DESIGN • TRAIN • MEASURE

MENTORING SERVICES GUIDE

Sell the programme, not the label.

Build a repeatable delivery system.

Measure what the buyer values.

DISCOVERY | DESIGN | TRAINING | REPORTING

Veteran's Strategic Solutions LLC

START HERE

How to Use This Guide

Read the core guide first. Then use the worksheets to test organisational demand, plan the delivery system, price and scope an engagement, invoice the work, track the pipeline, and confirm participant, privacy, and child-protection controls before launch.

01 BUYER

02 DESIGN

03 DELIVERY

04 OUTCOME

PROGRAMME DESIGN | Start with the organisational problem, buyer, structure, and result the programme must support.

PIECE	USE
Core guide	Test the organisational buyer, define a bounded programme design, price the engagement, and manage the long sales cycle.
Operating kit	Use the startup, operating budget, estimate, scope, invoice, lead tracker, and compliance pages for each engagement.

CORE GUIDE 01

1. The bet

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The core assumption that must be true: that an organisation will pay you to build and run a mentoring programme it cannot run itself.

Read that carefully, because it is not the obvious version. The obvious version — charging individuals for mentoring — does not work, and it is worth being blunt about why. Mentoring is culturally understood as something given, not sold. The word itself carries an expectation of no fee. Every attempt to charge an individual for mentoring quietly turns into coaching with a different label, and then you are running the coaching model instead.

Where money genuinely changes hands in mentoring is organisational: a company, a college, a nonprofit or a government programme that wants a mentoring scheme and has nobody to design it, match participants, train the mentors and prove it worked.

The fastest zero-budget test: find three organisations in your area that already run or say they want a mentoring programme. Ask who built it and what it cost. If the answer is always “HR does it off the side of the desk and it fizzled after a year,” that is the business — and the fizzle is the thing you are selling against.

Three reasons this fails:

MENTOR TRAINING | A repeatable facilitated session turns a filed design document into an operating programme.

CORE GUIDE 01

1. The bet Continued

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You sell mentoring instead of a programme. Individuals will not pay. Organisations will.

Long sales cycle. Programme budgets move annually. A conversation in March may pay in the next fiscal year, and you cannot eat a pipeline.

No way to prove it worked. Mentoring outcomes are soft. If you cannot put a number on retention, promotion or completion, the programme is the first thing cut in a tight year.

ACCESS AND TRUST | Strong programmes create a clear structure for useful, respectful mentoring relationships.

CORE GUIDE 02

2. Who pays, in their own words

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“We keep losing good people in their first eighteen months and exit interviews all say the same thing — nobody showed them the ropes.” — an HR manager with a retention number she has to explain

“We were told to stand up a mentoring programme. Nobody here has ever built one.” — a programme manager handed a requirement

“Our veterans group wants to do more than a lunch once a quarter.” — an employee resource group with a small budget and no design capability

“The grant requires a mentoring component.” — a nonprofit with money that is already allocated and a box to tick

That last one is the warmest lead in the whole model. The money already exists and the requirement is written down.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
Delivery	Package design and training as repeatable work.
Proof	Define measurement before the programme begins.

CORE GUIDE 03

3. The smallest version you can charge for

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A mentoring programme design document, flat fee, delivered in three weeks. Matching criteria, a mentor training outline, a session structure, a measurement plan, and the paperwork the organisation will need.

Bounded, deliverable, and it does not put you on the hook for whether the programme succeeds — which is critical, because you will not control whether it does.

The second sale, and the better one, is running the mentor training. Half a day, on site, repeatable, and it is the part the organisation genuinely cannot do itself.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
Delivery	Package design and training as repeatable work.
Proof	Define measurement before the programme begins.

CORE GUIDE 04

4. What it actually takes

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Check licensing, zoning, and tax rules for your own city and state before starting.

If the programme involves minors — a school, a youth organisation, or a mentoring charity — background-check and child-protection requirements may apply. Check licensing, zoning, and tax rules for your own city and state before starting. Confirm every applicable requirement before quoting. [VERIFY]

Staffing: solo for design. Delivery at scale needs facilitators, and if you get there, size it to real workload and pay a rate that is actually payable for training work in that state.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
Delivery	Package design and training as repeatable work.
Proof	Define measurement before the programme begins.

CORE GUIDE 05

5. Pricing

01 BUYER	02 DESIGN	03 DELIVERY	04 OUTCOME

Anchor on the mid tier. Design alone gets filed and forgotten; the training is what makes it real, and bundling them stops the client buying half a solution.

