

## **Mentor-Protégé Agreement**

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Writing a mentor-protégé agreement can be a complex task. First of all, it may take some time to resolve the differences between what the mentor believes which areas must be developed and which areas the M/WBE supplier believes they need help with.

Putting the agreement in writing is essential to prevent any misunderstandings and also to measure progress. However, just because the agreement is in writing does not mean it can't be flexible.

After the mentor and protégé firm agree on the terms of their arrangement, the next step is to establish specific measurements and milestones for monitoring its success. Goals can be quantitative as well as qualitative. Examples of typical quantitative performance measurements are:

- Cost reduction and savings
- Product quality and service improvements
- Shorter order cycle and delivery times
- Technology upgrades / improvements
- Growth in dollar volume / market share
- Reduced logistics and contract management costs
- Number of jobs created

An example of a qualitative goal, in the case of General Motors, would be a M/WBE reaching the status of a world-class supplier. It could also be improvement in strategic planning capability or the development of an improved organizational team / structure, alliance development, and/or new capabilities gained.

The mentor-protégé agreement also must state the specific roles and responsibilities of each party. The goals must also be specific and measurable. A common error is to use vague goals, which can't be measured, which should be avoided.

There is no specified format for the mentor-protégé agreement. However, any agreement should incorporate the above items that apply to the particular situation.

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