Mentorship and Coaching Practices in Social Enterprise

Guide for pro bono mentors and coaches in the framework of SENSES project

A

Introduction
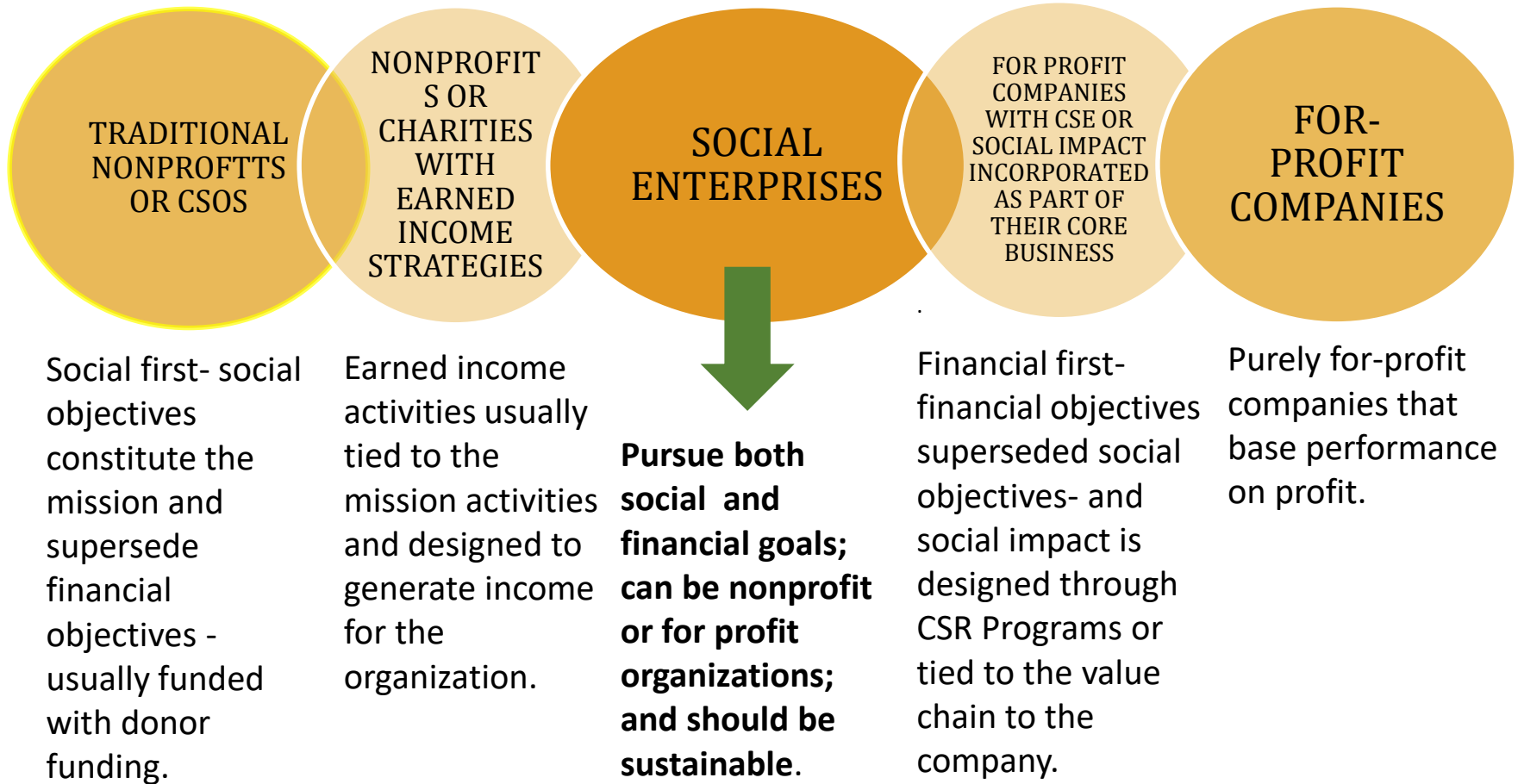
Social enterprises are

- Those for who the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation

- Those whose profits are mainly reinvested to achieve this social objective

- Those where the method of organisation or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice

Social enterprises' primary goal is to solve critical social problems by conducting professional entrepreneurial activities.
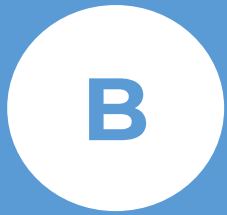
- Main characteristics:

- Social enterprises generate both financial and social returns.

