Coaching and Mentoring Enterprising Young People

by

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So what? and What next?

What do coaching and mentoring mean to you?

Helping Behaviours - choices

- Developmental or Deficit?
- Directive or Non-directive?
- Future Orientation or Past Orientation
- Long-term or Short-term

Key Skills in Coaching and Mentoring

- Listening……
- Questioning……

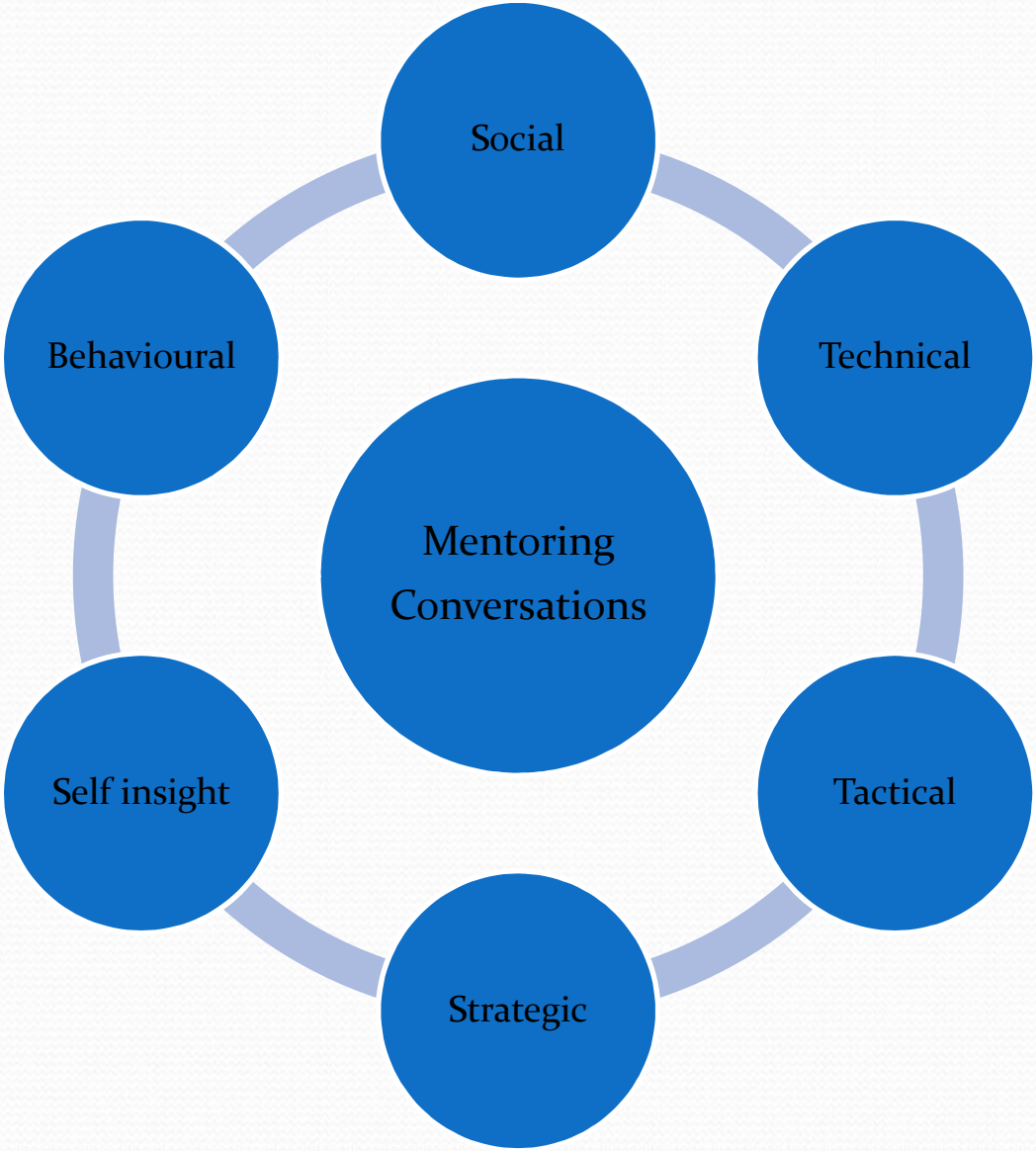
Listening guidelines
(after Nancy Kline)

'What do you want to think about today?'

