

INCLUSIVE BUSINESS MENTORING

A guide for experienced Inclusive Business entrepreneurs who want to mentor entrepreneurs looking to establish new inclusive business lines or turn their existing business lines inclusive.

TOOL 4



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Background

Tool 4 “Inclusive Business Mentoring” is part of the Inclusive Business Coaching and Mentoring Guide (IB-CM). The guide provides background information and guidance for consultants and business associations that support aspiring Inclusive Business (IB) entrepreneurs. Besides Tool 4, the guide contains 3 other tools:

- **Tool 1 “Inclusive Business Readiness Assessment”** – A tool to analyse the status quo of a company and identify its potential for Inclusive Business.
- **Tool 2 “Inclusive Business Transformation”** – A tool to identify the areas of a company with the greatest potential for Inclusive Business and to formulate a transformation strategy.
- **Tool 3 “Deep Dive on Inclusive Business Transformation”** – A tool to formulate an action plan for Inclusive Business transformation using practical tools and guidelines for Inclusive Business models.
- **Inclusive Business Coaching and Mentoring Guide (IB-CM) for Cambodia**– The IB-CM is aimed at business consultants and facilitators working with companies that want to establish new inclusive business lines or wish to turn their existing business lines inclusive. In addition to general guidelines for inclusive businesses in Cambodia, it introduces four practical tools to support the coaching and mentoring process.

Objective of the Inclusive Business Mentoring Tool

The Inclusive Business Mentoring Tool aims to enable IB entrepreneurs to become mentors for aspiring IB companies. This tool 4 of the IB C-M guide provides an overview of the mentoring process, the roles and skills of the IB mentor, combined with a hands-on approach to tracking progress and a good understanding of the mentoring process. By using this tool, the mentor and mentee will be able to:

- Develop an understanding of the breadth and complexity of the IB mentoring role.
- Experiment and learn more about tutoring techniques and processes.
- Track the key stages of a mentoring relationship and what happens within them.
- Improve the skills and competencies of a mentor.
- Better identify the needs of the trainee to develop an inclusive business model.

Who is the tool for?

This tool is designed for successful IB entrepreneurs who wants to encourage other entrepreneurs to develop IBs especially those who operate in the same sector. It also serves to deepen the knowledge of IB mentoring for consultants who support the IB transformation processes of companies. The tool can be summarized as follows:

- **Why?** Providing innovative methodologies for mentoring is key to supporting the transformation process of IBs.
- **How?** This tool contains templates with activities and schedules for mentors to co-create, together with mentees, a mentoring process that allows entrepreneurs to transform their companies into IB.
- **Who?** Aimed at IB entrepreneurs or IB company leaders with experience in IB transformation and who want to support other companies to achieve this IB transformation.

- **What?** Define the needs of the mentee, identify the needs and achieve their goals through the fulfilment of objectives; monitor the process collaboratively and provide guidance to promote IB transformation.

How does business mentoring differ from business coaching?

Business mentoring is “an experienced and trusted advisor”. Usually, the main definition is an “employee training system under which a senior or more experienced individual (the mentor) is assigned to act as an advisor, counselor, or guide to a junior or trainee. The mentor is responsible for providing support to, and feedback on, the individual in his or her charge”¹.

The goals of the relationship between mentor (senior-expert) and mentee (junior- trainee) are:

- Motivate talented professionals to focus on their career/life development.
- Inspire individuals to see what is possible in their career/life.
- Enhance the professional’s leadership development.
- Transfer knowledge from senior to junior professionals.
- Broaden intercultural or cross-cultural ties within the organization.
- Use the mentoring process as an entrée to succession planning.

According to The International Coach Federation (ICF)² a professional coaching is "partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential". Coaching accelerates the advancement of the client's goals by providing greater focus and awareness of her/his choice. Coaching takes as its starting point the client's current situation and focuses on what the client is willing to do to get to where they would like to be in the future, being aware that all results depend on the client's intentions, choices and actions, backed by the effort of the coach and the application of the coaching method³.

The goals of business coaching are:

- Develop personal and collective capabilities and strengths.
- Gain efficiency.
- Make decisions with conscience, knowledge, arguments and values.
- Confidence in ourselves.
- Risk for what we want.
- Quickly and efficiently consolidate new promotions or assignment changes.
- Promote the loyalty of internal talent.
- Integrate methodology that multiplies the capabilities of people.
- Innovate in processes or management models.
- Boost business results.