- Rather than depending on donations to reach their impact goals, these small and growing businesses reinvest their income into solutions to critical social problems.

- They are self-sustaining and scalable.

Position of social enterprises

Interreg
Danube Transnational Programme
SENSES

TRADITIONAL NONPROFTTS OR CSOS

NONPROFITS OR CHARITIES WITH EARNED INCOME STRATEGIES

SOCIAL ENTERPRISES

FOR PROFIT COMPANIES WITH CSE OR SOCIAL IMPACT INCORPORATED AS PART OF THEIR CORE BUSINESS

FOR-PROFIT COMPANIES

Social first- social objectives constitute the mission and supersede financial objectives - usually funded with donor funding.

Earned income activities usually tied to the mission activities and designed to generate income for the organization.

Pursue both social and financial goals; can be nonprofit or for profit organizations; and should be sustainable.

Financial first- financial objectives superseded social objectives- and social impact is designed through CSR Programs or tied to the value chain to the company.

Purely for-profit companies that base performance on profit.

UNIVERSE OF THE SOCIAL ENTERPRISE ECOSYSTEM

B

Mentoring program

Goals:

➢ To provide guiding and tips to the social entrepreneur and the management team in order to increase his/her competencies regarding personal development, technical and business management.
➢ To support the social entrepreneur in generating networking opportunities, creating positive image, building business relationships with other businesses, business professionals, banks, impact investors
➢ To support the social entreprenur to establish connctions with long-term in kind partners (lega, accounting, marketing, IT etc.)

Target groups:

➢ Commercially viable social enterprises with at least business plan initiatives
➢ Social enterprises with products, services validated by the market in needs of additional professional resources

Individual relationship mentor (expert) and mentee (entrepreneur): in person and / or remote.

Requirements

All parties must be motivated and work needs based.

The program should be based on an action plan, reflected in the mentorship agreement.

Clear goals and timelines.

Evaluation at the end of the process – both by the mentor and the mentee. If the case, the intermediary organisation (for example NESsT) as well.

Preference

The mentor is an expert of the related sector

Processes:

➢ Entrepreneur's needs assessment
➢ List development of possible mentors;
➢ Intermediary organization and SE approach possible mentors, selection process (interview to assess the match, agreement signing).

➢ Preparation of the mentor - quick training including:

➢ Overview of social entrepreneruship
➢ Overview of the SENSES project, including the mentorship and coaching, goals and methodology;
➢ Mentorship concepts;
➢ Mentor's expectations and restrictions;
➢ Mentor's roles and responsibilities;
➢ Inermediary organization's (if the case) and SE's expectations (engagement – time, energy, flexibility and periodicity);
➢ The nature of the mentor-entrepreneur relationship and the level of personal involvement.
➢ Summary of program policies, including those about privacy, confidentiality, reporting, communications and evaluation.

Intermediary organization's processes:

Induction meeting

One to one presentation, expectations alignment, etc.

Action plan development (including the themes of next sessions, topics and readings recommended by the mentor, deliverables from both sides) and establishment of meeting places (intermediary's office, SE's office, Mentor's office, coffee shop, etc) and timeline.

Monitoring progress, and data collection & evaluation

Intermediary organization representative can be be part of the meetings (when identify that it will be a positive attendance) and will do regular check ups with the entrepreneur and the mentor to identify if the program is working.

Topics to be covered during the mentorship

- Business model validation, cost revenue structures
- Product/service refining (how to apply clients feedback from the MVP to the business), customer validation
- Industry understanding (mentor can use his/her network to put the SE in contact with other industry experts and have more knowledge about the field).
- Sales planning and system
- Growth strategy
- Operational processes
- Management team development
- Risk mitigation
- Others topics should be added according to the needs assessment

Mentors' role

- To introduce the SE to industry experts/members

- To share knowledge about that industry

- To share his/her experience as entrepreneur/leader

- To act as an advisor regarding strategical decisions (especially about the business model and the service/product).

- To suggest actions to be implemented and to monitor progress. To do work on the ground if and when needed.

