstanding book on leader development and mentorship.

Zey, Michael G. The Mentor Connection. New Brunswick: Transaction, 1991.

This book explores the role of mentoring by both the mentor as well as the mentee. Mentoring relationships benefit the career of the mentor no less than the person(s) being developed. The author is a sociologist who based his study upon interviews with over 150 executives in Fortune 500 companies and smaller firms. The study provides a major exploration of the sociological dynamics of the mentoring relationship, exploring career growth, job satisfaction, and social mobility.

The author has also written Winning with People and articles in Personal Journal and Mentoring International.

Articles

Bagnal, LTG Charles W., Earl C. Pence, and LTC Thomas N. Meriwether. "Leaders as Mentors." Military Review 65 (July 1985): 4-20.

This is one of several articles written in the years when leadership and mentoring were priorities of the Chief of Staff of the Army, GEN John Wickham. The authors write a superb article focusing on the need for leaders to be mentors. The key message in this article is that leaders must be teachers and mentors to the officers, NCOs (noncommissioned officers), soldiers, and civilians entrusted to them.

Relevant to our discussions today, the authors present a comprehensive definition of mentorship--to include both the positive side and the negative side such as possible favoritism --but then explain that Army mentorship must only include the positive aspects. To get around this perennial dilemma, the authors recommend that leaders develop a "mentoring style" of leadership that involves teaching, coaching, and open communications.

The spark for this article was General John A. Wickham's, thirtieth Chief of Staff of the Army, designation of 1985 as the Year of Leadership.

Faith, MG John C. "Leadership in the 21st Century: Is It Time to Change the System?" Army 50 (December 2000): 10-14.

Army Major General Faith's article contends that it is time to introduce some method of peer and subordinate input into the promotion system. His system, he argues, will improve the Army's success in selecting senior leaders who "walk the walk" as well as "talk the talk" and correct many of the misperceptions individuals have of their own capabilities, leading quickly to greater self-knowledge.

The author advocates self-knowledge as the key to self-improvement and the correction of several flaws that exist in our Army culture.

Hunt, David Marshall, and Carol Michael. "Mentorship: A Career Training and Development Tool." Academy of Management Review 8 (July 1983): 475-485.

Management experts David Hunt and Carol Michael describe the mentoring process as a professional development process that benefits the organization, mentor, and mentee for many years. Their key premise is that professionals who were mentored are

likely to become mentors of succeeding generations of professionals. This article is a must read because of its parallels with the need for successful mentoring in our Army.

Jolemore, MG Kenneth A. "The Mentor: More Than a Teacher, More Than a Coach." Military Review 66 (July 1986): 4-17.

In this article the Army general states that mentoring has been the subject of recent research in industry but little has been done to identify the behaviors of mentors in the military. General Jolemore states that it is important to define specific behaviors of mentors. He uses the research of Michael Zey, and identifies the article by Lea and Leibowitz as the best article written on mentor behaviors.

He then looks at the positive experiences mentors had on the development of Patton, Eisenhower, MacArthur, Bradley, and Nimitz. In each case, he demonstrates how the mentor used all or some of the ten mentoring behaviors to mentor a mentee.

In conclusion, the author discusses the need for a mentoring process in the military as well as targeted mentoring for "rising stars" in the military.

Written a year after Bagnal's article, he rebuts Bagnal's thesis that only the positive aspects of mentoring should be practiced. He accepts and endorses the concept and practice of classic mentorship in its totality, to include the possible downside of favoritism. He is one of the few military authors who truly seems to understand what the classic meaning of mentoring is, and neither backs away from the potential downsides nor tries to advocate that you can sugar-coat the concept and enjoy the good while avoiding the bad.

Kram, Kathy E. "Phases of the Mentor Relationship." Academy of Management Journal 26 (December 1983): 608-625.

