



Mentoring at TiE Version 2.0

An action research project to achieve world-class mentoring at TiE

Presented at TiECon Silicon Valley

**This report has been prepared by Ganesh Chella, co-founder of Executive and business Coaching
Foundation India. (CFI) for use by TiE**



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Introduction

Mentoring is central to TiE's mission and a very integral part of its value proposition.

As TiE member community and Chapters grow rapidly it sees a need to institutionalize and strengthen the existing Mentoring Programs Offered by its Chapters across the world. This is the origin of this Mentoring project.

The seeds for this project were sown at Khimsar when TiE invited Ganesh Chella, Co-founder of the Executive and Business Coaching Foundation India to do a session for the Charter Members at the Charter Member Retreat. Enthused by the response of those present and seeing the potential to improve TiE's Mentoring program to global standards. Mr. Suren G. Dutia, Chief Executive Officer, TiE Global, spontaneously invited Ganesh Chella to come to TiEcon Silicon Valley and do a similar session.

Ganesh Chella had extensive discussions with Mr.R.Ramaraj, Mr. Somnath Chatterjee, Mr. Suren Dutia and Mr. Seshan Rammohan about the most appropriate approach to the initiative. It was finally agreed that we would use the opportunity to present a comprehensive framework for Mentoring at TiE based on an action research approach.

*This report is the end result of this action research project. This report looks at the TiE Mentoring promise, the Mentoring need, the Mentoring models already in practice at various TiE Chapters; Global Mentoring models and distills the learnings from all of them to shape what we now call "**Mentoring at TiE -Version 2.0.**"In the session on May 15, 2008, Ganesh Chella will present the findings and the new mentoring framework and also obtain here and now feedback and validation.*

The end result of this project is a brand new Mentoring framework that TiE can implement across the world.



Acknowledgements

What started off as a session finally took the shape of a fairly involved project. This would not have been possible without the support of many.

I wish to acknowledge the support extended by Mr. Somnath Chatterjee at every stage, especially in co-coordinating with all the Chapters and obtaining information about current practices. I also wish to thank Mr.R.Ramaraj for guiding the project and validating the approach at every stage. I would also like to thank Mr. N. Raghunandan, Charter Member,

TiE, Chennai who took some time off during his recent visit to Boston to meet with some of the role holders and Charter members and obtain their inputs and pass it on to me.

My sincere thanks also to Ms.Bhargavi, consultant at totus consulting for supporting me on this project. Finally none of this would have been possible without the spontaneous sponsorship and support of Mr.Suren Dutia and Mr.Rammohan Seshan.

The Mentoring need

A Conceptual Appreciation

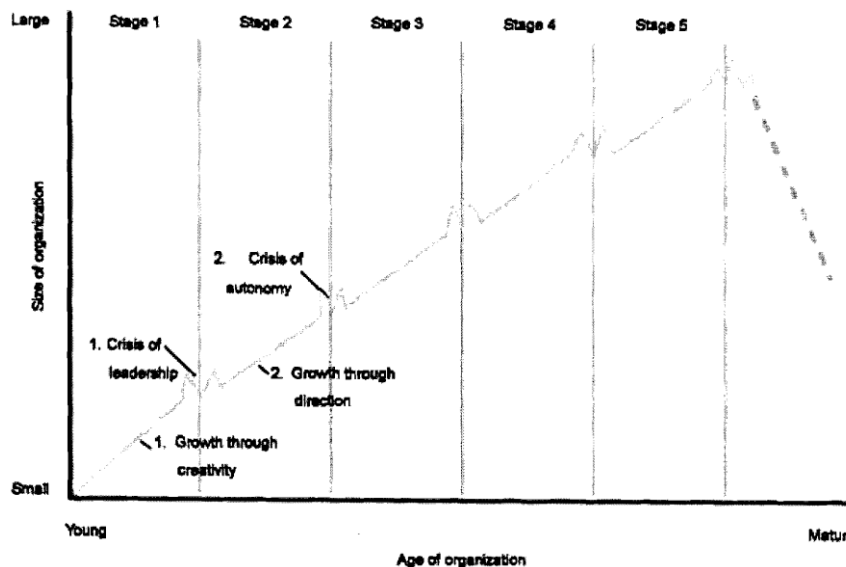
It seems obvious that the TiE Mentoring program must be based on a clear understanding of the mentoring need and more importantly the entrepreneurial context.

So, what is the need and context?

All entrepreneurs start with a great idea, an idea that can transform the world. The successful entrepreneurs in TiE are testimony to this adage. What entrepreneurs realize sooner or later is that great ideas by themselves are not sufficient conditions for success. Entrepreneurs need significant learning, support and inputs from an enabling eco-system in order to succeed.

Larry E. Greiner developed a life cycle model of growth to capture the stages through which Organizations pass in the course of their business. He identified five stages of growth and also suggested that each stage ended with a crisis and that Organizations needed to successfully manage and solve the problems associated with each crisis and that Organizations needed to successfully manage and solve the problems associated with each crisis in order to move on to the next stage only to encounter yet another crisis and move on.

Greiner's Model





The first stage in the Greiner model is growth through creativity which is typical of start ups and is characterized by entrepreneurial fervor in an informal setting and hard work to create a product and a market.

Greiner suggested that this stage ended with a crisis of Leadership characterized quite often by lack of direction, mounting managerial problems, unresolved conflicts and so on. Organizations that manage the crisis of Leadership would grow through clear direction.

In the article ***The Founder's Dilemma***, Noam Wasserman (February 2008, Harvard Business Review) presents some interesting statistics based on an analysis of 212 American startups between late 1990s and early 2000s. According to his research most founders surrender management control long before the company went public. In fact, he points out that by the time the venture was three years old, 50% of the founders were no longer the CEOs and fewer than 25% led their companies' initial public offerings.

All these point to the fact that beyond entrepreneurial passion and great ideas, there is a lot of know-how that goes into making an entrepreneur successful.