- To motivate the SE to put in practice the plans developed between Mentor/SE

SENSES Project partner's role as an intermediary

- To conduct a reasonably intensive review of potential mentors.

- To focus on the needs and expectations of both sides: Mentor and Entrepreneur, to secure long-term relationship between them.

- To connect entrepreneurs and mentors basing in their shared values and interests.

- To monitor the program, meetings and deliverables according to the initial action plan for the Mentoring Program;

- To offer support after the connection is established.

- To support entrepreneurs and mentors to reach the program goals.

- To evaluate the Mentoring Program.

Adding value through non-financial support - A practical guide

NESsT Mentorship Case Study: Timural Group Adopts Lean Production

C
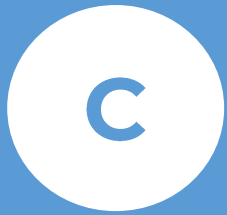
Coaching program

"Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them."
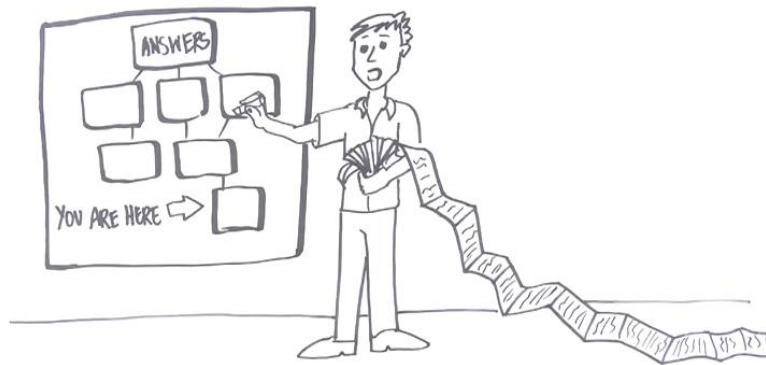
– John Whitmore

A process that:

- Supports individuals to make more <u>conscious decisions</u> and to <u>take new action</u>

- Helps individuals to identify and <u>build on their strengths</u> and internal resources and <u>moves them forward</u> from where they are to where they want or need to be
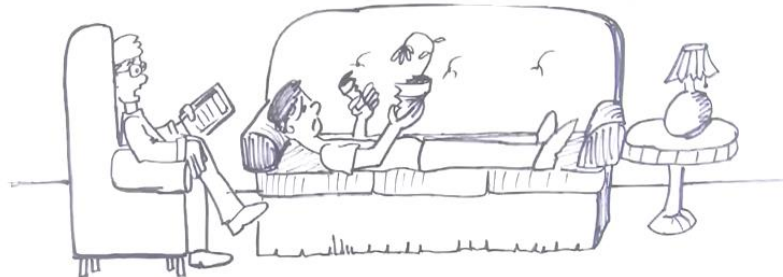
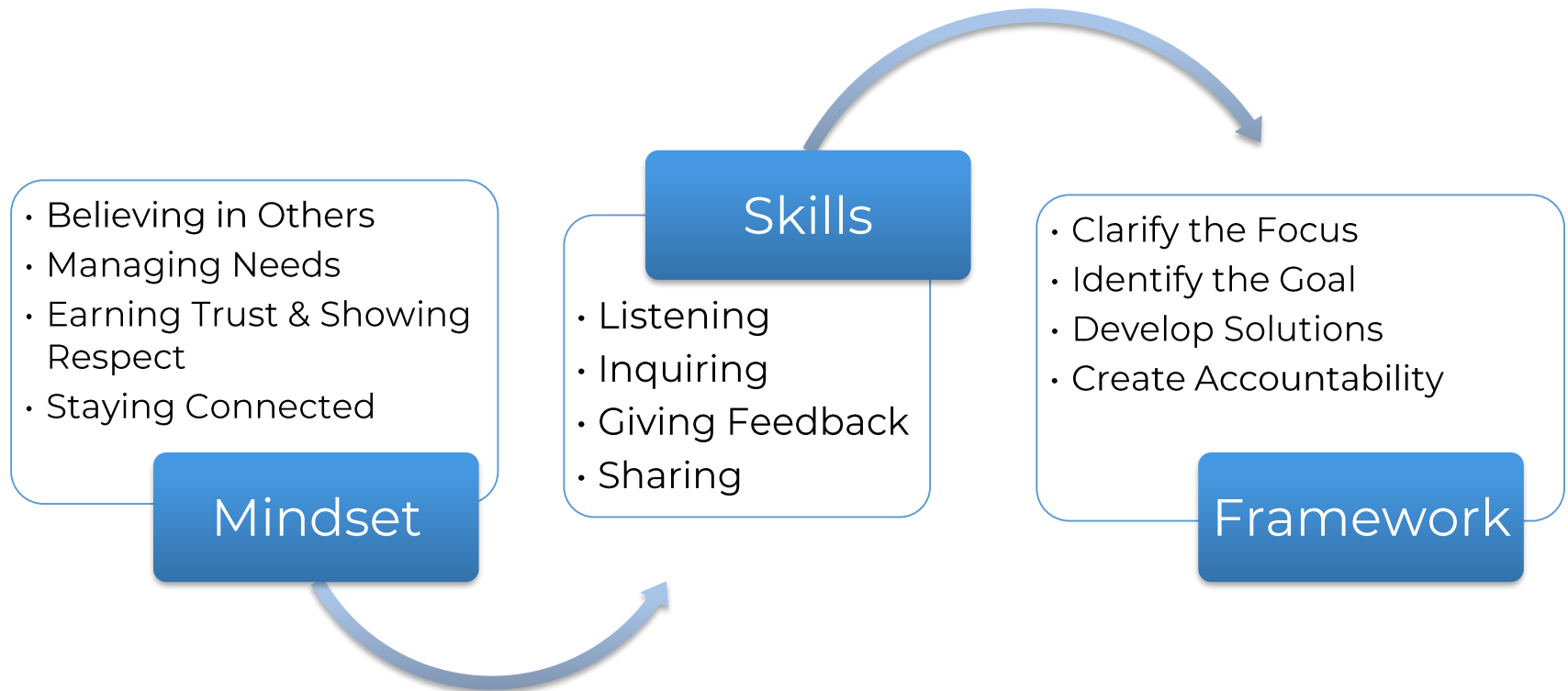What is coaching is not

