

Future Developments in Entrepreneurship Mentoring

Panel host: Dr Harveen Chugh, Co-Founder, NCME (Network for Coaching and Mentoring Entrepreneurs) and Associate Professor of Entrepreneurship, Warwick Business School

Panellists: Leah Thompson and Alex Feyler

Agenda

- 1.15-2.30 – **Future developments in mentoring** (with 10 min break)
Panel host and research summary presentation by Dr Harveen Chugh



Leah Thompson, University of Oxford –
IDEA Peer Mentoring Programme and plans
for a University-wide entrepreneurship
mentoring programme



Alex Feyler, Formerly Head of Ventures,
Oxford Foundry and Entrepreneur in
Residence at Techstars – now co-founder at
a Stealth Venture

Aims

The aims of the session are to:

- Provide ideas and inspiration from those already running more established mentoring programmes and experimenting with new ideas
 - Discuss how mentoring practices should progress in entrepreneurship
 - Encourage participants to try new techniques or programmes after the session
-

Overview

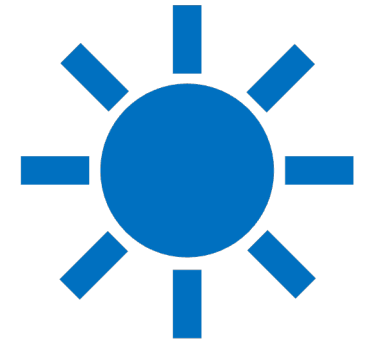
- What does the research tell us about mentoring
 - Benefits of mentoring
 - Changing role of mentors
 - Direction(s) of learning
 - Processes and outcomes
-

What does the research tell us about mentoring

- **Entrepreneurs**

The benefits of mentoring are well-established

- Traditionally thought of as the flow of information from mentor to mentee. Over time, has been seen as more mutual and involving a balanced exchange of information, (Mullen, 1994)
- Beneficial for an entrepreneur's psychosocial **resilience, entrepreneurial commitment and satisfaction** (Edwards, 2016)
- Increases the entrepreneur's **self-efficacy and confidence** in capacity to clarify their business vision and increase their management skills, feeling more positive about their future success potential (St-Jean and Mathieu, 2015)

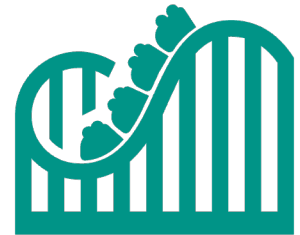
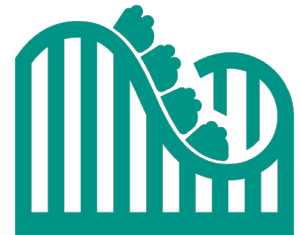


What does the research tell us about mentoring

- **Role of mentors**

Role of mentor changes over time and adapts to entrepreneur/startup needs

- **Different mentors needed** at different relationship stages initiation, cultivation, separation, and redefinition (Memom at al., 2015)
- The **varying roles and functions of mentors**, including emotional, vocational and role modelling support (Ensher et al., 2000)
- Mentors employ four main **communication strategies** to influence entrepreneurs during a mentoring relationship: persuasion, engagement, criticism and provocation (Radu Lefebvre and Redien-Collot's, 2013)



What does the research tell us about mentoring

- **Direction of learning**

Who does the mentoring can be an important consideration for developing the mentors/later stage entrepreneurs

- Peer mentors experienced increased perceptions of:
 - entrepreneurial self-efficacy
 - entrepreneurial intent
 - a sense of belonging to a supportive community of enterprising female entrepreneurs
 - a greater awareness of diversity and gender issues (Elliot et al., 2020)
- Mentors are more engaged and effective when they value insights from below. Downward learning-directed mentors view mentoring as a worthwhile opportunity for their own learning (Zhang et al., 2023)



What does the research tell us about mentoring

- **Processes and outcomes**

Similarity → feedback → resources

- Entrepreneurs are more receptive to feedback when they can relate more to their mentors (Kuratko et al., 2021) - thinking, values and problem-solving approaches, though not gender
- The mentor relationship is key to developing an entrepreneur's identity (e.g. inventor identity, founder identity, developer identity) (Ahsan et al., 2018)
- Entrepreneurs who engaged in self-reflection and gained feedback from mentors, were able to project positive affect and accumulate the resources they needed to move forward (Ahsan et al., 2018)



Implications

- *Role of mentor changes over time and adapts to entrepreneur / startup needs – mentors as well as programmes need to be agile and adapt - importance of learning from each cohort / programme and making changes.*
 - *How the direction of learning is structured can be an important consideration for developing the mentors / later stage entrepreneurs – importance of designing programmes and mentoring to maximise the benefits for both parties*
 - *Similarity → feedback → resources - importance of the matching process that later impacts outcomes*
-

References

- Ahsan, M., Zheng, C., DeNoble, A., & Musteen, M. (2018). From student to entrepreneur: how mentorships and affect influence student venture launch. *Journal of Small Business Management*, 56, 76-102.
 - Edwards, R. (2016). The value of the business coach: Exploratory analysis of the relationship between entrepreneurial mentoring and perceptions of entrepreneurial readiness. *Political Science*.
 - Elliott, C., Mavriplis, C. & Anis, H. An entrepreneurship education and peer mentoring program for women in STEM: mentors' experiences and perceptions of entrepreneurial self-efficacy and intent. *Int Entrep Manag J* 16, 43–67 (2020). <https://0-doi-org.pugwash.lib.warwick.ac.uk/10.1007/s11365-019-00624-2>
 - Ensher, E. A., Murphy, S. E. & Vance, C. M. (2000). Mentoring and Self-Management Career Strategies for Entrepreneurs. *The International Journal of Entrepreneurship and Innovation*, 1(2), 99-108.
 - Kuratko, D. F., Neubert, E., & Marvel, M. R. (2021). Insights on the mentorship and coachability of entrepreneurs. *Business Horizons*. 64, 199-209.
-

References

- Memon, J., Rozan, M. Z. A., Ismail, K., Uddin, M., & Daud, D. (2015). Mentoring an Entrepreneur: Guide for a Mentor. *SAGE Open*, 5(1). <https://doi.org/10.1177/2158244015569666>
 - Mullen, E. J. (1994). Framing the Mentoring Relationship as an Information Exchange. *Human Resource Management Review*, 4(3), 257-281.
 - Radu Lefebvre, M., & Redien-Collot, R. (2013). “How to Do Things with Words”: The Discursive Dimension of Experiential Learning in Entrepreneurial Mentoring Dyads. *Journal of Small Business Management*, 51, 370-393.
 - St-Jean, E., & Mathieu, C. (2015). Developing Attitudes Toward an Entrepreneurial Career Through Mentoring: The Mediating Role of Entrepreneurial Self-Efficacy. *Journal of Career Development*, 42, 325-338.
 - Zhang, T., Wang, D., Galinsky, A.D. (in press). Learning down to train up: Mentors are more effective when they value insights from below. *Academy of Management Journal*. Published Online: 19 Apr 2023. <https://doi.org/10.5465/amj.2021.0430>
-