

role play scenarios for management training

Full Version

Role play scenarios for management training are an essential tool in developing effective leadership skills, enhancing communication, and preparing managers to handle real-world challenges. These simulated situations provide a safe environment for managers to practice their decision-making, problem-solving, and interpersonal skills. By engaging in well-designed role play scenarios, management trainees can gain valuable insights, build confidence, and improve their overall performance in their roles.

Importance of Role Play Scenarios in Management Training

Why Use Role Play in Management Development?

Role play scenarios are invaluable in management training because they:

- Offer experiential learning that bridges the gap between theory and practice.
- Allow managers to rehearse complex interpersonal skills in a controlled setting.
- Help identify areas for improvement in communication, leadership, and conflict resolution.
- Build confidence by enabling managers to navigate difficult situations before encountering them in real life.
- Encourage active participation, leading to better retention of skills and concepts.

Benefits of Using Role Play Scenarios

Implementing role play scenarios in management training programs provides numerous benefits:

- **Enhanced Problem-Solving Skills:** Managers learn to analyze situations and develop effective solutions.
- **Improved Communication:** Role plays foster better listening, clarity, and assertiveness.
- **Conflict Management:** Trainees practice handling disputes professionally and calmly.
- **Leadership Development:** Simulations allow managers to practice motivating and guiding teams.
- **Feedback and Reflection:** Participants receive constructive feedback to refine their skills.

Designing Effective Role Play Scenarios for Management Training

Identify Training Objectives

Before developing scenarios, clarify what skills or competencies you want to enhance. Common objectives include:

- Effective communication and active listening
- Conflict resolution and negotiation
- Performance management and feedback delivery
- Change management and adaptability
- Leadership and motivational skills

Develop Realistic and Relevant Scenarios

Effective role plays should mirror real challenges managers face:

- Use actual workplace situations or plausible problems.
- Incorporate diverse scenarios to cover various skill areas.
- Ensure scenarios are challenging yet achievable within the training context.

Structure of a Role Play Session

A typical role play session includes:

- **Preparation:** Brief participants on their roles and objectives.
- **Role Play Execution:** Participants act out the scenario, with observers if applicable.
- **Debriefing:** Group discussion on what transpired, lessons learned, and areas for improvement.

Creating Effective Scenarios

When crafting scenarios:

- Define clear roles and context.
- Establish specific challenges or dilemmas.
- Encourage creativity and improvisation.
- Incorporate emotional elements to simulate real stressors.

Examples of Role Play Scenarios for Management Training

1. Handling Difficult Conversations

Scenario: A manager needs to address an employee's consistent tardiness affecting team productivity.

Objectives:

- Practice delivering constructive feedback.
- Enhance active listening skills.
- Manage emotional responses effectively.

Key Points to Focus On:

- Setting a positive tone for the conversation.
- Using specific examples to illustrate concerns.
- Collaboratively exploring solutions.

2. Managing Conflict Between Team Members

Scenario: Two team members have a disagreement over project responsibilities, leading to tension.

Objectives:

- Facilitate a resolution that restores teamwork.
- Develop negotiation and mediation skills.

Key Points to Focus On:

- Listening to both sides impartially.
- Encouraging open communication.
- Finding common ground and consensus.

3. Leading Change Initiatives

Scenario: An organization is implementing a new software system, and some employees resist the change.

Objectives:

- Practice communicating change benefits.
- Address employee concerns empathetically.
- Motivate teams to embrace new processes.

Key Points to Focus On:

- Building trust and transparency.
- Highlighting the positive impact of change.
- Providing support and training resources.

4. Conducting Performance Reviews

Scenario: A manager conducts a performance appraisal with an underperforming employee.

Objectives:

- Deliver balanced feedback.
- Set clear goals and development plans.
- Maintain employee motivation and engagement.

Key Points to Focus On:

- Using a supportive tone.
- Focusing on behaviors and results, not personalities.
- Encouraging dialogue and self-assessment.

5. Negotiating Resources or Deadlines

Scenario: A project manager negotiates additional resources with senior management.

Objectives:

- Develop persuasive communication skills.
- Practice presenting data and justifications.

- Balance assertiveness with collaboration.

Key Points to Focus On:

- Understanding stakeholders' priorities.
- Using logical reasoning and evidence.
- Handling objections professionally.

