

Mentoring Activity Descriptions as Summarized in Dissertation:
The Impact of Community College Presidents' Mentoring Practices on Protégé Success
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Activity: <i>Guiding</i>	Description
Teaching the Job	The mentor provides informal feedback, helps turn failures into learning experiences, models effective problem-solving, encourages the study of various work styles, gives accurate information in a timely fashion, and coaches protégé in sidestepping entanglements and finding ways around obstacles.
Providing Challenge	The mentor allows or expects the protégé to work out solutions to problems and encourages him or her to take initiative, to try high risk situations and to seek greater responsibility. The mentor may give or encourage the protégé to take a tough job that the protégé needs to learn professionally and which will increase self-confidence. The mentor provides more challenge for the protégé than for others and consults with him or her about whether assignments are challenging enough.
Teaching the Politics	The mentor explains how strategies fit with business objectives, discusses undercurrents, hidden agendas and body language after meetings, instructs about potential political pitfalls, helps to read reactions, provides key political tips, warns about and teaches the protégé how to deal with pending political risk, discusses possible political scenarios, and teaches strategies for dealing with ineffective or hostile superiors.
Activity: <i>Helping</i>	Description
Career Help	The mentor uses available power and resources to help the protégé reach career goals or accomplish key tasks, recommends the protégé for promotions or to friends in hiring positions at other organizations, advises against dead end positions, and helps seek assignments to broaden the protégé's experience.
Protecting	The mentor defends the protégé when criticized by the mentor's superiors, colleagues and peers, deviates from policy or bends rules for the protégé when necessary, takes personal risks to defend or protect the protégé, provides a safe and protected environment to develop new and potentially controversial ideas so that learning from mistakes occurs but not disasters, and provides opportunities to defend ideas, try them out and evaluate the results.
Sponsoring	The mentor supports the protégé's actions, plans and ideas to higher levels in the organization, offers to participate jointly in activities or to co-author articles or co-present at professional meetings, recommends the protégé as a speaker or for key committees or projects, sends documentation of accomplishments to a personnel file or upper management, encourages the protégé to write articles or present papers, and effectively showcases the protégé's potential or accomplishments.
Activity: <i>Encouraging</i>	Description
Career Counseling	The mentor engages in formal counseling with the protégé and helps him or her to define personal career goals, develop strategies to reach them, recognize future directions within the field, assess the value of learning experiences, understand risk and its relationship to growth, develop self-understanding and understand how career development works within a particular organization.
Friendship	The mentor chooses the protégé as a close friend, invites the protégé to the mentor's home or to social, cultural or recreational events, has occasional meals with the protégé only, helps with personal needs, and forms a bond that is personal as well as professional.
Demonstrated Trust	The mentor trusts the protégé and by example, helps the protégé learn when to trust others. The mentor accomplishes this by consciously trying to make the protégé feel like a valued member of the organization, verbally expressing confidence in the protégé, relaxing around the protégé, increasing the protégé's self-confidence by showing trust and confidence, and inspiring the protégé to want to deserve the trust shown toward the protégé.