This is the know-how and wisdom that TiE endeavors to impart through mentoring.



The TiE context

Based on the available information from TiE and other sources we may classify the entrepreneurial journey into three phases:

1. Motivation Phase
2. Startup Phase
3. Scale up Phase

1. Motivation Phase: This is the phase in which an individual with an idea contemplates the possibility of becoming an entrepreneur and searches for the motivational trigger to give up what he has and to pursue his dream. In this phase he is still an aspiring entrepreneur. This phase ends when he takes the final decision to become an entrepreneur.
2. Start up Phase: This is the phase where the entrepreneur has made a firm commitment to pursue an idea, has given up his job, made some form of a business plan and is either ready to get started or has already started work. This phase ends when the entrepreneur has adequate evidence of the Viability of ideas after having pursued it for a reasonable period and is now looking to scale up.
3. Scale up Phase: This is the stage at which the entrepreneur has a reasonably viable business plan and an existing customer base and is grappling with issues of scale, sustenance and so on.



The Art and Science of Mentoring

Mentorship refers to a developmental relationship between a more experienced professional and a less experienced partner referred to as a protégé—a person guided and protected by a more prominent person. The mentor is someone who had "been there, done that" before.

Mentors inspire their mentee to follow their dreams.

In well-designed formal mentoring programs, there are program goals, schedules, training (for mentors and mentees), and evaluation.

The scientific roots of mentoring can be traced back to many of the helping professions like consulting counseling and adult education.

The art comes from the creative abilities of the mentor and his inherent passion to make a difference to his mentee.

There is a constant debate about whether something as personal as mentoring should be structured and formalized or just left informal so that it happens spontaneously and naturally.

Our belief is that while the climate in the relationship can be informal, once contracted there must be form and structure. This is the only way a global organization can assure quality and consistency. It is possible that a formally structured mentoring relationship may over a period of time gain elements of informality and even an emotional connect. However, given that mentoring is a professional practice of sort, there must be a certain professional way of doing it. This is what will heighten the credibility of the TIE offer and make it stand out compared to competitive offerings.



Mentoring at TiE can help entrepreneurs in the start up phase and the scale up phase. Mentoring may not be able to help aspiring entrepreneurs in the Motivation Phase.

The needs of potential mentees would naturally be stage dependent but would typically cover the following areas:

- Validating business plans
- Defining value propositions, offerings, markets and sizing opportunities
- Strategies for raising funds
- Inputs on company formation and structuring
- Functional strategies and perspectives including technology, marketing, finance, HR and so on.
- Inputs on managing Investors, Board
- Managing compliance and governance requirements
- Managing oneself at each of these stages in terms of mental readiness, tenacity, skills and competence.

It must be clarified that it is not the role of Mentors to address the needs of funding or facilitate networking for growing the business. While these may be inevitable elements in a Mentoring relationship they would not form the central Mentoring agenda. The above list is only illustrative.



Mentoring at TiE -Current Practices

As a part of our Action Research project we spent time to understand the mentoring programs currently *offered* by TiE. The idea was to understand things that are already working well, obtain views and perspectives from Charter Members and Associate Members and identify areas that need attention.

Highlights of our Internal Research

1. All Charter Members we spoke to are keen to contribute to mentoring but do not find the current framework structured enough to engage in a mentoring relationship and deliver value.
2. All mentees we spoke to see mentoring as a key value proposition but are not able to get the full benefit because of the Chapters not being able to drive it.
3. Most Chapters have made an earnest beginning with mentoring. Some Chapters have great success stories too.
4. Most of the members have at least a base understanding of mentoring.
5. The most prevalent mentoring model is One to One mentoring but in the form of one off mentoring. In other words, mentoring events are organized periodically to bring mentors and mentees together. In this event mentors and mentees get to spend 30-60 minutes together. However this mentoring relationship is transient and does not continue.
6. In every new mentoring meet the mentors and mentees end up meeting a fresh set of mentees and mentors. In some cases however based on individual initiative some lasting relationships do get fostered.



Here are some of the interesting practices across Chapters:

TiE Bangalore Chapter: The goal of TiE Bangalore's EAP is to support budding entrepreneurs through education, mentoring and networking. For this purpose TiE Bangalore invites a variety of plans across industries. These are screened by TiE, and short-listed entrepreneurs are invited to make a 30-minute presentation to a panel consisting of VCs / successful entrepreneurs. The criteria used to make the final selection include:

- Quality of the entrepreneurial team
- Magnitude of the opportunity being addressed
- Uniqueness and maturity of the idea
- Capability of team to execute on plan
- Fitment towards known criteria of angel investors (technology area of focus, geographic focus and so on.)
- Probability of exciting a VC to invest in 18-'24 months

After the entrepreneurs have been selected, the process of assigning mentors is kicked into motion. Once an entrepreneur / startup have been matched with a mentor, then it is formally part of the EAP program, and is called a TiE Entrepreneur (TE). They also conduct mentoring clinics once in a quarter and as part of this Mentoring Program, experienced Charter Members of TiE interact with entrepreneurs on a 1-1 basis, guiding young and upcoming entrepreneurs with their wisdom and experience.

Silicon Valley Chapter: The Silicon Valley offers mentoring through the TiE Mentoring Clinic. The TiE Mentoring Clinic is meant to address the needs of TiE members who are founders and/or chief executives of businesses that are in early stages of development and have significant potential for growth. Here entrepreneurs are paired up with Charter Members and a mentoring relationship starts.

Boston Chapter: The Boston Chapter perhaps has the most formally structured and documented Mentoring Program. Through a series of exploratory mentoring interactions and meetings TiE Boston helps identify a Lead Mentor to suit a mentee who has applied under the program.



