

# Corporate Mentoring Network Toolkit

*The Network brings together those in the vanguard of running or developing volunteer enterprise mentoring programmes to share experiences about the benefits and challenges.*

*The group aims to explore issues and opportunities, develop solutions and identify best practice models , which can be shared in order to help other organisations to mobilise the enthusiasm and expertise of leaders and experienced senior staff to support SMEs through volunteer enterprise mentoring programmes.*

**This network is chaired by Lloyds Banking Group with current members including:**

British Banker's Association (BBA); Institute of Enterprise and Entrepreneurs (IOEE); Mott MacDonald; SFEDI; Enterprise Diversity Alliance (EDA); Department for Business Innovation & Skills (BIS); Business in the Community (BITC); BT Open Reach; Capita; CISCO Systems; Ernst & Young; Goldman Sachs; Grant Thornton; HP; Microsoft; Post Office; PriceWaterCoopers; Standard Life; Virgin Media; Yell; Incisive Edge; Rioch; The Know List; New Zealand Business Women's Network; Construction Industries Council; ICAEW; Fitch Learning; Royal Institution of Chartered Surveyors (RICS); Fitch Learning; Two Birds; UKTI; Intellectual Property Office.

**The toolkit here has been designed as a pick and choose resource bank to help all in the network to achieve their volunteering goals. It has been developed with Government Business Innovation and Skills Dept and Lloyds Banking Group's resources with key materials from SFEDI the Skills Council for Enterprise, the Institute of Enterprise and Entrepreneurs (IOEE) and Enterprise Diversity Alliance (EDA) with feedback from the wider network.**

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“The loyal customer base I have come across within the last 5 years as a business manager in Agriculture has made me more determined to take up mentoring through the Get Mentoring in Farming project. Some farming businesses are reluctant to ask for help so having the opportunity to give something back to the sector is a real honour for me.”

**Lee Baker, Lloyds Agriculture Business Manager**

“It has been satisfying to draw on my experience of working with major brands and then applying this to smaller businesses that are starting out to see how I can make an impact without a big budget. I'd recommend mentoring to others”

**Johnny Morris, Supper Club mentor**

“It's really good to have an outside opinion on things and someone we can bounce ideas off...[My mentor] really does care about local business and creating employment and because he's mentoring us voluntarily it's free of any financial issues.”

**Staffordshire Precision Engineering MDs Phil and Gary Smith,  
Let's do Mentoring mentees (North Staffordshire Chamber)**

## 1. Why is mentoring small, medium and micro enterprises important in achieving UK growth

**Small, medium and micro enterprises are the engine of the UK economy, and their success is essential to our economic prosperity.**

They drive economic growth by stimulating innovation, creating a competitive spur to existing business to increase their productivity. Successful and growing enterprises mean more opportunities, a more dynamic local economy. This leads to more jobs, more suppliers & more customers for us all.

- 99.9% of UK firms are SMEs
- They employ 14.4m people, which is over half of the total private sector workforce
- These enterprises have a combined annual turnover of £1,600bn – just under half of private sector turnover

The Government has made a commitment to deliver long term, sustainable economic growth and one of its key priorities is to ensure it creates the conditions for more businesses to grow. In order for this to fully work and achieve UK success the skills and expertise of the private sector are really needed.

Government's vision for enterprise mentoring in the UK is for a vibrant, effective and sustainable mentoring network that is accessible to all and supports both start-up and established small and micro businesses locally, helping them to grow.

### **What is Enterprise Mentoring?**

There are many definitions of enterprise mentoring, but a straightforward one is “an experienced person acting as a sounding board and critical friend to help someone develop their abilities to run a business” (SFEDI 2014)

It is not advice and giving advice contravenes the national code of practice, as the end goal is to support the mentee in being confident in achieving business success on their terms.

### Current research key points-

Research proves that SMEs that use external support have a greater chance of survival and success.

- The 2013 Small Business Survey found use of a mentor by all SMEs at 12%. (England only)
- However, the same survey shows that a further 21% of SMEs would be interested in using a mentor.

BIS Small Business Survey 2013, SME employers who sought external support and guidance in the last 12 months were more likely to be growing with;

- 67% aiming to **grow their business** over the next 12 months
- 21% more likely to **have grown their workforce** in the past year (compared to 14% of SME employers who had not sought support)
- 34% more likely to be expecting to grow their employment in the next year (compared to 29%)
- 32% more likely to have **increased their turnover** in the past year (compared to 24%) and 30% more likely to be expecting to increase their turnover in the next year (47%, compared to 36%).
- 62% expect to **increase their online presence** over the next 12 months

Encouraging small business owners to recognise the benefits of looking outside for information and support is therefore key

For many small businesses, using a mentor can also be the first step towards making use of other external support to help their business grow.

*“The support from our enterprise mentor has been invaluable tool in maintaining perspective as the practice has expanded. It really helps to have someone to act as a sounding board for new ideas, as well as to report back to on the goals that we’ve set for ourselves to make sure that we meet them.”*

*“Having helped many entrepreneurs and social enterprises to thrive and expand over the years, it was great to be able to receive similar support from an enterprise mentor myself, which has been invaluable in helping is to market the next stage of our support programmes for women social entrepreneurs.”*

## 2. The role of big business - how you can help

Businesses want support from people they trust and who have experience of business, which is why the UK needs more experienced business people to step forward and volunteer as mentors. BIS evidence tells us that one of the top sources of information and support for small business owners is their customers and suppliers. Leaders and managers in large organisations have a wealth of business knowledge and functional expertise they can share with small business owners.

**We can all work together to mobilise the enthusiasm and expertise of our talented employees to play a crucial role in enabling smaller businesses to grow, prosper and create jobs to support the UK's successful recovery**

### **Where your corporate expertise could make a difference**

Research shows that many SMEs could perform better on a range of factors associated with growth.

- Only 56% of SME employers believe that they are strong at developing and implementing a **business plan and strategy**
- Over half have **NOT** introduced new or significantly **improved products or services** in the past 12 months
- Over three-quarters of SME employers **do NOT export** their product or service, or licence products outside the UK
- Over two-thirds have **NOT** provided any training to improve **management and leadership skills** in the past 12 months

**There are many key skills such as strategy, international trade, management skills, procurement, and HR that Corporates have expertise in that will really help SME growth. The research below shows just one example of a key issue like this is with digital skills where corporate expertise can make a very practical difference to improve SME capability:**

- Three-quarters of small businesses and charities are not investing in improving digital skills and believe there is no room to improve
- In the UK, only half of small businesses and charities have a website, and from those who do, only 1 in 5 allows customers to purchase goods/services, or donate online from their site.
- A third of business and charities believe being online is not relevant to them – showing an urgent need for support on the benefits of going online.

Corporate expertise could help in all of these areas. The table below shows how corporate talent can be used to meet the potential needs of small business owners seeking to improve their business.

<b>Corporate Department</b>	<b>Skill function</b>	<b>Potential need of small business</b>
<b>Accounting/finance</b>	Budgeting/forecasting Accounts payable Business planning Financial reporting	Budgeting Financial planning Billings and collection Cash flow analysis Financial fitness/access to finance
<b>Advertising/PR</b>	Media relations Communications strategy Event planning and promotion Message creation Audience segmentation Digital advertising/social media	Media exposure Event planning and promotion Reaching target audiences Web presence
<b>Creative Services</b>	Creation and design of materials Brand strategy and management	Consistent branding Promotional materials
<b>Customer Care</b>	Customer surveys Issue resolution Tracking customer feedback Customer relationship management systems	Client/customer feedback Customer management
<b>Human Resources</b>	Recruiting and retention Performance review process Training and development diversity	Recruiting and retention Performance review process Training and development Employee morale and feedback
<b>IT</b>	Data systems Systems solutions and tech support	Client database Internal systems
<b>Marketing/sales</b>	Customer prospecting Sales presentations Merchandising Overseas sales	Increased sales Entering new markets
<b>Operations/facilities</b>	Building security Maintenance and Space planning Site expansion	Improve use of physical space Improved processes New build
<b>Product development</b>	Customer trends	New services development

	Competitive analysis Product testing Quality assurance/control	Measuring outcomes
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### 3. The business case – the benefits of a volunteer enterprise mentoring programme to your business

The business case for corporate volunteering is straightforward. It is good for those who volunteer, it is good for the local business community and it is good for the company itself.

