

The Menttium Difference

Successful organizations do not just happen. Organizations achieve and sustain success through the talent, energy and creativity of individuals (like you) who, in turn, cultivate a culture that permeates performance-based systems, process, and leadership practices.

Menttium programs are structured mentoring experiences that enable you to develop career goals, as well as development goals that focus on capabilities associated with high performing organizations.

The results of your Pre-Mentoring Assessment will assist you in identifying your professional strengths and weaknesses, and then guide you in developing goals and an action plan to realize progress towards, and achievement of, your goals.

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Menttium has isolated 31 Key Performance Indicators (KPIs) correlated to six Performance Capabilities found in high performing organizations. The following pages show the results of your Pre-Mentoring Assessment and will provide a baseline of your current ability level from which to set goals and dialogue with your mentor about strategies for development. Below you'll see your overall average result for each Performance Capability. If your manager completed an assessment on your behalf, his/her results are calculated into your overall average. The following pages display your individual KPI results.

Your report identifies capabilities that are **development opportunities** (results of 0-3), as well as capabilities that are **strengths** (4-5). If your manager completed an assessment for you, his/her results are included in the following pages with the results of your self-assessment. Note: Your manager was allowed an additional option, "I don't know," which means they haven't had the opportunity to see the capability demonstrated.

Action Items:

- Review discrepancies between your results and your manager's; instances where you rated your ability level higher than your manager's rating may be areas on which to focus.
- After you review your assessment results, determine which KPIs you will focus on and/or what other goals you'd like to establish for your mentoring year.

Accountability	2.67
<p>Employees who demonstrate strong "accountability" capabilities effectively balance work and personal demands. They apply strategies to ask for, receive, and act on performance feedback. They are able to describe the metrics used to assess their company's achievement of business performance objectives. They effectively manage relationships with their boss and other senior leaders. Finally, these employees consistently demonstrate confidence to overcome challenges in their current work environment.</p>	<p>Moderate: Demonstrates some of the skills and behavior needed to perform in routine situations.</p>
Collaboration	2.83
<p>Employees demonstrate an understanding of the impact their communication style preference has on work relationships. They apply strategies for working cross-functionally, conflict resolution, and inter-cultural communication. Further, they effectively navigate organizational politics and communicate ideas to senior leadership.</p>	<p>Moderate: Demonstrates some of the skills and behavior needed to perform in routine situations.</p>

Innovation	2.60
<p>Employees take action to remove barriers for idea implementation and confidently take risks in their organization. They ask questions in order to identify underlying assumptions and expectations on the part of co-workers and customers. They thrive during period of change and communicate a clear process for moving from status quo to achieving a vision.</p>	<p>Moderate: Demonstrates some of the skills and behavior needed to perform in routine situations.</p>
Learning & Development	2.42
<p>Employees who demonstrate strong “learning and development” capabilities set development goals and execute plans based on those goals. They leverage internal networks to support their contribution to the organization. They take on projects and roles that stretch their existing skill-set and enable them to refine and enhance their leadership abilities. These employees not only focus on needed development areas, but also position themselves in a way that exemplifies and leverages their strengths.</p>	<p>Moderate: Demonstrates some of the skills and behavior needed to perform in routine situations.</p>
Market Orientation	3.13
<p>Employees who demonstrate strong “market orientation” capabilities clearly understand the big picture, corporate perspective, regarding decisions made about creating value for customers and other stakeholders. They anticipate how changes in market conditions affect their company’s long-term objectives. Further, they identify the strengths and weaknesses of alternative solutions to market and/or customer needs.</p>	<p>Intermediate: Consistently and completely demonstrates behavior required in routine situations, and inconsistently demonstrates behavior in new or unfamiliar situations</p>
Vision, Mission & Values	3.25
<p>Employees offer ideas and opinions about how to achieve the organization’s vision. Further they clearly understand the connection between their role and achieving their company’s vision. They display an executive presence which enables them to influence senior leaders. And, they consistently promote respect and inclusion in all of their work relationships.</p>	<p>Intermediate: Consistently and completely demonstrates behavior required in routine situations, and inconsistently demonstrates behavior in new or unfamiliar situations</p>

Menttium uses a proven model to support you as you establish development goals. The model consists of four steps: setting goals, taking action, reflection and dialogue with your mentor, and tracking progress toward goal achievement. This cycle starts over once you achieve your primary set of goals. Often times, mentees complete their original goals by the program midpoint and have the opportunity to establish new goals to continue to develop with their mentor.



We know that learning is more effective when it is integrated into real-world situations. As you review your results, note the associated Recommended Action Activities aligned with each indicator. As you work with your manager and mentor on goals and an action plan, consider selecting recommended activities from these suggestions to put your learning into practice.