Boston offers a one-year mentoring relationship. The Boston chapter has been able to most clearly define the scope and boundaries of the mentoring relationship and is worth noting. Here are the highlights of these clear caveats:

- The program will NOT seek to pass judgment on the merits of your business. The goal of the program is to help you be a better entrepreneur so that you can better refine your business skills and plans.
- The program will NOT focus on tactical issues such as raising short-term capital. Certainly, most enterprises require capital for establishment and growth. So, although introductions to capital sources may take place as a part of the overall Mentoring process, this is not the focus of the program. Please also note that Mentors are not to be considered primary capital sources. Indeed, if a Mentor does establish any form of financial relationship with an AE, then the Mentor is compelled to resign as a Lead Mentor (or from a Mentoring team) that is involved with the AE in question.
- The program does NOT make any assurances regarding the potential success of a venture. All of the decisions related to a business are the sole responsibility of the AE and prior to joining the TiE Boston Mentor Program, you will be asked to sign a formal agreement indemnifying TiE Boston of any possible liabilities related to your business venture.

Given the challenge of finding enough number of mentors, the Life Science vertical in Boston has come up with a unique work-around.

Each selected entrepreneur is assigned an Account Manager, who is typically an aspiring MBA student. The Account Manager works with the Mentees to understand his needs and on that basis access the TiE pool of Mentors/Charter members and make them available to the Mentees for specific interactions.

Given the highly specialized nature of help that might be required at the early stages, the Account Manager may also go outside the TiE systems to get the domain expertise that might be required. For the young student it is a great learning opportunity. For the entrepreneur he is able to get a dedicated resource to support him. For the Mentors this also helps in making much better use of mentoring.



United Kingdom Chapter: The UK chapter has a dedicated Mentoring coordinator and a well-documented Mentoring program. It is a six months mentoring relationship with at least 2 interactions between the mentors and mentees. It is also the only chapter to offer a minimal training to its mentors.

TiE Chennai Chapter: TiE Chennai has launched the Chennai Entrepreneurial Fund, seeded by its Charter Members. The prospective entrepreneurs are given the opportunity to present their business plan to the committee and the Investment Bankers. The committee then provides a feedback to the entrepreneurs. If the plans are approved they fund the entrepreneurs. In addition to funding they also receive mentoring support.



Insights from mentoring programs around the world

From the professional practice perspective the TiE mentoring program would fall within the purview of what business coaches would offer albeit free of cost. While there are innumerable business coaches who offer their expertise for a fee, there is also an equally number of not for profit organizations that offer similar mentoring programs to promote the cause of entrepreneurs.

We researched the web and found hundreds of mentoring programs across the world. Based on our judgment, we selected five programs which we believe looked extremely promising in terms of design and structure and also seemed to have something distinctive compared to standard mentoring programs. The five selected programs are:

1. **Canadian Youth Business Foundation:** Is a national charity involved in mentoring youth between 18-34 years. They follow a One to One mentoring process.
2. **University of Chicago:** This is 4 month program offered by the University of Chicago and follows a combination of classroom methodology and mentoring session
3. **Helzberg Entrepreneurial Society:** This is a three year paid mentoring program.
4. **BEC Mentoring Programs:** This is run by St George & Sutherland Shire and offers two different mentoring programs targeted at two different groups.
5. **Hunter Business Mentoring:** The Hunter Business Centre is a community-based, not-for-profit, business assistance organization which is owned and supported by the local community and funded by both State and Commonwealth Governments. The selected mentee discussed his business needs with the expert panel and decide on the most pressing business need. The panel also suggests mentors and the mentor-mentee relationship are established.

Details of these programs are given as annexure.

(All information has been obtained from the web. The schemes are presented here to merely facilitate a conceptual appreciation of what seems suitable. We have little insight about the real success of these mentoring programs on the ground).



Best Practices

Given below are the practices that seem to be characteristic of the best global mentoring programs in general and the above programs in particular:

1. One to One Mentoring is considered the best form of mentoring.
2. The duration of a good mentoring relationship typically lasts for 12 months to 18 months
3. There is a structured screening and selection process for qualifying a mentor and assigning a mentee.
4. Mentors and mentees are matched on skill sets and needs rather than on the basis of the industry they belong to.
5. Most good mentoring programs offer a mandatory training program for the mentors as they believe "skills are as important as experience itself"
6. Mentors are committed and spend any where between 2 -3 hours a month for mentoring an individual
7. Benefits are measured for every mentoring relationship on varying parameters .like employee turnover, new product development and so on.
8. Most mentoring programs have a well-defined Code of Conduct
9. Monitoring the quality and documenting success stories seems to be an integral part of these mentoring programs.



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The existing mentoring programs in TiE have several strengths that are worth retaining and reinforcing.

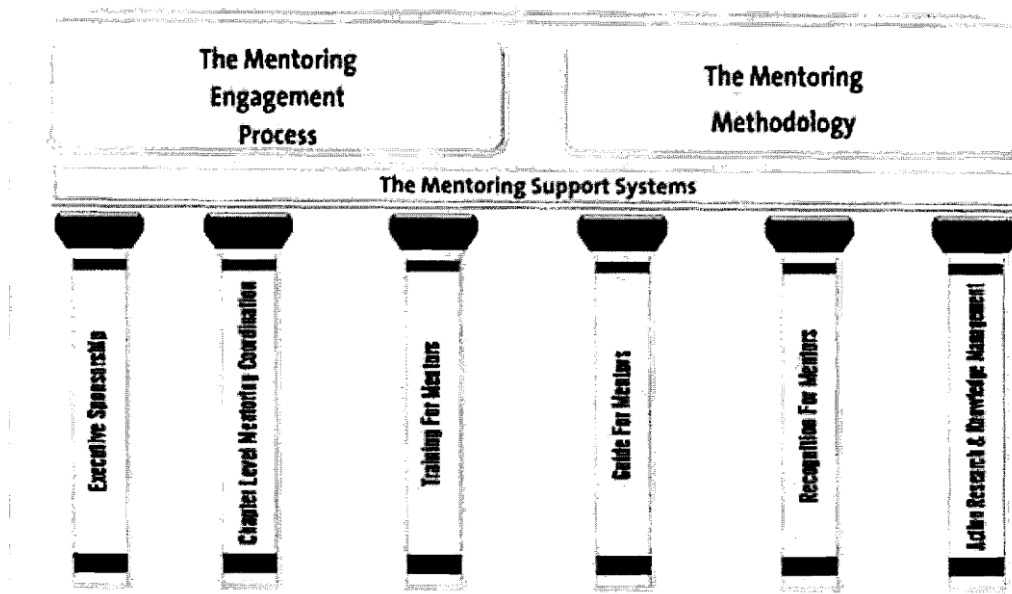
There are many things that we have also learnt by examining these programs closely and comparing them with other programs in the world.