A structured volunteering programme can bring real rewards by securing long-term returns to the business:

- Investors and financial markets are beginning to see that corporate social responsibility (CSR) activities that integrate broader societal concerns into business strategy and performance are evidence of good management.
- Business opinion polls show increased levels of understanding of the link between responsible business and good business.
- In addition to building trust with the community, it gives firms an edge in attracting good customers and employees,
- Acting responsibly towards workers and others in society can help build value for firms and their shareholders.
- Staff development is clearly evidenced where mentoring programmes are in place

A volunteer enterprise mentoring programme can be a “win-win”, contributing too much wider organisational goals than simply a corporate social responsibility programme. This offers a business more than an opportunity to “put something back” as it is a unique personal development opportunity for employees too as mentors themselves grow and develop their skills and experience.

The table below shows some of the benefits that a volunteer enterprise mentoring programme could bring.

Reputational benefits	
<b>Value/impact of press coverage</b>	Successful community initiatives of all kinds are often picked up by trade, regional and national media. Companies benefit from positive media coverage which will both build and improve brand reputation and enhance stakeholder opinion. Talented employees will be more likely to apply to a company which has a good reputation
<b>Improved relationship with government/regulators and stakeholders</b>	By being proactive in this area, a business demonstrates a willingness to work with government. It can also be helpful in building a positive profile with local authorities. Suppliers and other business partners will want to work with companies which are responsible, transparent, and have a good reputation in and understanding of their local communities
<b>Improved relationship with the local business community/supply chain</b>	Working with local business will expand your organisation’s knowledge of issues and challenges facing them, enhancing your own company’s knowledge and outlook. Equally, supporting small and new businesses in your area creates a more dynamic local economy, more jobs and therefore a more attractive place to do business
<b>Talent management and employment benefits</b>	Research shows that: <ul style="list-style-type: none"> <li>• HR managers believe that contributing business skills/expertise in a voluntary capacity can be an effective way to develop leadership and</li> </ul>

	<p>business skills</p> <ul style="list-style-type: none"> <li>• Enterprise mentoring also helps with the development of general mentoring skills which can be used internally for talent development, diversity programmes etc</li> <li>• volunteering is increasingly being linked to core business strategy in terms of up skilling employees and boosting productivity levels</li> <li>• volunteers involved in mentoring reported that their experience had increased their understanding of and empathy with other people</li> <li>• employees feel greater loyalty to socially engaged employers</li> </ul>
<b>Retention and employee engagement</b>	Employee volunteering can be highly beneficial in attracting, retaining, engaging and developing employees. It can challenge employees, encouraging innovation and creativity, improving morale, motivation and commitment to the company
<b>Talent management including cost savings on training, team building and recruitment</b>	Key skills developed through volunteering include leadership, creative thinking, maximising the performance of others and decision-making/problem solving. Mentoring can also enhance communication skills, adaptability, influencing and negotiating skills. Nearly all of these feature in the mainstream competency frameworks used by companies to monitor and guide staff development. Often, these business-relevant skills can be attained at a lower cost to the company than more traditional approaches to training and development.
<b>Business knowledge and awareness</b>	Volunteer enterprise mentors gain a wider appreciation of the issues and challenges facing small business (your customers and suppliers.) This improves their own understanding and decision making
<b>Commercial benefits</b>	
<b>Supply chain management</b>	A more efficient system and stronger supply chain means a better service and better products for your business
<b>Impact on the bottom line</b>	The positive reputational benefits and improved employee engagement and motivation can lead to improved sales and business activity. More specifically, the creative and dynamic nature of volunteer business mentoring can spark ideas for new services and products and volunteers benefit from interaction with customers and suppliers.
<b>External investment</b>	Companies showing leadership in the area of corporate social responsibility are often recommended to and invested in by those who screen companies for social responsibility. For example, the FTSE4 Good Index Series has been designed to measure the performance of companies that meet globally recognised corporate responsibility standards and to facilitate investment in those companies. Community activity is often an important part of such ratings and can promote the company as a suitable vehicle for investment.
<b>Benefits to the employee</b>	<p>Research shows that employees who volunteer:</p> <ul style="list-style-type: none"> <li>• Are twice as likely to be satisfied with the progression of their careers</li> <li>• Agree that the experience has helped them to perform better in their jobs</li> <li>• Report improvements across a range of skills, in particular, communication skills, adaptability and helping others improve as a result of their experience</li> </ul>
<b>Skills development and progression</b>	Supporting a local small business can build relationships with other employees in the same department or across the organisation. This, combined with developing the business relevant skills described above, can lead to more opportunities in terms of career development.
<b>Personal impact</b>	Volunteer mentoring of a small business owner can also develop a range of softer skills including self confidence, judgement, and initiative, awareness of wider social and business issues and empathy with other people.
<b>Personal benefit</b>	Giving something back to the community, helping others and making a difference feels good!

<b>Benefits for the volunteer mentor</b>	
<b>Personal fulfilment from investing in others</b>	“Mentoring is a fantastic way to help businesses grow, and I think it’s often underestimated as a tool that has the power to significantly boost the UK’s economy. Mentoring allows me to keep in touch with UK business leaders, learn how they operate and work out how my help can benefit them.”
<b>Communication, mentoring and coaching skills</b>	“Working with my mentor has given us a new perspective on the business and how we can tackle challenges and set ourselves goals.”
<b>Enjoyment from seeing others succeed</b>	“Having worked closely with Sharon and offering a fresh pair of eyes, I was able to help them examine new options for managing the business’s performance and explore new options for growth. It’s immensely rewarding to be able to help others achieve their goals.”
<b>Feeling ‘valued’ as a role model</b>	“I am extremely honoured to be named Enterprise Mentoring Champion of the Year and look forward to taking this award back to my organisation and hopefully inspiring more of my colleagues to get involved with mentoring.”
<b>Stimulating own learning of business enterprise</b>	“It is both satisfying and inspiring to see a small business turn an idea into reality. The agricultural community is resourceful, hard working and ingenious so I count myself as being fortunate to be connected with it. Mentoring is worthwhile in itself and through sharing my own knowledge and experience, I hope to contribute to what the UK agriculture sector needs to succeed.”
<b>Opportunity to take time out and reflect</b>	“Working with my mentor has really opened my eyes to the available opportunities. Having not come from a business background, it is invaluable to have someone who is able to take an objective view of what we’re trying to achieve and to give us some guidance.”
<b>Renewed focus on future career or opportunities</b>	“Mentoring can be a truly rewarding relationship which not only benefits the mentees, but allows mentors to build on their existing skills and experience in order to form fulfilling and effective relationships.”
<b>Developing new insight into own self</b>	“Thank you for your time today – I appreciated your ability to be able to see deeper and push me to talk it through a little. I feel like I’ve had a bit of a breakthrough because of it and I am already working on planning my next step.”
<b>Gaining an appreciation of an entrepreneur’s pressures</b>	“While financial investment is crucial to starting and growing a business, mentoring support can also make a huge difference to providing an entrepreneur with an objective perspective for sounding out new ideas or providing contact with other professionals in the area.”
<b>Improving own development and performance</b>	“I am enjoying mentoring as I feel as though I am giving something back. Its good interaction and personal development and I like the reflections as its showing how I can share my life experiences. It’s making me question differently to get different responses which makes me feel like I’m being really useful as there are real takeaways for me and the mentee.”
<b>Contributing to professional development</b>	“Meeting with my mentee has given me the opportunity to take away new ideas that has allowed me to think about implementing into future mentoring relationships and has contributed to my own development within the role.”
<b>Improving relationship and management skills</b>	“One of the main reasons I wanted to become an enterprise mentor is because the scheme can have a significant impact on British entrepreneurship. It is an incredibly rewarding process that has helped me develop both personally, not least getting to know my mentee as a trusted and valued friend.”
<b>Opportunity to ‘put something back’ and</b>	“The loyal customer base I have come across within the last 5 years has made me more determined to take up

make a difference

mentoring. Some businesses are reluctant to ask for help so having the opportunity to give something back is a real honour for me.”