Price against the cost of the problem, not your hours. One employee lost in the first year costs an employer somewhere between a third and a full year’s salary to replace. A programme that saves two of them has paid for itself several times over, and that is the argument that closes.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
Delivery	Package design and training as repeatable work.
Proof	Define measurement before the programme begins.

CORE GUIDE 06

6. First 90 days, and the one metric

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Days 1–30. Three conversations with HR managers or programme managers. One question: who built your mentoring programme and what did it cost?

Days 31–60. Build the design document template once, using a real organisation as the example. Offer the first one at a reduced fee in exchange for a reference.

Days 61–90. Deliver one mentor training session. Get it in writing that it happened and what the client thought.

The metric: signed engagements per quarter. With a sales cycle this long, anything measured weekly will only tell you that nothing happened.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
Delivery	Package design and training as repeatable work.
Proof	Define measurement before the programme begins.

CORE GUIDE 07

7. Honest assessment

01 BUYER

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This is a difficult entry model and should not be the first line launched.

The reason is structural, not fixable by effort: mentoring is the one service in this set that most people expect to receive for free, and the organisational version — where money genuinely exists — has a sales cycle measured in quarters and a buyer who moves on an annual budget calendar. A new operator with no runway cannot wait that out.

Where it does earn its place: as a second offer to a client who already bought something else from you. An employer who has paid for one piece of work is a warm buyer for a mentoring programme; a cold employer is not. Treat this as an expansion line, not an entry line.

BUSINESS LENS	CONTROL
Buyer	Sell to the organisation with the problem and budget.
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Proof	Define measurement before the programme begins.

CORE REFERENCE

Startup Cost Reference

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The source model is deliberately light on equipment; the real startup commitment is insurance, reusable materials, and time.

Item	Cost	Notes
LLC, EIN, bank, domain	See setup guide	—
Professional liability (E&O)	$30–60/month	Advisory work to organisations
General liability	About $32/month	Required if you deliver on client sites
Training materials	Your time	Build once, reuse every engagement
Realistic startup	$400–1,000 first year	Almost entirely insurance

CORE REFERENCE

Pricing Reference

01 BUYER

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Anchor on the mid tier. Design alone gets filed and forgotten; the training is what makes it real.

Tier	Price	What it is
Low	$1,500–3,000	Programme design document only
Mid — recommended	$5,000–12,000	Design, mentor training delivery, and a measurement framework
Premium	$2,000–4,000/month	Design plus running the programme for a year, including matching and reporting

WORKSHEET 01

Startup Checklist

01 BUYER

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DONE	ACTION	OWNER DATE NOTES
☐	Identify three organisations that run or want a mentoring programme.	
☐	Ask who built each programme and what it cost.	
☐	Confirm the organisational buyer, budget calendar, problem, and procurement path [VERIFY].	
☐	Check licensing, zoning, and tax rules for your own city and state before starting.	
☐	Confirm professional liability, general liability, and client-site coverage [VERIFY].	
☐	Choose one bounded design-document offer and one mentor-training offer.	
☐	Build the matching, training, session, measurement, and reporting templates once.	
☐	Confirm participant privacy, accessibility, background-check, and child-protection requirements [VERIFY].	
☐	Track signed engagements per quarter.	

WORKSHEET 02

Tools and Operating Budget Worksheet

01 BUYER
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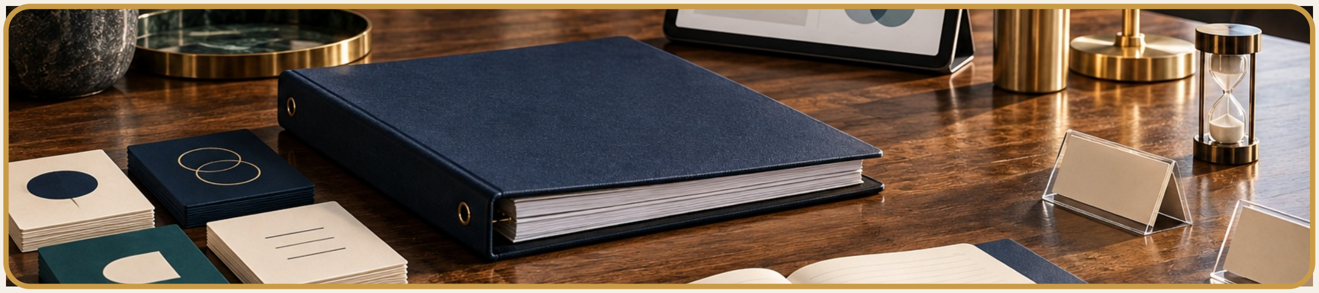

DELIVERY KIT | Reusable materials, measurement tools, participant records, and reporting controls support each engagement.