CONSULTING

MENTORING

THERAPY

Source: Smith Leadership

The ultimate goal of coaching is to help someone move to a new action or behavior while, learning, growing and developing.

Mindset

- Believing in Others
- Managing Needs
- Earning Trust & Showing Respect
- Staying Connected

Skills

- Listening
- Inquiring
- Giving Feedback
- Sharing

Framework

- Clarify the Focus
- Identify the Goal
- Develop Solutions
- Create Accountability

Source: Coaching Skills for Nonprofit Managers and Leaders (CompassPoint)

- Believing in Others

- Managing Needs (of organization and individuals)

- Earning Trust & Showing Respect

- Staying Connected

Understanding what we believe is essential to engaging in productive coaching. Also important is how we choose to respond to people.

Questions to ask yourself before you coach:

- Do I really believe this person has what it takes?

- Can I suspend any negative beliefs I have about this person?

- Do I stick to the facts as I coach this person?

- Am I able to clear my mind of any history this person and I have had?

The goal is to address the needs of the person you're coaching while continuing to serve the larger organizational mission. How can you support his/her needs so he/she can work smarter, better or faster?

- Finding the right balance for sharing personal needs

- Listening to and acknowledging emotional needs

- Showing empathy (but in a way that still allows them to move forward)

- The more you show that you respect the people you coach, the more they will trust that you understand them → resulting in more honest and straightforward communication.

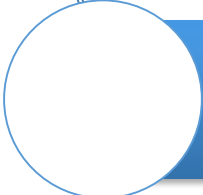**.Questions to ask yourself before you coach:**

- Am I able to stay present for the other person as we discuss things?

- Can I let go of other distractions?

- Do I use language that includes and engages the other person?

- Do I show that I have time to help the other person?
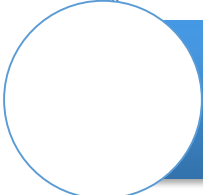
- ➢ Listening

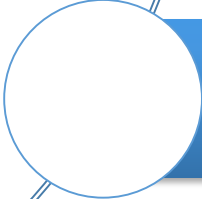- ➢ Inquiring

- ➢ Giving Feedback

- ➢ Sharing

Superficial Listening: I'm listening to you, but focusing on what it means to me.

