



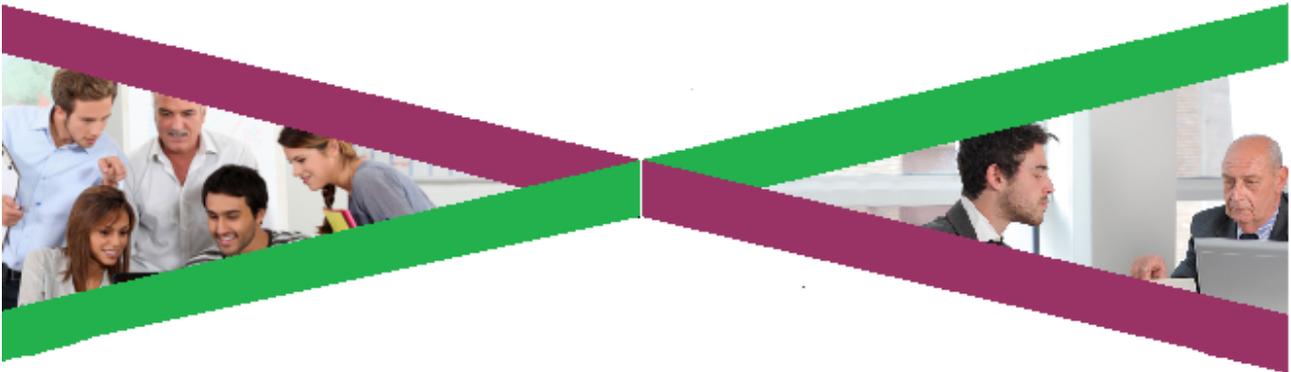
Erasmus+

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**IntGen**

**Intergeneration Mentoring  
for Entrepreneurs**



## **IO1 Mentoring Masterclass**

### **IO1 – A1 Mentoring Process (part I)**



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## UNDERSTANDING THE MENTORING PROCESS AND ITS ADDED VALUE TO NEW ENTREPRENEURS

The document discusses the issues around learning, entrepreneur development, mentoring, coaching, the matching of mentors and entrepreneur development using previous or existing entrepreneurs as mentors to support and advise new-start entrepreneurs. In particular the document considers the good mentoring relationship, reach agreements between mentor and mentee and support provided directly or facilitated by a mentor.

## WHAT IS MENTORING

Mentoring is a distinct relationship where one person (the mentor) supports the learning, development and progress of another person (the mentee). The mentor gives support by providing information, advice and assistance in a way that empowers the mentee. *(From Julie Starr, The Mentoring Manual, 2014)*

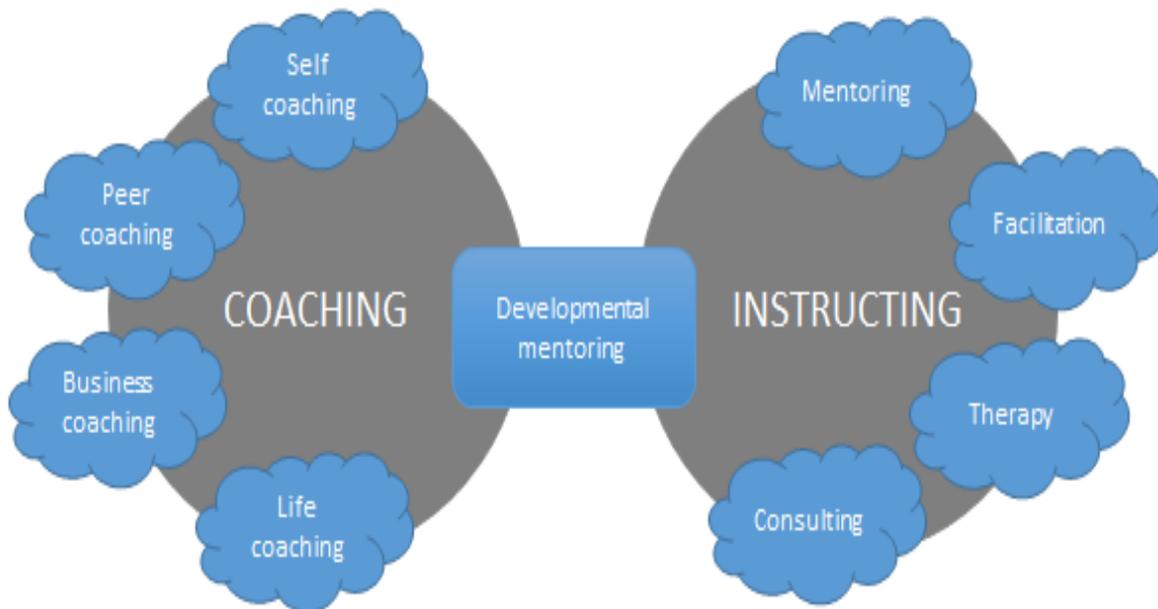
Mentoring is three things at once:

- It is a series of tasks that effective mentors must do to promote the professional development of others.
- It is the intense, trusting, supportive, positive, confidential, low-risk relationship within which the partners can try new ways of working and relating, make mistakes, gain feedback, accept challenges, and learn in front of each other.
- It is the complex, developmental process that mentors use to support and guide their protégé through the necessary career transitions that are a part of learning how to be an effective, reflective professional and a career-long learner.



## WHAT IS COACHING

Coaching is the support for learning job-related skills that is provided by a colleague who uses observation, data collection, and descriptive, non-judgmental reporting on specific requested behaviours and technical skills. The coach also must use open-ended questions to help the other employee more objectively see his or her own patterns of behaviour, and to prompt reflection, goal-setting, planning and action to increase the desired results.



