

POWER MENTORING

How Successful Mentors
and Protégés Get the Most
Out of Their Relationships

Ellen A. Ensher

Susan Elaine Murphy

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For Mom and Dad, who gave me a love of books. For Sean, who is my best promoter, and especially for our Mark—may you have many wise mentors to help you along your journey.

Ellen

For my mother and father, and my husband, Copil.

Susan

CHAPTER ONE

INTRODUCTION TO POWER MENTORING

*And when the event, the big thing in
your life, is simply
an insight—isn't that a strange thing?
That absolutely
nothing changes except you see things
differently and
you're less fearful and less anxious and
generally stronger
as a result: Isn't that amazing that a
completely invisible
thing in your head can feel realer than
anything you've
experienced before?*

—JONATHAN FRANZEN, *THE CORRECTIONS*

As a child, what did you want to be when you grew up? Maybe it did not work out that you would be a movie star or an Olympic athlete, but have you found the level of joy in your work that you had hoped for? When you chose your major in college and then later changed it, or perhaps recently made a job or career switch, why did you do it? Maybe it was because you suddenly had the Great Career Insight—I will spend the majority of my waking hours for the rest of my life at work, so if I am not as happy at work as I

want to be now, then I am wasting my life! We spend more time working than doing anything else we do in our lives. Those of us in the United States have the dubious distinction of working more hours and taking less vacation time per year than our counterparts in nearly any other industrialized nation.¹ Nearly 40 percent of U.S. workers spend at least 50 hours on the job per week, and that number is even higher for the professional class.²

Why do we work so much? Maybe because in the United States we see work as central to who we are as individuals. An Associated Press survey showed that 91 percent of respondents said their jobs were important to their overall satisfaction in life.³ Given that we spend many hours at work, how we view it is important. Work can be a joy or drudgery, and an overwhelming amount of research conclusively shows that this often depends on our relationships with other people at work. *Power Mentoring* is about helping you gain more fulfillment at work by showing you how to actively develop and improve your relationships with others there, and in doing so gain all of the career outcomes that you have always imagined.

Consider the following situation: What would you do if you found out that your colleagues were corrupt and stealing money from one of Southern California's poorest cities? Imagine you were a young public servant and felt as though you had no one to trust or turn to about this crisis. This is the situation that Araceli Gonzalez, former council member for the city of Cudahy, found herself in a few short years ago. She had no one to turn to, except, that is, for her mentor, Rosario Marin (41st U.S. Treasurer). What would you do if you were the mentor in this situation? Rosario Marin told Araceli to "do the right thing" and turn in her colleagues. Araceli did so and found that "everyone turned against her, except Rosario." Marin stood by her young

protégé and helped her get back on her feet politically and career-wise. Gonzalez has gone on to become a successful small business owner and received national recognition as an up-and-coming leader.

In this book, we share many stories like this and insights from interviews with 50 of America's most successful mentors and protégés in leading industries. We reveal secrets from academia and present our own research that demonstrates how having a network of good mentoring relationships can make your work environment, your job, and your career better.

Power Mentoring is for professionals and managers who want to make the most of their careers. We have written this book for those of you who want to obtain a protégé or mentor, or who simply want to improve a current mentoring relationship. The book can also help you regardless of whether you are well established in your career or are just starting out. You might be a manager, a technical specialist, or even an entrepreneur. Our intention is that *Power Mentoring* will be helpful to people at all stages of their careers and in many types of positions. It is also for administrators of mentoring programs and anyone who teaches or conducts training about mentoring.

Regardless of whether you are thinking about finding a mentor, becoming a mentor, or extending your vast experience with mentoring, there is always much to learn. Some of our interviews provide examples of traditional mentoring relationships, in which an older, more experienced mentor takes a younger protégé under his or her wing and guides the protégé through career twists and turns. We found, however, that most of our interviewees did not rely on a single traditional mentor for support, but instead had a broad network consisting of a variety of mentors to support them. We call this network approach to

mentoring *power mentoring*. We found that all those involved in power mentoring, both as mentors and as protégés, received mutually beneficial outcomes related to their personal career growth and development. In this book you'll learn more about the various forms of power mentoring, how it differs from traditional mentoring, and the benefits associated with these relationships.

In this chapter, first we briefly introduce you to the power mentors and protégés in our research. Next we take you through a brief, compelling overview of what has changed in the career landscape, and of how power mentoring reflects the most contemporary approach to career development. Finally, we provide you with an overview of the book.