Self-Referential Listening: I'm listening to you, but I hear only what relates to me.

Fix-It Listening: I'm listening to you, and I want to solve your problem or figure this out.

Engaged Listening: I'm listening to you to understand better who you are and what this experience is like for you.

- If you don't have time, say so. Arrange another time or set a limit for the time you can talk now.

- Put aside distractions.

- Look at the person speaking.

- Use your intuition on when to talk and when not to. Allow for silence.

- Notice when thoughts turn to yourself and gently steer them back to the other person.

- Listen for what's not being said.

- Listen for the heart of the matter.

- Detach from the outcome. Be open to possibilities.

- Put your advice on hold.

- Be empathetic.

- Use inquiry to coach strengths and promote learning.

Open-ended Questions: Require a longer answer than a single word or two.

Use these 90% of the time when inquiring.

Close-ended Questions: Can be answered with yes or no.

Use these 9% of the time when inquiring.

Why Questions: Require explanation or justification.

Reserve these for 1% of the time when inquiring.

Great back-pocket questions

- What's most important for us to talk about right now?

- What do you really want?

- What do you mean by that?

- Where should we go with this?

- What's the bottom line?

- What options are you looking at?

- Which option seems most viable?

- What have you not tried that might work?

- What's next then?

- What support will you need?

1. Clarify the Focus

2. Identify the Goal

3. Develop Solutions

4. Create Accountability
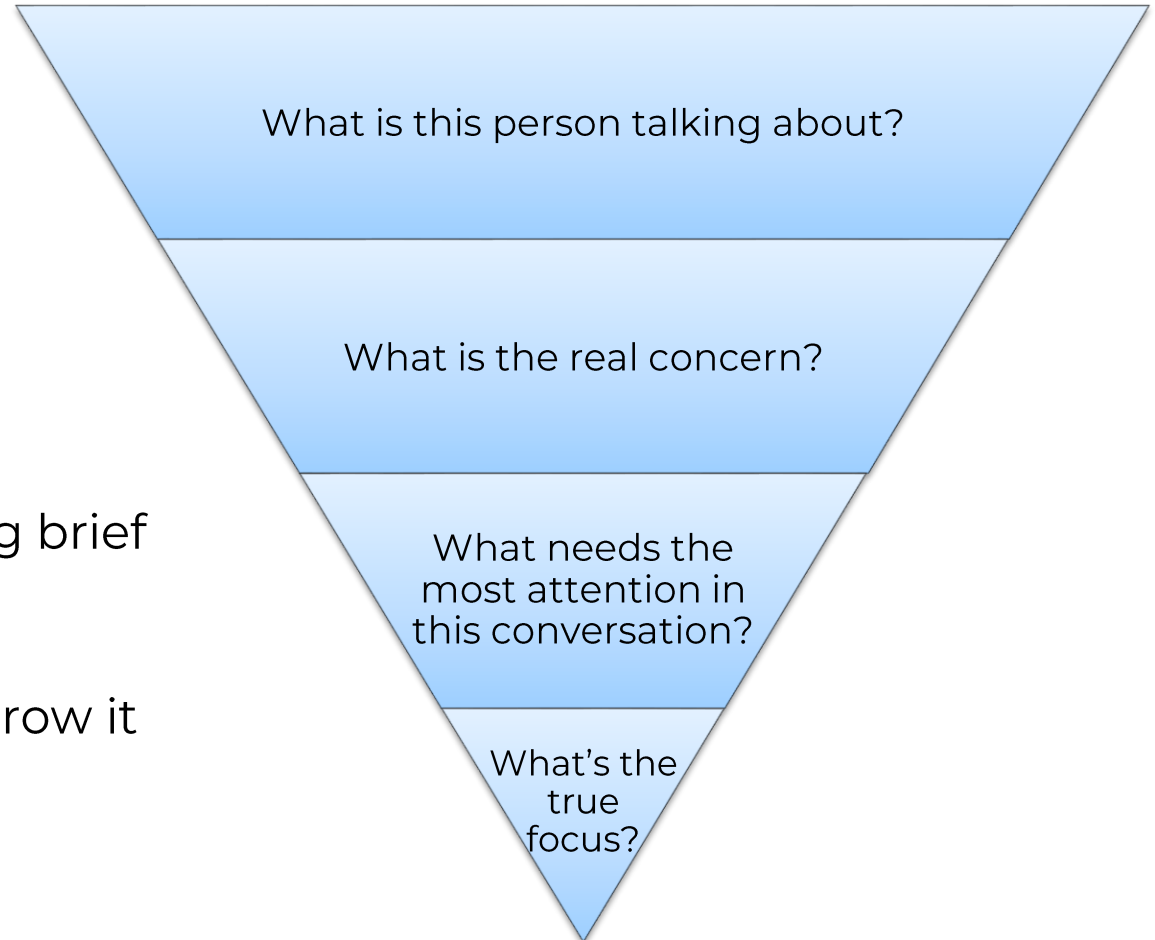
- Keep news reporting brief (just the facts)

- Clarify first, then narrow it down

What is this person talking about?

What is the real concern?

What needs the most attention in this conversation?

What's the true focus?

- What exactly is of most concern?

- What's most important about this?

- What's most clear to you about this?

- If you could sum up the past issues in one sentence, what would you say?

- What's the greatest need in this situation?

- How does what you are saying relate to this issue?

- What is this conversation really about?

- What do you need to pay special attention to, based on what you were saying?

- What's the bottom line here?

- I've heard you mention three different things – which one do you need to work on?

- Help the person determine what the end goal is and then how to get there.

- Don't get distracted. A clear picture of the outcome keeps the person on track.

- Aim for ownership. When people set goals for themselves, they are more likely to make them happen.

- Current reality (point A) is important but not as important as the destination (point B).

Moving from current reality (point A) to a desired outcome (point B):

Point A	Point B
My reports don't get in on time.	My reports are in on time.
