

MENTOR TOOLKIT

DEUTSCHE SPARKASSENSTIFTUNG FOR INTERNATIONAL CO-OPERATION (DSIK)



FOR MICRO, SMALL AND
MEDIUM ENTERPRISES
(MSME'S) IN ZAMBIA.

PRELIMINARY SHORT VERSION

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BUILDING BUSINESSES
AND PARTNERSHIPS



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1. INTRODUCTION

In the Mentorship Handbook for Micro, Small and Medium Enterprises (MSMEs), the mentoring programme Step by Step has 7 steps. Step 5 in this process is the ongoing mentorship process. This Toolkit provides information and instruments for Mentors to use during the process.

This Toolkit is a guide to help Mentors understand their goals for mentoring and establishing a fruitful relationship with the Mentees. You will find in the Toolkit, tips, tools and resources to use throughout your mentorship experience. The Toolkit will help you to:

- Understand your role
- Establish the relationship
- Do mentoring and evaluate the results

1.1 OBJECTIVE OF THE TOOLKIT

The objectives of the Toolkit are to:

- Provide mentors with guidelines on how to acquire good mentor characteristics, skills, attitude and processes for mentoring Micro, Small, and Medium Scale Entrepreneurs (MSMEs) in Zambia.
- Provide the mentors and MSMEs with tools to use during the mentorship programme.
- Give organisations running mentorship programmes for MSMEs a guide on tools their mentors can use.
- Allow mentors to learn more about mentorship techniques.
- Enable the mentor and the mentee to follow the stages of mentor relationship.
- To ensure MSMEs achieve business growth and sustainability.

1.2 WHO IS THIS TOOLKIT FOR?

The Mentor Toolkit is primarily for mentors who are engaged in mentoring MSMEs. The mentors will use this toolkit as a guide by following the steps and processes they need to undertake when they mentor MSMEs.

Some tools in the Toolkit are to be used by the mentees (entrepreneurs). The mentor is responsible for providing these tools to the mentees.

The organisations running mentorship programmes need to have the Toolkit so they can make them available to the mentors in their organisations.

1.3 THE MAJOR PLAYERS IN A MENTORSHIP PROGRAMME AND THEIR ROLES

The major players in a mentorship programme are:

- The organisation
- The Mentor
- The Mentee

1.3.1 THE ORGANISATION

ROLES OF THE ORGANISATION IN MENTORSHIP

The Organisation plays an important role in the mentorship programme. These roles are clearly outlined in the Handbook.

Some of the key roles of the organisation are:

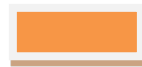
- ⇒ Ensuring that senior management buy in.
- ⇒ Define clear mentorship programme objectives.
- ⇒ To set expectations.
- ⇒ To publicise the programme and get Mentors and Mentees get involved.
- ⇒ To identify the Mentors and Mentees, monitor and manage their engagement.
- ⇒ To manage the matching of Mentors and Mentees in case they encounter challenges, they can re-match them.

1.3.2 THE MENTOR

TOOL # 1

WHO USES THIS TOOL?

MENTOR



MENTEE



MENTOR'S ROLES IN MENTORING ENTREPRENEURS

- Serve as a positive role model
- Create a supportive and trusting environment
- Respect Mentee's time and resources
- Keep discussions on track
- Ensure the Mentee implements what is in their Action Plan
- Schedule uninterrupted time with the Mentee
- Be accessible, committed and engaged
- Be an active listener. Ask open questions
- Give the Mentee honest and positive feedback and reinforcement on their goals and plans
- Maintains confidentiality
- Maintains a professional relationship and does not delve into Mentee's personal life

CHARACTERISTICS OF AN IDEAL MENTOR

- Encourages and motivates the Mentee to move on in the business while overcoming business challenges
- Builds the Mentee's self-confidence and adaptability
- Is a role model for business success
- He is supportive, patient, respected, respectful to others, an effective communicator and self-confident

DO'S AND DON'TS FOR MENTORS

DO'S

- Listen
- Criticise constructively
- Support and facilitate
- Teach by example
- Encourage and motivate
- Promote independence
- Promote balance
- Take pride in Mentee's success

DON'TS

- Protect from experience
- Take over
- Force
- Use undue influence
- Lose criticise oversight
- Condemn

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1.3.3 THE MENTEE

TOOL # 2

WHO USES THIS TOOL?