#### 4. Five steps to setting up a programme



You will need to be very clear about what you’re trying to achieve, what resources you are prepared to invest and what outputs/impact you want your programme to deliver. The framework below shows a number of key questions to ask. It can also help you to measure your programme and quantify its contribution to organisational strategy and goals. Communications and ongoing engagement of volunteers and stakeholders are critical throughout all of these stages

		Example		
Objectives ↓	<ul style="list-style-type: none"> <li>What need or set of needs will the programme address?</li> <li>Will you aim your mentoring support at a specific group?</li> <li>What targets will you set?</li> <li>Will you draw your volunteer mentors from a specific group of employees?</li> </ul>	<b>Employer need</b> <ul style="list-style-type: none"> <li>Improved employee engagement</li> <li>Enhance/strengthen supply chain</li> <li>Build reputation</li> </ul>	<b>Employee need</b> <ul style="list-style-type: none"> <li>Greater self confidence</li> <li>Increased motivation</li> </ul>	<b>Community/small business owner need</b> Business growth – e.g. revenue, market share, employment, profit etc, amongst small, medium and micro businesses
Inputs ↓	<ul style="list-style-type: none"> <li>What resources are you putting into the volunteer business mentoring programme – scale, budget, time etc?</li> </ul>	<b>Cash</b> <ul style="list-style-type: none"> <li>£x investment to set up and manage the volunteer business mentoring programme</li> <li>£x training of volunteers</li> <li>Resources to manage and monitor the programme</li> </ul>	<b>Volunteer time</b> E.g. 100 volunteers for 1 day a month for one year = 1200 hours	<b>Other</b> Additional time commitment from others in the company, responding to requests for info/advice from volunteer mentors to support their mentees
Outputs ↓	<ul style="list-style-type: none"> <li>What has the investment achieved?</li> </ul>	<b>Employer benefits</b> <ul style="list-style-type: none"> <li>Media – positive press coverage</li> </ul>	<b>Employee benefits</b> <ul style="list-style-type: none"> <li>Improved morale/pride in working for organisation</li> </ul>	<b>Community/Small business owner benefits</b> <ul style="list-style-type: none"> <li>Number of small business</li> </ul>

		<ul style="list-style-type: none"> <li>Improved reputation</li> <li>Government recognition</li> </ul>	<ul style="list-style-type: none"> <li>Skills gain</li> <li>Improved understanding of business issues</li> </ul>	owners/enterprises helped
<b>Impact</b> 	<ul style="list-style-type: none"> <li><b>How will things be better in the longer term as a result of your programme?</b></li> </ul>	<b>Employer impacts</b> <ul style="list-style-type: none"> <li>Improved sales</li> <li>Stronger supply chain</li> </ul>	<b>Employee impacts</b> <ul style="list-style-type: none"> <li>Promotion/career development</li> </ul>	<b>Community/small business owner impact</b> <ul style="list-style-type: none"> <li>Number of SMEs reporting growth in sales/turnover/profit</li> <li>Number of SMEs expanding and recruiting more staff</li> </ul>

In scoping your programme you will also want to consider a range of risks and issues for example –

- Are there any legal implications of your scheme either for your organisation or for the volunteer? (for example contracts with mentoring organisation with whom you might partner, or professional indemnity for your employees),
- How will you mitigate against potential conflicts of interest between volunteer mentor and mentee, especially if your target group of businesses are within your supply chain?
- What time commitment from volunteers will you expect as a minimum, or support as a maximum?

You'll also need to plan your communication strategy, to ensure you recruit sufficient volunteers to meet your goals.



Once you have scoped your programme, you will need to decide the best way of delivering it to suit your organisation. Four options for you to consider include:

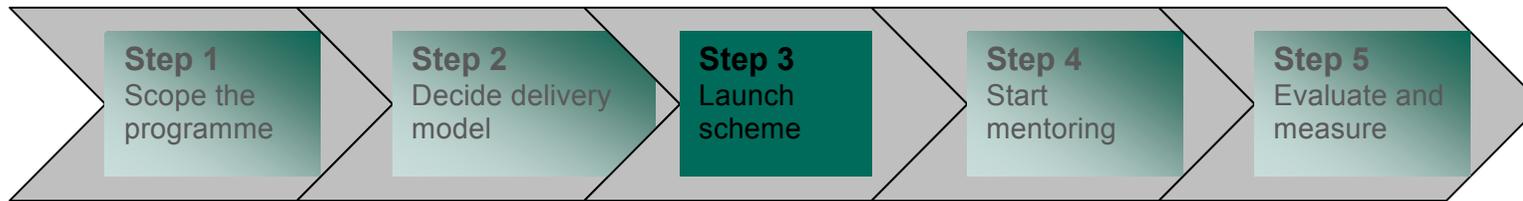
- **Partnering with mixed agencies as a collaborative approach** - This is one approach taken by the main banks jointly with the British Bankers' Association, to recruit and train 1,000 volunteer bank mentors. Key aspects of this approach includes working with the Small Firms Development Initiative (SFEDI) to develop and deliver training and accreditation to volunteers and partnering with a number of not for profit mentoring organisations on mentorsme.co.uk, to ensure volunteers are deployed in each region. The mentoring organisations seek mentees and match them with bank volunteers.

- **Partnering with a not-for-profit mentoring organisation on mentorsme.** An advantage of this approach is that the individual mentoring organisation can manage your programme on your behalf, training your volunteers for you and matching them with their clients.
- **Partnering with your trade/sector body,** where they lead, match and manage the scheme for your sector is another option. This might entail collaborating with other large employers in your sector and could be a good way of enhancing the capability of small businesses within your sector or supply chain.
- **Creating your own self managed bespoke programme** where you handle it all in-house, will allow you to closely manage and monitor your scheme. Training can be developed to address identified learning and development requirements. Organising a “matching event” will allow you to target your volunteer mentors to specific enterprises. Alternatively, your volunteer mentors could be deployed through the Get Mentoring work by being members of the IOEE (Institute of Enterprise + Entrepreneurs) and listing that there are available to mentor which enables small business owners seeking particular expertise or functional knowledge to self-select.

The table below describes a four-step approach and sets out the key aspects of each option. You will need to consider the risks and issues of each model for your organisation to help you decide which is the most appropriate for your aims.

Programme & Steps	Collaborative bank model	Partnering a mentoring organisation on mentorsme	Partnering with your trade/sector body	Own programme
1. Recruitment of volunteers	Corporate selects/recruits volunteers through an internal targeted recruitment campaign	Corporate approaches a not-for-profit mentoring organisation on mentorsme.co.uk to become their partner Corporate, working with mentoring partner, selects/recruits volunteers through an internal targeted recruitment campaign	Trade/sector body recruits volunteer mentors from across sector	Corporate selects/recruits volunteers through an internal targeted recruitment campaign
	Volunteers receive initial training and accreditation support from IOEE to ensure they have the appropriate knowledge and understanding of the role of an enterprise mentor.	Volunteers are trained by mentoring organisation	Bespoke training programme developed and delivered by sector body.	Volunteers are trained in-house, e.g. by IOEE accredited trainers, to ensure they have the appropriate knowledge and understanding of the role of an enterprise mentor

