What could be more valuable to an established entrepreneur than the wisdom of those who have gone before...

The Helzberg Entrepreneurial Mentoring Program is dedicated to growing and nurturing mentoring relationships by providing an enduring link between knowledgeable business veterans and established entrepreneurs. Our primary focus is the development of a long term relationship with a mentor who acts as a coach and a sounding board.
The purpose of this manual is to provide other communities a model of an entrepreneurial mentoring program and other suggested resources to implement a program that has brought the Kansas City business community unimagined value, pride and a deep sense of comradery.

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First let us start by saying that the components of the program described in this handbook are what we have learned and what has worked for us. We hope you find the ideas practical and useful and we sincerely hope your program will bring great success to entrepreneurs in your community. We would love to hear about your entrepreneurial mentoring experiences, ideas and successes. We welcome your calls or e-mails to share your stories or to ask any questions. As for choosing a name for your organization - it is completely up to you. We tossed around several names before settling on the Helzberg Entrepreneurial Mentoring Program (HEMP). Barnett Helzberg, the founder, possessed a genuine respect for mentoring and entrepreneurship - coupled with his determination to make this program work, any other program name would not have the same impact within our community; it provided instant marketing power and credibility.

The following statement by Barnett explains why we are here today.

“As an active participant in the daily struggle for success and the precipitous ups and downs of business, I have been fortunate through the years to find Mentors who would listen, help me ask myself the right questions, and provide support and friendship during the inevitable lonely periods of leadership.

In 1972, at a business meeting in Pebble Beach, I heard Ewing Kauffman (see below) give an inspirational speech and had the pleasure of making his acquaintance. He suggested I “drop by the office” when we returned home. That invitation sparked a relationship that lasted until he passed away in 1993. Mr. K was not familiar with retailing or the jewelry industry. His incredible success had been achieved in a completely different industry than my own. His insights, however, raised a curtain that provided me a completely different view of our business. I had perceived myself as successful when we began our informal visits, yet, he broadened my vision tremendously. One day, as I thanked him for his years of support, he replied, “That’s OK, someday you will help someone too!”

That statement has everything to do with this program. I have had many wonderful Mentors. Interestingly enough, few of them were retailers. I have come to believe that this unbiased, free flowing exchange of ideas from comrades in other business fields, is what has made mentoring such a valuable part of my life.

Why am I writing this explanation? So that all potential participants and supporters understand that the goal of our program is to develop Mentor/Mentee relationships that emphasize chemistry and parallel challenges rather than industry specific experience. Personal chemistry is truly the magic of the program. When nurtured over time, it is a powerful source of inspiration and success. “Business is People,” and that common thread cuts across all areas of the business world.

This program is built on the experience and generosity of successful business veterans who want to help other entrepreneurs enhance their success. All of our Mentors had mentors who helped them, and this gives them the opportunity to help build more success for others.”

- Barnett Helzberg, Jr.

The program began in June 1995 with a small steering committee and thirteen volunteer mentors. By December seven mentees were matched and a program administrator, Joe Rog, was hired. By the year 2000 the program had grown to over 100 participants including many of Kansas City’s greatest business owners.

What Was It About Ewing Kauffman That Inspired So Many?

For those who are not familiar with Mr. K’s entrepreneurial spirit here is a brief overview. Mr. K started as a salesman for Lincoln Pharmaceutical Company in 1947. His salary consisted of 20% commission on his sales; no salary, no expense account, no car - no benefits. He knew nothing about the business but he was a gifted salesman. By the end of his second year his commissions exceeded the salary of the president of the company. The president didn’t like that so he decreased Ewing’s commission. In his third year he once again exceeded what the president thought a salesman should make so he took away some of his territory. Mr. K who was frustrated that an employee would be penalized for excelling at his job, was fed up. He started Marion Laboratories in the basement of his home in 1950 vowing that no employee who worked for him would be penalized for excellence. In 1989 Marion Laboratories had approximately one billion dollars in sales when the company merged with Merrell Dow. In 1995 Marion Merrell Dow was bought by Marion Roussel Hoechst for $7.1 Billion.