MENTOR

MENTEE

MENTEE ROLES IN ENTREPRENEURSHIP MENTORSHIP

CHARACTERISTICS OF AN IDEAL MENTEE ARE:

- Eagerness to learn, admission
- Ability and willingness to work as a team player
- Patience
- Be a risk taker
- Have a positive attitude

MENTEES ROLES IN THE MENTORSHIP PROGRAM

1. The Mentee should allow the Mentor to take the lead in the relationship, at least initially. Mentee should listen and respect the opportunities, limitations and format of the relationship the Mentor is able to provide and should always act with courtesy and respect towards him/her.
2. The Mentee should use active listening skills during discussions with the Mentor and take notes when appropriate, ask good questions and have a purpose for the questions.
3. The Mentee should prepare the goals and objectives for his/her career and should be prepared to ask for specific guidance and advice on the goals, plans and strategic ideas. The more specific the Mentor can be, the easier it will be for the Mentor to help him/her.
4. The Mentee should take the initiative to ask for feedback. Feedback, although difficult to hear at times, is critical to personal and professional growth and development. The Mentee should not get defensive but rather thank the Mentor for taking the risk to be honest with him/her. Honest feedback gives the Mentee an opportunity to improve move towards fulfilling his/her potential.
5. The Mentee should be considerate and respect the Mentor's time by being thorough, but succinct in his/her explanations, experiences and comments. It is polite to ask directly if you are talking too long.
6. The Mentee should return phone calls promptly and be on time with commitments or meetings. If the Mentor offers a specific time frame of availability, the Mentee should respect his/her wishes by following through.
7. The Mentee should seriously consider all advice or suggestions given. Arguing why the Mentor's advice would not work, can be construed as rude and close-minded.

8. The Mentee should demonstrate that he/she has followed advice or commitments for action at every opportunity, even if the plan has been modified. Pointing out that he/she has used the Mentor's help and sharing outcomes is important.
9. The Mentee should express appreciation for every form of assistance rendered by providing positive feedback, thanks as well as positive comments to him/her in front of others.
10. The Mentee should make only positive or neutral comments about the Mentor to others. If there is disagreement with the Mentor's values, behaviors, or attitudes, he/she should discuss it with him/her directly. The Mentee should respect the Mentor's confidence and trust.
11. The Mentee should assume the mentoring connection will be strictly professional. The Mentor should take the lead in establishing a more friendship-based connection. Mentee should not intrude into the Mentor's personal life or expect to be close friends. If there is a cross-gender connection, any romantic involvement is inappropriate.
12. The Mentee should be prepared to move beyond mentoring connection, once it has served its purpose. The relationship with the Mentor should end on a positive note.
13. The Mentee should keep the door open to return to the Mentor for assistance or advice at a future time.
14. The Mentee should follow up with the Mentor after termination to keep in touch, to share their progress and to continue to express their gratitude.

DO'S AND DON'TS FOR MENTEES

DO'S

- Take initiative
- Avoid perfectionism
- Maintain balance
- Work hard
- Support your peers
- Take responsibility for results
- Welcome experience
- Seek counselling

DON'TS

- Avoid difficulties
- Sidestep work
- Stay in your comfort zone
- Take advantage of friendship
- Avoid talking about problems
- Let ego get out of the way

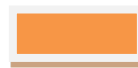
2 OVERVIEW OF THE MENTORSHIP PROCESS BETWEEN MENTOR AND MENTEE

2.1 PREPARATION PHASE

TOOL # 3

WHO USES THIS TOOL?

MENTOR



MENTEE



2.1.1 EXPECTATION FORM

EXPECTATIONS AND RESPONSIBILITIES¹

Both the Mentor and Mentee should outline their expectations for the mentorship and outline any additional responsibilities he/she will be personally accountable for. Examples are provided below.

The Mentor expects his/her Mentee to (e.g., be on time, be open to trying new things, provide regular feedback about the relationship):

The Mentor additionally takes responsibility for (e.g., training his/her Mentee in managing employees in the business, improving his/her Mentee's marketing strategies):

The Mentee expects his/her Mentor to (e.g., introduce him/her to three new business contacts, work with him/her on his/her record keeping skills, take him/her to a business networking event)

The Mentee additionally takes responsibility for (e.g., networking with one new employee every week):

¹ The complete Tool for printing is in the Appendices