	Agreements made with selected mentoring organisations on mentorsme.co.uk. Volunteers deployed in mentoring organisations	Volunteers are matched by mentoring organisation with small business owners seeking a mentor	Trade/sector body recruits mentees from within the sector	Corporate hosts a “matching event” with volunteers and an invited audience; or volunteers deployed into mentorsme through e.g. IOEE
<b>2. Deployment and matching of volunteers with small business owners</b>	Volunteers receive induction from mentoring organisation and are matched with a small business owner seeking a mentor		Trade/sector body matches mentors/mentees and oversees programme	Mentees self-select mentor through “matching event”, or through IOEE membership listing
	On-going support for mentors by mentoring organisation and by employer, including qualification, CPD and measurement of impact against programme aims	Ongoing support for mentors by mentoring organisation and by employer, including measurement of impact against programme aims	Trade/sector body and employer provide ongoing support. Trade/sector body evaluates and measures impact against programme aims	Ongoing support of mentors by corporate, including measurement of impact against programme aims
	Small business owner receives help and support to develop and grow their business			
<b>3. Mentor support and programme measurement</b>	Done via individual banks plus feedback from all mentoring agencies collated by the BBA	Done via the mentoring agencies	Done jointly with trade body and corporate	Undertaken by the corporate
<b>4. Level 3</b>	This qualification aims to provide an introduction to the role of the mentor to ensure that a new mentor has the right level of knowledge and understanding to undertake the mentor role. This is delivered as a one day interactive course with supporting materials or as a focussed half day teleconference session. Accreditation includes reflective practice, portfolio of evidence and a telephone assessment. (Delivered by SFEDI)			
<b>5. Level 5</b>	This qualification is for the Mentor Champion Role and aims to further develop the skills and knowledge of an enterprise mentor. It supports them being an exemplar in their own practice and to promote/develop the network of enterprise mentoring services by ensuring that they are able to share knowledge and skills with new mentors. This is delivered as a one day interactive face to face course with supporting materials. Accreditation includes reflective practice, portfolio of evidence and assessment. (Developed by Lloyds Bank and SFEDI, delivered by SFEDI)			
<b>6. Continuous Professional Development (CPD)</b>	New CPD modules on a range of topics that will contribute to the development of mentors, equipping them to work effectively with mentees. This includes modules to help them review and develop their web strategies and to help them review and understand alternative finance options. One day interactive course. (Developed by BMSW, SFEDI and Lloyds Bank, delivered by SFEDI)			



After you have scoped out your scheme, decided on the delivery model that best meets the needs of your organisation, and developed a communication plan to launch and promote it, you will be ready to recruit volunteers. Below is a checklist of the sort of information your employees might need to help them decide whether to join the programme.

- An outline of your scheme objectives and why supporting small business owners, is important for your organisation and what employees will gain by volunteering.
- You might also want to develop a set of principles for your scheme to help avoid issues such as conflicts of interest and to highlight what the volunteer can expect from the company to enable them to take up their volunteering role.
- Consider what leadership or champion role will be needed to make this happen and give the volunteers the support that they need. The Level 5 mentor champion qualification and the IOEE mentor manager training may be useful in this regard
- You could also consider if you want to recognise staff who volunteer – for example by including volunteer enterprise mentoring in an employee award scheme
- A mentor job specification, explaining the purpose of their mentoring role, the level of commitment expected and what volunteers will be required to do
- An outline of the competencies (skills, knowledge and personal behaviours) and experience that volunteers should possess in order to undertake their enterprise mentoring role effectively
- An application form, which could be used as an initial filter and to gather information on the prospective mentor. This could be useful in helping a mentoring organisation with early matching
- High level guidance on enterprise mentoring, Q & A documents and other information, which can be amplified through the training



Once your volunteers are trained they are ready to start mentoring and helping small business owners. If your scheme's model is for the matching to be carried out by a mentoring organisation you have partnered with, it will be important to work closely with them, to ensure they source sufficient mentees for your volunteers and who meet your criteria. If you are organising the matching yourself, you can identify businesses from your target group and invite them to an event. You might also want to consider promoting your scheme to the target group to ensure you have a steady supply of small business owners seeking a mentor for your volunteer mentors.



Measuring matters. Your company will be making a significant investment in its volunteer mentoring programme and it will be important to be able to demonstrate a return on that investment. You can use the table in Step 1 above as a map to measure outputs and impact against objectives and inputs.

If you have a clear picture of what has been invested, you may be able to compare and contrast with other organisations and between operating units within your organisation. Comparisons of this kind will enable you to develop your programme in new and innovative ways or simply differentiate yourself from the competition.

Robust measurement will allow you to be clearer on what successes have been achieved. It will equip you to tell your story in the most compelling way possible, allowing you to demonstrate return on investment and provide evidence on achievement of objectives and benefits gained.

Here are examples of the sort of evidence measuring your programme can provide:

Numbers - mentors/interactions/number of business helped

Case studies

Qualitative feedback - from mentors/mentees/stakeholders

Metrics – Ones that mean something to your organisation e.g. retention/engagement

Some examples are below:

*“The programme has been invaluable for the managers involved who are now taking on more senior roles. Across the enterprise volunteering has had a **positive impact on retention** – annual staff turnover has dropped to 4.6% amongst the group of people who volunteer compared with the statistic for the workforce as a whole which is 17.5%. On this mentoring project, all the mentors involved are still in post.”*  
**Paul Cowley, Group Corporate Affairs, AF Blakemore, Mentor organisation on BiTC’s 12/8 programme (Paul was one of these mentors)**

*“We are especially delighted to receive the bank's support. Lloyds Banking Group has been instrumental in increasing both the number and skills level of volunteer enterprise mentors across the UK. Their commitment to supporting the small and micro business sector with enterprise skills development and mentoring is having a positive impact on many businesses and the wider economy.”*

*“You have clearly put together an exciting and impactful mentoring scheme.”*

*“The information you have shared was really useful and your mentoring agreement looks just the ticket! We really welcome your support and we are really keen to learn from your experiences on this.”*

*“The mentoring support from Lloyds Banking Group was invaluable and a vital component in bringing the idea to market. My mentor regularly challenged my ideas, forcing me to think objectively about the decisions I was making and not get too caught up in the small details.”*

## 5. Case studies

### Inspiring Social Enterprise Benefits from Mentoring Support



Ken White runs a social enterprise called Youth Education Project (YEP!) which provides alternative education to young people from across Leicestershire. The young people that benefit from its courses are those that are excluded from school have been referred by the Youth Offending Service, and NEETs (Not in Education, Employment or Training).

Ken wanted to set up something that would make education enjoyable. For it to work he felt it needed to be different than college, school, or youth club, and therefore it needed to be independent and sustainable. The enterprise also needed to focus on skills that will help young people live independent, positive lives, and where staff had the flexibility to support them long term.

The courses range from essential skills in Maths, English and ICT, to vocational programmes such as Childcare and Motor Vehicle maintenance, to music and urban arts. However, the course that Ken believes has the most impact focuses on personal and social development, he says, "It is the development of softer skills that really provide an opportunity for the young person to create a new path for themselves in life."

With a background in social work, Ken set up the business in Leicester in 2008. The business had a major overhaul in 2011 when it moved to a new site, a name change and a new brand. He admits that although it's been enjoyable running his business can feel pretty isolating at times, he says, "As a director you sometimes find yourself talking to yourself. You basically have to resolve all of your own problems as you don't have anyone to bounce ideas off. It can be a real headache. Change can be frightening especially if it's not managed in the right way, and I certainly feel like there's been a lot of change to contend with in the last two years. Sometimes you just need to step back in order to put things into context."

Ken attended a workshop on developing innovative Approaches to Diversity and Mentoring which was run by Professor Kiran Trehan and Professor Monder Ram in partnership with Lloyds Banking Group and the Enterprise and Diversity Alliance (EDA) which is an innovative network dedicated to the promotion of minority entrepreneurship. Backed by the British Bankers' Association (BBA), leading policy-makers and professional bodies, its ambition is to 'make diversity and enterprise everyone's business'. The EDA is led by Professor Monder Ram and Professor Kiran Trehan of the Centre for Research in Ethnic Minority Entrepreneurship (CREME), Birmingham Business School, University of Birmingham. Ken was delighted he had the opportunity to source a mentor via the EDA project.

Ken was introduced to his mentor, Adrian Philp, Client Manager at Lloyds Bank Commercial Finance and also a volunteer mentor\*, in March 2013, by Christine Dryden, IOEE mentor manager. Adrian says, "When I met Adrian he had a similar background and therefore really

understood that the business' success lies purely in our success with the young people we work with. I was so relieved that he understood what we were trying to achieve.”

Ken and Adrian have now had 5 or 6 meetings and every meeting ends with goals and objectives designed to help Ken address specific challenges in the business. Ken has found that the process of sharing helped him realise that he held many of the solutions. He says, "For the first time since starting the business I have had someone to sit down and talk to about everything we had to tackle as a business. Where I have previously felt there were massive mountains to climb, by sharing the challenges with Adrian, and learning from his experience, I've realised that they weren't as tough to tackle as I'd imagined.