Implementing Role Play Scenarios Effectively

Facilitator's Role

Effective facilitation is critical to maximize learning:

- Provide clear instructions and context.
- Observe and take notes for feedback.
- Encourage participants to stay in character.
- Manage time to ensure each scenario is fully explored.

Providing Feedback

Constructive feedback enhances learning:

- Highlight strengths observed during the role play.
- Identify areas for improvement with specific examples.
- Encourage self-reflection among participants.

Debriefing the Scenario

Post-role play discussions help solidify lessons:

- Ask participants how they felt during the role play.
- Discuss alternative approaches and techniques.
- Relate scenarios to real workplace situations.

Integrating Role Plays into Broader Training Programs

To maximize impact:

- Combine role plays with classroom learning and case studies.
- Use a variety of scenarios to cover different skills.
- Encourage ongoing practice and reflection.

Conclusion

Role play scenarios for management training are a dynamic and effective approach to developing essential leadership skills. By simulating realistic workplace challenges, managers can practice, reflect, and refine their abilities in a supportive environment. When thoughtfully designed and facilitated, these scenarios empower managers to handle complex situations confidently, leading to improved team performance and organizational success. Incorporating diverse and relevant role play exercises into management development programs fosters continuous growth and prepares leaders for the evolving demands of their roles.

Role play scenarios for management training have become a cornerstone of effective leadership development programs. By immersing managers in simulated real-world situations, organizations can cultivate critical skills such as communication, conflict resolution, decision-making, and team management. These role plays serve as a dynamic and engaging approach to experiential learning, enabling managers to practice, reflect, and improve their behaviors in a safe environment. As businesses face rapid change and increasing complexity, the importance of realistic, well-designed role play scenarios in management training continues to grow, offering both immediate benefits and long-term skill retention.

Understanding Role Play Scenarios in Management Training

Role play scenarios are structured simulations where participants assume specific roles within a hypothetical but plausible context. In management training, these scenarios often involve challenging situations that managers are likely to encounter, such as delivering difficult feedback, managing team conflicts, or negotiating with clients. The primary purpose is to provide a hands-on learning experience that enhances managerial competencies through active participation, rather than passive listening or theoretical instruction.

Key Features of Effective Role Play Scenarios

- Realism: Scenarios should mirror actual workplace challenges to ensure relevance.
- Clarity of Objectives: Clear learning goals guide both the scenario design and participant focus.
- Structured Framework: Providing guidelines and context helps participants understand their

roles and the scenario's boundaries.

- Debriefing Process: Post-role play discussions facilitate reflection and learning consolidation.
- Facilitation: Skilled facilitators guide the activity, ensuring constructive feedback and engagement.

Types of Role Play Scenarios for Management Training

Different scenarios target various competencies. Selecting the right type depends on the organization's training goals and the specific skills to be developed.

1. Communication Skills Scenarios

These focus on enhancing clarity, active listening, and persuasive communication. Examples include:

- Delivering performance feedback
- Negotiating with stakeholders
- Communicating change initiatives

Pros:

- Improve interpersonal skills
- Highlight the importance of tone, body language, and phrasing

Cons:

- May feel artificial if not well-facilitated
- Participants may feel uncomfortable, affecting authenticity

2. Conflict Resolution Scenarios

Designed to develop skills in mediating disputes and fostering collaboration.

- Resolving team conflicts
- Negotiating compromises
- Handling difficult employees

Pros:

- Build emotional intelligence
- Enhance problem-solving abilities

Cons:

- Risk of escalation if not carefully moderated
- May expose underlying tensions

3. Leadership and Decision-Making Scenarios

Simulate complex situations requiring strategic choices.

- Crisis management
- Prioritizing projects under resource constraints
- Leading during organizational change

Pros:

- Foster critical thinking
- Encourage strategic planning

Cons:

- Can be high-pressure, causing stress
- Might require extensive scenario development

4. Customer and Client Interaction Scenarios

Focus on managing external relationships.

- Handling difficult clients
- Negotiating contracts
- Managing customer complaints

Pros:

- Improve customer service skills
- Practice professionalism under pressure

Cons:

- External factors may be hard to replicate
- Potential for scenarios to feel scripted

Designing Effective Role Play Scenarios

Creating impactful role plays requires thoughtful planning. Consider the following steps:

1. Define Learning Objectives

Identify what skills or behaviors the scenario aims to develop. Clear objectives guide scenario design and assessment.

