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Empowering Restarting Women Entrepreneurs: Unleash The Potential with the Mentor's Toolkit



Mentor's Toolkit



www.restarteurope.org



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ACCREDITATION COUNCIL
FOR ENTREPRENEURIAL &
ENGAGED UNIVERSITIES

Project Title: Mentoring Second-chance Female Entrepreneurs to Restart the European Arts and Creative Sector

PR3: The Restart Mentor's Toolkit

Project Website: www.restarteurope.org

The toolkit is part of the European project, "RestART Europe-Mentoring Second-Chance Female Entrepreneurs to Restart the European Arts and Creative Sector", led by the Science-to-Business Marketing Research Centre at the FH Münster University of Applied Sciences. It brings together five partners from four countries. The project is funded by the ERASMUS+ Cooperation partnerships in adult education programme for a three-year timeframe, RestART Europe partners have ambitious plans to become pioneers in offering a mentoring program that seeks to train mentors to provide guidance, motivation, and role modelling to restart women entrepreneurs and equip them with the entrepreneurial skills in the arts and creative sector.

This publication was authored collectively by the members of the RestART partnership.

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MENTOR'S TOOLKIT MAP



CLOSURE

- Evaluate results
- Empowering
- Share experience



GROWTH

- Working toward goals
- Content mentoring topics

SOCIO-CULTURAL



SKILLS



- Communication
- Creative thinking and acting
- Critical thinking
- Problem-solving
- Networking
- Social and cultural skills
- Self-regulation



ENTREPRENEURSHIP SKILLS

- Finance, subsidies, funding
- Strategic thinking
- Planning, time management
- Branding, marketing
- Sales
- Ethics

21ST CENTURY SKILLS



NEGOTIATION

- Define strategy
- Discuss expectations
- Define relationship mentor/mentee

- Building the relationship
- Building trust
- About mentoring
- Vision on mentoring
- Models for mentoring



START



PREPARATION



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THE TOOLS AND ICONS

This page gives you an overview of what the tools are used for, who it is aimed at, and what the individual icons mean.



THE BENEFITS OF THE TOOLS

The tools offer mentors both scientifically validated and practical methods and instruments for collaborating with mentees. The provided descriptions and step-by-step guides are designed to assist you as a mentor in effectively guiding your mentees through the mentoring process while imparting specific skills.

TARGET GROUP

These tools are tailored to a broad spectrum of mentors, especially those with a strong entrepreneurial focus and focus on women entrepreneurs within the arts and creative industries.

Mentors from diverse backgrounds, spanning academia, business, non-profit organizations and the political arena, can access this assortment of tools and best practices.

These resources are thoughtfully curated to not only enhance mentors' skills and capabilities but also to provide them with the necessary instruments to make a meaningful impact and offer essential support to women entrepreneurs as they begin their journey through mentoring.

ICONS



The time given here is an estimate of the actors involved in the tool. It may vary depending on the implementation, the number of people, and the context, further considering sufficient time for preparation and follow-up.



This icon highlights the skills the mentee will acquire or enhance through tool usage.



Some methods can be applied without much preparation, while others require specific skills and experience in processes.

Easy: The tool can be understood and applied without prior methodological or technical knowledge.

Medium: This tool is easy to use with previous knowledge and further information.

Hard: The tool requires some prior methodological or technical knowledge or training.

DIGITAL TOOLS

Digital tools are nothing more than tools used to improve collaboration and communication in the digital environment, which can also be used, for example, in the mentoring process. The tools and methods listed here can support you as a mentor to make mentoring more effective and efficient – and simplify the implementation of tools.



COMMUNICATION TOOLS



Cisco WebEx: Software for video conferences and online meetings



Google Hangouts: Video and chat communication via Google



Slack: Collaboration and communication tool for groups bundled in channels



Microsoft Teams: Communication tool for group and team chat with a focus on digital collaboration



Zoom: Video conferencing system with breakout rooms

ORGANIZATION TOOLS



Asana: Tools for complex tasks



Calendly: scheduling software between individuals, the whole team or external partners



Evernote: Manage and organize tasks and notes



Notion: Provision of various components to create your own management system



Trello: Kanban-based task management tool

CREATIVITY TOOLS



Graphics: Software for designing graphical user interfaces for web apps and mobile apps.



Canva: Graphic design platform for creating visual content e.g., posters, documents, social media



Figma: vector graphics editing and prototyping tool



Miro: Online whiteboard for team collaboration



Mural: Online whiteboard for digital collaboration

DOCUMENT STORAGE TOOLS



Dropbox: Most used cloud storage system on the market with 2 GB free storage, expandable to 16 GB free storage through referrals to friends



GoogleDrive: Free cloud storage system from Google up to 15 GB



OneDrive: Free cloud storage system from Microsoft up to 5 GB

ENGAGEMENT TOOLS



Kahoot: Game-based learning platform through quizzes



Mentimeter: Creative real-time voting and idea collection



Slido: Real-time Q&A voting platform

PART 1

PREPARATION

WHAT IS MENTORING?

This tool is an introduction to what we mean by mentoring for RestART mentors.



1. WHAT IS MENTORING?

- In mentoring, the mentor provides support to one or more mentees.
- Mentoring makes an essential contribution to growth and success.
- Mentees reach their goals better and faster when they receive support and encouragement from someone who has traveled the same path before.
- They use the life strategies of the mentor.
- The power of mentoring lies in the fact that everyone involved benefits from it.

2. WHO IS A MENTOR?

- A mentor is a (life) experience expert and a role model.
- The mentors use their own knowledge and experience.
- A mentor is someone who stands next to the mentee, compliments, encourages, and motivates them to continue.
- A mentor gets the best out of people and looks at the strength of the person.

WATCH MORE

[Rhodes Jean, Keynote
EuropeanMentoring Summit 2018](#)



[Ralph Reid. "Making a mentor."
TEDxUSFSM](#)



3. TYPES OF MENTORING

Individual mentoring:

A mentee is matched with someone who can be a role model and experience expert.

Group mentoring:

A mentor can also have more mentees as a group. This way, the mentees can also benefit from each other. Keep in mind that guiding a group requires different skills from the mentor.

QUESTIONS

Use this information to discover what suits you. There's no right or wrong. Mentoring takes many forms. Take your time and do what suits you.

- What type of mentoring do you recognize from your own life?
- What are your experiences with mentorship or menteeship?
- Discuss this during the introduction



30 minutes



About Mentoring



Easy difficulty



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4 PHASES IN MENTORING

This tool shows which phases exist in successful mentoring: preparation, negotiation, growth and closure.



FOUR PHASES

Successful mentoring relationships go through four stages: preparation, negotiation, growth and closure.

These successive phases build on each other and vary in length. There are specific steps in each phase and strategies leading to good quality mentoring.

This RestART Platform offers tools at every stage to help you with your mentorship.

PHASE 1: PREPARATION

- Preparing the relationship
- Initiate contact
- Exchange background information
- Getting to know each other

PHASE 2: NEGOTIATION

- Coordinating agendas
- How to meet (online, in person)
- Basic rules
- Expectations
- Goals

PHASE 3. GROWTH

- Encourage and empower
- As a mentor, you use your expertise, experience, and skills to help the other person grow.
- You develop skills to make this possible.

PHASE 4: CLOSURE

- The End is the Beginning...
- Consider what you want your mentoring relationship to look like after the formal relationship concludes.
- Share experience.



30 minutes



About Mentoring



Easy difficulty

LIFE STORY SHARING

This is a powerful tool for building empathy, understanding, and a sense of community among mentors and mentees through sharing stories of their lives.



1. SETTING THE STAGE

Gather your mentees (4-5 in total) in a comfortable and safe environment, such as a meeting room or a circle arrangement. Make sure everyone can see and hear each other well. It is essential to create a safe and supportive environment.

2. EXPLAINING THE EXERCISE

Briefly introduce the "Life Story Sharing" exercise and its purpose. Explain that each participant will have an opportunity to share a summarised version of their life story in a set timeframe (5 minutes). Let them know that keeping within the time limit is crucial to ensure everyone has an equal opportunity to speak.

3. RESPECT & SUPPORT

Create an atmosphere of respect and support during the exercise. Encourage everyone to listen attentively and respectfully to each speaker without interruption. Remind participants that everyone's life journey is unique, and sharing should be met with understanding and compassion.

4. MENTORS SHARING

Start with yourself as an example. You can share your brief life story within the time limit to set the tone and encourage others to follow suit.

5. MENTEES SHARING

Give each participant their turn to share their life story within the specified time frame. Encourage them to focus on key events, milestones, or experiences that have shaped who they are today.

6. REFLECT & SHARE

After each participant has shared their life story, provide a space for reflection. Invite participants to share their feelings, insights, or any connections they felt during the exercise.

7. CONCLUSION WITH GRATITUDE

Conclude the exercise by expressing gratitude to all participants for their willingness to share and listen. Highlight the value of building empathy and understanding through storytelling.

IMPORTANT

Remember, the "Life Story Sharing" exercise can be emotionally impactful for some participants, so sensitivity and support are essential throughout the process. As a facilitator, ensure that the environment remains positive, inclusive, and respectful for all participants.



45-60 minutes



Trust Building



Medium difficulty

BREAK THE ICE

This is a valuable icebreaker for you and your mentees as it encourages open communication, helps break down barriers, and fosters a positive and trusting mentorship relationship.



1. INTRODUCE THE EXERCISE

Let participants (4-5 mentees) know that each will take turns sharing three statements about themselves: two true statements and one false statement.

2. PARTICIPANT TURNS

Each participant takes their turn and shares their three statements with the group. Encourage them to mix truths and lies creatively to make it engaging for others.

3. GUESSING ROUND

After a participant shares their statements, allow the other participants to guess which statement they think is a lie. This interactive aspect promotes conversation and helps build a friendly atmosphere.

4. REVEAL THE LIE

After everyone has guessed, the person sharing the statements reveals which one was the lie and shares a brief explanation or story behind each statement.

5. ROTATE TURNS

Continue rotating turns among you and mentees until each participant has had an opportunity to share their statements and others have guessed the lie.

6. ENCOURAGE CONNECTION

After completing the exercise, consider having a brief debriefing session to reflect on the activity. Participants can share any interesting facts they learned about each other during the exercise, fostering a sense of connection and camaraderie.

EXAMPLE

A mentee says: "I have travelled to three different countries during the summer, I am proficient in Morse code, and I attained the top position during my Master's degree".

Everyone tries to guess what is true (2 statements) and what is false (1 statement).

The mentee shares all the statements and proceeds to elaborate on each one, sharing the story behind her travels to specific countries, the journey of learning Morse code, and the reasons behind not being the top student in the course.



30-45 minutes



Teambuilding



Easy difficulty

REFLECTION TIMELINE

This is a valuable tool that allows you to help the mentee gain wisdom from their experience and make more informed decisions as they move forward.



1. IDENTIFYING SIGNIFICANT MOMENTS

Encourage your mentee to think about key moments in their life that had a lasting impact on them. These moments could be positive or challenging experiences, turning points, achievements, failures, or any event that left a profound impression.

2. VISUALISING THESE MOMENTS

Ask the mentee to create a graphical representation of these significant moments, plotting them on a chart where the x-axis represents the timeline of their life, and the y-axis reflects the emotional aspect, ranging from negative to positive.

3. UNDERSTANDING WHAT HAPPENED

Ask the mentee to recall the details of the selected moments. Encourage them to delve into the context, emotions, people involved, and the actions they took during those times.

4. IDENTIFYING LESSONS LEARNED

Encourage your mentee to consider what they learned from each experience.

- What insights, skills, or perspectives did they gain from going through those moments?
- What helped them to cope with failure, and what helped them succeed?

5. DRAWING CONNECTIONS

Help the mentee draw connections between different moments and identify recurring themes or patterns in their life.

- Are there any common emotions that seem to arise in these various moments?
- Have the mentee observed any similarities in the people they tend to surround themselves with across these moments?
- Are there any aspirations that have persisted across these moments?

6. EMPHASISING GROWTH AND RESILIENCE

Highlight the importance of recognising personal growth and resilience gained from overcoming challenges. Encourage the mentee to acknowledge their strengths and achievements.

7. REFLECTING ON FUTURE APPLICATION

Prompt the person to think about how the lessons learned from past experiences can be applied in their present and future endeavours. How can they use this knowledge to make positive changes or handle future challenges?

IMPORTANT

Remind your mentee that life reflection is an ongoing process that can lead to continuous growth and self-awareness. Encourage them to periodically revisit this exercise to gain fresh insights as they progress through life.



30-45 minutes



Self-awareness



Medium difficulty



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STRENGTHS EXCHANGE

This exercise aims to deepen the relationship between you and your mentee by exploring each other's strengths, setting mutual goals, and aligning aspirations.



1. STRENGTHS EXPLORATION

You and your mentee independently make a list of your top strengths, skills, and areas of expertise. Then, take turns sharing your lists. Discuss why these strengths are important to you and how they've contributed to your personal and professional journeys.

2. MUTUAL GOALS SETTING

Together, identify areas where your strengths align or complement each other. This could be related to a specific skill, project, or goal. Brainstorm and discuss potential mutual goals that leverage these combined strengths. These goals could involve personal growth, skill development, or even collaborative projects.

3. GOAL ALIGNMENT DISCUSSION

Have a conversation about how your combined strengths can contribute to achieving the mutual goals. Explore how your guidance and the mentee's enthusiasm can lead to a more effective achievement of these goals.

4. ACTION PLAN

Collaboratively create an action plan that outlines the steps required to work towards the mutual goals. Assign responsibilities and set a timeline for achieving milestones.

5. REGULAR CHECK-INS

Schedule regular follow-up sessions to track progress, discuss challenges, and celebrate successes. Use these sessions to exchange feedback and offer support.

6. REFLECTION & ADAPTATION

Periodically reflect on your strengths and how they have contributed to the progress of the mutual goals. Adapt the action plan if needed, considering new opportunities, challenges, or changes in circumstances.

IMPORTANT

The success of this exercise lies in open communication, active participation, and a willingness to learn and grow together. Through this process, you can develop a deeper understanding of each other's abilities and create a foundation for a strong and impactful relationship.



45-60 minutes



Relationship Bonding



Easy-Medium difficulty

VISION BOARD CREATION

This exercise helps you and your mentee collaboratively visualise your individual and shared goals, fostering alignment and motivation within the mentorship relationship.



1. DISCUSSING GOALS

Begin by discussing your individual goals and aspirations as well as any mutual goals you've identified for your mentorship journey.

2. GATHERING MATERIALS

Collect magazines, newspapers, and printed images that align with your goals. Look for pictures, words, and phrases that resonate with your visions and represent your goals, values, dreams, and emotions.

3. SHARING SELECTIONS

Share your chosen images and text with each other. Explain the significance of each element and how it relates to your goals.

4. CREATING YOUR VISION BOARDS

Begin arranging and sticking the images and text on your poster board in a way that feels visually appealing and meaningful to you. Feel free to overlap, collage, or create sections.

5. DISCUSSING YOUR CREATIONS

Once both vision boards are complete, take turns discussing the elements you included and the story your vision board tells. Share how your goals connect and support each other. Identify any common themes or elements that appear on both vision boards.

6. SETTING JOINT GOALS

Discuss the possibility of setting joint goals that align with the themes you identified. These could be activities, projects, or areas you plan to work on collaboratively.

7. DISPLAY YOUR VISION BOARDS

Find a visible place to display your vision boards, whether in your workspaces or other meaningful areas. Seeing them daily will serve as a constant reminder of your goals.

8. REVIEW & REFLECTION

Periodically review your vision boards together during mentorship sessions. Reflect on the progress you've made toward your goals and any adjustments needed.

EXAMPLE



45-60 minutes



Collaboration and Visualization



Easy difficulty

VISION STATEMENT

This tool fosters open communication and trust, helping to create a vision statement together. It allows you to guide your mentee to establish a powerful sense of purpose and direction.



1. INTRODUCTION TO VISION STATEMENTS

Begin by explaining to your mentee the concept of a vision statement. Share examples of well-known vision statements. Emphasise that a vision statement goes beyond specific goals and captures the bigger picture of what they want to achieve through the mentoring relationship.

2. DEFINING THE VISION

Guide your mentee in defining their vision for the future. Encourage them to think about the impact they want to make, the skills they want to develop, and the values they want to uphold. Help them articulate their vision in a concise and inspiring statement.

3. COLLABORATIVE ACTIVITY

Engage in a collaborative activity to create the vision statement together. Encourage open discussion, brainstorming, and refining of ideas. This process helps build trust between you and your mentee as you work together to define a meaningful and inspiring vision.

4. REVIEW & FINALISATION

Review the vision statement with your mentee. Ensure that it accurately reflects their aspirations and aligns with the mentoring relationship's purpose. Make any necessary adjustments to create a statement that feels genuine and motivating.

5. DISPLAY & REVISIT

Encourage your mentee to display their vision statement in a place where they'll see it frequently. This serves as a constant reminder of their ultimate goals and fosters commitment to the mentoring journey.



60-90 minutes



Communication & Trust



Medium difficulty

WATCH MORE

[Simon Sinek's TED talk "How great leaders inspire action"](#) 



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GOAL PLANNING

By engaging in a goal-planning session and using the REAL goals framework, you are establishing a foundation of shared objectives, open communication, and mutual commitment.



1. INTRODUCTION TO REAL GOALS

Introduce the REAL goals framework: Relevant, Experimental, Aspirational, Learning-based. Explain each component and how it contributes to creating meaningful goals. Emphasize that goals provide a clear direction, help track progress, and ensure that both mentee and mentor are aligned in their efforts.

2. LET YOUR MENTEE LEAD

Encourage your mentee to take the lead in developing their REAL goals. Provide guidance and support as needed, but let them express their aspirations and ideas. If they struggle, ask probing questions to help them clarify their goals.

3. DEFINE A TIMELINE

Work together to create a timeline for each goal. Discuss the feasibility of achieving each goal within the timeframe of your mentoring relationship. Ensure that the timeline is realistic and achievable. For each goal, establish benchmarks or milestones that allow both you and your mentee to track progress. Discuss how you'll measure success at different points along the way.

4. REGULAR REVIEW AND REFLECTION

As you progress in the mentoring relationship, regularly review the goals together. Reflect on the progress made, discuss any challenges faced, and adjust the goals if necessary. This ongoing dialogue builds trust and accountability.

5. CELEBRATE ACHIEVEMENTS

Celebrate each milestone and achievement, no matter how small. Recognise the efforts put in by your mentee and acknowledge their growth. Positive reinforcement strengthens trust and motivation.

WATCH MORE

[Why the secret to success is setting the right goals | John Doerr | TED](#)



60-90 minutes



Communication & Trust



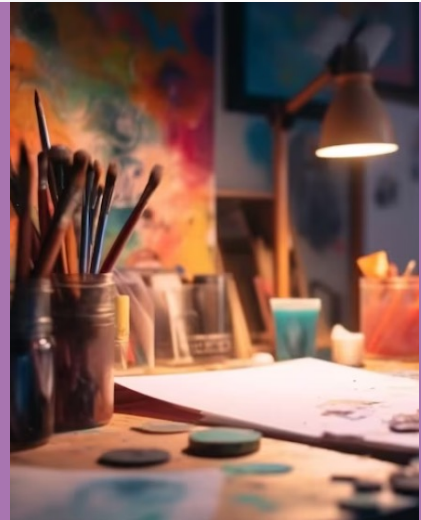
Medium difficulty



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MUTUAL JOB SHADOW

This tool helps you and your mentee gain a deeper appreciation for each other's roles and contributions. The transparency and shared learning enhance the trust between you.



1. PURPOSE OF JOB SHADOWING

Highlight that this activity involves your mentee observing your daily tasks and responsibilities and gaining valuable insights into your role and the work environment. Emphasize that it provides an opportunity for your mentee to better understand your role, the skills required and the nuances of your job.

2. PREPARATION

Before the job shadowing day, share an outline of your schedule with your mentee. Highlight key activities, meetings, and tasks that they will be observing. Encourage them to prepare questions based on their learning objectives.

3. JOB SHADOWING DAY

On the designated day, have your mentee "follow" you virtually or physically, depending on the work environment. Encourage them to take notes, observe your interactions, and engage in the experience.

4. ENGAGE IN DISCUSSIONS

Throughout the job shadowing day, engage in discussions with your mentee. Encourage them to ask questions, seek clarification, and share their observations. Discuss the rationale behind your decisions and actions.

5. MUTUAL LEARNING

Highlight that job shadowing is a mutual learning experience. Just as your mentee gains insights, you also benefit from seeing your work environment through fresh eyes. This fosters mutual understanding and trust.

READ MORE

["21 Do's and Don'ts of Job Shadowing" by Indeed Editorial Team](#)



A few hours to one day



Communication & Trust



Medium difficulty



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GOAL RELATED NEWS DISCUSSION

This tool helps both you and your mentee broaden your perspectives. This shared learning experience enhances trust by showing your commitment to staying current.



1. DEFINING THE PURPOSE

Clarify that the purpose of discussing news or events is to bring real-world context to the mentee's goals. News stories, studies, or surveys can provide examples and case studies that relate to their goals. Explain to your mentee the idea of discussing goal-related news or events to enrich your mentoring discussions.

2. IDENTIFYING RELEVANT TOPICS

Collaborate with your mentee to identify topics that are directly related to their goals. These could include industry trends, best practices, emerging technologies, leadership insights, or any other relevant subject matter.

3. SETTING UP REALLY SIMPLE SYNDICATION (RSS) FEEDS

Introduce your mentee to tools like Feedly that allow them to set up personalised RSS feeds for specific topics. Guide them through the process of selecting relevant sources and subscribing to updates.

4. CHOOSING DISCUSSION POINTS

Review the shared articles and select key discussion points that align with your mentee's goals. These points could highlight innovative strategies, challenges, success stories, or lessons learned. Set aside regular time to discuss the selected news or events.

5. REFLECTION & APPLICATION

After the discussion, encourage your mentee to reflect on what they've learned and consider how they can apply these insights to their goals and professional journey.



60-90 minutes



Communication & Trust



Medium difficulty

READ MORE ABOUT RSS

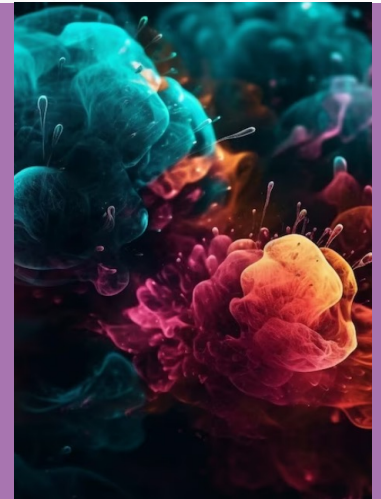
[How do RSS feeds work?](#)



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THE MENTORING RELATIONSHIP

This tool helps to learn more about the specific roles of mentor and mentee and provides an overview of the mentoring relationship.



1. THE MENTORING RELATIONSHIP

Mentorship is a personal developmental relationship, in which a more experienced or more knowledgeable person (mentor) helps to guide a less experienced or less knowledgeable person (mentee).

2. MENTOR SPECIFICS

- A mentor is a volunteer
- Life and professional experience
- Corporate and social responsibility
- Role model, offering success strategies.

3. MENTEE SPECIFICS

- Learning questions and goals.
- The question behind the question
- Personal Inner strength
- Grow in ambitions
- Role model, offering success strategies
- Feel supported and recognized.

4. THE MATCH

- Based on personal unicity and authenticity
- Recognition and acknowledgement in the creative industry
- A mentee is matched with someone who can be a role model and experience expert.
- Learning goals (mentee) and experience (mentor) match together.

QUESTIONS

Both mentor and and mentee:

- Check the specifics during a meeting.
- Have all the conditions been met for a good match?
- What type of mentoring do you recognize from your own life?
- What are your experiences with mentorship or menteeship?
- Discuss this during the introduction

WATCH MORE

[Shirley Liu. "Why the Power of Mentoring can Change the World". TED Talk.](#)



30 minutes



About Mentoring



Easy difficulty



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ADVANTAGES OF MENTORING

With this tool, you can convince other companies or freelancers in the art and creative industries how important mentoring is.



KEY ADVANTAGES

Improvement of leadership competencies

- Mentoring is a way for every professional to improve their leadership skills. Mentoring requires a willingness to share, listen and provide advice in a flexible relationship shaped by the needs of the mentee.

Corporate social responsibility

- Mentoring is a way for companies to show corporate social responsibility (CSR). Involvement in the mentoring program is a way to give back to society.

Future employees

- Involvement in the mentoring program creates the opportunity to prepare and scout future employees.

Corporate image

- Mentoring creates a positive image of your company amongst future employees, future customers and clients and thus creates commercial gain.

Personally rewarding

- There is a personal satisfaction in imparting wisdom and experience to others without a huge time commitment.

READ MORE

[Mentorprogramm afriesland](#) 

[Why Mentoring](#) 

QUESTIONS

Both mentor and and mentee:

- Which benefits apply to you?
- Discuss this during the introduction

WATCH MORE

[Vinnie Malcolm. "The Mutual Benefits of Mentorship". TED Talk.](#) 



30 minutes



About Mentoring



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MENTOR ROLES

As a mentor, you have several roles. It is important to know what your role means and how it relates to other roles.



	COACH	TEACHER	COUNSELLOR	MENTOR
CENTRAL	Task, skills	New skills, knowledge	The individual	The individual
FOCUS	Task, performance	Learning of skills, information knowledge	Building self-awareness and solving personal problems	Personal growth, building capability
RELATION	Mainly 1:1	1 to group	Mainly 1:1	Mainly 1:1
KEY SKILLS	Giving feedback on observed performance	Instructing, explaining	Listening, questioning	Helping learner to discover their own wisdom
GOAL ORIENTATION	Set goals for learner/ Organisation set goals as well	Passing a test, degree	Helping the person cope on their own	Works with learner's own goals
CLOSENESS OF THE RELATION	Moderate	Low	Low	High
FLOW OF LEARNING	One way	One way	One way	Two way. Adult learning
DURATION	According to need, short term	Depending on the training of course	Short term, depending on the sessions	Can develop to a relation of many years
ADVANTAGES	Coachee	Student	Client	Both parties

QUESTIONS TO DISCUSS

- Do you recognize these roles?
- Do you feel comfortable with the mentor role?
- Is your mentee aware of the differences between roles?