In conclusion, both strategies imply a relationship between two parties in order to enhance the business revenues and scalability. Business coaching is more related to a professional drive. It uses techniques and support through sessions focused on responding to the objectives of professional growth. However, business mentoring focuses on professional support and motivation, provided by a business expert to someone who wants to improve their knowledge and performance in an specific business area or sector.

What is IB mentoring?

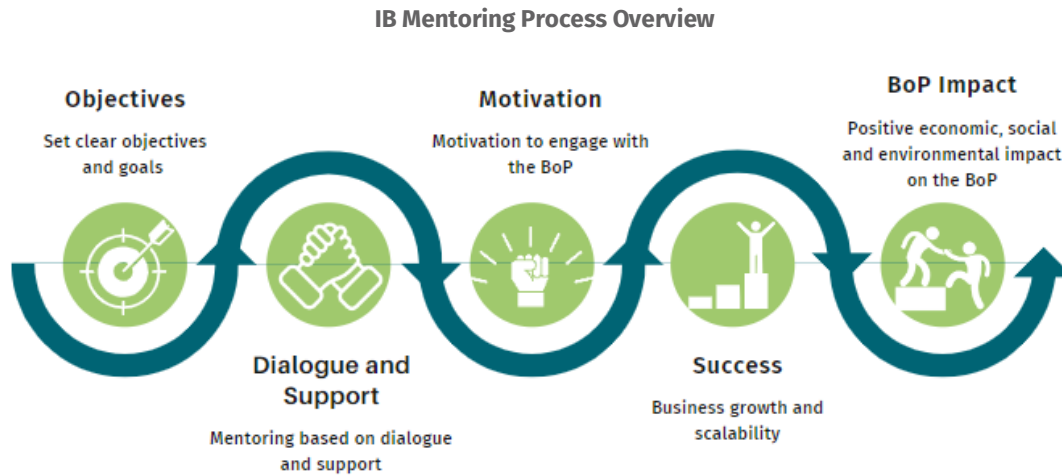
IB mentoring differs from mainstream business mentoring especially in its content. Specifically, IB mentoring seeks to develop IB lines that allow a company to generate a net positive impact on the Base of the Pyramide (BoP). Therefore, this innovative and specific form of business mentoring aims to increase the level of business

1 <https://www.kent.edu/yourtrainingpartner/know-difference-between-coaching-and-mentoring>

2 <https://coachfederation.org>

3 <https://coachingfederation.org/research/academic-research>

performance to enhance the positive economic, social and environmental impact. IB mentoring is a co-learning process of specific techniques and methods to develop successful IB companies. This particular process can be summarized as follows:



The goal of the IB-CM guide is to provide business consultants with a powerful and concrete set of tools to help a company transition from a social enterprise, a CSR initiative, a core business to an IB initiative activity and business model, or deepening the social impact of a company with an existing IB model. Thus, the scope of IB advisory services for transformation is twofold:

- Improve business performance: better growth, higher profitability, address business risk, reduce operating costs, improve bankability, address social and environmental safeguards, product focus and governance standards
- Improve social impact: greater reach, better targeting, greater relevance, greater systemic contribution to poverty reduction and social inclusion

The Inclusive Business Mentoring Tool includes both areas of IB transformation. In this type of mentoring, the mentor (IB entrepreneur or IB company leader) can help to a mentee (another entrepreneur or company leader) to improve his/her performance and building blocks (linked to the action plan of tool 3) and his/her possibility of enhancing an economic, social and environmental impact.

How to use this tool?

The tool is structured in 3 sections according to the IB mentoring methodology. Each section corresponds to a specific mentoring group of non-structured sessions. These sessions are just a guide, they are totally flexible depending on the needs and doubts of the mentee.

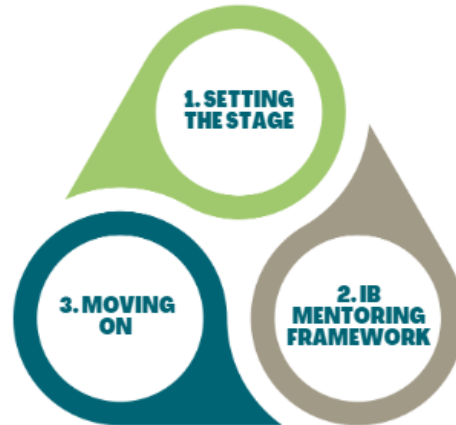


NOTE TO MENTORS

1. The outcomes of your mentoring relationship can change over time. There is less interest in specific and measurable results or changes in behaviour and more interest in the overall development of your mentee.
2. The following methodology and templates are a guide to support your mentee's IB transformation. However, they are adaptable to the questions of the mentee during the mentoring process.
3. Make sure that your entrepreneur mentee sincerely and passionately wants to be part of the IB movement to build a more inclusive, ethical and sustainable economy in Cambodia. Otherwise you will be frustrated and lose your time and resources.
4. Once you are certain that your mentee will be committed, read each section of this mentoring process in detail.
5. Guide entrepreneurs or companies in each mentoring session.