On the next page, we provide an example of the Accountability Performance Capability and the individual Key Performance Indicators associated with Accountability.

Your results and your manager's results (if completed) are both displayed.

- 1 Review your development opportunities (0-3 ability level) and strengths (4-5).
- 2 Next, establish goals at the bottom of the page and choose associated action activities for each goal with realistic deadlines. We encourage mentees to set 2-3 goals at the beginning of the program; not all six Performance Capabilities need associated goals. Choose the Capabilities that are of most interest to you and that you feel will have the greatest impact on your organization.
- 3 Review the discrepancies in the results between your responses and your manager's responses and consider having a conversation about any gaps that may appear.

ACCOUNTABILITY: Your Ability Level Per Key Performance Indicator



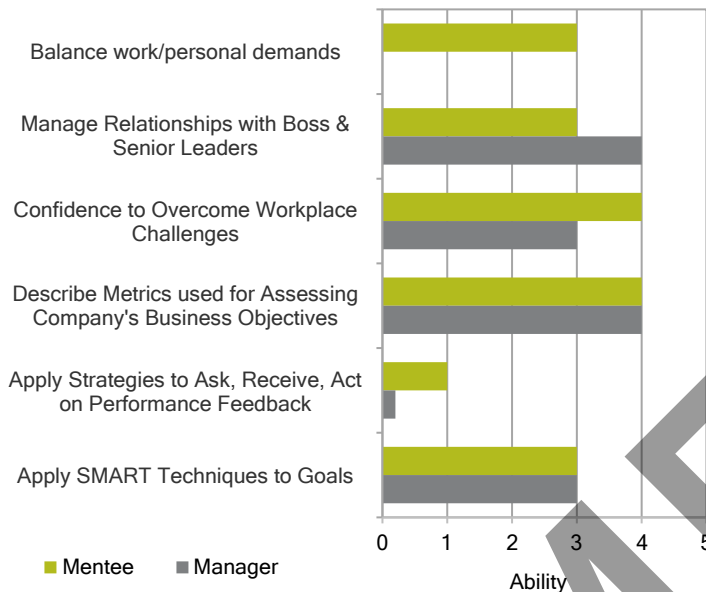
Note: The example above displays how manager responses may appear. If your manager did not complete the assessment for you, only your results will be displayed. Your manager only receives his/her results. His/her report does NOT include your responses. If you choose not to share your report with your manager, your results will remain confidential to you.

ACCOUNTABILITY:



Recommended Action Activities

Your Ability Level Per Key Performance Indicator



Identify your work/life balance values. Assess how you spend your time. What are the gaps between your values and your reality?

Role-play a negotiation conversation you want to have with your manager over a work/personal balance request. Ask your mentor to provide feedback.

Discuss a current work challenge with your mentor. Identify strategies that have worked for your mentor's company that could be applied in your workplace.

Share your IDP or internal development plan with your mentor. Identify alignment to your mentoring goals.

Set up a meeting with your manager to discuss your mentoring goals and ask for their support and feedback. Set up meetings for the year to debrief your goals with your manager.

Apply the S.M.A.R.T goal technique to your mentoring goals. Create a screen saver with your goals so you are reminded of them daily.

Blank = I don't know, 0 = None, 1 = Limited, 2 = Moderate, 3 = Intermediate, 4 = Substantial, 5 = Expert

Goal from KPI above	Associated Action Items	Target Date for Completion
Apply Strategies to Ask, Receive, Act on Performance Feedback	1 <i>Set up a meeting with my manager to discuss mentoring goals and ask for his support and feedback. Set up meetings for the year to debrief your goals with my manager.</i>	July 15th
	2 <i>Ask for feedback from peers post presentation.</i>	August 15th
	3 <i>Set new goals based on feedback from manager and peers (SMART Goals)</i>	September 1st

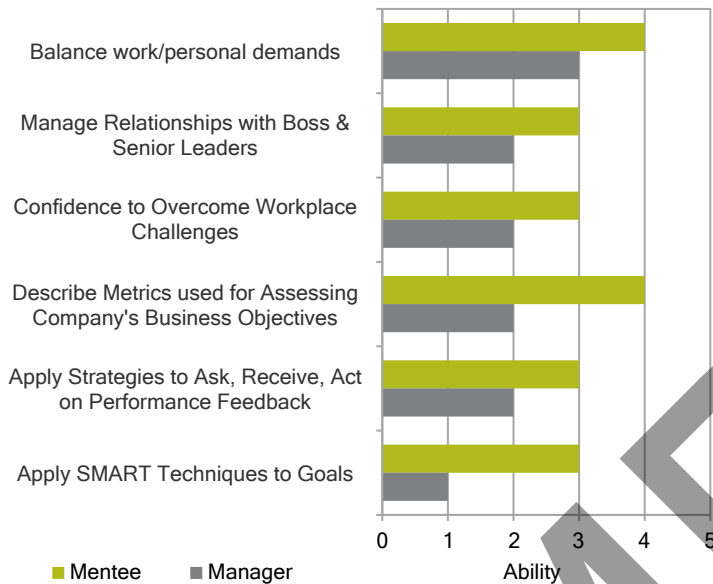
Example: Set one goal based on a KPI with multiple associated action items. Use the associated action item above as a starting point, then create your own action items. Next, set realistic target dates for completion.

