

# Defining the Mentor/Protégé Roles & Skills

## Mentor Roles

1. **Guide:** Guides lead the protégé on a journey of discovery by leveraging their knowledge and reflecting on their own journey through the organizations they have worked for and their career.
2. **Ally:** Allies are honest and direct supporters of the protégé. They provide feedback based on their perspective and point of view. Allies also serve as a sounding board for communicating feelings and frustrations.
3. **Advocate:** Advocates foster the growth of the protégé. They may serve as champions and use their position to help the protégé gain visibility and exposure. They may serve as a strong voice and go to bat for the protégé.

They have the ability to connect the protégé with others who may be able to enhance his/her learning on a specific topic or area.

4. **Change Catalyst:** Change catalysts use their skills and knowledge to engage the protégé in exploring and learning about the security industry.

Catalysts for change foster an environment that provides opportunities for the protégé to discuss new ideas or feelings.

## Mentor Skills

1. **Inspiring:** Inspiration can foster the protégé's desire to take risks, explore new learning, try new things and take their development to the next level. This can be done by challenging the protégé to improve, role modeling inspiring actions, introducing the protégé to, or showing them examples of others who are also inspiring and have accomplished great things.
2. **Providing Coaching and Feedback:** Coaching and feedback given in the spirit of helpfulness and progress is appreciated and acted on it is specific and direct, solicits the protégé's input and points the way to change in the future.
3. **Business Acumen:** Mentors bring to the relationship knowledge of the business and the organization they work for. Mentors have the luxury of being distant from the protégé's day to day work issues and this distance can be used to provide a big picture of the daily routine.
4. **Interpersonal Skills:** Mentors have a history of strong positive relationships with a broad scope of individuals. They are trusted and respected people within their organization who are comfortable sharing their knowledge and experience with others in the spirit of growth and development of themselves, others and the organization.

## Protégé Roles

- 1. Learner:** Learners proactively grasp learning opportunities. They view the mentor as a valuable and knowledgeable resource and engage him/her as an active partner in their development.
- 2. Contributor:** Contributors share their knowledge, ideas and approaches with the mentor. They view the relationship as a partnership existing within an environment where reciprocal learning can occur.
- 3. Change Agent:** Change agents want to experience positive change from the mentorship relationship. They use active learning, take risks and practice what they learn based on the guidance and wisdom of the mentor.

## Protégé Skills

- 1. Learning Quickly:** Protégés show initiative. They ask questions. They seek answers. They observe and model the actions of mentors and apply the knowledge and skills presented to them. They integrate new concepts into their conceptual framework.
- 2. Following Through:** Protégés keep agreements made with their mentors, try out suggestions and report back results. They explain in advance when they want to change or discontinue an agreement. They display persistence with difficult or challenging tasks when discouraged.
- 3. Managing the Relationship:** Even if the mentor takes a strong lead, the protégé is responsible for managing the relationship. The relationship is about the protégé's development and the protégé should take responsibility for the process and outcomes. Protégés do this by ensuring they are on the same page when it comes to expectations, goals and ground rules, and that there are no miscommunications or misunderstandings within the relationship.