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**Coaching material and tools
for altruistic entrepreneurs
(as mentors) and adaptation**

Mentor Syllabus – 4 modules

*1) Introduction to Social Entrepreneurship:
vocabulary, sector, roles and challenges*

2) Matchmaking: The basis of cooperation

3) Cooperation strategies and best practices

4) How a successful mentor will create value

Matchmaking

Main questions of the module:

What are the main differences and similarities between the different sectors of society?

What do we share (mentor and mentee) as leaders and managers?

How can the social sector help my business?

Introduction

The goal of the module '**Matchmaking: The basis of cooperation**' is to lay the foundation for the matchmaking between businesspeople and social entrepreneurs, mentors and mentees.

It introduces a logical framework that conceptualizes the similarities between organizations coming from various background, sectors and with differing agendas.

The similarities will be examined on four levels of cooperation: the structural level, the major operational areas, the dynamic areas of leadership and then on the personal level.

The module starts off with the introduction of the sectors of society and the unique role each of them play in the collaboration process of social innovation.

Various levels of matching

1. Sectors of society
2. Industry level
3. Organizational level (functional)
4. Personal level

Sectors of society

In order to lay the foundation for the matchmaking of the mentoring we need to introduce the main sectors of society: government, business (private) and the non-profit or civil society sectors.

All three sectors are relevant and play an integrant role in answering the needs and satisfying the wants of society, tackle the many problems it faces. Their focuses and available resources may differ, even their solutions could be different, still they are all embedded in society and have true relevance for the wellbeing us all.

In the following three sections we will identify the relevant operational and functional areas that are shared by all organisations independent of their sectors.

and let thy feet
millenniums hence
be set amidst of knowledge

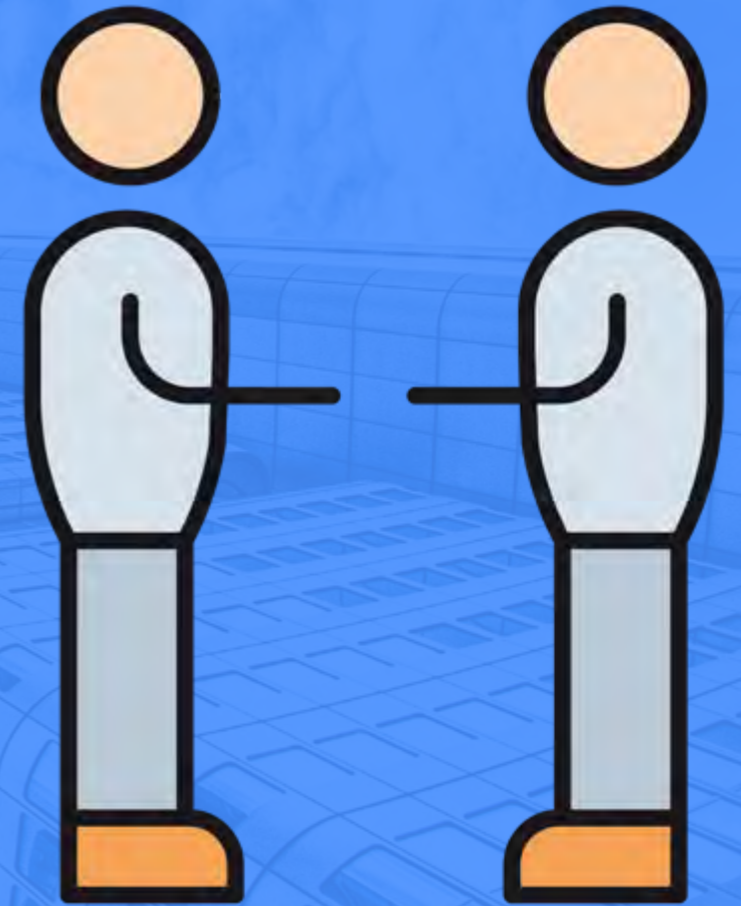
Industry level

Both types of businesses (social and traditional businesses) operate in a particular industry.


In case the businesses of the mentor mentee pair operate in the same industry they can be considered competitors.

As they are both competing within a particular industry for customers and available resources.