"I look forward to every session, sometimes I'm shattered, but after 5-10 minutes I feel ready to tackle the month's planning. A lot of things really wouldn't have happened without Adrian's support and encouragement.”

We asked Ken whether he could identify any specific commercial benefits of sourcing a mentor, he said, "Growth for us is measured by the number of young people we train, retain and progress and I would estimate that since working with Adrian we have achieved about a 15-20% growth in numbers of young people we have been able to train.

"Adrian's support has helped me look at the business's staffing, training structures and recruitment processes, which in turn has enabled us to work with more young people as a direct result."

The biggest change in the way Ken approaches his business has been in the way he works with his team, he says, "I think I'm probably similar to other business owners in that I sometimes find it difficult to let go, but Adrian always says 'If you don't let people do it , how do you know they can't'. That single change in approach has had a really positive impact on me and my team.”

There's no doubt that working with a mentor has been great for Ken and his business, and he's now very keen to encourage other business owners to do the same, he says: "For me it's been a very supportive professional relationship with someone that really understands my business. I cannot recommend finding a mentor highly enough to someone starting or growing their business.”

\*Lloyds Banking Group has a 20,000 hour commitment to train volunteers from across the company as mentors, from senior management to specialist departments. The commitment is part of a national mentoring scheme run by the Business Finance Taskforce and led by the British Bankers' Association to help the economy return to sustainable growth by supporting businesses.



## Swansea Language Company Translates Mentoring Into Growth

An award-winning language services company in Swansea has expanded and is planning to open new offices with the help of mentoring support from the PRIME Cymru mentoring agency and Lloyds Banking Group.

Veritas Language Solutions provides translation, interpreting and consultancy services to a wide range of companies, charities, universities and government departments in the UK and internationally, including Nokia and the Red Cross.

The company was started in 2009 by Sharon Stephens and another graduate from her home, after they completed their university degrees. It has since grown quickly and now has access to a network of around 5,500 linguists worldwide, in addition to the ten members of staff who work in its headquarters on the Swansea Waterfront. The business is currently looking to open new bases in London, Paris and Brussels to bolster support to its customers and expand into new markets.

In early 2012, the company was also a finalist in the Lloyds TSB Enterprise Awards, recognising its outstanding 500 per cent increase in turnover growth in its first three years, and a component of the prize was access to a dedicated business mentor.

For Veritas, the mentoring scheme involved regular meetings between the management team and the mentor, Martin Lewis from Lloyds Banking Group, to provide guidance on specific areas of business management and finance as required.

Throughout this mentoring support period, the business has continued to increase turnover and introduce new services. Its newest addition, Veritas Talk, allows users to translate short conversations in real-time between 157 languages, is available 24/7, 365 days a year, and is already proving popular with business and medical customers.

Sharon Stephens, managing director of Veritas Language Solutions, said: "Given that our clients rightly require precision and accuracy, all of our translators must have a minimum of five years' experience in professional translation, and our stringent vetting procedures are one of the reasons for our continued success. As a trained and experienced linguist myself, I know the importance of maintaining high standards in recruiting translators.

“The help from our business mentor has blown us away in terms of opening our eyes to the scope for our services, both traditional translation and interpreting services. We are also working with companies to provide cultural training to assist them in their aim of successfully expanding into new overseas markets.

“Having benefitted immensely from the support of a mentor myself, I am now involved with local education projects and business events to share our experiences with others and to help encourage the next generation of entrepreneurs and businesses.”

Martin Lewis from Lloyds Banking Group, said: “Veritas Language Solutions is a superb business that has expanded rapidly by providing a high-quality service with limitless possibilities.

“Sharon Stephens’ passion for her work has been a key driver of the company’s exponential growth in a short period of time. Having worked closely with her and offering a fresh pair of eyes, I was able to help them examine new options for managing the business’ performance and explore new options for growth, whilst ensuring due consideration is given to cashflow and profitability

“Having worked with Lloyds Banking Group for many years, I’d acquired a broad range of skills and contacts which the mentoring programme has enabled me to share with others. It’s immensely rewarding to be able to help others achieve their goals.”



## What happens when ... a property business owner meets a bank mentor

Divian Mistry already had a well established business when he found out about the opportunity to source a mentor from the banking sector. Divian started investing in property a few years ago after leaving University. He's now developed a wealth of expertise in the sector, and also runs a business to help people who are considering investing in property themselves, he says: "One service of the business is about helping people learn more about buying property for investment and how to finance it, but now I also have a coaching side of the business where I help people to move forward with their goals. Often there's something stopping people progressing their business because of the way they feel about something, I help them figure out what's stopping them".

Divian found out about the mentoring support available to him through one of the interactive events held jointly with LBG, the BBA and Enterprise Diversity Alliance (EDA).

EDA is a unique collaboration to pioneer new ways of promoting development and growth of diverse SMEs through imaginative and productive relationships with large firms and private and public business service and finance providers. Led by Professor Monder Ram Head Centre for Research in Ethnic Minority Entrepreneurship (CREME) and Professor Kiran Trehan of the University of Birmingham, its aim is to 'make diversity and enterprise everyone's business'. LBG is a founder member of EDA and our joint events enable and encourage growing enterprises to gain insight and guidance from our enterprise mentors.

As Divian has so much experience in his own business and now in coaching and mentoring, we asked what made him attend the event and seek a mentor himself, he says: "As someone that coaches and mentors myself in the course of my work, I'm a strong believer that it can really help you progress your business. I was interested in the idea of sourcing a mentor from the banking sector as I felt there was potentially a great deal I could learn from someone with a banking and corporate background".

Divian was first introduced to Andy Judd Credit Analyst at the Birmingham Mid Markets Credit Management Centre, Lloyds Banking Group in February this year and since then they have got together once a month, he says, "When I met Andy the business was already going really well, but it was useful to talk through a couple of areas that weren't working as well for me. It helped me realise that I shouldn't be spending time on them and instead should be focusing my time on those areas that are making money."

As Andy works in the banking sector rather than as a business owner, we asked what expertise Divian feels he brings to the relationship and whether this can be truly useful to a business owner like himself, he says, "Andy works with big businesses, many of which turnover between £25m and £750m a year, so he has a lot of experience in using time effectively and prioritising activities, and while my business is smaller than those he is used to working with, there are still lots of practical tips and ideas that I can implement. Also, as I started the business straight from University and therefore have very little work experience outside business owners, it's really interesting to learn from his experience."

He goes on to say: "Some people set up a business after learning everything in a job and then replicating it in their own business. I don't have that background so I do feel like it can take longer to be successful. There's loads he knows about the mechanics of larger businesses which are completely new to me."

Andy has also enjoyed the experience and felt that he's gained personally from volunteering some of his time to the mentoring role, he says, "It's been very rewarding to apply my experience of many years in a banking environment to mentoring Divian. He's got tons of energy and commitment, and I like to think I've helped him apply some of my operational knowledge from the corporate sector to his ambitions for his business."

Therefore although there are differences in background there still seems to be a great deal that a business owner can gain from this kind of mentoring relationship.

We asked Divian whether he would recommend sourcing a mentor to other small businesses, he says, "I'd always advocate finding a mentor or coach for anybody that's running a business. It's just all about having some support there. Early on in my property business, a mentor taught me so much I didn't know. I still made mistakes, but it gave me the confidence to know that that was OK and the courage to keep going. I knew it would be hard work, but I didn't realise how much hard work. I'd just come out of University and working for yourself is so different as you have to create your own schedule. I could very easily have got distracted. A mentor really helps you evaluate what you're doing and check that the way you're spending their days is going to make you money."

