

# Mentoring and coaching for student entrepreneurs: How to design and run an effective service



# Aims of this event

1. Inspire by sharing best practice related to coaching and mentoring
2. Provide different perspectives - staff, students, founders, coaches and mentors
3. For you to design/adapt a coaching or mentoring programme for your college or university.





**B** Imperial College  
Business School

Dr Harveen Chugh,  
Senior Teaching Fellow  
in Entrepreneurship



Imperial  
Enterprise Lab

Victoria Nicholl,  
Entrepreneurship  
Development Manager



Imperial  
Enterprise Lab

Ben Mumby-Croft,  
Director

## *Hosts*

# Schedule

<b>10.20-11.10</b>	Coaching student entrepreneurs Led by Dr Harveen Chugh
<b>11.10-11.30</b>	Break
<b>11.30-12.30</b>	University exchange panel – Coaching practices at: (1) LSE – LSE Accelerator; (2) UWE – Team Academy; (3) Kings - King's20 Accelerator; (4) Imperial - MBA Connect. Each 5 mins talk plus 10 mins Q&A. Chaired by Victoria Nicholl
<b>12.30 – 13.15</b>	Lunch
<b>13.15-14.15</b>	Imperial Venture Mentoring Service (IVMS) Led by Victoria Nicholl and including a fireside chat with IVMS mentors and student mentee team
<b>14.15-14.35</b>	Break
<b>14.35-15.45</b>	Design your own coaching / mentoring service Led by Ben Mumby-Croft Participants will have discussions in breakout rooms
<b>15.45-16.00</b>	Summary and close Harveen Chugh and Victoria Nicholl

# Coaching Student Entrepreneurs

*Dr Harveen Chugh and Prof. Markus Perkmann*



1. Setting the scene
  - Our offerings at the Business School and Enterprise Lab
  - Mentoring and coaching – what they are, key considerations
2. Insights from fieldwork
3. Design considerations
4. Proposed new model
5. Implications for designing a programme

## Modules:

- **MBA Full-time, Executive, Weekend, Global Online**
- **MSc Innovation, Entrepreneurship and Management (3x-weighted)**
- MSc International Management
- MSc Management
- MSc Strategic Marketing
- MSc International Health Management
- JH-iBSc
- BPES (Business for Professionals of Engineering and Science)

*Combination  
of teaching  
and coaching  
at PG*

Plus

**Imperial  
Enterprise Lab**

## Learn new skills and meet cool people

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How to  
talks



Launch  
weekend



Pitch 'n' mix

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## Test my idea and get feedback

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Idea  
surgeries



Pioneer  
fund

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## Enter a competition and develop my idea

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WE Innovate



IB pitch

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Venture  
catalyst  
challenge

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## Raise funding and launch my business

