

START.  
SOMEWHERE.

**MENTORING**

**START. SOMEWHERE.**

# **MENTORING**

**BY JOHN BERGMANN**

Mentoring is a critical component to growing an organization's future. Start. Somewhere. Mentoring is a tool for you to begin with intention and certainty.

John Bergmann  
Stansbury Park, UT  
[www.paperneckbottleworks.com](http://www.paperneckbottleworks.com)

# MENTORING

## PURPOSE

Mentoring people is a challenging task. Humans are complicated. We're consistent in one place and not in others. Mentorship is a chance for two people to grow together.

Mentors provide lessons and experience to those without it. The mentees provide valuable new perspectives. The combination holds value for both people.

## BENEFITS

Mentoring programs present a wealth of benefits to organizations which employ them.

- Culture building
- Communication improvements
- Strengthened internal networks
- Perspective building
- Opportunities to build confidence & competence
- Better goal setting and follow through
- Continuous learning

# WHERE

## BUSINESS UNITS

Every identified business unit should have a program. Performance metrics for each area can be useful to determine where to start.

## FUNCTIONS

Mentoring will go nowhere without leadership at the forefront. Do not silo the program in higher leadership, rather, leaders at each level should be where the program originates.

## FACILITIES

Mentoring is valuable enough to deploy at all available facilities. Consider how in your outline work. Multi-site organizations will deal with more complexity which can impact effectivity. The intent is progress, so plan according to the organizational ability to accomplish goals.

# **BEST PRACTICES**

## **DURATION**

A minimum duration of six (6) months is recommended for any mentoring relationship. Six months allows for an effective observation period for goal setting, follow through, and effectivity determination. Longer periods can be useful, dependent on the organization. It is imperative mentors are diligent about short term goals and immediate deliverables. Each check-in should include two to five near term actions to be completed before the next check-in.

## **ACCOUNTABILITY**

The team (mentor & mentee) must be accountable to each other. Shared or similar goals are recommended. Joint projects, within the scope of the program are encouraged. Examples include:

- Wellness or fitness goals
- Professional skills
- Higher education

## **SELECTIONS**

Cross-department and skill sets are best for skill development. Do not ignore the potential for mentoring situations to move opposite the organization chart. It can be useful to pair people with similar interests. Take care to assign mentor/mentees where professionalism will be maintained.

# THE WHO

## LEADERSHIP

Mentoring grows your leadership capacity. Leaders at all organizational levels should be involved with formal of informal mentoring activities. New leaders should be involved with established leaders in conjunction with their individual professional development.

## MIDDLE MANAGEMENT

Mid level management is positioned to have a high level of impact on multiple employees. Mentors from these areas can provide useful perspective up and down the organization's structure.

## PERSONNEL

Employees at all levels benefit from mentoring. New personnel are uniquely suited to a mentoring structure. Existing and senior employees can benefit from cross-functional mentors.

# START. SOMEWHERE.

Use these pages to outline your mentoring program.

Write out at least three program goals.

---

---

Dig into each goal, ask why three to five times for each.

---

---

---

---

Your whys identified stakeholders, or customers. List them.

---

---

---

Based on your why's, note the program results you seek.

---

---

---

How will you determine results?

---

---

---



# PROGRAM GOAL SETTING

From the opposite page, define your program goals.

---

---

---

---

---

What actions are necessary to accomplish stated goals?

---

---

---

---

---

---

---

---

---

What actions are necessary to assess the program effectiveness?

---

---

---

# **MENTORING SYSTEM**

## **STRUCTURE**

The Start. Somewhere. Program is designed to include a kick-off meeting, monthly check-ins, and a closeout meeting.

Prior to formal launch of the system, leadership should complete the program goal setting forms. These forms can be employed during kick-off to help mentors and mentees build goals.

## **PROCESS**

### **KICK-OFF**

- The kick-off should include all participants. The mentor/mentee assignments should be made during this meeting. These groups should then split off and complete the kick-off forms to define where the activity will lead.

### **CHECK-INS**

- Monthly, the mentor/mentee groups should meet and complete the check-in forms. Assignments of new short term deliverables are a must.

### **CLOSEOUT**

- At the end of the term, the closeout meeting should generate the closeout form.
- The program administrator should then assess the program impact. The feedback section is of particular interest.

# MENTORING KICK-OFF

Use this form to kick-off each mentoring event.

Name:	<input type="checkbox"/> Mentor <input type="checkbox"/> Mentee
Date:	
Near Term Goals	Mid/Long Term Goals
What is good?	What isn't so good?
How can we mitigate the hard and amplify the good?	
Immediate activities:	
Due date:	

# MENTORING CHECK-IN

Complete for each check-in.

Name:	<input type="checkbox"/> Mentor <input type="checkbox"/> Mentee
Date:	
Completed since previous discussion:	
What is good?	What isn't so good?
Near term deliverables:	
Immediate activities:	
Due date:	

# MENTORING CLOSEOUT

Complete as a final check-in activity.

Name:	<input type="checkbox"/> Mentor <input type="checkbox"/> Mentee
Date:	
Completed period goals:	
Not quite finished:	
Where you're at:	
Feedback:	



# SOLUTIONS ENGINEER

---

People want solutions. Ideas are great, solutions are better.  
No one wants to waste their time.

My goals are to help people find solutions. I don't do it for you, I help you find it. I've wasted your time if I do it and you don't learn.

Because I mentioned it, I put them here for you. Goal #1: Help people. #2: Build valuable relationships. #3: Maintain a healthy body & mind.

If you found this system useful, please tell me about it. If you found it lacking, I want to hear about it.

[info@paperneckbottleworks.com](mailto:info@paperneckbottleworks.com)