30 minutes



About Mentoring



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FACTS ABOUT MENTORING

Who is a meaningful mentor? In this tool, you can find some interesting facts about mentoring.



1. YOUR FAVOURITE MENTOR?

Adult respondents were asked to reflect on the “most meaningful” mentor.

A mentor is described as “the one that we first think of when we think about the support of a caring adult, the one who we must thank for helping us along the journey to adulthood”.

Here are some highlights from the research:

- Over 70% of individuals across generations felt that they owed a great deal of their personal success to these meaningful figures.
- Natural mentors were three times more likely to be nominated than programmatic mentors, especially teachers, friends of the family, and extended family members.
- Schools were the most prominent source of formal mentors across all ages, but particularly for young adults.

2. MOST MEANINGFUL

Things that those ‘most meaningful’ primary mentors did:

- Helped to solve problems
- Helped to build a sense of belonging
- Helped to understand 'who I am as a person'.

3. READ MORE

THE
CHRONICLE
OF EVIDENCE-BASED MENTORING



[The Chronicle of Evidence-Based Mentoring](#)



30 minutes



About Mentoring



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QUICK TIPS ON MENTORING

This tool gives you quick tips to improve the quality of the mentoring process for both you and your mentee.



1. TIPS FOR BEING A GREAT MENTEE

In mentoring, the mentor provides support to one or more mentees.

- Select a mentor who can help you be the best you can be – not the one who can ease you into success.
- You can sometimes learn more from people who are different from you.
- Clarify your goals and expectations for the mentoring relationship and communicate them in your first meeting.
- Be yourself. Be willing to take risks with new skills and ideas.
- When given feedback, listen well and say thank you.

2. TIPS FOR BEING A GREAT MENTOR

- Mentoring is a partnership to help your protégé learn. It's not about being an expert or authority.
- Don't instruct; foster discovery. Ask powerful questions instead of giving smart answers.
- Be authentic, open, and sincere. Establish a comfortable and safe environment.
- Act more like a friend than a boss.
- Be curious and attentive.
- Give feedback with a strong focus on the future, not the past.

"The most powerful yet difficult part of mentoring is being who you are... This is not to imply that a mentor must be some kind of superhero without flaws, doubts or the capacity for making mistakes. Fundamentally, mentoring is about growing- mentors growing with protégés, protégés growing with mentors".

Bell, C. R., & Goldsmith, M. (2013). *Managers as mentors: Building partnerships for learning*. Berrett-Koehler Publishers.

READ MORE



The Magic of Mentoring. 



30 minutes



About Mentoring



Easy difficulty



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THE MAGIC OF MENTORING

This inspiring tool provides insight into why mentoring works, what effect you can achieve and how you can (not) prove it.



QUOTES FROM EXPERIENCED MENTORS MENTORPROGRAMME FRIESLAND

Cathy Wielema:

"You never quite know what you're getting yourself into. Sometimes, very basic practical questions arise. Or something unexpected happens in the mentee's life. Then, you adapt to that situation. Because you go along with personal development, sometimes other questions arise than we first expected. That is beautiful and meaningful and makes it fun to do".

[Mentor Perspective - Interview with Cathy Wielema](#)



Oege Reitsma:

"It's hard to measure the effects of mentoring because you never know how that person would have turned out if I hadn't been there as a mentor. But my experience is that after each mentorship we both feel that we have benefited from it. That's what makes it so meaningful".

Hans Doodkorte:

"Two people start a mentor-mentee relationship. That's the essence. You choose it. What exactly happens next is always a surprise and always different. There is (almost) always something beautiful. It's not easy to explain. But both mentor and mentee experience something meaningful and learn from it. It's magic".

QUESTIONS

For both mentor and mentee:

- Can you give an example of a situation in which you had to adapt to an unexpected development during a mentoring relationship?
- How do you want to deal with unexpected challenges or changes in circumstances and at the same time ensure that the mentoring relationship remains effective?
- Do you know of examples where mentorship led to unexpected and meaningful personal development?
- How do you balance between discussing fundamental practical questions and facilitating deeper personal development?

READ MORE

[Taylor Francis Magic - Mentoring](#)



30 minutes



About Mentoring



Easy difficulty



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QUESTIONING

Asking open and incisive questions is an essential part of coaching. You should often use questions to help your mentees explore their challenges, goals and solutions.



1. CREATING A RELATIONSHIP OF TRUST

Before starting to ask questions, it is essential to establish a relationship of trust with the mentee. This helps the mentee feel comfortable sharing thoughts, emotions, and personal challenges.

2. DEFINING OBJECTIVES

Start by asking the mentee what their goals are for the coaching session or the coaching process as a whole. Help the mentee set clear, measurable goals that are consistent with their vision and values.

3. EXPLORING THE CURRENT SITUATION

Use open-ended questions to help the mentee explore their current situation in depth, including associated challenges and emotions.

4. DEVELOPING SOLUTIONS AND CONCRETE ACTIONS

Once the current situation is understood, ask solution-oriented questions to help the mentee develop concrete action plans to achieve their goals.

5. ASSESSING & MONITORING PROGRESS

Periodically, assess the mentee's progress towards the goals and make necessary adjustments to the action plan. Also, allow the mentee to reflect on their progress and achievements.

READ MORE

[“Questions Mentors Should Ask Their Mentees” by Ryan Carruthers](#)



[“Effective questioning tips for mentors” by European Music Incubator](#)



30 minutes



Self-regulation



Easy difficulty



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ADKAR MODEL

This tool is valuable for you to understand, guide, and support your mentees through various stages of personal and professional development.



1. AWARENESS

Identify the need for mentoring. This could be a skill gap, a career aspiration, or a personal development goal.
Recognize the benefits of mentoring for personal and professional growth.

2. DESIRE

Develop a strong desire and commitment to the mentoring process.
Understand the value and potential outcomes of the mentoring relationship.

3. KNOWLEDGE

Gain an understanding of what coaching or mentoring entails.
Clarify the roles and responsibilities of both you and the mentee.
Identify any potential concerns or questions about the mentoring process.

4. ABILITY

Assess the individual's readiness and ability to engage in coaching or mentoring.
Address any logistical or practical barriers that may affect the coaching/mentoring relationship, such as scheduling or resource constraints.

5. REINFORCEMENT

Establish a support system to reinforce the commitment to coaching or mentoring. This could include peers, colleagues, or mentors.
Create a plan for ongoing feedback and evaluation to ensure that the coaching or mentoring process remains effective and aligned with the individual's goals.

A	AWARENESS of need for change
D	DESIRE to support the change
K	KNOWLEDGE of how to change
A	ABILITY to demonstrate skills and behaviors
R	REINFORCEMENT to make change stick

WATCH MORE

[Jim Hemerling. "5 Ways to Lead in an Era of Constant Change". TED Talk.](#)



45-60 minutes



Self-regulation



Medium difficulty



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GROW MODEL

This tool provides a structured and systematic approach to goal-setting, problem-solving, and action planning. It empowers mentees to take ownership of their development and provides a clear path forward towards achieving their objectives.



1. ESTABLISHING GOALS

Begin by clarifying the goals and objectives of the coaching or mentoring relationship. What specific outcomes are you aiming to achieve? These goals should be specific, measurable, achievable, relevant, and time-bound.

2. UNDERSTANDING THE CURRENT SITUATION

Take the time to thoroughly understand the individual's current situation, strengths, weaknesses, and challenges. This involves gathering relevant information and data about their circumstances.

3. EXPLORING POSSIBLE OPTIONS

- Generate a list of potential ways to reach the goal. This could involve brainstorming, thinking outside the box, and considering unconventional approaches.
- Carefully evaluate all the advantages and disadvantages of each alternative. This assessment helps in making informed decisions.
- Ensure that the chosen path aligns with their core beliefs and capabilities.
- Examine risks and potential obstacles associated with each option identified and analyzed before.
- Prioritize options based on their feasibility and alignment with the overall goal.

4. CREATING A PLAN

By considering identified options, develop a structured plan that outlines the steps, milestones, and a timeline for achieving the goals. This plan should serve as a roadmap for the entire process.

GOAL What do you want?

REALITY Where are you now?

OPTIONS What could you do?

WILL What will you do?



45-60 minutes



Planning



Medium difficulty

SHIFT MODEL

This tool helps to guide your mentees through personal or professional changes or transformations. The shift model aims to facilitate shifts or changes in behaviour, mindset, or perspective to achieve specific goals or improvements.



1. ASSESSMENT & AWARENESS

Begin by assessing the current situation, which includes the individual's strengths, weaknesses, goals, and challenges. Create awareness around the need for change or transformation. Help the individual recognize areas that require improvement or development.

2. GOAL SETTING

Collaboratively define specific, measurable, achievable, relevant, and time-bound (SMART) goals.

3. EXPLORATION & LEARNING

Explore various strategies, techniques, or approaches that can facilitate the desired shifts.

Acquire the necessary knowledge, skills, and insights required to make the desired shifts.

4. ACTION & IMPLEMENTATION

Act on the plans and strategies developed during the exploration phase.

Consistently apply new behaviours, approaches, or strategies in real-life situations.

5. MONITORING & FEEDBACK

Continuously track progress toward the defined goals. Use metrics, milestones, or key performance indicators (KPIs) to assess how well the individual is doing and whether they are moving in the desired direction.

Offer constructive feedback and guidance based on observations and data.

S SPECIFY the desired outcome
H HIGHLIGHT obstacles and categorise
I IDENTIFY the human factor
F FIND alternatives
T TAKE disciplined action



45-60 minutes



Planning Interchangeability



Medium difficulty



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PART 2

NEGOTIATION

ROLES OF A MENTOR/ MENTEE

This is a tool for you and your mentee or a group of mentees to define and understand roles.



1. INVENTORY

Mentor:

Write on several post-its: what do you expect from your role as a mentor?

Mentee(s):

Write on several post-its: what do they expect from their role as a mentee?

2. THE OUTCOME

Stick the post-its from the mentee(s) and you on separate flaps.

3. CLASSIFICATION

Classify all the post-its to the following roles:

- **Role model:** the mentor is someone who is close to the mentee. Someone who is a few steps further at a place where the mentee also wants to arrive.
- **Confidant:** the mentor is a discussion partner who supports the mentee in sharing a story. Core rule: "What is shared between mentor and mentee, is not shared with others".
- **Coach:** the mentor is not a counselor, but the mentee can have existential or life questions. The mentor gives advice and tips based on own experiences and insight.
- **Talent developer:** the mentor recognizes strengths and talents. What does the mentee actually want to achieve? What is needed to achieve?
- **Responsibility:** as a mentor, you are responsible for monitoring the process so that the meetings reach their goal.

4. COMPARISON

Discuss similarities and differences in how you feel about your own and each other's roles.

5. CONCLUSION

Acknowledge the differences, if there are and agree on how you see the relationship.

ADDITIONAL TIPS

- As a mentee, keep a diary/logbook during the mentoring process. Buy a notebook in which you can, for example, keep your notes from your mentor conversations and write down useful tips or thoughts for your next meeting.
- Create a mood board. You can stick your future ideas with pictures on a large piece of paper. You can also use your computer for a mood board.



30 minutes



Communication & Clarity



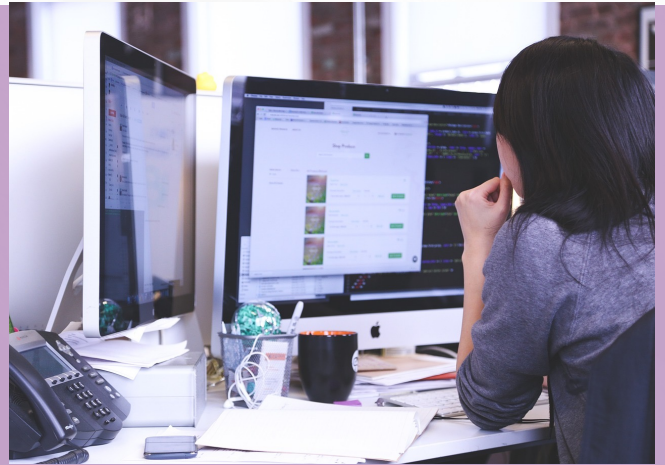
Medium difficulty



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THE IDEAL MENTOR

This is a valuable exercise for you and your mentee to become aware of past mentoring experiences.



1. WHO SUPPORTED YOU

Think about the people in your life who have played a supportive role or have acted as a mentor. This could be parents, teachers, family, friends, coaches, etc.

2. REMEMBER

Choose one or two of these people and think about the relationship and interaction with this person. Share your memories.

3. QUESTIONS

Take turns discussing the following questions:

- How did/do they make you feel?
- What have you learned from these people?
- What qualities do you see in these people?

4. ADDITIONAL QUESTIONS

- What have you learned that you would like to pass on?
- What have you learned that you would not want to pass on?

5. COMPLETE TOGETHER PART I

You should make an inventory (using a flipchart) about the ideal attitude of both you and your mentee:

- Give space to the mentee
- Empathise (empathy)
- Show something about yourself
- Take a step back
- Be there/ready when needed
- Have patience
- Persevere

6. COMPLETE TOGETHER PART II

About dealing with resistance from the mentee:

- Gaining confidence
- Showing interest
- Offering safety
- Putting own expectations into perspective.

ADDITIONAL TIPS

Visualize your ideal mentor by:

- Images
- Portraits,
- Film clips
- Symbols

WATCH MORE

[Kenneth Ortiz. "How to be a Great Mentor". TED Talk.](#)



30-45 minutes



Self-assessment



Medium difficulty



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MENTORING BOUNDARIES

With this exercise, you will discover your boundaries and responsibilities as a mentor.



YES OR NO?

- ☐ Make decisions for the mentee
- ☐ Understand feelings and thoughts of the mentee
- ☐ Regular appointments
- ☐ Falling in love with each other
- ☐ Start a relationship with each other
- ☐ Be available to the mentee
- ☐ Evaluation after action
- ☐ Invite each other to a (birthday) party
- ☐ Have respect for each other
- ☐ Giving personal advice
- ☐ Moralize and preach
- ☐ Lend money to the mentee
- ☐ Befriend each other
- ☐ Use of Social media, WhatsApp

WATCH MORE

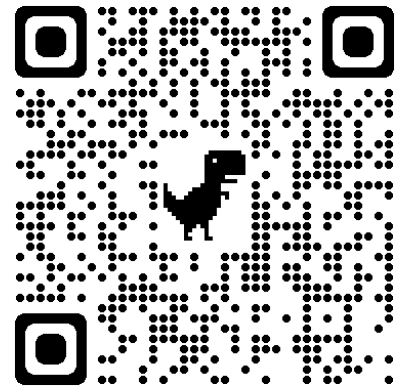
[Nedra Glover Tawwab. "Your 3-step guide to setting better boundaries at work". TED.](#)



IMPORTANT

As a mentor, it's important to discuss this regularly with the mentee and check whether it is still up to date.

Please note that both of you are responsible for respecting your own boundaries and those of the other person



30 minutes



Awareness



Medium difficulty



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PRACTICAL CHECKLIST

With this tool, you can make clear agreements about planning and meeting methods.



1. QUESTIONS TO ANSWER TOGETHER

- Which communication channels do we use?
- Meetings online/ in person?
- Where should the physical meetings take place?
- How much time should there be between meetings?
- Appointments for the next meetings (which weekdays and times are possible?)

2. OTHER DISCUSSION TOPICS

- Length of the meetings
- What if someone can't come
- Who takes the initiative for the next appointment

3. MEETING FORMAT

Format for each meeting (if you want):

- Start: looking back, discuss the feeling after the last mentoring session.
- Determine the topic for this meeting.
- Evaluate every meeting.

EXAMPLE OF MENTORING FORM

MENTORING FORM	
MENTOR:	
MENTEE:	
All meetings between mentor and mentee are held as agreed.	
A follow-up appointment is scheduled after each meeting.	
Mentor and mentee adhere to the duration of the mentorship, which is at least ... months.	
Both mentor and mentee contact each other promptly if there are some schedule changes.	
Mentor and mentee treat each other's information confidentially.	
In case of problems, the mentee can contact xxx person/platform support.	
Date:	
Signature MENTOR	
Signature MENTEE	



30 minutes



Define relationship



Easy difficulty



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HOW TO GIVE FEEDBACK

This tool helps you to make agreements about giving feedback to benefit the most from it.



1. FEEDBACK GUIDELINES

- Take the time to formulate your feedback. Write it down first to check if it complies with the rules.
- Speak in I-form. 'I saw, heard, noticed...' Do not start with 'you...' This immediately seems like an accusation or conviction.
- Be clear and concrete.
- Base your feedback on sensory perceptions: "I saw this... I heard that". State concretely what needs to change.
- Give feedback about the person's behavior, not about the person.
- Be positively critical :
 - what could be improved?
 - what has the other done well?
- Describe your feelings.
- Describe what the effect of the behavior was on you.

2. GUIDELINES WHEN RECEIVING FEEDBACK

- Speak in the I-form.
- Ask for clarification.
- Ask what the other person wants.
- What you receive is about your behavior and not about your personality.
- Be open to feedback given.
- Do not immediately go on the defensive / attack.

3. EVALUATING THE PROCESS OF GIVING FEEDBACK

- Make feedback sessions a regular subject of the meetings.
- Improve it through regular practice.

WATCH MORE

[LeeAnn Renninger. "The secret to giving great feedback". TED.](#)



[Sheila Heen. "How to use others' feedback to learn and grow". TED Talk.](#)

READ MORE

[Don't like giving feedback? These 20 tips are for you](#)



30-45 minutes



Defining relationship



Medium difficulty



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ACTIVE LISTENING CIRCLE (ACL)

This exercise helps you to guide your mentees through the ACL technique to foster open communication, discuss expectations, and enhance their listening skills. This interactive activity will encourage meaningful dialogue and help build a supportive community.



1. INTRODUCTION

- Welcome the mentees and explain the purpose of the session: to explore expectations and develop active listening skills while emphasizing the importance of creating a safe and respectful space for sharing.

2. EXPLANATION OF THE EXERCISE

- Introduce the concept of active listening: giving full attention to the speaker, understanding their perspective, and responding thoughtfully.
- Explain that the active listening circle is a structured format for meaningful dialogue.

3. DISCUSSION ON EXPECTATIONS

- Present a set of prepared discussion questions related to expectations. These questions could cover personal, professional, and interpersonal aspects.
- Encourage each mentee to share her thoughts and experiences.

4. ACTIVE LISTENING PRACTICE

- Divide the group into pairs or small groups.
- In each pair/group, one person will share her response to a question while the other practices active listening.
- After a set time, switch roles, allowing both participants to share and listen.

MATERIALS NEEDED:

- Comfortable seating arrangement;
- Timer, notepads, and pens
- List of discussion questions related to expectations (prepared by the mentor).

5. GROUP REFLECTION

- Bring the group back together and invite volunteers to share their insights from the active listening practice.
- Facilitate a brief discussion on the experience of being an active listener and the impact it has on effective communication.

6. WRAP-UP & NEXT STEPS

- Summarize the key takeaways from the session: the importance of active listening and understanding expectations.
- Discuss ways the group can continue to practice active listening in their daily lives.
- Invite mentees to share feedback on the session and suggest topics for future discussions.



75 minutes



Active Listening



Easy – medium difficulty

Nichols, M. N. (1995). *The Lost Art of Listening: How Learning to Listen Can Improve Relationships*.



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THE EXPECTATIONS ART GALLERY

In this mentoring session, you will guide your mentees through an "Expectations Art Gallery" activity. This creative and engaging exercise will encourage mentees to explore and express their expectations in a unique and visual way.



1. INTRODUCTION

- Welcome the mentees and explain the purpose: to express and discuss expectations through art.

2. DISCUSSION ON EXPECTATIONS

- Begin with a brief discussion on the importance of expectations in various aspects of life.
- Share the theme and purpose of the art gallery: to visually depict individual expectations.

3. EXPLORING EXPECTATIONS

- Distribute art supplies and encourage mentees to reflect on their expectations in different areas (e.g., relationships, career, personal growth).
- Explain that their artwork can be symbolic, abstract, or literal.

4. CREATING ARTWORK

- Allow mentees time to create their artwork based on their reflections on expectations.
- Emphasize that there are no right or wrong ways to express themselves.

5. ART GALLERY SETUP

- Set up easels or spaces to display each mentee's artwork.
- Place notecards or labels next to each artwork for a brief description.

MATERIALS NEEDED:

- Art supplies (paints, brushes, markers, pencils, etc.);
- Large sheets of paper or canvases (one for each mentee);
- Easels or spaces to display the art;

- Timer, Notecards or labels for art descriptions;
- Comfortable seating arrangement.

6. GALLERY WALK & DISCUSSION

- Invite mentees to do a gallery walk, observing each other's artwork and reading the descriptions.
- After the walk, gather the group to discuss their interpretations of the art and the expectations it represents.

7. REFLECTION & INSIGHTS

- Facilitate a group discussion on the insights gained from the activity.
- Discuss how expressing expectations through art can offer new perspectives and open conversations.

8. CLOSING & ENCOURAGEMENT

- Summarize the key takeaways from the activity and the power of creative expression.
- Encourage mentees to continue exploring and communicating their expectations in various ways.



80 minutes



Creativity



Medium – hard difficulty

EXPECTATIONS: STORYTELLING BONFIRE

In this mentoring session, you will lead your mentees through a Storytelling Bonfire activity. This unique and immersive experience will encourage mentees to share their expectations in a creative and narrative manner, fostering a sense of community and connection.



1. INTRODUCTION

- Welcome the mentees and explain the purpose: to share expectations through storytelling and create a symbolic "bonfire" of connection.

2. DISCUSSION ON EXPECTATIONS

- Begin with a brief discussion on the importance of expectations in various aspects of life.
- Share the theme and purpose of the storytelling bonfire: to share personal expectations through stories.

3. REFLECTION & JOURNALING

- Distribute blank notebooks or journals and encourage mentees to reflect on their expectations in different areas of life.
- Instruct them to jot down key points, feelings, and thoughts related to their expectations.

4. STORY CRAFTING

- Allow mentees time to transform their reflections into creative and engaging stories.
- Encourage them to incorporate vivid imagery, emotions, and personal experiences.

5. STORYTELLING SHARING

- Invite each mentee to take turns sharing their stories around the "bonfire."
- Encourage an open and supportive environment for listening and sharing.

MATERIALS NEEDED:

- Blank notebooks or journals for each mentee
- Pens or pencils;
- A fire pit or designated safe area for a "bonfire" (real or simulated);
- Battery-operated candles or fairy lights (if using a simulated fire);
- Cozy seating arrangements (chairs cushions, blankets);

6. REFLECTION & DISCUSSION

- Facilitate a discussion about the emotions, insights, and connections that arose from the storytelling experience.
- Discuss common themes and takeaways related to expectations.

7. BONFIRE CLOSING CEREMONY

- As a symbolic gesture, invite mentees to place their journal entries into the "bonfire" (real or simulated).
- Emphasise the idea of letting go of expectations to create space for growth and connection.



90 minutes



Storytelling



Medium difficulty



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EXPECTATIONS NEGOTIATION SIMULATION(I)

This practical exercise will help your mentee to understand the importance of discussing expectations in a negotiation setting. Follow this manual to conduct the session effectively.



1. INTRODUCTION

- Welcome your mentee and set a collaborative and educational tone for the session.
- Explain the purpose of the activity: to practice discussing expectations in a negotiation scenario.

2. DISCUSSION ON EXPECTATIONS IN NEGOTIATION

- Begin with a brief discussion about the role of expectations in negotiation.
- Share the importance of clear communication and alignment of expectations for successful negotiations.

3. EXPLANATION OF NEGOTIATION SIMULATION

- Introduce the concept of negotiation simulations: role-playing scenarios that mimic real negotiation situations.
- Explain that the goal is to practice discussing and aligning expectations in a negotiation context.

4. SCENARIO SELECTION

- Choose a negotiation scenario that is relevant to your mentee's interests or goals.
- Briefly describe the scenario and roles to your mentee.

MATERIALS NEEDED:

- Pen and paper for both you and your mentee; Timer;
- Printed negotiation scenarios (prepared in advance).

5. ROLE-PLAY AND DISCUSSION

- Assign roles to you and your mentee (negotiator and counterparty).
- Set a timer for the negotiation simulation (around 15 minutes for each role-play).
- Engage in the negotiation simulation, focusing on discussing expectations, needs, and desired outcomes.
- After each role-play, engage in a discussion about the negotiation process, challenges faced, and lessons learned.

6. REFLECTIVE DIALOGUE

- Engage in a conversation about your mentee's experiences during the negotiation simulation.
- Discuss insights gained from the exercise and how discussing expectations influenced the negotiation.

7. INSIGHTS & NEXT STEPS

- Summarise the key takeaways from the activity and the importance of expectations in negotiation.



90 minutes



Communication



Easy – Medium difficulty

EXPECTATIONS NEGOTIATION SIMULATION(II): SCENARIO SUGGESTIONS:

Some suggestions for scenarios to use in this activity.

SCENARIO 1: RENTING AN ART STUDIO

Two mentees will participate in this negotiation scenario:

- **Mentee A:** Seeking to rent an art studio in the city for a one-year lease.
- **Mentee B:** Representing the landlord of the studio.
- Background: Mentee A is interested in renting the studio in the city. The studio meets most of their requirements, but they have concerns about the rent amount and the need for some minor repairs in the unit. Mentee B, the landlord, is willing to negotiate but has a bottom-line rent amount to cover expenses.
- Expectations to Discuss:
 - Rent amount
 - Repairs and maintenance responsibilities
 - Lease terms and duration

SCENARIO 2: COLLABORATIVE PROJECT PROPOSAL

Two different mentees will participate in this negotiation scenario:

- **Mentee C:** A graphic designer looking to collaborate with a web developer on a project.
- **Mentee D:** A web developer interested in the collaboration.
- Background: Mentee C and Mentee D are considering collaborating on a project that involves designing and developing a website for a local business. Both mentees have unique skills that are essential for the project's success. They need to discuss their roles, compensation, and division of responsibilities to ensure a mutually beneficial collaboration.
- Expectations to Discuss:
 - Roles and responsibilities
 - Compensation and profit-sharing
 - Timeline and project milestones
- Feel free to adapt these scenarios to fit the specific interests and goals of your mentees. These scenarios will allow them to practice principled negotiation techniques and gain insights into how to effectively discuss expectations in a negotiation setting.