## **What our Mentors say...**

*“One of the main reasons I wanted to become an enterprise mentor is because the scheme can have a significant impact on British entrepreneurship. Having lived in the USA for four years I wanted to see the same focus and success of entrepreneur community here in the UK. The added bonus is that it is also an incredibly rewarding process that has helped me develop both personally, not least getting to know my mentee as a trusted and valued friend.”*

*“It is both satisfying and inspiring to see a business turn an idea into reality. The agricultural community is resourceful, hard working and ingenious so I count myself as being fortunate to be connected with it. Mentoring is worthwhile in itself and through sharing my own knowledge and experience, I hope to contribute to what the UK agriculture sector needs to succeed.”*

*“When I heard about the banks involvement in the national mentoring scheme, I was really keen to get involved. I felt I could share some of the skills I have gained throughout my career with others and act as a sounding board for new ideas.”*

*“I was keen to get involved with the enterprise as a mentor and have since worked really closely with them to put some practical changes in place that could make a real difference.”*

## **Feedback from Mentees....**

*“Developing an idea into a viable business concept is a challenging process but I have always been passionate about graduate training and truly believe that people value the extra support when entering the workplace. The mentoring support from Lloyds Banking Group was invaluable and a vital component in bringing the idea to market.”*

*“I wanted to be able to talk to someone with a lot of knowledge and experience, but who isn't directly involved with the business so they can provide a critical opinion and highlight any flaws in our ideas.”*

*“Working with my mentor from Lloyds Bank has really opened my eyes to the available opportunities. Having not come from a business background, it is helpful to have someone who is able to take an objective view of what we're trying to achieve.”*

*“The support that we gained from the mentoring scheme has really helped to give us clarity and think about other options to grow the business. My mentor has always been accessible and open, as well as providing honest feedback.”*

## Appendix 1. What is mentoring

Mentoring is an important aspect of enterprise support, and is a way of giving a business owner the help they need for their business to start, survive and thrive. It is usually used to describe sustained relationship between an experienced person and someone who is in the initial stages of their development.

- Mentoring is:
  - **a one-to-one relationship** over a period of time between a less experienced person (mentee) and an established professional (mentor), which provides consistent support, guidance and practical help
  - a process by which an experienced professional **shares their personal skills, knowledge and experience** with another person
  - a means of enabling a less experienced person to **gain the necessary skills, knowledge and confidence** to be able to perform at a higher level
  - an opportunity for a less experienced person to gain access to **impartial, non-judgmental guidance and support**
  - a process of **working together to achieve predetermined goals** and objectives
  - a two-way process through which **both parties derive satisfaction**, and success is attained through working together.

*Source: An Introduction to Enterprise Mentoring © SFEDI Group & Essential Business, 2011.*

- Although mentoring is often associated with coaching, training and business advice there are fundamental differences.
  - A mentor acts as a sounding board, sharing experience and ideas, from which the mentee can pick and choose.
  - A coach sets the agenda to reinforce or change skills and behaviour in order to achieve best performance, monitoring and assessing progress against targets
  - A business advisor gives detailed advice rather than exploring issues with a mentor from which the mentee decides the answers

### Types of mentoring

Mentoring can take place in a number of different ways:

- **Face to face**, 1:1 mentoring – the vast majority of mentoring is done face to face and usually on a one to one basis. This allows the mentor to focus all their attention on the individual mentee and build a strong personal relationship with them.
- **Face to group/peer mentoring** – in this format a small group of business owners come together to discuss their challenges, ideas and opportunities, with the mentor acting as facilitator to the group. The group acts as a sounding board, taking on the role of peer mentor to help individual members examine their issues from a different perspective.
- **Telephone mentoring** – this is usually used in tandem with face to face mentoring. Because it is provided on a one to one basis, it has the advantage of being focused on the mentees specific issues. It also has the advantage of being extremely flexible.
- **E-mentoring** – like telephone mentoring, e-mentoring is often part of a blended mentoring approach, but it can also be used on its own. It is provided on a one to one basis, allowing the mentor to focus on specific issues. It also offers more time for a mentor to consider written information provided by the mentee, before suggesting potential options for a course of action.

## **Role of the enterprise mentor**

Outsiders can bring an objective eye to decision-making and sometimes see things the business owner has missed. A business mentor can be invaluable in guiding the business owner to identify the support they need, consider their options and get new information. Decisions are always in the hands of the business owner – the mentor's role is as a trusted confidant, helping the mentee to make wise choices.

### **An enterprise mentor:-**

- Provides an outside perspective on both the business owner and their business
- Listens, confidentially, to the things that are worrying the business owner about their business
- Helps by sharing their own experience of both failures and successes
- Gives friendly, unbiased support and guidance
- Provides honest and constructive feedback
- Is a sounding board for ideas
- Facilitates decision making by suggesting alternatives based on personal experience
- Provides contacts and networks to further personal and business development
- Inspires the business owner to realise their potential
- Provides ongoing support and encouragement

### **What makes a good enterprise mentor?**

A business mentor needs to have the personal professional experience and skills to give an entrepreneur the right level of support. Key skills include:

- Listening in order to understand
- Communication skills, including giving and receiving feedback
- Questioning to clarify understanding and explore other options or consequences
- Relationship building
- Action planning for the future
- Using reflective practice to guide your mentee and to analyse your own performance

It is also important that enterprise mentors develop an insight into the world of an entrepreneur in order to understand the specific challenges they face and what makes them tick.

## Appendix 2. Research Sources, further information and useful contacts

### Research sources

- Corporate Citizenship (2010) - Volunteering – the Business Case –City of London 2010
- Corporate Citizenship – Workbook – Measuring the benefits of Employee Community Engagement Workbook – Corporate Citizenship
- International institute for Sustainable Development - Corporate Social Responsibility; an implementation guide for business
- Fleishman-Hillard (1999). Consumers demand companies with a conscience
- Skills Based Volunteering at Deloitte's 2009 report
- Deloitte & Touche Volunteer IMPACT research – Deloitte 2004-2011
- Department of Business Industry & Skills – Small Business Survey 2010
- NESTA
- Get Mentoring Research and Project Reports- SFEDI

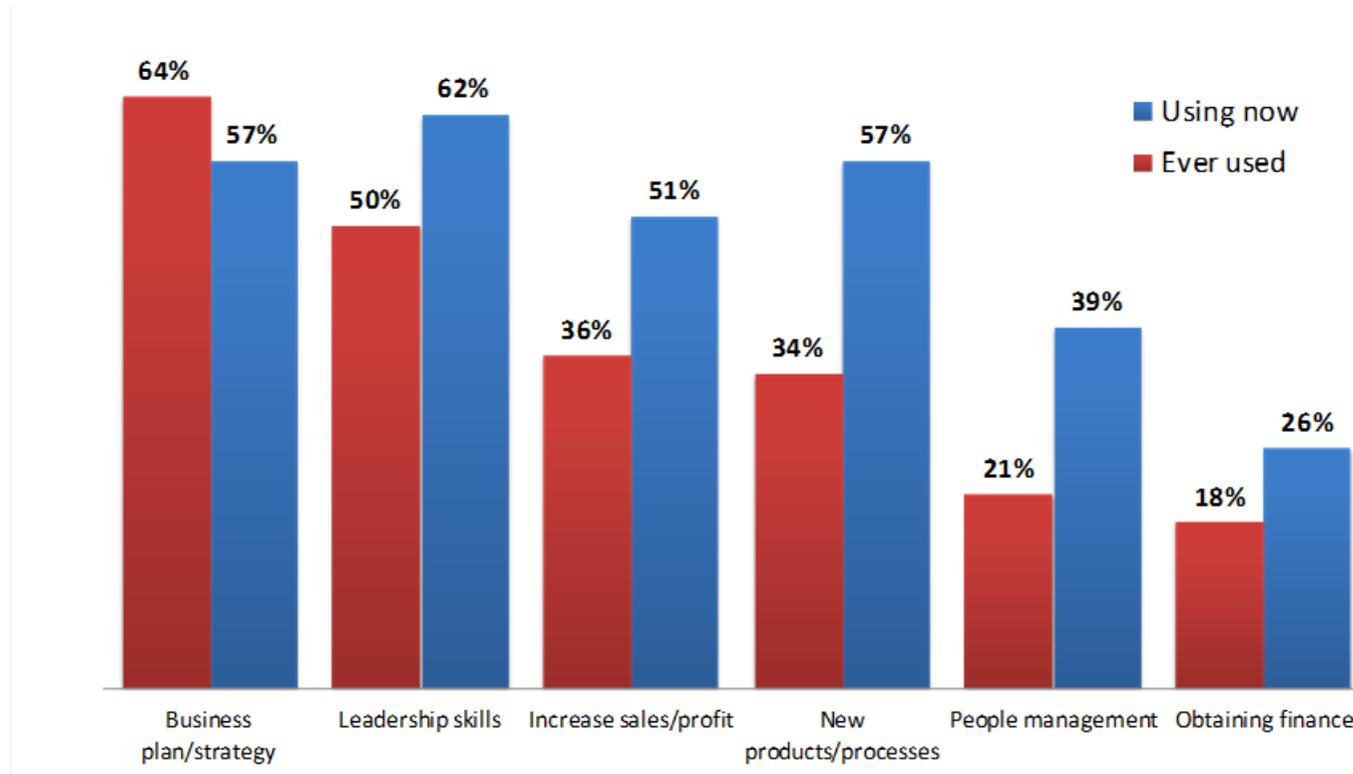
### Further information and useful contacts