WHO ARE OUR POWER MENTORS AND PROTÉGÉS?

To learn about power mentoring, we had the great fortune to interview 50 top leaders in a variety of industries. To find these individuals, we culled through well-respected lists identifying leading executives, with an eye toward being especially inclusive of women and people of color. While our interviewees represent a variety of industries, there is a marked emphasis on entertainment, technology, and politics. These industries exert tremendous worldwide influence. They also have a high percentage of knowledge workers who represent the cutting edge in career management by moving from project to project, working in teams, and identifying with their profession or party more than with a particular organization. Next, we did extensive background research on each of these individuals and their experiences as mentors and protégés. We then created a target list of those we felt were not only exemplary leaders but were also highly skilled at developing others via

mentoring. As a final step, we employed a network of industry experts to provide feedback on participant worthiness for inclusion in *Power Mentoring*.

Once we identified a top mentor, or in some cases a protégé, we then set out to learn as much as possible about that person's network of mentoring relationships, including their past mentors and current protégés. Often we found that the power mentors had very strong one-on-one relationships with one or several protégés, so in those cases we interviewed mentor-protégé *pairs* such as Lisa Ling, television host and reporter, and her mentor, Mitch Koss, Channel One television news producer. Sometimes we found that power mentors had a one-on-one relationship that blossomed to include not only their relationship with a single protégé but also with the protégé's other mentors and contacts. In those cases we interviewed mentoring *groups* such as Cisco's CFO Larry Carter, his protégé Patty Archibeck, and Patty's other mentor, Debra Martucci, vice president of Information Technology at Synopsys, in California's Silicon Valley.

And finally, we were fascinated to find that mentors sometimes belong to an entire *lineage* of mentoring relationships. In a lineage, all of the mentors and protégés connect to each other through a relationship with a "founding" mentor, as in the Jack Welch lineage at General Electric (GE) or the Lou Gerstner lineage at IBM. Although the majority of our interviews represent pairs, groups, or lineages, in some cases, because of other time commitments or outside events (such as illness or war), we were able to interview the mentor only. In these cases, we relied solely on their reflections about their relationships.

Often when we pick up a book filled with fascinating career details, many of us assume that those experiences have little to do with our own lives, because the people

portrayed are at the height of their success. Please do not make that assumption with this book! The individuals we profile in *Power Mentoring* often come from humble beginnings and have compelling mentoring stories with which many people can identify. These people got to where they are not by luck, but because of their superior technical and relationship talents and their ability to persevere. The difference between them and other people with talent is that they were not hesitant to ask for help. They were very eager to learn from others. While some had all the advantages one could wish for, others had very modest starts and overcame many obstacles to reach their current levels of success.

Our interviewees have other unique characteristics. First, rather than interviewing a majority of men or of women, our sample included roughly equal numbers. We also looked at mentoring through diverse eyes. Our interviews represented men and women of various ethnicities, ages, sexual orientations, and childhood economic backgrounds, each difference providing us with some unique ideas about mentoring. Let's start by giving you a preview of some of our very interesting power mentors. Of course, later in the book, you will also get a chance to meet at least one of their protégés as well. To give you an introduction to some of our individuals, we describe three with compelling stories.

First, we have the inspiring story of Dixie Garr, vice president of Cisco's Customer Success Engineering. As the youngest of eight children, Dixie grew up in a small town in Louisiana and graduated from her high school class with a National Merit Scholarship. In her role at Cisco, relationship building is her forte, because she leads teams responsible for world-class customer service. When you meet Dixie, you notice her radiant self-confidence, which comes from knowing that she has worked hard to get where she is and that she has much to share with others. She does so often—

for example, in addition to her responsibilities at Cisco, she is a sought-after motivational speaker. Her mentoring relationships have been characterized by candor and honesty. As far as her success goes, Dixie says that “there was never a time that I didn’t expect to ... be all that I could be. My parents helped me to understand that I could not be passive, but proactive.” Dixie is a glass-ceiling breaker as a black woman in a white male-dominated field. She is also living proof of her belief that technology is a great leveler for women and minorities—she sometimes paraphrases James Brown’s lyrics, “Don’t give me anything, just open the door and I’ll get it myself.”