EXPECTATIONS NEGOTIATION SIMULATION(III): PRINCIPLES

The principles your mentee should follow in such a simulation are summarised below.

FOLLOW THE PRINCIPLES

1. **Separate People from the Problem:**

This principle emphasizes the importance of focusing on the issues at hand rather than personal emotions or relationships. By addressing the substantive issues while maintaining a positive and respectful relationship with the other party, negotiators can prevent unnecessary conflict and create a more productive environment.

2. **Focus on Interests, Not Positions:**

Instead of rigidly adhering to specific positions, negotiators should identify the underlying interests and needs that drive those positions. By understanding each party's interests, negotiators can find creative solutions that meet the needs of both sides, leading to more mutually beneficial agreements.

1. **Generate Options for Mutual Gain:**

Encouraging brainstorming and exploring various alternatives helps uncover potential solutions that maximize value for all parties involved. The authors emphasize the importance of expanding the range of options to avoid getting stuck in limited solutions.

2. **Insist on Using Objective Criteria:**

Instead of relying solely on subjective opinions, negotiators should use objective criteria or standards as benchmarks for evaluating proposed solutions. Objective criteria provide a fair and unbiased basis for decision-making, enhancing the credibility of the negotiation process.

16 PERSONALITIES TEST

This tool aims to enhance the mentorship experience by fostering a deeper understanding of oneself and others.



1. UNDERSTANDING THE 16 PERSONALITIES

Provide an overview of the 16 personality types. Briefly explain why it is important to understand own type and how to use this information.

2. TAKING THE TEST

Encourage the mentee to take the test in a relaxed environment where they can reflect on their answers.

Use the test from the webpage:

16personalities.com



3. INTERPRETING THE RESULTS

Offer a brief overview of what each component of the code (E/I, S/N, T/F, J/P) represents. Give the mentee time to read the results and understand them.

4. REFLECTING ON RESULTS

Provide a set of questions for the mentee to ponder about their results. For example:

- What aspects of the personality description resonate with you?
- Can you recall moments in your life where these traits were evident?
- How do you think your personality influences your behaviour and decisions?

5. UNDERSTANDING THE TYPE

Discuss how different personality types may interact and collaborate effectively. Encourage the mentee to reflect on their strengths and areas for growth identified in their personality type. Offer tips on how to adapt communication to better connect with different personality types.

6. CONFLICT RESOLUTION

Provide guidance on how to handle conflicts that may arise due to personality differences. Suggest effective communication techniques and approaches.

IMPORTANT

Remember to encourage an open and non-judgmental atmosphere for the mentee to explore and discuss their personality type.



45-60 minutes



Self-awareness



Medium difficulty



MENTORING STRATEGY

Effective mentoring is a two-way street. Both the mentor and the mentee contribute to the success of the relationship, and an open, respectful, and collaborative approach is key to achieving meaningful outcomes.



1. ESTABLISHING CLEAR OBJECTIVES

Define clear goals and expectations for the mentoring relationship.

- What does the mentee want to achieve?
- What specific areas do they need guidance in?

2. BUILDING TRUST & RAPPORT

Create an open and trusting environment where the mentee feels comfortable sharing their challenges, aspirations, and concerns.

3. ACTIVE LISTENING

Listen attentively to the mentee's thoughts, ideas, and questions. This shows that you value their input and are genuinely interested in their growth.

4. ASKING POWERFUL QUESTIONS

Use open-ended questions to encourage reflection, critical thinking, and self-discovery in the mentee.

5. PROVIDING CONSTRUCTIVE FEEDBACK

Offer feedback that is specific, actionable, and focused on behaviors or actions. Balance positive feedback with areas for improvement.

6. SHARING PERSONAL EXPERIENCES

Share relevant anecdotes, experiences, and lessons from your journey to illustrate concepts and provide practical insights.

7. ENCOURAGING GOAL SETTING

Help the mentee set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and develop action plans to work toward their objectives.

8. OFFERING GUIDANCE, NOT SOLUTIONS

Instead of providing all the answers, guide the mentee to explore potential solutions on their own. This promotes independent thinking and problem-solving skills.

9. CELEBRATING ACHIEVEMENTS

Recognise and celebrate the mentee's accomplishments and milestones, no matter how small. This boosts their confidence and motivation.

10. ADAPT TO INDIVIDUAL NEEDS

Tailor your mentoring approach to suit the mentee's learning style, personality, and specific goals.



Throughout the process



Mentoring Skills



Medium difficulty

THE 4CS OF MENTORING

The 4Cs framework empowers you as a mentor to facilitate open conversations, build authentic connections, foster a supportive community, and shape a positive culture.



MENTOR'S ROLE

MENTEE'S ROLE

1. CONVERSATION

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Engage Actively: Initiate open and empathetic discussions, asking insightful questions. • Share Wisdom: Provide guidance, share relevant experiences, and offer constructive feedback to support goal-setting and foster reflection. | <ul style="list-style-type: none"> • Be Open: Share aspirations and challenges openly to create a foundation for meaningful conversations. • Initiate Engagement: Proactively bring up topics, set discussion agendas, and reflect on progress. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. CONNECTION

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Build Rapport: Create a comfortable and trusting environment through open communication and genuine interest. • Share Personal Stories: Establish a connection by sharing relevant experiences and anecdotes. | <ul style="list-style-type: none"> • Engage Authentically: Be open and receptive, allowing a genuine connection to develop with your mentor. • Embrace Mentor's Wisdom: Value and learn from your mentor's experiences, creating a foundation of trust. |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

3. COMMUNITY

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Facilitate Networking: Introduce mentees to contacts, colleagues, or resources that can enrich their network and knowledge. | <ul style="list-style-type: none"> • Leverage Guidance: Act on the introductions and connections provided by your mentor to expand your network. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

4. CULTURE

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Model Ethical Behavior: Uphold ethical standards in interactions and decisions, setting a positive example for the mentee. • Encourage Growth: Suggest personal growth initiatives aligned with values, fostering a culture of continuous development. | <ul style="list-style-type: none"> • Value Ethics: Embrace ethical behaviour in your actions and decisions, aligning with the mentor's standards. • Respect Diversity: Recognize the value of diverse viewpoints and demonstrate respect in interactions. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



Throughout the process



Mentoring Relationship



Medium difficulty



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NEGOTIATION APPROACHES

This tool with sources provides valuable insights, strategies, and techniques to enhance negotiation skills.



COLLABORATE IS THE BEST OPTION

The **win-win** model prioritises meeting the needs of all parties involved.

A **collaborative** negotiation approach can be **challenging** as it demands significant time and effort to discover the best solutions.

However, it yields **success** in situations where the goals of the parties involved are compatible, such as within organisational or family settings.

READ MORE

[“Negotiator Styles in Bargaining”](#)
[Charles Craver](#)



[“What is your negotiation strategy”](#)
[by Jonathan Hughes and Danny Ertel](#)



“BE CREATIVE ABOUT THE PROCESS AND FRAMING”



30-45 minutes



Negotiation



Easy – Medium Difficulty

SMART GOAL SETTING

SMART goal setting is a valuable framework for you as a mentor to guide your mentees in crafting goals that are Specific, Measurable, Achievable, Relevant, and Time-bound, fostering a clear and effective path toward personal and professional growth.



QUICK OVERVIEW

You begin by introducing SMART goals and explaining each aspect.

1. STEP: SPECIFIC (S)

A specific goal is well-defined and clearly states what the mentee wants to achieve. You can use following questions:

- What exactly do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where will it take place?
- What resources or constraints are involved?

2. STEP: MEASURABLE (M)

A measurable goal includes concrete criteria to track the mentee's progress and determine when they have achieved the goal. The mentee should ask themselves the following questions:

- How will I measure my progress or success?
- What are the quantifiable aspects of this goal?
- How will I know when I have achieved the goal?

3. STEP: ACHIEVABLE (A)

An achievable goal is realistic and attainable given the mentee's current resources, skills and circumstances. The following questions help:

- Is this goal realistic and feasible?
- Do I have the necessary resources, time, and capabilities to achieve this goal?
- Are there any potential obstacles, and how can I overcome them?

4. STEP: RELEVANT (R)

A relevant goal aligns with the mentee's overall objectives and contributes to their broader personal or professional aspirations. Using the following questions might help the mentee:

- Does this goal align with my long-term objectives?
- Will achieving this goal have a positive impact on my growth and development?

5. STEP: TIME-BOUND (T)

A time-bound goal has a specific timeframe for completion. Setting a deadline creates a sense of urgency and helps the mentee to stay focused. Those questions help to make the goal time-bound:

- When do I want to achieve this goal?
- What can I do today, this week, and this month to progress toward this goal?



30-60 minutes



Goal Setting and Planning



Medium difficulty

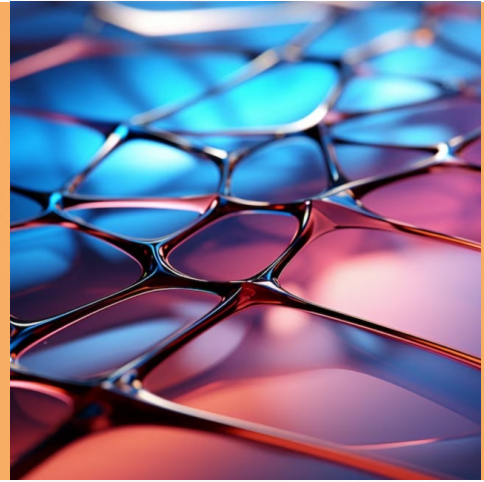


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PART 3
21st CENTURY
SKILLS

THE MIRROR GAME

By engaging in the mirror game, you create a unique opportunity to practice active listening, empathy, and non-verbal communication skills.



1. INTRODUCTION TO THE EXERCISE

Explain the concept of the mirror game to your mentee as a way to enhance communication, empathy, and understanding between both parties. Clarify that the goal of the mirror game is to enhance communication by closely observing and mirroring each other's body language, facial expressions, and tone of voice.

2. DEFINING THE TURNS

After a few minutes, switch roles. Let your mentee become the mirror while you share a topic of your choice. Encourage them to mirror your communication style just as you did for them. Take a moment to reflect on the experience with your mentee. Discuss how the mirror game made each of you feel and how it impacted your perception of each other's communication.

3. SWITCHING ROLES

Start the mirror game by designating one person to begin sharing a topic they are passionate about or curious about. The other person's role is to actively mirror their gestures, posture, and intonation. As the mentee speaks, actively mirror their non-verbal cues and communication style. Focus on showing genuine empathy and attention, avoiding exaggeration or mockery.

4. APPLYING THE INSIGHTS

Encourage your mentee to incorporate the insights gained from the mirror game into your regular communication. Discuss how they can use non-verbal cues intentionally to enhance their message.

5. CELEBRATING THE PROGRESS

Acknowledge the progress made in communication between you and your mentee. Celebrate the increased level of mutual understanding and openness.

FIND MORE:

[Drama Teacher Learning Centre](#) 



60 minutes



Communication Style



Medium difficulty

THE QUESTION GAME

The question game serves as a powerful tool to facilitate deeper conversations, encourage self-discovery, and stimulate creative thinking.



1. INTRODUCTION TO THE EXERCISE

Explain to your mentee that the question game aims to deepen their thinking and encourage exploration without providing direct advice. Emphasise the value of open-ended questions in generating insights and solutions. Clarify the purpose of the question game: to delve into a topic of interest, explore new angles, and uncover potential solutions or insights.

2. TOPIC SELECTION

Ask your mentee choose a topic they want to explore or learn more about. It could be a personal goal, a challenge they're facing, or a subject they're curious about. Explain the types of questions that should be used: those starting with "what," "how," or "why" to promote in-depth responses. Discourage questions that can be answered with a simple yes or no.

3. ACTIVE LISTENING PRACTICE

As your mentee talks about the chosen topic, listen actively to identify key points and areas where deeper exploration could be beneficial. Begin asking open-ended questions related to the topic. Use phrases such as "What aspects of this challenge have you considered?" or "How do you envision addressing this issue?" Pose questions that encourage self-reflection and exploration, such as "Why do you think this approach might work?" or "How might this challenge be seen from another perspective?"

4. AVOIDING GIVING SOLUTIONS

Resist the urge to provide direct solutions or advice. Instead, focus on facilitating their thinking process through well-crafted questions.

5. DISCUSSING APPLICATION

Encourage your mentee to consider how the insights from the question game could be applied to their situation. Help them identify actionable steps based on their newfound perspectives.

READ MORE:

[40 Questions To Ask A Mentor](#)



[Five Questions Every Mentor Must Ask](#)



30-45 minutes



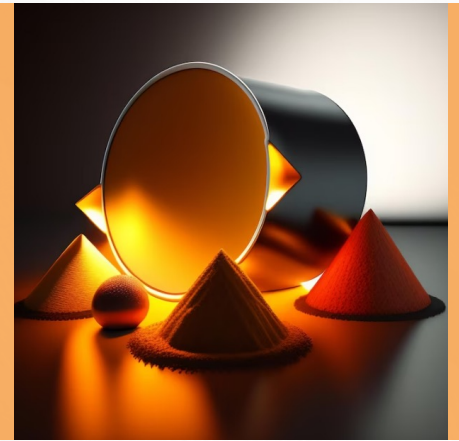
Communication Style



Medium difficulty

THE FEEDBACK GAME

The feedback game promotes a culture of continuous improvement and mutual support.



1. INTRODUCTION TO THE EXERCISE

Explain to your mentee that the feedback game is designed to foster constructive feedback exchange to enhance performance and promote growth. Emphasise the importance of specific, actionable, and positive feedback. Clarify that the goal of the feedback game is to provide and receive feedback that highlights strengths and suggests areas for improvement.

2. SELECTING THE WORK OR SKILL

Ask your mentee to share a piece of work, project, or skill they have recently completed or are currently working on. This could be a presentation, a report, or any task relevant to their goals. Introduce the Situation, Behavior, Impact (**SBI**) feedback model. Explain that feedback should include the situation/context, the observed behaviour, and the impact of that behaviour.

3. GIVING FEEDBACK (MENTOR)

Review the work or skill provided by your mentee. Offer feedback that follows the SBI model. For example, "During the project meeting, your thorough research and clear explanations helped the team understand the complex topic, leading to more informed decisions." Engage in a reflective conversation about the feedback exchanged. Discuss specific areas for improvement and strengths highlighted. Focus on the actionable steps that can be taken.

4. GIVING FEEDBACK (MENTEE)

Invite your mentee to provide feedback on your mentoring style using the SBI model. For instance, "During our sessions, your patient and insightful guidance has helped me gain a deeper understanding of my goals, leading to increased motivation."

5. OFFERING SUPPORT & RESOURCES

Provide resources or suggestions that can help your mentee address the areas for improvement identified in the feedback. Offer your support in their growth journey.

- S** SITUATION. Anchor time and place.
- B** BEHAVIOUR. Observable action.
- I** IMPACT. What your mentee felt/thought/experienced.



30-45 minutes



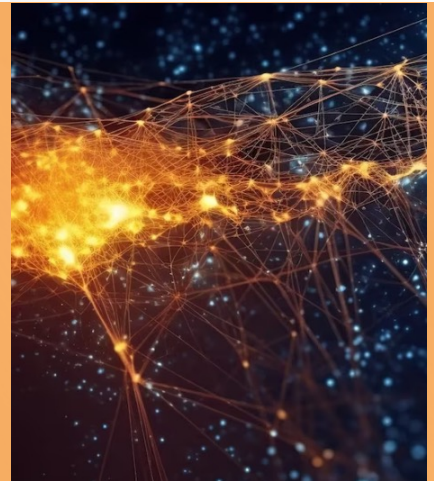
Communication Style



Medium difficulty

THE SUMMARY GAME

By actively paraphrasing and validating each other's thoughts, you create a supportive environment that promotes open dialogue and meaningful interactions.



1. INTRODUCTION TO THE EXERCISE

Explain the purpose of the summary game to your mentee: to enhance communication, show genuine interest, and ensure accurate comprehension. Outline the steps of the summary game: Your mentee will share a problem, goal, or feedback, and you'll summarise what they've said in your own words to verify your understanding.

2. PRACTICE ACTIVE LISTENING

As your mentee speaks, actively listen and take notes on their main points, emotions expressed, and any questions they raise. Avoid interrupting or forming judgments. Once your mentee has finished sharing, use your notes to paraphrase and summarise what they've said. Begin with phrases like "If I understand correctly..." or "So, what I'm hearing is..."

3. SEEKING CONFIRMATION

After summarising, ask your mentee if your understanding aligns with what they intended to convey. Encourage them to clarify any points that you might have missed or misunderstood. If your mentee provides additional insights or corrections, acknowledge their feedback and update your summary accordingly. Engage in a conversation to explore the underlying emotions, thoughts, and actions related to the topic. Ask open-ended questions to encourage a more comprehensive discussion.

4. REFLECTING & VALIDATING

Reflect on how the summary game allowed you to gain a clearer understanding of your mentee's perspective. Validate their feelings and thoughts by expressing empathy and support.

5. EXERCISE REPETITION

Incorporate the summary game into your ongoing mentoring interactions. Regular practice can lead to improved communication, reduced misunderstandings, and stronger rapport.

ADVICE

Be present. Maintain eye contact. Avoid interrupting. Ask clarifying questions. Show empathy. Practice patience.



45 minutes



Communication Style



Medium difficulty



WORLD CAFE

This tool offers you, as a mentor, a flexible and creative method that leads to an intensive dialogue between the mentees. In this way, problems and questions on a specific topic can be discussed intensively in transdisciplinary small groups, views can be understood based on different structural backgrounds and logic, and proposals for solutions can be developed.



QUICK OVERVIEW

This method can be done digitally using an online whiteboard, e.g., Miro, or in person on a large sheet of paper or whiteboard.

1. PROPER ATMOSPHERE

First, create a pleasant atmosphere for the participants and cover each table (ideally a round one) with a tablecloth that can be written on (e.g. paper tablecloth).

2. SMALL GROUPS

Assign the participants to small groups (3-5 people) who sit together at one table. Each table can have a different theme.

3. FIRST DISCUSSION ROUND

In the small groups, the participants discuss the respective topic along a predefined question (+/- 20 minutes).

The most important points of the discussion should be recorded directly in writing or graphically on the tablecloth. There are several rounds of discussion, usually according to the number of different questions.

4. ROTATION

After each round, the participants move to any other table. A previously selected participant remains at the table as a "host" to briefly summarise the previous discussions with the new participants.

5. SECOND DISCUSSION ROUND

In the second round of discussions, the points recorded from the previous discussion are used to link them to the new round of discussions. There is also the possibility of collecting completely new ideas. This process is repeated until each participant has visited all the tables or the last question for discussion has been asked.

6. LAST ROUND

After the last round, the results and findings are presented to all participants by the hosts of the tables, discussed, and finally summarised.

SUGGESTION

You can do 3 rounds of building questions with a table change every 20-25 minutes.



120 minutes



Communication



Easy – medium difficulty

TREASURE HUNTING

This tool helps you and your mentees to get to know and appreciate each other. It encourages both of you to reach out to each other and share to build trust through an informal but guided exchange.



1. INTRODUCTION

In preparation for the Treasure Hunting method, however, you, as the mentor, should formulate questions for the mentees that you can ask each other later. You can adapt the questions individually to a certain topic or project. The questions can be based on a personal and cultural background as well as on developments or challenges in upcoming projects.

2. PREPARATION

At the beginning, all participants should have a list of the questions developed before. To find answers to these questions, the participants now move around the room for about 15 minutes and talk to the other participants. For this, they can ask any person for the answer, but it is not allowed to get more than one piece of information from one person at a time. Also, do not ask more than one person at a time.

3. MORE INFORMATION

Ask participants to return to the circle after 15 minutes. Go through all the questions together. The people who have received an answer to each question raise their hand and name the answer.

4. DIFFERENT POINTS OF VIEW

Now, do a retrospective of the activity by discussing the following questions:

- Who feels that he/she/they received a unique or surprising response?
- Who was asked the same question by the other participants, and why do you think this happened?
- What did you learn from the exercise, and how did your trust in the other participants change?

SUGGESTION

You can do different conversations with about 15 minutes and 10 questions.



30 minutes



Communication



Easy difficulty

COMPETENCE SUN

This tool offers you a simple and creative way to teach your mentee to find out something about the character and competencies of another person, to discover similarities and differences in the group, and thus strengthen the ability to work in a team.



1. INTRODUCTION

This method can be done digitally using an online whiteboard e.g., Miro or in person on a large sheet of paper or whiteboard.

Start with drawing wide rays of sunlight on a paper/whiteboard according to the number of mentees on a piece of paper/whiteboard.

2. PREPARATION

Each person is now assigned to a sunbeam and collects at least ten qualities (e.g. competencies or characteristics) about themselves. One competence is written down on a sticky note and stuck on the corresponding sunray.

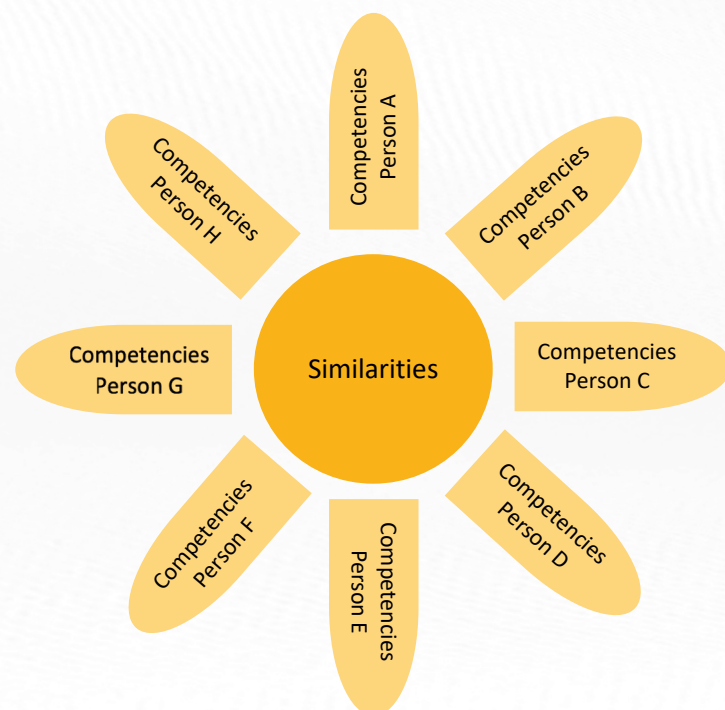
3. CHARACTERISTICS

The first person now begins to present her/his/their characteristics. Characteristics that also apply to other people can be shared immediately. Questions can be asked at any time.

Collect the characteristics that you have in common in the middle of the sun. All other characteristics are placed in the sunbeam of the respective person. The characteristics that only some people share are noted with their names or with colored dots.

4. COMMON GROUP NAME

Finally, the participants should find a common group name for the collected competencies (e.g., the communicative ones). You now have a good overview of the existing competencies in the group.



30 – 40 minutes



Communication



Easy difficulty

ASSOCIATION WITH CARDS

This tool is about how to use association cards to get ideas flowing during a brainstorming session.



1. INTRODUCTION

- With association cards, you express thoughts and feelings using images. Association cards not only provide interaction but also deepen the conversation.
- You gain insight into how someone feels at that moment, remembers something, or what someone dreams about. Association cards are a versatile tool that can enhance communication, self-expression, and personal growth in mentoring.
- Whether used in team-building or creative problem-solving, they promote a deeper understanding of emotions, thoughts, and aspirations, ultimately leading to more meaningful interactions and personal insights.

2. CHECK-IN

Spread all the cards on a table. Provide the mentee with a good applicable question based on which they can choose one or more cards. The idea is for the mentee to answer the question by associating their answer with one of the cards.

CARDS

You can use all kinds of cards such as postcards, photos, pictures from magazines, etc. It is important to have a variety of cards with symbols, people, landscapes, buildings, and others.

3. EXAMPLE WORKING METHODS

- Emotion identification: which image represents your current emotion?
- Storytelling: create a story based on some selected cards.
- Goal setting: choose cards to identify and visualize personal goals. Choose cards that resonate with desired outcomes and discuss their intentions.
- Which card is your association with today's topic?
- Which card represents what you hope to take with you after today?



35-50 minutes



Creative Thinking



Medium difficulty



Co-funded by the
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THINK OUT OF THE BOX

This tool is an introduction to thinking out of the box.



1. INTRODUCTION

What is thinking outside the box?

Meet Professor Giovanni Corazza, a creative researcher and founder of the Marconi Institute for Creativity.

This is his "think outside the box" definition:

"Outside the box is a limit in our thinking. The boundary between what we know and what we have not (yet) thought of."

How do you cross that border?

2. SUMMARY

Renew the way you come up with new ideas. Instead of brainstorming, try the creative process.


Forget everything you know about a subject and start from scratch. Then you exaggerate or combine different elements. And if something ridiculous comes out of that, see if you can make it even crazier.


You record all this in a mind map.

EXERCISE

Come up with a real or fictional case to experiment with and approach out of the box and make a mind map of it.

WATCH MORE

[Giovanni Corazza. "Creative thinking - how to get out of the box and generate ideas." TEDxRoma.](#) 

[Luc de Brabandere. "Reinventing creative thinking." TED@BCG London.](#) 

MIND MAP TOOL EXAMPLE

[Miro's mind map tool](#)



35-50 minutes



Creative Thinking



Medium difficulty



Co-funded by the
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BRAINSTORMING TECHNIQUE

This tool is a good example of a brainstorming technique to use for mentoring.



1. STORYBOARDING

Storyboarding can help you to design a process.

