

## References and useful links on mentoring<sup>1</sup>:

The Wokpackage 3 aim was to define the mentoring procedures to draft the CREA.M creative blended mentoring scheme on the basis of the map of skills to transfer the competences organized in learning objects that the cultural managers need to acquire. In literature there are many studies and many definitions of mentoring and is often confused with coaching or tutoring. It exists also a European approach and an American approach of mentoring. In a few words, the American approach, known as the sponsoring approach the role of the mentor is more predominant and is more a one-way learning. The European approach tend to conform to a model that emphasizes mutuality of learning and the encouragement of the mentee to do things himself or herself; and to a much broader vision of both the role of the mentor and the interactivity between mentor and mentee.

The definition of mentoring “*off-line help from one person to another in making significant transitions in knowledge, work or thinking*” (Megginson and Clutterbuck, 1995) refers to the European approach.

Each partner looked at various mentoring experiences, especially, in the cultural sector in their own countries with the aim of identifying weak and strong points. One of the problems encountered was that there were not so many structured mentoring programme in the cultural sector. Some very inspiring programmes were found only in the UK.

Please note that this is not an exhaustive list of references and links on mentoring, together with the CREA.M research, these were some inspiring tools.

### References:

Clutterbuck, D (2004), *Everyone needs a mentor. Fostering talent in your organization*, Fourth edition, Cidp (Chartered Institute of personnel and Development)

Megginson, D, Clutterbuck, D et al (2006), *Mentoring in action. A practical guide*, 2<sup>nd</sup> edition, Kogan page

Only in Italian:

Perchiazzi, M (2009), *Apprendere il mentoring. Manuale operativo per la formazione dei Mentor*, Transeuropa

Isfol, (2004), *Guida al mentoring, istruzioni per l'uso*, Rubbettino,

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<sup>1</sup> This research, part of the CREA.M project 518533-LLP-1-2011-1-IT-LEONARDO-LMP, has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein.

## Useful links:

### The Lifelong Learning Programme 2007-2013 - Glossary

[http://ec.europa.eu/education/programmes/llp/glossary\\_en.html](http://ec.europa.eu/education/programmes/llp/glossary_en.html)

### Italy:

The Italian school of mentoring is supervising the quality of the CREA.M creative blended mentoring scheme

<http://www.scuoladimentoring.it/>

### Creative Business Mentor Network

[http://www.nesta.org.uk/areas\\_of\\_work/creative\\_economy/creative\\_business\\_mentor\\_network](http://www.nesta.org.uk/areas_of_work/creative_economy/creative_business_mentor_network)

### Arts Marketing Association mentoring scheme

<http://www.a-m-a.co.uk/page.aspx?id=144>

### Creative Choices, Developing your career in the creative and cultural industries

<http://www.creative-choices.co.uk/develop-your-career/article/10-myths-about-mentoring>

<http://www.creative-choices.co.uk/tools-resources/article/mentoring-resources>

### The coaching and mentoring network

<http://www.coachingnetwork.org.uk>

### Clutterbuck Associates

[www.clutterbuckassociates.com](http://www.clutterbuckassociates.com)

### Get Mentoring

<http://getmentoring.org/>

### Corso Leadership al femminile presso SDA Bocconi e programma Mentoring

<http://www.soroptimist.it/bandi/635-corso-leadership-al-femminile-presso-sda-bocconi-e-programma-mentoring.asp>

## European projects:

“E.M.E.R.G.E. European Mobility to Reduce the Ground of Exclusion” funded under the “Europe for citizens” Programme

<http://emerge.sturzo.it/project/>

People's Empowerment through blended mentoring: the EMPIRE project experimentation in Spain and Italy

<http://www.filprato.it/10/ing/download/index.html>

## **European project MAITRE (Mentoring: trAlning maTERials and REsources)**

<http://www.amitie.it/maitre/en/conta.htm>

## **“Mentoring as vocational training method for Third Sector organisations”.**

<http://mindts.wordpress.com/about/>

## **Sample examples of Mentoring programmes in CZ**

Odyssey is the first program in the Czech Republic which provides a cross-company and cross-functional mentorship program for future female leaders. It is a non-commercial mentoring project supported by female and male leaders, which creates an ideal platform to match aspiring Czech talented female professionals with experienced mentors

<http://www.myodyssey.cz/en/>

<http://mentoring.cvut.cz/>

## **In addition to that, very interesting are:**

Synapse Workshop of ICCE, Goldsmiths University, London, UK, partner in CREA.M project

<http://www.gold.ac.uk/icce/>

### **The SYNAPSE Programme**

- Training for people who are developing businesses around a creative practice or area of expertise
- Training for local or national policy makers who want to understand how to create the infrastructure needed to support an environment of creative entrepreneurship
- Engagement activities which enable students and academics to work with industry partners to develop and explore new enterprises
- Events to encourage debate and networking between all involved in the sector

The Coaching programme of the Business School of Deusto University, Bilbao, ES, partner in CREA.M project

<http://www.dbs.deusto.es/cs/Satellite/dbs/en/inicio-0>

Coaching definition used in the programme: Helping a person to identify his/her skills and capabilities that are within the person, and enabling him/her to use them to the best of their ability. We consider coaching as a tool, based on continuous reflection and action, and based on conversations between a coach and a coachee (the student), that helps to improve the coachee's efficiency and satisfaction.