We also had the good fortune to interview a master mentor, Bob Wright, vice-chair of GE and chair and chief executive officer (CEO) of NBC Universal. Bob joined GE in 1969 and has been an influential mentor for many talented business leaders—you’ll meet two of his superstar protégés, Pamela Thomas-Graham, chair of CNBC, and Paula Madison, president and general manager of KNBC, in subsequent chapters. As a protégé of the legendary Jack Welch and thus part of his lineage, Bob’s career reads like a primer on how to be successful in American business. Bob enjoys a sterling professional and personal reputation, and under his leadership GE/NBC has made significant inroads in recruiting, retaining, and promoting diverse men and women. In a Columbia Business School lecture in 2003, he shared this observation with his audience: “I’ve learned that one of the main differentiators between good leaders and great leaders is not necessarily intelligence or experience or personal charisma. It is passion—intense passion for your work and for the success—not of the self—but of the larger enterprise.”⁴ In future chapters you’ll learn a lot more about how Bob brings these words to life through his mentoring relationships.

Now we introduce you to another fascinating and very different power mentor, Rosario Marin, who at the time of our interview was serving as the U.S. Treasurer and was the highest-ranking Latina in the administration of President George W. Bush. Rosario emigrated to the United States from Mexico when she was 14 years old. She spoke no English. A few years later she graduated from Harvard, and judging from her career success since, you might assume that she has led a charmed life. Not so. As a result of having a son with Down syndrome she became frustrated with the available state and federal services for the disabled, and her passion to help her son galvanized her to get involved in politics. Initially she was drawn to work for former California Governor Pete Wilson, because when she heard him speak on behalf of people with disabilities she knew “he was a man of compassion.” Wilson became a mentor for her, and she served as deputy director of the Governor’s Office of Community Relations. Years later, even in her very busy and highly visible role as U.S. Treasurer, Rosario stayed active in her Latino community and the world of Southern California politics by mentoring several young, aspiring politicians in state government.

These are just three of our extraordinary interviewees. We provide a complete list of our participants in [Exhibit 1.1](#) and more detailed biographical information about each person in the

[EXHIBIT 1.1](#) INTERVIEW PARTICIPANTS

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Fran Allen	Senior technical consultant and vice president, IBM Services	T. J. Watson Research Center, IBM	Mentor to:	Anita Borg
Patty Archibeck	Senior manager, Executive Communications	Cisco Systems, Inc.	Protégé of:	Larry Carter Debra Martucci
Lilach Asofsky	Senior vice president, Marketing/Research/ Creative Services	CNBC	Protégé of:	Pamela Thomas- Graham
Anita Borg (deceased 4/6/2003)	President	Institute for Women and Technology	Protégé of:	Fran Allen
Marc Buckland	TV director	NBC, ABC, CBS	Mentor to:	Laura Medina
Lee Butler	Former commander of U.S. Nuclear Forces	Strategic Air Command	Mentor to:	Donald Pettit
Joan Buzzallino	Vice president of Human Resources, enterprise on demand transformation, the next phase of e-business	IBM Storage Systems	Protégé of:	Linda Sanford
Larry Carter	Senior vice president and chief financial officer	Cisco Systems, Inc.	Mentor to:	Patty Archibeck

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Judy Chu	Assembly Member, 49th District	California Legislature	Protégé of: Mentor to:	Hilda Solis Sharon Martinez
Martha Coolidge	President, 2002–2003 Film director	Director's Guild of America	Protégé of:	Francis Ford Coppola Peter Bogdanovich
Barbara Corday	Dean, School of Cinema and Television	University of Southern California Film School	Protégé of:	Frank Biondi
Ron Dellums, Esq.	Peace and AIDS activist	Dellums, Brauer & Halterman	Mentor to:	Ron Kirk Barbara Lee
Nick Donofrio	Senior vice president, Technology and Manufacturing	IBM	Mentor to:	Linda Sanford
David Dreier	Congressional Representative, California (R)	U.S. Congress	Mentor to:	Mary Bono
Kim Fisher	Director	Prologue International	Protégé to:	Jim Robbins
Dixie Garr	Vice president, Customer Success	Cisco Systems, Inc.	Mentor to:	Anthony Hayter
Leeza Gibbons	Executive producer and TV personality	Leeza Gibbons Enterprises	Mentored by:	Dick Clark Arnold Shapiro
Lesli Linka Glatter	TV director	Universal Studios	Protégé of:	Steven Spielberg Clint Eastwood