6. During the sessions, each of the Tool 4 templates can be completed with activities according to each block of the methodology.
7. Tool 4 is linked with all the other Tools in the IB C-M guide, especially with the results obtained in the action plan of Tool 3.

IB Mentoring Methodology Overview



- **Block 1: Setting the Stage**
In block 1, expectations and limitations are defined, where the mentor coordinates the mentoring process with the mentee according to his/her needs. The mentor helps the mentee to identify the expectations and to define his/her main goals and objectives.
- **Block 2: IB Mentoring Framework**
In block 2, the mentoring plan is co-created, using the tools provided by the IB Mentoring Tool.
- **Block 3: Moving On**
In block 3, the mentor can acknowledge the overall development of the mentee in terms of their IB transformation and jointly build an independent strategic plan for the IB mentee.

1. Block One: Setting the Stage

1.1. Kick-Off Session

The first IB Mentoring activity is a participatory co-creation session of the mentoring process. This meeting will serve to ensure mutual understanding of the objectives and scope of the mentoring, as well as to clarify any doubts on the part of the mentees, as well as to establish a transparent and collaborative approach between mentors and mentees for all subsequent activities. Among others, the following aspects will be addressed:

- Presentation of the team of mentors and mentees
- Role of mentors and role of mentees
- Time period: intensity and frequency
- Review of the proposed methodology, clarification of doubts and questions
- Specific expectations regarding mentoring
- Possible risks and limitations of mentoring
- General work plan

At this meeting, mentors can complete this table to gather all the information needed to strategically plan for subsequent sessions:

KICK-OFF SESSION

Date		Timeframe	
Company's mentee		Modality (presential/ virtual)	
Mentor		Frequency & Duration of Sessions	



NOTE TO MENTORS

How to achieve a successful IB mentoring?

- Assertively listen to the needs and concerns of the mentee.
- Do not lose concentration: seek to have full attention at the disposal of the mentee.
- Use understandable language: support the mentee technically, provide knowledge but in a clear and concise way.
- Respect the differences and the different points of view, think that a good mentorship is co-constructed with the mentee.
- Be flexible with session planning.
- Be open to generating changes according to the needs of the mentee and the process.
- Give constructive feedback throughout the mentoring process.
- Show your deepest commitment to the BoP, to caring for the environment and society in general. This will motivate the mentee to really engage with the IB.
- Remember: The outcome of your mentoring relationship can change over time. There is less interest in specific and measurable results or changes in behaviour and more interest in the overall development of your mentee.

1.2. Mentorship Commitment Agreement

After the launch session, the following session will follow the agreed structure. The next step in the mentoring process is to develop and sign a committed mentoring agreement. This activity is crucial to ensure the effectiveness of the entire monitoring process. Between the mentors and the mentees, a series of activities and roles can be agreed upon. The common agreement of the mentoring relationship will allow the activities and times to be respected, promoting a fluid dialogue and an assertive listening.

MENTORSHIP COMMITMENT AGREEMENT (SAMPLE)

Date	
Session Number	

MENTOR

What do you commit to?	Signature
I (name of the mentor) faithfully commit myself to: 1. 2. 3. 4. 5.	

MENTEE

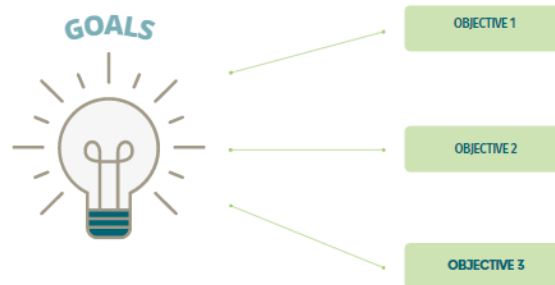
What do you commit to?	Signature
I (name of the mentee) faithfully commit myself to: 1. 2. 3. 4. 5.	

