A PLACE IN THE SUN

A favorable position that allows for development; a share in what one has a natural right to do.

MENTOR

Patron
Coach
Griot
Guru
Teacher
Confidant
Counselor
Successful Leader
Developer-Of-Talent
Opener-Of-Doors
Seminal Source
Cheerleader

Master
Pioneer
Guardian
Role-Model
Inspiration
Cheerleader

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Mentor (menˈter), n. (Gr. Mentor, lit., advisor),

1. (M-)., in Greek legend, the loyal friend and wise advisor of Odysseus (Ulysses), and teacher and guardian of Odysseus’ son, Telemachus

2. a wise, loyal advisor
Schein's Definition of Mentor Functions

- The mentor as teacher, coach, or trainer - a person about whom the younger person would say, “That person taught me a lot about how to do things around here.”

- The mentor as a positive role-model - a person about whom the younger person would say, “I learned a lot from watching that person in operation; that person really set a good example of how to get things done.”

- The mentor as a developer-of-talent - a person about whom the younger person would say, “That person really gave me challenging work from which I learned a great deal; I was pushed along and forced to stretch myself.”

- The mentor as an opener-of-doors - a person who makes sure that the young person is given opportunities for challenging and growth-producing assignments, who fights “upstairs” for the young person, whether or not the young person is aware of it.

- The mentor as a protector (mother hen) - a person about whom the younger person would say, “That person watched over me and protected me while I learned; I could make mistakes and learn without risking my job.”

- The mentor as a sponsor - a person who gives visibility to his or her “proteges”, who makes sure that they have good “press” and are given exposure to higher-level people so that they will be remembered when new opportunities come along, with or without the awareness of the younger person.

- The mentor as a successful leader - a person whose own success ensures that her or his supporters will “ride along on his or her coattails.”
## Characteristics of the Survey Group

<table>
<thead>
<tr>
<th>TITLE</th>
<th>NO. INTERVIEWED</th>
<th>WM</th>
<th>WF</th>
<th>BM</th>
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**NOTE**
- White Male/WM
- White Female/WF
- Black Male/BM
- Black Female/BF
Additional Definitions of Mentor Functions

• The mentor as master - a person whom the apprentice might identify as “the authority on the subject”; “I learned from watching him and having him critique my work”

• The mentor as a teacher - the student may refer to the teacher as “that person who told me how to do things and his/her advice really worked”

• The mentor as a coach - the player may refer to the coach as “that person who watched me in action and helped me adjust to the situation”

• The mentor as a griot - the younger person may refer to the griot as “the person who knows everything there is to know about the subject and keeps it all in his head”

• The mentor as a seminal source - the seminal source may be referred to as “the person who generates all the ideas”

• The mentor as a guru - the follower may see the guru as “someone who was able to explain things to me and help me to see them in a different light”
Additional Definitions of Mentor Functions

- The mentor as cheerleader - the rising star may say that the cheerleader "talks me up in the right places"

- The mentor as a pioneer - the follower may appreciate the pioneer for "having broken new ground and made it easier for me coming along behind"

- The mentor as a negative role-model - the observer may say that the negative role-model is "a person whom I watched and saw how not to do things"

- The mentor as an inspiration - the younger person may say that the inspiration was "the person without whom I couldn't have made it through"

- The mentor as a confidant - the confidant is that person "I can tell anything to without worrying that it will go any further"

- The mentor as a counselor - the counselor is the person who "tells me what I really need to be told"
## Summary of Interviewees’ Comments as they apply to the roles of the Mentor

<table>
<thead>
<tr>
<th>ROLE OF THE MENTOR</th>
<th>TOTAL</th>
<th>FEMALE</th>
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<tr>
<td>GURU</td>
<td>5</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Successful Leader</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Developer-Of-Talent</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Opener-Of-Doors</td>
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<td>Guardian</td>
<td>10</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Cheerleader</td>
<td>8</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Pioneer</td>
<td>8</td>
<td>3</td>
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<td>Role-Model</td>
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<td>Inspiration</td>
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<tr>
<td>Confidant</td>
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<td>Counselor</td>
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</table>
General Definition Of Mentor

The relationship involves an exchange of beneficial intangibles which generally result in growth for the protege and maintenance of position for the mentor.
Reciprocity: What the Protege gives the Mentor

TEACHER

The student rewards the teacher with good performance for which the teacher is generally given partial credit. A successful job by the student is also an indication that the teacher’s skills are intact.