Most importantly we have also bench marked these against a few basic principles of effective mentoring.

Mentoring at TiE version 2.0 is the result of all this analysis and synthesis.

The essence of the new mentoring program is captured through the TiE Mentoring Framework given below:

TiE Mentoring Framework





The framework has the following key components:

- a) *The Mentoring Philosophy*: The mentoring philosophy serves as the guiding principle for TiE's mentoring programs.
- b) *Mentoring Engagement Process*: The Mentoring Engagement Process helps establish clear and comprehensive mechanisms to make the mentoring relationship a reality. It is specific and facilitates smooth mentor-mentee relationship.
- c) *Mentoring Methodology*: The Mentoring Methodology clearly outlines the most professional and appropriate method that a mentor can use to achieve mentoring success.
- d) *Support Systems*: Support systems refer to the six key support mechanism that must be put in place to make the entire program successful.

The Mentoring Philosophy

TiE's Mentoring Program draws its strength from TiE's deep philosophical orientation towards Mentoring. This orientation provides the backdrop and the umbrella which guides TiE's Mentoring initiative around the world. TiE's Mentoring Philosophy can be summarized as follows:

- Mentoring is a way of giving back to the society in general and the entrepreneurial community in particular.
- By promoting entrepreneurship through Mentoring, TiE sees the possibility of a virtuous cycle.
- While a broad Mentoring framework and approach can be centrally evolved, TiE strongly believes in empowering the Chapters to champion the Mentoring process and customize the program framework to suit .Local needs.
- TiE would like to adopt a Mentee centric approach wherein the needs of the Mentee form the basis of the Mentoring agenda.
- Given the power of Mentoring and the potential range of expectations, care must be taken by all concerned to ensure that there are no conflicts, misplaced expectations and unintended consequences for the Mentee.



The Mentoring Engagement Process

The Mentoring Engagement Process consists of the following five elements:

- a. The Mentoring Format
- b. The Mentoring Scope
- c. The Interface and Interest generation forum
- d. Contracting
- e. Review and Feedback

a. The Mentoring Format

There are several mentoring formats in practice around the TiE chapters. These include:

- One – on – many mentoring session
- One – on – one mentoring sessions
- One – off mentoring relationships
- Sustained mentoring relationship

After taking into consideration the key conditions for effectiveness the following is recommended as the most ideal Mentoring format for TiE.

Recommended format for TiE

- One-on-one relationship: It is recommended that TiE adopt a one-on-one Mentoring format wherein a single Mentor is assigned to a Mentee
- Continued relationship: The very essence of Mentoring is the availability of continued and sustained help. It is recommended that a normal Mentoring relationship should last for a one year period.
- Time commitment: It is recommended that each Mentoring relationship accomplish between 24 – 36 hours of Mentoring supports in the 12 month period. This translates into 2 to 3 hours of Mentoring support every month.
- A blended approach: While 100% face-to-face time is the most effective Mentoring methodology, we believe that a more realistic approach is to adopt a blended methodology where needed which includes a combination of face-to-face sessions and phone and e-mail interactions. At least 50% of the sessions should be of course being face to face.



Customization:

It is understood that different Chapters in TiE are in varying stages of evolution with varying levels of Charter member availability as well as varying levels of entrepreneurial eco-system maturity. Therefore, while the above format is the most appropriate, it is accepted that Chapters may adopt variations of this format to suit local needs and work around local constraints. However, Chapters must bear in mind the fact that above format is the most ideal and they must endeavor to steer their programs towards this format over a period of time.

b. The Mentoring Scope

The primary scope of the Mentoring relationship is to help the entrepreneur succeed in his/her entrepreneurial venture. This scope is accomplished by providing the knowledge, information, perspectives, skills and referral support. However it seems prudent for the Mentors to not address the needs of raising capital or purely focus on providing networking support though these may end up being incidental aspects of the Mentoring relationship.

It is also important to clarify that the scope of the Mentoring program is not to make decisions for the Mentees or assure clear success because of the Mentoring relationship.

It is useful for the Mentor to also bear in mind potential conflicts of interest in any manner that may arise in the course of the Mentoring relationship.

c. Interface and interest generation forum

A voluntary initiative of this nature requires an active energizing and exciting forum to share information and success stories and thereby generate interest among potential Mentees and Mentors. Many TiE Chapters already have a variety of interface forums in existence which are used for Spot Mentoring relationships.

These forums can be used to serve the following objectives:

- Help the Mentors and Mentees to meet one another
- Help TiE clearly communicate the Mentoring program and the framework
- Use it as a basis to enhance the associate member base
- Share Mentoring success stories and cases
- Celebrate and recognize Mentoring success
- Serve as the forum for generating applications for Mentoring

The frequency and format of these interface forums are purely left to the Chapters to determine and execute.



d. Contracting

Contracting is the process by which applications for Mentoring are screened and qualified and the most appropriate Mentor is assigned.

- The Mentoring Panel: To make the Contracting process happen each Chapter must have a Mentoring Panel. It is the responsibility of the Mentoring Panel to scrutinize applications for Mentoring. For this purpose the Mentoring Panel will meet the potential Mentee face – to – face to have a discussion and establish specific needs. This meeting will also be used to clarify the scope of the Mentoring engagement with the mentee.