I lose people when I talk about preparing financial information for their companies.	I keep people engaged, even when discussing the fine details of finances and investment readiness.
I don't think the process for this program is working.	I've identified and instituted critical changes to the process to make it as effective as possible.

- Where are you really heading with this?

- What will look like when you get there?

- What is the goal of this whole situation?

- What is the desired end goal?

- What does success look like?

- What change do you want?

- What will change bring about?

- What are you hoping to achieve?

- What impact can you have?

- What do you think is possible?

- Where are you now in relation to the goal?

- What's the best possible outcome?

- What are we trying to achieve here?

- Use coaching to move the person from analyzing the reasons to finding new solutions.

- Understand the path. That is the space between the current reality (point A) and the pictured outcome (point B).

- Recognize perceived obstacles in the path and help the person to generate solutions or alternatives.

- Focus on realistic choices. Recognize and avoid unrealistic ones.

- ➤ Where must you start with this situation?

- ➤ How can you break that into manageable chunks?

- ➤ What must happen in order to get that/there/it?

- ➤ How can you make this easy?

- ➤ What are the options? Which options seems best right now?

- ➤ Which option seems to be less obvious but might actually work out?

- ➤ How are you making this decision?

- ➤ What skills, information, resources, tools or motivation do you need?

- ➤ What if there was another way, would you take it?

- ➤ What if you came from outside the box? Where would that be from?

- ➤ What needs to shift for something different to happen?

- ➤ What have you not yet tried that might help?

- ➤ What are the obstacles in the path? How will you move beyond them?

- ➤ What would you choose to do about this if anything was possible?

- Leave the conversation with an agreement, so both people are clear about what is going to happen.

- Establish a goal. By the end of the conversation the other person should have a better path or idea, with reasonable actions to take.

- The goal is to gain agreement about what will happen next, who will do it and by when.

➢ What are you going to do?

➢ When will you do it?

➢ What will it really take?

➢ How will you make this happen?

➢ What might have to give to fit this in?

➢ How will we know this has been achieved?

➢ How will this benefit you?

➢ How will this benefit your co-workers or the organization?

➢ How confident are you about getting this done on time?

➢ How can you keep this top of mind?

➢ How can this fit into your other priorities?

➢ What will it take to bear full ownership of this?

When working with the entrepreneur you can shift from one role to other, you can step out from the coaching process for a while. For example you can be an advisor if it is needed, can give some specific guidance, but be clear about it that you are NOT in the coaching role in that moment.