More Praise for
One Minute Mentoring

“If I could go back and tell the twenty-year-old version of me one thing it would be ‘Get a mentor.’ I think it’s one of the most important things you can do and I’m so glad Claire and Ken are shining light on the process.”


“Life’s journey doesn’t need to be a lonely walk. Being a mentor is your opportunity to share your learning moments to help someone step into the best version of their personal self, and it feels good doing it! One Minute Mentoring lays out your path to becoming an effective mentor.”

— Garry Ridge, CEO of WD-40 Company and co-author of Helping People Win at Work

“Ken and Claire have given us a fresh take on mentoring in their inspiring new book, One Minute Mentoring—and I am grateful.”

— Francis Hesselbein, President and CEO of the Frances Hesselbein Leadership Institute and former CEO for the Girl Scouts of America
One Minute Mentoring
Also by Ken Blanchard

THE NEW ONE MINUTE MANAGER (with Spencer Johnson, MD), 2015
COLLABORATION BEGINS WITH YOU (with Jane Riple and Eunice Partis-Carew), 2015
LEGENDARY SERVICE (with Kathy Cuff and Vicki Halsey), 2014
FIT AT LAST (with Tim Kearin), 2014
TRUST WORKS! (with Cynthia Olsmead and Martha Lawrence), 2013
GREAT LEADERS GROW (with Mark Miller), 2012
LEAD WITH LUV (with Colleen Barrett), 2011
WHO KILLED CHANGE? (with John Britt, Judd Hoekstra, and Pat Zigarmi), 2009
HELPING PEOPLE WIN AT WORK (with Garry Ridge), 2009
THE ONE MINUTE ENTREPRENEUR (with Don Hutson and Ethan Willis), 2008
THE 4TH SECRET OF THE ONE MINUTE MANAGER (with Margret McBrady), 2008
LEAD LIKE JESUS (with Phil Hodges), 2007
LEADING AT A HIGHER LEVEL (with the Founding Partners and Consulting Partners of The Ken Blanchard Companies), 2007
KNOW CAN DO (with Paul Meyer and Dick Ruhe), 2007
SELF-leadership and the one minute manager (with Susan Fowler and Lawrence Hawkins), 2005
ONE SOLITARY LIFE, 2005
THE SECRET (with Mark Miller), 2004
CUSTOMER MANIA! (with David Novak and Jim Ballard), 2004
THE ON-TIME, ON-TARGET MANAGER (with Steve Gortry), 2004
THE LEADERSHIP PILL (with Mark Murchick), 2003
FULL STEAM AHEAD! (with Jesse Stoner), 2003
THE SERVANT LEADER (with Phil Hodges), 2003
ZAP THE CAPS! (with Dana Robinson and Jim Robinson), 2002
WHALE DONE! (with Thad Lacinak, Chuck Tampkins, and Jim Ballard), 2004
THE GENEROSITY FACTOR (with Truett Cathy), 2002
HIGH FIVE! (with Sheldon Bowles, Donald Carew, and Eunice Parisi-Carew), 2001
MANAGEMENT OF ORGANIZATIONAL BEHAVIOR (with Paul Hersey), 8th edition, 2000
BIG BUCKS! (with Sheldon Bowles), 2000
THE ONE MINUTE MANAGER BALANCES WORK AND LIFE (with Dee Edington and Marjorie Blanchard), 1999
THE 3 KEYS TO EMPowerMENT (with John Carlos and Alan Randolph), 1999
LEADERSHIP BY THE BOOK (with Bill Hybels and Phil Hodges), 1999
THE HEART OF A LEADER, 1999
GUNG HO! (with Sheldon Bowles), 1998
MISSION POSSIBLE (with Terry Wagbourn), 1996
EMPOWERMENT TAKES MORE THAN A MINUTE (with John Carlos and Alan Randolph), 1996
EVERYONE'S A COACH (with Don Shula), 1995
HAVING FANS! (with Sheldon Bowles), 1993
THE ONE MINUTE MANAGER BUILDS HIGH PERFORMING TEAMS (with Don Carew and Eunice Parisi-Carew), 1990
THE ONE MINUTE MANAGER MEETS THE MONKEY (with William Ockeen, Jr., and Hal Burrows), 1989
THE POWER OF ETHICAL MANAGEMENT (with Norman Vincent Peale), 1988
LEADERSHIP AND THE ONE MINUTE MANAGER (with Patricia Zigarmi and Drea Zigarmi), 1985
PUTTING THE ONE MINUTE MANAGER TO WORK (with Robert Lorber), 1984
THE ONE MINUTE MANAGER (with Spencer Johnson, MD), 1982
Also by Claire Diaz-Ortiz