... now that is a true entrepreneurial spirit in action!

For more information read “Prescription for Success” by Anne Morgan
Overview of The Helzberg Entrepreneurial Mentoring Program

Based on our experience, the most important ingredient in this type of mentoring program is having a high-profile successful business person in your community - the “champion” of the program. Preferably someone who has built his/her business in your city and has numerous contacts. Someone who when he or she calls and asks a peer, “Would you consider being a mentor in this entrepreneurial mentoring program we are creating…” wouldn’t think twice about saying YES!

Mission Statement:
The Helzberg Entrepreneurial Mentoring Program is dedicated to growing and nurturing mentoring relationships by providing an enduring link between knowledgeable business veterans and established entrepreneurs. Our primary focus is the development of a long term relationship with a mentor who acts as a coach and sounding board.

Vision Statement:
Success in business means success for owners, employees, families, communities, and, yes - America. Our vision is that this mentoring program can be an important vehicle in creating that success.

Program Qualifications:
Mentees must meet a combination of guidelines to participate in our program: (1) must be the ultimate decision maker (2) must be in business at least three years, (3) have between $1 million and $75 million in annual revenue, (4) have a desire to substantially grow the business, (5) be willing to be a mentor, and (6) be willing to invest the time - meet with mentor at least 4 times per year, attend networking events and programs including the annual retreat.

What Does Helzberg Mentoring Offer?
This program provides three primary services (1) networking opportunities with peers and veteran business owners and top executives, (2) mentoring skills that can be applied to any professional (or personal) situation, and (3) business education and “lessons learned” from peer entrepreneurs and veteran business owners.

This program strives to achieve the right balance of mentees and mentors to ensure a high quality program for entrepreneurs. A high quality program is defined as:

- Having mentors that
  1. Are highly successful veteran business owners or top-level executives.
  2. Understand and maximize the value of mentoring.
  3. Are willing to be flexible to the needs of his/her mentee and tailor the relationship appropriately.

- Having mentees that
  1. Are established entrepreneurs with great growth potential.
  2. Have the drive and initiative to take control of their mentoring experience and communicate his/her needs to the mentor.

- The ability to recognize the right number of participants for the program without losing anyone in the cracks. Keep it small and intimate - everyone should know each other. We like keeping the entire program to around 100 people including all mentors and mentees.

- Having supporting program alumni and resources to provide expertise on various subjects.
- Adequate one on one mentoring time spent with the mentor.
- Adequate peer to peer networking opportunities for mentees.
- High quality business educational opportunities to stay abreast of cutting-edge business strategies.
- Finally, those who graduate from the program can quantifiably show their business gained value through participation in the program and will then attest to the program’s value within the community.

Key Messages:
The key messages the program advocates are:

- Network Network Network!
- We’re here to help so you won’t have to reinvent the wheel.
- Even the most successful entrepreneurs make mistakes – learn from others.
- We seek constant improvements to the program.

Key Components:
The key components of a successful program are:

- One on one mentoring
- Networking events
- Educational events
- Special events: annual retreat, annual dinner, and thank you party

"The only thing to do with good advice is to pass it on; it is never of any use to oneself."

- Oscar Wilde
What We Did Wrong and
What We Did Right

What we did wrong...

- During the beginning stages we overanalyzed the concept; talk versus action. We should have dove right into trial and error.
- We established an excellent process for selecting good mentees, however we did not establish an effective mentor recruiting process.
- We assumed that once someone was labeled “a mentor” something magical happens and they know how to mentor. Even the wisest of people can use additional information on how to be an effective mentor.
- We didn’t realize that not everyone is mentorable.
- We should have hired a full-time staff member focused only on this program - need to have someone focused on results.
- We possibly should have charged a modest fee for the program from its inception. Implementing a fee structure after a few years of service was a challenging transition process.
- As the program evolved and changes were made we could have done a better job transitioning the participants along with it, especially our communication efforts.

What we did right...