- Make a visual story to explore the problem as a narrative.
- Use Post-its to write out your ideas as individual notes. These can be all kinds of thoughts, quotes, and pictures. These notes help you to see new relationships between different components.
- Once you have a group of sticky notes to work from, start arranging them on the board as a progression: first this, then that.
- Organizing your ideas as a continuous series will help you to see new connections and eliminate extraneous material that doesn't support your end goal.

FIND MORE

[Brian Janosch. "No joke! Yes, you can learn from how The Onion brainstorms its ideas". TED.](#)



[How to lead a brainstorm.](#)



[How to run a brainstorm for introverts \(and extroverts too\).](#)



2. WHY THIS WORKS

Storyboarding allows you to see your ideas in a sequential pattern. You will be able to see an overarching overview of a new or current process without digging too deeply into the details.

You can start from anywhere - the beginning, middle, or end - then fill in the blanks.

MORE TECHNIQUES

[10 Brainstorming Techniques for Developing New Ideas](#)



[8 group brainstorming techniques for distributed teams and how to approach them](#)



35-50 minutes



Creative Thinking



Medium difficulty

INSPIRATIONAL EXERCISE

This exercise is a very creative way to express what the mentee has to offer. No talking, create something!



1. DESIGNING THE BOX

This is a fun exercise to improve communication about your product or service and to market it distinctively.

With this exercise, you will design a product packaging for your product, idea, or service.

Setup:

Provide materials such as paper, markers, craft paper, stickers, tape, and scissors for drawing or crafting boxes.

Fill the Box

- Reflect on what could be inside the box.
- Consider names, potential customers, features, functions, and other defining details.

Phase Two: Make the Box

- Give mentee(s) 30 minutes or more to create the packaging for their idea, imagining it on a retail shelf.

Sell the Box

- Each team or individual presents and "sells" their box to the group.
- Give feedback about how features are translated into benefits during the presentations.

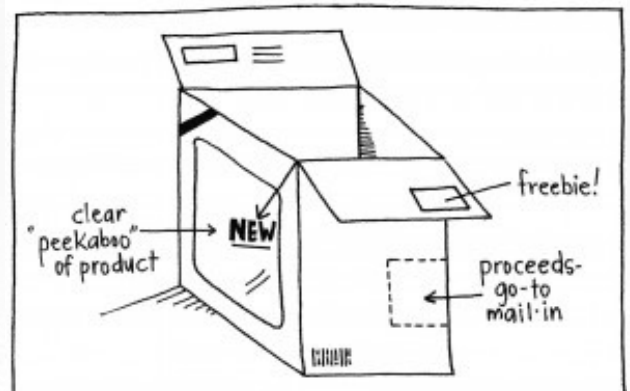
Strategy: (option)

- Display the created boxes in a prominent place as valuable artefacts.
- Adapt the exercise to suit different contexts and participants.

2. SOURCE

The exercise has various names and sources, with adaptations from Luke Hohmann's "Product Box" in "Innovation Games" and contributions from Jim Highsmith and Bill Shackelford.

[Gamestorming](#) 



35-50 minutes



Creative Thinking



Medium difficulty

PERSONA

The persona is a widely used tool in design thinking that helps you and your mentee create an exemplary user type for your mentee's product/service. This allows you to define concrete characteristics and behaviours and thus understand them better so that a needs-oriented approach is supported in their different projects.



1. INTRODUCTION

At the beginning, think about who the mentee's target groups are. For each of these target groups, create a fictitious user type (=persona) that represents the specific target group. Depending on the number of target groups, this can be one or more personas. A corresponding number of templates should be created in which the most important characteristics of your persona are recorded.

2. FIRST STEP OF PREPARATION

Give the persona a fictitious name and represent it with a photo. Collect qualitative and/or quantitative data from your specific target group. Depending on the complexity of the data collection, the time needed for the method varies considerably. You should use both primary and secondary data.

3. SECOND STEP OF PREPARATION

Describe the mentee's persona together. Start with demographic facts such as age, profession, marital status, and place of residence.

4. MORE INFORMATION

Collect more information about the persona.

- What is their environment like?
- Where does your persona spend a lot of time?
- What influences them?

Depending on the relevance of your mentee, they can add further attributes.

5. FURTHER RESEARCH

Finally, define with your mentee what they do not yet know about their persona and formulate new research tasks.

6. DIFFERENT POINTS OF VIEW

Always refer to the persona when making decisions in a e.g., specific project: **"Is your project aligned with your persona, and are their needs being met?"**

Your mentee should keep updating their persona in the project as they gather new information.

FIND MORE

[Persona Template](#)



120 – 240 minutes



Creative Thinking and Acting



Medium difficulty



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SIX THINKING HATS

The Hats are typically represented by six different colours, each symbolising a distinct mode of thinking. This tool helps you to support your mentees by developing the ability to approach problems, decisions, and discussions from multiple perspectives.



1. WHITE HAT (FACTS & INFORMATION)

Start with the White Hat. Ask your mentee to put on the "White Hat" and focus on objective, data-driven information.

Encourage them to gather facts, figures, and data related to the problem or topic at hand. Discuss the importance of relying on verified information and avoiding personal opinions in this phase.

2. RED HAT (EMOTIONS & FEELINGS)

Move to the Red Hat. Instruct your mentee to put on the "Red Hat" and express their emotions, intuitions, and gut feelings.

Encourage them to openly share their emotional responses to the problem or idea without justification.

Emphasize that this is a safe space to express feelings without judgment.

3. BLACK HAT (CRITICAL & NEGATIVE THINKING)

Transition to the Black Hat. Ask your mentee to put on the "Black Hat" and play the role of the devil's advocate.

Encourage them to critically analyze and identify potential risks, weaknesses, or drawbacks of the idea or solution.

Discuss the importance of constructive criticism without personal attacks.

4. YELLOW HAT (POSITIVE & OPTIMISTIC THINKING)

Move on to the Yellow Hat. Have your mentee put on the "Yellow Hat" and focus on positive aspects and benefits. (Next side).

Encourage them to explore the potential advantages, opportunities, and strengths of the idea or solution. Discuss the importance of optimism while considering various perspectives.

5. GREEN HAT (CREATIVE & INNOVATIVE THINKING)

Move on to the Yellow Hat. Have your mentee put on the "Yellow Hat" and focus on positive aspects and benefits.

Encourage them to explore the potential advantages, opportunities, and strengths of the idea or solution.

Discuss the importance of optimism while considering various perspectives.

5. BLUE HAT (PROCESS & ORGANIZATION)

Conclude the process with the Blue Hat. Put on the "Blue Hat" yourself or jointly with your mentee to oversee the thinking process. Summarise the insights gathered from each hat's perspective. Discuss how these insights can be organised, prioritised, and turned into a coherent action plan.



60 – 120 minutes



Creative Thinking and Acting

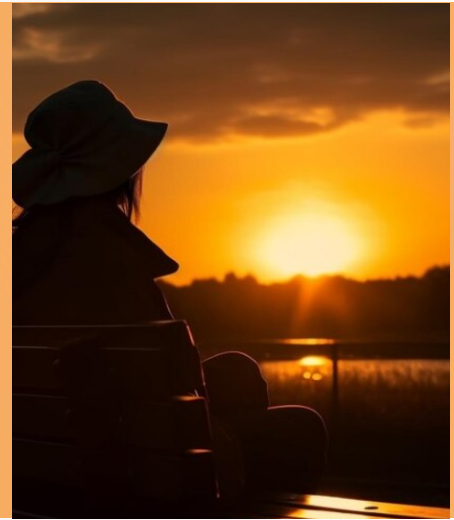


Medium difficulty



SELF- QUESTIONING

Thinking itself is a Skill. When thoughts are harnessed and employed effectively for comprehending, evaluating, interpreting, and arriving at a decision, it can be characterised as a thinking skill.



1. WHAT IS HAPPENING

- Encourages observation and awareness of the current situation.
- Enhances the ability to identify and understand the context of an issue.

2. WHY IS IT IMPORTANT?

- Promotes the evaluation of the significance and relevance of the situation or problem.
- Fosters the ability to prioritize issues based on their importance.

3. WHAT DON'T I SEE?

- Challenges individuals to think beyond the obvious and explore hidden factors.
- Encourages critical examination of assumptions and biases.

4. HOW DO I KNOW?

- Promotes the validation of information through research and evidence.
- Fosters a culture of evidence-based decision-making.

5. WHO IS SAYING IT?

- Encourages skepticism and critical analysis of the sources of information.
- Promotes media literacy and the ability to discern trustworthy sources.

6. WHAT ELSE? WHAT IF?

- Encourages creativity and the exploration of alternative perspectives and solutions.
- Enhances problem-solving skills by considering multiple scenarios.

FIND MORE

[Suryamukhi Venigalla. "Self-questioning means a changing perception of success". TED.](#)



30 minutes



Self-regulation



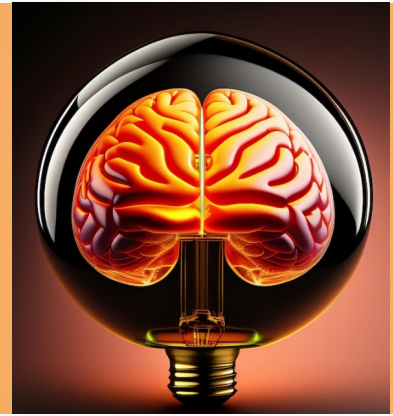
Easy difficulty



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BRAIN-TRAINING

This tool can provide you with a range of ideas for games that directly contribute to the effectiveness and success of mentoring relationships.



1. PATTERN RECOGNITION

Many puzzle games, such as Sudoku, jigsaw puzzles, and Tetris, require you to recognise and complete patterns. This trains your brain to identify regularities and irregularities, a key component of critical thinking.

2. LOGICAL DEDUCTION

Games like chess and logic puzzles demand logical thinking and deduction. You need to plan your moves, anticipate your opponent's actions, and consider various outcomes. This fosters analytical thinking and strategy development.

3. SPATIAL AWARENESS

Spatial reasoning games like 3D puzzles or spatial visualisation exercises improve your ability to mentally manipulate objects and understand their spatial relationships. This skill is valuable when you need to visualise complex scenarios or solve spatial problems in real life..

4. MEMORY AND RECALL

Memory-based games like memory matching cards or brain-training apps like Lumosity can enhance your memory and information retention. Critical thinking often relies on your ability to recall and apply relevant information.

5. ATTENTION TO DETAIL

Many brain-training games require you to pay close attention to details, which is crucial in critical thinking. Missing a small detail in a puzzle can lead to incorrect conclusions or solutions.

6. DECISION-MAKING

Games that involve choices and consequences, such as strategy games or interactive fiction, can help you practice decision-making. You'll learn to evaluate options, anticipate outcomes, and make informed choices.

READ MORE

[How To Train An Entrepreneurial Mind To Be Ultraproductive.](#)



[Simple brain training for entrepreneurs](#)



[5 Brain Training Techniques to Cultivate Your Creative Genius](#)



30 minutes



Reasoning ability development



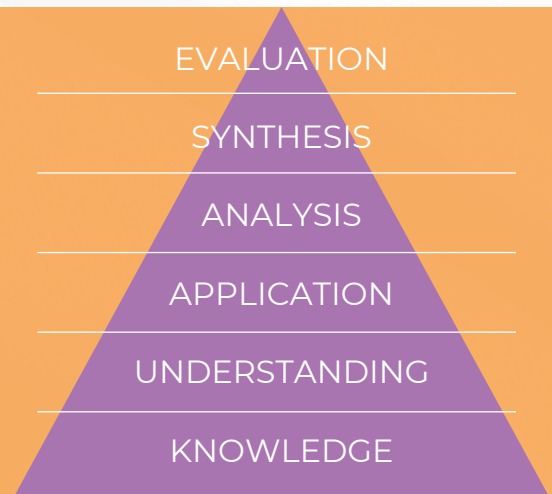
Easy difficulty



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BLOOMS PYRAMID

This model breaks down critical thinking into hierarchical levels, starting with foundational skills and progressing to advanced cognitive abilities.



1. KNOWLEDGE

The base of the pyramid represents the fundamental building block of critical thinking. It involves acquiring and understanding information, facts, and concepts relevant to a particular subject or problem. Without a solid foundation of knowledge, critical thinking cannot proceed effectively.

2. UNDERSTANDING

Once you have gathered knowledge, the next step is to comprehend and grasp the meaning of the information. This involves understanding the context, identifying key ideas, and summarising the material.

3. APPLICATION

With a good understanding of the information, you can move on to applying what you've learned in different contexts. This level of critical thinking involves using knowledge and comprehension to solve problems or make decisions.

4. ANALYSIS

Analysis requires breaking down complex information into its parts and identifying patterns, relationships, and underlying assumptions. This step involves looking for evidence, evaluating arguments, and identifying biases.

5. SYNTHESIS

Synthesis involves taking the analysed information and combining it in creative and innovative ways to generate new insights, ideas, or solutions. It's about seeing connections between different pieces of information and thinking holistically.

6. EVALUATION

At this level, you critically assess the quality and validity of information, arguments, or solutions. You consider the evidence, logic, and credibility of sources to make judgments about their worth.

WATCH MORE

[Use Bloom's to Think Critically](#)



60-90 minutes



Organization



Hard difficulty



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JOURNAL PROMPTS

This tool offers a list of prompts that encourage your mentee to reflect on mentees' experiences, emotions, and strategies for overcoming challenges. Journaling can be a powerful tool for building resilience.



1. DEFINING THE PURPOSE

Clearly outline the purpose of the journal prompts exercise. Are you focusing on self-reflection, gratitude, problem-solving, or another aspect of resilience?

2. DETERMINING FREQUENCY & DURATION

Decide how often the mentee will engage with the journal prompts (e.g., daily, weekly) and for how long (e.g., 10 minutes, 30 minutes).

3. SELECTING TOPICS AND THEMES

Identify specific themes or topics that align with the resilience-building objectives. Consider the backgrounds, experiences, and challenges of the mentee when crafting the prompts. Make sure they are relevant and meaningful to the mentee.

4. PROVIDING CLEAR INSTRUCTIONS

Clearly explain how the mentee should approach the journaling process. For example, they might be encouraged to write freely without worrying about grammar or spelling. Emphasise the importance of being authentic and honest in their journal entries. This helps the mentee gain deeper insights into their thoughts and emotions.

5. EMPHASISING REFLECTION

Encourage your mentee to reflect on their entries. What did they learn about themselves? How did the exercise make them feel?

6. OFFERING FEEDBACK & SUPPORT

Provide feedback on the mentee's journal entries, if appropriate. Offer encouragement and support, and address any challenges they may be facing.

7. ADAPTING & ADJUSTING

Based on the mentee's feedback and progress, consider making adjustments to the prompts or the structure of the exercise to better suit their needs.



45-60 minutes



Self-reflection



Medium difficulty

RESILIENCE BUILDING EXERCISE

This tool helps to enhance the mentee's capacity to effectively navigate and adapt to challenges, adversity, and stressors.



1. DEFINING CLEAR OBJECTIVES

Clearly state the purpose of the exercise. What specific aspect of resilience are you aiming to address (e.g., coping with stress, adapting to change, bouncing back from setbacks)?

2. INTRODUCING THE RESILIENCE CONCEPT

Provide a brief overview of resilience and its importance. Explain how building resilience can benefit your mentee in their personal and professional lives.


3. ENGAGING THE MENTEE IN AN ACTIVITY

Choose an activity that aligns with the objectives. This could be a role-playing scenario, a problem-solving exercise, or a creative expression activity.

4. ENCOURAGING REFLECTION

After the activity, ask your mentee to reflect on their experiences. What did they learn? How did they feel? What strategies did they use? This reflection helps solidify the learning.

WATCH MORE

[Denise Mai. "How to build resilience as your superpower". TED.](#) 

5. RELATING TO REAL-LIFE SCENARIOS

Help your mentees connect what they have learned to real-life situations. Discuss how the strategies practiced in the exercise can be applied in their everyday lives.

6. SUMMARISING KEY TAKEAWAYS

Review the main points and key insights from the exercise. Emphasise how these can be applied to enhance resilience.

7. CLOSE THE SESSION

End the session with a summary of what was covered. Encourage the mentee to continue building their resilience and provide resources for further exploration.



30-45 minutes



Resilience



Medium difficulty



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SCAMPER TECHNIQUE

SCAMPER is an acronym that stands for Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse/Rearrange. Follow these step-by-step instructions to facilitate an engaging and productive SCAMPER session with your mentees.



1. INTRODUCTION

- Start by introducing the SCAMPER problem-solving tool to your mentees. Share examples of how SCAMPER has been used successfully in various industries to encourage innovative thinking.

2. PROBLEM IDENTIFICATION

- Define the problem or challenge you want your mentees to address. It could be related to their projects, business, or personal goals.

3. SCAMPER ACRONYM GUIDE

Substitute: Ask mentees to consider replacing certain elements of their current solution with something different. What alternatives could enhance the solution?

Combine: Encourage mentees to think about combining different ideas, elements, or processes to create a new solution that leverages synergies.

Adapt: Discuss how existing solutions or ideas from different contexts could be adapted to solve the current problem.

Modify: Challenge mentees to explore how they could modify various aspects of their solution to improve its effectiveness.

Put to another use: Encourage mentees to think about how their solution could be repurposed for a different application or context.

Eliminate: Ask mentees to identify elements that could be removed or streamlined from their solution without compromising its effectiveness.

Reverse/Rearrange: Prompt mentees to consider how they could reverse the order or arrangement of components to create a new perspective.

4. IDEA EVALUATION

After exploring all elements, guide your mentees in evaluating and selecting the most promising ideas generated during the session. Discuss the feasibility, potential impact, and alignment with the problem or challenge.

5. SHARING & DISCUSSION

Once promising ideas are identified, help your mentees develop action plans for implementing and testing these ideas. Encourage them to consider potential obstacles, resources needed, and timelines.



90 minutes



Problem-solving



Medium difficulty



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MCKINSEY'S 8 STEPS

This tool will help you work with your group of mentees through McKinsey's problem-solving framework, incorporating the principles of effective decision-making.



1. THE FIRST MEETING

- Introduce the concept of solving problems proactively with a hypothesis. Explain that a well-defined hypothesis sets the direction for finding solutions.
- Encourage your mentees to come prepared for the session with a preliminary hypothesis related to the problem at hand.

2. IMPORTANCE OF INTUITION

- Explain that combining intuition with data analysis can lead to more holistic insights.
- Instruct your mentees to share their initial intuition about the problem before diving into data analysis.

3. DO YOUR RESEARCH

- Encourage your mentees to explore existing solutions and best practices, emphasizing the importance of research to inform decisions.
- Guide your mentees to research similar problems faced by other organizations and identify potential applicable solutions.

4. TELL THE STORY BEHIND THE DATA

- Explain the significance of presenting data in a meaningful narrative. Data supports the story rather than overwhelms it.
- Instruct your mentees to analyze the data they've gathered and organize it into a coherent narrative that supports their hypothesis.

5. PREWIRE

- Introduce the concept of prewiring, which involves building support for a solution before presenting it formally.

- Encourage the mentees to identify key stakeholders who need to be informed/persuaded and strategize how to gain their support.

6. START WITH THE CONCLUSION

- Discuss the power of starting a presentation with the conclusion, and then providing the supporting information.
- Instruct your mentees to structure their problem-solving presentation by presenting their hypothesis and main conclusions upfront.

7. HIT SINGLES

- Explain the principle of making steady progress by focusing on achievable, incremental steps.
- Guide your mentees to identify the immediate actions they can take to move towards a solution, even if they're not ready for a grand solution yet.

8. RESPECT YOUR TIME

- Encourage your mentees to allocate time effectively for each step of the problem-solving process and avoid overanalysis.



120 minutes



Problem-solving



Medium difficulty



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SUGGESTIONS TO MCKINSEY'S 8 STEPS

This exercise will empower your mentees to approach complex challenges effectively and efficiently. By guiding your mentees through McKinsey's 8 Steps to Problem-Solving while incorporating the specified principles, you're providing them with a comprehensive problem-solving framework enriched with practical decision-making strategies. Some suggestions for scenarios to use in the discussion:

SCENARIO 1: RETAIL EXPANSION STRATEGY

- *Problem:* A retail company is facing challenges in expanding its operations into new markets.
- *Issues:* Competition, cultural differences, regulatory hurdles.
- *Root Causes:* Limited market research, inadequate localization, unfamiliarity with local regulations.
- *Solutions:* Customized marketing campaigns, strategic partnerships, and regulatory experts on the team.
- *Action Plans:* Develop tailored marketing plans for each new market, establish partnerships with local businesses, and onboard legal consultants for regulatory compliance.

SCENARIO 2: SUPPLY CHAIN OPTIMIZATION

- *Problem:* A manufacturing company is experiencing supply chain disruptions affecting production.
- *Issues:* Inventory management, transportation delays, supplier reliability.
- *Root Causes:* Inaccurate demand forecasting, lack of backup suppliers, inadequate communication.
- *Solutions:* Implement advanced demand, and forecasting tools, diversify supplier base, and improve communication channels.
- *Action Plans:* Integrate demand forecasting software, identify and onboard backup suppliers, and establish regular communication protocols.

SUGGESTIONS TO MCKINSEY'S 8 STEPS

This exercise will empower your mentees to approach complex challenges effectively and efficiently. By guiding your mentees through McKinsey's 8 Steps to Problem-Solving while incorporating the specified principles, you're providing them with a comprehensive problem-solving framework enriched with practical decision-making strategies. Some suggestions for scenarios to use in the discussion:

SCENARIO 3: EMPLOYEE ENGAGEMENT

- *Problem:* A tech startup is facing low employee engagement and high turnover.
- *Issues:* Lack of growth opportunities, communication gaps, unclear expectations.
- *Root Causes:* Absence of professional development programs, limited feedback mechanisms, undefined career paths.
- *Solutions:* Introduce mentorship programs, establish regular feedback sessions, and map out clear career progression.
- *Action Plans:* Launch mentorship initiatives, schedule quarterly feedback sessions, and create personalized career development plans.

SCENARIO 4: MARKETING EFFECTIVENESS

- *Problem:* An e-commerce business is struggling with low conversion rates and customer retention.
- *Issues:* Ineffective marketing strategies, poor website user experience, lack of customer engagement.
- *Root Causes:* Misaligned marketing messages, complicated website navigation, and absence of loyalty programs.
- *Solutions:* Revise marketing content to match customer needs, optimize website design, and introduce loyalty programs.
- *Action Plans:* Conduct market research to tailor marketing messages, collaborate with UX designers for website improvements, and implement a tiered loyalty program.

ACCENTURE'S PROBLEM- SOLVING FRAMEWORK

This tool will help you work with your group of mentees on problem solving skills. The structured Accenture Case Interview framework will allow them to collectively tackle complex challenges using a systematic approach.



1. INTRODUCTION

- Introduce the Accenture Case Interview framework (see Part 2) that is widely used to analyze and solve business problems. Emphasize the importance of breaking down challenges into manageable steps for strategic decision-making.

2. GROUP ACTIVITY SET UP

- Divide your mentees into small groups. Each group will work on a specific scenario using the Case Interview framework.
- Provide each group with the scenario information and guide them through the framework, step by step.

3. PRESENTING THE 5-KEYS STEPS

- Clarify the Problem;
 - Gather Information;
 - Analyze the Information;
 - Develop Solutions;
 - Communicate Recommendations;
- Discuss the purpose and objectives of each step, highlighting how they contribute to the overall problem-solving process.

4. GROUP ACTIVITY

- Mentees actively engage in discussions, collaborate on data analysis and creative solution generation, while you as the mentor guide the process toward evaluating options and reaching a consensus on the most viable solution.

5. PRESENTATION & DISCUSSION

- Continue rotating turns among you and mentees until each group has had an opportunity to share their presentation.

FACILITATION TIPS

- Provide each group with the scenario details and a copy of the Case Interview framework.
- Encourage active participation, collaboration, and creative problem-solving within the groups.
- Allocate sufficient time for each group to work through the framework and develop their recommendations.
- During the presentation and discussion phase, foster an open exchange of ideas and encourage groups to learn from each other.
- By guiding your mentees through the framework using these diverse scenarios, you're enabling them to approach complex challenges systematically and strategically. This group activity will enhance their problem-solving skills, teamwork, and ability to analyze and recommend solutions for real-world business scenarios.



120 minutes



Problem-solving



Medium difficulty



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PDF – CASE INTERVIEW WORKBOOK BY ACCENTURE

Some suggestions for scenarios to use in the discussion:

SCENARIO 1: MARKET ENTRY STRATEGY FOR A TECH STARTUP

- **Problem:** A tech startup wants to expand into a new market but is unsure about the about the optimal entry strategy.
- **Scenario Details:** The startup produces innovative educational technology solutions for schools and wants to enter an international market.
- **Clarify:** Define the key questions about the market, target audience, competition, and market entry options.
- **Gather Information:** Research the target market's education sector, competitive landscape, regulatory requirements, and potential partnerships.
- **Analyze Information:** Analyze the gathered data to assess market demand, competitor strengths, and potential barriers to entry.
- **Develop Solutions:** Generate strategies for market entry, such as direct partnerships with local schools, licensing partnerships, or online distribution.
- **Communicate Recommendations:** Present the recommended market entry strategy with supporting evidence and potential risks.
- **Improvements:** Implement a tiered loyalty program.

PDF – CASE INTERVIEW WORKBOOK BY ACCENTURE

Some suggestions for scenarios to use in the discussion:

SCENARIO 2: CUSTOMER EXPERIENCE FOR AN E-COMMERCE PLATFORM

- **Problem:** An e-commerce platform is receiving customer complaints about the user experience and wants to improve customer satisfaction.
- **Scenario Details:** The e-commerce platform offers a wide range of products from various sellers and operates in a competitive market.
- **Clarify:** Define the issues affecting customer experience, including website navigation, product search, checkout process, and customer support.
- **Gather Information:** Collect user feedback, conduct surveys, analyze website analytics, and compare with competitors' customer experiences.
- **Analyze Information:** Identify pain points in the user journey, understand customer preferences, and assess the effectiveness of customer support.
- **Develop Solutions:** Propose solutions such as optimizing website design, implementing an AI-powered chatbot for instant support, and offering personalized recommendations.
- **Communicate Recommendations:** Present the recommended solutions with data-driven insights and potential benefits to customer satisfaction and retention.