Using a conceptual model derived from an intensive biographical study of 18 relationships in one corporate setting, scholar Kathy Kram asserts that the mentor relationship can significantly enhance development in early adulthood and also in the mid-career stage of the more experienced individual.

Her study demonstrates that the mentor relationship has great potential to facilitate career advancement and psychosocial development in both early and middle adulthood by providing a vehicle for accomplishing these primary developmental tasks.

Lea, Daniel, and Zandy B. Leibowitz. "A Mentor: Would You Know One If You Saw One?" Supervisory Management 28 (April 1983): 32-35.

The authors explore the concept of mentoring by discussing what mentors do. They explain that successful mentors seem to exhibit ten behaviors that, when taken together, constitute what is generally accepted as mentoring. The authors look at each function in detail and then offer advice, or so-called "words to the wise", to potential mentees.

Mitchell, Ted. "Mentorship as Leadership." Change 30 (January/February 1998): 48. Database on-line. Available from ProQuest. Also available from Nexis. Accessed 9 January 2002.

The author states that those individuals he knows to be great leaders are also great mentors. He asserts that mentorship is about teaching, and teaching is the most essential element in leadership. Second, he states that mentorship is about sustaining a common vision. Third, he contends that mentorship is about seasoning--putting novices into increasingly challenging situations to develop. Finally, the author states that mentorship is about growth.

Pritchard, Kenneth H. "Competency-Based Leadership for the 21st Century." Military Review 89 (May-June 1999): 23-26. Available from <<http://www-cgsc.army.mil/milrev/English/MayJun99/Pritchard.htm>> Internet. Accessed 9 January 2002.

Lieutenant Colonel Pritchard advocates two fundamental changes to the 1999 FM 22-100 and Army leadership itself: a new leadership continuum and a competency-based leadership system.

The author argues that the realities of today's workplace and Army demand a change to our leadership doctrine. He cites factors such as shifting demographics and rapidly changing technology.

Roche, Gerald R. "Much Ado about Mentors." Harvard Business Review 57 (January-February 1979): 14-28. Database on-line. Available from Nexis. Accessed 9 January 2002.

In this article, the author focuses on the mentor and the mentee in the business world. He has multiple sources of data and one of his main conclusions is that most executives view the

first 15 years of their career as the learning and growing period, hence there exists an opportunity in the development of junior executives to forge a mentee/mentor relationship.

The article is easy to read and keeps your interest throughout. The bottom line is that his survey shows that top executives who have a mentor derive greater satisfaction from their career and work.

Thomas, David A. "The Truth About Mentoring Minorities: Race Matters." Harvard Business Review 79 (April 2001): 98-107. Database on-line. Available from Nexis. Accessed 9 January 2002.

Based on a three-year research project at three major U.S. corporations, Harvard Professor David Thomas concludes that whites and minorities follow distinct patterns of advancement. The author discovered that promising white professionals advance much quicker than high-potential minorities, who tend to advance later in their career.

David Thomas advocates that organizations should provide a range of career paths, all uncorrelated with race; and that an important element in the process would be to identify potential mentors, train them, and ensure that they are paired with promising young professionals.

Ulmer, Walter F., Jr. "Military Leadership into the 21st Century: Another 'Bridge Too Far?'" Parameters 28 (Spring 1998): 4-25. Available from <<http://www.carlisle.army.mil/usawc/Parameters/98spring/ulmer/htm>> Internet. Accessed 9 January 2002.

Leadership guru and retired Lieutenant General Ulmer argues that our Army requires bold initiatives to ensure success in the future. He states that "Good Leadership" is essential not only as the ultimate battlefield force-multiplier, but also as the primary guardian of the institution.

General Ulmer proposes several initiatives to correct for years of "neglecting and hazarding the future of the institution." His bold initiatives are extremely timely in an Army whose culture often works at cross purposes with many of its stated values. This article is one of the best in the field and is definitely worth the time to read and study.

