

About the Protege Needs Inventory (PNI)

Researchers have consistently found that successful mentor-protége partners achieve goals that benefit the protégé. Before we developed the **Protege Needs Inventory [PNI]** in the early 1980s, lengthy discussions and continuous goal-setting activities were the only ways for mentoring partners to decide what to focus their mentoring activity on. The problem with both these methods is that they use up valuable time without always identifying exactly what the protégé really needs to work on and whether the mentor has corresponding expertise. The PNI was expressly designed to speed up this process so more time can be spent on providing needed mentoring assistance.

Here's how the PNI is used: On pages 2 and 3, the protégé rates over 50 statements to indicate how much mentoring assistance is needed; these statements are especially relevant to who they are (new hires, interested in career development, becoming a leader). Using his/her own PNI, the mentor rates Expertise that can be provided. Ratings are automatically copied onto an underlying page via NCR's carbonless scoring process, so that each partner gets a copy of each other's ratings. On page 4, partners short-list the 3-6 most important Needs for which the mentor has corresponding Expertise. They then quickly agree on which Need to work on as a Goal to be achieved. On page 5, they agree on mentoring assistance to be provided.

[Most partners use our **Action Planning Guide** to brainstorm and agree on Action Steps to carry out to achieve the Goal.]

Benefits of using the PNI:

1. Before getting together, each partner can rate Needs or Expertise so they are ready to short-list (prioritize) major Needs to work on as Goals.
2. It takes only 10-15 minutes to rate over 50 statements to identify Needs (how much help is needed) or Expertise (how much mentoring assistance can be provided).
3. There are three versions of the PNI. Each was researched and developed over many years, and field-tested with at least 20 clients, to ensure that the Need/Expertise statements are relevant to different kinds of proteges.
4. Carbonless copying of the ratings enables each partner to immediately get a copy of each other's ratings. [The PNI is printed on NCR carbonless copying paper.]
5. Using the PNI reduces goal-setting from several hours to 20-30 minutes, so more time can be spent on mentoring.
6. Page 8 has 16 Tips for Proteges and 16 corresponding Tips for Mentors (e.g., Avoid "swapping war stories" to meet needs). Agreeing on Tips to be followed builds a better relationship and enhances Goal attainment.



PNI versions?

PNI for New Hires has 57 statements related to: Adjusting to the New Job and Preparing for Future Career Development.

PNI for Career Development has 67 statements related to: Planning & Organizing, Managing Lower-ranking Associates, Supporting Upper Management, Communicating & Interpersonal Effectiveness, Handling Specific Situations, Expanding Skills.

PNI for Developing Leaders has 50 statements related to: Acquiring & Developing Intellectual Capital, Enhancing Self-awareness, Self-regulation & Motivation, Developing Empathy towards Others & Interpersonal Effectiveness, Personal & Professional Development, Leading a Major Paradigm Shift.