

Meet Steve!

Steve's Challenges!

- Employee Engagement
- Employee Motivation
- Employee Morale
- Employee Retention

Steve's Goals!

- More Repeat Customers
- More Referral Customers
- More Revenue/Profit

“Steve’s a manager... He does a good job, but he knows he can do more to engage his team and achieve greater revenue/profit growth for his company. Read how Steve does this by becoming a mentor to his team helped by Enterprise MENTOR™”

Steve is the Area Manager for a large retail company and looks after 10 stores. He has recently noticed a drop in **employee engagement, motivation** and **morale** in his region, and is suffering from higher than average levels of **staff turnover**, ultimately losing some of his key staff.

Steve is under pressure to deliver results, and knows he needs to do more to drive up **revenue** and **profits**.

You may have many people like Steve in your company... you may even be like Steve yourself—sharing his challenges and goals. If so, then this report is a *must read* for you.

Steve knows that he needs to take

action and wants to make a positive change in his region.

He has heard about the benefits of mentoring, and knows that some of his senior directors have had their own external mentor, which has been a great thing for them.

However, bringing in an external person to mentor Steve’s teams is prohibitively expensive.

Looking for something different, he discovers *Enterprise Mentor™*, a set of tools and strategies which provides him with the content, delivery method and framework for *him* to personally mentor his teams, and get the best out of his people.

Steve purchases a 31 person licence of *Enterprise Mentor™* and em-



Enterprise MENTOR™ gives line-managers the content, delivery tools and structure to successfully mentor their teams.

barks on a journey to mentor the Managers, plus two Assistant Managers at each of his 10 different stores. His licence covers the 30

mentees plus himself.

MP3 mentoring sessions get things started

Steve arranges for the 30 Managers and Assistant Managers to each receive a low-cost MP3 player pre-loaded with *Enterprise Mentor™*.

On the MP3 players are 20 short audio mentoring sessions, each around 15 minutes long. The first five sessions focus on *customers*, the next five sessions focus on *teams*, and the final ten sessions focus on the *individual* being mentored. In *Enterprise Mentor™* these are known as *THEY BELIEVE* (the customer), *WE BELIEVE* (the team) and *I BELIEVE* (the leader).

At the heart of the mentoring sessions is the goal to get employees and managers to think more like business owners or CEOs, and to get this commercial way of thinking instilled deep into the front-line, so that customers feel that the level of service they receive is the same as if they were served by the CEO or business owner themselves.

Steve initially meets with the Store Manager and Assistant Managers from each of his 10 stores and explains why they have been chosen to become mentees.

He agrees a schedule, where his mentees listen to two sessions of *Enterprise Mentor™* a week, and have one face-to-face **group** session with him per week.

Individually, each Store Manager and Assistant Manager listens to the digital mentoring sessions on their

MP3 players. Some listen to the sessions on the way to work, some at work, and some even listen at home with their feet up on the sofa! Because the sessions are short, mentees can re-listen to the sessions as many times as they like.

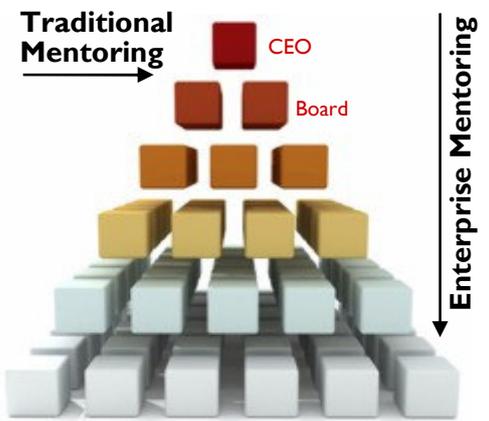
Ideas galore in the 218 page workbook

Once the mentees have become familiar with the particular digital MP3 mentoring lesson they are scheduled to listen to, they move on to the workbook and are able to absorb the learning in a different format – this time the written word. They also complete the various exercises in the workbook, the most important being ‘*What would you do if you were CEO for a day?*’

In Session 1, which looks at the need to be relevant to your customer, the mentees are asked to suggest five ideas that they would implement if they were CEO for a day that would make their company more relevant to their customers.

