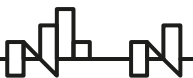


Mentor Workshop – Induction

Agenda

- Introductions & Agenda
- Who is ...?
- Who are our mentees?
- Our mentoring approach
- Roles and responsibilities in mentoring
- Processes in mentoring: Garvey's 3-phase model
- Matching
- Values: Exercise
- Techniques: An overview
- What next?
- Questions and answers

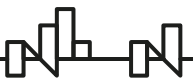


Introductions

- Division into groups of 2
- Time: 8 min (4 min per person)
- Afterwards, each person briefly introduces her/his interlocutor in 30 sec.

Guiding questions:

- Who are you?
- What do you do?
- Have you worked with a mentee before?
- What are your expectations of today's workshop?



Who are...

Who are we?

- Name of organisation
- Name of trainers delivering the workshop
- Experience in mentoring

Objectives and scope of organisation

- Date of registration
- # of employees
- Objectives, mission
- # of hours of support delivered per year
- Regional coverage

Who are our mentees?

- Entrepreneurs from the region
- Either currently in the start-up process or active for less than 3 years.
- Age: 20-35 years
- Predominantly businesses in services

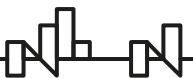
Typical topics:

- Development of a sustainable business model
- Strategy, entrepreneurial orientation
- Development as an entrepreneur
- Development as a person
- Acquisition of customers; marketing & sales



What our mentees wish for

- "Decision-making and reflection aid".
- "Impulse giver who discusses visions and goals and does not immediately label everything as impossible"
- "Someone who deals with our problems and finds the company exciting"
- "A contact person who shares their experiences and passes on tips"
- "I hope the mentor can also help me grow on a personal level"
- "New perspectives and someone I can rely on"



Our approach to mentoring

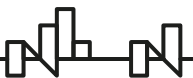
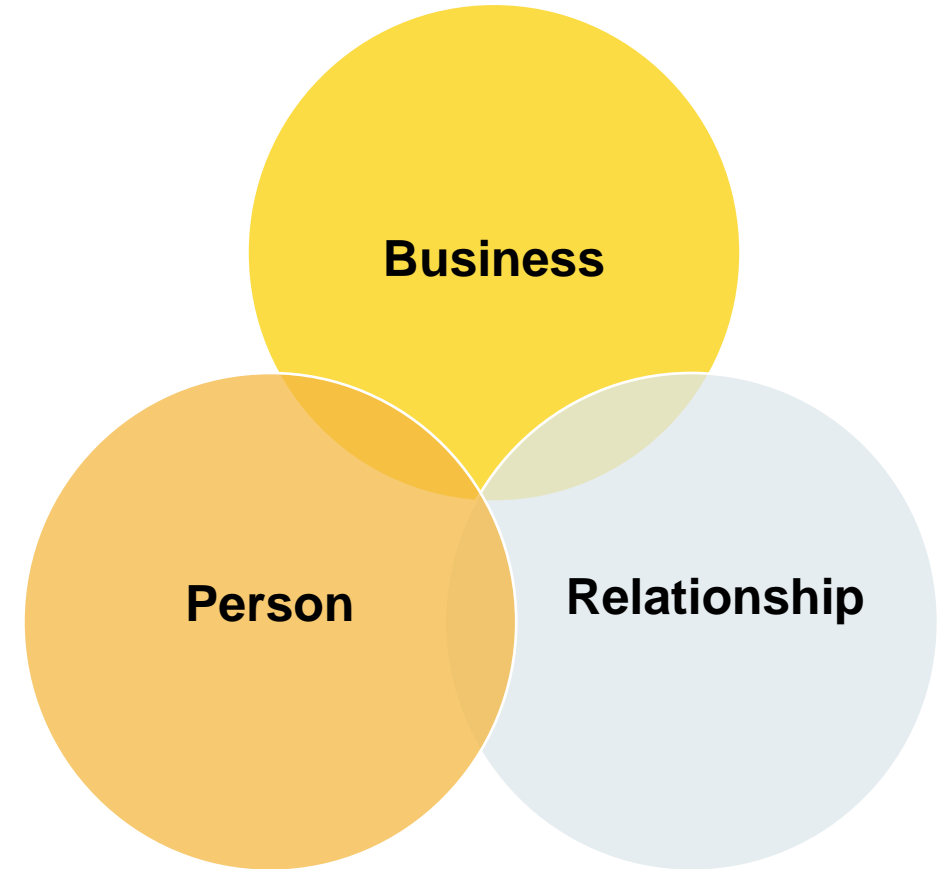
"**Mentoring** is a learning relationship between two people. It requires trust, commitment and emotional connection. It involves listening, questioning, challenging and supporting. Mentoring has a time frame."