2. Develop Realistic Contexts

Use workplace data, current issues, or typical challenges faced by managers to craft believable situations.

3. Assign Roles Clearly

Participants should understand their roles, background, and goals within the scenario. Providing role descriptions helps ensure authenticity.

4. Incorporate Flexibility

Allow room for improvisation to mimic real-life unpredictability, fostering genuine interactions.

5. Plan for Debriefing

Post-scenario discussions are crucial. Use open-ended questions to facilitate reflection, identify lessons learned, and reinforce key concepts.

Benefits of Using Role Play Scenarios in Management Training

Implementing role play scenarios offers several advantages:

- Enhanced Engagement: Active participation keeps learners involved and attentive.
- Practical Skill Development: Provides a safe space to practice and refine skills.
- Immediate Feedback: Facilitators and peers can offer constructive critiques.
- Increased Confidence: Repeated practice reduces anxiety about real-world situations.
- Observation of Behavior: Managers can see their own responses and develop self-awareness.

Challenges and Limitations

While beneficial, role play scenarios also come with challenges:

- Artificial Environment: Some participants may find simulations less authentic, impacting engagement.
- Participant Resistance: Not everyone may be comfortable acting or being observed.
- Resource Intensive: Designing, facilitating, and debriefing scenarios require time and skilled personnel.
- Potential for Inappropriate Dynamics: Poorly managed role plays can cause discomfort or reinforce negative behaviors if not moderated effectively.

Best Practices for Implementing Role Play Scenarios

To maximize the effectiveness of role play activities, organizations should consider:

- Start Small: Begin with brief, simple scenarios to build confidence.
- Create a Safe Environment: Emphasize learning over performance, encouraging openness.
- Use Skilled Facilitators: Experienced moderators can manage dynamics, provide feedback, and ensure objectives are met.
- Encourage Reflection: Regular debriefs help participants internalize lessons.
- Gather Feedback: Continually improve scenarios based on participant input.

Innovations and Future Trends in Role Play Scenarios

Emerging technologies are expanding the possibilities for role play scenarios:

- Virtual Reality (VR): Immersive environments allow for highly realistic simulations without physical constraints.

- Artificial Intelligence (AI): AI-driven avatars can adapt responses dynamically, providing personalized experiences.
- Online Role Plays: Remote teams can participate in virtual scenarios, promoting inclusivity and convenience.
- Gamification: Incorporating game design elements increases motivation and engagement.

Conclusion

Role play scenarios for management training are a versatile and impactful tool for developing essential leadership skills. When thoughtfully designed and effectively facilitated, they foster experiential learning, boost confidence, and prepare managers to handle complex workplace challenges. While they require investment in planning and resources, the benefits—such as improved communication, conflict resolution, decision-making, and team management—far outweigh the drawbacks. As technology advances, the potential for innovative, immersive, and scalable role play experiences continues to grow, promising even more effective management development in the future. Organizations that embrace these scenarios as part of their leadership pipelines will likely see a more adaptable, skilled, and confident management workforce ready to navigate tomorrow's business landscape.

Question What are effective role play scenarios to develop leadership skills in management training? Effective scenarios include handling team conflicts, giving performance feedback, delegating tasks, and managing difficult conversations to enhance leadership capabilities. **Answer** How can role play scenarios improve communication skills among managers? Role plays simulate real-life interactions, allowing managers to practice active listening, clear messaging, and empathy, thereby enhancing their overall communication effectiveness. What are some common role play scenarios used for conflict resolution training? Scenarios such as mediating workplace disagreements, addressing employee grievances, or managing customer complaints help managers develop conflict resolution strategies. How can role play scenarios be adapted for remote management training? They can be conducted via virtual meeting platforms, using digital role play exercises, breakout rooms, and simulated scenarios to replicate in-person interactions. What role play scenarios are suitable for training managers in ethical decision-making? Scenarios include confronting unethical behavior, managing confidential information, or addressing conflicts of interest to promote ethical awareness and decision-making. How do role play scenarios help managers practice change management skills? They allow managers to simulate communicating change initiatives, handling resistance, and motivating teams, which builds confidence in managing organizational change. What are some best practices for designing effective role play scenarios in management training? Best practices include setting clear objectives, creating realistic and relevant situations, providing detailed scripts or prompts, and offering constructive feedback afterward. How can role play scenarios be used to enhance emotional intelligence in managers? They provide opportunities to practice empathy, self-awareness, and emotional regulation by simulating emotionally charged situations and reflecting on responses. What challenges might trainers face

