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MENTORSHIP PROGRAM NAME HERE

***(Insert Company Name Here)
Mentoring Program***



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Program Guide

What is Mentoring?

In Homer's *Odyssey*, Mentor was the teacher in whose care Odysseus left his son, Telemachus, when he set off on his voyages. A mentor is a trusted teacher or counselor who has our best interests at heart and voluntarily helps us learn the ways of the world – the ropes of a business or career. Mentoring is a relationship in which experienced people (mentors) share their time and knowledge with those (protégés) who are willing to perform the work required to become successful. The Mentoring Program is meant to enhance training programs. It is simply an additional resource in supporting and assisting new or existing Franchisees to become more successful in their endeavors.

Starting a new business can be frightening, even to the experienced. Situations may arise that can be unnerving and overwhelming. Our Mentorship Program provides an expert in the field who will listen and give you sound advice!

Informal mentoring is a by-product of your working relationship with other Franchisees. We can all benefit from a more structured program, especially newer Franchisees. The Mentoring Program was developed to promote learning, self-improvement, and personal and business growth.

Benefits of Mentoring

Mentoring can be as beneficial for the mentor as it is for the protégé.



Being a mentor:

- Keeps you clearly defined
- Enhances your own performance as you promote best practices
- Increases your value to others
- Encourages creativity
- Releases a renewed confidence as you give to others
- Raises your focus

Taking on the responsibility by assisting someone else, energizes you to obtain the goals you have set for yourself and gives you the satisfaction of knowing you are helping someone else create and accomplish their goals.

Being a protégé:

- Increases your productivity
- Sense of well-being is enhanced
- Provides coaching opportunities
- Opens doors to opportunity
- Saves you time
- Reduces your stress
- Intensifies your level of commitment
- Increases your self-confidence
- Improves your business satisfactions
- Helps you achieve your goals

What benefits does the (company name) Mentoring Program provide?

- Franchisee camaraderie
- Expansion of franchisee knowledge base
- Extension of information sources
- Spirited inter-franchisee leadership
- System growth
- Enhanced franchisee profitability
- Improved success rates
- Community involvement
- Increased market share
- Competitive advantages
- Trademark cohesiveness
- Brand identity
- Heightened competitiveness
- Consummate operations support interactions

The Committee

The Operations Department in conjunction with the (insert other committee group here) is responsible for managing the program. The Franchisee members must be in good standing under their respective franchise agreements and

must have been in the system in their respective capacities at least two years prior to their appointment.

Operations Department Duties and Responsibilities:

- Promote the Mentoring Program
- Review mentoring applications and references
- Notify applicants of acceptance into the program
- Coordinate program training for new applicants
- Assist mentors and protégés in managing their relationship
- Coordinate the evaluation process; documents and provide feedback to participants

Qualifications for Participation

Any Franchisee in good standing can participate in the program as a mentor or protégé. So new franchisees will not be overburdened, mentor applicants are required to have been a franchisee for a minimum of two years.



To be a mentor you must:

- Make a commitment
- Respect and honor the confidentiality of information
- Build up a fellow franchisee by sharing your knowledge
- Be a good listener
- Be able to identify goals
- Be able to encourage
- Show a sincere interest in others and a desire to help them succeed
- Must have the subject matter knowledge and skill to be able to help the assigned protégé

No accomplishment achieved in life is due only to our own efforts!

To be a successful protégé, you must:

- Respect the time the mentor is providing
- Take action
- Show respect
- Implement the ideas the mentor provides
- Respect and honor confidentially

Commitment equals a successful mentoring relationship. To greatly increase your ability to succeed, you have to be willing, assertive, and eager to learn.

How Do I Participate?

To participate in the program as a mentor you must:

1. Read this brochure.
2. Complete and submit the mentoring application.
3. Submit two references and a photograph to be posted and accompany your bio.
4. Work with the Operations Department/(insert other group here) in determining the best mentor/protégé match.
5. Follow and practice the mentoring guidelines.
6. Submit evaluations as requested.



Approved mentors will have their pictures and a brief bio posted for the convenience of those seeking mentors.

To participate in the program as a protégé:

Selecting a Mentor

The Operations Department reviews mentor and protégé applications and determines possible matches. The Operations Department contacts and reviews the bios of recommended mentor with you.

To select a mentor:

1. Pick mentors you feel might be a good match for you.
2. Meet with or call the recommended mentor(s) to determine suitability.
3. Use the following guidelines to help determine which prospective mentor is a good match for you.

- a. Set written goals for the interview. What do you want to accomplish?
 - b. Call to set up an appointment. Have the prospective mentor pick the time and place. Breakfast or lunch at a restaurant is a good place to meet.
 - c. List at least eight questions you wish to ask the prospective mentor.
 - d. Ask the prospective mentor to tell his/her life story as an ice breaker to your meeting. "How did you get started in the business? What did you do to get to this point?"
 - e. Be prepared to explain your goals and expectations.
 - f. Ask questions and ask for advice. This will help both of you determine if this is the right mix.
 - g. Send a note of thanks. Let the prospective mentor know you appreciated the opportunity to meet and the wisdom they shared.
4. Notify the Operations Department immediately if you decide to work with a particular mentor. If you have multiple choices, rank them in order of preference.