Prof. Bob Garvey

- Mentoring works best in a phase of transition.
- In mentoring, the mentee's agenda always comes first

Typically, three topics are worked on:

- Mentee's business
- Personal development
- Relationship between mentee and mentor



Roles and Responsibilities

Mentee:

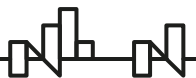
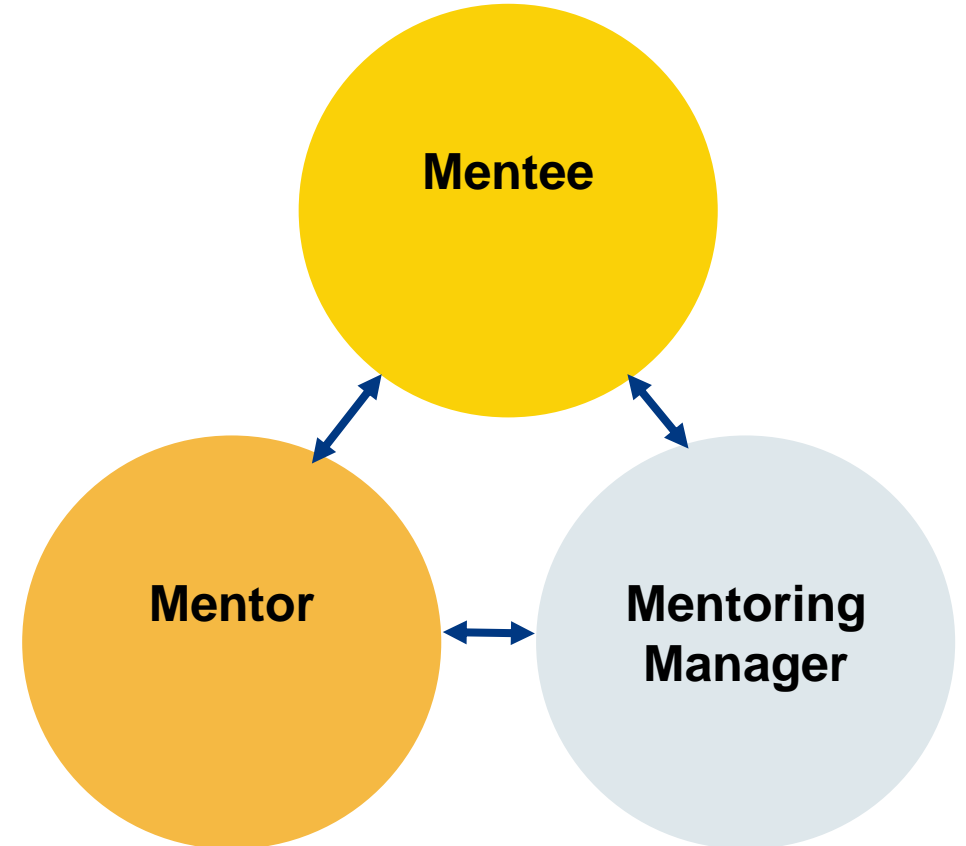
- Drives the agenda
- Responsible for progress
- Responsible for the relationship

