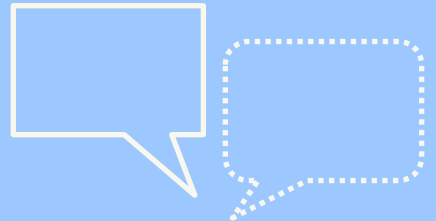


Provides advice, support
and guidance

Shares their experiences
and insights

Encourages growth
opportunities

MENTOR



Mentor offers their time and experience to help others develop their careers

A mentor provides advice, guidance and support to help talent advance their career. They share their knowledge and personal experience, act as a sounding board, help clarify goals, identify resources, suggest growth opportunities and provide high-level encouragement. Sharing often unwritten rules of success is a key attribute of a good mentor.

Mentors assist people to think strategically about their professional ambitions and provide direction through a structured, supportive relationship. They help refine a professional vision and counsel on how to achieve it, offering motivation and constructive feedback where needed.

Are you a Mentor?

- What personal experiences and insights have I shared recently to help another's professional journey?
- What ad-hoc mentoring do I provide? Who am I mentoring over the longer-term?
- How well do I understand other people's challenges?
- What unwritten rules do I share?
- Am I prepared to give constructive criticism and honest feedback?

Mindset

- Has a desire to help and develop other people
- Values investing their time and personal capital in a mentoring relationship
- Appreciates how their experience and insights can contribute to the professional development of others

Behaviours

- Provides advice and guidance in a structured arrangement
- Openly shares experiences and wisdom
- Actively listens and acts as a sounding board for ideas and suggestions
- Helps people navigate their career decisions
- Offers honest feedback and an outsider's perspective

Impact of being a Mentor

On me

Known for boosting other's confidence and providing valuable insights, enhancing own reputational capital

On others

Others are empowered to think strategically about careers; benefit from fresh perspective on current challenges

On my organisation

Foster culture of support

Seeks to understand often
invisible structural and
cultural barriers

Uses power and influence
to address barriers

Diplomatically calls out
politics and power plays
that inhibit talent

ENABLER



Enablers work with diverse talent to understand and address often invisible barriers to potential

The road to leadership is not a straight line for many people. This is particularly the case for people who don't fit the traditional mould or archetype. Culturally diverse talent, women and introverts, for example, often find they're not in the slipstream that propels the dominant archetype along the development and promotions fast-track. Imposter syndrome, poor visibility and negative stereotyping are examples of these barriers.

Work intensification, politics and power plays are more common barriers that can be corrosive to everyone but impact emerging leaders more because of where they sit in an organisation's power structure.

Enablers are alert to these barriers and leverage their power and influence, and internal networks to eliminate or neutralise their impact while working with talent to coach and challenge them to address barriers within their control.

Are you an enabler?

- How have you upskilled yourself on the common barriers diverse talent face in organisations more generally?
- How have you explored the barriers diverse talent are facing in your organisation?
- What are the political dynamics in your organisation? How do they impact emerging leaders? What role have / can you take to eliminate or neutralise them?
- What makes these interventions challenging? How might you address those barriers?

Mindset

- Commitment to understanding the lived experience of diverse talent
- Non-judgmental curiosity in the nature of politics and power plays
- Courage to use influence to challenge cultural barriers

Behaviours

- Asks questions and listens deeply
- Challenges limiting mindset of diverse talent and limiting views of others towards them
- Has difficult conversations with individuals whose self-orientation is inhibiting the potential of others

Impact of being an enabler

On me

Known for calling truth to power to address what stops talent from reaching their potential

On others

Talent is inspired and supported to address barriers within their control

On my organisation

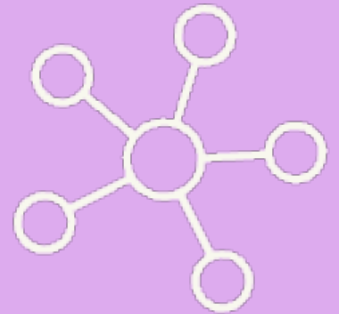
Organisation moves beyond identifying top talent to nurturing a culture that enables them to reach their full potential

Builds genuine
connections and diverse
networks

Connects people to help
advance their goals

Seeks collaboration and
shares knowledge freely

CONNECTOR



Connector builds, maintains and shares networks to help everyone achieve their goals

Connectors build and maintain networks, acting as a bridge between and among groups. They actively seek out opportunities for collaboration, introducing like-minded parties and offering their own knowledge and advice, thereby building trust, respect and reciprocity.

Connectors have social capital. They are the people in the know and their advice and insights are sought after by all levels of the organisation.

Connectors do more than just network and collect business cards, they invest time in getting to know people and understanding their needs.

