

## 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.”

—Jon Acuff, *New York Times* bestselling author of *Do Over: Make Today the First Day of Your New Career*

“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 Ripley and Eunice Parisi-Carew), 2015  
*LEGENDARY SERVICE* (with Kathy Cuff and Vicki Halsey), 2014  
*FIT AT LAST* (with Tim Kearin), 2014  
*TRUST WORKS!* (with Cynthia Olmstead 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 4<sup>TH</sup> SECRET OF THE ONE MINUTE MANAGER* (with Margret McBride), 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 Laurence Hawkins), 2005  
*ONE SOLITARY LIFE*, 2005  
*THE SECRET* (with Mark Miller), 2004  
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*THE SERVANT LEADER* (with Phil Hodges), 2003  
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*WHALE DONE!* (with Thad Lacinak, Chuck Tompkins, 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), 8<sup>th</sup> 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 Waghorn), 1996  
*EMPOWERMENT TAKES MORE THAN A MINUTE* (with John Carlos and Alan Randolph), 1996  
*EVERYONE'S A COACH* (with Don Shula), 1995  
*RAVING 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 Oncken, 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*

**O**NE *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

**A**RE 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 midseventies and Claire is a former Twitter executive in her midthirties, 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 crammed 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*<sup>®</sup>

Claire Diaz-Ortiz,  
author of *Twitter for Good*

# PART I

**J**OSH 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.”

**Do some personal reflection about what your strengths and weaknesses are.**

“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?”