

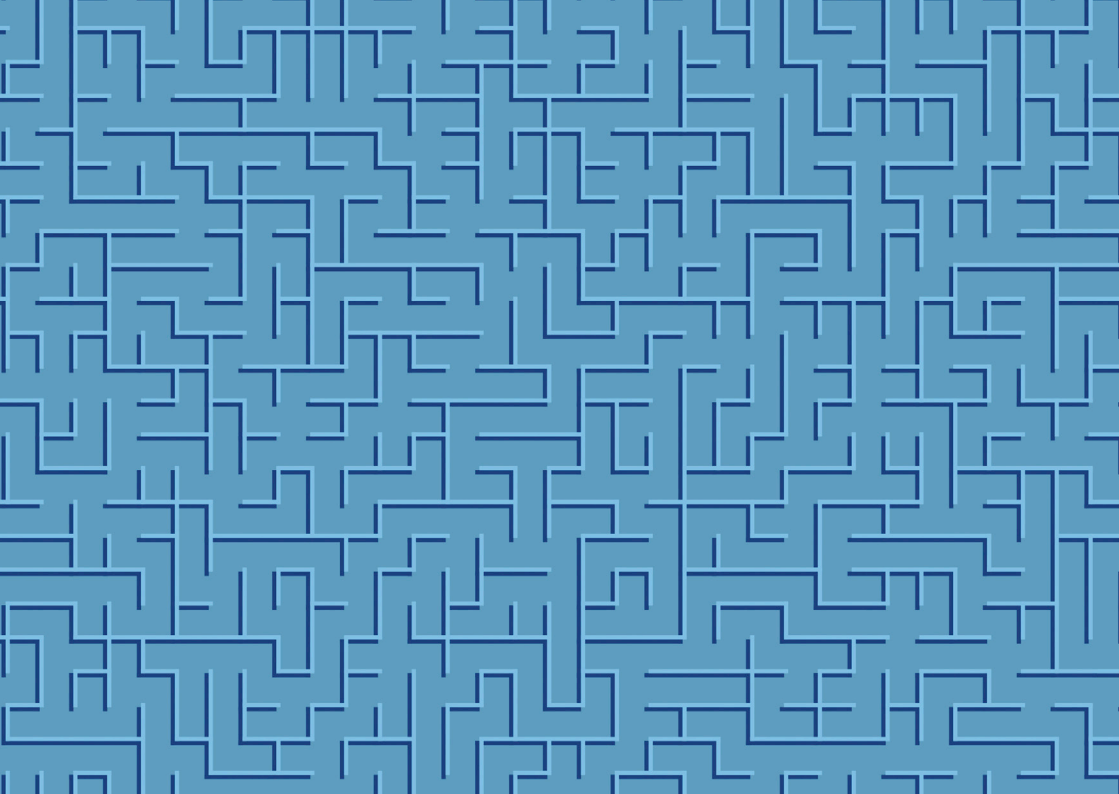


FOR



GLOBAL
ENTREPRENEURSHIP
WEEK
UNITED KINGDOM

**Mentor
Handbook**



In This Handbook

Global Entrepreneurship Week 16th-22nd November 2015

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Global Entrepreneurship Week

16TH-22ND NOVEMBER 2015

Global Entrepreneurship Week (GEW) is the world's largest celebration of innovators and job creators; who launch startups that bring ideas to life, drive economic growth and expand human welfare.

During one week every November, GEW inspires people through local, national and global activities, designed to help them explore their potential as self-starters and innovators. These activities, from large-scale competitions and events to intimate networking gatherings, connect participants to potential collaborators, mentors and even investors.