PDF – CASE INTERVIEW WORKBOOK BY ACCENTURE

Some suggestions for scenarios to use in the discussion:

SCENARIO 3: OPERATIONAL EFFICIENCY IMPROVEMENT FOR A MANUFACTURING COMPANY

- **Problem:** A manufacturing company is facing operational inefficiencies leading to production delays and increased costs.
- **Scenario Details:** The manufacturing company produces consumer electronics and operates in a competitive global market.
- **Clarify:** Identify key operational challenges, including production bottlenecks, quality control issues, and supply chain disruptions.
- **Gather Information:** Collect data on production processes, equipment maintenance, quality assurance, and supply chain performance.
- **Analyze Information:** Analyze the data to pinpoint bottlenecks, assess production line efficiency, and identify root causes of quality issues.
- **Develop Solutions:** Generate solutions such as implementing lean manufacturing principles, upgrading equipment, and enhancing quality control processes.
- **Communicate Recommendations:** Present the recommended solutions with a focus on how they will address production delays, improve product quality, and reduce costs.

DESIGNING AN UMBRELLA

In this group session, you will lead your mentees through the creative Radial Diagram framework, enabling them to collaboratively approach complex challenges.



1. THE FIRST MEETING

- Introduce the Radial Diagram framework. Explain that this creative tool helps identify interconnected problems within a larger issue.
- Emphasize the importance of exploring various dimensions of a problem to uncover underlying challenges.

2. GROUP ACTIVITY SET UP

- Divide your mentees into small groups.
- Each group will work on a specific scenario using the Radial Diagram framework.
- Provide each group with the scenario information and guide them through the framework, step by step.

3. PRESENTING FRAMEWORK STEPS

- Define the Central Problem (Umbrella Problem)
- Identify Associated Problems
- Explore Interconnections
- Generate Insights and Solutions

Discuss the purpose and objectives of each step, highlighting how they contribute to the overall problem-solving process.

4. GROUP SCENARIO

- Assign a scenario to each group. Provide time for the groups to work through the steps of the Radial Diagram framework for their respective scenarios.
- Encourage group members to brainstorm, discuss ideas, and leverage each other's perspectives.

5. PRESENTATION & DISCUSSION

- Facilitate a discussion after each group has completed their problem-solving exercise, having them present their findings, insights, and recommendations to the entire group.

FACILITATION TIPS

- **Provide** each group with the scenario details and a blank radial diagram template.
- **Encourage** brainstorming, discussion, and collaboration within the groups.
- **Allocate** sufficient time for each group to fill out their radial diagrams and develop their insights.
- **Foster** an open exchange of ideas and encourage groups to learn from each other's perspectives during the presentation and discussion phase.
- By guiding your mentees through the Radial Diagram framework using these diverse scenarios, you're enabling them to approach complex challenges with a holistic view and uncover underlying interconnected issues.
- This group activity will enhance their problem-solving skills, creativity, and ability to identify multidimensional solutions for real-world scenarios.



90 minutes



Problem-solving



Medium difficulty



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SCENARIO SUGGESTIONS

Some suggestions for scenarios to apply the radial Diagram, aka Umbrella Problem, to solve problems in a creative way. Please read following scenario suggestions for a better application of the exercise.

SCENARIO 1: SUSTAINABLE PACKAGING SOLUTIONS FOR A CONSUMER GOODS COMPANY

- **Problem:** A consumer goods company is committed to reducing its environmental footprint and wants to explore sustainable packaging options.
- **Scenario Details:** The company produces a range of products with varying packaging needs, from perishable goods to durable items.
- **Central Problem (Umbrella Problem):** Identifying sustainable packaging solutions across diverse product categories.
- **Associated Problems:** Balancing product protection, cost efficiency, customer appeal, regulatory compliance.
- **Interconnections:** Explore the relationships between packaging materials, production processes, customer preferences, and environmental impact.
- **Insights and Solutions:** Propose solutions such as using bio-based materials, optimizing packaging designs for efficient transport, and engaging customers in the sustainability journey.

SCENARIO 2: TALENT RETENTION STRATEGIES FOR AN IT COMPANY

- **Problem:** An IT company is facing challenges with retaining top talent and wants to implement effective strategies to reduce turnover.
- **Scenario Details:** The company operates in a competitive tech industry and aims to create a conducive work environment for its employees.
- **Central Problem (Umbrella Problem):** Developing comprehensive talent retention strategies to enhance employee satisfaction and engagement.
- **Associated Problems:** Addressing work-life balance, career growth opportunities, competitive compensation, and team dynamics.
- **Interconnections:** Explore how each associated problem impacts the others and collectively influences talent retention.
- **Insights and Solutions:** Recommend solutions such as flexible work arrangements, mentorship programs, personalized career development plans, and fostering a collaborative team culture.

SCENARIO SUGGESTIONS

Some suggestions for scenarios to apply the radial Diagram, aka Umbrella Problem, to solve problems in a creative way. Please read following scenario suggestions for a better application of the exercise.

SCENARIO 3: DIVERSIFICATION OF REVENUE STREAMS FOR A HOSPITALITY BUSINESS

- **Problem:** A hospitality business, focused on a single revenue stream, wants to explore diversification opportunities to strengthen its financial stability.
- **Scenario Details:** The business operates a boutique hotel and seeks ways to generate additional revenue beyond room bookings.
- **Central Problem (Umbrella Problem):** Identifying and implementing new revenue streams to complement hotel operations.
- **Associated Problems:** Evaluating potential revenue sources, ensuring alignment with brand identity, managing resources effectively.
- **Interconnections:** Examine how each new revenue source could leverage existing resources and enhance the overall guest experience.
- **Insights and Solutions:** Suggest solutions such as offering event hosting services, collaborating with local artisans for unique retail offerings, and launching exclusive experience packages.

BRAINSTORMING FOR CREATIVE SOLUTIONS

In this group session, you will guide a group of mentees through a creative problem-solving brainstorming activity. The goal is to generate innovative ideas to tackle a specific problem.



PREPARATION

- Select a problem statement relevant to the group's interests and needs.
- Familiarize yourself with the brainstorming techniques you'll be using.
- Arrange the room (or digital space) to ensure everyone can see the whiteboard or shared screen.

1. INTRODUCTION

- Welcome mentees and explain the purpose of the session: to generate creative ideas for solving a specific problem.
- Briefly introduce the problem statement to the group and set the ground rules for respectful and open participation.

2. WARM-UP ACTIVITY

- Start with a warm-up activity to get the creative juices flowing by posing a fun and unrelated question to the group, encouraging quick and imaginative responses.
- Example: "If you could have any superpower, what would it be and how would you use it to solve a real-world problem?"

3. IDEA GENERATION

Explain the brainstorming process to the group. Start with introducing the "Classic Brainstorming Technique":

- Set a timer for 5 minutes and encourage mentees to individually write down as many ideas as possible related to the problem statement.
- Emphasize quantity over quality.
- After 5 minutes, have each mentee share their ideas one by one while you write them on the whiteboard.

4. IDEA COMBINATION

- Introduce the "Idea Combination Technique":
- Review the list of generated ideas on the whiteboard.
- Encourage mentees to identify interesting combinations or variations of the existing ideas.
- Write down these new combined ideas and facilitate a discussion about the potential strengths and weaknesses of each combined idea.

5. IDEA EVALUATION & SELECTION

- Explain the importance of evaluating and selecting the most promising ideas. Have mentees individually mark the combined ideas they find most intriguing.
- Discuss as a group which ideas received the most marks and why they stand out.

MATERIALS NEEDED:

- Sticky notes and pens (or digital tools for virtual sessions).
- Timer (for each phase).
- Problem statement (clearly defined and shared with mentees prior to the session).



90 minutes



Problem-solving



Medium difficulty

NETWORKING ROLE-PLAYING

Simulate networking scenarios, such as conferences, social events, or online networking platforms. Have the mentee practice initiating conversations, asking meaningful questions, and exchanging contact information.



1. SETTING THE SCENE

Begin by deciding on the type of networking event or scenario you want to simulate, such as a professional conference, industry meetup, or social gathering.

2. ROLES

Determine who will play the role of the mentee and who will act as the other attendees or professionals the mentee will interact with (e.g. group mentoring). You can also take on roles of specific types of people the mentee wants to network with (e.g., employers and industry experts).

3. CRAFTING CONVERSATIONS

Create sample conversation starters and responses that are relevant to the chosen networking scenario. These can include greetings, small talk topics, and questions related to the mentee's professional interests.

4. INITIATION OF CONVERSATIONS

Start with the mentee approaching the other attendees and initiating conversations. The mentee can use their elevator pitch to introduce themselves and then proceed to ask questions or engage in conversation based on the prepared topics.

5. RESPONSE TO SCENARIOS

As the role-playing exercise progresses, you, as a mentor, can guide the mentee through different scenarios they might encounter during networking. This can include handling challenging questions, navigating group conversations, or gracefully exiting a conversation to meet others.

6. FEEDBACK & COACHING

After each role-play interaction, provide constructive feedback and coaching to the mentee. Point out areas where they excelled and offer suggestions for improvement.

EXAMPLE

Scenario: Imagine the mentee is an aspiring visual artist attending an art gallery opening event. The mentor will take on the role of an established art curator or gallery owner, and other participants can also play the roles of other artists, art enthusiasts, or potential clients.

Objective: The goal of the exercise is to help the mentee practice networking skills, make meaningful connections, and create opportunities to showcase their work.

Steps:

1. Introduction of the Mentee
2. Artwork Presentation
3. Receiving Feedback
4. Networking with Peers
5. Approaching Potential Clients/Collectors
6. Building Rapport
7. Exchanging Contact Information
8. Follow-Up Plan



15-30 minutes per scenario



Effective Networking



Medium difficulty



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MAIN RULES OF NETWORKING

This tool offers valuable insights into the rules of successful networking. It can help you and your mentee to enhance their networking skills and create meaningful connections.



QUICK OVERVIEW

View this tool as a guideline for enhancing mentee's networking skills rather than a strict, step-by-step exercise.

1. LEARNING MORE ABOUT THE PERSON

Encourage your mentee to take a keen interest in the person they wish to network with. Suggest that they invest time in learning more about the individual, their interests, accomplishments, and values.

2. GROWING RELATIONSHIPS WITHOUT KEEPING A SCORE

Urge your mentee to think of relationships as a muscle that grows and strengthens with use. The more they invest in building meaningful connections, offering support, and showing genuine interest in others, the stronger their network will become.

3. BUILDING A NETWORK BEFORE YOU NEED IT

Encourage your mentee to proactively build relationships without expecting immediate benefits. By focusing on genuine connections, your mentee can establish a strong foundation that will prove invaluable in the future.

LEARN MORE

READ: "Never Eat Alone" by Keith Ferrazzi



WATCH: "How to Build a Powerful Network" by Keith Ferrazzi with Lewis Howes



4. SORTING OUT THE BEST PEOPLE TO NETWORK WITH

Advise your mentee to be mindful of how they allocate their time and prioritise their interactions. Not every individual will provide equal benefits, so they need to discern between valuable connections and others that might not be as productive.

5. THE BEST SMALL TALK IS AVOIDING SMALL TALK

Rather than engaging in banal or uninteresting small talk to fill the time, encourage your mentee to prioritise honesty and openness in their interactions with others.

IMPORTANT

Time estimation for utilising this tool depends on giving all the information to your mentee. Following the session, it is the mentee's responsibility to independently engage in activities such as reading, watching, learning about various individuals, etc.



15-20 minutes



Self-awareness



Medium difficulty



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MAKING IT REAL

This tool helps you to teach the mentee to build a LinkedIn profile as it facilitates networking, credibility building, brand promotion, business development, and access to industry insights, ultimately enhancing opportunities for growth and success.



1. INTRODUCTION

Most people already have a profile. If your mentee does not have one, you should motivate them to create one.

2. PROFILE UPDATE

The mentee should review their profile and identify things they need to do to make it up to date.

These activities may include updating the current photo, adding the current job and requesting recommendations.

3. IDENTIFICATION

Brainstorm together with the mentee to identify keywords commonly used in the industry and modify the profiles with those.



20-30 minutes



Personal Branding



Easy difficulty

FURTHER STEPS YOU CAN SUGGEST TO YOUR MENTEES

1. Cover Image and headline:

- Choose a relevant cover image that represents your brand or industry.
- Craft a concise headline that highlights your role, expertise, and value proposition.

2. Summary:

- Write a compelling summary that outlines your background, achievements, skills, and aspirations.
- Highlight your unique selling points and what sets you apart as an entrepreneur.

3. Experience

- Add your current and past roles with detailed descriptions of your responsibilities, achievements, and impact.
- Use bullet points to make your accomplishments easy to read.

4. Education and Certifications

- List your educational background, including degrees and relevant certifications.

5. Skills and Endorsements

- Select key skills that reflect your expertise and seek endorsements from colleagues and connections to validate your skills.

6. Further: Recommendations, accomplishments, media and publications, contact information, and URL customization.

NETWORKING REFLECTION

This tool can guide mentee in reflecting on their networking experiences, helping them gain deeper insights into their strengths, growth areas, and ways to build meaningful connections.



QUICK OVERVIEW

Reflecting on networking experiences can be very insightful for personal and professional growth as it can help develop a range of valuable skills.

1. STARTING WITH OPEN-ENDED QUESTIONS:

- Reflecting on your recent networking interactions, what specific conversations left a strong impression?
- How do you typically prepare for networking events?
- What metrics do you use to monitor the progress regarding your networking skills?

2. ACTIVE LISTENING

As the mentee shares their experiences, actively listen without interrupting. Show genuine interest in their stories and ask follow-up questions to dive deeper into specific aspects.

3. EXPLORING LESSONS LEARNED

Guide the mentee to reflect on the skills they used, the challenges they faced, and the outcomes of their networking interactions. Encourage them to identify valuable lessons they've gained. You can, for example ask them:

- Reflecting on your networking journey, what challenges can you point out?

4. IDENTIFYING STRENGTHS & GROWTH AREAS

Help the mentee recognise their strengths that contributed to successful networking interactions and highlight areas where they see opportunities for improvement.

- What can you do specifically to increase the effectiveness of your networking?

5. GOAL SETTING

Based on the reflection, assist the mentee in setting specific networking goals. These goals could be related to skills improvement, expanding their network, or making more meaningful connections.

6. PROVIDING THE FEEDBACK

Offer the feedback to acknowledge the mentee's efforts in self-reflection and networking growth. This encouragement can motivate them to continue refining their skills.



35-50 minutes



Networking Strategy Development



Medium difficulty

STAKEHOLDER EGO-NETWORK

This tool helps you and your mentee to work out the relationships among the stakeholders of a trans-disciplinary project group in order to use them as effectively and efficiently as possible.



QUICK OVERVIEW

The ego network consists of a focal node (ego = "I") and the nodes connected to it (age "contact person").

1. DEFINITION OF NODE

Define with your mentee the node (ego). How should the point be represented (individual or team)?

2. FIRST LEVEL

Enter the direct connections to your mentee's focal node (ego) in the first level.

3. SECOND LEVEL

For the second level, think about who the people on the first level might know. This may give your mentee access to new knowledge or information. These reflect the indirect connections. Thereby your mentee should use social networks if they are not sure who their direct connections are.

4. RELATIONSHIPS

Now your mentee should use arrows to draw the relationships between the individual nodes in their network. The direction of the arrow symbolises the flow of information and knowledge. The more often a node is connected to other nodes through indirect links, the easier it is for the ego to reach this node. Consider which nodes have a cross-border function.

5. CONNECTIONS

Furthermore, discuss which connections are considered strong or weak.

- Which connections should the mentee be careful with?
- Which connections already have a good basis of trust?

6. INCLUSION OF CHANGE

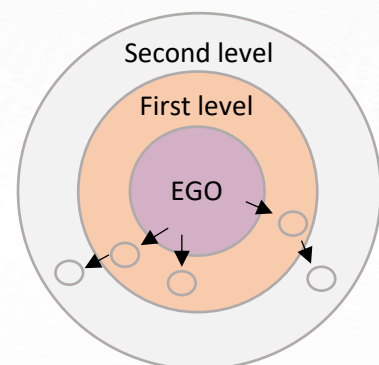
The network changes during the project. Your mentee should modify their network as new connections emerge or existing relationships disappear.

7. FEEDBACK & GUIDANCE

If your mentee wants to connect their ego network to different networks, they can follow the procedure described in the paper below.

READ MORE

[Measuring ego-centered social networks on the web: Questionnaire design issues by Vehovar, Vasia, et al. \(2008\).](#)



30-60 minutes



Networking



Easy difficulty



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INTERCULTURAL COMMUNICATION SKILLS

This tool covers some key areas of knowledge to improve intercultural communication.



1. STARTING POINT

A desire for intercultural communication starts from the point of view that communication is better if it is constructive and does not suffer from misunderstandings and breakdowns.

“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.” – Nelson Mandela

2. KEY AREAS

- Some knowledge of the cultures, history and general way of living of different areas.
- Recognition that these aspects affect behavioral norms.
- An understanding of how culture can affect communication and language. For example, Nordic countries are often said to speak more directly than native English speakers.
- Some understanding of the conventions such as views on the role of women.
- Awareness of your own and other people's beliefs and values, and a willingness to recognize when these may clash.
- Sensitivity towards cultural stereotypes that may affect intercultural communication.

QUESTIONS

1. Have you ever experienced an uncomfortable situation with a cultural difference?
2. How did it go?
3. Do you recognise the key areas?
4. In which areas would you like to develop yourself further?



35-50 minutes



Intercultural Communication



Medium difficulty



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CROSS-CULTURAL REALITY

This exercise helps your mentee to gain more insight into the cross-cultural reality.



1. WORK- CONVERSATION

Talk to one or two people about cultural issues they encounter on the job. If possible, meet at the person's workplace and ask if you can spend some time observing there.

2. TO PREPARE

Find someone in the creative industry:

- At least seven years older or younger than you.
- Do work you cannot imagine doing.
- Culturally distinctly different from you.

3. INTERVIEW

Your goal is to get them to talk. Listen to what is being said, what is being suggested, and what is not being said. Do not try to insert your opinion and experience.

Start the interview by explaining who you are and why you are interviewing them. Thank them sincerely for giving their time and thoughts. Throughout the interview, be alert to whether the person wants to continue.

WATCH MORE

[Shireen Chua. "Exploring Cultural Intelligence". TED](#)



4. EXAMPLE INTERVIEW QUESTIONS

- What kind of work do you do?
- How long have you been doing that?
- When observing: can you show what you do, and what your day looks like?
- Why did you end up doing this job?
- What kind of person often does this kind of work?
- What do you like about this work?
- What's difficult about this job?
- How do you treat?
- How does being a (fill in the blank with a distinctive cultural category, e.g. male, older person, African-American) play a role in the work you do?
- Has this work changed the way you think about yourself and the world?

Make a report of the interview and share it with the person.



35-50 minutes



Cultural Understanding



Medium difficulty



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PRACTICAL COMMUNICATION TIPS

Top ten tips for effective cross-cultural communication.



10 TIPS

1. Maintain etiquette, e.g., [how to address a person](#) ('Frau', 'San')
2. Avoid Slang
3. Speak slowly
4. Keep it simple
5. Practice active listening
6. Take turns to talk
7. Write things down
8. Avoid closed questions
9. Be careful with humor
10. Be supportive

WATCH MORE

[Lera Boroditsky. "How language shapes the way we think". TEDWomen.](#)



[Julian Treasure. "How to speak so that people want to listen". TEDGlobal](#)



[Katherine Hampsten. "How miscommunication happens \(and how to avoid it\)". TED-Ed](#)



QUESTIONS

- What do you think of these tips?
- Can you get started with it, or are you already doing this?
- What could you improve?

"When you travel, remember that a foreign country is not designed to make you comfortable. It is designed to make its own people comfortable." – Clifton Fadiman

READ MORE

[Communicating With Your Mentee](#)



[What Is Effective Communication? Skills for Work, School, and Life](#)



[8 Ways You Can Improve Your Communication Skills](#)



35-50 minutes



Communication



Medium difficulty



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STRESS DIARY TOOL

This tool helps to identify triggers and improve self-regulation skills, providing a structured approach for understanding stressors, responses, and behaviours.



1. STARTING A STRESS DIARY

Begin by guiding your mentee to set up a stress diary. This could be a physical notebook or a digital document where they record their thoughts, feelings and reactions in response to different situations that trigger stress. Throughout their day, whenever they encounter situations that trigger stress, ask them to take a moment to record that in their stress diary by being specific about the situation, the people involved, their emotions and their reactions.

2. REFLECTING ON PATTERNS

Ask your mentee to record triggers for a few days or weeks and review the stress diary entries together. Look for patterns and commonalities among the situations that trigger stress. For each trigger, identify how your mentee responded and together understand where self-regulation is needed.

3. EXPLORING ROOT CAUSES

Delve deeper into why certain situations trigger such responses. Are there underlying fears, insecurities, or past experiences that contributed to your mentees' reactions? Understanding the root causes will help you empower them to address them effectively.

4. REPLACING NEGATIVE BEHAVIORS

Once you've identified triggers and negative responses, brainstorm alternative, more positive behaviours and reactions. For example, if your mentee tends to snap at colleagues under a high workload, consider strategies like taking short breaks, practicing deep breathing, or politely communicating your need for space.

5. MONITORING YOUR WELL-BEING

Guide your mentee to regularly assess their well-being and stress levels using the insights from their stress diary.



45-60 minutes



Self-regulation



Medium difficulty

SELF-DISCIPLINE CHALLENGE

Practicing self-discipline through a self-discipline challenge is a powerful way to help cultivate persistence, focus, and the ability to stay committed to one's goals.



1. DEFINING THE CHALLENGE

Begin by guiding your mentee to identify the area in their professional work where they would want to improve their self-discipline. Clearly define together the goals for the self-discipline challenge. What specific behavior or habit do they want to develop? Make sure these goals are specific, measurable, achievable, relevant and time-bound (SMART).

2. COMMITTING TO A TIMELINE

Decide on the duration of the self-discipline challenge. It could be a week, a month, or any timeframe that suits their goals. Having a set timeline adds structure and motivation. Outline a plan of action for each day or week of the challenge. Having a clear plan makes it easier to stay on track.

3. MONITORING THE PROGRESS

Regularly track your mentees progress throughout the challenge. Ask your mentee to use a journal or any other digital tool to record their efforts, achievements and any obstacles they encounter. Consistently remind your mentee of the long-term benefits and help them focus on the end goal.

4. BUILDING MOMENTUM

Guide your mentee in using the momentum from completing one self-discipline challenge to tackle bigger and more complex goals.

5. SHARING THE EXPERIENCE

Ask your mentee if they want to share their self-discipline challenge experience with others who might benefit from it. Their journey could inspire and motivate others to take proactive steps towards self-improvement.



45-60 minutes



Self-regulation



Medium difficulty

THE THREE R'S OF HABIT CHANGE

Reminder, Routine, Reward.



1. IDENTIFYING THE REMINDER

This tool guides mentors and supports mentees through the process of habit change, focusing on the three Rs: Reminder, Routine, and Reward. The first step would be to talk your mentee through the situations or cues that trigger unwanted behaviour with their ability to successfully run their business.

2. DEFINING THE NEW ROUTINE

After identifying the routine or behavior that your mentee wants to change, together plan ahead to counteract the old routine and find a way to support your mentee in developing a new routine that aligns with their self-regulation goals.

3. DETERMINING THE REWARD

Regularly track your mentee's progress and identify a reward associated with the old routine. By implementing the three Rs of habit change, your mentee can enhance their self-regulation and control over your behaviour.

4. PUTTING IT ALL TOGETHER

By guiding mentees through the three Rs of habit change, you enable them to take control of their self-regulation and succeed in the creative industries:

Reminder: Empower mentees to recognize triggers and self-doubt patterns.

Routine: Collaborate on practical strategies that align with their strengths and confidence-building.

Reward: Shift their perspective towards meaningful rewards like connections and collaborations.



45-60 minutes



Self-regulation



Medium difficulty

READ MORE

["Trade bad habits for good ones" by Harvard Health Publishing](#)



["Creating New Habits for Learning" by Physiopedia](#)



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PART 4
ENTREPRENEURSHIP
SKILLS

LEARNING BY READING

This tool provides three important books that could give more insights into entrepreneurship.

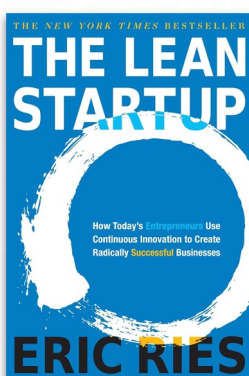


1. "THE LEAN STARTUP" BY ERIC RIES

The Lean Startup approach fosters companies that are both more capital-efficient, and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on "validated learning," rapid scientific experimentation, as well as several counter-intuitive practices that shorten product development cycles, measure actual progress without resorting to vanity metrics, and learn what customers want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute. This reading offers insights on building a startup efficiently and effectively.

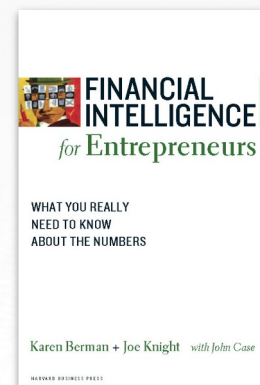
2. "VENTURE DEALS" BY BRAD FELD & JASON MENDELSON

Be Smarter Than Your Lawyer and Venture Capitalist is a must-have resource for any entrepreneur. However, the venture capital deal process is a complex and competitive place, but with this book as your guide, you'll discover what it takes to make your way through it.



3. "FINANCIAL INTELLIGENCE FOR ENTREPRENEURS" BY KAREN BERMAN & JOE KNIGHT

This book is about knowing what the numbers really mean. It is written for entrepreneurs and company owners who need to understand exactly what is happening in their company from a financial perspective. It provides the financial knowledge you need to run your business more effectively.