Wong, Leonard. Generations Apart: Xers and Boomers in the Officer Corps. Carlisle Barracks, PA: U.S. Army War

College, Strategic Studies Institute, October 2000.

Available from <<http://www.carlisle.army.mil/usassi/ssipubs/pubs2000/apart/apart.pdf>> Internet. Accessed 9 January 2002.

Leonard Wong's recently published Strategic Studies Institute Monograph recommends several policies and actions to improve junior officer retention. Among those policies and actions, he recommends that senior officers, "Really mentor junior officers. Senior officers need to pull in junior officers and talk with (not to) them."

An excellent discussion that is a must read by all officers, junior and senior alike. It explains in great detail the cultural differences between generations and the need to care for, listen to, and mentor our junior officers.

Wood, David. "Army Confronting a Crisis of Morale and Purpose in Its Officer Corps." 19 December 2000.

Available from <<http://www.newhouse.com>>. Internet.

Written by a reporter, this article references the Captain's retention issue as well as discontent among the company grade officers. However, this article addresses the issue from the perspective of professionalism.

A quick read, the article leaves you with a quote from Colonel Heinemann, the Dean at Fort Leavenworth, who states that, "Younger generations (of officers) yearn for the leadership to talk to them about what's worth serving for, what's worth dying for. Most of the guys I have lost in Special Forces have been on peacekeeping missions . . . noble causes."

Research Papers

Andrews, Michael A. Mentoring Lieutenants. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 23 March 1987.

This research project reviews current literature and provides a mentoring paradigm which identifies mentor behaviors and three distinct and interactive phases in the process-- professional development, reciprocal role modeling, and sponsoring.

The author notes that there is a need to improve the phase one topics, specifically professional development, and then focuses on specifics for developing a program for developing lieutenants.

Dooley, Joseph C. George C. Marshall: A Study in Mentorship. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 30 April 1990.

The author defines a working model of mentoring from current literature, mentor behaviors, and characteristics. He then examines the mentorship style of General Marshall, whose mentoring efforts developed numerous officers who later distinguished themselves during World War II.

His final analysis discusses General Marshall's style in the contemporary Army of 1990 and concludes that some behaviors are still valid and some need modification to suit today's leadership challenges.

Knackstedt, Janine. Organizational Mentoring: What about Protégé Needs? Presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology. San Diego, California, April 2001.

Janine Knackstedt demonstrates that mentoring provides benefits to proteges, also known as mentees. She contends that examining mentoring needs will allow for a better understanding of the mentoring process. She admits that she needs to continue her research in this area, however she states that mentoring does provide positive benefits to the mentor, mentee, and the organization.

Mabry, Joseph M. Professional Development of Subordinates Our Priority Task. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 12 March 1986.

This Army War College research project focuses on the need for leaders at all levels to focus on the professional development of subordinates as our priority task. Written in 1986, the thesis is no different than what our current cohort of junior officers has been saying for the past several years, in either CGSC sensing sessions or the recent paper written by Lenny Wong.

A must read for those interested in professional development. It echoes many of the findings in the 2000 CSIS study.

Wilson, Stephen E. Senior Leader Mentorship. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 31 March 1989.

The author asserts that senior leaders have a crucial role to play in identifying and developing the Army's future senior leaders. He also asserts that mentoring is much more than teaching and coaching and that a successful mentorship program benefits the organization and those that are mentored.

Using a mentorship model, he analyzes two historic mentor relationships, Pershing and Marshall, as well as Marshall and Eisenhower.

Wood, Gail W. Mentoring: A Useful Concept for Leader Development in the Army? Strategy Research Project. Carlisle Barracks: U.S. Army War College, 11 April 1990.

This research project attempts to gain an insight into the mentoring process by analyzing the perspectives of military professionals and civilian academics.

The author concludes that mentoring means one thing to some and something else to others. Hence, she argues that the concept of mentoring is useful only from an academic perspective and should be eliminated from the Army's doctrine for professional development.