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Araceli Gonzalez	Former delegate, 33rd Congressional District	California Legislature	Protégé of:	Rosario Marin
Judith Gwathmey, M.D. (biotechnology)	President, chief executive officer, founder	Gwathmey, Inc.	Mentor to:	Numerous graduate students
Anthony Hayter	Director, Technical Sales	Crystal Voice Communications	Protégé of:	Dixie Garr
Gale Anne Hurd	Producer (<i>Terminator 1, 2, and 3</i>), president	Valhalla Productions	Protégé of:	Roger Corman
Ron Kirk, Esq.	Former senatorial candidate, Texas (D)	Gardere, Wynne, & Sewell, LLP	Protégé of:	Ann Richards Ron Dellums
Kay Koplovitz	President	USA Network	Mentor to:	Doug Holloway
Mitch Koss	Producer	Channel One: A Primedia Company	Mentor to:	Lisa Ling
Charles Lickel	Vice president, Development	IBM Storage Systems	Protégé of:	Linda Sanford
Lisa Ling	Host and TV reporter (formerly of <i>The View</i> , ABC)	National Geographic Explorer	Protégé of:	Mitch Koss
Paula Madison	President and general manager	KNBC NBC/ Telemundo Los Angeles	Protégé of:	Bob Wright

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Rosario Marin	Former U.S. Treasurer	California State Integrated Waste Management Board	Mentor to:	Araceli Gonzalez Juan Noguez
Sharon Martinez	Former mayor, previous council member	City of Monterey Park, California	Protégé of:	Hilda Solis
Debra Martucci	Vice president, Information Technology	Synopsis, Inc.	Mentor to:	Patty Archibeck
Laura Medina	Film director	DGA Mentoring Program	Protégé of:	Marc Buckland
Ron Meyer	President and chief operating officer	Vivendi Universal Entertainment	Mentor to:	Nikki Rocco Richard Lovett
Martha Morris	Vice president, Global Services Procurement	IBM	Protégé of:	Linda Sanford
Juan Noguez	Vice mayor, Huntington Park, California	Huntington Park City Hall	Protégé of:	Rosario Marin
Donald Pettit	Former deputy director, Manned Space Flights	NASA	Protégé of:	Lee Butler
Jim Robbins	President and founder	Software Business Cluster	Mentor to:	Kim Fisher
Diane Robina	Executive vice president and general manager	TNN: The National Network	Protégé of:	Anne Sweeney

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Nikki Rocco	President, Universal Pictures Distribution	Universal Studios	Protégé of:	Ron Meyer
Bethany Rooney	Film director	Universal Studios	Mentored by:	The late Bruce Paltrow
Linda Sanford	Senior vice president	IBM Storage Systems	Protégé of: Mentor to:	Nick Donofrio Charles Lickel Martha Morris Joan Buzzallino
Hilda Solis	Congressional Representative, 31st District	U.S. House of Representatives	Mentor to:	Sharon Martinez Judy Chu
Anne Sweeney	President and cochair of Media Networks	ABC Cable Networks Group & Disney Channel Worldwide	Mentor to:	Diane Robina Kathleen Von der Ahe
Pamela Thomas-Graham	President and chief executive officer	CNBC	Protégé of: Mentor to:	Bob Wright Lilach Asofsky
Kathleen Von der Ahe	Senior vice president	ABC Network	Protégé of:	Anne Sweeney
Louise Wannier	CEO and founder	Enfish (Knowledge Management Corporation)	Peer mentor to:	Henry Yuen

<i>Name</i>	<i>Title</i>	<i>Organization</i>	<i>Role</i>	<i>Name</i>
Jackie Woods	President	American Association of University Women	Mentor to:	Eboni Zamani
Bob Wright	Vice chair and executive officer	GE	Mentor to:	Paula Madison
	Chair and chief executive officer	NBC		Pamela Thomas-Graham
William Wulf	President, National Academy of Engineering, AT&T	University of Virginia	Mentor to:	Numerous graduate students
	Professor of Computer Science			
Henry Yuen	Former chair and chief executive officer	Gemstar-TV Guide International, Inc.	Peer mentor to:	Louise Wannier

appendixes. Appendix A contains the full list of interviewees as well as biographical information on each. Appendix B provides more detail on our interview and analysis process.