ACCOUNTABILITY:



Recommended Action Activities

Your Ability Level Per Key Performance Indicator



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Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

COLLABORATION:



Recommended Action Activities

Your Ability Level Per Key Performance Indicator



Review a presentation you need to deliver to your senior leadership with your mentor. Ask for feedback on how to best position your message for this level of management.

Take a communication style assessment or attend Menttium's Business Education Webinar on Communication. Discuss the areas you'd like to improve with your mentor and ask for feedback in your meeting debriefs.

Discuss different cultural perspectives and communication norms with colleagues outside of your home country.

Read: Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success. Rick Brandon and Marty Seldman.

Read: Crucial Confrontations. Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler.

Practice creating a culture that values new ideas. Use the 80/20 rule when attending meetings on topics you are an expert on. 80% listening / 20% sharing insights and opinions.

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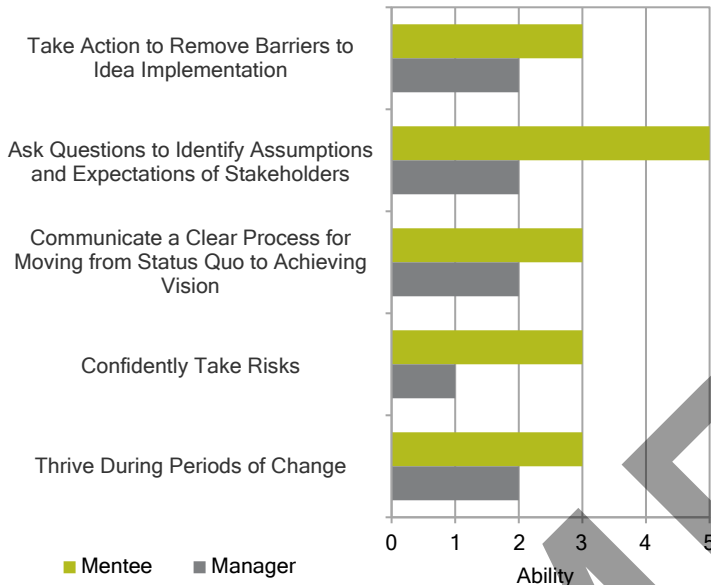
Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

INNOVATION:



Recommended Action Activities

Your Ability Level Per Key Performance Indicator



Read: [Innovation at the Speed of Laughter, 8 Secrets to World Class Idea Generation](#). John Sweeney

Read: [Just Ask Leadership: Why Great Managers Always Ask the Right Questions](#). Cohen, Gary B.

Use a Current State – Future State analysis to evaluate a business problem that needs to change. Identify the actions you need to take to close the gap between what is and what needs to be.

Ask your mentor to help you do a risk analysis for a business problem you've been avoiding.

Ask your mentor to share their strategies for managing change. Then, develop a plan for managing a change process you are facing and ask your mentor for feedback.

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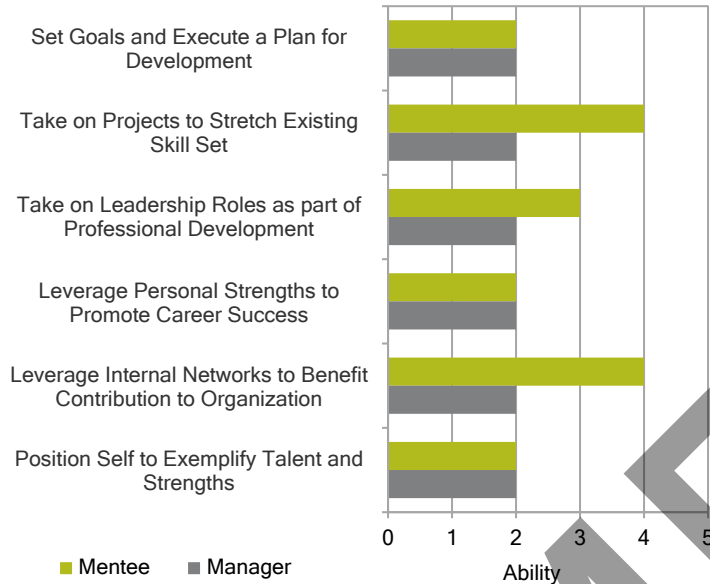
Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

LEARNING & DEVELOPMENT:



Recommended Action Activities

Your Ability Level Per Key Performance Indicator



Review and update your goal-setting tool after each mentoring meeting. Adjust as needed.