1.3. Defining Goals & Objectives

In order to establish goals and objectives, in the first place, it is necessary to be clear about the needs to develop an IB company. Mentees usually have difficulty identifying their needs. In the case of IB mentees, it is not only necessary to detect the needs to gain scale and grow as a company, but also to find the needs and challenges to reinvest in IB models. In relation to the matrices of Tool 2 and Tool 3 of this Toolkit, it is possible to detect the needs that companies have when it comes to having a positive impact on the BoP. As the following scheme shows, for each need at least one activity can be proposed to satisfy it. This work can be guided through the mentoring sessions by the mentors.



From the detected needs arise the objectives that the mentees want to achieve. Simultaneously, the objectives became the main goals of the entire mentoring process. The objectives will be the way in which the goals will be achieved:



NOTE TO MENTORS

How to define goals & objectives?

- Review with your mentee in detail his/her IB strategy, which he/she might have developed as an IB transformation action plan in Tool 3.
- If he/she has used tool 3 in this IB C-M guide, work with your mentee to identify what challenges arose in each of his/her building blocks, activities and KPIs.
- What needs did you identify from those detected challenges?
- Support your mentee to establish at least three activities to solve these needs.
- Support your mentee to write each detected need as a goal to be achieved.
- What goal arises from the proposed objectives?

GOALS & OBJECTIVES

Date				
Session Number				
BUILDING BLOCKS (TOOL 3)	NEED DETECTED	ACTIVITIES TO SOLVE THESE NEEDS	OBJECTIVES	MAIN GOALS
BB1 - Business Operations	Need 1:	Activity 1: Activity 2: Activity 3:	Objective 1:	Goal 1:
	Need 2:	Activity 1: Activity 2: Activity 3:	Objective 2:	
	Need 3:	Activity 1:	Objective 3:	

		Activity 2: Activity 3:		
BB2 - Value Chain	Need 1:	Activity 1: Activity 2: Activity 3:	Objective 1:	Goal 2:
	Need 2:	Activity 1: Activity 2: Activity 3:	Objective 2:	
	Need 3:	Activity 1: Activity 2: Activity 3:	Objective 3:	

**BB3 -
Improving the
Impact
Measurement
System**

<p>Need 1:</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>Objective 1:</p>	<p>Goal 3:</p>
<p>Need 2:</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>Objective 2:</p>	
<p>Need 3:</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>Objective 3:</p>	



REFLECTIONS:

You and your mentee can use this space to reflect together on the identified IB goals, objectives, needs, and activities and how these support the overall development of the mentee's IB transformation.

2. Block Two: IB Mentoring Framework

2.1. Structuring The Mentoring IB Framework

The block 2 is linking with the Tool 2 and Tool 3. To develop this block of the IB mentoring process is important to be aware of the results obtained from the other tools. Thus, the mentor and the mentee can make a previous analysis of those results to carry out the sessions of block 2.

1. Specify dimensions that are in the process of transformation towards a better IB model:
 - Discuss with the mentee the transformation action plan (Tool 3) and select all areas that need to be addressed within the allotted time frame to further the IB transformation.
 - Invite the mentee to prioritize the dimensions that they consider most urgent to transform within the company (based on the rating priority of high, medium or low).
 - Use your prior knowledge to support the mentee in making decisions, but don't prompt responses.
 - It is important that the mentee him/herself commits to the proposed activities and deadlines to effectively put it into practice within the established times.
2. Define how progress will be measured based on the selected KPIs:
 - If the action plan of tool 3 does not specify the steps to follow to meet the KPIs in detail, work with the mentee to specifically explain each of the proposed KPIs.
3. Hold a specific session for reflection and analysis of the Tool 3 action plan, identifying the needs, challenges and new activities/ actions that emerged in block 1.3. of the mentoring process.
4. Co-create a mentoring plan that allows to enhance the scope and achieve the objectives proposed in the Tool 3 action plan.

IB MENTORING FRAMEWORK

Date		
Session Number		
BUILDING BLOCK OF IB TRANSFORMATION PLAN ADDRESSED	MAIN GOAL, ACTIVITIES AND KPIS FROM THE IB BUILDING BLOCK	
Number of challenges related to the building block		
Define needs according to the challenges described		
Establish objectives and areas of improvement to address jointly		
New activities/ actions to be developed by mentee until next session		



REFLECTIONS:

You and your mentee can use this space to reflect together on the IB mentoring framework and how it supports the overall development of the mentee's IB transformation.