DESIGN YOUR DAY: BE MORE PRODUCTIVE, SET BETTER GOALS, AND LIVE LIFE ON PURPOSE, 2016

THE BETTER LIFE: SMALL THINGS YOU CAN DO RIGHT WHERE YOU ARE, 2015

HOPE RUNS: AN AMERICAN TOURIST, A KENYAN BOY, A JOURNEY OF REDEMPTION, 2014

TWITTER FOR GOOD: CHANGE THE WORLD ONE TWEET AT A TIME, 2011
One Minute Mentoring

How to Find and Work with a Mentor—And Why You’ll Benefit from Being One

Ken Blanchard
Claire Diaz-Ortiz

WILLIAM MORROW
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A Note to Readers

_ONE Minute Mentoring_ is a fictional parable about the power of finding—or being—a mentor. Perhaps you’re wondering about the title. Why _One Minute Mentoring_? Because we have found that the best advice we ever gave or received was given in less than a minute. In other words, the guidance that really made a difference did not come in the form of long, complex theories—it came in short, meaningful insights.
Introduction

Are you feeling less than certain about the path forward in your career? Are you wondering if you really have what it takes to reach your goals? Are you wondering what your goals should be? Then perhaps it’s time you found a mentor.

Maybe you answered all the above questions with a resounding, “No!” If so, perhaps it’s time you became a mentor.

The Business Hall of Fame is filled with the names of people who discovered that finding a mentor made all the difference in reaching success, as well as the names of leaders who attained greatness by mentoring others. You can be in that good company.

Most people agree that having a mentor is a good thing, but they don’t know how to find one or use one. And while most agree that being a mentor is a good thing, they don’t think they have the time or skills to do so.

That’s why we wrote this book: to give readers simple knowledge and easy-to-use tools to find and leverage mentoring relationships.
No matter what kind of mentoring you get involved in—new hire, peer-to-peer, adult-to-adolescent, or cross-generational—we know that it can positively transform not only your life, but the lives of others as well.

What is cross-generational mentoring? That’s when a young person is paired with an older person, so they both can learn and grow. Ken is a leadership expert in his mid-seventies and Claire is a former Twitter executive in her mid-thirties, and that makes us a living example of the lessons we are teaching. Through our own mentoring partnership—and through others—we have personally experienced the life-changing power of this practice. That said, we do want to point out that the age spread doesn’t have to be as wide as ours for mentors and mentees to get value out of the relationship.

In One Minute Mentoring, we tell the story of Josh Hartfield, a young sales rep whose motivation is flagging, and Diane Bertman, a sales executive whose cramped schedule isn’t delivering the satisfaction it once did. As the story of Diane and Josh unfolds, readers will learn the six action steps to creating a successful mentoring relationship, as well as key insights such as:

- How to find a mentoring partnership—whether you are a mentee seeking a mentor or a mentor seeking a mentee.
• How to work with a mentoring partner to make the positive changes you want to see in your work and life.

• How to apply succinct, One Minute mentoring advice.

• How to tap into the wisdom and skills of people from all age groups and backgrounds.

Successful people do not reach their goals alone. Behind even the most independent achiever is a person or group of people who helped that person succeed. So no matter your age, we encourage you to start finding a mentor today.

We also encourage you to mentor someone else, because those who extend a helping hand to others have much to gain. In the words of an ancient Buddhist proverb, “If you light a lamp for someone, it will also brighten your own path.”

If you are ready to build a powerful mentoring relationship and watch your work and life transform, then read on!

Ken Blanchard,
coauthor of The New One Minute Manager®

Claire Diaz-Ortiz,
author of Twitter for Good
Part I
JOSH Hartfield sat at his desk and stared at his computer screen, paralyzed about what to do next. His in-box contained fifty priority e-mails. He had seven urgent voice mails from existing clients, and he needed to finish a new presentation before a sales appointment on Friday.

In terms of work, he had plenty. In terms of motivation, he had none. It wasn’t exactly the ideal frame of mind to be in for his quarterly review, which was coming up in five minutes.

“Ready?”

Josh looked up to see his boss, Eva Garcetti, who managed western regional sales for their company.

“Sure,” Josh said with a halfhearted smile.

He followed Eva into her office and took a seat facing her imposing mahogany desk.