Interview your mentor about the kinds of stretch projects that he/she has had during his/her career and how he/she prepared for them?

Ask your manager to lead a project or presentation. Work with your mentor to develop a plan for success prior to the conversation with your manager.

Identify roles in the organization you are interested in or aspire to. Identify, with your mentor's help, the skills and experiences these roles require.

Identify individuals from other function or business units and commit to meeting or setting up a phone conference to gain their perspective on the business.

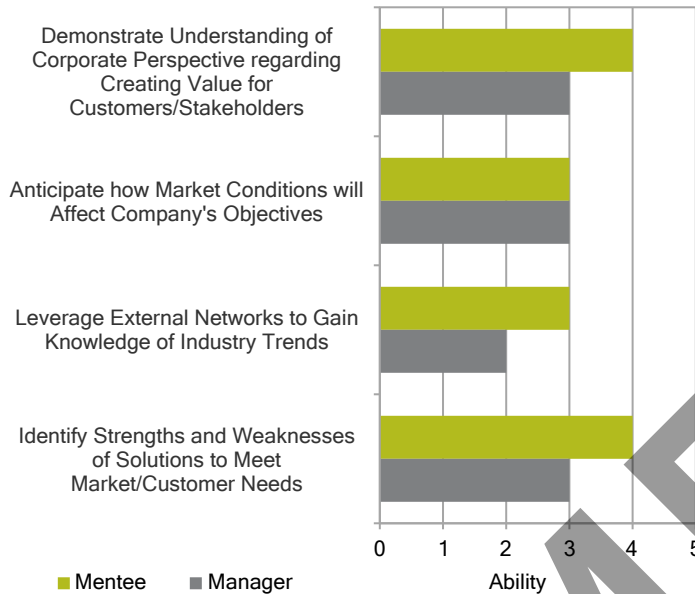
Write a personal introduction that speaks to your talents and the value you bring to the organization rather than simply stating your job title.

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Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

MARKET ORIENTATION:

Your Ability Level Per Key Performance Indicator



Recommended Action Activities

Read your corporation's Annual Report. Develop a brief set of questions with your mentor and interview two-three executives (including your manager) to gain their perspective on the market changes affecting your industry or company in the next five years.

Ask your mentor for insight into market trends and the associated impact.

Join an industry group if you aren't part of one already. Commit to attending meetings regularly and/or attend a conference.

Conduct a SWOT Analysis and share with your mentor. Discuss the results.

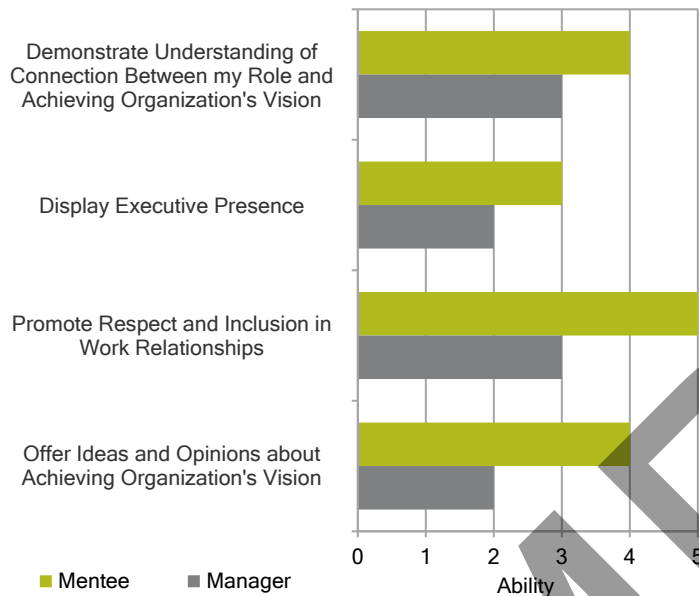
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Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

VISION, MISSION, VALUES ALIGNMENT: 

Recommended Action Activities

Your Ability Level Per Key Performance Indicator



Discuss with your mentor how he/she incorporates the vision of his/her organization or division/business unit into the daily practice of leading others.

Read: Seeing Yourself As Others Do – Authentic Executive Presence at Any Stage in Your Career. Carol Keers and Thomas Mungavan.

Review your meeting protocols with your mentor. Gain their feedback on strategies to increase your ability to seek out ideas from members of your team who bring a diverse perspective to the discussion.

Review your division or organization's vision statement. Identify what you are doing that supports this vision. Share your insights with your manager and ask for feedback.

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Goal from KPI above	Associated Action Items	Target Date for Completion
	1	
	2	
	3	

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