- Emphasis was placed on being a lifetime learner for both mentors and mentees.
- Creating a “safe” environment where mentees could put their worst foot forward with their mentors.
- When we matched mentors and mentees we so earnestly wanted the relationship to work that we could have realized more quickly than we did that when it wasn’t a good match it would have been more suitable to make a new match.
- We held events focused on entrepreneurial issues that were redundant to other programs available in the community.

Learn from other’s mistakes, you don’t possibly have the time to make them all yourself.
- Martin Vanbee

May 2003
**Program Administration and Structure**

The program is set up as a 501(c)3 not-for-profit organization. It consists of a Board of Directors, staff, and an Advisory Panel. We recommend teaming up with a local university business school. It is a great way to gain credibility and utilize internship programs to staff the organization.

**The Board of Directors** consists of eight people. The Chairman should be your high-profile champion of the program; in addition, this person has to be a mentor to demonstrate the mission behind the program. This group of people should embrace key qualities such as being open, honest, and available. They should cultivate excitement and always seek to make improvements by utilizing feedback from participants.

**The Advisory Panel** consists of representatives from every component of the program - mentors, mentees, supporting alumni, board of directors, supporting resources and resources. Our advisory panel provides suggestions and works as a sounding board for new ideas as well as examines and critiques current programs. They persistently ask the three magic questions:

1. What are we doing that you like?
2. What are we doing that you don’t like?
3. What are we not doing that you would like?

**Grants and Sponsorships** can be obtained by identifying organizations and foundations that support entrepreneurial initiatives.

**The Basic Ingredients...**

- A high-profile champion of the program
- Develop a mission statement and define the statements as seen on page 4
- Hand pick your initial mentors
- Develop a logo
- Define your “customers”
- Give the participants ownership of the program—listen to and act on their feedback
- Encourage your mentees to establish Advisory Boards - another form of mentoring
- Set short and long-term goals and follow-up on them
- Establish a timetable to evolve the program
- Create professional high quality correspondence materials
- Embed networking into the culture before and after every gathering - write it into every agenda!

**Suggested Budget**

Create a budget that meets the needs of the organization and can be supported by the funding sources.

**Developing an Entrepreneurial Mentoring Program**

The first Executive Director of our program, Joe Rog, has provided a few words of wisdom for those who are creating a similar program.

1. Must have a high profile champion of the program as stated previously in this book. It creates instant marketability and credibility. Someone who can call 20 other high profile people to participate as mentors.
2. Don’t over analyze the psychology or chemistry of the mentoring relationships. Those who click will naturally come together - go easy on the match-making.
3. As people are matched up, initially there may be concern over confidentiality with regards to who is matched with whom and confidentiality of business information. This program will only work if people are open with each other.
4. Once people are matched up, it is critical that the program manager places multiple phone calls to encourage the mentoring process. Frequently the mentees can be intimidated by the mentors or be shy about calling. It is the program manager’s job to teach both mentees and mentors how the mentoring process works.
5. Provide clear steps on the mentoring process. For example: (1) call your mentor by… (2) schedule a meeting by… (3) prepare questions or discussion topics before the meeting… (3) ALWAYS follow-up on the actions you took or didn’t take… (4) remember to thank your mentor.
Tools and Resources Needed

There are various materials needed to run the program. Sample forms can be found in the back of this manual; materials such as:

- Release forms
- Applications forms
- Communications materials
- Marketing materials
- Annual pocket calendar of events
- Sample budget
- Database / mailing lists
- Sample directory
- Website
- Newsletter
- Directory including skills and expertise

Our Role Once the Matches Have Been Made

Other than the minimum requirement of meeting at least 4 times per year, the formal mentoring part of the program is three years in length and it is self-paced and self-tailored by each team. The primary role of the administrator is one of moderator. Mentees understand they will receive periodic phone calls from the executive director to “check-in” with them. If the match is not providing them the mentoring they need, we seek to find another mentor. No one takes it personally, each participant understands that the goal is to find a good match and the entire organization works endlessly until it occurs. Follow-up and acquiring feedback is the critical link to the success of the mentoring portion of the program. In addition, throughout the year the board members and executive director seek additional benefits that can be offered that add value to the program - benefits such as educational programs, newsletters, networking opportunities, and access to the expertise of participants.