The mentoring Panel will meet as often as required depending on the demand for Mentoring but typically meet one a month or once in two month.

The Mentoring Panel will consist of Charter members from diverse backgrounds and could also include experts from outside if necessary. The Chapter President will be a part of the Mentoring Panel.

- Allocation: Based on their interactions with the Mentees the Mentoring Panel should recommend one or more potential Mentors for the applicant.
- Signing up: The mentoring Co-coordinator (explained in detail later) will be responsible for contacting the Mentors, obtaining their interest and availability and facilitating the getting acquainted session with the Mentee. The objective of the session is for the Mentor – Mentee to meet and gauge the chemistry fit and sign up to commence Mentoring.

The objective of having a Mentoring Panel is to ensure that Mentors are not put through the burden of having to select or de-select the Mentees. The Mentoring Panel will also be able to contact Mentors with a qualified mentoring request thereby making it easier for the Mentors to participate in the same. Once the contract is signed the Mentoring relationship will commence. The Mentoring coordinator will maintain records of all Mentoring relationships.

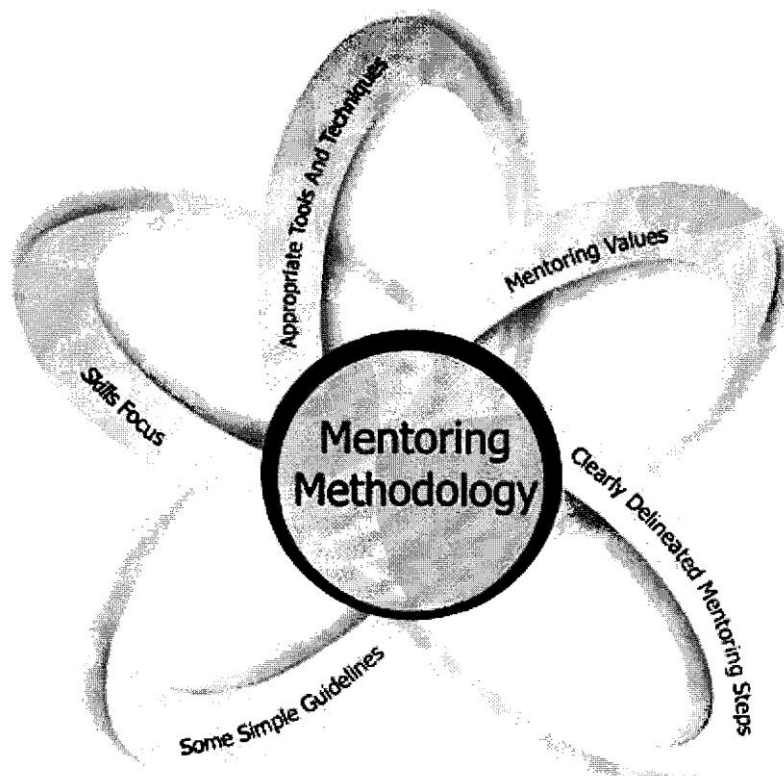
e. Review and Feedback

In order to measure the effectiveness of Mentoring it would be important to undertake a periodic review of all Mentoring relationships in the Chapters at regular intervals and also pass on feedback to the Mentor and Mentee respectively. This would be the responsibility of the Mentoring Panel and the Coordinator.

Mentoring Methodology

The Mentoring Methodology clearly outlines the most professional and appropriate method that a mentor can use to achieve mentoring success through a combination of the following key elements:

1. Mentoring Values
2. Clearly delineated mentoring steps
3. Some simple guidelines
4. Skills focus
5. Use of appropriate tools and techniques





1. Mentoring Values:

While mentors have enormous competence and wisdom it is also useful to be aware of the following values which form the foundation for any good helping relationship:

- a. *Respect:* Mentors must respect the mentees and demonstrate the respect in their interactions. Respect means that we will do no harm, we will 'be committed to the engagement and show the mentees that we have their interest in mind.
- b. *Empathy:* Empathy is another important value that must permeate the entire relationship. Empathy is a radical commitment on the part of the mentors to fully understand. The mentees feelings, points of view, contexts and realities.
- c. *Congruence:* Mentors must demonstrate complete congruence which implies that the way they think, feel and act must align.
- d. *Self-Responsibility:* The mentors must adopt a style of mentoring that is empowering and not controlling. It must emanate from the value that mentees have the ability to take responsibility for their lives and the mentors role is only to direct them suitably.
- e. *Bias for action:* Mentors need to maintain a real life focus and pragmatic approach and ensure that they press for actions at the right time.

Being aware of and upholding these values will make mentoring effective.

(Adapted from Gerard Egan's Skilled Helper Model).



2. Clearly delineated mentoring steps:

A mentoring relationship typically goes through the following clearly delineated stages:

- a. *Clarifying goals and objectives:* In this stage the mentor and mentee agree on the specific goals and outcome that they would like to accomplish by the end of the entire mentoring relationship or by the end of a given session.
- b. *Understanding the present situation:* The mentor needs to know where the mentee is starting from -in other words, the Current Reality. This is a key part of a mentoring session. By seeing the real situation and problem (rather than what was thought or imagined to be the situation), the resolution becomes obvious and straightforward. At this point, there should be no attempt at resolution and if needed, may be the goal can be revisited.
- c. *Exploring alternatives:* Once both are clear about the expectations and the situation, the next step is to explore what options are present for getting there. The Mentor can help the mentee to generate all possibilities and ensure that the right choices are made.
- d. *Planning actions:* At this stage, commitment to action is secured. Specific action plans with timelines are to be set. The Mentor agrees to support the mentee on the action plan and wraps up.

It must however be remembered that the steps must be understood contextually. Mentors may cover all the steps in a given sessions or may take one or more session for a single step.