IB MENTORING PLAN

SESSIONS	DATE	FORMAT (PRESENTIAL/VIRTUAL/ON-SITE)	BUILDING BLOCK ADDRESSED	MAIN GOAL OF SESSION
Session One				
Session Two				
Session Three				
Session Four				
Session Five				
Session Six				



REFLECTIONS:

You and your mentee can use this space to reflect together on the IB mentoring plan and how it supports the overall development of the mentee's IB transformation.

3. Block Three: Moving on

In the final block, the IB mentoring process requires a specific session to consider all the knowledge obtained and generated and to define the next steps. The success of this block will depend on the prior implementation of the co-creation built and the consideration of the recommendations for good mentoring. The non-structure reflection session can be guide for the mentor to shared and discussed the mentoring process with the mentee. With block three, the mentor can acknowledge the overall development of the mentee in terms of their IB transformation and jointly build an independent strategic plan for the IB mentee.



NOTE TO MENTORS

The main aspects to address in block three will be:

- Highlighting achievements of the IB mentoring process
- Constructive feedback of the unachieved objectives and goals
- Definition of next steps setting a new independent path



FINAL REFLECTIONS:

You and your mentee can use this space to reflect together on the all IB mentoring process and how it support the overall development of the mentee's IB transformation. As a mentor, you can adress the following non-structured questions:

1. How much do you think the mentoring process helped you improve your IB transformation?

2. How much do you think the mentoring process fulfilled the proposed objectives and goals?

3. How much do you think the mentoring helps you clarify future activities to achieve the action plan in Tool 3?

4. How much do you think you learned about strategies to positively impact the BoP from the mentoring process?

5. Could you write a brief reflection about your IB mentoring process?

DEFINITION OF NEXT STEPS FOR MENTEE

DATE

SESSION
NUMBER

BRIEF DESCRIPTION OF THE RESULTS OF THE MENTORING REFLECTION SESSION AND THE EVALUATION

MAIN ACTIVITIES DETECTED	IB TRANSFORMATION GOAL	CORE ACTIVITIES FOR IB TRANSFORMATION	KEY PERFORMANCE INDICATORS (KPIs)	TIME FRAME FOR IMPLEMENTATION	ESTIMATED BUDGET /
Activity 1	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	

<p>Activity 2</p>	<p>Main transformation goal to achieve</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>KPI 1:</p> <p>KPI 2:</p> <p>KPI 3:</p>	<p>month/year</p> <p>to month/year</p>	
<p>Activity 3</p>	<p>Main transformation goal to achieve</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>KPI 1:</p> <p>KPI 2:</p> <p>KPI 3:</p>	<p>month/year</p> <p>to month/year</p>	



Inclusive Business Action Network (iBAN)

The Inclusive Business Action Network (iBAN) is a global initiative supporting the scaling and replication of inclusive business models. Through its strategic approach iBAN supports companies with tailor-made investment readiness programmes and develops national inclusive business policy strategies with policymakers. On a global level iBAN manages the largest online knowledge platform (www.inclusivebusiness.net) on inclusive business. iBAN creates a space where evidence-based knowledge transforms into learning and new partnerships. With its focus on promoting the upscale of inclusive business models and consequently improving the lives of the poor, iBAN is actively contributing to the achievement of the United Nations Sustainable Development Goals. iBAN is funded by the German Federal Ministry for Economic Cooperation and Development. It is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. An earlier phase of this project (01/2017 – 12/2021) was supported by the European Union.

- <https://www.inclusivebusiness.net>



Emerging Markets Consulting (EMC)

Emerging Markets Consulting is a locally based consulting firm bringing best practices to both the private and development sectors in the Mekong Region. With 12+ years uninterrupted service, 350 projects completed and a permanent staff committed to living and working in the region, EMC is entirely invested in your success, and uniquely able to support your long term growth.

- <https://emc-consulting.asia>



GlobalCAD - The Centre of Partnerships for Development

GlobalCAD is an international consulting firm with more than 15 years of experience leading projects with high social, economic and environmental impact. It constitutes a global network of experts on sustainable and inclusive development. They organize their strategies based on partnerships, offering holistic and transformative solutions that respond to multiple global challenges. These services include research, strategic advice, technical support, training and capacity building in the areas of cross-sector partnerships, inclusive business and private sector development, green economy, climate change adaptation and mitigation, and gender equality.

- <https://globalcad.org/en>

The Inclusive Business Coaching and Mentoring Guide (iB-CM) was produced by Global CAD and EMC and funded by iBAN.

