

## U.S. ARMY MENTORING

### A Working Bibliography of MHI Sources

- Aponte, Margarita. "Mentoring: Career Advancement of Hispanic Army Nurses." PhD dss, George Mason, 2007. 206 p. UH493.A66.
- Bagnal, Charles W., et al. "Leaders as Mentors." Military Review (Jul 1985): pp. 4-20. Per.  
Includes data & chart from special survey of Army general officers.
- Cox, Edward. "The Menetorship Dilemma Continues." Military Review (Nov/Dec 2009): pp. 99-103. Per.
- Dunklin, Arthur L., Sr. "African American Men of High Enlisted Military Rank: Stories of Struggle and Achievements in Service to Country." PhD dss, Fielding, 2007. 268 p. VB324.A47.D86.
- Hunsinger, Nate. "Mentorship: Growing Company Grade Officers." Military Review (Sep/Oct 2004): pp. 78-85. Per.
- Ingraham, Larry H. "Caring Is Not Enough: An Uninvited Talk to Army Leaders." Military Review (Dec 1987): pp. 45-48. Per.  
Includes mentorship as influence on unit cohesion (p. 47). See esp quote: "You coach one level below, but mentor two levels down."
- Jolemore, Kenneth A. "The Mentor: More Than a Teacher, More than a Coach." Military Review (Jul 1986): pp. 5-17. Per.  
Expansive view of concept. Uses Pershing-Marshall-Eisenhower connection, among other examples.
- Kingseed, Cole C. "Mentoring General Ike." Military Review (Oct 1990): pp. 26-30. Per.  
The influence of Fox Conner.
- Patterson, James O. "Defining Mentorship." Armor (Nov/Dec 1985): pp. 35-38. Per.
- Raugh, Harold E., Jr. "Pershing and Marshall: A Study in Mentorship." Army (Jun 1987): pp. 52-56, 59-60 & 63. Per.
- Rutty, Shanna. "The Importance of Mentorship." Quartermaster Professional Bulletin (Summer 2007): pp. 25-26. Per.
- Sorley, Lewis. "In Search of a Mentor." Military Review (Aug 1988): pp. 70-79. Per.

## Mentorship

p.2

Wickham, John A., Jr. Collected Works of the Thirtieth Chief of Staff, United States Army. n.p., 1987. 363 p. UA25.W54.

See his remarks on mentoring made at C&GSC, 5 Mar 87, on p. 336. Also pp. 343-44 contain earlier remarks on subject made during interview.

\_\_\_\_\_. Letter to the Army's general officers on mentoring, 8 Nov 1985. Reprinted in his Collected Works. n.p., 1987. pp. 294-295. UA25.W54.

Same appears adapted in Soldiers (Jan 1986).

Wilson, Stephen E. "Senior Leader Mentorship." AWC student paper, Mar 1989. 31 p. Arch.

Wood, Gail W. "Mentoring: A Useful Concept for Leader Development in the Army?" AWC Student paper, 11 Apr 1990. 84 p. Arch.

### See also:

-Bibliographies on Command; Generals, Leadership Overview; Officers; Professionalism & Training-Education.

**END NOTE:** Mentorship as a leadership style appears to rely heavily on counseling and providing a role model. As such, recent U.S. Army emphasis arose in mid-1985 apparently as a result of a general officer survey and subsequent advocacy by Chief of Staff John A. Wickham. This military concern seems to reflect a similar concern taking place in the private business sector slightly earlier, judging from sources cited in the articles listed above.

The classic example of military mentorship used is the Pershing- Marshall-Eisenhower one. Others include Pershing-Bradley and Pershing-Patton. Many others can be added, such as Washington-Lafayette, MacArthur-Eisenhower, and, at a lower level, the SLA Marshall-David Hackworth relationship. The last two examples, it should be noted, represent unsatisfactory mentorships, which can be as instructive as the successful ones. Lessons are learned from failures, too. See pertinent sources cited in bibliographies on each of these individuals.