60 minutes



Knowing more



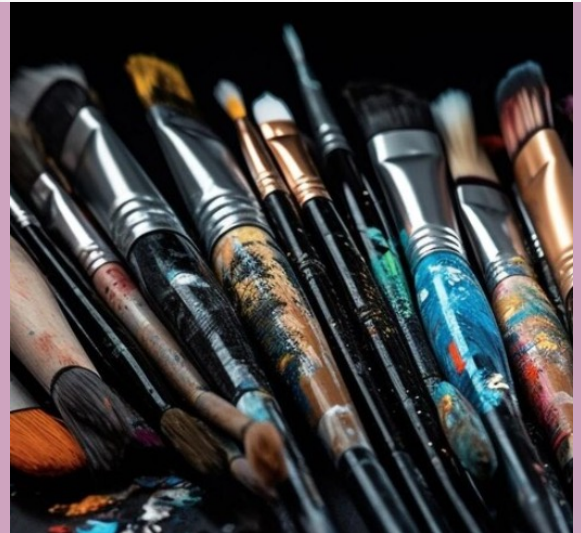
Easy difficulty



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INVESTOR DECK

An investor deck is a vital tool for entrepreneurs and startups seeking funding. It's a concise, visual presentation that communicates your business idea, value, and financial prospects to potential investors.



1. PROBLEM SOLUTION

Clearly define the problem your product/service addresses and how your solution is unique.

2. MARKET OPPORTUNITY

Showcase the size and growth potential of the market you're targeting. Use data and market research to demonstrate that there's a substantial demand for your offering.

3. BUSINESS MODELS

Explain how your company plans to make money. Describe your revenue streams, pricing strategy, and customer acquisition approach. Investors want to understand the financial viability of your business.

4. TRACTIONS & MILESTONES

Highlight any significant achievements, milestones, or traction your business has attained. This could include user growth, revenue figures, partnerships, or product development milestones.

5. TEAM

Introduce your core team members, emphasising their relevant skills and experience. Investors often invest in people as much as they invest in ideas.

6. FINANCIAL PROJECTIONS

Provide a realistic financial forecast. Explain your differentiation and competitive strategy.

7. VISUALS & DESIGN

Keep the pitch deck visually engaging and easy to follow. Use visuals, charts, and a clean design to enhance comprehension and maintain the investor's interest.



30-45 minutes



Scouting



Medium difficulty

BUSINESS MODEL CANVAS

A strategic management tool that provides a visual framework for developing, describing, and analysing a business or startup's business model.



1. IDENTIFYING CUSTOMER SEGMENTS

Determine who your target customers are and segment them based on their needs, preferences, and behaviours. Understand your audience and their specific characteristics.

2. DEFINING VALUE PROPOSITIONS

Clearly articulate the unique value your product or service provides to your chosen customer segments. Explain how your offering solves their problems or fulfils their needs.

3. MAPPING KEY ACTIVITIES & RESOURCES

Identify the critical activities and resources required to deliver your value proposition. These could include production, marketing, technology, partnerships, and more.

4. ESTABLISHING REVENUE STREAMS

Outline how your business will make money. Specify your pricing strategy, revenue sources, and sales channels. Consider various monetisation options.

5. DESCRIBING CUSTOMER RELATIONSHIP & CHANNELS

Describe the type of relationship you establish with your customers. Identify the various ways you deliver your value proposition to the customers.

6. IDENTIFYING KEY PARTNERSHIPS & COST STRUCTURE

List key partners or suppliers that you need to collaborate with to operate efficiently. Also, analyse your cost structure by identifying major cost components and understanding how they impact your business.

Key Partners Who are your key partners? Which resources do you need to deliver your value proposition? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?	Key Activities What key activities do you need to perform to deliver your value proposition? Which resources do you need to perform these activities? Which channels do you need to use? Which customer segments do you need to serve?	Value Propositions What value do you offer to your customers? Which resources do you need to deliver this value? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?	Customer Relationships How do you interact with your customers? Which resources do you need to deliver this value? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?	Customer Segments Who are your target customers? Which resources do you need to deliver this value? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?
Key Resources What key resources do you need to deliver your value proposition? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?		Channels How do you deliver your value proposition to your customers? Which resources do you need to deliver this value? Which activities do you need to perform? Which customer segments do you need to serve?		
Cost Structure What are the major costs of your business? Which resources do you need to deliver this value? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?			Revenue Streams How do you generate revenue? Which resources do you need to deliver this value? Which activities do you need to perform? Which channels do you need to use? Which customer segments do you need to serve?	

[Create Canvas](#) 



60 minutes



Analytical skills



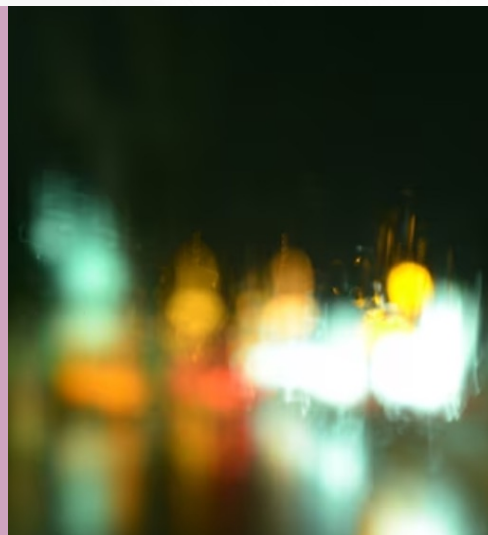
Medium difficulty



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GRANT PROPOSAL

A structured document used to apply for funding from grants, scholarships, or other sources. It typically includes information about your project or organisation and explains why it deserves financial support.



1. HEADER & INTRODUCTION

Begin with a header that includes your organisation's name, contact information, and the grant application date. Provide a concise introduction that explains your organisation's mission and briefly introduces the project for which you are seeking funding.

2. PROJECT DETAILS

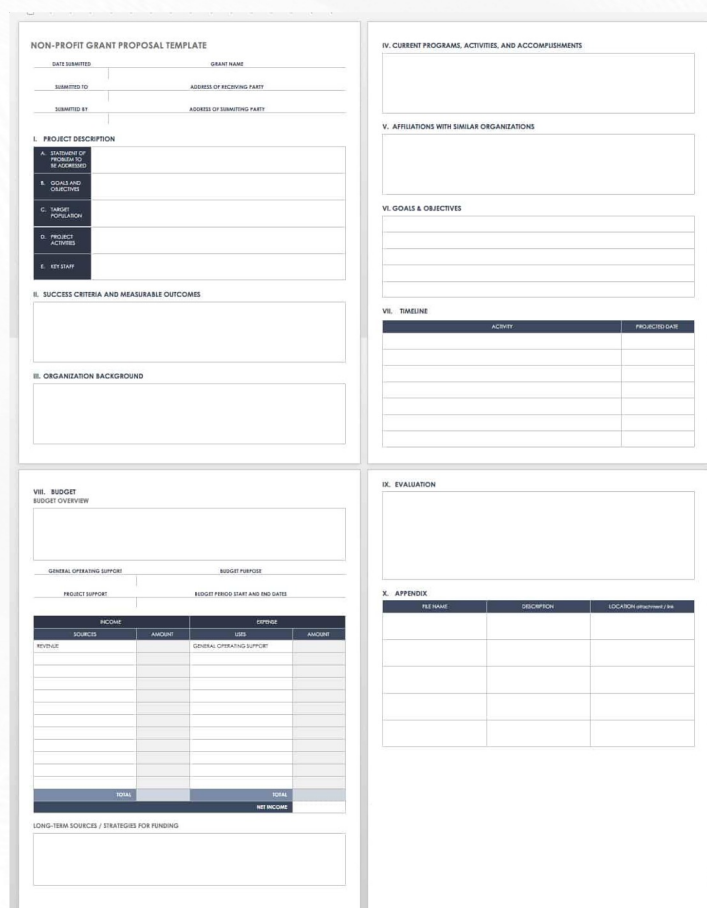
Outline the project's objectives, goals, and the specific problem or need it addresses. Describe the project's methodology, timeline, and expected outcomes. Highlight the significance and relevance of your project to the grantor's focus areas or priorities.

3. FINANCIAL INFORMATION

Present a detailed budget that breaks down expenses, including personnel, materials, and other costs. Indicate the amount of funding you are requesting and how it will be utilised. Provide financial documents such as the organisation's financial statements or audited reports, if required.

4. VIABILITY INFORMATION

Explain the potential impact of your project on the community or target audience. Discuss how you plan to measure and evaluate the project's success. Address the project's sustainability by outlining how you intend to secure funding or resources beyond the grant period, demonstrating long-term viability.



[Template](#) 



45-60 minutes



Proposal



Hard difficulty



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FINANCIAL PROJECTION

Projections help businesses plan for the future, make informed decisions, and communicate their financial outlook to stakeholders such as investors, lenders, or internal management.



1. REVENUE PROJECTIONS

Estimate future sales and revenue streams based on historical data, market research, and growth expectations. Include details on product or service pricing, sales volume, and any factors affecting revenue.

2. EXPENSE PROJECTIONS

Forecast your business's operating expenses, including costs related to personnel, materials, marketing, rent, and utilities. Consider variable and fixed expenses and any anticipated changes.

3. PROFIT & LOSS STATEMENT

Create a P&L statement that calculates your projected net income for a specific period in the future by subtracting projected expenses from projected revenue. This provides a clear picture of your expected profitability, cost structure, and overall financial health.

4. CASH FLOW PROJECTIONS

Develop cash flow projections to monitor the timing of cash inflows and outflows. Ensure you have sufficient cash on hand to cover expenses, repay debts, and support business growth.

READ MORE

["Forecasting with confidence" by KPMG](#)



["What is a profit and loss statement?" by Hubspot](#)



IMPORTANT

Be careful how you choose a specific period of time!



45-60 minutes



Planning



Hard difficulty

DEFINING THE MAIN CHARACTERISTICS OF YOUR CUSTOMER

This session on 'Basic Netnography' for entrepreneurs will indicate how to use social media to understand the mentees' audience. The aim of this exercise is to encourage mentees to think critically about their target audience's characteristics and preferences.



1. INTRODUCTION

- You can work with 1-4 mentees simultaneously using this tool.
- The goal is to help mentees understand their target consumers better by exploring online behaviour.
- You will guide the mentees through the process, which involves selecting individuals who represent their brand's ideal audience. These individuals can be from the mentees' personal circles (friends, acquaintances, family) or from their previous or current brand associations.

2. EXERCISE STEPS

1. Start with instructing mentees to choose three people who closely resemble their target audience.
2. For each chosen person, the mentees need to explain why they believe these individuals are the best representatives of their audience.
3. The mentees then spend around 10 minutes examining the social media profiles of these chosen individuals. The goal is to identify personality traits through their online presence. They should jot down notes about any personality traits they observe or anything they find significant.
4. After each 10–12-minute period, you can prompt the mentees to switch to the second and then the third consumer. This rotation is important to avoid spending too much time on research.

5. Once information is gathered for all three consumers, guide the mentees to spend 15-20 minutes analysing common and unique characteristics among the chosen individuals. The focus is on identifying shared traits and what sets each consumer apart.
6. The mentees compile a list of personality traits based on their findings. From this list, they should select traits they believe align with their brand's values or the desired brand image for the future.
7. Following this, a 25–30-minute discussion takes place. Each mentee gets 5 minutes to present their final list and share any noteworthy observations from the activity.

REMINDER

By analysing online behaviour and personality traits, they can gain valuable insights into the audience their brand resonates with or aims to attract.



90 minutes



Customer Profiling



Easy – medium difficulty

BRAND DIFFERENTIATION MATRIX EXERCISE

The goal of this tool is to help your mentee develop a clearer understanding of their brand's position and strengths in the market.



1. INTRODUCTION

- Begin the session by emphasising the value of gaining insights into their brand's competitive landscape.

2. IDENTIFICATION OF PRODUCTS/ SERVICES & COMPETITORS

- Ask your mentee to list their three most relevant products or services. These should be the core offerings that define the brand's value proposition.
- Have your mentee identify two main competitors who offer similar products or services. These competitors should be those the mentee regularly competes within the market.

3. BRAND DIFFERENTIATION MATRIX

- Explain the concept of the matrix: a table with three rows representing the mentee's products/services and three columns labeled "Competitor A," "Competitor B," and "Your Brand."
- Instruct your mentee to create the matrix structure in a physical or digital format. This matrix will serve as a visual tool to compare their offerings to the competition.

4. CONSUMER PREFERENCES

- Guide your mentee through analysing why a consumer might choose Competitor A, Competitor B, or their own brand for each of the three products or services.
- Encourage your mentee to explore factors such as pricing, features, quality, customer service, reputation, and any other relevant aspects influencing consumer decisions.
- Fill in the matrix collaboratively, discussing and noting down the reasons in each corresponding cell.

5. BRAND DIFFERENTIATORS

- With the matrix completed, shift your focus to the cells pertaining to your mentee's brand. Help them identify patterns and trends in their brand's strengths and unique selling points compared to competitors.
- Prompt your mentee to consider what aspects set their brand apart and provide a competitive advantage. Discuss how these advantages contribute to the brand's overall value proposition.
- Address any gaps or areas where your mentee's brand could improve to enhance its appeal to consumers.

6. BRAND PERCEPTION

- Summarise the insights gained from the matrix as a whole. This summary will provide a comprehensive view of your mentee's brand perception in the market relative to competitors.
- Collaboratively outline key action points to capitalize on the brand's differentiators and align them with the brand's strategic goals.



90 minutes



Customer Orientation



Medium difficulty



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SETTING A VISION FOR THE FUTURE OF YOUR BRAND

This innovative exercise is designed to help your group of mentees craft a strategic visualisation of their brands' future and develop a clear understanding of their desired market positioning.



1. INTRODUCTION & SET UP

- Introduce the concept by emphasising that this exercise encourages your mentees to envision a future scenario where their brand achieves significant recognition and success.
- Explain that each mentee will conceptualize a newsflash highlighting a special event or milestone related to their brand's growth and achievements.

2. ENVISION OF THE NEWSFLASH

- Ask your mentees to imagine a future scenario, say, five years from now. Instruct them to visualise their brand as a well-established entity in their industry.
- Encourage mentees to imagine a news vehicle (e.g., news article, social media post, press release) featuring a headline about their brand's success. Prompt them to think about the main characteristics and achievements that this news would highlight.

3. CRAFTING THE NEWSFLASH

- In pairs, have mentees discuss and articulate their envisioned newsflash. What groundbreaking event or accomplishment does it portray? What specific qualities, achievements, or innovations are being highlighted?
- Encourage creativity and innovation in crafting the newsflash headlines.

4. SHARING & REFLECTION

- Invite each mentee to share their crafted newsflash with the entire group, fostering a dynamic exchange of ideas and encouraging them to learn from each other.

- After each presentation, engage in a brief discussion about the strengths and unique attributes highlighted in the newsflash. Encourage mentees to elaborate on why these characteristics are essential to their brand's future success.

5. STRATEGIC PATHS

- Read a discussion about the strategic paths and actions that need to be taken to transform the envisioned newsflash into reality, incl. the steps required to achieve the highlighted achievements.
- Guide mentees in identifying key milestones, goals, and strategies to align their future visions with practical and actionable plans.

6. THE NEWSFLASH ESSENCE

- Encourage mentees to keep their envisioned newsflash as a source of inspiration and a reminder of their long-term goals.
- Conclude the session by encouraging mentees to reflect on the exercise. What insights did they gain about their brand's potential? How did the exercise foster their strategic thinking?



60 minutes



Strategic Planning



Medium difficulty

CRAFTING YOUR BRAND ESSENCE

The objective of this tool is to encounter the core identity and values of the brand and transform them into a concise and impactful brand essence statement.



1. INTRODUCTION & SETTING CONTEXT

- Start by explaining the brand essence statement. Emphasise that it captures the fundamental nature of the brand and acts as a foundation for all brand-related decisions.
- Share examples of well-known brand essence statements to provide context and inspire your mentee.

2. EXPLORATION & REFLECTION

- Ask your mentee to reflect on their brand's mission, values, vision, target audience, and unique selling points. Encourage them to consider what makes their brand distinct in the market.
- Guide your mentee through a discussion about their brand's personality traits, voice, and overall character. Encourage them to think about how they want their brand to be perceived by customers.

3. KEY THEMES AND ATTRIBUTES

- Help your mentee identify 3-4 key themes or attributes that define their brand's essence. These should be the qualities that encapsulate the brand's core identity and resonate with its target audience.
- Encourage your mentee to use adjectives, values, and emotions to describe each chosen theme or attribute. These descriptors will play a crucial role in shaping the essence statement.

4. BRAND ESSENCE STATEMENT

- With the identified themes or attributes in mind, guide your mentee in crafting a concise and impactful brand essence statement. This statement should capture the spirit and soul of the brand in just a few sentences.

- Suggest that the statement follows a format like "We are [adjective], [adjective], and [adjective], offering [value proposition] to [target audience] through [unique approach/characteristic]."

5. THE STATEMENT REFINEMENT

- Work with your mentee to refine the brand essence statement. Discuss word choices, clarity, and alignment with the brand's identity.
- Encourage your mentee to test the statement by asking themselves whether it truly resonates with the core values and aspirations of their brand.

6. STATEMENT DISCUSSION

- Have your mentee share their brand essence statement with you. Listen and provide constructive feedback to ensure the statement accurately reflects the brand's essence.
- Engage in a discussion about how the statement aligns with the brand's vision and goals. Address any questions or concerns they might have. Work together to finalize the brand essence statement.



90 minutes



Strategic Planning



Medium – hard difficulty

THE BRAND MANIFESTO

In this session, your mentees will write a manifesto to define what their brand stands for. A brand manifesto is a statement that encapsulates the brand's core values, beliefs, and aspirations in a way that resonates deeply with the audience.



1. INTRODUCTION & PURPOSE

- Start the session by explaining the concept and purpose of a brand manifesto. Share examples of impactful brand manifestos to provide context and inspiration.

2. DEFINITION OF BRAND EQUITY

- Begin by discussing the brand's identity, values, mission, and unique selling points. Encourage your mentee to reflect on what makes their brand special and why it matters to their target audience.
- Guide your mentee through a conversation about the emotional connection they want to establish with their audience.

3. THE BRAND MANIFESTO

- Explain that the brand manifesto is a longer-form piece of content, typically a paragraph. It should be emotionally charged, authentic, and vividly descriptive.
- Encourage your mentee to write freely and expressively, focusing on what the brand believes in, what it stands for, and the impact it aspires to make.

4. KEY THEMES IDENTIFICATION

- Ask your mentee to identify key themes they want to convey in the brand manifesto. These could include values, mission, vision, purpose, and the desired emotional response from the audience.
- Help your mentee outline a structure for the manifesto that highlights these key themes.

5. CONTENT CRAFTING

- Work with your mentee to draft the brand manifesto. Encourage them to use descriptive language, vivid imagery, and emotional appeal to engage the reader.
- Discuss the importance of keeping the manifesto concise while maintaining its emotive power.

6. EDITING & REFINEMENT

- Review the draft with your mentee, offering feedback on clarity, emotional resonance, and alignment with the brand's identity.
- Guide your mentee through the process of refining the manifesto, ensuring that each word contributes to its impact.

7. REVISITING & POLISHING

- Encourage your mentee to take a step back and revisit the manifesto with fresh eyes. Does it capture the essence and emotion they intended?
- Work together to polish the manifesto to ensure its authenticity and effectiveness.



90 minutes



Strategic Planning



Medium difficulty

INDUSTRY MAPPING

Through this collaborative industry mapping exercise, you and your mentees can delve deep into the mentee's industry understanding and set strategic goals to navigate their career journey effectively.



1. INTRODUCTION TO THE CONCEPT OF INDUSTRY MAPPING

Explain to your mentee the concept of industry mapping, and its significance in understanding their industry landscape and career trajectory. Together use a Mural board as a tool to visually represent their industry and career connections.

2. PREPARATION OF THE MATERIALS

Instruct your mentee to draw themselves at the center of the map, representing their current position in the industry. Guide them to visualise their role as the main actors, organisations, and stakeholders within their sector. Help them design a visual representation of how the industry works, considering the relationships and dynamics between different players.

3. IDENTIFICATION OF SKILL GAPS

Guide your mentee in mapping out their career ambitions within the industry. Encourage your mentee to reflect on their existing skill set and evaluate if they possess the necessary skills to excel in their current position and achieve their goals. Ask them to share how they established connections with their contacts and discuss the potential contacts they need to develop further.

4. IDENTIFICATION OF NETWORK EXPANSION OPPORTUNITIES

Engage your mentee in a conversation about the gaps in their network and how they can reach out to new contacts. Encourage them to brainstorm strategies for expanding their network to connect with relevant industry experts and peers.

5. REFLECTION & SETTING OF GOALS

Facilitate a reflective discussion with your mentee about the insights gained from the industry mapping exercise. Help them set actionable goals for skill development, network expansion, and career advancement based on their visual representation.



60-90 minutes



Understanding industry networks



Hard difficulty

TIME EVALUATION

This tool will help the mentee to identify what they invest their time in and enable them to find the needed time to develop.



1. CREATING A LIST ENCOMPASSING ALL ASPECTS OF CURRENT LIFE

Ask mentee to take note of the various aspects of their life to which they allocate their time daily. These areas may include such categories as career, leisure, household responsibilities, physical activity, self-development, and more. Aim to identify a total of 4-6 broad areas, but it's also important to include subcategories.

2. DETERMINING THE NUMBER OF HOURS FOR EACH AREA

When making calculations, bear in mind that a week encompasses 168 hours; however, it's important to account for approximately 7-8 hours of sleep per day, time for meals, personal hygiene, and other routine activities.

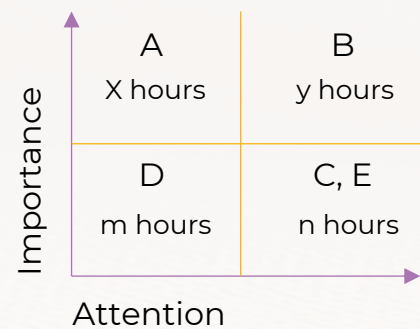
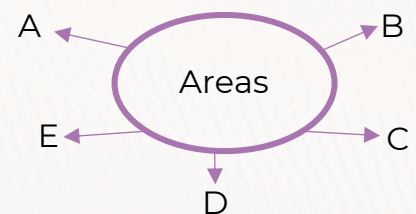
3. GAINING AWARENESS OF THE AVAILABLE TIME

Help mentees to utilise a calculator to determine the number of hours available to them each week. Then, they can allocate and distribute that time, aligning it with their specific goals and objectives.

4. DECOMPOSING THE TIME

You can use the 4-square model to identify and distinguish between what holds greater importance and what requires immediate attention in current circumstances.

EXAMPLE



30-45 minutes



Self-awareness



Medium difficulty



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REVERSE ENGINEERING GOALS

This exercise will help you and your mentee create a structured and actionable plan for achieving your mentee's long-term aspirations.



1. CLARIFYING LONG-TERM GOALS

Begin by discussing the mentee's long-term aspirations and objectives. Help them define specific and meaningful goals they want to achieve in the future.

2. BREAKING DOWN GOALS INTO MILESTONES

Work with the mentee to break down their long-term goals into smaller, achievable milestones. These milestones should be progressive steps that lead to the accomplishment of the larger goal.

3. IDENTIFYING SHORT-TERM OBJECTIVES

Encourage the mentee to identify short-term objectives or tasks that contribute to reaching each milestone. These objectives should be actionable, measurable, and attainable.

4. ASSIGN TIMELINES

Assist the mentee in establishing realistic deadlines for each short-term task. By setting well-defined deadlines, the mentee gains a clear understanding of how to allocate their time effectively to accomplish their objectives.

5. DETERMINE NECESSARY RESOURCES

Discuss the resources (e.g., skills, knowledge, support) required to achieve each short-term objective. Identify any potential challenges and how they can be addressed.

6. ACTION PLANS DEVELOPMENT

Work with the mentee to create action plans for each short-term objective. These plans should outline the steps needed to accomplish the tasks.

7. PRIORITISATION & SEQUENCE

Help the mentee prioritise their short-term objectives and arrange them in a logical sequence. This ensures that they are progressing in a structured and efficient manner.

8. MONITORING THE PROGRESS

Encourage the mentee to regularly monitor their progress. Provide support and feedback as they work towards their goals.

IMPORTANT

Remind the mentee that goal setting is an ongoing process. Encourage them to review and adjust their goals as circumstances change and new opportunities arise.



30-45 minutes



Self-awareness



Medium difficulty



PRIORITISATION MATRIX

This straightforward yet effective tool will assist you in guiding the mentee to categorise tasks according to their urgency and importance, enhancing their ability to manage their time and priorities effectively.



1. DRAW THE QUADRANTS

Draw a 2x2 matrix on a piece of paper or create a digital version. Label those as follows:

- Quadrant 1: Urgent and Important
- Quadrant 2: Important but Not Urgent
- Quadrant 3: Urgent but Not Important
- Quadrant 4: Neither Urgent nor Important

2. TASKS IDENTIFICATION

Encourage the mentee to write down all the tasks and activities she needs to accomplish on sticky notes, a notepad, or a digital list.

3. CATEGORIZATION OF TASKS

Q1: Urgent and Important

Tasks in Q1 require immediate attention and should be completed as soon as possible. These are often critical and have a direct impact on your goals or well-being.

Q2: Important but Not Urgent

These tasks are important for your long-term goals and personal growth, but they don't have an immediate deadline. Schedule time for these tasks to ensure they're given proper attention.

Q3: Urgent but Not Important

Tasks in Q3 are often distractions or interruptions that may feel urgent but don't contribute significantly to goals. If possible, delegate these tasks to others or minimize their impact on time.

Q4: Neither Urgent nor Important

These tasks are low-priority and may be time-wasters. Consider eliminating them or limiting the time the mentee spends on them.