**Education** will see a mass transition from teaching to coaching, as 90% of all traditional classes will take place online by 2030, even in K-12.

<http://www.wfs.org/futurist/2013-issues-futurist/september-october-2013-vol-47-no-5/top-10-disappearing-futures/dissp-2>

## DIFFERENCES BETWEEN COACH AND MENTOR

### COACH

- Coach is responsible for the process → good knowledge of the techniques of coaching
- No prior knowledge of the topic needed
- Help the individual work out the answers for themselves
- Clear focus and specific timelines → performance driven

### MENTOR

- Mentor must bring direct prior knowledge to the process
- Mentor shares this knowledge to assist mentee's development → development driven
- Long term
- Sponsorship mentoring vs. developmental mentoring



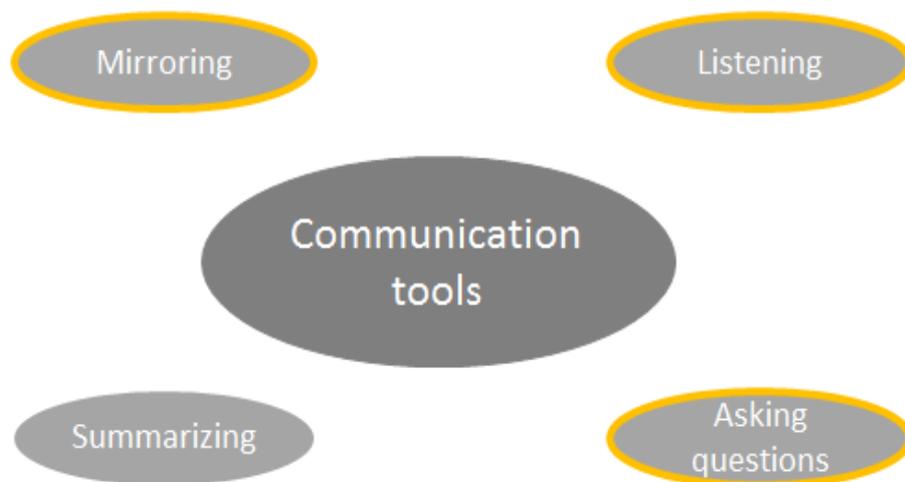
## WHAT IS A MENTOR IN THE INTGEN PROJECT

A Mentor is a person who shares their knowledge, experience and expertise to facilitate and inspire the mentees development. In the IntGEN project the Mentor has been trained with an emphasis on entrepreneurship. (IntGEN project definition, 2014)

- Mentoring is delivered by someone with a relevant set of skills, experience and perspectives. The mentor is mostly interested in the person and the content of the conversations, whereas coaches and trainers will additionally focus on the process of learning. (Julie Starr, The mentoring manual, 2014)
- Mentoring is when a more experienced mentor supports a less experienced mentee.
- Mentoring is based on trustful relationship. The mentor is reliable and trusted and commits to help them enter in his/her professional development. The mentee wants to develop and is ready for a confidential relationship. (Kupiasand Salo, Mentorointi 4.0)

## COMMUNICATION TOOLS AND TECHNIQUES

How you communicate has a large impact on job satisfaction, personal fulfilment, and professional relationships. The tools that we are presenting are very helpful to understand critical issues in maintaining healthy communication.



## LISTENING

In a daily life conversation, there is a permanent change between speaking and listening. We frequently change our role from the speaker to the listener and vice versa. The changes are often fast and surprising. We do not realise the changes consciously. Additionally, the roles are not clearly separated. The listener is not always passive and accepting. The speaker is interrupted, commented, judged, ignored, laughed at, quizzed and denied.

## MIRRORING

Having a conversation with a person, we inspire in our conversation partner thoughts, emotions and associations, best-case, a confirmation of our attitude. We observe our listener and are interested to know how this person receives the statement and reacts to it.

The conscious perception of how we are mirrored by other people can support our individual progress.

## QUESTIONING

In our daily life, we often use only two kinds of questioning: open and closed questions. In a mentoring process, it is beneficial to also use other forms of questioning that help the mentee to explore some untouched parts of their own reality. It is very important for a mentor to distinguish between different kinds of questions and to be able to take the best choice for a given situation.

### SOLUTION-ORIENTED QUESTIONS

While closed questions are directive and open questions are neutral, a Solution-oriented Question emphasises the possibilities the mentee has. It opens the mentee's creative mind and invites the mentee to explore the positive aspects. Solution-oriented questions look like open questions that already contain a potential to support the solution finding.

It is useful for a mentor to be able to ask solution-oriented questions whenever the situation allows it. There are so many ways to convert a closed or an open question to a solution oriented question.

### CIRCULAR QUESTIONS

Sometimes it can be useful to ask for an answer from another person's point of view. While asking a Circular Question, the mentee is animated to view a situation from another perspective. This can be very helpful when the mentee does not allow him/herself to give an answer to the question.

## SUMMARISING

When we open ourselves up and begin to speak about our life, our beliefs and our emotions, we want to be sure that we are understood and that our message reaches the listener without any foreign interpretations. We feel strongly understood when our conversation partner hears something from our words that is true but we did not say it directly. Such an experience creates trust and helps us to have a deeper access to our own internal truth and to open ourselves more and more during the conversation.

In a mentoring process, whenever the mentee speaks continuously, the mentor summarises what he/she has heard and asks the mentee to confirm or to correct it. This helps the mentor to be sure to have understood the mentee correctly.