THE CHANGING CAREER LANDSCAPE

Most people agree that we are living in a time of great change—much of which has occurred in the past 20 years. The face of working America has been transformed, not only in terms of who is in the workforce, but in the kind of work we do and how it is done. In today's workforce, we see more women, working mothers, and people of color. In fact, dual-career couples made up 78 percent of the workforce in 2002, compared to 66 percent in 1977.⁵ The type of work we do has changed significantly as well. Instead of building things or working at manufacturing jobs, we are providing services. According to the U.S. Bureau of Labor Statistics, service-providing industries are expected to account for approximately 20.8 million of the 21.6 million new wage and salary jobs generated in the 10 years between 2002 and 2012.⁶ Many more jobs are outsourced than ever before.⁷ What's changed is who we do business with, in the sense that our employees and customers are more diverse, more international, and more pressured for time. We are sure you have heard it before—to succeed in today's work environment, managers must be able to successfully manage diversity, enable employees to balance their work and personal lives, and respond adeptly to the changing needs of their customers.

What we do at work and how we do our work are changing as well. Advances in technology result in a decreased availability of the more rudimentary jobs and an increased need for higher-level jobs requiring technical skills. Technology products drive our consumer lifestyle, because last year, customers spent more than \$867 billion on information technology.⁸ Due to technology, we experience a blurring of boundaries between work and our personal lives. We are hooked into work 24/7 by our Blackberries,

Palm Pilots, e-mail, instant messaging (IM), and chat rooms. Current estimates indicate that 839 million people worldwide access the Internet.⁹ E-mail and the Internet have dramatically changed how we related to each other—40 percent of employees surveyed in 2003 said they “couldn’t live without e-mail.”¹⁰ All of these workplace changes have a dramatic impact on individuals’ careers and on how best to manage them.

Twenty years ago, a good job for nonprofessionals was usually with a union that ensured that its members enjoyed decent pay and benefits. Now, union membership is dwindling and represents 13.2 percent of private sector jobs, as compared to 20.1 percent in the early 1980s.¹¹ For professionals, the idea was to climb the corporate ladder in a hierarchical fashion, with ascending to the ranks of management the ultimate goal. All this has changed. Today, employees have more choices and more demands. We have an army of contingency workers (for example, temporary, part time, contractors), and in fact one of the biggest employers in the United States outside of Wal-Mart and the federal government is ManPower Plus, a temporary agency.¹² It is predicted that by 2010, 50 percent of workers will be contingency workers. Today, careers are likely to be protean and boundaryless, with an emphasis on projects and temporary assignments—a situation requiring that employees learn to manage their own careers adeptly and respond readily to change.¹³ It is no wonder, then, that the average person changes careers approximately five to seven times over his or her working life. A survey by the Bureau of Labor Statistics found that Baby Boomers typically have approximately ten jobs in their work lives between the ages of 18 and 38.¹⁴ This pattern raises two questions: First, how does the changing landscape affect

you, and second, has career advice kept up with these changes?

We have talked about the broad career landscape, and now let's talk about how this relates to you as an individual. In light of these recent changes, are you happy at work? Do the words of the poet Kahlil Gibran, "Work is love made visible,"¹⁵ resonate for you, or do you feel more like Dilbert on a daily basis: underappreciated and overworked? Or does it vary for you from day to day or depending on what else is happening in your life? Next, consider the members of your organization or profession. Think specifically about your coworkers, or your employees if you are a manager, and how they might respond to these questions. Chances are good that their responses have a lot to do with whether they will remain in your organization or profession. If employees are mentally disengaging by showing less interest or enthusiasm for their work, or physically disengaging by increasing their absenteeism and turnover, your organization will suffer.

Beverly Kaye, a best-selling author and career consultant, reported some interesting findings and analysis from an ongoing Gallup study.¹⁶ Gallup reports that 26 percent of the U.S. population are engaged (loyal and productive), 55 percent are not engaged (just putting in their time), and 19 percent are actively disengaged (unhappy and spreading their discontent). Gallup estimates that the cost of this widespread disengagement is \$350 billion per year in lost productivity to American business. Along the same lines, consider this example: A national clothing chain must sell 3,000 pairs of \$35 khakis to cover the price of replacing a salesperson who quits, which includes the cost of recruitment, training, and lost productivity. Moreover, the tab to replace a white-collar middle manager runs about \$100,000, and the costs increase the higher up the

organizational structure you go.¹⁷ Even more troubling than the direct costs of turnover, however, are the indirect and even higher costs of lost productivity.