4. ACTION PLANNING

Help the mentee strategise how to approach tasks in each quadrant. Discuss which task should be tackled first, how to allocate time for important but not urgent tasks, and how to manage or delegate tasks in the other quadrants. Summarise the exercise and the key takeaways. Set a plan for when you'll review the mentee's progress with their newly prioritised tasks.

EXAMPLE

	Urgent	Not urgent
Important	Do first	Schedule
Not important	Delegate or minimize	Eliminate or limit



30-45 minutes



Self-awareness



Medium difficulty



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DISTRACTION CHALLENGE

This tool helps you to challenge mentees to have a distraction-free hour each day for focused work, and it offers you strategies for minimising those distractions during this time, such as turning off notifications, finding a quiet workplace, etc.



1. DISTRACTION FREE TIME CHALLENGE

- **Describe the challenge** as dedicating a specific period of time each day to work without any distractions. This could be an hour or even just 30 minutes, depending on what feels manageable for the mentee.
- Explain that during this dedicated time, the mentee should commit to minimizing or eliminating distractions. This includes turning off notifications, putting away the phone, closing unnecessary browser tabs, and creating a quiet workspace.

Offer additional strategies:

1. Create a dedicated workspace:
2. Use Website and App Blockers
3. Prioritize tasks and block time
4. Use the Pomodoro Technique
5. Declutter your workspace
6. Limit multitasking
7. Practice mindfulness and meditation
8. Use background music or white noise
9. Practice digital detox
10. Set boundaries
11. Stay hydrated and take short walks

2. PREPARATION

- **Define Goals:** Help the mentee identify the goals they want to achieve during the distraction-free time (e.g., completing a specific task or making progress).
- **Choose a Time:** Encourage the mentee to pick a consistent time each day for the challenge. It could be in the morning, afternoon, or evening—whichever aligns with their natural rhythm.
- **Create a Workspace:** Suggest that they set up a clean and organized workspace. This helps create an environment conducive to focused work.

3. IMPLEMENTATION

- **Minimise Distractions:** Guide them on how to minimise distractions. This might involve turning off notifications on devices, closing social media apps, and letting others know they're in a focused work session.
- **Set a Timer:** Recommend using a timer for the chosen duration (e.g., 30 minutes or an hour). This serves as a reminder to stay on track and also offers a clear endpoint.

4. REVIEW & REFLECTION

- **After the Session:** Once the distraction-free time is over, have them reflect on how it went. Did they accomplish their goal? Were there any unexpected challenges?
- **Adjustment and Learning:** Discuss any insights gained from the experience. Were there moments when they were tempted to get distracted? What strategies worked best for them in staying focused?



30-45 minutes



Self-awareness



Medium difficulty



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STORYTELLING TOOL

Create captivating narratives that connect with your audience and effectively communicate your brand's values and mission.



1. RECOGNISING THE POWER OF STORYTELLING

Support your mentee in understanding the impact of storytelling on human emotions and memory retention. Acknowledge the potential of storytelling to create a strong bond between brands and their audience.

2. DEFINITION OF THE BRAND STORY

Together with your mentee, identify the core values, mission and essence of their brand or enterprise. Work together to craft a narrative that resonates with their target audience and showcase how their product or services address those needs.

3. CHOOSING A STORYTELLING APPROACH

Decide on the type of storytelling that suits your mentee's brand (e.g., personal anecdotes, customer success stories). Determine the tone and style that aligns with the brand's identity. Consider tools that enable dynamic presentations, video creation, social media management, content marketing, and digital asset management.

4. CREATION OF PRESENTATIONS

Use Prezi or Canva to create engaging and non-linear presentations that captivate your audience. Employ Animoto to craft professional-looking videos using images, video clips, and text. Utilise Hootsuite to schedule and manage social media content across platforms. Opt for StoryChief to centralize brand storytelling efforts.



WATCH MORE

[Kelly Parker. "Business Storytelling Made Easy". TEDxBalchStreet](#) 



60 minutes



Marketing



Medium difficulty



Co-funded by the
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NAVIGATING MARKET REACH

This tool empowers to define your target audience step by step, ensuring your brand resonates with those who matter most.



1. DEFINITION OF MARKET SEGMENT

Support your mentee in identifying the scope of their target market by understanding who their ideal customers are. Consider factors like age, gender, location, and income level that align with their product or service.

2. ANALYSING BEHAVIOURAL TRAITS

Dive deeper into your mentee's target audience's behavioural traits by examining their purchasing habits, reasons for buying a product, and their preferences. Pinpoint the geographic locations where this target audience resides or frequently engages. This helps to tailor strategies to cater to specific regional preferences.

3. MARKET SEGMENT EXPLORATION

For a more in-depth understanding, explore various types of market segmentation. This may include demographic, psychographic, behavioral, and geographic segments. Gain additional insights to fine-tune your targeting approach.

4. TAILORING THE STRATEGY

Utilise the insights gathered to tailor your marketing strategy for each segment. Craft messages, content, and campaigns that resonate specifically with the identified characteristics of your target audience.

FIND MORE

["Target Audience: How to Find Yours" by HubSpot](#)



["4 Types of Market Segmentation: Real-World Examples & Benefits" by Yieldify](#)



["How Can I Help You?"- Understanding Target Audience Barriers" by Nancy Lee at TEDxMontlakeCut](#)



60-90 minutes



Marketing



Hard difficulty

VISUAL BRANDING

By using Piktochart as a visual branding tool, you can create professional-quality graphics, infographics, and visual content that align with your brand identity.



1. CUSTOMIZATION OF CONTENT

Create an account on Piktochart's website. Explore the wide range of professionally designed templates available for infographics, presentations, reports, and more. Select a template that aligns with your brand's style and messaging.

2. INCORPORATE BRAND IDENTITY

Ensure that your brand's identity elements, such as logo, tagline, and brand colors, are consistent throughout the design. This creates a cohesive and recognisable visual identity. Utilise Piktochart's user-friendly tools to add icons, images, charts, graphs, and other visual elements that enhance the content and convey your brand's message effectively.

3. SELECTING TYPOGRAPHY & FONTS

Choose fonts that align with your brand's personality and tone. Maintain consistency in font usage across different sections of the design. Craft concise and impactful messaging that resonates with your target audience. Ensure that the language and tone used reflect your brand's values and voice.

4. EXPORT & SHARE

Once satisfied with your design, export it in your preferred format (PDF, PNG, etc.). Share the visual content across your marketing channels, such as social media, website, email campaigns, and presentations. Track the performance of the visual content created using Piktochart. Analyse engagement metrics to gauge the effectiveness of your branding and marketing efforts.

READ MORE

["A Student's Guide to Getting Started With Piktochart" by Justin Wiesenfeld](#)



["Introduction to Infographic Design and Using Piktochart" by University of Toronto](#)



60-90 minutes



Marketing



Hard difficulty

VIDEO BRANDING

By leveraging Vimeo Create's AI video branding tools, you can create captivating videos that align with your brand identity and convey your messaging effectively.



1. EXPLORATING VIMEO CREATE

Visit the Vimeo Create website or download the app. Familiarise yourself with the platform's features and offerings. Access the video creation tools and start building your branded content. Select the type of video you want to create (e.g., promotional video, social media post).

2. CUSTOMIZING WITH BRAND ELEMENTS

Identify the purpose and message of the video to align with your branding goals. Upload your footage, images, and logo to incorporate your brand identity. Utilise Vimeo's AI-powered editor to suggest colours, themes, fonts, and music.

3. EDIT & ENHANCE

Arrange and edit your video clips to tell a compelling story. Ensure that the video content aligns with your branding guidelines and messaging. Host your video on the Vimeo platform. Utilise the distribution options to share the video across various online channels.

4. EXPORT & SHARE

Publish the video and share it with your target audience. The platform's features, including AI-powered editing suggestions and distribution options, offer a comprehensive solution for enhancing your branding and marketing efforts through video content.

WATCH TO GET STARTED

["How to use Vimeo Create" by Click2View](#) 

["Vimeo Tutorial - Everything You Need Know To Get Started" by Capture Video and Marketing](#)



60-90 minutes



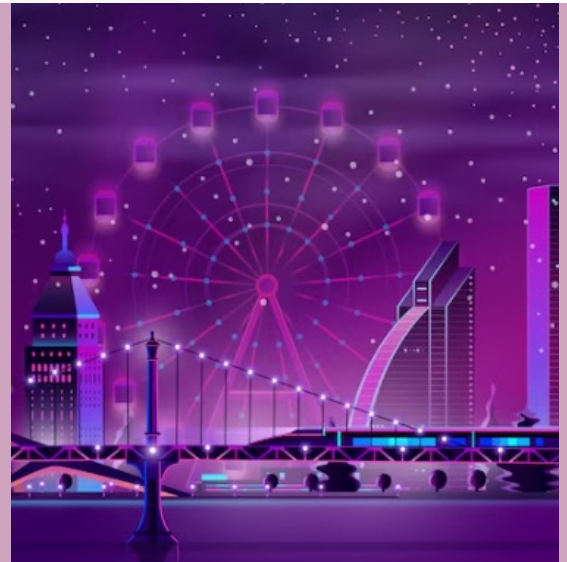
Marketing



Hard difficulty

SANDLER METHOD

This tool provides a structured and ethical approach to sales that focuses on building strong, long-lasting client relationships. It helps mentees understand and address their clients' needs while also empowering the buyer in the decision-making process.



1. A SOLID RELATIONSHIP

Establish and build a solid relationship of trust with the potential customer. Talk with simplicity and transparency, ask many open questions, listen carefully to what the lead answers, and summarise this information, presenting them as solutions to its need.

2. THE INITIAL AGREEMENTS

Define a pre-agreement with the potential customer: meeting place, object of the meeting, expectations and details of the product/ service and its price.

3. THE PAIN

Understand the reasons for his need, what are the obstacles he is encountering, and what satisfies him with the product/ service he has chosen to focus the customer's attention on the proposed solution and price.

4. THE PRICE

Talk immediately about the budget, structure, and solutions (with different prices) to propose, and establish in which range can be placed your potential customer.

5. THE FINAL DECISION

Inform with precision and attention any internal steps to structuring the final decision to propose to the potential customer.

6. THE FULFILLMENT

The sale ends when the customer's needs are met with your product/service.

7. AFTER SALES

Already schedule the next after-sales meetings when receiving the product/service call and make sure the customer is satisfied with the service. Maintain relationship and involvement.



45-60 minutes




Self-regulation



Medium difficulty

FIND MORE

[Top 6 TED Talk Videos to Motivate Your Sales Team](#) 



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SNAP SELLING

A practical and adaptable approach focuses on understanding and catering to the needs of today's busy and overwhelmed customers.



KEEP IT SIMPLE



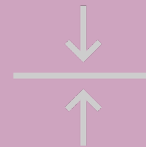
Make things easy and clear for your customers.

BE INVALUABLE



Stand out by being the person your customers can't live without.

ALWAYS ALIGN



Make sure you're in sync with your customer's objectives, issues, and needs.

RAISE PRIORITIES



Keep the most important decisions at the forefront of their mind.

1. SIMPLIFYING THE MESSAGE

Apply the "Simple" principle by simplifying your sales message. Create a clear and concise value proposition that communicates how your product or service can solve your customer's problems or fulfil their needs. Avoid jargon and complexity.

2. PROVIDING INVALUABLE SOLUTIONS

Focus on delivering value in every interaction with your potential customers. This involves understanding their pain points and showing how your offering provides an invaluable solution. Be ready to address their questions and concerns effectively.

3. ESTABLISHING PRIORITIES

Demonstrate to your customers that they are a priority. Show that you understand their time constraints and that engaging with you is a valuable use of their time.



30-45 minutes



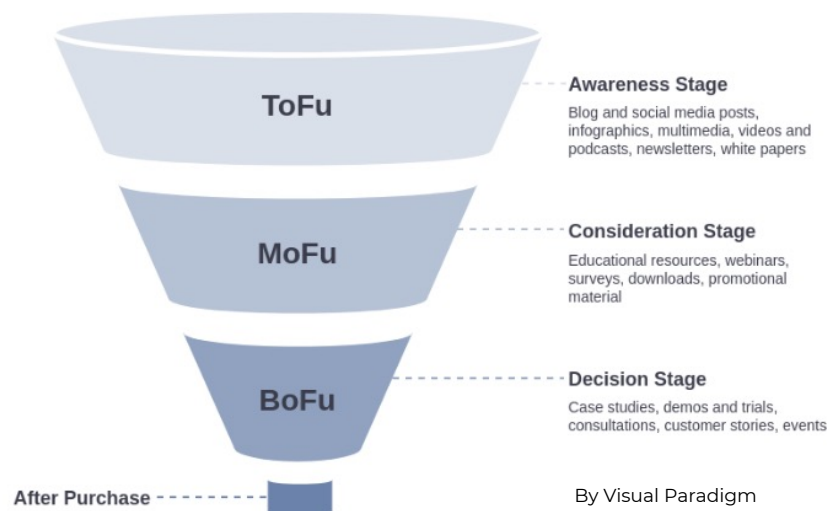
Analyzing



Medium difficulty

SALES FUNNEL

This tool helps to understand a structured process that guides potential customers through the stages of their buying journey.



1. UNDERSTANDING THE SALES FUNNEL

Before choosing sales strategies for each stage, you need to have a clear understanding of your sales funnel. Know what each stage represents, its purpose, and how prospects typically move through it.

TOFU (Top of the Funnel): Awareness Stage - This is where you attract potential customers' attention and make them aware of your brand or product.

MOFU (Middle of the Funnel): Consideration Stage - At this stage, prospects are considering your product or service and comparing it to alternatives.

BOFU (Bottom of the Funnel): Decision Stage - This is the final stage, where prospects are ready to make a decision and convert into customers.

2. DEFINITION OF BUYER PERSONAS

Understand who your ideal customers are by creating buyer personas. Each stage of the funnel may target a slightly different persona or have unique characteristics. This will help you tailor your strategies accordingly.

3. SALES STRATEGY FOR EACH STAGE

TOFU (Awareness Stage)

- **Content Marketing:** Create informative blog posts, videos, and infographics to educate your audience about their pain points and how you can solve them.
- **Social Media Marketing:** Use social platforms to increase brand awareness and engage with your audience.
- **Paid Advertising:** Invest in targeted ads to reach a broader audience.

MOFU (Consideration Stage)

- **Email Marketing:** Send informative emails, case studies, and product comparisons to help prospects make informed decisions.
- **Webinars and Workshops:** Host online events to showcase your product's benefits.
- **Lead Nurturing Campaigns:** Create automated drip campaigns to keep leads engaged and moving through the funnel.

BOFU (Decision Stage)

- **Sales Calls or Demos:** Offer personalised consultations or product demos to address specific needs and close the deal.
- **Customer Reviews and Testimonials:** Share success stories and reviews to build trust and credibility.
- **Discounts or Special Offers:** Provide incentives to encourage prospects to make a purchase.



60 minutes



Planning



Hard difficulty



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SPIN SELLING

A practical and adaptable approach focuses on understanding and catering to the needs of today's busy and overwhelmed customers.



1. CUSTOMIZED SOLUTIONS

Entrepreneurs often have unique products or services. SPIN Selling helps you tailor your offerings to specific customer needs. Instead of using a one-size-fits-all approach, you can provide customised solutions that resonate with your target audience, which can result in higher conversion rates.

These questions aim to gather information about the customer's current situation and provide context for the sale:

- Can you describe your current [insert relevant aspect]?
- What is your current process for [insert relevant process]?
- How long have you been facing this [insert relevant issue]?
- Who is currently involved in the decision-making process?

2. UNDERSTANDING OF PROBLEMS

Problem questions aim to identify the customer's pain points, challenges, or problems they are facing.

- What challenges or difficulties are you experiencing with [insert relevant aspect]?
- Have you noticed any specific issues related to [insert relevant problem]?
- How does [insert relevant issue] impact your business or daily operations?
- Are there any specific goals or targets you're struggling to achieve?

READ MORE

[“SPIN Selling: All-In-One Guide for 2022”](#)



3. EXPLORATION OF IMPLICATIONS

Implication questions aim to help the customer recognize the consequences or implications of the problems or challenges they've identified in the previous step.

- What do you think might happen if **[insert relevant problem]** is not addressed?
- How does **[insert relevant problem]** affect your team's productivity or your bottom line?
- Have you considered the long-term impact of **[insert relevant challenge]** on your business?
- Can you quantify the cost or time implications of not resolving **[insert relevant issue]**?

4. EXPLORATION THE NEED-PAYOFF

Need-payoff questions are designed to explore the benefits or need that the customer has and that your product or service can fulfil.

- How would our solution positively impact your team's efficiency?
- Can you envision the benefits of using our product or service for your organisation?



60 minutes



Self-regulation



Hard difficulty

ETHICS IN CREATIVE INDUSTRIES

Tips and resources to help you navigate the ethical challenges that may arise in the creative entrepreneurship space for your mentee.



1. MOST IMPORTANT ISSUES

Transparency

- Be open and honest in your business practices. Disclose information about your products, services, and pricing clearly.

Customer Privacy

- Protect your customers' data and privacy. Comply with data protection regulations.
- Respect copyright and intellectual property rights. Don't use someone else's work without permission.

Fair Compensation

- Pay fair wages and provide fair compensation to employees, freelancers, and partners.

Environmental Responsibility

- Consider the environmental impact of your creative business and adopt sustainable practices.

Diversity and Inclusion

- Promote diversity and inclusion within your creative business, fostering an inclusive work culture.

Community Engagement

- Be involved in your local community and give back when possible.

Ethical Marketing:

- Avoid deceptive marketing tactics and ensure your advertising is truthful and ethical.

Conflict of Interest

- Be aware of and mitigate conflicts of interest that may arise in your business dealings.

Continuous Learning

- Stay informed about ethical issues and trends in your industry to adapt your practices accordingly.

EXERCISE: ETHICAL DILEMMA

1. As a designer or artist, do you have experience with the boundary between drawing inspiration from the work of others and committing plagiarism?
2. What would you do if you came across this?

READ MORE

[Don't be a douchebag](#) 

[Belief, Attitude, and Intention towards Creative Industries](#) 



35-50 minutes



Entrepreneurship Skills



Medium difficulty



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CORPORATE SOCIAL RESPONSIBILITY

This tool helps you to teach your mentee to develop awareness of the benefits of corporate social responsibility.



1. DEFINITION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE CREATIVE INDUSTRY

It means that in addition to striving for profit and success, you are also aware of the effect your activities have on the planet and people.

2. WHY CSR LEADS TO BETTER RESULTS AND SOCIETY

It's good for your company's reputation. Legislation is being drafted that will make CSR less voluntary. It is, therefore, smart to take a broader approach to what you are already doing in the field of CSR.

3. TIPS HOW TO GIVE CSR A BIGGER PLACE IN YOUR COMPANY

- Map out what you are already doing
- Stay close to your core activities
- Do it together
- Do (not) tell what you do in terms of CSR
- Start today

4. QUESTIONS TO DISCUSS

- To what extent are you already aware of the possibilities of CSR?
- What added value can mean CSR for you?
- How could you get started with the tips?

FIND MORE

[5 TED Talks On Corporate Social Responsibility](#)

[What Is Corporate Social Responsibility?](#)

[What Is Corporate Social Responsibility? 4 Types](#)

["Corporate Social Responsibility" by the United Nations Industrial Development Organization](#)

[Mentoring & Corporate Social Responsibility: A Winning Combination at Home](#)



35-50 minutes



Sustainability



Medium difficulty



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ENTREPRENEURSHIP & DIVERSITY

This tool offers you tips to teach your mentee to promote diversity on disability, LGBTQ+, and other distinct minority experiences in the creative industry.



1. DIVERSITY IN THE ART & CREATIVE INDUSTRIES

Most freelancers work in the creative industry. These creatives do not feature in most statistics.

Although, in terms of employment, these creatives have the least opportunity to diversify.

They have no permanent employees.

2. GET STARTED

- Think about whether those you are working with have a diversity of experiences:

Which market are you missing, and which qualities in others could help to promote your work to new audiences?

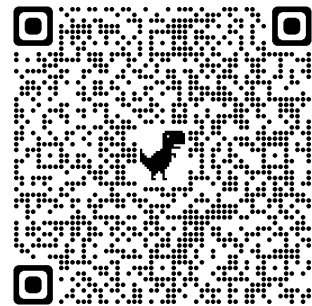
- Speak out:

How can you elevate minorities and those who are disadvantaged? These people will in turn be able to open new markets to you and help you to understand a wider range of experiences.

- Recognise unconscious biases.

3. QUESTIONS TO DISCUSS

- Discuss the 'Get Started' tips
- What do you find difficult?
- What is your experience with diversity?



["Creative Diversity" by Creative Industries Federation](#)



WATCH MORE

[Wendy Knight Agard. "From the Inside Out: Diversity, Inclusion & Belonging". TEDxKanata](#)



35-50 minutes



Entrepreneurship Skills



Medium difficulty



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COPYRIGHT

As an entrepreneur or freelancer, your mentee needs to know about image rights.



1. COPYRIGHT

Your rights:

When you create an original literary, scientific, and artistic work, such as poems, articles, films, songs, or sculptures, you are protected by copyright.

[How copyright affects our future \(TEDx re-cut\)](#) 

2. MAIN ISSUES

Duration: Copyright protection in Europe typically lasts for the life of the author plus 70 years.

Automatic Protection: Copyright is granted automatically upon the creation of a qualifying work, and no formal registration is required.

Exclusive Rights: Copyright owners have exclusive rights to reproduce, distribute, display, and adapt their works. Others need permission to use or reproduce these works.

Digital Rights: The Directive also addresses issues related to digital rights, including the rights and responsibilities of online platforms and service providers.

Moral Rights: Creators in Europe have moral rights, including the right to be attributed as the author of a work and to object to derogatory treatment of their work.

Check local copyright regulations and seek legal advice when necessary.

QUESTIONS

1. Which of your creative products is subject to copyright?
2. What would you do if someone used it incorrectly?
3. How do you protect yourself against copyright abuse?

IMPORTANT SOURCES

[A Basic Guide](#) 

[FAQs on copyright for consumers](#) 

[Youreurope Business Copyright](#) 

[Protect a design against copying and infringement with Copyright.eu](#) 

[Understanding the Basics of Copyrights](#) 



45-60 minutes



Entrepreneurship Skills



Medium difficulty



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ONLINE ETHICS AND SAFETY

As an entrepreneur or freelancer, being active online is indispensable, but what should your mentee pay attention to?



1. ONLINE ETIQUETTE

10 rules for practicing netiquette

1. Practice using empathy
2. Use a friendly tone
3. Use respectful language
4. Send messages if appropriate
5. Check for grammar mistakes
6. Respect other people's privacy
7. Ensure messages are clear
8. Create appropriate posts
9. Respond to emails on time
10. Read content thoroughly

2. STAY SAFE

Some common advice include:

1. Using strong passwords and user accounts
2. Use password managers to secure your passwords
3. Be alert to online threats
4. using firewalls and security software
5. installing software updates
6. backing up your systems

WATCH MORE

[6 must watch TED talks about data privacy](#)



3. QUESTIONS TO DISCUSS

- Discuss the 'Online Etiquette' rules and the 'Stay Safe' advice
- Have you ever experienced something unpleasant on the internet?
- Do you stick to these rules? Why or why not?
- Do you miss any skills on these topics?

READ MORE

[Ethics in the digital world: Where we are now and what's next](#)



[Digital safety: Applying human rights in the digital world](#)



[Internet Safety In 2023: 12 Do's And Don'ts](#)



35-50 minutes



Ethics



Medium difficulty



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PART 5
SOCIAL-
CULTURAL
SKILLS

GENDER INEQUALITIES AND WORK CONDITIONS



1. BARRIERS & INEQUALITIES

- Even before the Covid-19 pandemic, the cultural sector was, in general, surrounded by financial challenges and many inequalities related to work conditions. An important fraction of its workers is self-employed or freelance.
- Some researchers understand that there is systemic inequality in the creative sector with distinct barriers for those working there. On top of these fragilities, there are asymmetries related to class, race, gender, age, nationality, or other.
- We invite you to reflect on your particular experience. **As a woman or a non-binary person in the arts and creative sector, what obstacles do you face that are related to your gender, race/ethnicity, age, and/or ability?**

2. THE EUROPEAN CONTEXT

- The European Council recognizes in its Work Plan for Culture 2019-2022 that women workers in the cultural sector have less access to creative and production resources. According to the document, they receive lower salaries and are under-represented in leadership or decision-making positions.
- In 2019, 92% of respondents to a survey focused on parenting artists in Ireland were women. Most respondents (80%) felt a negative impact on their art practice after becoming a parent and 76% declined opportunities due to a lack of childcare.

- A Belgian survey shows that one in every four women working in the cultural sector experienced sexual harassment.
- **Do these data remind you of specific stories? Try to remember. Now, we invite you to imagine changes that could happen with more women or non-binary people in leadership or decision-making positions.**

3. INEQUALITIES CAN LEAD TO SELF-EXPLOITATION

- The research focused on television, music, and magazines identified that many workers accept low pay, long working hours, and low levels of security and protection to achieve a certain personal fulfilment. This process is part of a logic of self-exploitation, which also ends up mixing work and leisure hours.
- Low pay, long working hours, and low levels of security and protection can lead to mental health issues and other problems.
- **Based on your experience, stress levels are high in the creative sector? Do you have more issues in mind that can contribute to difficult work conditions?**

GENDER INEQUALITIES AND WORK CONDITIONS



4. GENDER ROLES & STEREOTYPES

- A study identified a series of patterns about men and women working in the cultural sector. In general, women are more present in positions in communication, production, and coordination, while men occupy prestigious creative roles and dominate areas considered more technical.
- For the authors, several stereotypical notions of gender influence these patterns, for example, the idea that women are more organized and careful and that men are more creative.
- **Have you ever thought about gender role stereotypes in the creative sector? Do you believe that these stereotypes dissemination can be a problem for women and non-binary people's careers?**

5. STEREOTYPES & MEDIA

- In 2019, the European Expert Network on Culture and Audiovisual referred to gender stereotypes perpetuated by media as one of the causes of gender pay gaps, discrimination, lack of access to resources, and decision-making positions across cultural industries.
- Glamorous, unique, and fun are words used to describe work in the creative sector in a common sense. Movies, TV shows, and magazines can help to spread these stereotypes quickly.
- **Can you list three media products that cover creative work in a realistic way?**



60 minutes



Awareness



Medium difficulty

REEL EQUALITY

This mentoring tool is designed to foster awareness regarding women's representation in the film industry, particularly as content creators. It is conducted in a group mentoring setting, with a mentor guiding multiple mentees through a series of practical steps.