However, in a transparent and well-defined mentoring relationship this kind of similarity should not be a problem. In case there is no industry level overlap between mentor and mentee a deeper strategic partnership can be developed more easily.



Organizational level



Both traditional and social enterprises are organisations. The organization is nothing less than a 'living' organism. It transforms and develops in response to the external stimuli. All these changes occur on various areas, in various functions of the organization.

The organizational operation is controlled by guiding principles. These principles are basic statements that describe the firm's response and relations to its environment that control the organization's decisions and actions.

In our case the business as well as the social/community aspects of the organizational operation is relevant.

(1) Social/community side of the operations

All organization's operation is embedded in its unique external environment. In order to achieve its goals, it has direct and indirect impact on various internal and external actors. While there are some stakeholders that are fairly obvious, including employees, customers/clients or suppliers, on whom the organizations' impact is clear. Other stakeholders might not be so apparent, such as the organisation local community or indirectly affected constituents of its operation.

(2) Business and financial side of the operations (strategic, operational elements, etc.)

We already established that social enterprises are market payers due to their business activities. It is also important to stress that both mentors and mentees operate businesses with specific, though sometimes distinct business models. Still the areas of their business models are mostly similar, fundamentally defining their operations. It is essential to support the SEs to develop their business models and revenue generating capabilities thus helping them to be less reliable on grants.

(3) Operational, including HR

In order to achieve our strategic goals, we need to manage the important operational areas of the organization. These areas are human resource management (HR), external and internal communication, administration, financial management, marketing, product and service development, project management, among other areas.



(4) Leadership - Dynamic areas

A well-functioning venture has loads of constantly changing elements and dimensions.

These altering dimensions are often linked to the lifecycle development of the organization. Even in the mentoring process, the lifecycle of two organizations matters. Even if there is a match on other levels the lifecycle of the participants' organization may affect their cooperation. They may be able to cooperate with each other in a certain time period but may be less effective at other times.

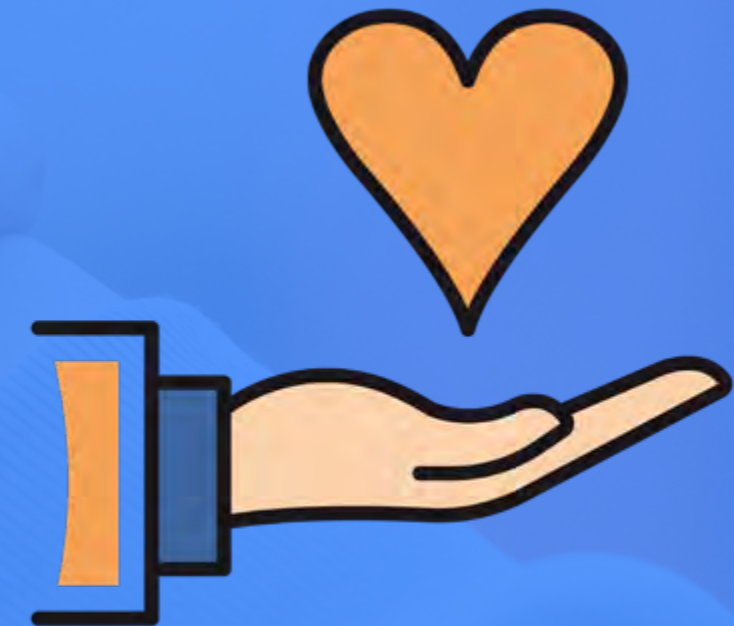
Some of these dynamic areas are:

1. Strategy setting of systemic goals
2. Action/implementation
3. Analysing external environment and impacts

Personal level

After looking at the organizational level similarities we should turn our attention to identifying personal similarities.

In a mentoring collaboration shared values and attitudes, personal sympathy, agreement over strengths and developmental areas are the key elements to success.



Exercise #4

Make a personal list that covers all relevant cooperation levels and areas. You will be able to use this list as a starting point for creating your mentor profile. Try to be as specific as possible when listing all those characteristics that describe you, your preferences, experiences and skill as a business mentor.

Questions & Support

Do you have any questions regarding the curricula?

Feel free to contact us at projektiroda@bkik.hu.



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