3. Some simple Guidelines :

The following guidelines are likely to be useful in making every mentoring session effective:

- a. It is useful to schedule the session in advance.
- b. The onus for scheduling the sessions is on the mentee.
- c. It would be useful for the mentor to get a heads-up on the mentee's expectation from the session, where possible.
- d. It is important to ask the mentee to file the session summary by mail.
- e. It would be useful to start each session by asking the mentee to share how the past few weeks have been for him/her.
- f. It would be important to review the previous session's summary and actions taken in each new session.
- g. It would be important to close each session with some concrete actions.

4. Use of appropriate tools and techniques :

A mentor can use contextually appropriate tools and techniques to facilitate thinking and diagnosis, idea generation or action planning. The range of tools and techniques are unlimited and mentors will normally be exposed to the same in course of their training and their mentoring practices. Some of the tools include SWOT Analysis, brain storming, information sharing, and role plays and so on. Where necessary mentors may refer mentees to other experts for specific inputs.

5. Skill Focus :

Mentors must master some of the basic skills of establishing a sound helping relationship with the mentees. Some of the skills in mentoring include active listening, appropriate responding, concreteness, probing, self-disclosure, challenging, giving feedback and encouraging (adapted from Gerard Egan's Skilled Helper Model).

The focus of the one day Mentor Training Program would be to help mentors become familiar with the five elements of the mentoring methodology.



Support systems

The success of Mentoring depends on the availability of a robust support system. Following are the six key elements of support that TiE must make available:

1. Executive Sponsorship -Given that Mentoring is the bedrock of TiE, it is important that there is a Mentoring Champion who is part of the global structure at TiE. This could either be in the form a committee or a specific individual. The role of this person(s) is to provide the executive sponsorship and direction and make the Mentoring framework at TiE a reality.
2. Chapter level Mentoring coordinator -Mentoring is a very process intensive activity. Its success therefore depends on having a dedicated person in each Chapter to champion this. This Mentoring coordinator may either be a full time resource hired for this purpose or may be played by one of the Charter member depending on the need. It will be his/her primary responsibility to make the Mentoring Engagement Process effective and be the Chapter level Mentoring coordinator for the Mentoring program. He/she will work closely with the Mentoring panel and the Mentors for this purpose.
3. Training for Mentors -While Mentors have significant experience and wisdom they will have varied personalities. Good intentions do not make good Mentors. More importantly ill equipped Mentors can even cause unintended damage to the relationship. Therefore training Mentors is mandatory. Gaining familiarity about the Mentoring Methodology would be the focus of this training. We see training as a combination of classroom inputs and guided practice. It is recommended that all Mentors who are interested in Mentoring undergo a one day Mentoring program. At the end of this program they must be certified as Mentors. This program can be conducted as often as required but typically before or after the Charter member retreats to get effective participation. TiE may also tie up with Mentoring and Coaching Organizations to authorize them to run these programs.
4. Guide for Mentors -Despite the best training intervention, Mentors are quite often at a loss when they are confronted with real time problems. Lack of guidance for the Mentors is quite often a reason for Mentors to loose confidence and gives up. It is recommended that TiE makes available a panel of guides who could be seasoned Charter members, or experts whom the Mentors can dialogue with after every two or three Mentoring sessions. *It is recommended a Mentor seek at/east one hour of guidance after every six to eight hours of Mentoring.* Once TiE has a large number of experienced Mentors they can actually begin to provide this guidance to the next generation of mentors.



5. Recognition of Mentors

The success of TiE's Mentoring program depends on its ability to recognize and showcase successful mentors. While showcasing Mentoring stories are important it is also important to showcase successful Mentors. The following three steps of recognition are recommended:

- Every Mentor who undergoes the one day Mentoring program would be a "Certified Mentor" at TiE.
- Every Mentor who has completed three successful Mentoring relationships as per the format specified (at least 24 hours of Mentoring) would be called a "Mentoring Fellow" at TiE.
- A Mentor who has completed five successful Mentoring relationships would be called a "Mentoring Master" at TiE.

Mentoring Fellows and Masters may play the role of being on the Mentoring Panel, speaking at the Interface forums and most importantly playing the role of Mentoring Guides for the future Mentors.

6. Action, Research and Knowledge Management

Every Chapter should capture the learnings from each Mentoring relationship in the form of case studies and stories and share it both at the Chapter level and at the global level so that TiE as an Organization is richer by these experiences and insights.



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8. CFI's knowledge base on Coaching



Annexure 1: TiE Mentee Application Form

In order to better understand your background as well as your needs & goals, please respond to the questions below and email your completed Word document to:

(Chapter Mentor Coordinator's email id)

Our goal is to obtain information on your Entrepreneurial effort to:

1. To attempt the best possible matching with the most appropriate mentor
2. To start the process of gaining an understanding of how we can improve your Entrepreneurial skills and knowledge

We will not seek to pass judgment on the quality of the enterprise, but we will seek to discover the areas in which you can benefit from guidance and support to improve your chances for entrepreneurial success.

If appropriate, we will also forward this to the expert panel that may be able to suggest appropriate mentors.

Your offering

→ What is the purpose of your business & what are your goals for the business over the coming 3-5 years. (Please keep this to one paragraph -300 words maximum)

Your background

→ What is your personal, educational background and your business experience

Your team members

→ Please provide the background and relevant business experience of your team members

Market information

→ Size of your market, the number of competitors, the quality of competition



Summary of Perceived Challenges

→ What are the most significant challenges you face in your business (Please limit to your top 3 challenges)

Additional Information

→ Please feel free to provide additional information regarding your business.

Submitting this information in the form of a short Power Point Presentation of NO MORE THAN TEN(10) slides, would be helpful.

→ Also, if you have spoken to members at (TIE-Chapter) with this project, please provide details with whom you have spoken, so we can avoid duplication of efforts.