Since 30 mentees completed this exercise and provided five ideas each, Steve now has 150 new business growth and cost saving ideas which can help him ensure his 10 stores are 100% relevant to his customers.

During the 20 sessions of the programme, the mentees give Steve a total of 3,000 new ideas to help grow and improve the stores in his region. Not all ideas are good, many are duplicates, but there are some



Traditional mentoring using an outside mentor is very expensive and normally only happens at CEO/Board level—however, using Enterprise MENTOR™ you can now bring mentoring to your front-line employees and use your own line-managers as mentors

real gems in there which are worth many tens, if not hundreds of thousands (or more) to Steve in terms of new revenues, cost-savings and new ways to motivate and engage with his staff.

The critical face-to-face group mentoring sessions

Following the first week of MP3 mentoring sessions, Steve visits each store individually and gets the Manager and Assistant Managers together (in a group of 3) to re-examine all that the mentees have learnt from the digital mentoring sessions.

He puts a regular date in the diary, and meets the group from the first store, each Tuesday at 3pm. He agrees fixed times throughout the week to meet the other groups.

In the face-to-face meetings, Steve is able to bring the learning



20+ MP3/Flash Mentoring Sessions



Practical Workbook Exercises



Your Line-Managers Become Mentors to Your Employees

Enterprise MENTOR™ brings together digital MP3/workbook mentoring (which your employees and managers work through at a time to suit them) with group face-to-face mentoring sessions with their line-managers and fellow mentees.



A critical element for creating change in behaviour comes from the group face-to-face mentoring sessions. These take place at regular intervals after mentees have listened to one or two digital mentoring sessions. During the whole programme, there may be as many as 10 face-to-face mentor sessions.

from the MP3 sessions back to the retail stores, and find new ways to contextualize the learning for his own team.

When the mentees get together, they start to bounce new ideas around with each other, adding in suggestions that they hadn't thought of individually. Soon the synergy of the group kicks in, and they are able to achieve more collectively than they ever could individually.

For Steve, this is a tremendously effective way to spend his time and mentor 30 people in different locations. It also gives Steve the opportunity to see who shines in his group, where the strengths and weaknesses of his team are, and who needs more of his time and attention to bring up to speed.

For the mentees, they recognise the investment the company is making in them and quickly start to change their behaviour based on their learning from the digital MP3 mentoring sessions, and the guidance and feedback they receive from Steve. They also get to keep the MP3 players, so they can re-listen to the digital mentoring sessions any time.

20 summary sessions recap the course in about an hour

Pre-loaded on the MP3 players are 20 summary sessions which run for around 3-minutes each. This means the mentees can very quickly re-listen to the whole mentoring programme in summary format, rather than having to go through each entire 15-minute session (although many mentees choose to re-listen to the full mentoring sessions many times as well, learning more each time they listen).

Also included on the MP3 players are 10+ hours of extra bonus materials including interviews and mentor sessions with famous CEOs and business owners. These bonus sessions allow mentees to hear first hand from some of the most successful business people in industry, and hear exactly how they think, act and make decisions, and what makes them achieve extraordinary results as business leaders.

Final presentations—the glue which brings it all together

Once the mentees have completed all the mentor sessions, they individually present their ideas back to Steve and his own senior line-manager.

This act of mentees presenting all they've learnt means that they have to fully understand their subject to

be able to explain it to others.

Steve notices a dramatic change in the mentees, who are now engaged, motivated and full of confidence. It is clear they think much more commercially and speak a new language of business, putting their customers at the centre of everything they do.

From his regular visits to the stores, Steve has also noticed that even though the front-line employees haven't directly been through the mentoring programme themselves (yet), they have started picking up new things from the Managers and Assistant Managers. It is as if the new language and passion of the managers has filtered through directly to the front-line employees.

Why this type of mentoring works

Steve's own line-manager is impressed too, and mentions that he has seen mentoring programmes implemented before, but never with the transformational results Steve has achieved.

Steve explains that this is because he has been able to leverage the tools and structure of *Enterprise Mentor™* — and because the mentees have had two types of mentoring (digital MP3 mentoring sessions and face-to-face mentoring).