when implementing role play scenarios, and how can they be addressed? Challenges include participant discomfort or lack of engagement. These can be addressed by creating a safe environment, providing clear instructions, and debriefing effectively. How do role play scenarios contribute to long-term management development? They promote experiential learning, reinforce skills through practice, and increase confidence, leading to sustained improvements in managerial effectiveness.

Related keywords: management simulation, leadership development, team building exercises, communication skills, decision-making scenarios, conflict resolution, problem-solving activities, executive training, organizational behavior, workplace role play

Role Models

Role models: Inspiring Paths to Personal Growth and Success

In a world filled with diverse aspirations and life challenges, having a role model can serve as a guiding beacon. Role models influence our decisions, shape our values, and motivate us to reach our full potential. Whether they are public figures, community leaders, family members, or mentors, role models provide concrete examples of success, resilience, and integrity. This article explores the importance of role models, their characteristics, the impact they have on individuals and societies, and how to become one yourself.

Understanding the Concept of Role Models

What Are Role Models?

Role models are individuals whose behaviors, achievements, or qualities are admired and emulated. They serve as examples for others to follow in personal, academic, professional, or social contexts. A role model embodies traits such as honesty, perseverance, compassion, and integrity, inspiring others to develop these qualities.

The Significance of Role Models

Having a role model can:

- Provide motivation during challenging times
- Offer a blueprint for success

- Reinforce positive values
- Encourage self-improvement
- Foster a sense of belonging and purpose

In essence, role models are catalysts for growth, helping individuals navigate their paths with confidence and clarity.

Types of Role Models

Role models can be categorized based on their influence, background, and the context in which they inspire.

Public Figures and Celebrities

These include athletes, actors, entrepreneurs, and political leaders whose achievements garner widespread admiration. Their stories often reach millions and can inspire social change.

Community Leaders and Local Mentors

Individuals who actively contribute to their communities often serve as relatable role models, especially for youth and marginalized groups.

Family Members and Personal Connections

Parents, siblings, teachers, and friends are often the first role models in a person's life, shaping foundational values and behaviors.

Historical Figures

Figures like Mahatma Gandhi, Martin Luther King Jr., or Marie Curie inspire through their enduring legacies and pioneering efforts.

Characteristics of Effective Role Models

Not all role models are equally impactful. Certain traits amplify their influence:

- **Authenticity:** Genuine in their actions and values
- **Resilience:** Demonstrates perseverance through adversity
- **Empathy:** Shows understanding and compassion towards others
- **Integrity:** Upholds honesty and strong moral principles

- **Dedication:** Committed to their goals and responsibilities
- **Humility:** Recognizes their limitations and values others
- **Vision:** Has clear goals and inspires others to pursue theirs

An effective role model not only exhibits these traits but also communicates their stories authentically, making their influence more relatable and inspiring.

The Impact of Role Models on Personal Development

Role models influence individuals at various stages of life:

In Youth and Adolescence

During formative years, role models help shape identity, aspirations, and moral compass. They inspire young people to pursue education, develop discipline, and cultivate self-confidence.

In Professional Growth

In the workplace, role models demonstrate leadership, ethical conduct, and innovation, guiding others towards excellence and integrity.

In Overcoming Challenges

Role models who have faced and overcome adversity motivate individuals facing their own struggles, illustrating that perseverance and resilience lead to success.

In Fostering Social Responsibility

Role models often promote community engagement, social justice, and environmental consciousness, encouraging others to contribute positively to society.

How to Identify and Choose Effective Role Models

Selecting the right role model is crucial for meaningful inspiration. Consider these factors:

Alignment with Personal Values

Choose individuals whose principles resonate with your beliefs and aspirations.

Relatability

Opt for role models whose experiences or backgrounds you can relate to, making their journey more accessible.

Achievements and Traits

Focus on those who exemplify qualities you wish to develop, such as perseverance, kindness, or innovation.

Accessibility and Interaction

While some role models are celebrities, others are accessible through books, speeches, or mentorship programs.

