

Early Warning Europe

Mentoring guide

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**Early Warning Europe provides free,
impartial and confidential counselling to
companies in distress**

"The more good you give, the more good you receive"

- Unknown

Dear Mentor,

thank you for joining our team of volunteers providing mentoring support to other entrepreneurs experiencing difficulties.

The FFR team has prepared a short mentoring guide for you, which can synthetically lead you through the stages of the mentoring process.

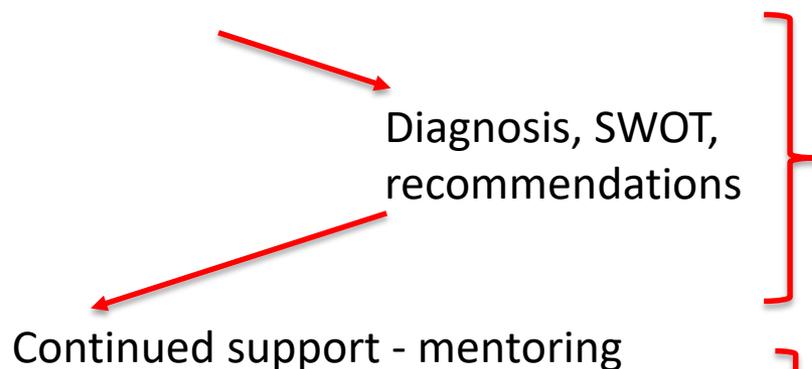
We wish you the best of luck and remain at your disposal.

On behalf of FFR

Eleni Tzoka Stecka
Mentor Development Coordinator

Matching the entrepreneur with the Mentor

- The mentor is matched with an entrepreneur who passed the recruitment process and received support from a **consultant**



- The consultant receives the proposal best-suited to the needs of the Mentor's company
- The chosen Mentor receives an e-mail asking about being ready and available times
- The match meeting is held after the Mentor agrees to it

Preparing the Mentor for the match meeting with the Mentee

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- The consultant contacts the Mentor by telephone/e-mail
- The consultant presents the necessary information concerning the company;s problem
- They arrange the best place for the three-way meeting (Mentor- Consultant -Mentee).
- The consultant prepares the EWE ethical contract in two copies to be presented and signed at the three-way meeting .

Three-way meeting (matching the Mentor and the Mentee)

- Usually held outside of the Mentee's company
- Conducted by the Consultant

Meeting course

- Greetings, introduction – the casual part is important to build first contact (introduce yourself not just as the Mentor-expert, but also say something about yourself from the heart).
- Presentation of the company's diagnosis and establishment of its problem mentoring goal – conducted by the Consultant
- Discussion of the Mentor's role, terms of cooperation based on the code of ethics and the contract
- Cooperation agreement – code of ethics signing – conducted by the Mentor
- Start of mentoring work (it can start at this very meeting, does not require the presence of the consultant, and includes discussion of the priorities, completion of the diagnosis, and establishment of the goals – tasks for the next meeting).
- Appointment of the next meeting
- **Attention:** this meeting can be concluded with a visit to the Mentee's company

Three-way meeting (matching the Mentor and the Mentee)

- The process of matching the Mentor and the Mentee falls under the rule of voluntariness and mutual psychological matching
- The Mentor is entitled to refuse further cooperation
- The Mentee is also entitled to refuse further cooperation
- This should be discussed openly during the match meeting 😊
- Following the match meeting, make a note: goals, mutual tasks, date of next meeting, and it is recommended to send a summarising E-mail to the Mentee
- All notes from meetings make the system reporting process easier.

First mentoring meeting

Just before the meeting

- Relax, dedicate your time and attention to the mentee (1-2 hours without phone calls 😊).
- Review the company's information
- Have a clear approach towards the mentee – we are focusing on what the mentee can do rather than what the mentee cannot do.
- The key to success is active listening
- Tell the truth
- Trust your intuition

First mentoring meeting

Opening of the mentoring session

- Say hello – establish contact
- Set out the meeting agenda and time at your disposal
- Review the priorities and goals set at the match meeting
- Use the GROW method to help the mentee build the vision of the company after the changes

First mentoring meeting

Creating the vision – the effect resulting from the reparations, which include mentoring, desired by the mentee.