- British Bankers Association (BBA)
- Mentorsme
- SFEDI
- Get Mentoring
- BiTC
- NESTA
- The Institute of Enterprise and Entrepreneurs (IOEE)

### The research:

- Review of the existing evidence base and statistics
- Face-to-face and telephone consultations with a group of 40 enterprise mentors
- Self-completion diaries with 35 enterprise mentors
- Consultations and a review workshop with project partners
- Consultations with other stakeholders

## Ways in which mentors have helped businesses



Those currently using mentors in the previous 12 months were more likely than average to have received help with the development of new products/processes (57%), increasing sales/profit (51%), people management (39%) and obtaining finance (26%).

In understanding why this should be, it should be remembered that those currently using mentors actually have a longer relationship with their mentor, than those that previously used them had. From this, it would seem to be beneficial to encourage long term usage of mentors, rather than mentors being used to help with specific issues.

Base: All SMEs that have ever used an enterprise mentor

Source: 2013 Small Business Survey

## Appendix 3. Tools to get you started

### Mentoring Code of Conduct

#### Scope:

A mentor does not give advice, but instead helps the mentee to weigh up situations, through a process of reflection, questions, challenge and feedback allowing the mentee to come to a decision themselves. The mentor will conduct themselves with dignity and will act in a way which respects diversity and promotes equal opportunities.

#### Mentoring Code:

- The mentor's role is to respond to the mentee's needs and agenda; it is not to impose their own agenda.
- Mentors will agree with the mentee how they wish the relationship to work adopting the most appropriate level of confidentiality.
- The mentee should be made aware of their rights and any complaints procedures.
- Mentors and mentees will respect each other's time and other responsibilities, ensuring they do not impose beyond what is reasonable.
- The mentor will ensure the mentee accepts increasing responsibility for managing the relationship; the mentor will empower them to do so. Mentors should not attempt to do the mentees job for them - the mentee has the ability and the potential, the mentor's job is to help them realise it.
- Mentors will open and truthful with themselves and their mentee whilst participating in the mentoring relationship
- The mentor will not intrude into areas the mentee wishes to keep private until invited to do so. They should, however, help the mentee to recognise how other issues may relate to these areas.
- Mentors will share the responsibility for the smooth winding down of the relationship with the mentee, once it has achieved its purpose – they must avoid creating dependency.
- Mentors should never work beyond the bounds of their capability, experience and expertise to the point where they do not feel confident in providing the mentee with proper support. Where appropriate, mentors should seek advice or refer mentees to another point of contact.
- Mentors have a responsibility to highlight any ethical issues (such as conflicts of interest) that may arise during a mentoring relationship at the earliest opportunity.

## Key Mentoring Principles

An example of the extra guidance that is given to volunteers so they are clear what mentoring means in practice

### A mentor will be able to

- Provide an outside perspective on both the business owner and their business
- Listen, confidentially, to the issues that are worrying the business owner about their company
- Help by sharing your own experiences of both failures and successes
- Give friendly, unbiased support and guidance
- Provide honest and constructive feedback
- Be a sounding board for ideas
- Facilitate decision making by suggesting alternatives based on personal experience
- Supply contacts and networks to further personal and business development
- Inspire the client to realise their potential
- Give ongoing support and development
- Where appropriate, seek advice or refer mentees to another point of contact
- Highlight any ethical issues that may arise

### A mentor will not be able to

- Provide a counselling service
- Give specific technical business advice that would normally be provided by an expert business adviser
- Supply a training service
- Provide a coaching service (relating to specific business-related tasks, goals and objectives)
- Provide therapeutic interventions
- Take responsibility for success away from the business owner
- Intrude into areas the mentee wishes to keep private
- Create dependency

## Template used for Recruitment

I have been given your details by XXX as I understand that you are interested in volunteering – thank you.

We are looking to build on the success of our Business Finance Taskforce (BFT) work which has received significant profile in the business community and government interest by asking for further volunteers to act as enterprise mentors. It sounds from the information that you have shared you have the perfect background experience to help this work.

As part of the BFT, we led a workstream which was to establish a free business mentoring scheme to all businesses in the UK. We now currently have over a 400 trained mentors with an additional 50 about to be trained. A key part of the workstream was to set up a portal which was launched over 3 years ago [www.mentorsme.co.uk](http://www.mentorsme.co.uk) which is now receiving around 8k visitors to the site a month searching for a mentor – a true demonstration of how the scheme is helping SME's and the very reason why you are really needed.

### Why should you become a mentor?

Your business knowledge puts you in a prime position to support the next generation of businesses and play a crucial role in helping UK companies grow, which will in turn boost the chances of economic recovery. Research shows that businesses that are mentored have a better chance of surviving & thriving. In addition, you will gain a wider understanding of the issues and challenges facing small businesses, which other mentors tell us has enhanced their own working/personal life and outlook. Our mentors also tell us that they have found it both very enjoyable and interesting. You will be joining a wider mentoring community and whilst having your contribution valued, you will also be able to earn a recognised external qualification.

### What is involved in being a mentor?

You can see a full [job description](#) of what is required within the role of a mentor.

### How much time will I have to give to mentoring?

In general, the anticipated work load for each mentor is a total maximum of one day per month with 3 mentees. The course itself is one day and then the mentoring time you can then give will be flexible to your individual needs. Many mentors simply have 1 mentee and the frequency and type of meetings will then be agreed between you.

### How do I become a mentor?

There are some simple steps to follow to become a mentor:

- **Application** – Simply complete the attached application form and send to XXXX
- **Approval** –When you send your application form, I will then look at your skills profile & areas that you wish to support and these will be recorded so if anything changes for you please let me know
- **Process** - Your application will then be forwarded to the British Bankers Association who organise the training in conjunction with the Skills Sector body for Enterprise(SFEDI)
- **Training registration** - The BBA will then send you an e-mail asking you to register for a Mentoring training Workshop.
- **Training workshop** - You will then undertake the one day training workshop run by SFEDI and attended by your local not for profit mentoring organisation

- **Training support** - You will also receive an induction to that mentoring organisation as you will be supported by them for ongoing training & development
- **Mentoring** - Once your mentoring organisation has matched you with a suitable mentee you will start mentoring.
- **Accreditation** – You can then become an accredited mentor by actively mentoring and obtain testimonials from both your mentoring organisation and mentees you have mentored.