Long-term Inspiration

Select role models whose influence sustains over time, encouraging consistent growth.

Becoming a Role Model Yourself

Anyone can aspire to be a positive influence on others. Here are steps to cultivate your role model qualities:

Self-Reflection and Growth

Identify your strengths and areas for improvement. Commit to continuous self-improvement.

Lead by Example

Demonstrate integrity, responsibility, and kindness in your actions.

Share Your Journey

Be open about your experiences, challenges, and lessons learned to inspire others.

Support and Mentor Others

Offer guidance, encouragement, and constructive feedback to those seeking your example.

Maintain Authenticity

Stay true to your values and principles, fostering trust and respect.

Stay Committed

Consistency in your behavior and efforts solidifies your role as a reliable role model.

The Power of Role Models in Society

Role models shape societal norms and drive cultural change. Their influence extends beyond individual lives, fostering community development and social progress.

Promoting Positive Values

Role models exemplify virtues like honesty, perseverance, and compassion, encouraging societies to uphold these standards.

Driving Social Change

Activists and leaders who serve as role models catalyze movements for equality, justice, and environmental sustainability.

Inspiring Future Generations

Mentors and teachers cultivate the next generation of leaders by embodying exemplary qualities.

Enhancing Collective Well-being

Communities thrive when role models promote cooperation, empathy, and shared responsibility.

Conclusion: Embracing the Role Model Mindset

In essence, role models are vital for personal growth and societal advancement. They serve as living proof that perseverance, integrity, and compassion can lead to meaningful success. Whether you look up to public figures or family members, the key is to learn from their examples and strive to embody similar virtues. Moreover, aspiring to be a role model yourself can create a ripple effect, inspiring others to pursue their best selves. Remember, everyone has the potential to influence positively?becoming a beacon of hope, resilience, and kindness in your community and beyond.

Keywords: role models, influence, personal growth, leadership, inspiration, qualities of role models, becoming a role model, societal impact, mentorship, virtues, resilience, integrity, positive influence

Role models are an integral part of personal development and societal influence. They serve as benchmarks for behavior, achievement, and values, inspiring individuals to pursue their goals and

navigate life's challenges with integrity and perseverance. Whether in the realms of sports, arts, science, or everyday life, role models shape perceptions, motivate change, and often define cultural ideals. Understanding the significance of role models involves examining their qualities, impact, and the ways they influence both individuals and communities.

Understanding the Concept of Role Models

Role models are individuals who exemplify qualities, behaviors, or achievements that others aspire to emulate. They act as living examples of success, resilience, morality, or innovation. The concept of a role model extends beyond mere admiration; it involves identifying traits that resonate with personal values and aspirations, fostering an internal motivation to improve oneself.

Characteristics of Effective Role Models

- Integrity: Consistency between words and actions.
- Resilience: Ability to overcome setbacks and adversity.
- Empathy: Understanding and sharing others' feelings.
- Dedication: Commitment to personal growth and goals.
- Humility: Recognizing limitations and learning from failures.
- Authenticity: Being genuine and true to oneself.

Effective role models typically display a combination of these traits, making their influence both inspiring and trustworthy.

The Impact of Role Models on Personal Development

Role models influence various aspects of an individual's life, including self-esteem, motivation, moral development, and career choices. They serve as a blueprint for what is possible and provide tangible examples of success and virtue.

Positive Effects of Role Models

- Motivation and Inspiration: Seeing someone succeed encourages individuals to pursue their own goals.
- Behavioral Guidance: Role models demonstrate desirable behaviors, such as honesty, perseverance, and kindness.
- Skill Development: They often serve as mentors, providing knowledge and guidance.
- Cultural and Moral Values: Role models reinforce societal norms and ethical standards.
- Resilience Building: Witnessing role models overcome failures encourages perseverance.

Potential Downsides or Limitations

- Unrealistic Expectations: Idealized images can lead to feelings of inadequacy.
- Overdependence: Excessive admiration might inhibit independent thinking.
- Misguided Emulation: Not all role models embody positive traits; some may set harmful examples.
- Context Dependence: Traits admired in one context may not translate well to another.

Recognizing these limitations emphasizes the importance of critical thinking when selecting role models.

Types of Role Models

Role models can be categorized based on their relationship to the individual and the context in which they influence.