COACH

The player benefits by increasing his/her skill level and rewards the coach by responding to the advice and helping to achieve a mutual goal.

GRIOT

The younger member benefits from having the information and griot derives satisfaction from knowing that the accumulated knowledge will remain functional even though he/she is no longer around.

SEMINAL SOURCE

The source’s goal is accomplishment: not merely acceptance of his/her ideas by others.

GURU

The follower provides loyalty (sometimes blind). Often acts as disciple and serves as the basis of the guru’s credibility.

SUCCESSFUL LEADER

The junior member rewards the senior member with support in the new situation.
Reciprocity: What the Protege gives the Mentor (Cont.)

PATRON (OR SPONSOR)
The patron is rewarded by having another loyal person in his/her organization.

GUARDIAN (OR PROTECTOR)
The junior member rewards the guardian by delivering results after the protection has been provided.

CHEERLEADER
The cheerleader, in turn, benefits from the association with the star, gets credit for recognizing talent and derives satisfaction from being in the right camp when the star "makes it".

PIONEER
The pioneer benefits directly by having an ally in the organization who can relieve some of the pressure of being the "only".

ROLE-MODEL (POSITIVE)
The role model, in turn, receives that sincerest form of flattery, i.e., imitation.

INSPIRATION
The "inspiration" gets satisfaction from having helped someone along the way and/or benefits from having someone else in the field with whom they have something in common.

CONFIDANT
The benefit is that the direction of the sharing is reversible.

COUNSELLOR
The counsellor receives satisfaction for having helped someone over a difficult hurdle.
## The Taxonomy

<table>
<thead>
<tr>
<th>FUNCTIONAL RELATIONSHIP</th>
<th>ROLE OF MENTOR</th>
<th>MILIEU</th>
<th>REQUIREMENT</th>
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<tbody>
<tr>
<td>Purveyor/Acceptor</td>
<td>Master Teacher Coach Griot Seminal Source Guru</td>
<td>Training Arenas</td>
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<td>Parent/Offspring</td>
<td>Successful Leader Developer-Of-Talent Opener-Of-Doors Patron (Or Sponsor) Guardian (Or Protector) Cheerleader (Or Advocate)</td>
<td>Hierarchical Organizations</td>
<td>Talent</td>
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<td>Leader/Follower</td>
<td>Pioneer Role-Model Inspiration</td>
<td>Area Which Traditionally Excluded Certain Groups</td>
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<tr>
<td>Advisor/Advisee</td>
<td>Confidant Counselor</td>
<td>Peer Relationships</td>
<td>Trust</td>
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</tbody>
</table>
Definitions resulting from the development of a Formal Program

- The mentor as a host - a person who welcomes the newcomer and makes him or her feel comfortable in the new environment. The protege might say that the host "made me feel right at home here".

- The mentor as a guide - the person who shows the newcomer how to get along in the new environment. The protege might say that the guide "showed me the ropes". The guide actually initiates the newcomer's introduction to the organization's "culture".
Characteristics of a Potential Protege

- An active listener.
- Possesses skills which will benefit the mentor.
- Highly motivated.
- Receptive to feedback.
- In a learning state rather than an "I know it all" state.
- Flexible.
- Willing to discuss failures as well as successes.
- Willing to give to the relationship as well as take from it (reciprocate).
- Initiates relationships i.e., seeks advice and assistance when needed rather than waiting for it to be offered.
- Receptive to unsolicited advice and counsel.
Description of the Potential Mentor

- A person who is skilled and learned in that area of endeavor in which you have an interest.
- A person who has his (or her) own accomplishments behind him and is willing to participate in someone else’s development.
- A person who knows the “rules” (formal and informal).
- A person who is people sensitive.
- A person who is responsive (hears feelings as well as ideas).
- A person who has the ability to impart and share knowledge.
How to find Yourself a Mentor

- Ask questions of that person you respect.
- Ask for help and advice on special projects and assignments.
- Ask the person if you can try out a new idea on him/her.
- Become knowledgeable about that person’s work or area of interest.
- Be responsive to individuals who demonstrate an interest in your career or your personal development.
From Mentoring: In Search of A Taxonomy,
Master’s Thesis, MIT, 1979

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