ITEM	NEEDED	ESTIMATE	ACTUAL	NOTES
Business setup and banking [VERIFY]				
Professional liability insurance [VERIFY]				
General liability and client-site coverage [VERIFY]				
Laptop, presentation, and video platform				
Scheduling, CRM, and invoicing				
Reusable mentor-training materials				
Printing and participant workbooks				
Background checks when applicable [VERIFY]				
Travel and venue costs [VERIFY]				
Accessibility accommodations [VERIFY]				
Cash reserve for the sales cycle				

BUDGET CONTROL

TOTAL ESTIMATE: _________ TOTAL ACTUAL: _________ CASH RESERVE: _________

WORKSHEET 03

Pricing and Estimate Template

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CLIENT	SERVICE LOCATION	ESTIMATE NUMBER	DATE

SERVICE OR INPUT	BASIS	AMOUNT
Discovery and programme assessment	Interviews, document review, and objectives	
Programme design document	Matching, structure, measurement, and paperwork	
Mentor training delivery	Sessions, participant count, and location	
Matching administration	Volume and matching method	
Programme management	Term, cadence, and reporting	
Materials	Print, digital, and participant tools	
Travel / venue [VERIFY]	Written reimbursement rule	
Accessibility support [VERIFY]	Confirmed accommodation scope	
Tax [VERIFY]	Applicable service rule	
Total estimate		

TOTAL ESTIMATE	DEPOSIT OR AUTHORIZATION	VALID THROUGH

WORKSHEET 04

Engagement Scope and Authorization

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FIELD	AGREED DETAIL
Client organisation and authorised contact	
Business problem and programme objective	
Participant group and estimated volume	
Design-document deliverables	
Matching criteria and decision authority	
Mentor training format, date, and attendance	
Programme calendar and communication cadence	
Measurement framework and data source	
Reporting format, frequency, and recipients	
Client responsibilities and approvals	
Participant privacy and confidentiality [VERIFY]	
Minor-participant and background-check controls [VERIFY]	
Accessibility and accommodation responsibilities [VERIFY]	
Change-order and cancellation terms [VERIFY]	
Acceptance, payment, and signatures	

WORKSHEET 05

Invoice Template

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BUSINESS	CLIENT	INVOICE NUMBER	DATE DUE

DESCRIPTION	QUANTITY	RATE	AMOUNT
Discovery and programme assessment			
Programme design document			
Mentor training delivery			
Matching administration			
Monthly programme management			
Materials			
Travel / venue [VERIFY]			
Approved additional work			

SUMMARY	AMOUNT
Subtotal	
Tax [VERIFY]	
Credits / adjustments	
Total	
Balance due	

WORKSHEET 06

Job Log and Lead Tracker

01 BUYER ________

02 DESIGN ________

03 DELIVERY ________

04 OUTCOME ________

DATE	LEAD SOURCE	NEED OR SCOPE	QUOTE	STATUS NEXT STEP

CLIENT	STAGE	BUDGET CYCLE	VALUE	NEXT STEP

ONE METRIC

SIGNED ENGAGEMENTS PER QUARTER: __________ PIPELINE VALUE: __________ NEXT BUDGET DECISION: __________

WORKSHEET 07

Compliance Participant and Data Controls

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Check licensing, zoning, and tax rules for your own city and state before starting.

CHECK	CONTROL	INITIALS NOTES
☐	Licensing, zoning, tax, and client procurement rules are confirmed [VERIFY].	
☐	Professional liability, general liability, client-site, and subcontractor coverage are confirmed [VERIFY].	
☐	Programme objectives, deliverables, decision rights, and measurement limits are written.	
☐	Participant consent, privacy, confidentiality, records, and data-retention rules are confirmed [VERIFY].	
☐	Background-check, safeguarding, reporting, and child-protection duties are confirmed before any work involving minors [VERIFY].	
☐	Accessibility, accommodation, nondiscrimination, and complaint pathways are confirmed [VERIFY].	
☐	Mentor selection, matching, boundaries, escalation, rematching, and exit procedures are documented.	
☐	Training attendance, programme activity, client approvals, invoices, and reporting records are retained.	

STOP RULE

Stop when the buyer, authority, participant group, safeguarding duty, privacy rule, measurement source, insurance, or engagement scope cannot be confirmed. Mark the issue [VERIFY] before accepting participants or delivering the programme.