The Operations Department will notify you and the mentor of the final decision.

How to Conduct a Mentoring Relationship



The mentor and protégé should plan to meet by phone or in person at least once every two weeks for 20-60 minutes. The first meeting should be face-to-face. If

appropriate, it may take place in a restaurant or at the mentor's workplace.

Both mentor and protégé should:

- Familiarize yourself with the other's business, common interests, hobbies, etc.
- Take time to get to know each other
- Maintain each other's privacy and confidentiality
- Set specific goals and expectations for the relationship
- Understand that this is an adult relationship of mutual respect

- Encourage openness and create a positive environment where ideas and options are freely discussed without fear
- Establish duration of meetings and contact information
- Keep meetings specific, focused, and as productive as possible
- Track progress against goals and milestones and have feedback sessions
- A mentoring relationship typically lasts three months to a year.

A mentor should:

- Be comprehensive – help the protégé develop, not just business talent, but values and ethical traits as well
- Be responsive and responsible to the protégé, not for the protégé
- Be willing to give your time generously
- Make the protégé independent of you
- The mentoring relationship extends beyond the normal 8 to 5 business day; be prepared to make time at "inconvenient" times
- Be willing to share your failures as well as your successes
- When new franchisees are trying to put their training into practice, assist with problem solving techniques
- Monitor, review, critique and discuss action plans and ensure follow through
- Give options, not just direction, when giving advice
- Help your protégé understand the tiers of the system and how to work within it
- Use a stepping stone process to build on accomplishments
- For issues that are beyond your areas of expertise, ask the protégé to seek help elsewhere and inform the Operations Department
- Help the protégé meet other franchisees
- Ask your protégé to brainstorm solutions to problems they bring to you

A protégé should:

- Be willing to listen, understand and be open to advice
- Act promptly on advice given to you
- Bring energy and an appetite for learning to the mentoring relationship
- Keep in mind that the mentor does not always have all the answers
- Be aware that the mentor's advice might not always work
- Take every opportunity to learn from your mentor



PROGRAM NAME HERE

(Company Name) Mentoring Program

Application Form

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SECTION I.

Today's Date: _____ Last Name: _____ First Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Center #: _____ Office Phone: _____ Home Phone: _____

Email Address: _____ Fax: _____ Best time to be reached: _____

PLEASE CHECK ONE: I am interested in being a mentor. I am interested in being a protégé.

I prefer to work with a female a male no preference Franchise System: _____

Please list your special interests and/or hobbies: _____

SECTION II.

Below are possible areas of improvement that a mentor/protégé team may want to focus on:

MENTOR APPLICANTS: Please check the boxes which best describe your areas of strength, then proceed to the Mentor Guide.

PROTÉGÉ APPLICANTS: Please check the boxes indicating areas you would like enhanced, then proceed to the Protégé Guide.

SALES

- Presentation
- Telemarketing/cold calling/outside sales
- Lead generation/prospecting
- Retaining accounts
- Product knowledge
- Tracking customer base

MARKETING & PUBLIC RELATIONS

- Networking
- Promotional campaigns
- Advertising planning
- Referral programs
- Customer relations

BUSINESS SYSTEMS

- Strategic planning
- Pricing
- Production
- Economics/cash flow

OFFICE ADMINISTRATION

- Office administration/accounting
- Expense management
- Paperwork/system reports

PERSONAL

- Goal setting
- Time Management/organization
- Stress management
- Maintaining a balanced life
- Overcoming burnout
- Motivation
- Husband & wives working together
- Family members working together

INSERT COMPANY NAME HERE

- Company structure/goals
- Franchise relations



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(Company Name) Mentoring Program
Mentor Guide

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Congratulations on your new mentoring relationship! You and your protégé are ready to begin a wonderful journey. The following steps will help get your mentoring relationship off to a great start.

1. Call your protégé to set up a time for the two of you to meet via phone or face to face within the next 10 business days.

2. At the first meeting, discuss the following:

- What would you like to be called? _____
- Phone number(s) to best reach him/her? _____
- Email Address: _____
- Best time to call/contact: _____

3. Things I'd like to know about my protégé (list below/discuss):

4. Things I'd like my protégé to know about me (list below/discuss):

5. What does my protégé want to get out of our relationship overall? (list below/discuss):

6. What are my hopes for our relationship overall? (list below/discuss):

7. Specific items my protégé would like to work on first. (list 2 items):

Item 1:

Item 2:

8. Our plan of action for each item (decide who will do what):

Item 1:

Item 2:

Our Mentoring Relationship Agreement

By agreeing to the following, we are both committing to do our best to honor all facets of our relationship:

- Call 24 hours ahead of our scheduled meeting or phone call should an emergency arise.
- Come to our meetings prepared. If we've agreed to take actions between meetings, we will have them completed.
- If we have a problem or something doesn't feel right to one of us, we'll talk about it -even if it isn't easy. We won't avoid facing a problem. We'll deal with it together.
- Keep what is said between us - maintain confidentiality. This means that we won't share information that is confidential with other franchisees. The only exception would be when the protégé and mentor agree that the protégé would benefit from help from other franchises and/or a (company name) Certified Trainer regarding a particular confidential matter.
- Work on our shared goals for this mentoring relationship, include (list goals):

- Recognize that we are two different people, which is good. We have the opportunity to learn from each other as we respect and value our differences and our similarities.
- Really listen to each other to understand the other person's viewpoint or ideas.
- Make sure we reach our goals and have fun doing it. Remember to laugh.