If you are concerned about costs like these, you are not alone. Many CEOs and managers today are very concerned about what it takes to attract and retain talented employees. Beverly Kaye and Sharon Jordan-Evans recently completed their own survey of 15,000 employees in a wide variety of industries, and from this identified the main drivers of employee retention.¹⁸ We list the top five drivers here:

1. Exciting work and challenge
2. Career growth, learning, and development
3. Working with great people and relationships
4. Fair pay
5. Supportive management/great boss

It probably comes as no surprise that pay was not ranked first, second, or even third. (Of course, that does not mean you can underpay people and they will be happy.) You might be wondering how managers' attitudes differ from employees' with respect to what they think makes a motivating workplace. In fact, Marcus Buckingham and Curt Coffman wrote a book based on interviews and surveys conducted by the Gallup organization with 80,000 managers in Fortune 500 companies.¹⁹ They found that according to managers, 12 core elements make up a great place to work. Take a look at this list and ask yourself to what degree these items apply to your own work environment:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what is best every day?

4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about my development?
6. Is there someone at work who cares about my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my coworkers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Did you notice how important relationships with others were in both of these workplace surveys? This brings us back to the subject of this book, which is mentoring relationships. Simply put, factors that determine whether employees and managers stay engaged at work can be influenced by solid mentoring relationships. After all, research shows conclusively that good mentors provide two major forms of assistance to their protégés: emotional support and career help, which includes presenting an example of a positive career role model.^{[20](#)} Mentors furnish many types of career support by offering challenges and growth opportunities, career advice, and access to learning opportunities and resources. Mentors also provide emotional support in terms of encouragement, recognition, feedback, and coaching. And yes, studies have shown that those who have mentors make more money than those who do not!^{[21](#)}

What else can mentors do? Mentors can help you clarify work expectations, give you an opportunity to do your best, enable you to receive recognition and praise, make you feel

cared about, encourage your development, make you feel like your opinions matter, provide you with friendship at work, talk to you about your progress, and provide opportunities for you to learn and grow. As we have mentioned, past research has also found that people with mentors get more promotions and experience greater job and career satisfaction than those without mentors.²² Of course, this list might make it seem like only the protégé benefits—not so in power mentoring! We think you will be pleasantly surprised to find out about all the ways that mentors benefit from mentoring as well. These benefits include an improvement in mentors' feedback and coaching skills, an enhanced reputation, and a greater sense of personal fulfillment.²³ We elaborate on these points by relating stories and ideas from our interviewees in Chapter Three. In sum, past research shows that good mentoring relationships can improve your work life, job satisfaction, and happiness quotient at work.

In the spirit of learning from the best, we conclude with a quote from Jeffrey Immelt, GE's current CEO, when asked about the most important lesson he learned from mentor Jack Welch: "The importance of people," he says, "attracting them, inspiring them. I spend at least 50% of my time on people. I teach, I develop, I encourage, I reward, I challenge. I do those things to motivate people."²⁴

We turn now to the second question posed earlier: Has career advice kept up with what we know about the changing career landscape? The answer is yes in some respects and no in others. Professionals today are exhorted to build a network, develop a portable portfolio of skills, and be prepared for frequent and unexpected changes. Most career books and professionals tout the importance of having a mentor, and some even offer advice about how to get a mentor. However, much of the advice about mentoring

seems predicated on outdated assumptions about work. One of these assumptions is that most professionals want to pursue a hierarchical career path, when today we are just as likely to see horizontal career paths in which professionals gain skills in different arenas by moving sideways rather than up. Also, most professionals today are likely to exhibit greater loyalty to their professions than to their organizations, so having a mentor in the same organization—or even just one mentor anywhere—is no longer sufficient. Today, because knowledge becomes outdated so quickly, having access to a diverse group of confidants in the form of power mentors can help a person stay ahead of change.

Although careers have changed dramatically in the past 20 years, most of the advice readily available on mentoring has not taken these dramatic changes into account, until now. We do not work, manage our careers, or even have relationships (for example, think about e-mail and online relationships) the same way we used to 20 years ago, so why should we assume that our mentoring relationships operate the same way? We can't. Earlier we defined traditional mentoring as a relationship in which an older, more experienced, and higher-level mentor takes a younger protégé under his or her wing and guides the protégé through career twists and turns. Usually, in a traditional mentoring relationship there is an implied expectation of exclusivity between the mentor and the protégé. Traditionally, the flow of benefits was seen as one-way, with the mentor giving and the protégé partaking. Recent research, particularly in the past 10 years, has exploded many of the old myths about mentoring. Mentoring relationships today are different, and *Power Mentoring* reflects the new work environment and career challenges.

We are certainly *not* saying that traditional mentors are no longer useful. In fact, if you have a great traditional mentor, then treat him or her like gold. Also, if you have more than