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Experts in  
residence

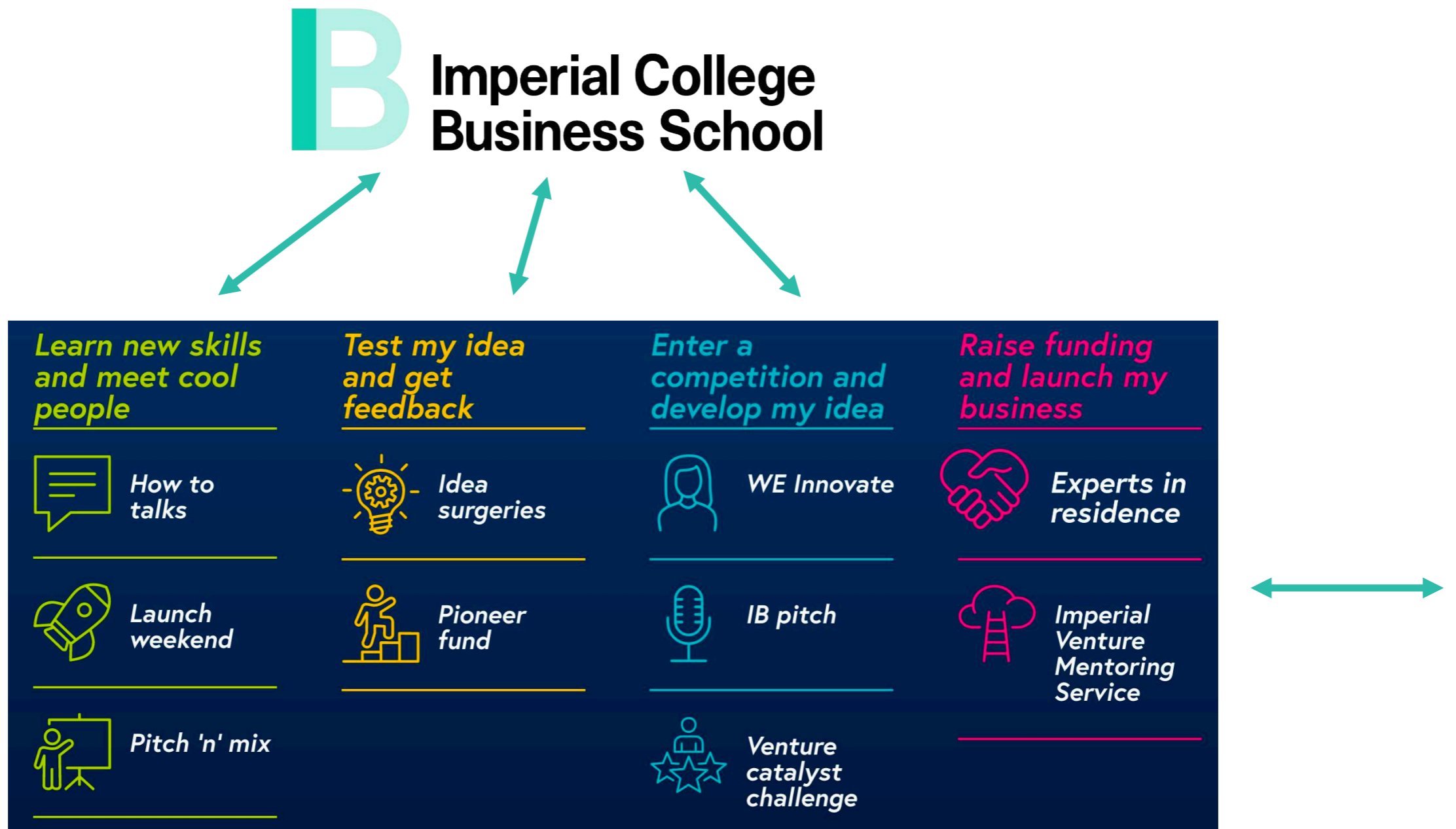


Imperial  
Venture  
Mentoring  
Service

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# Integrated student journey between Business School and Enterprise Lab



- Improve the student entrepreneurship experience
- Ground practice in pedagogy – develop a rationale for why / how we do it



- *Mentoring*

- Share your experience / view with the mentee e.g. this is what I did, or what I think you should do

- *Coaching*

- Facilitate the coachee to find the answers themselves (without sharing views/ experience) e.g. asking what do you think you should do?

- *What have we been doing?*
- *What should we be doing?*
- ***What do you do? - Poll***

# Mentoring vs. coaching

## What the learning outcomes could look like

- **Mentoring** (*direction steered*)

### Students will

- be able to follow guidance and direction
- be able to apply a mentor's experience to their venture
- will gain start-up experience through learning by trial and error

- **Coaching** (*student find their own way*)

### Students will

- be able to evaluate different options to determine the direction for their venture
- gain start-up experience through learning by doing
- be able to apply entrepreneurship knowledge and thinking towards their venture

- Students do want some degree of direction – challenge for us, deciding which end of the spectrum we should be on? Or somewhere in between?
- Within the broader approach of coaching/mentoring, it's then a question of:
  - *How do we get the best from students?*
  - *What is the best we can do as entrepreneurship educators?*

# Interviews and observation



## 1. Degree of structures

- Some are lightly-structured in their practices e.g. NYU, Harvard EiRs, Imperial
- Some more highly-structured programmes e.g. CDL, Cambridge

## 2. Key features

- Lead Coach - leading a team of mentors e.g. IVMS, CDL, Head Coach - an overall go to person leading (McGill, Concordia, Cambridge), Peer learning/coaching

## 3. Objectives-driven/evidence-based –

- Continuation or removal from the programme (CDL, Cambridge)

## 4. Lean approach

- Tools used as needed e.g. lean canvas, but nothing to guide the overall process
- Students are often not assumptions focused and implicitly select assumptions easiest to test (matrix or canvas)

## ‘Must-haves’

1. A tool/framework for the whole process – semi-structured with some guidance + some freedom
2. Overcome the weakness of the lean approach
3. Peer coaching
4. Evidence-based approach – more on the coaching end than mentoring

## ‘Nice-to-haves’

1. Lead Coach
2. Head Coach

- 1. Some structure** – provide a scaffold and helps to orientate both students and coaches to where they are in the journey
- 2. Evidence-based approach** – students see and learn for themselves what the data shows, especially when not favorable, facilitator role
- 3. Complementarity** – complementary to existing tools e.g. builds on Lean Canvas. Use what exists, don't need to reinvent
- 4. Peer coaching** – students being on both sides of the framework as a coach and coachee (with a coach involved also)



*Thank you!*

*Questions*

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