

MENTORING GUIDE FOR MENTORS



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This guide was generously supported by Youth Business International (YBI) and Business Development Bank of Canada (BDC)

INTRODUCTION

Thank you for embarking on this mentoring journey to support an aspiring entrepreneur!

We have created this Mentoring Guide as a way for mentors to immerse themselves in their role. The Mentoring Guide offers convenient tools, links and information to equip you to strategically support your entrepreneur in a way that contributes value and broadens your own experience.

Here's what you'll find in this guide.

1. Clear expectations around the role of a mentor, our mentoring approach and your commitment
2. Links to resources, tools and crash courses that will help you increase your expertise
3. Tips on navigating the stages of your mentoring relationship and addressing challenges for optimal outcomes



GETTING STARTED

Here are a few things you can get started on as we work to confirm your match.

1. Spread the word by adding your new volunteer role to your LinkedIn profile with this blurb

Mentor, Futurpreneur Canada

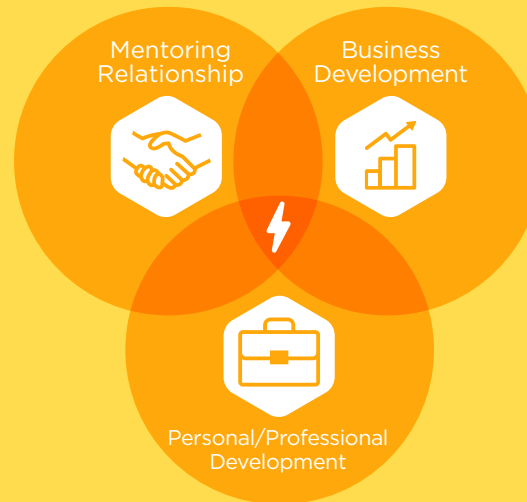
As a Futurpreneur Canada mentor, I'm paired with a young Canadian entrepreneur who has just started their business. My role is to:

- Provide an objective perspective;
 - Question, challenge and support the entrepreneur;
 - Coach in a non-directive manner, letting the entrepreneur come to their own conclusions with guidance;
 - Help the entrepreneur to reflect on their learnings from business launch and beyond.
2. Keep reading through the rest of this Mentoring Guide!

WHAT IS MENTORING AT FUTURPRENEUR?

Here's what you need to know about our mentoring approach, roles, and boundaries of the mentoring relationship.

Futurpreneur defines mentoring as a trusting, non-hierarchical and sustained relationship geared towards supporting an entrepreneur's goals for business growth and personal and professional development.



Source: Youth Business International - Workshop for Mentors, Making a Difference, 2011

We believe mentoring relationships stand to be most successful when they are driven by the entrepreneur. That is why our approach is focused on the entrepreneurs' specific needs. Our mentors embrace holistic and well-rounded mentoring to help entrepreneurs fulfill their business, personal and professional development, and mentoring relationship goals.

DID YOU KNOW THAT AS A MENTOR YOU CAN HELP YOUR MENTEE FOCUS ON THE BIG PICTURE?

It's easy to sweat the small stuff. Mentorship offers an invaluable perspective that is often difficult to find as an entrepreneur begins the start-up phase of their business.



HOW MENTORING WORKS BEST

- Futurpreneur promotes and encourages a well-rounded mentoring relationship that is rooted in trust and led by the entrepreneur.
- Our mentorship offering is designed to support growth for the entrepreneur, the business and the mentoring relationship itself.
- Our mentors are experienced entrepreneurs and intrapreneurs¹ who have relevant experience that will support emerging entrepreneurs.
- We recognize that the mentoring relationship evolves over time, and expect the relationship to look different at different points in its lifecycle.
- This is not a one-size fits all approach, but rather a mentoring approach that honours the diverse needs of our clients.

ROLES

The mentoring relationship is a two-way exchange and both mentoring partners have distinct yet equally important roles. The chart below tells you what is expected of you, your entrepreneur and Futurpreneur.

