

**ML523: MENTORING (4 units) J. Robert Clinton, Professor of Leadership:
Online facilitation by Frank Hankins, Adjunct Instructor in Leadership**

DESCRIPTION:

This course is an in-depth study of the informal training model called mentoring. Mentoring will probably be the most important means of training leadership in the next several years. It is a flexible model that can be used in organizations and churches or with individuals. Mentoring is a relational experience in which one person (called the mentor) empowers another person (called the mentoree) by a sharing of God-given resources (of many kinds). Three basic categories of mentoring are explored (intensive, occasional, passive). Under these three categories are subsumed nine types: mentor discipler, spiritual guide, coach, counselor, teacher, sponsor, contemporary model, historical model, and divine contact. These nine types are explored in detail including the dynamics of each of these mentoring relationships, guidelines for them, etc. In addition, deliberate use of these is suggested within the framework of a constellation model, which includes upward, downward, and lateral mentoring relationships. This course is a must for anyone who wants to be trained in an on-the-job situation and for anyone who anticipates training others in a personal way.

LEARNING OUTCOMES:

- Demonstrate the ability to explain the nine mentoring types.
- Understand the three modes of training (formal, non-formal, informal) and show how mentoring can be used in any of the modes but is most effective in the informal mode.
- Acquire knowledge of one's personal mentoring profile using the Constellation model.
- Anticipate upcoming mentoring needs and develop a list of mentors needed over the next several years.

COURSE FORMAT:

The class will be conducted on the Internet using a 10-week lesson program aligned with Fuller's academic calendar. Each week students and the instructor will interact with the material through journaling, and threaded discussions. Online class times consist of spiritual formation exercises, input on mentor concepts, and small-group time.

REQUIRED READING:

If students have read any of the required texts for another course, please select an alternative text from the recommended reading list or a book approved by the instructor.

- Anderson, Keith and Randy Reese. *Spiritual Mentoring: A Guide for Seeking and Giving Direction*. Downers Grove, IL: InterVarsity Press, 1999.
- Clinton, J. Robert and Paul Stanley. *Connecting: Finding the Mentors You Need to be Successful in Life*. Colorado Springs: Nav Press, 1992.
- Clinton, J. Robert and Richard Clinton. *The Mentor Manual-Guidelines for Mentors and Mentorees*. Altadena: Barnabas Publishers, 1991.

RECOMMENDED READING:

- Engstrom, Ted with Norman B. Rohrer. *The Fine Art of Mentoring*. Brentwood, TN: Woglemuth and Hyatt Publishers, 1989.
- Goleman, Daniel with Boyatzis, Richard and McKee, Annie. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston, MA: Harvard Business School Press., 2002.
- Gray, William A. and Marilynne Miles. *Mentoring International (A Journal)*. Vancouver: Mentoring Institute Inc., 1985.
- Hendricks, Howard and William. *As Iron Sharpens Iron*. Chicago, IL: Moody Press, 1995.
- Zey, Michael G. *The Mentor Connection*. Homewood, IL: Dow Jones-Irwin, 1990. ISBN: 0887688655 [o.p.] 1984.

ASSIGNMENTS:

1. Weekly Threaded Discussions, Journaling, Web research.
2. Students will read the required list and complete reading responses; do a written project which applies mentoring to their own life; give a presentation to the class of their written project; observe mentoring in assigned movies, and keep a journal on mentoring experiences during the quarter.
3. A five-page paper analyzing a given historical mentor, leadership lessons, and insights for personal application.

PREREQUISITES:

None: Not available to students who have been accepted into the MA in Global Leadership degree.

RELATIONSHIP TO CURRICULUM:

Elective. *NO AUDITORS*.

FINAL EXAMINATION: None.