Communication Within the Program

This is a tricky area. Since board and advisory meetings are 4-6 times per year, formal group meetings or programs are every 4-6 weeks, information and basic communication is easily lost or forgotten. Your group will have to tailor this to meet their own needs. However, please consider the following methods in addition to the regular phone calls to participants:

- Web-site that has a calendar of events, participant directory, bulletin board for Q&A, etc.
- Mandatory follow-up calls - which are a must! (we recommend calling a week in advance of the event)
- Quarterly Newsletter
- E-mail
- Reminder e-mails for all upcoming events

NOTE: Reminder calls and e-mails are needed not due to lack of interest, but because entrepreneurs are very busy people - good follow-up cannot be over emphasized.

Meetings and Event Planning

Typically there will be four reasons to gather the troops:

- Mentee educational and networking meetings
- Mentor educational and networking meetings
- Field trips and breakfasts for all participants
- Events such as new class orientation, the annual retreat, the annual dinner and the mentor thank you event

Tips for hosting a successful event or meeting:

- Get meetings and events scheduled as soon as possible. We pre-schedule all major events and distribute a pocket calendar. Entrepreneurs are busy people - the sooner they get the events on their calendar the better.
- Provide specific networking time - write it into the agenda. Consider allowing 30 minutes before the meeting as well as 30 minutes after the meeting. Often the topic presented induces the desire for additional networking time.
- Keep your e-mails, phone numbers, and addresses updated.
- Ask the participants what their preferred method of contacting them is (e-mail, phone, cell, etc.) in case of last minute cancellations or changes.
- Establish a centralized location for regular meetings.
- Establish “why” you want to have the event or meeting. Does it fit in with the organizational objectives?
- Get quality speakers.
- Provide quality refreshments - good food and beverages are always a hit.
- Make the event or meeting FUN!

Most events are free to participants. Sponsorship donations, with some help from annual program fees, cover the costs of the events. Nevertheless, we suggest you consider implementing a no-show fee to cut down the number of people who say they will attend but do not. Average cost of the total program per mentee is $5,000 - $7,000.
Recruiting Mentors

The success of the program is highly dependent on the mentors. In the eyes of the mentees and others involved with the program, active heart-felt mentor participation provides the program with validity, energy, and staying power. Moreover, once mentors get a taste of helping an entrepreneur grow and add value to his/her business as a direct result of the mentoring process, he/she will quickly become an active adherent of the program.

Initially, the mentors are typically long-time friends and associates of the “champion” of the program. They are highly successful business veterans who have a desire to help others and give back to the business community. They have “been there - done that,” learned from it, and are willing to share their ups and downs in the sometimes lonely world atop entrepreneurial-ism. Good mentors are those who understand that mentoring is to facilitate learning - not to provide consulting (see page 10 for the “Do’s and Don’ts” of mentoring). Finally, mentors should be cognizant of the adult learning process that follows:

- Adults learn best when they are involved in diagnosing, planning, implementing, and evaluating their own learning.
- The role of the facilitator (mentor) is to create and maintain a supportive climate that promotes conditions necessary for learning to take place.
- Have a need to be self-directing.
- Readiness for learning increases when there is a specific need to know.
- Life’s reservoir of experience is a primary learning resource; the life experiences of others enrich the learning process.
- Adult learners have an inherent need for immediacy of application.
- Adults respond best to learning when they are internally motivated to learn. ¹

The mentors have not been from the same industry as the mentee. Basic business fundamentals such as associate relations, compensation, training & recognition, understanding of the balance sheet and income statement, and leading with integrity transcend all industry boundaries. Someone in another industry often will provide the stimulation needed to help a mentee overcome nagging obstacles in the mentee’s business.