Government Documents

Meyer, Edward C. "E. C. Meyer, General, United States Army Chief of Staff June 1979-June 1983." 1979-1983. Available from <<http://call.army.mil/call/csa/meyer.htm>>. Internet.

Superb collection of quotes and pearls of wisdom written by a great Army leader.

Sullivan, Gordan R. "Gordon R. Sullivan: The Collected Works 1991-1995." 1991-1995. Available from ><http://call.army.mil/call/csa/sullivan.htm>>. Internet.

Superb collection of quotes and pearls of wisdom written by a great Army leader.

Vuono, Carl E. "Collected Works of the Thirty-first Chief of Staff, United States Army." 1987-1991. Available from ><http://call.army.mil/call/csa/vuono.htm>>. Internet.

Superb collection of quotes and pearls of wisdom written by a great Army leader.

Wickham, John A. Jr. "Collected Works of the Thirtieth Chief of Staff, United States Army." 1983-1987. Available from <<http://call.army.mil/call/csa/wickham.htm>>. Internet.

Superb collection of quotes and pearls of wisdom written by a great Army leader.

Web Links

The following web links all have information on mentoring. Out of the thousands of sites on the web, the lists below contain those sites that currently are the most useful to senior leaders in defining/developing a mentor program for junior leaders within their commands.

Military Links

Company Commander.com. This is an outstanding site for all military professionals. It contains numerous links, is updated periodically, and offers a treasure of information on mentoring and other useful subjects for company grade officers and senior leaders as well.

<http://www.companycommand.com/links.htm>

Fogelman, Ron. "The Importance of Mentoring." Comments by the former Air Force Chief of Staff.

http://www.af.mil/news/speech/current/The_Importance_of_Mentoring.html

Hutton, James E. Army officer provides suggestions on Construction of a Battalion Officer Development Program which focuses on mentoring.

<http://call.army.mil/products/trngqtr/tq3-98/opdpro.htm>

Strong, Frank. An interesting article on Mentoring from an ARNG officer. From this site, you can link to other related sites on mentoring.

<http://companycommand.com/ideas/mentoring.htm>>

Government Links

NASA. This NASA site has numerous subjects on leadership. The first edition of a new NASA publication is related to the subject of mentoring. Be sure to check the "Ask Magazine" Issue One Site. <http://www.appl.nasa.gov>

Business Links

Fast Company. Some quick reading on how some practitioners are approaching mentoring in the latest issue of Fast Company. Included are links on other mentoring subjects.

http://pf.fastcompany.com/change/change_feature/cof_mentor.html

The Mentoring Group Homepage. Some useful information on mentoring ideas and some products/services which may be useful to military officers.

<http://www.mentoringgroup.com>

Educational/Academic Links

International Mentoring Association. This site links into the program at Western Michigan University.

<http://www.wmich.edu/conferences/mentoring/>

The Chronicle of Higher Education's career advice column. Site contains some information on career decisions and other related subjects. Periodically, some useful insights in the sub-link entitled "Ms. Mentor."

<http://chronicle.com/jobs/archive/advicearch.htm#mentor?side>

University of California at Santa Cruz psychologist's article on the benefits of mentoring.

http://www.ucsc.edu/news_events/press_releases/archive/98-99/04-99/crosby.htm

Other Links

Full Circle: Insights on Mentoring from my Mentor's Heroes. This is a short article on mentoring based upon the military experience of the author. Lists some traits of a successful mentor.

<http://www.coedu.usf.edu/kealy/CIRCLE.html>

Mentor Hall of Fame. This site lists mentors in specific areas of sports, industry and entertainment. Some films, books, and articles are specifically cited.

<http://www.mentors.ca/mentorpairs.html>

The Mentor Directory Web Site. This is the best site on the web to link to other related sites on mentoring. Site is updated on

a regular basis. Be sure to click the "Link" button to access related sites.

<http://www.peer.ca/mentor.html>