ENTREPRENEUR	MENTOR	FUTURPRENEUR
Drives the relationship and sets the agenda	Holds space for reflection on learnings	Creates clear expectations and guidelines
Establishes and monitors goals and timelines	Keeps perspective by linking tactics with the entrepreneur's larger vision	Provides tools and resources to support the relationship
Owens the day-to-day of their business	Encourages leadership through self-discovery of solutions and decisions	Monitors success through communication and updates

We ask mentors to approach their role by authentically supporting the entrepreneur through the ups and downs of starting a business. It is not in the scope of the role of a mentor to monitor the financing that has been extended to the entrepreneur and act as a supervisor for Futurpreneur.

¹Intrapreneur defined: an employee who uses entrepreneurial skills within a company to turn an idea or project into a viable venture for the business



MENTOR

WHAT DOES A MENTOR DO?

You may be wondering exactly “what will I do as a mentor?” In fulfilling your role, you will:

- Keep perspective
- Encourage self-reliance and leadership
- Help the entrepreneur reflect on their learnings
- Coach in a non-directive manner

WHAT DOES A MENTOR NOT DO?

Knowing the boundaries can help to ensure you establish clear expectations at the start of your relationship.

In fulfilling your role, you won't:

- Tell the entrepreneur what to do
- Play the role of your accountant, lawyer, sales rep or parent
- Engage in tactical support by doing the work for the entrepreneur
- Make assumptions about the entrepreneur's needs
- Assume responsibility for the success or failure of the business
- Offer paid-for or pro bono products or services s/he may supply through their own work or company

**LOOKING FOR MORE INFORMATION ON WHAT YOU
CAN OFFER? CHECK OUT:**

[**The Role of the Mentor: Understanding mentoring
at Futurpreneur Canada**](#)



ENTREPRENEUR

NOW THAT YOU KNOW WHAT YOU WILL DO, WHAT WILL YOUR ENTREPRENEUR DO? LET'S TALK ABOUT THE ENTREPRENEUR'S ROLE AS THE MENTEE IN DRIVING THIS MENTORING RELATIONSHIP.

What does a mentee do?

In fulfilling their role, the entrepreneur will:

- Get clear on their needs and proactively share those with you
- Be open to learning and exploring ideas with you
- Follow through on their mentoring relationship commitments and action items
- Notify Futurpreneur of any real, potential or perceived conflict of interest, personal interest, or competitive position
- Treat any guidance offered to them as purely educational
- Assume full responsibility for the outcomes of the decisions they make in their business

What does a mentee not do?

As with the role of the mentor, it can sometimes be helpful to understand what isn't included in the mentee's role. In fulfilling their role, your mentee won't:

- Expect you to tell them what to do
- Rely on you to lead the mentoring relationship
- Ask you to go beyond the scope of your role
- Engage in any other role in which money is a factor or where there is a commercial link such as borrower, business partner, client or service provider (paid or pro bono)
- Blame you for the outcomes of any advice they chose to action in their business

LOOKING FOR MORE INFORMATION ON THE ROLE AND ACTIONS OF A MENTEE?

Check out:

[Mentorship Mindset](#) and [Successful Habits for Mentoring Relationships: The Little Things That Make a Big Difference.](#)



MENTORING BOUNDARIES

WHAT'S IN...

The development of a **two-way learning experience**, where both parties can experience personal and professional development.

Mentor and mentee **sharing networks** and networking opportunities with each other.

Both mentor and mentee are encouraged to **listen, challenge and support** the other throughout the process.

The mentor should provide **'realistic optimism'** for the mentee when it comes to addressing the mentee's challenges and working towards solutions.

The mentor can help **reveal blind spots** the entrepreneur may have about their idea or business.

The mentor should feel comfortable **following the mentee's agenda**.

WHAT'S OUT...

Mentoring relationships between **family members and friends**.

The mentor **directing** the mentee, setting goals and determining desired outcomes.

Either parties are **lending money**, engaging in **exchange of services or products**, or **hiring** the other.

The mentor participating in hands on **tactical work** in the mentee's business.

The mentor taking on a **parental or authoritative** role over the mentee.


Mentors and mentees whose businesses have a conflict of interest.