Recruiting the Mentees

Our program targets ‘established’ entrepreneurs. HEMP mentees must meet the following guidelines:

- Be the ultimate decision maker,
- In business at least three years,
- Have between $1 million and $75 million in annual revenue,
- Have a desire to substantially grow the business,
- Willing to serve as a mentor,
- Willing to invest time - meet with mentor at least 4 times per year, attend networking events, programs, and retreat.

Once an applicant meets these requirements other critical factors come into play. Mentee candidates are interviewed via phone with a possible follow up site visit from members from staff, the Board and other program participants. The final step is a formal interview with the above as well as other board members and program participants. They seek entrepreneurs who will perpetuate the culture of the program - one of selflessness, caring, giving, and humility.

Fees are charged for each of the three years that an individual is under the mentee status in the program. The amounts vary by year and represent less than 20% of the average total program cost of $5,000 - $7,000 per year.

For the first several years, our mentees were recruited by the mentors and their contacts within the business community. Once the program was up and running, various marketing materials were created (i.e. newsletters, brochures, web site). Business and general publicity from the local press is also very important in creating name recognition. However, the continued and increased quality of the program ultimately creates the lasting success.

Good mentees and good mentors are the foundation of our program. We have established a thorough selection process which has worked well for us. Use our course of action as a guide to implement a selection process that works for your program; ours is one of many possible scenarios.

Applications are distributed in early summer and they include a self assessment to be used later in the selection process. Since our program starts in the fall, applications must be submitted by late summer. The Executive Director pre-screens the applications to ensure the program requirements are met. Once a viable list of applications is compiled, the Executive Director may follow up with a phone interview. The applications are narrowed down to those who will now receive a site visit from members of the staff, Board and other program participants. Based on the results of the above activities, the finalists are formally interviewed by various board members and others within the program to determine those selected. The interview setting is in a formal board room. In addition, each personal assessment that was completed during the application process is now sent to be processed. In a recent year there were 40 inquiries, 30 applications, 24 site-visits and 20 selected representing 17 companies.

Next a mentee orientation is scheduled to provide mentees detailed information on the program, but most importantly, give them a chance to get to know each other. They will soon find out that their relationships with each other is the most valuable aspect of the program. Following the orientation, a “matching party” is thrown. Mentee and mentors meet, introductions are made, and several mentors give a short blur about why they are in the program and why it adds value to their lives. Then the mentees introduce themselves and their company. This gives everyone a chance to see everyone else. Following the introductions the mentors sit at various tables and the mentees spend several minutes at each table before rotating. At the end of the matching party, each mentor and mentee provides a list of their top three picks. The Executive Director now works tirelessly at match-making. If you visit the office during this time, you will find sheets of paper hanging all over the walls in an effort to match up mentees and mentors. Through this very “scientific” and tedious process matches are made in time for the fall annual retreat. Thanks to this thorough and intense selection process, the program has a tremendous success rate when it comes to making matches; it’s a little like dating - it takes meeting the right person and having good chemistry.

Throughout the remaining part of the year there are various programs such as mentee only meetings for peer to peer networking, field trips to local entrepreneurial companies, the annual dinner and the annual thank you event. Individual meetings with mentors and mentees come in many forms. Some meet only 4-5 times per year, others meet every month, sometimes they meet over coffee and other times in the mentee’s office reviewing strategic plans. Ultimately the program is tailored so the mentor can adapt to the needs of his or her mentee.

While the program revolves around the mentees, don’t forget about the mentors. In the program mentors meet 3-4 times per year to learn effective ways they can improve their teaching skills, motivation skills, and to network among themselves. You might consider providing one of several published mentoring guides to your mentors. Realistically they probably won’t rush right home and read it, however, they may read a few key pages you have marked for them and it will be available to them for future reference. For some mentoring comes naturally, for most, it is a learned skill that must be nurtured.