Mindset

- View networking as a positive opportunity for connection and collaboration, not an obligation
- Thinks about what they can offer rather than just want they can get
- Has an abundance mindset that wants everyone to succeed

Behaviours

- Builds genuine relationships
- Offers their knowledge, resources and connections
- Seeks out collaboration
- Is curious about people and actively listens to their needs and goals
- Introduces people and groups who can help each other
- Follows up and follows through

Are you a Connector?

- Do I have a network of contacts across different teams and businesses and disciplines, or are most of my contacts within my immediate team or business unit?
- Do I actively seek out or create networking opportunities?
- Do I see the value in sharing my time, knowledge and resources, even if there is no immediate benefit for me?
- Do people regularly seek my advice? Am I widely known, trusted and respected?

Impact of being a Connector

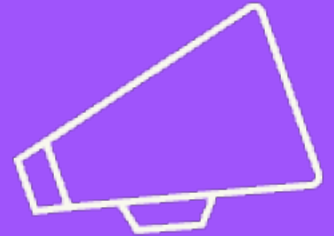
On me	On others	On my organisation
Known for bringing people together to share knowledge and collaborate, enhancing own reputational capital	Others enjoy access to my valuable contacts who can input into key projects and advance their career	Greater productivity and performance arising from uplift in collective intelligence and engagement

Reinforces the voice and
suggestions of others

Provides a platform for
diverse ideas

Boosts confidence in
others

AMPLIFIER



Amplifier emphasises ideas of others and ensures all voices are heard

Amplifiers look for and elevate the best in others. They boost and reinforce the voices and ideas of team members to ensure inclusivity and acknowledgment. They provide a platform for colleagues to be heard and raise the profile of often overlooked or underrepresented team members. They build people up and instil confidence, maximising the potential of those around them.

Amplifiers positively influence organisational culture and amplify the messages that matter. Being an Amplifier is a daily choice that takes courage and commitment. Sometimes that means calling out dominant voices that detract from other voices being heard.

Are you an Amplifier?

- How do I highlight and advance the ideas of others?
- Am I willing to use my leadership position to amplify the voices and ideas of those more junior or less visible than me?
- When did I last call out a dominant voice that distracts from other voices being heard?
- What platforms can I provide for diverse voices in my team?
- How do I bring out the best in others?

Mindset

- Believes in the promotion of good ideas, not just their own ideas.
- Looks out for the value and contribution of diverse or underrepresented voices.
- Raising the status of others also raises my own status. Win-win

Behaviours

- Intentionally calls out contributions and achievements of others
- Reinforces and backs the ideas of team members
- Raises the status of overlooked or underrepresented colleagues
- Boosts confidence in others
- Provides a platform for diverse messages and ideas

Impact of being an Amplifier

On me

Known as a motivational and supportive leader, enhancing own reputational capital

On others

Others confidence and visibility increases as people feel their voices are heard and valued

On my organisation

Diverse perspectives and voices incorporated for better decision-making

Uses reputational capital
to advocate for the
promotion-readiness of
diverse talent

Creates a positive
impression of diverse
talent; neutralises
uncertainty

Pushes for high visibility
opportunities for diverse
talent

ADVOCATE



Advocate uses their influence and power to push for other's promotional opportunities

Advocates use their reputational capital to publicly and privately promote talent among senior executives and decision-makers. They push for high visibility opportunities and promotions, endorsing the team member's value, capabilities and leadership potential.

Advocates use their personal clout and influence to validate a team member's readiness for promotion and open doors to help them advance their career. If necessary, they also defend and alleviate any concerns or criticisms, effectively staking a part of their own reputation in the process of guaranteeing another.

Are you an Advocate?

- Who am I currently putting my reputation on the line for?
- How do I connect with and understand the potential of others?
- How have I leveraged my power and influence with important contacts to support other's promotion potential?
- How have I neutralised criticisms of diverse talent?
- Who do I naturally advocate for?
- What stops me from advocating for other's promotion potential? How can I address those barriers?

Mindset

- Values understanding the potential of others so they can confidently advocate for them
- High levels of own self-belief supports risking reputational capital
- Understands own power and influence

Behaviours

- Seeks out and pursues high-visibility opportunities for talent
- Speaks favourably about talent among senior executives and decision-makers, with specificity
- Uses their reputation and influence to actively push for promotion and opportunities
- Neutralises any negative perceptions of others with specific details of capability and potential

Impact of being an Advocate

On me

Known for enabling the promotion potential of others, enhancing own reputational capital

On others

Others access growth and promotion opportunities that may otherwise not be available to them

On my organisation

Thriving culture where all high potential talent have access to growth and promotion opportunities