Mentor:

- Responsible for the process
- Responsible for the relationship
- Use of appropriate techniques and processes

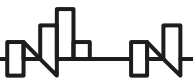
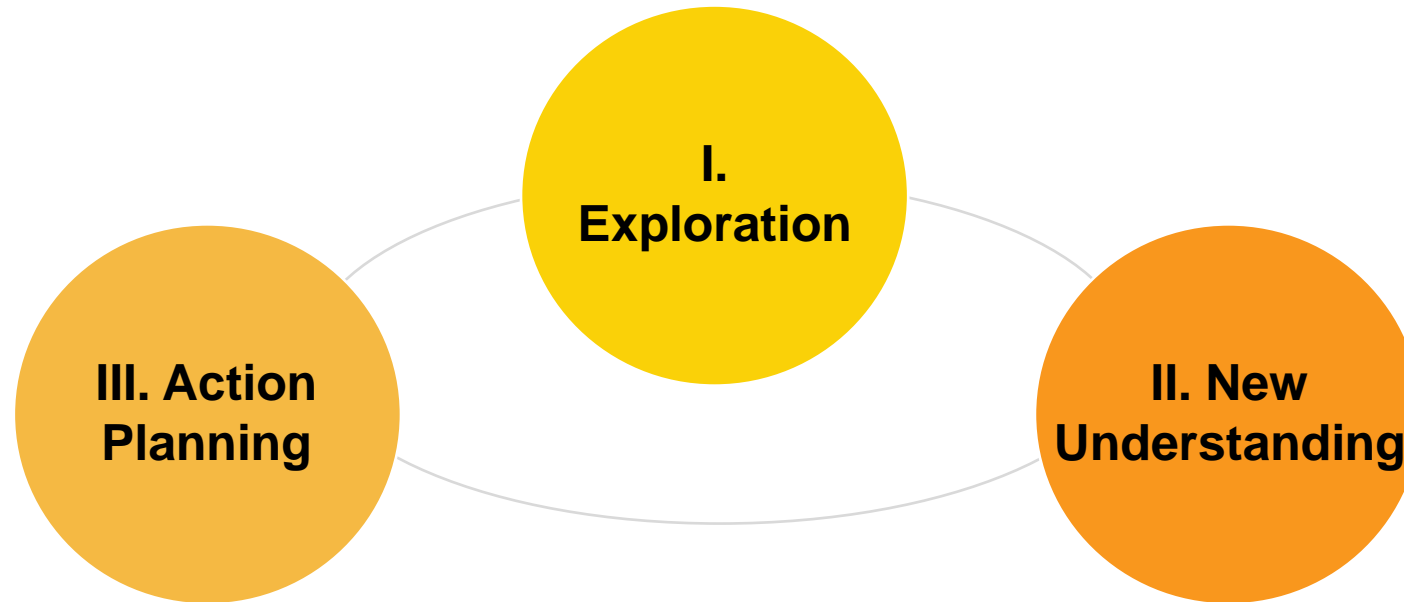
Mentoring Manager:

- Ongoing support for mentors and mentees
- Selection and matching
- Monitoring and evaluation



3-Stage-Model (B. Garvey)

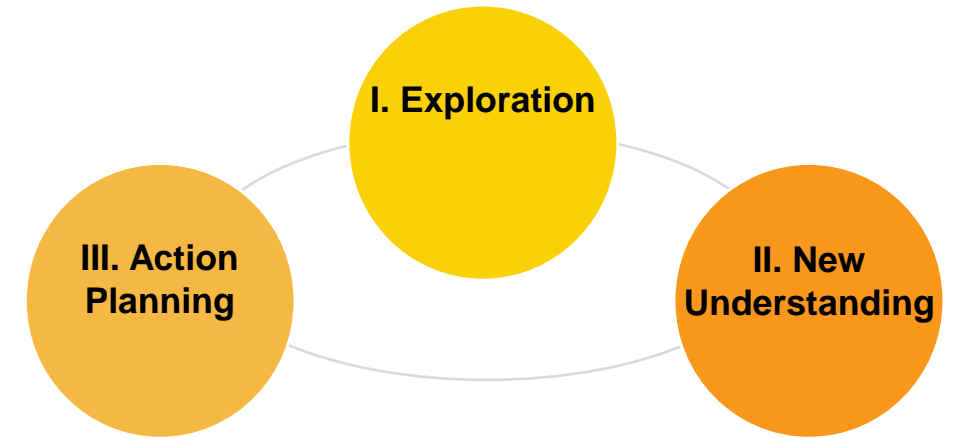
Mentoring involves a number of processes. Different mentors have different strengths and work in different ways. Regardless of which approach or style you use, you might want to work within a framework to offer the mentee the most help possible.



