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Foreword by Ted Hoff

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Intelligent Mentoring

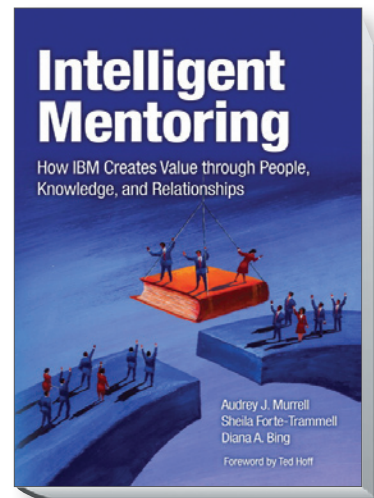
How IBM Creates Value through People, Knowledge, and Relationships

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About the Authors

AUDREY J. MURRELL, Ph.D. specializes in helping organizations better utilize and engage their human and social capital. She is Associate Professor of Business Administration, Psychology, and Public and International Affairs at the University of Pittsburgh Katz/CBA School of Business, and Director of the David Berg Center for Ethics and Leadership. She is coauthor of *Mentoring Dilemmas: Developmental Relationships within Multicultural Organizations*.

SHEILA FORTE-TRAMMELL is currently an IBM Learning Consultant and is responsible for designing and leading human resources initiatives that have global impact. Sheila's experience includes diversity and multiculturalism, mentoring, organizational development, employee and industrial relations, compensation, and talent management. She is the recipient of several IBM awards and external awards, and was selected to receive the 2004 National Woman of Color Award for Workplace Educational Leadership.

DIANA A. BING is recently retired from IBM. She was IBM's Director for Employee Development and Enterprise Learning. She led IBM efforts to plan, design, develop, and deliver employee learning programs that develop IBM's employees, both technically and professionally, to help them meet both IBM's business goals and their own employees' personal career-development needs. A certified coach, Diana is now doing professional coaching, corporate consulting, and public speaking.

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"A crucial part of my job is to help develop and retain the more than 200,000 members of IBM's global technical community. Over the years, I have found that the true spirit of any organization is its people, and unique, world-class mentoring programs play a crucial role in their success. What I really like about Intelligent Mentoring is that it is not an academic treatise on the theory of mentoring, but a series of practical solutions that can be used by virtually any organization to gain productivity, increase retention, and improve bottom-line results."

—NICK DONOFRIO,
Executive Vice President,
Innovation and Technology,
IBM Corporation

"We have known about the importance of mentoring in developing people for decades. Yet few organizations have successfully leveraged it as part of their HR strategy. IBM is one of those companies. Intelligent Mentoring is about more than the mentoring initiative successfully implemented at IBM. It is a guide for how companies can leverage mentoring in a way that aligns with company strategy and supports organizational and individual development. It is a must-read for any executive considering a mentoring initiative as part of the firm's HR strategy. IBM's mentoring effort combined the best of what we know from mentoring research, career development theory, and change management to create a highly successful effort. There is much here for practitioners and scholars to learn."

—DAVID A. THOMAS, Ph.D.,
Naylor Fitzhugh Professor
of Business Administration,
Harvard Business School