U.S. ARMY MENTORING

A Working Bibliography of MHI Sources


Mentorship

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.

Same appears adapted in Soldiers (Jan 1986).


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.