WHAT MIGHT GET YOU CONFUSED...

Coaching is encouraged when it is non-directive and encourages the mentee to set their own goals and determine how they will achieve these goals. Coaching isn't meant to be directive, where the mentor sets goals and tells the mentee how to achieve them.

While the mentor can share experience and advice in hopes of supporting success, they can leave **room for small scale failure**, allowing the entrepreneur to learn from their own experiences.

Challenging is encouraged - but a mentor should be thoughtful when deciding how often to challenge and how to challenge a mentee.

A photograph of a person wearing a blue denim button-down shirt. Their right hand is placed over their chest, and their left hand is in their pocket. The background is dark and out of focus.

A MENTOR'S CODE OF CONDUCT

As a Futurpreneur mentor, I agree to:

- Engage in a mentoring relationship for which I am qualified based on my experience and competencies
- Maintain a high standard of personal and professional conduct with my mentee
- Take direction from my mentee and support their goals and development
- Not solicit or accept pro-bono or paid business from my mentee or engage in any kind of exchange of money, product or services;
- Immediately address any perceived, real or potential conflicts of interest
- Not use any ideas, products or materials that a mentee has, or may develop, to further my business or financial interests;
- Maintain the confidentiality of all ideas, products or materials that have been designated by my mentee as confidential items;
- Respect the limits of the mentoring relationship and boundaries imposed by the mentee;
- Not use offensive language including but not limited to profanity, verbal abuse of my mentee, sexually suggestive comments directed toward my mentee, derogatory remarks directed toward my mentee based on sex, religion, race, colour, ethnicity, country of origin, age, sexual orientation or sexual identity when communicating with my mentee in-person, verbally or in written form
- Direct my mentee to Futurpreneur Canada for issues or questions for which I feel unqualified



ABOUT FUTURPRENEUR'S MENTORING OFFERING

The Futurpreneur mentoring offering is a two-year structured mentoring opportunity for young entrepreneurs financed by Futurpreneur to be matched with an experienced entrepreneur or intrapreneur as their mentor.

As a mentor, you:

- Have a minimum of five years entrepreneurship experience within the last 15 years OR 15 years in a corporate environment as an intrapreneur
- Registered as a mentor no more than three months before being matched
- Are willing to dedicate an average of four hours per month to the mentoring relationship over the course of two years
- Have the ability to apply fundamental mentoring skills to support the development of your entrepreneur personally, professionally and in their business

MAKING THE MATCH

Mentor matching is both an art and a science. We rely on a set of criteria along with the experience of our Client Relationship team to orchestrate a match that will produce the best fit, with the greatest potential for mutual benefit.

Matches are first filtered by **hard skills and technical knowledge**. This can include taking into account an entrepreneur's skill gaps, business experience and, when appropriate, industry.

The final match will be based on **compatibility**.

A virtual relationship will be presented as an option when appropriate – either because the entrepreneur is in a remote location, or because they require an industry-matched mentor that can't be found in their community.

A close-up photograph of two hands shaking over a wooden surface, likely a table. The hands are wearing plaid shirts. The background is a warm, out-of-focus wooden floor. The image is partially covered by a blue bar at the bottom.

RULES OF ENGAGEMENT

When a new mentoring relationship begins we ask both mentors and entrepreneurs to embrace rules of engagement for the relationship. These expectations reflect the terms and conditions of engagement in our mentoring offering. They are designed to protect individuals within the mentoring relationship as well as help to create the conditions for success.

To develop a successful mentoring relationship, you will be expected to:

- Keep in touch and communicate often between your monthly meetings
- Be mindful of your and your entrepreneur's time and boundaries
- Talk things out and agree to sometimes disagree
- Be upfront and open with challenges or issues that may arise in the mentoring relationship
- Ensure there is no commercial link to your entrepreneur or their business. This means no selling to, buying from, investing in, partnering with or employing in either a paid or pro-bono arrangement
- Be transparent and proactive about possible, perceived or obvious conflicts of interest
- Agree from the start on what to keep confidential
- You should not have a familial, previous, or current personal relationship with your entrepreneur
- Share information and be transparent
- Periodically check-in on the relationship to assess what is working and what isn't ([Relationship Check-in](#))
- Discuss and declare any interests that could impact the integrity of the mentoring relationship



MENTORING SKILLS & ABILITIES

WHAT MAKES A MENTOR GREAT IS HOW THEY APPLY AVERAGE SKILLS FOR EXTRAORDINARY IMPACT. CONSIDER THE 11 SKILLS AND ABILITIES BELOW:

Coaching

You are able to support skill building and progress towards goals in a way that allows an entrepreneur to make their own decisions.

