

## Chapter 11 Outline

Mentoring Compared to Coaching  
Informal and Formal Mentoring  
    Roles of the Mentor  
    Expectations of the Protégé  
Benefits and Drawbacks of Mentoring  
    Potential Benefits of Mentoring  
    Potential Problems of Mentoring  
Mentorship Skills  
    Mentoring Activities  
    Improving Mentoring Skills  
Maximizing the Success of Mentorships  
Examples of Hospitality Mentorships

## Competencies

1. Define mentoring and its role in hospitality training. (pp. 359–360)
2. Distinguish between mentoring and coaching. (p. 360)
3. Identify the characteristics needed by effective mentors and productive protégés. (pp. 360–365)
4. List the benefits and problems with mentoring. (pp. 365–366)
5. Explain how to develop mentoring skills through various mentoring activities. (pp. 367–369)
6. Describe ways to maximize the success of mentoring programs. (pp. 369–374)