- Pay attention
- Don't interrupt
- Make sounds only occasionally to indicate understanding or encouragement
- Keep your eyes on your mentee's eyes
- Don't ask clarifying or confirming questions,
- Smile occasionally
- Look interested, be interested and be at ease… …and don't even think about interrupting.
- When mentee has nothing more to say, encourage further contribution, e.g. ask 'What more do you think or feel or want to say about this?'

Kline N 1999 *Time to Think.* Cassell, London.

Dialogic choice – (adapted from Garvey et al. 2018)



How might M&C Support Work?

An example……

Youth Business International

More than 14,000 volunteer mentors supporting young entrepreneurs in 52 countries

#PutAMentorInYourLife

More Numbers

Since 2014.....

- Helped start 60,000 businesses around the world
- Strengthen 36,000 business with education and mentoring
- Given entrepreneurship education to 257,000 people

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YBS Mentoring process

One year

OUTREACH

SELECTION

EDUCATION

MATCHING

MENTORING

When? biweekly/monthly

2-4 hour session

Where? entrepreneur's business venues

MONITORING

CLOSING & EVALUATION

YBS Mentoring process: Selection

Outreach | **Selection** | Education | Matching | Monitoring | Evaluation

The mentees….

- People between 18-35
- Under-served in terms of starting a business
- Display entrepreneurial potential
- Recently started their business
- Backed up by a viable business plan
- Have potential to create employment
- Socially responsible / ethical activity & approach

YBS Mentoring process: Selection

Youth Business Spain

Outreach | **Selection** | Education | Matching | Monitoring | Evaluation

The Mentor's

- entrepreneurs or professionals
- working
- with entrepreneurial and business experience.
- willingness to commit the time required to working on a voluntary basis and to seek the entrepreneur's best interest.
- skills to perform the mentor's role

What kind of mentoring?

…… practical approach to help entrepreneurs develop their abilities and insights as they start and grow their own businesses

Mentoring is:

•One-to-one

•Focused on the individual

•Building capacity, skills & self reliance

•Trusting, supportive & confidential

•Volunteer

•Based on experience

•Business strategy oriented

•A mutual learning experience

•Long term commitment

Mentor roles:

- Supporter
- Inquirer
- Explorer
- Informer & counselor
- Booster
- Connector
- Role model

Mentor skills:

- Building trust
- Active listening
- Powerful questions
- Good feed back

And the benefits?

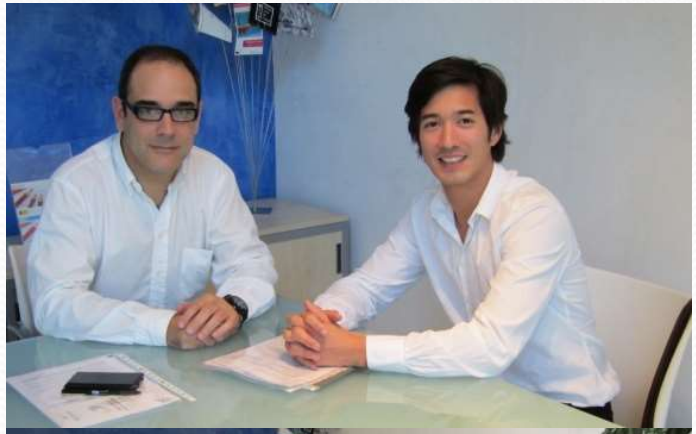
The power of mentoring for young entrepreneurs

YBI global research has shown that **84% of the entrepreneurs** we have supported **felt more confident** running their business **as a result of the non-financial support they received**, and in particular mentoring

Mentoring is making the difference

Mentoring is a **practical approach** to help young entrepreneurs **develop their abilities** and insights as they start and grow their own businesses

Mentoring is based on creating a safe space in which mentors **help the young entrepreneurs to identify and face the challenges of their business** and, by analyzing the situation together, aims to encourage the development of their skills and facilitate personal and professional growth.