“Let’s not beat around the bush, Josh. Your numbers this quarter have been mediocre at best. This is becoming a pattern with you. What’s going on?”

“Just a slump. I’m pulling out of it,” he said, doing his best to believe it.
Five years after joining JoySoft as a sales rep, Josh was treading water. His job was stale, and he was no longer progressing in his career.

“I’ve heard that before, Josh. I think you could use some help. I recommend you spend some time with Eric. He set a new sales record last week.”

Josh tried not to wince. Eric Aguilar was the upstart new sales rep now sharing a cubicle with him. Eric was just a year out of college, and already he was outperforming Josh two to one. So Josh wasn’t surprised by Eva’s recommendation. Still, it was depressing to think that he was in such bad shape that he was being told to take pointers from a new hire.

“I know my suggestion might sound discouraging, but I’m concerned about you, Josh. It’s like you’ve lost your motivation. The first few years you were doing all right. As you know, though, sales isn’t for everybody as a long-term career.”

Josh swallowed hard.

“What are you getting at, Eva? Should I be dusting off my résumé?”

“Not necessarily. What I’m suggesting is that you do some personal reflection about what your strengths and weaknesses are. By spending more time with Eric, you can get a sense of why he’s doing so well.”
“Beginner’s luck?” Josh said with a weak grin.
“I don’t think so. Seriously, why don’t we talk again after you’ve had some time to think about how you can either get your numbers up or maybe redirect your career energies? I’d like to help in either case.”

Walking back to his cubicle, Josh reflected on Eva’s advice. He hadn’t always felt so discouraged. Back when he had just graduated from college with a degree in business, he’d had all the energy in the world. The results of a vocational preference test indicated that he might be good in sales, which led him to a job as a junior sales rep at JoySoft. He’d fantasized about becoming a top salesperson.

Five years later, reality was staring him hard in the face. At this point, he was just hoping he could hold on to his job for another year or two—enough time to figure out what he really wanted to do.

As Josh entered his cubicle, Eric was pumping his fist in the air.
“Signed!” Eric shouted happily, slamming down the phone. He pulled out a red marker and drew a big X across the day’s date on his wall calendar. As Josh had learned from Eric, the calendar was a motivational tool he’d picked up from a business book. Every X represented a new client. According to Eric, the more Xs in a row you got, the more likely you were to get more.
Eric had a lot of Xs this month.  
*Good thing I don't have one of those calendars up,* Josh thought.  
With a sigh, he picked up his mug and headed for the break room. He needed a breather from Eric's enthusiasm. As Josh refilled his mug, he realized he was at a crossroads. He needed consoling—and good advice.  
Fortunately, at times like these he knew just the right number to call.
ONE MINUTE INSIGHTS
Pause, Reflect, and Learn

- Where are you in your life? Are you on an upward trajectory, or have you hit a plateau?
- Do you feel uncertain about the direction you’re heading?
- Are you open to learning from others?
“DAD, hi. It’s me.”

“Josh! Nice to hear from you. What’s up?”

“I’m thinking about coming home for the weekend.”

“Great! Your mom will be thrilled. And your brother’s going to be here, too. What’s the occasion?”

“Just want to get out of the city and see you guys. Maybe run a few things by you.”

“Okay. We look forward to seeing you.”

As Josh said good-bye to his father and pocketed his phone, he felt some of the tension he’d been carrying slip away. Not all sons had good parents. He was grateful to be one of the lucky ones.

*

A few days later Josh was gathered with his mom, dad, and older brother, Brian, around the barbecue.

“Josh, you said you wanted to run some things by us,” said his dad as he flipped burgers. “What’s cooking—besides what’s on the grill?”
“I’m having some issues at work,” Josh said. “These days, it takes all my effort just to get from nine to five. Eric—who shares a cubicle with me—is young, but he’s getting better results than I am. I used to feel confident in my sales ability. Now, not so much.”

His father looked up from his grilling. “Is there anything we can do?”

His dad had been a successful media executive for many years, and his mom was a middle-school principal. Josh respected their opinions more and more as the years went by.

“You’re already helping, just by listening.”

“Tell us more,” said his mom.

“On bad days, I feel like I should throw in the towel. Those are the days when I wonder what I really do, anyway. What is my job, when you break it down? Just an endless series of e-mails and meetings and presentations? Does any of my work really matter?”

His parents said nothing, but he could tell by their thoughtful faces that he had their full attention.

“The thing is,” Josh continued, “I’m just not sure what I should be doing with my life. How do I get out of this rut and get my career going again?”