Our next phone/face-to-face meeting will be:

Date _____ Time _____

If we are going to call one another, _____ will call _____ as agreed above.

Mentoring Meeting Guide

Our Meeting on _____, we were on time for our meeting or phone conversation.

Each time we meet we will:

1. Share the highlights since our last conversation.
2. Review each item we agreed to complete or work in our last conversation:
 - What progress was made?
 - What obstacles arose?
 - Is each item complete or do we need to do more? What are the next actions?

3. Discuss the new items we will take on:

Item 1:

Item 2:

4. Our plan of action for each item (decide who will do what):

Item 1:

Item 2:

5. Two things I feel are going great in our mentoring relationship are:

1.

2.

6. One thing I would like to change about how we interact with each other is:

When you have completed your time together for this meeting/phone call, thank your mentor for sharing and maintaining a high level of respect for the relationship. Determine your next conversation date and time.

Our next phone/face-to-face meeting will be:

Date _____ Time _____

If we are going to call one another, _____ will call _____ as agreed above.



PROGRAM NAME HERE
(Company Name) Mentoring Program
Protégé Guide

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Congratulations on your new mentoring relationship! You and your mentor are ready to begin a wonderful journey. The following steps will help get your mentoring relationship off to a great start.

1. Call your mentor to set up a time for the two of you to meet via phone or face to face within the next 10 business days.

2. At the first meeting, discuss the following:

- What would your mentor like to be called? _____
- Phone number(s) to best reach him/her? _____
- Email Address: _____
- Best time to call/contact: _____

3. Things I'd like to know about my mentor (list below/discuss):

4. Things I'd like my mentor to know about me (list below/discuss):

5. What does my mentor want to get out of our relationship overall? (list below/discuss):

6. What are my hopes for our relationship overall? (list below/discuss):

7. Specific items I would like to work on first. (list 2 items):

Item 1:

Item 2:

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Item 2:

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Our next phone/face-to-face meeting will be:

Date _____ Time _____

If we are going to call one another, _____ will call _____ as agreed above.



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(Company Name) Mentoring Program

Program Evaluation
(To be completed by mentor)

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Date:

Evaluation #: **1st** **2nd** **Final**
(Circle One)

Your Name _____ Center # _____ Name of protégé _____ Center _____

Date of First Mentoring Meeting _____ Termination Date _____

1. What major goals have you discussed with your protégé? What problems did you wish to resolve?

2. Which issues seem to be the most pressing?

3. What do you believe the home office should focus on with your protégé?

4. What would you consider the most valuable results of your mentoring experience to date?

5. What changed would you recommend to improve your mentoring experience to date?

Your Signature

Date

Fax or Mail Completed Form to the Home Office



PROGRAM NAME HERE
(Company Name) Mentoring Program
Program Evaluation
 (To be completed by protégé)

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Date:

Evaluation #: **1st 2nd Final**
 (Circle One)

Your Name _____ Center # _____ Name of mentor _____ Center _____

Date of First Mentoring Meeting _____ Termination Date _____

1. What major goals have you discussed with your mentor? What problems did you wish to resolve?

2. What specific outcomes resulted from your discussion to date?

3. What action plan have you implemented to achieve your goals as a result of your mentoring experience to date?

Goal	Action Plan	Target Date

4. How has your vision for your business changed from the time your mentoring experience started?

5. What would you consider the most valuable result of your mentoring experiences to date?

6. How can your Home Office assist you to accomplish your goals?

7. If you were to become a mentor tomorrow, what changes would you make to improve upon what you have experienced?

Your Signature

Date

Fax or Mail Completed Form to the Home Office

- This program is operated on a volunteer basis depending upon the time constraints of the mentor and the protégé the mentor and protégé will jointly determine, and be solely responsible for, scheduling, content, and all aspects of the mentorship.
- The overall structure of this program was created by the IFA Franchise Relations Committee. However, neither IFA nor the Franchise Relations Committee is responsible for the administration or ongoing management of the program.
- All parties involved in any mentoring relationship arising from this program acknowledge and agree that all aspects of such relationship are solely under their control, and they hereby waive any claims they may have against IFA, its officers, directors, members, or affiliates.

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We would like to give special recognition to Money Mailer and Moran Industries for developing a concept that has enhanced our Mentoring Program.