Supported by:

J.P.Morgan

THE Lio PARTNERSHIP

YBS Mentoring process: Evaluation

Outreach | Selection | Training | Matching | Monitoring | **Evaluation**

"I am really happy with the relationship. It's been positive and gratifying work. I'm not after the success of the business as much as the success of the people behind it.'" MENTOR

"The mentoring programme has helped me to learn to make decisions without fear and has given me confidence in myself to accomplish the goals that I propose." MENTEE

'Joining the YBI Mentoring program has been a decisive turning point in the development of our business. Without a doubt, it is one of the most important and positive decisions I've made to date. Our mentor is "part" of our team from the first moment he was introduced to us. My mentoring relationship has been absolutely necessary!' MENTEE

"I think it is not just about helping out. You really learn a lot as a mentor and you get to remember the different steps of your own experience. It is a good reflection." MENTOR

"It has helped me to better focus my business, to gain efficiency, and above all to become aware and define my working model.'" MENTEE

THE lio PARTNERSHIP

Example

Youth Business Spain from 235 businesses

a report by

J.P.Morgan

"Mentoring has helped me to believe in myself"

THE lio PARTNERSHIP

The Mentoring Programme has created a very significant improvement on the degree of entrepreneur's business skills...

Improvement of competences ranges between 50% and 86% with 72% average; i.e.

- Planning and organisational skills
- Business analysis
- Leadership and creativity
- Management skills, communication & negotiation
- Contracting skills
- Ability to handle pressure
- Technical skills

… at the same time, it has improved the knowledge about the key business areas.

Improvements in **business knowledge** is between 42% and 90%, which is **64**% on average; i.e.

- Admin. Taxation and finance
- Strategy and business model
- Sales
- Product, stock and distribution
- Self management
- IT and innovation
- Sectorial knowledge

The development and learning of entrepreneurs is translated at the business level into an improvement of the business performance…

- Entrepreneurs consider that mentoring is the main reason for their advances in business performance in various areas of their business, with an average contribution of 67%
- 60% are already in a phase of growth and / or expansion and attribute this to mentoring support
- 60% have increased their workforce during the mentoring period
- In a period of 4 years turnover has doubled
- After two years of mentoring, start-ups show a profit
- Survival rate of mentored businesses is 87% after 5 years (national average is 41%)

The activity linked to participating companies has had a very positive impact on the macroeconomic variables and on public finances….

- Employment and economic activity associated with the business
- Jobs generated in the companies in the supply chain
- Increase in domestic consumption
- Increase in tax collection:
  - Corporation tax
  - Social Contributions
  - Income Tax
  - VAT
- Savings in unemployment benefits

Business that participated in the Mentoring Programme have generated 1,383 new jobs

- Direct hiring = 1,174 jobs
- Indirect = 209 jobs

Impact on Production

- Direct impact linked to turnover = €41 M
- Production activity = €46.5 M

- The total impact on production = €87.5 M

The activity linked to the businesses of the beneficiaries has contributed € 21.9M to the public coffers

Direct and Indirect

- Total = 19.8 M€

Savings on Unemployment benefits

- Total = 2.1 M€

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Some questions…….

- What makes an ideal mentor/coach?
- What makes a successful mentoring/coaching relationship?
- What makes a good mentoring/coaching programme?
- How might you and your business benefit?