Please email your responses (inserted into this word document) along with the PowerPoint presentation (if you would like to submit one) to:

Thank you,
TIE (Chapter)



Adapted from TiE-Boston Chapter

Annexure 2: TiE Mentoring Agreement Form

We are both voluntarily entering into this partnership. We wish to make this a rewarding experience. We therefore agree that

1. We will meet at least every month. Meeting times once agreed should not be cancelled unless this is unavoidable. At the end of each meeting we will agree to a date for the next meeting
2. Each meeting will last a minimum of minutes and a maximum of minutes.
3. We agree that the role of the mentor is to provide mentoring only in his/her areas of expertise. We agree that clear boundaries will be laid and that the mentor will let mentee choose the objectives and action plans and not micromanage the mentee.
4. We agree that the role of the mentee is to initiate the meetings and clearly communicate what he or she wants from the relationship. We agree that mentee will maintain distinct boundaries and understand what to expect from the mentor and not expect the mentor to make decisions for the mentee.
5. We agree to keep the contents of these meetings confidential.
6. The mentor agrees to provide honest and constructive feedback to the mentee.
7. The mentee agrees to be open to the feedback.
8. The mentor will not be liable *for* any business outcome directly or indirectly arising out of the mentoring relationship.

Date:

Mentor's Name :

Signature :

Mentee's Name :

Signature :



Annexure 3: Mentoring Programs around the World

→ Canadian Youth Business Foundation

The Canadian Youth Business Foundation (CYBF) is a national charity providing startup mentoring, financing and business resources to help aspiring or young entrepreneurs start their business. The CYBF helps any person who is between 18-34 ages and has a business idea.

Duration of the program: Two Years Program

Duration/Frequency of the program: At regular Intervals

Eligibility Criteria for mentor & Training if any:

- Experienced entrepreneur/business professional with strong business acumen
- Effective communicator and advisor
- Available for in person meetings with entrepreneur(s), for a minimum of 4 hours per month

Eligibility Criteria for Mentee :

- Between 18-34 years old
- Eligible to work in Canada
- Produces a complete and viable business plan
- Has been in business, fully operating, for less than 12 months
- Lives or opens the business in the community which is offering the CYBF program
- Has some training / experience related to their business idea
- Work with mentor for a period of two years ...
- Has a business that creates full-time sustainable employment for the applicant
- Must hold at least 51% voting share in the business (if a partnership)
- Not a full-time student

General Procedure (Local):

Step 1: Entrepreneur Contacts Local Community Partner and gets Access Code for Online Application

Step2: Register online to get CYBF Username and Password: .Print out 3 reference forms

Step 3: If eligible, application reviewed by local loan review committee and face-to-face interview conducted

Step 4: If approved by CYBF Head Office, local mentor assigned based on skill set and business needs



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Step 5: Sign in with assigned Mentor to complete Ment2BTM (formerly called Entre Nous) Orientation Program

Step 6: Upon completion of orientation, funds are advanced to entrepreneur via electronic funds transfer

Step 7: Monthly loan payments made to CYBF and quarterly progress reports are submitted

Cost of the Program: Free of Cost for people in Canada

USP:

- CYBF provides financial support and mentoring
- CYBF provides mentoring to sole proprietors, partnership and incorporated businesses
- CYBF provides an online mentoring orientation to mentors and mentees
- Training through online module for mentors are provided
- Success stories are instituted in the site

→ University of Chicago

The New Entrepreneurs Program at the Graham School, offered in conjunction with the Round Table Group, a new venture consulting and training company in Chicago, is a rigorous, four-month program of study for professionals who wish to start a new venture.

The program's mission is to teach first-time entrepreneurs how to design, implement, and manage a new business. Participants will learn how to evaluate opportunities, develop a clear and viable business concept, design an enterprise, write a business plan, and launch an effective and sustainable new venture. The program provides the rigor of an MBA program but focuses on two specific deliverables: a business plan and the successful launching of the new venture.

Duration of the Mentoring Program: It's a four month course

Eligibility Criteria for mentor & Training if any: A mentor is a seasoned business and operations expert who will discipline, structure, and an intensive focus on the particularities of the participants venture.

Eligibility Criteria for Mentee: First time Entrepreneurs

General Procedure (Local): Interested participants fill in an application and attach a letter of intent along with the application. If selected the participant is enrolled into a four month program which includes class room discussion and mentoring

Cost of the Program: \$6000 for the four month course



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USP:

- The Program is University run hence reputed professors will pitch in and help you guide from a theoretical cum practical exposure.
- Established entrepreneurs are chosen to be mentors. Screening and matching is done by the University
- The program is available throughout the year and the content is modified to meet individuals business objectives

→ Helzberg Entrepreneurial Society

The Helzberg Entrepreneurial Mentoring Program (HEMP) was founded in 1995 by Barnett Helzberg, Jr., former owner and President of Helzberg Diamonds. Inspired by his twenty-three year mentoring relationship with Ewing Kauffman, HEMP matches seasoned, successful entrepreneur mentors with less-experienced entrepreneur mentees. Considerable mentoring is also fostered through peer-to-peer relationships derived from involvement through HEMP.

Components of the program include a one-on-one mentoring relationship, networking opportunities with peers and veteran business owners, exposure to mentoring skills that can be applied to any professional or personal situation, business educations discussing greatest successes and lessons learned from peers and top CEOs in the community, and field trips to locations of entrepreneurial interest within the Kansas City area.

Duration of the Mentoring Program: It is three year paid program.