Section 1

MENTORING

Why mentoring is important

*“Research has shown that **70%** of small businesses that receive mentoring survive for five years or more, which is double the rate compared with non-mentored entrepreneurs.”* **FEDERATION OF SMALL BUSINESSES**

*“...37% of young entrepreneurs globally consider **their mentor more influential than money** to the success of their business.”* **YBI**

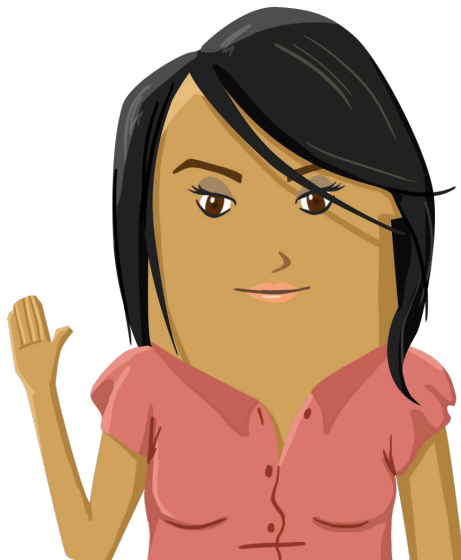
*“... **Mentorship** that comes as a result of the loan, for me, was far **more valuable** than the loan itself! I can't thank my mentor enough for sharing her time and experience with me.”* Entrepreneur: **PIPPA OF PIP & NUT**

*“If I had not been provided with a mentor, I would not have **made some of the better business choices** because I wouldn't have known any better.”* **YBI ENTREPRENEUR**

“My **Mentor** helped my self esteem by **encouraging me** to challenge my negative mind set, ‘No one will buy my services, I’m not good enough.” **YBI ENTREPRENEUR**

“**Mentoring** was a great experience. I enjoyed learning about new businesses, meeting new people and it was a **great opportunity** for me to **give something back...**” Mentor: **JULIE BAKER**

“Becoming involved as a **Mentor** has been a great way of **transmitting my skills** to help fledgling businesses and at the same time is **fun and stimulating.**” Mentor: **SIMON BARKER**

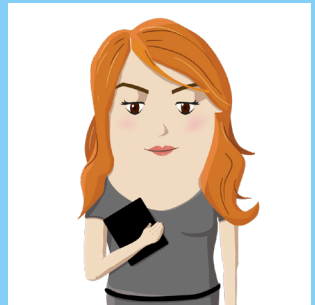
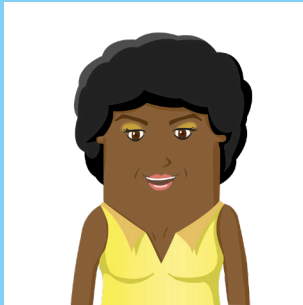
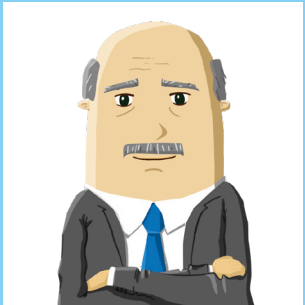
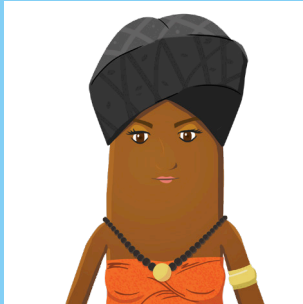
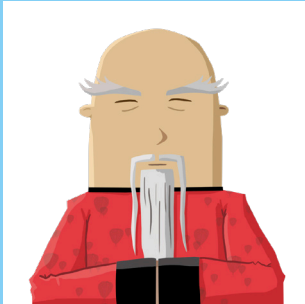


What is mentoring

Mentoring can be described as a partnership between two people who have different levels of experience. A mentor provides support and confronts issues and challenges identified by the mentee. It is a positive, developmental activity, not a remedial one.

The word “Mentor” comes from Greek and is based on mythology. Before setting out on an epic voyage, Odysseus entrusted his son, Telemachus, to the care and direction of his old and trusted friend Mentor, thus creating the first mentoring partnership.

‘Mentor’ has since evolved to mean different things...



Mentoring has many definitions...

“Help by one person to another in making significant transitions in knowledge, work or thinking.”

MEGGINSON & CLUTTERBUCK, 1995

“A one-to-one relationship between two people, where one individual is prepared to assist in the professional and personal development of another.” **GARDNER, 1996**

“A mentor serves as a guide, a supporter... and a role model.”