**Sample of an Estimated Time Line**

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| August | All applications and self assessments are complete and preliminary screening begins.  
Phone interviews are conducted.  
Site visits are completed by the end of August. |
| September | Formal interviews are conducted.  
The new class is announced.  
New class orientation occurs.  
Matching event occurs.  
Matches are complete. |
| October | Link up meetings occur between the new class of mentees and their respective mentors. |
| November | Annual Retreat  
The self-paced mentoring program begins. |
| January | Celebrate HEMP Event |
| June | Summer Schmooze Fest |
| June - July | Begin recruiting and application process for the new class. |

**NOTE:** At least one event occurs each month of the year to promote learning and networking. Only the major events are highlighted in the above sample estimated time line.
The Mentor Do’s and Don’ts

Don’t… be tempted to try and solve your mentee’s problems
   Do… provoke thinking and problem solving, perhaps a “lesson learned”

Don’t… set the mentee’s goals for him/her
   Do… help set goals that are bold yet realistic for his or her business - not yours!

Don’t… assume you know what the mentee’s needs are
   Do… have a candid conversation about the expectations each of you have

Don’t… look at your watch during the visit
   Do… give your full attention without interruption

Don’t… be a consultant
   Do… be a mentor, a sounding board, and share experiences

Don’t… let too much time pass between conversations
   Do… be accessible

Don’t… be pessimistic
   Do… ask the right questions to convey “you can do it”

Don’t… think you are the only one who can help
   Do… provide other resources and networking opportunities

Don’t… be a know it all
   Do… find out what the mentee’s strengths are and what his/her expertise is - ask a lot of questions

Don’t… be judgmental
   Do… be empathetic, remember what it was like for you - be a good listener

Don’t… forget that technology changes quickly
   Do… realize that your mentee may very well be more technologically advanced than you

The Mentee Do’s and Don’ts

Don’t… be afraid to call your mentor
   Do… call your mentor!

Don’t… ignore the suggestions made by your mentor
   Do… understand that follow-up is critical - if your mentor doesn’t think you hear his/her advice, the relationship will dwindle

Don’t… forget to ask “why”
   Do… openly communicate why you may choose to follow or not follow a piece of advice instead of just ignoring it

Don’t… become defensive when your mentor holds your feet to the fire
   Do… realize that your mentor is there to help you succeed and realize that he or she has been through it before

Don’t… become impatient with what may seem like long-winded stories
   Do… learn from other people’s mistakes so you won’t make them yourself - very important!

Don’t… show-up to your meeting unprepared
   Do… have an idea of what you would like to discuss before each meeting, if you can, let your mentor know what it is He/she may be able to prepare and bring something to the meeting that will assist you

“Life is like a riddle. Unfortunately, the answers are not written on the back of anything.”

- Unknown
Program Feedback and Evaluation

The purpose of gaining feedback is to determine the effectiveness, efficiency and value of your program. Incessant evaluation coupled with acting on the results provides assurance that when the program veers off the path, you will be able to return the focus to the goals and objectives. Evaluations document progress and performance of goals established in the planning process.

For nonprofits, evaluations are increasingly required by program funders to substantiate proper use of the funds and the effectiveness of the program. Too often, service providers rely on their own instincts and personal preferences to conclude what their customers really need and whether the services are providing what is needed. For most people, it is difficult to do an objective evaluation on something close to the heart. For objective results, consider utilizing a third party (person or organization) to conduct an annual thorough evaluation. In addition to formal evaluations, regular follow-up on goals and regular communication with participants should be added to monthly, weekly, or even daily tasks.

Feedback and evaluations improve the delivery methods to be more efficient and less costly. Over time, as services increase and the program grows, inefficiency can move in. Evaluations identify program strengths and weaknesses and allows the program management to remain focused on the core function of the program. Evaluations verify that you are doing what you think you are doing and that what you are doing is what the majority of the participants want. Previously on page 6 the three magic questions were discussed. Regular evaluations can assist in answering the three magic questions:

1. What are we doing that you like?
2. What are we doing that you don’t like?
3. What are we not doing that you would like?

Performance based questions are ones that the board of directors and program management ask themselves.

- What are the program outcomes and impacts on participants?
- Who participates? What services are provided? How do the effects of the program vary across participants?
- How well is the program managed? How can it be improved?

When “evaluations” are discussed, most think of questionnaires. However, there are several methods in addition to questionnaires. Please consider the following questions when designing your evaluation process.