Duration/Frequency of Mentoring Session: Regular Intervals

Eligibility Criteria for mentor & Training if any:

- Veteran business owner or top level executive
- Desire and ability to serve as a mentor
- Willing to openly share business knowledge -both successes and failures



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Eligibility Criteria for Mentee:

- Owns a majority of the business and operate as the sole Ultimate Decision Maker of the business
- Is the Ultimate Decision Maker in the business a minimum of 3 years
- Has an annual revenues over \$1,000,000
- Has a desire to substantially grow your business
- The organization should have a minimum of 5 employees
- Displays internal and external integrity as a business owner
- Is willing to invest time -meet with mentor a minimum of 2 times per month and attend 75% of networking events and programs

General Procedure: The number of mentee into this program is limited to 20 in a year. Hence the admission into the program is a little difficult and is based on the application and Human Factor 4 dimension. After the selection the participant is enrolled into the program. Once mentors and mentees are initially matched, the formal mentoring relationship component becomes self-paced.

Cost of the Program: \$3000 per year

USP: A three Year long program with equal opportunity to network with peers and veterans and meet great CEOs. During the three year mentoring relationship, the mentor-mentee seals a bond and is also able to see the benefits of mentoring.



→ BEC Mentoring Programs

BEC – St George & Sutherland Shire has been running very successful mentor programs since 2003. In that time, over 100 businesses have successfully graduated from a mentoring program.

These programs enable you to feel more confident about business management skills, gain focus and direction and be able to explore new ideas and talk to someone confidentially about your business. They offer two kind of mentoring program.

- A) Stepping Up Mentor Program
- B) Young Entrepreneurs Mentor Program

A) *Stepping Up Mentor Program:* The Stepping Up Program has two core components, 12 hours of workshops on current business growth issues as well as 12 hours one to one with a mentor. The program is typically run over three to four months and has 15 participants.

Duration/Frequency of Mentoring Session: Minimum 12 hours

Eligibility Criteria for mentor &. Training if any: A mentor needs to have an experience in running a small or medium enterprise. Willing to share his experience and enjoys helping others solving business related problems.

Eligibility Criteria for Mentee: Participant must meet the following criteria:

- Is aged between 18-35 years.
- Is the current owner of a small business.
- Has operated a small business for at least one year.
- Is able to identify a business goal or hurdle suitable of being addressed through this Program.
- Is prepared to commit to the implementation of the outcome of the Program.
- Is willing to respond to DSRD monitoring and, after the project has been completed, cooperate with promotion opportunities for the Program following participation.

General Procedure (Local): Each mentor is matched with a mentoree and gives between 8-10 (depending on the needs of the individual) hours of their time throughout the mentor program. Mentors and mentorees are matched on skills sets and needs, rather than industry based. Our mentors are experienced business owners or experienced business managers and adhere to a strict code of confidentiality. Meetings of Mentors and Mentorees are flexible and set to suit the individuals

Cost of the Program: \$990 inclusive of GST



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B) Young Entrepreneurs Mentor Program: The BEC acknowledges that young people with entrepreneurial mind sets often create imaginative and innovative businesses that over the years become extremely successful. It also acknowledges that young Business people often prefer to learn with their peers while also benefiting from the support of a wise and experienced mentor.

Duration/Frequency of Mentoring Session: The Young Entrepreneurs Stepping Up Program consists of two core components: workshops and business Mentoring assistance and typically runs from 6 to 8 weeks. business skills workshops (10 -12 hours); one-on-one mentoring meetings (8 -10 hours). Each workshop is delivered by an experienced professional and provides an environment in which to strategically evaluate and plan your business growth

Eligibility Criteria for mentor &. Training if any: A mentor needs to have an experience in running a small or medium enterprise. Willing to share his experience and enjoys helping others solving business related problems.

Eligibility Criteria for Mentee: Participant must meet the following criteria:

- Be aged 18-35 years.
- Be the current owner of a small business.
- Have operated a small business for at least one year.
- Be able to identify a business goal or hurdle suitable of being addressed through this Program.
- Be prepared to commit to the implementation of the outcome of the Program.
- Be prepared to respond to DSRD monitoring and, after the project has been completed, co-operate with promotion opportunities for the Program following participation.

General Procedure (Local): Each mentor is matched with a mentoree and gives between 8-10 (depending on the needs of the individual) hours of their time throughout the mentor program. Mentors and mentorees are matched on skills sets and needs, rather than industry based. Our mentors are experienced business owners or experienced business managers and adhere to a strict code of confidentiality. Meetings of Mentors and Mentorees are flexible and set to suit the individuals

Cost of the Program: The cost is in the range of \$200 per participant. The NSW Government contributes a total of \$1,250 per participant.



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→ Hunter Business Centre

The Hunter Business Centre is a community-based, not-for-profit, business assistance organization which is owned and supported by the local community and funded by both State and Commonwealth Governments. Running a small business is both exciting and challenging. To support you through the challenges, whether they involve starting, growing or better managing your business, the Hunter Business Centre has implemented the Business Development Pathway.

The Hunter Business Centre provides services designed to assist people who wish to start their own business, as well as those who wish to expand, develop or better manage their existing business. Assistance is provided to operators of small and medium size enterprises.

Duration of the Mentoring Program: Minimum of 12 hours

Duration/Frequency of Mentoring Session: On-Going and at regular intervals

Eligibility Criteria for mentor 8c. Training if any: A business advisor is a seasoned person who has owned and operated their own small business and is committed to help individuals translate the sometimes, very complicated matters of running a business to an easy, practical way of operations. Then there is Expert Panel who are drawn from various industries to guide them through.

Eligibility Criteria for Mentee: The Hunter Entrepreneur's Program is aimed at young entrepreneurs with an innovative service, product or process that are ready and committed to grow their business

General Procedure (Local): All aspiring applicants fill in an application and selected applicants are put through an expert panel that identify the business's greatest development need with this area being the focus of further training and/or one-on-one professional mentoring.

Cost of the Program: This program is proudly funded by AusIndustry's Building Entrepreneurship in Small Business Program.

USP: Expert panel review to the business greatest developmental need and focused on achieving the same through mentoring and training.

(All information has been obtained from the web. The schemes are presented here to merely facilitate a conceptual appreciation of what seems suitable. We have little insight about the real success of these mentoring programs on the ground).