**CHAPEL & TATUM,
2003**

OUR DEFINITION

“Mentoring is a practical approach to helping entrepreneurs develop their own abilities and insights as they start and grow their business.”

YBI

“A close developmental relationship between experienced and less experienced individuals.”

COLLINS, 1979

Myth buster – what mentoring is NOT

- **Business consultancy** – a consultant advises someone on a specific task in a commercial relationship. Mentors generally work on a voluntary basis; providing new perspectives and empowering the entrepreneur to develop and grow
- **Business coaching** – coaching has a shorter-term, task-orientated focus; mentoring has a longer-term relationship focus. The mentor seeks to improve specific skills, knowledge or behaviours and at times may use coaching techniques
- **Getting stuck in the details** – the role of the mentor is to help the mentee look at the business from a broader perspective i.e. taking a ‘bird’s eye view’. The mentee can then view his/her options without getting weighed down by details
- **Direct sponsorship** – a mentor should, in general, not act as a sponsor for the mentee i.e. by placing the mentee in a favourable position with a third party. This can create dependency and create a potential conflict of interest
- **The “secret” police or industrial espionage** – the mentor is not there to spy on the mentee or his business for the competition, the mentoring team or any financial institution. The relationship is confidential and the mentor’s duty of care is towards the mentee

Myth buster – what mentoring IS

- **A two way relationship** – mentoring works best between two parties that are committed to the relationship for an agreed period of time
- **Developmental, building capacity and skills** – a key role for the mentor is to help the mentee reflect on his/her actions and use these experiences to make more informed decisions. The role of the mentor is to help the mentee identify strengths and weaknesses, and building the skills required by the budding entrepreneur
- **Building self-reliance** – a key role of the mentor is to help the mentee to help him/herself. This is particularly relevant for the mentee who will need to show he/she has the confidence and competence to 'go it alone'
- **Trusting and supportive** – the mentor and mentee need to build a relationship based on trust. This happens when both parties honour their commitments, keep promises and show that they are reliable
- **A mutual learning experience** – both parties will want to benefit from the time they spend together. The mentee should benefit from the experience of the mentor, and the mentor should benefit from giving something back by learning something new or gaining inspiration from the enthusiasm and accomplishments of the mentee

Mentoring can happen in two ways:

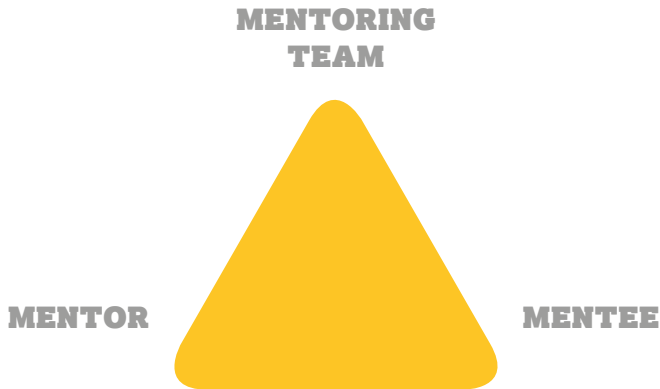
- **Face to face** – sessions are done in person. If doable this is usually the best way to get started in a relationship and should be used as much as possible
- **Remote** – for various reasons you may not be able to meet face to face, then sessions can also be arranged by Skype or phone and in some instances emails

MENTORING CAN TAKE DIFFERENT FORMS:

- **Formal** – sessions that are structured for a fixed time period and usually planned in advance. They form the bedrock of the relationship
- **Informal sessions** – these sessions are more spontaneous and varied in length. Informal sessions work best when they are mixed with formal sessions. They can include: face-to-face, remote, email or even messaging
- **Group mentoring** – usually involves a mentor working in a group with 2 or more mentees representing 2 or more businesses. These sessions are very collaborative as mentees learn from their fellow entrepreneurs as well

Key people in a mentoring relationship

Research suggests a mentee's success is greatly influenced by the nature of the support he/she receives. The mentoring team, though not involved in the day to day relationship, does play a key role in ensuring that both the mentee and the mentor follow the programme's policies and principles. The mentee will also need to know what on-going support is available during and after the mentoring relationship has come to an end. For this reason an important part of mentoring is sharing written updates with the mentoring team and letting them know how you are getting on.