Communication

You demonstrate an understanding of the importance of storytelling in a mentoring relationship and the ability to cater to various learning and communication styles.

Empathy

You are able to use non-verbal and verbal cues to assess and support the mentee's needs in the mentoring relationship.

Empowerment

You demonstrate a willingness to place control of the mentoring relationship in the hands of the mentee while encouraging them to reach their fullest potential.

Interpersonal

You draw from your experience in building relationships through trust and connection with people of varied personalities and backgrounds.

Leadership

You actively work towards supporting achievement in others.

Listening

You actively listen to help others understand themselves and/or listen without intent.

Networking

You have willingness and the skill to facilitate connections that may benefit your mentee.

Resourcefulness

You are able to use creativity and innovation toward desired outcomes in the mentoring relationship.

Self-management

You demonstrate the good habits and productive actions toward successful self-management in the mentoring relationship.

Time Management

You have the ability to prioritize your availability for the mentoring relationship.

THE MENTORING EXPERIENCE

Each phase of your mentoring relationship focuses on achieving exciting milestones with your young entrepreneur. Below we break down the roadmap of your mentor and mentee relationship:



START

- Mentoring Guide for Mentors
- The Role of the Mentor: Understanding mentoring at Futurpreneur Canada
- Becoming a Futurpreneur Mentor: Orientation for the Soon-to-Be Mentor



FINISH

- Relationship Check-In



CONNECT

- Ment2B kick-off session
- Mentoring Agreement
- Development Plan
- The Trust Factor: Building Trust in the Mentoring Relationship



NURTURE

- Helping Your Entrepreneur Understand & Connect with Customers
- Social Media: Creating a Strategy
- Building a Team: Who to Hire & When



LEARN

- Targeting Success: Tools to track progress
- Entrepreneurial Profile: Understanding the person behind the business
- Game On! Questions & Thought-prompters to Unlock Potential
- Conversation & Thought-prompters to Unlock Potential in Mentoring Relationships



DEVELOP

- Location: Finding a Home for Your Entrepreneur's Business
- Crowdfunding 101
- Understanding Entrepreneurial Finance: Managing Start-up Cash Flow



STAGES OF THE MENTORING RELATIONSHIP

THERE ARE THREE STAGES IN THE MENTORING RELATIONSHIP.² WE HAVE OUTLINED THEM BELOW WITH SOME GUIDANCE AROUND HOW YOU CAN BEST FACILITATE EACH STAGE OF THE RELATIONSHIP IN A WAY THAT ADDS VALUE.

ESTABLISHING THE RELATIONSHIP 0-6 months

At the start of your relationship, focus on building rapport and trust through character by:

- *Working* to collaboratively establish the rules of engagement
- Letting the entrepreneur *drive the conversation*
- *Showing up* for meetings prepared and on time
- *Being transparent* about what you do and don't know
- *Modeling* the kind of trust you are seeking
- *Providing practical, actionable guidance* and input through coaching

MAINTAINING THE RELATIONSHIP 7-18 months

Next you'll move on to building a connection and creating value through **ability** by:

- *Sharing relevant stories* from your own past experience
- *Clarifying expectations* in the mentoring relationship
- *Checking in* with your entrepreneur on their follow-through
- *Practicing accountability* and doing what you say you will do

ENDING THE RELATIONSHIP 19-24 months

In the final stage of the relationship, create closure through **commitment** by:

- *Reflecting* on mutual growth and learning
- *Celebrating* your entrepreneur's accomplishments
- *Demonstrating loyalty* through promotion of your entrepreneur to others
- *Encouraging* the entrepreneur to consider the types of supports s/he would like to engage after the mentoring relationship

Although, at this time, the program will come to an end, engagement with your entrepreneur can continue but in a less formal way.