- Ask the Mentee to imagine the company with no limitations, e.g. in two years – after the crisis – this way, the Mentee starts to direct the changes.
- Direct the Mentee to define the company processes, personal management behaviours, etc. that would help carry out this vision and how the Mentee would like to feel as the owner of such a company.
- Ask the Mentee about personal strong points, reasons for pride, life's successes, and favourite personal characteristics.
- Ask the Mentee about the current priorities concerning healing of the company.
- Ask the Mentee why this change is important – discover the Mentee's motivators.
- Ask whether the Mentee has had experience with a company operating in a way similar to that envisioned and have the Mentee tell about it.
- Ask about the Mentee's resources: strong points, values potentially offering support in the changing process.

First mentoring meeting

Creating the vision – the effect resulting from the reparations, which include mentoring, desired by the mentee.

- Take advantage of the GROW method - review resources: the people in the company, the competences offering potential support in carrying out the change
- Ask about the greatest potential obstacle in the way of the vision – change in the company – about which obstacles are the biggest.
- ROUND UP EVERYTHING YOU LEARNED FROM THE MENTEE

First mentoring meeting

Set 3-month goals

- Work according to GROW
- Have a brainstorming session – establish what can be done to carry out the most important visions of the company's repairs
- Add your suggestions to the solution pool
- Ask the Mentee to conduct an analysis and pick the 3 most important actions
- Check their relations with the vision for the company's repairs
- Help the Mentee turn them into SMART goals

First mentoring meeting

Set a weekly (monthly) goal

- Ask the Mentee to pick one goal
- Discuss the structures, people, and skills supporting the goal
- Ask the Mentee to outline the plan of reaching the goal
- Ask the Mentee about confidence in reaching the goal: on a scale of 1 to 10, how would you grade your confidence and readiness to reach this goal.
 - Why no less than?
 - What do you need to bring it up to e.g. 8?
 - Ask the Mentee to repeat the goal in own words

Make sure that the goal is not too ambitious and that it does not carry the risk of failure – use the small steps method to make sure that the first small steps are successful.

First mentoring meeting

Closing the session

- Show appreciation for the honesty and work of the Mentee
- Ask the Mentee about the important lessons learned from the session
- Ask the Mentee for feedback on cooperating with you and what you could change at the next meeting
- Set the next meeting
- Take notes documenting the date, time, location, and establishments

First mentoring meeting

Planning meetings

- The first meeting should take place at the Mentee's company
- The next meetings can take place elsewhere
- Form – meeting in person if the company is located within 100 km, but skype and telephone meetings are also permitted.
- Session time: 1-1.5 hours

First mentoring meeting

- **Step by step**
- Build the contact
- Discuss the vision
- Resources
- Obstacles
- Create the brain storm
- Choose the best option
- Set the three months goals
- Set the week goals
- Make the positive closing of the session

Next mentoring meeting

Before the meeting

- Analyse the establishments from the previous meeting
- Remember the key competences of the Mentor: active listening, asking questions, paraphrasing

Next mentoring meeting

Opening the mentoring session

- Ask how the Mentee feels
- Ask if anything good has happened since the last meeting
- Discuss it for a moment

Next mentoring meeting

Analysis of goals / tasks / establishments from the previous session

- Start the analysis from the goal, which has been reached
- Conduct analyses of difficulties on the way to the goals – analyse the source of difficulties without grading
- Round up the discussion with conclusions and corrective measures

Next mentoring meeting

Generating solutions

- Ask the Mentee what you will be working on today
- What is the Mentee's goal for the given session
- GROW

Establishing goals

- SMART
- Analyse the resources and clients supporting the goal
- Ask the Mentee for evaluation of self-confidence associated with reaching the goal on a scale of 1-10
- Point out the client resources, which can support reaching the goal

Next mentoring meeting

Session closing

- Recognize the mentee's progress
- Ask about reasons for satisfaction
- Ask for feedback concerning your work together
- Set another session date
- Take notes
- REDMINE

Mentoring time

Mentoring process:

- Between 3 and 6 months, which means 3-6 meetings
- The first meeting is in person, the next ones can take various forms depending on distance and time.
- The cooperation between the Mentor and the Mentee should produce a reparation plan created by the owner and implementation of the initial most pressing actions
- The last session should round up the cooperation and its most important results. It is recommended to establish further steps, which the owner will take alone.
- The cooperation is closed with an e-mail rounding up the mentoring activity

Mentoring time

Roundup e-mail:

- Thanks for participation in the project;
- Reminder of the scope of mentoring activity:
meeting number, dates, locations;
- Most important establishments;
- Developed solutions;
- Future recommendations;
- Best wishes;
- The e-mail should be attached as a document to REDMINE
- Closing the mentoring in the REDMINE system

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The guide makes it easier to plan the visits and orders their progress, but the real compass for the mentoring process is the Mentor's experience, knowledge, and empathy.