Why should I be a mentor?

Having a mentor is proving an invaluable asset to start-ups. Being a mentor can be both rewarding and a great learning experience in equal measures. With just a few hours a month, you can guide and support promising entrepreneurs in this crucial phase of their start-up journey.

AS A MENTOR YOU:

- give back to the community and support the economy
- expand your network and knowledge
- get exposed to new businesses and ideas
- learn new skills from the mentoring process and entrepreneurs
- develop leadership and management skills
- develop and practice interpersonal skills
- gain personal satisfaction through supporting the development of others





Section 2

THE MENTORING JOURNEY

The Mentoring Journey

ESTABLISHING THE RELATIONSHIP.

Get to know each other and establish ground rules

1

MAINTAINING THE RELATIONSHIP

Explore goals, identify challenges & find solutions

2

ENDING THE RELATIONSHIP

Establish independence and self-reliance

3

Establishing the relationship:

YOUR FIRST MEETING WITH YOUR MENTEE

Useful tips to get the most out of your first meeting:

Before your meeting:

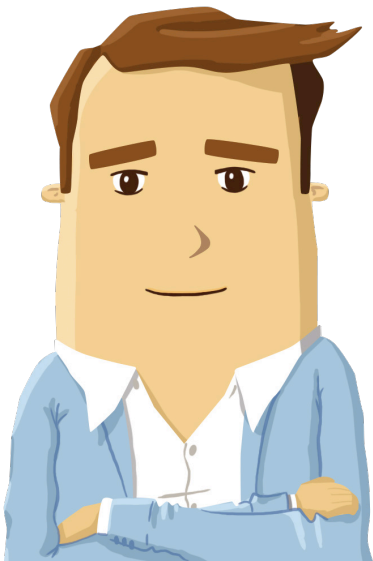
Make contact with your mentee by email, phone or your preferred choice of communication to:

- exchange contact details (in case of last minute changes)
- get to know one another
- provide additional background information (e.g. business plans or professional experience)
- agree on venue, time and frequency of meetings
- be aware of any special needs or circumstances

During your meeting

- focus on getting the relationship off to a good start (build rapport)
- acknowledge that the relationship is two-way and voluntary
- share expectations you have of the mentoring relationship
- establish ground rules (more details on page 16)
- decide on type of meetings (in person, phone, online)
- discuss the preferred way of communication (phone, email, in person)
- discuss how to keep track of progress
- complete any admin work required by your mentoring team





In order to be in a position to review your progress and achievement of the objectives, try to establish a timetable of regularly spaced meetings.

Research suggests that meeting every 4-6 weeks is most beneficial; together you can decide what works best for the relationship.

Whatever both parties agree should fall within the guidelines provided during the matching process.

Set the ground rules

1. Professional vs personal lives – the relationship is predominantly about the mentee's business. It is ok to talk about each other's personal lives but it is up to the discretion of the mentor and mentee how much they wish to share

2. Level of involvement – mentor and mentee should decide on and abide by an agreed contact schedule. Be considerate of one another and avoid making excessive demands on each other's time

3. Achieving agreed objectives – the mentor will assist the mentee in achieving the agreed objectives but will let the mentee run his/her business independently

4. Regular reviews – both parties should review their relationship and the mentee's business progress on a regular basis, and check each other's level of comfort at the end of each meeting

5. Mentor's authority/name – the mentee will use the mentor's authority/name only with the mentor's consent

6. Confidentiality – the mentor will not communicate his/her knowledge of the mentee to other parties without the mentee's consent



Confidentiality is King

“Anything said during the course of a mentoring meeting is confidential to the parties involved and should not be repeated without the express consent of those individuals”

YBI DEFINITION OF CONFIDENTIALITY

POINTS TO THINK ABOUT:

- **Confidential Information** – agree upfront what confidential information is and how it can be shared; remember you will need to let the mentoring team know how you are progressing
- **Business information** – keep all business information of each other safe and secure
- **Personal information** – sharing personal information is often a sign of a good relationship but as a general rule treat it like business information
- **Concerns** – if you have any concerns about your mentoring relationship, please reach out to your mentoring team, at any point, in confidence

Effective ways to build TRUST

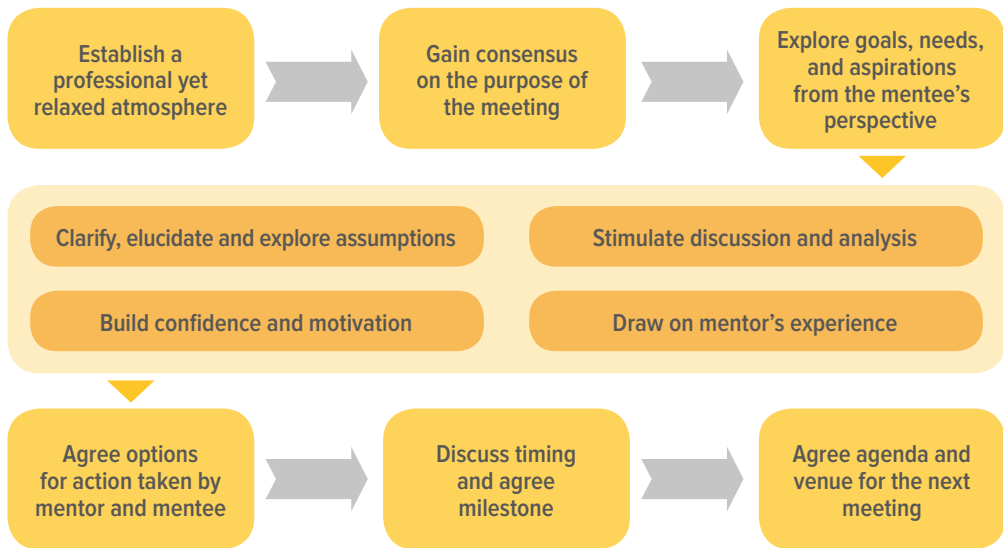
Building a foundation of mutual trust and respect in your mentoring relationship will be a key success factor. Your mentee's trust in you will depend on your ability to show that you care/ are motivated, on your competence and integrity.

KEY PRINCIPLES OF BUILDING TRUST:

- **Get to know your mentee** – talk about their business and their life outside it (as much as is acceptable). Try to understand what they think and why. Value their viewpoint
- **Do what you say you're going to do** – agree what you are aiming to achieve through your mentoring sessions. Be reliable and always do what you say you are going to do
- **Communicate openly and honestly** – discuss issues as soon as they arise. Ask for and give feedback regularly
- **Don't be afraid to challenge** – your open, honest relationship will allow you to challenge your mentee constructively to explore a wider viewpoint
- **Let your mentee know** – if you are not sure how to proceed or get the most out of the mentoring relationship. Alternatively, speak with your mentoring team



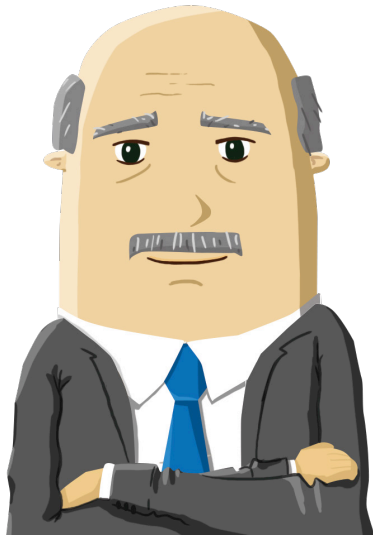
Structuring your subsequent sessions



Based on Clutterbuck 'Everyone needs a Mentor' 2001

What skills does the ideal mentor have?