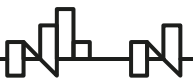
3-Stage-Model (B. Garvey)

»The model can be used in different ways:

- To think about what mentoring involves and to assess yourself as a mentor.
- As a timetable for a meeting to work through the phases
- As a map of the mentoring process - to see what points have already been covered and what still needs to be addressed
- To review the mentoring relationship over time as the mentee moves towards achieving the goals set at the beginning of the relationship
- To improve the shared understanding of the mentoring process and the mentoring relationship, and to develop the mentee's ability to apply the model independently.«



Garvey, B. (1998:31)



Matching

Relevant matching criteria are whether the mentor's experience fits the mentee's needs. Our criteria are:

- Shared values and beliefs
- Availability
- Learning styles
- Skills/experience
- Location
- Entrepreneurial experience
- Sector specific knowledge
- Experience edge
- Interests

- Matching is not an exact science, but uses information that the mentor and mentee provide, for example, in their profiles, in the interview and in workshops.
- The more similarities mentor and mentee have, the easier it is to establish a good working alliance and build trust.
- The greater the differences, the more opportunities there are to learn from each other.

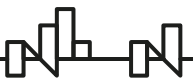


Exercise: Values

Select 10 values from the list that are particularly important to you - as behavioural guidance or as elements of a positive way of life.

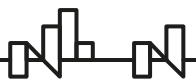
Add your own values to this list as you wish.

Time allowed: 7'



Values & Principles

- adventure
- working on my own
- help other people
- recognition
- working with others
- working under pressure
- working peacefully
- excitement
- professional development
- democracy
- service for the public
- effectiveness
- honesty
- fast-paced life
- influence on others
- commitment
- close relationships
- determination
- ethical behaviour
- expert knowledge
- family
- helping others
- friendship
- cheerfulness
- challenges
- inner harmony
- integrity
- intellectual status
- competence
- controlling others
- cooperation
- physical challenges
- creativity
- art
- performance
- nature
- rules/order
- personal development
- exploiting own potential
- quality of things
- participate in leadership
- money
- community
- quality relationships
- wealth
- purity
- religion
- fame
- self-respect
- safety
- exiting work
- love & affection
- power & authority
- top performance
- stability
- status
- spirituality
- spontaneity
- meaning of life
- environmental awareness
- independence
- responsibility
- financial security
- visions
- diversity & change
- growth
- wisdom
- truth
- ...



Techniques

Questions & Listening:

- Dialogic Choices (Garvey)
- Thinking Partner (Kline)
- Working with narratives

Decision making

- SWAT
- Rose-Bud-Thornes
- Effectuation process
- Scaling

Dealing with uncertainty and concerns

- Controlling the Controlables (Covey)
- Effectuation: Crazy Quilt, Lemonade principles

• Values and Principles, mind-set

- 3P-Model
- Pilot-in-the-Plane principle
- SWAT
- Rose-Bud-Thornes

• Strategy, Marketing & Sales

- Effectuation Process
- Business Model Canvas (Osterwalder)
- Story Board



References and Suggested Reading

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More information: YES! Thinking Space

<https://youngentrepreneurssucceed.com/thinking-space/>