I thought you may also like to see this recent feedback from a mentee

*Hello C*

*Firstly, let me thank you for our meeting yesterday and the energy, enthusiasm and understanding you brought to it. I am revitalised and eager to get on with the project, in a way that has been very missing for too long.....*

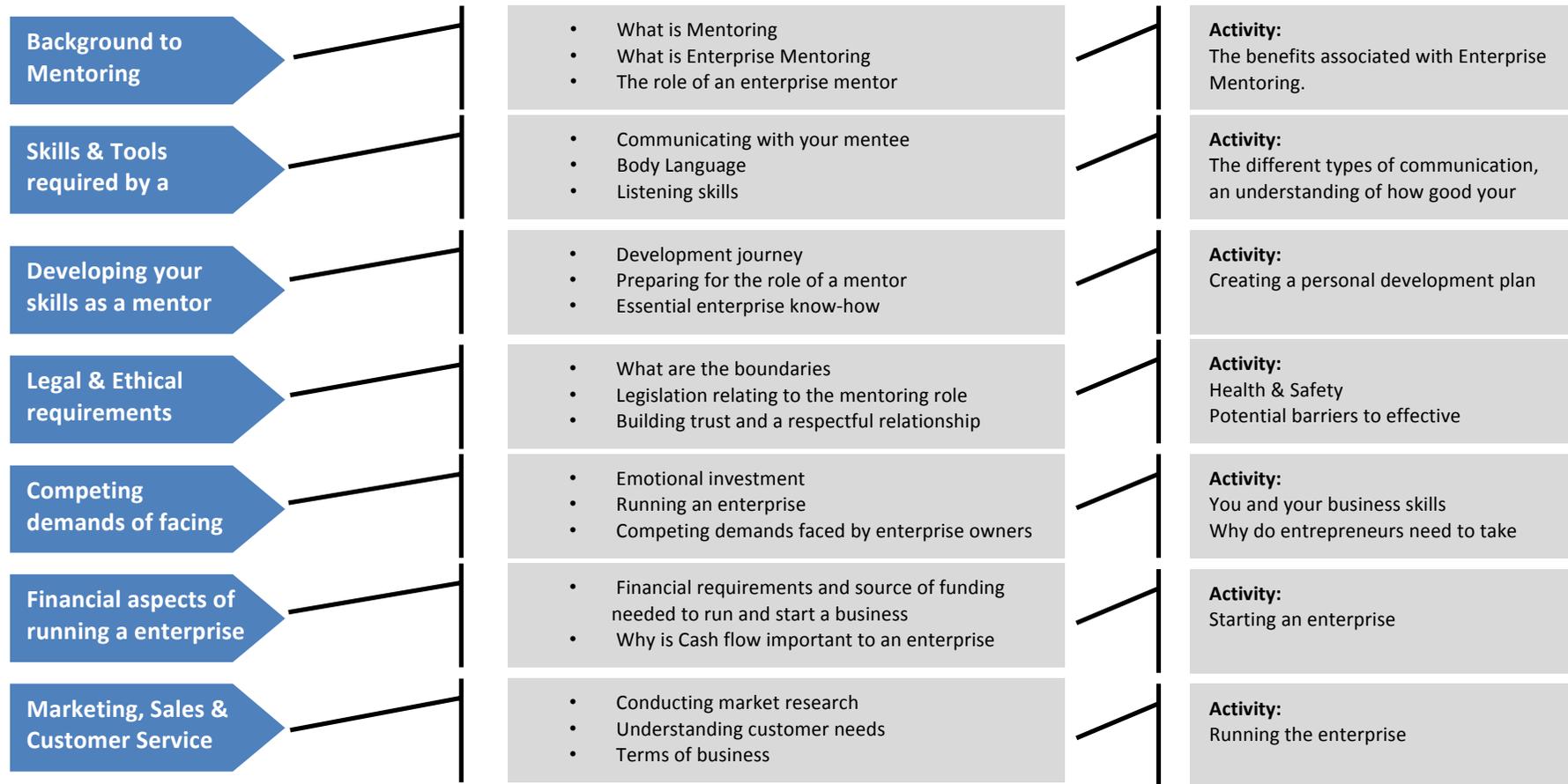
*.....I think that covers most of what was a really very dynamic meeting, for me at least. If I have missed out anything important, please do let me know.*

*I thoroughly enjoyed our conversation and feel that together we can create something powerful and worthwhile. Thanks for your partnership.*

*Regards G*

I do hope that you feel you can take this opportunity to share your skills and if you have any questions at all then please just contact me.

### Level 3 Accreditation Course Outline



### Level 5 Mentor Champion Role

Key elements of the mentoring champion role are:

- Working with key decision-makers to achieve buy-in into enterprise mentoring and its contribution to achievement of organisational aims and objectives and creating an environment that is conducive to mentoring
- Being an advocate for mentoring activity and its benefits
- Enthusiasing others to get involved and facilitating mentoring activity as a way of supporting the development of client businesses
- Encouraging improved mentoring practices by developing systems for others to share experiences and good practices
- Developing and supporting access to resources (e.g. mentor handbooks) and networks (e.g. internal forums) to support the mentoring activity
- Supporting marketing and communication of success stories from mentoring activity
- Reviewing the strengths and areas for development in others in managing mentoring relationship.

### Abilities and skills

- Able to **persuade** others to provide mentoring
- Able to **network** with others in the organisation and external stakeholders
- Able to **negotiate** resources to support mentoring activity and ongoing professional development of others
- Able to **review** the performance of others and offer appropriate support
- Able to **exercise good judgement** (e.g. on sensitive issues raised by colleagues emerging from mentoring relationships)
- Credibility/well-respected with others
- Trusted by others in the organizations
- Understand people – e.g. ability to read people
- Interpersonal and communication skills – e.g. active listening

### Knowledge

- The life world of the business-owner
- Mentoring process and practices
- Appropriate networks and support structures, within and beyond the organisation
- Action planning/personal development plans
- Mentoring supervision and support

## Level 5 Mentor Champion Course Outline

1.Introduction to the Role	2.Promoting enterprise mentoring as a business tool	3.Developing your own skills in enterprise mentoring
<ul style="list-style-type: none"> <li>- What is mentoring?</li> <li>- What is enterprise mentoring?</li> <li>- What is the role of the mentor?</li> <li>- What is the role of the mentor manager?</li> <li>- Different types of mentoring relationships</li> </ul>	<ul style="list-style-type: none"> <li>- How to evaluate the audiences for enterprise mentoring</li> <li>- How to manage the challenges and opportunities</li> <li>- Being an exemplar role model</li> <li>- Communicating the benefits of enterprise mentoring to others</li> <li>- Formulating a plan of how you could share your own successes with others</li> </ul>	<ul style="list-style-type: none"> <li>-What are the skills involved in inspiring a team of mentors?</li> <li>-Checking if you have the right skills</li> </ul> <p>Creating a personal development plan to show how you:</p> <ul style="list-style-type: none"> <li>- improve the skills you already have</li> <li>- obtain the skills you need to be an effective senior mentor</li> </ul>
4.Dealing with conflict and risk in enterprise mentoring	5.Supporting others in developing enterprise mentoring practices	6.Review and Evaluation of Learning: the use of reflective practice in mentoring and creating your own Personal Development Plan.
<ul style="list-style-type: none"> <li>- What is meant by conflict and risk when mentoring others?</li> <li>- Behaviours and strategies required to manage conflict and risk</li> <li>- Do you have the appropriate Communication skills?</li> <li>- Understanding the strategies involved in dealing with difficult situations</li> <li>- When do you need help?</li> <li>- How will you involve the right people at the right time?</li> </ul>	<ul style="list-style-type: none"> <li>- What motivates an enterprise mentor?</li> <li>- Barriers and challenges in developing enterprise mentoring practices in others</li> <li>- Behaviours and strategies involved in developing others</li> <li>- Helping others to develop their own enterprise mentoring skills and practice</li> <li>- How to review the mentoring practices of others and agree options to support continuous improvement</li> <li>- Leading others using examples of your own enterprise mentoring practice</li> </ul>	<ul style="list-style-type: none"> <li>- Reflective practice in action</li> <li>- Personal and group review and evaluation of learning</li> <li>- Personal Development and Action Planning</li> <li>- Next Steps</li> </ul>

## Continuous Professional Development (CPD)

**Hacking a Web Strategy: a one day workshop that equips enterprise mentors to work effectively with clients to help them review and develop their web strategies.**

The modules covered are:

- Developing and Implementing a web strategy
- Recognising, evaluating and maximising the opportunities provided by the web
- Effectively sourcing web services and products
- Legalities and risks associated with the web
- Cost associated with the implementation of a web strategy
- Concluding Case Study: group work, report back and discussion

**Show us Your Money: a practical, lively and hands on one day workshop that equips enterprise mentors to work effectively with clients to help them review and understand business finance.**

The modules covered are:

- Different types and sources of finance
- Special purposes and gap finance
- Advantages and disadvantages of different sources of finance
- Expectations of different types of financier
- Views of business owners to finance solutions and their impact
- Terminology used in finance agreements

If you have any questions or would like to discuss the Lloyds Banking Group approach, please contact:

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