- **Listening skills** – (more information on page 29)
- **Ability to clarify** – with appropriate questions to ensure proper understanding of the challenge or situation
- **Ability to question** – to explore further creative solutions and consequences
- **Readiness to act** – on what has been agreed
- **Willingness to be proactive and flexible**
– in communication and action



Top 5 pit falls in the mentoring relationship and how to resolve them

- 1. Inadequate definition of roles and ground rules** – lack of clarity of ground rules will make it difficult for the relationship to develop and trust to build. It may also lead to false expectations and unreasonable demands by one party on the other. Set the ground rules and revisit them regularly
- 2. Conflict of interest** – expanding the mentoring partnership into other areas like becoming a shareholder, a non-executive director, or engaging in a business partnership may create a conflict of interest. This will impede the independence of the mentoring relationship and potentially void your mentorship agreement
- 3. Mentee wants to give up** - after the initial excitement of drawing up the business plan, it is not untypical that the mentee will face real challenges as the business progresses. When this happens, mentors can make a difference by helping the mentee through the uncertainty and giving them the drive to facing the challenges
- 4. Conflicting values** – the mentor and mentee may have different ethical values on how to conduct business. Be open about your personal standards; if the gap is too wide the relationship may suffer. If this happens reach out to your mentoring team to discuss how to move forward
- 5. Mentee not engaging** – the mentee doesn't respond to calls, emails or efforts to arrange meeting dates. The mentee should be reminded that mentoring is at its most effective when contact is constant. At times, the mentor's role is to help develop the mentee's professional ways of working. If these efforts are not successful, reach out to the mentoring team for assistance

How do I really know the mentoring relationship is working properly?

You might wonder over time whether your mentoring relationship is working. Unfortunately there is no test that can tell you if you are getting it right (apart from you telling each other).

You are probably getting things right if:

- You have regular meetings
- You are developing a good rapport
- You feel like your mentee has opened up about their goals and objectives
- Your mentee has learnt new things from your sessions
- You're really listening to them (not just pretending to)
- Your mentee appears to be developing both personal and business skills

Top 6 habits a mentor should avoid

- Starting from the point of view that you – from your vast experience and broad perspective – know better than the mentee what is in his or her best interest
- Decide what you and your mentee will talk about
- Do most of the talking and check frequently that they are paying attention
- Never ask them what they should expect of you – how would they know anyway?
- Neither show or admit any personal weakness – expect to be their role model in all aspects of career development and personal values
- Discourage any signs of levity or humour – this is a serious business and should be treated as such

Source: Adapted from David Clutterbuck's 12 habits of a toxic mentor



Ending the relationship

There will be a time when the relationship will begin to draw to an end. At this point you must both 'let go' so that the mentee can maintain their independence. It is the responsibility of the mentee to build on and put what they have learnt into practice.

Although the two of you will probably continue to have some form of interaction, it should be on a more informal basis. Let your mentoring team know when you've arranged your last session so that they can arrange a final review for both parties.



TIPS FOR SUCCESSFULLY ENDING A MENTORING RELATIONSHIP

Fixing a date for your last meeting - have a chat with your mentee beforehand and decide on a date. Remind each other of the date of the last session in the meeting before this so that you can prepare for it

Other ways to support – you might like to encourage your mentee to look at ways that they can continue their learning; for example by attending other workshops or professional events

Celebrating your success - have a look back at the goals you set when you first met – remember success is measured by the mentee and their goals and development

Saying goodbye - imagine how you can end the session on a celebratory note. You could have a chat about what you enjoyed most, the most important things you've learned or if you'd stay in contact informally

Evaluating & Administration – check with your mentoring team on any administrative work which needs to be done before the official end. You may be asked to complete a Mentoring Relationship Outcome (MRO) form. It doesn't take too long and it's really helpful to see how you got on. It also helps the mentoring team to identify any improvements they can make to the mentoring journey



Section 3

MENTORING TOOLKIT AND SKILLS

Communication Skills

Professor Albert Mehrabian's communication theory relates to communications where the need to understand is great. This is also applicable in mentoring. He states that:

“55% is BODY language, 38% TONE of voice and 7% Words”

LISTENING SKILLS

Active listening is more than just hearing what the other person has said. It is a critical tool for effective Communication!

