

Tier 2 & Mentor Protégé

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Tier 2



Tier 2 - Defined

Tier 2 is the subcontracting process that provides critical supply chain support to the prime contractor in development and delivery of customer value.

CHALLENGE

Size and **Scale** limitations prevent WMBE firms from effectively competing against large Tier 1 Suppliers.

Challenge Tier 1 Suppliers to provide Tier 2 Suppliers a competitive point-of-entry for contracts, thus enhancing the value chain.

PURPOSE

Development: Develop and build a cadre of Subcontractors (Tier 2) under guidance and supervision of the Prime Contractor (Tier 1)

Accountable: Prime Contractor (Tier 1) remains accountable for successful project completion

Value Alignment: High value Prime Contractors must be willing to support organization values to develop and grow Women & Minority Businesses

The process by which smaller WMBEs can enter the organization's market in a competitive state

BOLSTER OVERALL SPEND

Enhance inclusion plan spending by directing Tier 1 supplier spend to competent Tier 2 suppliers

Open Subcontractor (Tier 2) **market** to competition – Close status quo

Contractual Agreed to Spend

Tier 2 - Benefit

- *Enhances* & does not *replace* existing inclusion efforts
- Directs increased meaningful engagement opportunities for Tier 2 suppliers
- Tier 2 suppliers gain experience working on contracts under the umbrella, guidance and protection of Tier 1 suppliers
- Builds experience enabling level-up into Prime (Tier 1) supplier position

VALUE PROPOSITION & COST

By integrating Tier 2 WMBEs into meaningful segments of their supply chain, the organization will be able to enhance efficiency, reduce costs and effectively drive creativity and innovation, thereby delivering best value to customers while simultaneously improving the communities within which they operate. Thus, achieving improved community wealth, health, and education. This improved community outcome will cost 10% of the contract value.

DEFINITIONS

Prime Contractor: Used interchangeably between Tier 1 supplier - professional services provider/contractor

Subcontractor: Used interchangeably between Tier 2 supplier - professional services provider/contractor

Mentor Protégé



WHAT IS MENTOR PROTÉGÉ?

Formal **Development Methodology** designed to enhance the Protégé's capabilities, capacity, experience, and competence

Symbiotic relationship assisting both the Mentor & Protégé to achieve personal & professional development

Created by choice and mutual respect

How does Mentor Protégé work?

- Intentional activity requiring Conscious Effort (strong desire to participate)
- Hands-on learning experience of mutual interest
- 5 Cycles of Mentorship over time:
 - Teach, Sponsor, Encourage, Counsel, Friendship
 - **Teaches** the Protégé the knowledge, skills and attitudes necessary to be successful
 - **Sponsor** leverages his/her position to help Protégé achieve goals, establish an influential network of colleagues, and protects the Protégé from pitfalls/risk
 - **Encourages** the Protégé through affirmation, challenge and inspiration
 - **Counsels** through active listening, probing, clarifying and advising
 - Listens as a **Friend** with understanding, trust and acceptance
- Protégé eventually develops the self-regulating behaviors that enable autonomous performance and mastery
- Nurture the growth and self-actualization of the Protégé who will ultimately contribute to the well-being of society through growth, employment and mentorship/mentoring is self-perpetuating

Attributes of Successful Mentor-Protégé Relationships

Mentor Qualities

- Strong interpersonal skills
- Technical competence/expertise
- Knowledge of the organization and profession
- Willingness to be responsible for someone else's development and growth
- Ability to share credit
- Patient
- Respected within the organization or profession

Protégé Qualities

- Self understanding of needs for growth
- History of seeking and accepting challenging assignments
- Receptive to feedback and coaching
- Willingness to assume responsibility for own development and growth
- Ability to perform in more than one skill area

Relationship Qualities

- Voluntary
- Mutual benefits derived from the relationship
- No conflict of interest/competition between Mentor & Protégé
- Not confined to merely professional or business interests

Benefits & Pitfalls of Mentor-Protégé

Mentor Benefits

- Increased job satisfaction
- Self development opportunity
- Advanced standing in the organization or industry
- Revitalized interest in work

Mentor Pitfalls

- Lack of time commitment
- Protégé lacks skills to meaningfully contribute
- Engages in business politics
- Becomes resentful

Protégé Benefits

- Transition from working in-the-company to working on-the-company
- Accelerated assimilation into the professional and organizational culture
- Inside understanding of the profession
- Increased probability of success

Protégé Pitfalls

- Unrealistic expectations
- Mentor takes credit for Protégé's work
- Mentor fails to keep commitments
- Mentor steals Protégé time and independence

TIMELINE

(Approx. 2-5 Years)

Initiation Phase (Weeks):

- Begin challenging work together

- Mutual interests identified

Cultivation Phase (Years):

- Mutual growth

- Frequent meaningful interactions

- Highly productive transformation

- Forge strong personal and professional relationship

Separation Phase (Months):

- Conflict

- Personal and professional relationships disrupted

- Resentment, abandonment, hostility

Transformation Phase (Years):

- Independence

- Elevated peer relationships

- Mutual gratitude and appreciation

VALUE PROPOSITION & COST

The Organization Mentor-Protégé Learning Process (Administered by the organization's Procurement Executives) will successfully position high-value Protégés to succeed in contracting, thereby broadening the organization's ability to meet rate payer needs. Mentor-Protégé programs can open the door for Women and Minorities that have historically been excluded from development and growth. This short and long termed improvement in performance comes at minimal cost, since the Procurement Executive is embedding the Practice into their normal course of business. Moreover, since the Mentor-Protégé commitment is voluntary, there is no additional cost to the organization.

Question & Answer

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