Mentoring (in the Army) is the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling, and evaluating that results in people being treated with fairness and equal opportunity. Mentoring is an inclusive process (not an exclusive one) for everyone under a leader's charge.


U.S. Army War College Library
April 2002
Mentorship. Military officership is a profession. It transcends an occupation through its high order of expertise, corporate nature, and special social trust. In any profession, there is a complex process of education, practice, acculturation, and adherence to standards that sustains the essence of the profession from generation to generation. Periodically within The Army changes in the roles and mission, the nature of the force, and the strategic environment or the generational change of the guard in the officer corps raises questions about the status of the profession and the process by which the new generation is assimilated. One traditional and powerful means of sustaining and enhancing the profession is senior leader mentoring. The special theme of mentorship focuses USAWC (U.S. Army War College) faculty and students on the role and process of senior leader mentorship in sustaining and advancing the profession of arms.

Preface

Mentoring is a special theme at the U.S. Army War College. Compiled in support of this theme, the following bibliography reflects materials available in the Army War College Library collection.

The materials may be available in hard copy, in paid subscription databases, or on the Internet. For your convenience we have added our call numbers at the end of each book and document entry if the materials are in hard copy. Please keep in mind that call numbers may vary from library to library.

This bibliography is also available on the Internet through our Library’s home page <http://carlisle-www.army.mil/library/>.

A special thank you to Colonel Gregg Martin of the Department of Command, Leadership, and Management for his interest and suggestions for the bibliography.

For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library, by sending an e-mail message to libraryr@carlisle.army.mil, or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Jane E. Gibish, compiler
MENTORSHIP AND THE MILITARY

BOOKS AND DOCUMENTS


The author emphasizes the importance of reading appropriate books as part of the mentorship process.


**RELATED READING OF MILITARY INTEREST**

**BOOKS**


**MENTORSHIP AND THE MILITARY**

**PERIODICAL ARTICLES**


Buckles, Brian K. “’What Is This Mentor Stuff?’” (Mentoring by Marine Corps personnel in The Basic School [TBS] and OCS [Officer Candidate School].) *Marine Corps Gazette* 78 (October 1994): 70-75.


Moreno, Miguel N. “Passing the Word – Sage Advice That Can Be Used by Leaders of All Ranks.” (A Master Sergeant shares his insight into mentorship.) Marine Corps Gazette 85 (September 2001): 54-56.


**MENTORSHIP IN BUSINESS AND THE PROFESSIONS**

**BOOKS AND DOCUMENTS**


MENTORSHIP IN BUSINESS AND THE PROFESSIONS

PERIODICAL ARTICLES


Bell, Chip R. “The Bluebirds’ Secret: Mentoring with Bravery and Balance.” (The author shows how techniques for effective mentoring can be learned by observing how bluebirds train their offspring to fly.) Training & Development 51 (February 1997): 30-33.


McClenahen, John S. “Mentors: One-on-One Career Coaches.” (The author discusses the mentorship of federal employees aiming at high level positions.) Government Executive 22 (July 1990): 36-38.


MENTORSHIP AND WOMEN

BOOKS AND DOCUMENTS


MENTORSHIP AND WOMEN

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**MENTORSHIP AND MINORITIES**

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**MENTORSHIP AND EDUCATION**

**PERIODICAL ARTICLES**


“The Young Leaders of the Academy.” Change 30 (January-February 1998): 22-33. See especially pages 32-33 where young leaders in the academic world explain the impact of mentors on their lives and careers.

SELECTED INTERNET SITES


CompanyCommand.com. This is “a web site by and for Company Commanders past, present, and future.” Go to the following part of the site and search for mentorship information by typing the word mentor* in the box labeled “Search CompanyCommand”: http://www.companycommand.com/links.htm

Mentor Directory. This resource offers an array of information, including links to mentor sites, and summaries or brief descriptions of a large number of books and articles on mentoring. http://www.peer.ca/mentor.html

Mentoring Group. This site “provides consulting/technical assistance, skill-based training, skill assessment, research/evaluation, and publications related to mentoring.” Includes many brief articles such as tips for mentors and mentees and also includes a description of mentoring products. http://www.mentoringgroup.com/


U.S. Coast Guard Mentoring Program. http://www.uscg.mil/hq/g-w/g-wt/g-wtl/mentoring.htm