OUR TIPS ON BECOMING A GREAT LISTENER:

Look interested - quality listening starts with both parties paying attention to each other, e.g. eye contact, open expression and managing potential interruptions

Inquire with questions – use open-ended questions to inquire deeper: What, why, when, where, who and how?

Stay alert - communication is not just about words; listen also to the tone of voice and watch the body language as well

Test your understanding - repeat back the information you have heard for clarification and to avoid making unintended assumptions

Empathise - show you empathise by using words like 'must' in conversation e.g., “Your deadline must be a concern for you.”

Neutralise your feelings - everyone has biased views or prejudices. Try to put these aside, or it will risk impeding your ability to listen and to give or receive guidance

Clarify & Question with the 5C

Mentors help mentees to focus on Challenges, Choices, Consequences, Creative Solutions and Conclusions. This model provides a 'journey map' for facilitating a structured mentoring session about a specific challenging situation. The 5C's will help to explore and identify the best ways to move forward:

- **Challenges** – understand the situation and the specific challenges involved
- **Choices** – explore the possible options available to tackle the challenges
- **Consequences** – identify the consequences of each option; positives and negatives, like a mini SWOT analysis (more on this later)
- **Creative solutions** – with the understanding of the above, take a step back and think about potential creative ways of addressing the challenge differently
- **Conclusions** – choose the most appropriate path based on the analysis and take action.

TIP: The model is explained in a structured sequential process for explanatory purposes. In practice, you may end up jumping between the stages and moving through the process a couple of times. Don't let the structure impede your communication and flow – just keep track of the main points to be able to draw a conclusion at the end.



Source: Mike Pegg "Art of Mentoring"

GROW an alternative to 5C

The GROW model is a simple method for goal setting and problem solving. It can be used as an alternative approach to the 5C model, and is particularly useful for less structured discussions.

- G** **Goal** – Where do you want to get to?
What is your goal?
- R** **Reality** – Where are you right now?
- O** **Options & Obstacles** – What options do you have and what obstacles do you need to overcome?
- W** **Way Forward** – What do you need to do to implement the most appropriate option?



GOAL

REALITY

**OBSTACLES/
OPTIONS**

**WAY
FORWARD**

The SWOT analysis

The SWOT analysis is a useful tool to analyse people, businesses, products, or situations. By looking at the 4 aspects listed below it will help you identify and develop a strong strategy.

It is a good 'check in' tool for both mentees and mentors.

STRENGTHS

What is your competitive advantage?

Things to think about:

- Unique selling points
- Experience, knowledge, data
- Price, value, quality

WEAKNESSES

Where is your Achilles' heel?

Things to think about:

- Lack of funding
- Lack of reputation, presence, reach (early start up)
- Morale, commitment, leadership

OPPORTUNITIES

What opportunities will this lead to?

Things to think about:

- Timing of launch
- Product development
- Partnerships, agencies, distributors

THREATS

What challenges lie ahead?

Things to think about:

- Environmental aspects, legal aspects
- Running out of funding/money
- Competitors opening a shop nearby

Insightful questions to ask

MENTOR

- What will give you the most value from today's session?
- What do you want to focus on at this point in time?
- What is keeping you awake at night?
- Describe your present situation in detail
- What is happening now that is working well?
- What do feel YOU have control over?

NOTE: Asking questions that begin with 'how' rather than 'why' can help to move things forward



Additional sources of information

The Mentor's Book

Mike Pegg, 2003 (Management Books 2000, ISBN 1-85252-440-5)

Everyone Needs a Mentor

David Clutterbuck, 1994 (IPD, ISBN 0-85292-461-5)

Be an Entrepreneur (Entrepreneurship: Principles & Practice)

Edited by Professor Ahmed Alshumaimri King Saud University, 2011
(Al-Shegry Bookstore, ISBN 978-603-8052-17-4)

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