Steve has discovered from his own research that mentoring programmes which are not supported by supplementary content and structure seldom succeed, and mentoring programmes which rely solely on self-study by the mentee, but do not have a face-to-face element struggle too.

But Steve knows only too well, that when you put the two together (i.e. the content and structure of *Enterprise Mentor™* with face-to-face mentoring), then real magic starts to happen, and the results which are achieved in terms of people and profit growth are extraordinary.

Mentees Become Mentors - Rolling mentoring out to your front-line employees

Although the Store Managers and Assistant Managers are already



Enterprise MENTOR™ uses a seven-step multi-learning approach which combines face-to-face learning with digital MP3/Workbook based learning. This proven combination allows employees to initially learn at a time which suits them, and then expand their knowledge in group mentoring sessions.

benefiting from the mentoring sessions (both digital and face-to-face), and the stores are already seeing higher levels of employee engagement, motivation and even revenues (they are up nearly 20%), Steve wants to make sure that every employee in his region gets the opportunity to be mentored, so that ALL employees feel more involved in the business and understand the company and industry at a deeper level.

He doesn't just want employees to feel that they have a job, he wants them to feel connected and part of the business.

To do this, he gets each of the Store Managers and Assistant Managers to become mentors themselves, and take their own teams through the exact same process that he took his managers through.

Steve arranges for all the employees in his 10 stores to receive workbooks and low-cost MP3 players which are pre-loaded with Enterprise Mentor™. For the people who already have compatible mobile phones, he arranges for them to get a new Micro SD card which they simply slot into their phone. On the card is the Enterprise Mentor™ programme.

Change in behaviour

Over time, Steve starts to see a complete change in the way his front-line employees interact with customers. He sees a change in behaviour of his employees (and managers) who start to think more like business-owners, who take

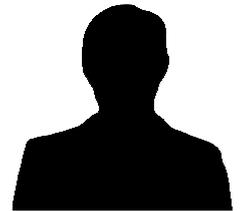
more ownership and responsibility for their work, and feel part of the business, constantly looking for new ways to thrill, wow and dazzle their customers.

responsibility of following through with new ideas. He does this for six months, and then hands over the reigns to another manager who comes up with new ideas to get the most from the mentoring programme.

Every six months a new person takes responsibility for keeping the learning from the mentoring programme alive in the company, and coming up with new creative ideas to drive the company forward through mentoring.

Who is your Steve?

In your company, you may have many Steves. Steve may be a regional manager, a divisional director, a department manager – or perhaps a manager who leads a team of five or more people who are all located in the same office.



Your Steves may have had extensive leadership training, and even be exceptional man-managers and leaders. But only when they personally get involved with their teams and actively involve employees and managers in your business by mentoring them, will you and they achieve higher levels of employee engagement, motivation, revenues and profits.

Getting the best from people is not just about leaders receiving more leadership training, it's about getting employees and managers actively involved in the business and making them feel responsible for the success of it. Mentoring consistently achieves this.

In the book *People Upgrade* (which you can download for free from www.enterpriseleaders.com/free-book) you'll read the real-life case-study of Hammonds Furniture, and learn how their Steves (Justin and David in this case), were able to achieve transformational results by leading their teams through Enterprise Mentor™.

Happy repeat & referral customers!

From a customer's perspective, Steve notices that the revenues in his region are up, he sees his average order value up, and he certainly sees more repeat customers coming into his stores. Interestingly, he starts getting letters from customers saying the service they received at the store is exceptional, and that they have already told their friends to shop at his stores.

Once word gets out about the good work Steve has done, other regions want to bring mentoring to their stores, and follow exactly the same model.

Before long, there has been a total transformation in the company, and the way employees and managers think, act and make decisions.

Follow-through activities... Keeping the new spirit alive

Steve suggests to the CEO that the company organises regional get-togethers so that different Store Managers can share ideas, and show-case their best ones to their colleagues in the same region. Based on the success of these 'regional' get-togethers, the CEO arranges for a 'national' conference so that all the best ideas are shared, and managers and employees from around the country can share their own experiences and results from mentoring.

To keep the ideas from the mentoring sessions alive throughout the company, Steve takes on the