

Different relationships for different desired outcomes

	Sponsor	Mentor	Coach	Therapist
Relationship Context	Personal “champion” for career progression; may be in chain of command; 1:1	Matched via formal program or organically; typically not in chain of command; 1:1 or several:1	Contractual relationship; 1:1	Health care relationship; 1:1
Qualifications	Hierarchical position or power and influence; sponsor advocates for protégé in HR meetings	Typically has relevant experience, but not formal career influence or training	Formal certification through training and credentialed through education and experience requirements	Formal university training to help individuals cope with emotional, psychological, or interpersonal challenges
Interactions	Provides opportunities for visibility, guidance on navigating the organization, performance feedback	Safe space for sharing wisdom, contacts, career advice, perspective on organization dynamics/career path	Focuses on helping individuals identify their strengths, set goals, and develop a plan to achieve those goals	Assists in understanding and managing emotions, addressing mental health issues, and improving overall well-being
Typical Outcome	Promotion, connections	Shared learning and feedback	Deepened self-awareness; attainment of goal	Personal growth, mental health, tools to address past experiences and trauma
Timespan	Varies, often many years	Formal programs typically have limited duration (6-12 months); informal - may span years	Task-oriented ranges from 3 – 6 months, with a specific focus on skill development; Transformation-oriented is generally a longer process	Based on the needs of the patient

Career Focus



Personal Focus