Personal Role Models

These are individuals personally known to the individual, such as family members, teachers, or friends. They often have a direct influence and can provide tailored guidance.

Public or Celebrity Role Models

Famous figures, including athletes, actors, scientists, or political leaders, serve as aspirational icons. Their achievements and public persona often inspire large audiences.

Historical Role Models

Figures from history whose actions and principles serve as lessons, such as Mahatma Gandhi, Martin Luther King Jr., or Marie Curie.

Virtual Role Models

Influences from media, social platforms, or fictional characters that embody qualities admired by individuals.

Choosing Effective Role Models

Selecting a suitable role model involves evaluating qualities, achievements, and values that align with personal goals.

Criteria for Choosing Role Models

- Alignment with Personal Values: The role model's traits should resonate with your principles.
- Authenticity: Genuine behavior rather than superficial fame.
- Achievements and Character: A balance of success and moral integrity.
- Relatability: Similar background or circumstances that make their journey more tangible.
- Mentorship and Accessibility: Willingness to offer guidance or inspiration.

Strategies for Engaging with Role Models

- Study their journey: Read biographies or watch interviews.
- Seek mentorship: Reach out for advice if possible.
- Reflect on their traits: Identify behaviors to emulate.
- Apply lessons learned: Incorporate insights into personal actions.

The Role of Role Models in Society

Beyond individual influence, role models play a pivotal role in shaping societal norms, cultural ideals, and collective progress.

Promoting Positive Social Change

- Role models can challenge stereotypes and advocate for equality.
- They exemplify civic responsibility and activism.
- Their visibility can inspire social movements.

Addressing Societal Challenges

- Leaders and innovators serve as catalysts for technological and environmental solutions.
- Role models in marginalized groups can foster inclusion and diversity.

Potential Challenges in Society

- Over-reliance on celebrity culture may distort perceptions of success.
- The idolization of flawed individuals can propagate negative traits.
- Societal expectations might pressure individuals to conform to certain models.

Critiques and Controversies Surrounding Role Models

While role models are generally viewed positively, there are nuanced debates about their influence.

Pros

- Inspire excellence and virtuous behavior.
- Provide tangible examples of overcoming adversity.
- Foster community cohesion and shared values.

Cons

- Risk of idolization leading to loss of individuality.
- Potential for disillusionment if role models falter.
- Ethical dilemmas if role models engage in misconduct.
- The phenomenon of "toxic admiration" can create unhealthy comparisons.

Conclusion: The Power and Responsibility of Role Models

Role models wield significant power in shaping individual lives and societal trajectories. Their influence can motivate achievement, uphold moral standards, and foster resilience. However, with this influence comes a responsibility to embody authenticity, demonstrate ethical behavior, and inspire positively. For individuals seeking role models, critical discernment is vital; not all admired figures are exemplary, and understanding the full context of their actions ensures meaningful emulation. Society benefits when role models serve as catalysts for growth, integrity, and progress, fostering a culture where aspiration and virtue go hand in hand. Ultimately, the best role models are those who inspire others not just through their successes, but through their character and commitment to making a difference.

Question Why are role models important in personal development? Role models provide guidance, inspiration, and a blueprint for behavior, helping individuals develop positive habits and values essential for personal growth. **Answer** How can I choose a good role model? Look for someone whose qualities, values, and achievements align with your goals and principles, and who demonstrates integrity, resilience, and kindness. Can role models influence youth positively? Yes, positive role models can inspire young people to adopt healthy behaviors, pursue education, and develop confidence, thereby shaping their future success. What is the difference between a role model and a mentor? A role model is someone admired for their qualities and achievements, while a mentor actively guides and supports you through personalized advice and interaction. How can I become a good role model for others? Lead by example, demonstrate integrity, show empathy, and

continuously work on self-improvement to positively influence those around you. Are role models necessary in the digital age? Yes, especially as social media exposes many to various influences; positive role models can help navigate online spaces responsibly and ethically. What qualities should I look for in a role model? Qualities like authenticity, resilience, kindness, leadership, and a commitment to personal and professional growth are key traits to admire. Can role models change over time? Absolutely, as people grow and evolve, their role models may change to reflect new aspirations, values, or life circumstances.

Related keywords: mentors, idols, inspirations, leaders, examples, mentors, guides, heroes, figures, exemplars

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