

## Topic 9 – Mentorship v. Sponsorship

- Mentorship vs. Sponsorship.
  - What's the difference? Mentorship involves direct support of a protégé, while sponsorship focuses on others' impressions of that person.
  - Many define sponsorship as “spending one's social capital or using one's influence to advocate for a protégé.” The influence is key.
    - “Think of it as a form of intermediated impression management, where sponsors act as brand managers and publicists for their protégés.” This means that the sponsors use influence to manage other people's views of the employee—which means that the important relationship is actually between the sponsor and the *audience*, not the sponsor and the employee.
  - ABCD's of Sponsorship:
    - **Amplifying.** This is the equivalent of self-promotion. When a sponsor amplifies, they share a protégé's accomplishments in hope that the audience will create or increase a positive impression of the protégé.
      - An example is a person in a position of power providing an unsolicited endorsement. (e.g. Bill Gates providing thoughts on Khan Academy.)
    - **Boosting.** This is the equivalent of self-assurance. When a sponsor boosts a protégé, they stake some portion of their own reputation on the likelihood of the protégé's success.
      - An example is a letter of recommendation or a referral from a friend.
    - **Connecting.** This is the equivalent of impression management through association. (i.e. claiming a relationship with a highly regarded individual or group so that some of the positive feelings others have are transferred to the individual claiming the association.) This is sometimes referred to as the “halo effect.”
      - An example is introducing the protégé to people that he/she would not have had access to without the sponsorship relationship.
    - **Defending.** This is the equivalent of justifying or making personal excuses in an attempt to change others' perceptions of them from negative to positive. This is quite possibly the most effective sponsorship tactic. The goal is to reverse or neutralize others' uncertainty or negative perceptions about the protégé.
  - How do you incorporate sponsorship in your personal or professional life?
    - Do you have a sponsor?
    - Do you currently sponsor others?
    - Have you had sponsorships in the past?
    - Can you share any experiences about them?