FIND OUT MORE ABOUT

Relationship Stages & Questions to Unlock Potential
and **The Trust Factor: Building Trust in the Mentoring Relationship.**

²Youth Business International 2012

Ment2B™



WHAT IS MENT2B™?

Ment2B™ is an online tool that helps to facilitate your initial conversation with your mentee. It is not a run-of-the-mill orientation. Instead it's your opportunity to get to know each other, set expectations and begin to build trust.

Through Ment2B™ you will agree upon goals for your mentoring relationship as well as establish the framework for how you'll work together—that means you need to do some basic preparation for your Ment2B™ session.

WHAT CAN YOU EXPECT?

Through the online platform, you and your mentor will discuss and establish the rules of engagement. You will be prompted to input certain information into fields to generate a combined [Mentoring Agreement](#) and [Development Plan](#).

For the best results we strongly recommend you:

- Complete Ment2B™ in-person, if possible. Previous users have reported best results face-to-face.
- Plan to allocate a minimum of 60 minutes to complete Ment2B™.
- Come prepared to set goals and establish boundaries for your relationship.

- Use a laptop computer with one of the following browsers: Internet Explorer 8+, Firefox 8+, Chrome or Safari 7+.
- Avoid the use of mobile phones or tablets when completing Ment2B™. You will need to type information so touch devices are not ideal.

HOW CAN YOU PREPARE?

Reflect on the following questions. Note any specifics you will want to share with your entrepreneur during Ment2B™.

- What is my main motivation for mentoring?
- What value do I feel I can contribute to the mentoring relationship?
- Which 2-3 strengths, skills or abilities do I want to leverage in this mentoring relationship?
- How would I describe my communication style—both in how I communicate with others and how I like to be communicated to?
- What do I expect of my mentoring partner?

ADDRESSING CHALLENGES



LIFE HAPPENS AND SOMETIMES THAT CAN CAUSE RIPPLES BETWEEN YOU AND YOUR ENTREPRENEUR. HERE ARE A FEW COMMON SCENARIOS AND THE ROLE YOU CAN PLAY TO MOVE THINGS FORWARD.

HAVEN'T HEARD FROM YOUR ENTREPRENEUR IN A WHILE?

It could be that things are going very well for them but that they haven't found the necessary balance between time and work. Although we encourage the entrepreneur to drive the mentoring relationship, it is important that you feel your time and role are valued. So reach out to your entrepreneur to check-in and offer support. Sometimes all that is needed is a reminder to trigger a shift in priorities and get the mentoring relationship back on track. Should you find yourself repeatedly on the end of an unreturned phone call or email, reach out to us at mentorsupport@futurapreneur.ca to discuss solutions and support.

HAVE YOUR ENTREPRENEUR'S NEEDS GONE BEYOND THE SCOPE OF YOUR ROLE?

Sometimes the entrepreneur's evolving professional and business needs just don't fit into the nice neat guidelines we have created for our mentoring offering. If your entrepreneur's needs transcend the boundaries that you have set for yourself and your engagement in the mentoring relationship, then your first step is to clarify expectations and re-visit your Mentoring Agreement. In particular, if the nature of their needs go beyond the generalist role you are providing and veer into prolonged, tactical work or subject matter expertise (i.e. legal, financial, marketing, etc.) then your next step might be to support them in accessing help from outside of the mentoring relationship through contacts within your network. This is where the role of mentor as a connector can be invaluable.

IS YOUR ENTREPRENEUR STRUGGLING WITH A LACK OF FOLLOW-THROUGH?

Invite your entrepreneur to take a step back from their action plan and goals. Use this as an opportunity to support them in re-assessing their personal and professional needs, strengths and gaps. A lack of accountability and follow-through can indicate some underlying issues such as a lack of confidence, a lack of direction or focus, a gap in organizational or self-management skills—just to name a few. The best approach is to surface the conversation in a non-judgmental, non-threatening way and help the entrepreneur uncover what is really going on so that they can feel empowered to take small yet productive steps forward.