1. For what purpose is the evaluation being done, i.e., what do you want to be able to decide as a result of the evaluation?
2. What audience is the information being collected for? e.g., participants, funders, board, staff, etc.
3. What kind of information is needed to make the decision you need to make and/or enlighten your intended audiences, e.g., information to really understand the process of the program (its inputs, activities and outputs), the participants who experience program, strengths and weaknesses of the program, benefits to participants (outcomes), where the program is not meeting the needs and why, etc.
4. From what sources should the information be collected, e.g., participants, program documentation, attendance, etc.
5. How can that information be collected in a reasonable fashion, e.g., questionnaires, interviews, examining documentation, conducting focus groups, etc.
6. When is the information needed (so, by when must it be collected)?
7. What resources are available to collect the information?

Following up on goals:

1. What are the goals for the program?
2. For each goal, what information will indicate if the goal was met or not?
3. From what sources should the information be collected?
4. How can that information be collected in a reasonable fashion?
5. When is the information needed (so, by when must it be collected)?
6. What resources are available to collect the information?

Four Levels of Evaluation:

- There are four levels of evaluation information that can be gathered from participants, including getting their:
  1. reactions and feelings (feelings are sometimes poor indicators that your service made lasting impact)
  2. learning (enhanced attitudes, perceptions or knowledge)
  3. changes in skills (applied the learning to enhance behaviors)
  4. effectiveness (improved performance because of enhanced behaviors)

Usually, the farther your evaluation information gets down the list, the more useful is your evaluation. Unfortunately, it is quite difficult to reliably get information about effectiveness. Still, information about learning and skills is quite useful.

The following websites are excellent resources for program evaluation:

- The United Way provides a good example of an outcome based evaluation. See http://www.unitedway.org/outcomes

I find that a great part of the information I have was acquired by looking up something and finding something else on the way.

- Franklin P. Adams
**Participant Graduation and/or Participant Exit**

In a successful program some participants do not want to exit the program at the end of the formal three year mentoring function. It is important for participants to know what to expect or what their options are. When you begin looking at this part of the program, there are several issues to consider.

- Will the participants graduate from the program never to be heard from again?
- Will each mentee be a mentor if you or they choose?
- Will mentees stay involved via other avenues?
- What about mentors - is there a time frame on their tenure?

You might consider ending each year with a graduation ceremony, perhaps as part of another event. Our program provides alternative avenues for long-term faithful participants.

**Supporting Alumni:** Once a mentee has completed the three year formal mentoring program, he/she may continue to stay in the program as Supporting Alumni. Although we expect that many of the mentoring relationships will continue, they will no longer be facilitated by the program staff. By staying involved as a supporting alumni, the invaluable peer to peer networking continues on. The supporting alumnus pays a minimal annual fee to support the program and to attend all networking and program events.

**Supporting Resource:** Supporting resources are former mentors who have made significant contributions over the years or have participated in an active mentoring relationship at some point in time but are not currently working with a mentee. The mentoring program greatly benefits from these mentors and encourages their continued participation. The supporting resource pays a minimal annual fee to support the program and to attend all networking and program events.

**Resources:** Resources are those who have specific areas of expertise and may better serve multiple mentees on a short-term basis - such as a few meetings or a phone call to bounce ideas off of. Helzberg Mentoring recognizes the value of these mentors and realizes the need for this type of mentoring relationship in the program. Resources are listed in the directory and are available to program participants as a resource for various specialized topics. There are no additional time commitments or requirements. Resources are invited to certain events.

“When you counsel someone, you should appear to be reminding him of something he had forgotten, not of the light he was unable to see.”  
- Baltasar Gracian
**Additional Resources**

**Sample Forms & Materials**

The sample forms below are displayed on the succeeding pages (in process of being added to manual).

- Mentee application form
- Mentor application form
- Release of information form
- General release form
- Sample letterhead
- Sample newsletter
- Sample communications map
- Sample budget
- Sample attendance form
- Sample program evaluation