UNSURE WHAT TO DO NEXT? TAKE A LOOK AT
Dealing with Boundary Issues: What's In & What's Out or **Having**
Difficult Conversations: Keeping the Mentoring Relationship on Track



RELATIONSHIP CHECK-IN

WHAT IS THE RELATIONSHIP CHECK-IN? THE RELATIONSHIP CHECK-IN IS A TOOL TO HELP YOU DISCUSS WHAT IS AND ISN'T WORKING IN THE MENTORING RELATIONSHIP.

HOW TO USE THIS TOOL

To ensure the best outcomes for your mentoring partnership, set aside time at the mid-point and end of your relationship to discuss and evaluate the development of your mentoring partnership.

Use these questions as a guideline to facilitate the conversation and allow each member of the mentoring pair to reflect and respond. Add comments and/or action items to the worksheet, if applicable.

ENTREPRENEUR	COMMENTS	ACTION ITEM
How would you describe your mentor's accessibility and reliability when it came to fulfilling their commitments to you?		
How has your mentor appropriately challenged your assumptions and helped you to drive your business?		
Describe the impact your mentor has had on your personal, professional and/or business development.		

MENTOR					COMMENTS					ACTION ITEM				
How would you describe your mentee's accessibility and reliability when it came to fulfilling their commitments to you?														
How has your entrepreneur demonstrated coachability and follow-through in pursuing their goals?														
Describe the value you feel your mentorship has created for your entrepreneur's personal, professional and/or business development.														

BOTH					COMMENTS					ACTION ITEM				
Discuss the nature of your working relationship and what worked well.														
What two areas do you feel that your mentoring partner can most improve in to help strengthen their role in the mentoring relationship?														
Looking back at the the relationship to-date, what are two things that you would change about your time together with your mentoring partner?														
On a scale of 1 to 5, how would you rate your satisfaction with your mentoring partner's communication and the frequency of your meetings? (1=low, 5=high)														
1	2	3	4	5										

WHO ARE YOU GOING TO CALL?



SHOULD YOU HAVE ANY QUESTIONS,
YOU CAN REACH OUT TO US AT:

MENTORSUPPORT@FUTURPRENEUR.CA

USEFUL LINKS

Futurpreneur has created a variety of online content for entrepreneurs and those supporting them. We encourage you to explore our website and let us know how we can continue to offer relevant information and resources by completing the surveys available at the end of each resource.



BUSINESS RESOURCE CENTRE

In our online [Business Resource Centre](#), you will find a number of tools, templates and crash courses specifically around mentoring and your role. It is also a great place to explore information and resources on business development, financial literacy and entrepreneurship, in general.

One of the most exciting offerings in the Business Resource Centre is our free and user-friendly [Business Plan Writer tool](#). We find that its value goes beyond the work product it creates because it encourages consideration and planning around the essential building blocks of a business.



BLOG

Find insight and inspiration for entrepreneurs and mentors on the Futurpreneur [blog](#). Our roster of in-house writers and external subject matter experts share tips and advice on topics like marketing, mentoring and managing a team—just to name a few! Have something relevant or useful that you want to share on the Futurpreneur blog? The content team is always looking for guest contributors. You can contact them at: content@futurpreneur.ca



EVENTS

[Entrepeer Experience](#) events offer an opportunity to make in-person connections with other young entrepreneurs, mentors and business champions in your city. You can hear from guest speakers as they share their skills, experience and subject matter expertise on the topics and issues that are most relevant to entrepreneurs.

NOTES

A vertical image showing a stack of notebooks. The top notebook is light-colored with a black pen resting on it. Below it, a notebook with a textured, light brown cover is visible. Several colorful tabs (yellow, green, orange, blue, red) are sticking out from the sides of the notebooks. The background is a dark, textured surface. The word "NOTES" is written in large, white, bold, sans-serif capital letters at the top left of the image.