1. INTRODUCTION

The focus of the tool is on increasing understanding and recognition of gender disparities within the cinematic world.

2. PERSONAL FAVOURITES

- Instruct your mentees to compile a list of their top five all-time favourite films, spanning across genres, eras, and styles.

3. WOMEN'S INFLUENCE

- After creating their lists, guide mentees to investigate the films to ascertain if they were written, produced, and/or directed by a woman.
- Encourage mentees to also consider the gender parity in other roles behind the camera.
- Mentees can use sources such as IMDb, official movie websites, or trusted movie databases to obtain this information.
- Advise mentees to use their smartphones or computers to gather this data.

4. DISCUSSION OF INSIGHTS

- Once the research phase is complete, convene the mentees for a group discussion about their findings.
- Mentees are expected to share which of their favourite films had women involved in key roles behind the scenes (e.g., writers, producers, directors) and which did not.
- More often than not, the films chosen by the mentees will lack significant female representation in content creation roles. Encourage mentees to reflect on any emerging patterns or disparities in their preferences.

5. REFLECTING ON IMPLICATIONS

- Start a conversation where mentees can reflect upon the consequences of their findings.
- In cases where the films selected by the mentees do indeed feature substantial female representation in content creation roles, emphasize contemporary, popular films during this step.
- Engage mentees in discussions on topics such as:

1. The potential reasons for the underrepresentation of films made by women on their lists.
2. How films created by women differ from those made by men.
3. What these findings reveal about the gender disparities in the film industry.

6. INDUSTRY INSIGHTS



- Offer an overview of the gender disparities prevalent in the film industry (relevant statistics of the underrepresentation of women in key creative roles like directors, writers, and producers).
- Facilitate a discussion on the significance of diverse voices in shaping narratives and how gender representation influences the content and societal constructs within and beyond the industry.

SUGGESTIONS

This mentoring session not only raises awareness about gender disparities in the film industry but also encourages mentees to be more mindful of their media consumption and to support female creators in cinema. It can lead to more inclusive and diverse film choices and discussions.



SUGGESTIONS ON STATISTICS & STUDIES THAT CAN BE USED TO DELVE INTO THE TOPIC OF GENDER DISPARITIES WITHIN THE FILM INDUSTRY:

- “Living Archive: The Celluloid Ceiling. Documenting 25 years of women’s employment in U.S. films”. Center for Study of Women in Television and Film. <https://womenintvfilm.sdsu.edu/wp-content/uploads/2023/08/25-years-of-womens-employment-in-film-report.pdf> - Simone, Patricia. 2022. 
- “Female professionals in European film production, 2022 edition”. European Audiovisual Observatory. <https://rm.coe.int/female-professionals-in-european-film-production-2022-edition-p-simone/1680a886c5> 



60 minutes



Awareness



Medium difficulty

DECONSTRUCTING STEREOTYPES

This mentoring session engages mentees in a critical exploration of stereotypical representations of women in film and their impact on the industry and society.



1. INTRODUCTION

The activity begins with a film clip showcasing such stereotypes, leading to a discussion that delves into the persistence and evolution of these characterizations. It also encourages mentees to identify films and characters that defy stereotypes, consider their implications, and touch on intersectionality.

2. STEREOTYPE SHOWCASE

- Start with a concise film clip about stereotypical representations of women in cinema.
- Briefly discuss the immediate impressions it conveys.

3. IDENTIFICATION OF STEREOTYPES

- Ask mentees to list stereotypes associated with women in film based on the clip and their knowledge.

4. DISCUSSION ON STEREOTYPES

- Engage in a focused discussion to analyse the identified stereotypes (e.g., stereotypes such as wife, mother, warrior, promiscuous woman, etc.).
- Discuss whether these characterizations still prevail or are evolving in contemporary cinema.

5. ANTI-STEREOTYPICAL EXAMPLES

- Prompt mentees to identify female characters that challenge traditional stereotypes.
- Encourage mentees to articulate their perspectives on why they believe these female characters deviate from traditional stereotypes.

6. CRITICAL EVALUATION

- Engage in a brief discussion regarding whether these non-stereotypical female characters genuinely break free from gender conventions.
- Consider their implications.

7. FUTURE CONSIDERATIONS

- Discuss what needs to happen in the film industry to break away from stereotypical character portrayals (e.g., more diverse voices in creative roles), touching briefly on intersectionality.



90 minutes



Critical Thinking



Medium difficulty





SUGGESTIONS

This mentoring session serves to spotlight and dissect prevalent gender stereotypes attributed to female characters in cinema. It encourages mentees to develop a critical lens for evaluating media portrayals and to actively advocate for more nuanced and authentic representations. Ultimately, it seeks to facilitate richer, stereotype-aware film choices and discussions.



SUGGESTIONS OF FILM CLIPS THAT CAN BE USED TO SPARK THE CONVERSATION:

- “Poulou, Penelope. (2018). “How Sexist Characters in Film Abet Women’s Harassment Behind the Scenes”. VOA, Voice of America (VOA News).
<https://www.voanews.com/a/how-sexist-characters-in-film-abet-womens-harassment-behind-the-scenes/4599113.html>. 
- “Top 10 Female Stereotypes in Movies That NEED to Stop”. 2022. YouTube, YouTube.
https://www.youtube.com/watch?v=g-UTO_whGgs. 

LIGHTS, CAMERA, EQUITY

This tool helps to create awareness of the relationship between the number and type of female characters on screen and women's contributions as directors, writers, and producers. Encourage critical thinking about gender representation in cinema.



1. INTRODUCTION

This activity is designed to examine the relationship between the number and type of female characters on screen and the presence of women in key behind-the-scenes roles, such as directors, writers, and producers. It encourages mentees to explore the interplay between on-screen representation and the diversity of voices contributing to film production.

2. FILM SCREENING

- Screen excerpts from *Lady Bird* and *Three Billboards Outside Ebbing, Missouri*.
- Initiate a discussion among mentees to determine which film was written and/or directed by a woman and which was penned and/or directed by a man.

3. CHARACTER & PRODUCTION ANALYSIS

- Task mentees with examining casting listings, paying attention to the gender distribution within the films.
- Engage mentees in a comprehensive discussion concerning the quantity and characterizations of female roles within the films. Encourage analysis of how these characters align with or challenge gender stereotypes and norms.
- Simultaneously, investigate the presence of women in the film's production roles and the impact of their involvement on the narrative.

4. REFLECTION ON CORRELATIONS

- Prompt mentees to contemplate the potential connections between the on-screen portrayal of female characters and the gender composition of the film's production team.
- Encourage mentees to openly share their insights, observations, and conclusions.

5. INSIGHTS & REFLECTION

- Conclude the session with a concise reflection on the implications of the established connection for the film industry and society.
- Discuss the potential advantages of amplifying women's involvement in behind-the-scenes positions and its potential influence on fostering more inclusive and genuine female characters in cinema.
- Incorporate case studies and relevant statistics to support the discussion.



90 minutes



Critical Thinking



Medium difficulty





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SUGGESTION


This mentoring session aims to unveil the interplay between the number and portrayal of female characters on screen and the involvement of women in film production. It encourages critical analysis, emphasizing the importance of inclusive storytelling.



1. SUGGESTIONS OF FILM CLIPS THAT CAN BE USED TO SPARK THE CONVERSATION:

- From *Lady Bird*:
<https://youtu.be/mpDGnFwbw0U?si=EmSRG-koZCEdmptg>. 
- From *Three Billboards Outside Ebbing, Missouri*:
<https://youtu.be/us1sEXlqxd8?si=dkYplypHPoYfLZIX>. 

2. RESEARCH THAT CAN BE USED TO SHOWCASE THE CORRELATION BETWEEN FEMALE CHARACTERS ON SCREEN & BEHIND THE SCENES EMPLOYMENT:

- Lauzen, Martha M. 2023. "It's a Man's (Celluloid World: Portrayals of Female Characters in the Top Grossing U.S. Films of 2022". Center for Study of Women in Television and Film.
<https://womenintvfilm.sdsu.edu/wp-content/uploads/2023/03/2022-its-a-mans-celluloid-world-report-rev.pdf>. 

PERSONAL BRANDING

Guide mentees in developing a strong personal brand that aligns with their skills, values, and goals. This will help them stand out and make a memorable impression.



1. SELF-ASSESSMENT & CLARITY

- Start by helping your mentee understand the importance of personal branding and how it can impact their career and goals.
- Guide them through a self-assessment process to identify their strengths, skills, passions, values, and unique qualities.
- Encourage them to reflect on their career aspirations, target audience, and the message they want to convey through their personal brand.
- Potential starting questions:
 - Who am I? (Describing themselves)
 - What are my brand attributes (qualities, features, traits, characteristics)?

2. THE VALUE PROPOSITION

- Work with your mentee to craft a clear and concise value proposition. This is a statement that communicates the unique value they bring to their field or industry.
- Help them identify their niche and what makes them stand out from others. What problems can they solve? What expertise do they have?

Potential starting questions:

- What are the top five descriptions (keywords) I want people to use when they describe or think about me?
- How do I want to be viewed by others? What type of person do I want to be perceived as in the eyes of others?

3. ONLINE PRESENCE

- Teach your mentee about the importance of a strong online presence, particularly on platforms like LinkedIn and personal blogs or websites.
- Guide them through optimizing their social media profiles to reflect their personal brand. This includes a professional photo, a well-written bio, and consistent messaging.

Potential starting questions:

- What steps must I take to shape that image?
- How do I think others would describe my personal brand?

4. ELEVATOR PITCH & PERSONAL STORY

- Assist your mentee in crafting a compelling elevator pitch that succinctly communicates their personal brand and value proposition.
- Guide them through developing their personal story.



45-60 minutes (per session)



Self-assessment



Easy – medium difficulty

EXPLORING BOUNDARIES

This exercise should help mentees understand the importance of setting and respecting boundaries and develop skills to identify and discuss boundary concepts effectively (group mentoring example).



1. INTRODUCTION (10 MIN)

- Introduce the concept of boundaries and their importance in various aspects of life, such as personal relationships, work, and emotional well-being.
- Present examples of different boundary scenarios and their potential impacts, both positive and negative.

2. BRAINSTORM BOUNDARIES (15 MIN)

- Divide the mentees into small groups (3-4 mentees per group) and instruct the groups to brainstorm different types of boundaries they encounter in their lives (e.g., physical, emotional, professional).
- Have each group write their ideas down.

3. GROUP DISCUSSION (20 MIN)

- Gather all the groups together and create a boundary concept mind map on the whiteboard, organising the ideas from the brainstorming session.
- Facilitate a discussion about each boundary concept, encouraging mentees to share their experiences or thoughts on the topic.
- Explore situations where boundaries might be crossed or neglected and the potential consequences.

4. CASE STUDIES (20 MIN)

- Distribute handouts with real-life or hypothetical case studies that involve boundary-related challenges.
- Each group should identify the boundary concepts at play and discuss possible strategies for addressing the issues.

5. ROLE-PLAY

- Ask each group to pick one case study and role-play a scenario where they demonstrate how to discuss and negotiate boundaries effectively.

6. DEBRIEF & REFLECTION (10 MIN)

- Bring all mentees back together and discuss the outcomes of the role-plays.
- Facilitate a group reflection on the challenges faced during the exercise and how they can be translated into real-life situations.

7. TAKEAWAYS & ACTION PLAN (10 MIN)

- Summarize the key takeaways from the exercise and reinforce the significance of understanding and respecting boundaries.
- Encourage mentees to create a personal action plan on how they can improve their boundary-setting and discussing skills.

8. CLOSING (5 MIN)

- Conclude the exercise with a final Q&A session, allowing mentees to ask any remaining questions.
- Thank everyone for their participation and commitment to personal growth.



60-90 minutes



Self-awareness



Medium difficulty



BUILDING CONFIDENCE & RESILIENCE

As artistic careers can be challenging, this exercise helps to foster resilience, and the ability to bounce back from setbacks is essential.



1. ICEBREAKER & GOAL SETTING

Begin the session with a warm welcome and a brief icebreaker to establish rapport. Ask the mentee about their current creative pursuits and what they hope to achieve in their artistic journey.

2. STRENGTHS & ACHIEVEMENTS

Encourage the mentee to share one or two achievements they are proud of in their creative endeavours. Discuss how these accomplishments reflect their skills and potential.

3. IDENTIFICATION OF OBSTACLES

Ask the mentee to identify one major obstacle or self-doubt that hinders their confidence or resilience in pursuing their creative goals. This could be fear of criticism, self-comparison, or feeling like an imposter.

4. AFFIRMATIONS

Work together to create personalised positive affirmations that directly counter the identified obstacle. For example, if the mentee struggles with self-doubt, an affirmation could be: "I am talented and capable of creating meaningful art."

5. VISUALISATION EXERCISE

Guide the mentee through a short visualisation exercise. Ask them to close their eyes and visualise themselves confidently overcoming the identified obstacle. Encourage them to visualise their resilience in the face of challenges.

6. ROLE MODEL SHARING

Share a brief story of a successful artist or creative professional who faced setbacks but demonstrated remarkable resilience and confidence in their work. Highlight the lessons the mentee can learn from their journey.

7. GOAL SETTING & ACTION PLAN

Help the mentee set one specific and achievable short-term creative goal. Break down the steps they need to take to reach this goal and develop an action plan. Emphasise the importance of taking small, consistent steps toward progress.

8. FINAL THOUGHTS

Before concluding the session, offer words of encouragement and support. Remind the mentees of their strengths, potential, and the positive impact they can make through their creative pursuits.

9. FOLLOW-UP

Offer to follow up with the mentee after the session to see how they are progressing toward their goal and to provide any additional support they may need.

While one session may not be enough to address all aspects of building confidence and resilience, this condensed exercise can lay the groundwork and provide the mentee with valuable insights and tools to continue their journey of self-discovery and growth.



30-60 minutes (per session)



Self-efficacy



Medium difficulty



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MENTEE-LED DISCUSSIONS

Ask the mentee to lead discussions on topics of interest, allowing them to demonstrate leadership and facilitate meaningful conversations.



1. EXPECTATIONS SETTING

The purpose of a mentee-led discussion is to empower the mentee to take the lead in driving the conversation and setting the agenda. Explain to the mentee the purpose and structure of the mentee-led discussion. Emphasise that they will be leading the conversation, and your role is to provide guidance and support.

2. TOPIC SELECTION

Encourage the mentee to choose a relevant topic they want to discuss. It could be related to their goals, challenges, career aspirations, or a specific skill they want to develop.

3. CLARIFICATION OF OBJECTIVES

Ask the mentee to outline what they hope to achieve through the discussion. Are they seeking advice, insights, or brainstorming solutions? This will help set the direction for the conversation.

4. PREPARATION OF DISCUSSION POINTS

Guide the mentee in preparing discussion points, questions, or prompts related to the chosen topic. These will serve as conversation starters and keep the discussion focused.

5. INTRODUCTION & ACTIVE LISTENING (5-10 MIN)

At the start, have the mentee introduce the topic and their objectives. Actively listen as they present their discussion points and express their thoughts.

6. FACILITATED SHARING (20-30 MIN)

Encourage the mentee to lead the conversation by presenting their discussion points and asking questions. Share your insights, experiences, and advice in response to each point.

7. OPEN DIALOGUE (10-15 MIN)

Invite the mentee to ask follow-up questions, seek clarification, or dive deeper into specific aspects of the topic. Foster an open dialogue that allows for meaningful exploration.

8. REFLECTION & SYNTHESIS (10-15 MIN)

Summarise the key takeaways from the discussion. Reflect on the insights shared and help the mentee synthesise the information into actionable steps.

9. FEEDBACK & GUIDANCE (10 MIN)

Provide feedback on the mentee's discussion skills, including their facilitation, question formulation, and engagement. Offer additional insights or suggestions as needed.

10. CONCLUSION OF THOUGHTS (10 MIN)

Wrap up the discussion by sharing your overall impressions and insights. Offer encouragement and support for the mentee's growth based on the discussion.



60-90 minutes



Communication & Leadership



Medium – hard difficulty



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PART 6

GROWTH

IKIGAI: FINDING PURPOSE IN YOUR LIFE

A mentoring guide to discuss purpose and meaning with your mentees.



1. INTRODUCTION

- According to Japanese culture, we all have an ikigai within us. It is the **REASON FOR BEING** of each one. Finding it requires great self-knowledge.
- Discovering an ikigai is believed to bring satisfaction and meaning to life.
- In Japan, Ikigai is, apparently, what we call happiness in the West in free interpretation, and which scientifically means subjective well-being, according to positive psychology.
- Ikigai includes purpose and meaning, something that delights and motivates, that gives joy in being alive. It's what makes you get out of bed every day. So, a hobby, a relationship, a project, and work can provide ikigai. The person who finds it can present superior results in everything they do.

2. RECOGNIZING YOUR IKIGAI

Think about your day-to-day life and your work and answer the questions in the IKIGAI Diagram:

What do you **LOVE** to do?

What does the **WORLD** need you to do?

What can you get **PAID** to do?

What are you **GOOD** at doing?

3. IMPORTANT: INTERSECTIONS

- Between what you **LOVE** to do and what the **WORLD** needs you to do = **MISSION**.
- Between what the **WORLD** needs you to do and what you can get **PAID** to do = **VOCATION**.
- Between what you can get **PAID** to do and what you are **GOOD** at doing = **JOB**.
- Between what you are **GOOD** at doing and what you **LOVE** to do = **PASSION**.
- The intersection between all the answers gives rise to these 4 answers is where your **IKIGAI** is and will bring satisfaction and meaning to life. It is your **REASON FOR BEING**.



90 minutes



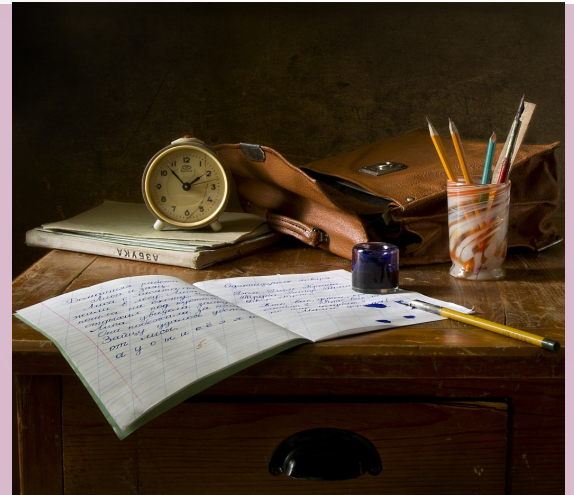
Self-reflection



Medium – hard difficulty

IN SOMEONE ELSE'S SHOES

This is a tool for group intervention.



STEP 1: THE EXPERIENCE

The mentee tells an experience.

The following points are addressed:

- Facts: What happened?
- Action: What did you do yourself?
- Feeling and experience: What does the situation mean for you?
- Question: Which question needs further investigation?

STEP 2: ASKING QUESTIONS

You should ask clarifying questions and ensure that facts, actions, feelings and experiences, questions still to be investigated (see step 1), are discussed.

STEP 3: STEP INTO THE SHOES

Step into the shoes of the other participants
Step into the introducer's shoes.

They are based on the following points:

- Feeling and experience: What would the situation mean to you?
- Action: What would you do if you were in that situation?
- Judgement: How would you answer the question asked (step 1)?
- Vision: What are the reasons behind that? What is your vision?

Participants listen and ask clarifying questions as needed. There is no discussion.

STEP 4: THE ESSENCE

Everyone takes a few minutes to formulate what the essence is and share it.

The following questions can help:

- What is on your mind?
- What should you take to heart?
- What courage is needed to do justice to it?
- What must be given up?
- What do you have to face?
- What is needed?

STEP 5: CLOSING

Finally, all participants share what they have learned.



45-60 minutes



Problem Solving



Medium difficulty

THE ROLE MODEL

With this interview, you let yourself go inspired by people who have preceded you in this and whose dreams come true.



1. INTRODUCTION

To realize your dream, it is important to let yourself be inspired by people who have preceded you in this dream come true. They are the examples, role-models you can learn from.

2. INTERVIEW FORM

1. Sit in pairs (mentor-mentee or 2 mentees).
2. Decide who is person A and who is B.
3. Person A asks the questions and listens but does not respond. If person B has finished speaking, you may ask further questions to find out more, after that, you let the other person speak again.
4. Then reverse the roles.

3. QUESTIONS

Think about someone who touches you, who you admire, a role model in your area.

To ask:

- What do you admire in this person?
- In what ways does he/she/they inspire you?

WATCH MORE

[Dyan de Napoli. "Who inspires you? Whyheroes, role models, and mentors matter". TEDxDrewMiddleSchool](#)



4. APPLICATION OF INSIGHTS

After the interview, discuss what you learned and how you can apply the lessons and inspiration from your role models in your own life and pursuit of your dreams.

This exercise is a powerful way to promote personal growth and development by learning from those you admire. It helps you identify specific qualities and insights that can help you realize your goals and dreams.

TIPS

Also visualize your ideal mentor by:

- Pictures
- Portraits
- Film fragments
- Symbols



60 minutes



Communication Style



Medium difficulty



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FEED FORWARD

The Feed Forward method works excellently in a group of mentees and takes little time.



1. INTRODUCTION

With the Feed Forward method, your mentees can choose something they want to change.

For example 'I want to promote my company' or 'I want more assignments within my expertise'.

2. HOW IT WORKS

Your mentees should ask as many people as possible how they can achieve what they want within 15 minutes.

The rules:

- Don't whine about the past
- Don't ask questions, just give answers
- Don't judge the advice
- Thanks for the feedback
- No buts, no discussions, no judgment, receive only.

This creates space to really listen. Then they decide what advice they can use.

READ MORE

['What got you here, won't get you there.'](#) 

TIPS FOR YOUR MENTEE

- **Proactive approach:** It is important to be proactive. Asking people for advice shows that you are willing to learn and open to new ideas.
- **Gratitude:** Thank the people who take the time to share their advice, even if you don't follow their stated advice. Gratitude can open the door for future conversations.
- **Continuous growth:** This technique can be an effective way to boost your personal and professional growth. It allows you to learn from others, gain new imaginations, and continue to develop yourself.



60 minutes



Growth – problem solving



Medium difficulty

DRAWING TOOL

This tool works in a group of mentees who like to visualise. No drawing talent is required.



HOW IT WORKS: VARIATIONS

1. DRAWING

Draw yourself and the other person you work with. Write words with it. Draw how you would like it:

- What needs to happen for it to get to this point?
- What can you already use, and what can you still develop?

2. OBJECT IN CENTER

Everyone draws the object from their own perspective. Hang them up and discuss them with each other. Make the transfer to everyday things.

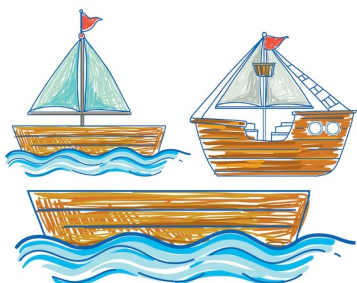
3. THREE WORDS

You draw each other without looking at the drawing (drawing on your lap under the table).

When the drawing is finished, write three words that come to mind when you see the drawing.

Then you discuss the drawing + words.

Afterward, write the words that matter together.



4. CERTAIN SITUATION

- The participants draw how they see themselves in a certain situation (e.g. as part of a team, in a conflict, when things are difficult, ...)
- Not literally, but a metaphor for this situation (a ship with sailors, a volcano erupting, a battery on a charger, an elephant in a China shop...).
- The questioner continues to ask questions in the metaphor (where is the ship heading, who is at the helm, what is the sea like the weather, who is not there, etc...)



60 minutes



Growth – problem solving



Medium difficulty

PART 7

CLOSURE

EVALUATION REPORT

This tool can help to check the results and conclusions of mentoring, usually concerning a project, program, initiative or set of activities.



1. PREPARATION PHASE

- You and the mentee have engaged in introductory meetings to get to know each other personally and professionally.
- Common interests, experiences, and values have been identified to strengthen the mentor-mentee connection.
- Open and honest communication has been encouraged, and both parties feel comfortable.

2. NEGOTIATION PHASE

- You and the mentee have engaged in open and honest conversations about the expectations of the mentoring relationship.
- Expectations related to the frequency and mode of communication have been discussed and agreed upon.
- The purpose and goals of the mentoring relationship have been clearly articulated.
- Both parties have shared their short-term and long-term goals for the mentoring relationship.
- Periodic follow-up meetings or assessments have been scheduled.
- A mentoring plan or roadmap has been developed collaboratively between you and the mentee.
- You and the mentee have identified potential measures of success.

3. GROWTH PHASE

- New skills and knowledge have been acquired through mentoring
- Positive behavioral changes in the mentee have been demonstrated
- Achievements and successes have been appropriately celebrated

4. CLOSURE

- Projects, promotions, or certifications are completed.
- Feedback from both you and your mentee about their experiences during the mentoring process is gathered.
- The outcomes are aligned with the initial objectives set for the mentoring relationship.
- Challenges encountered during the mentoring relationship are identified.
- Lessons that can be applied to the future are discussed.



30 minutes



Self-regulation



Easy difficulty

SKILLS CHECKLIST

This tool helps to assess the skills acquired during a mentoring process, as it is crucial for both you and your mentee. It provides a structured way to evaluate progress and identify areas for improvement.



1. ANALYSIS OF SKILLS ACQUIRED

Start by identifying the specific skills or competencies that were the focus of the mentoring relationship. These could include technical skills, soft skills, or any other abilities relevant to the mentee's goals. An example of a scheme could be:

- ☐ Building And Nurturing Teams
- ☐ Effective Communication
- ☐ Innovative Thinking
- ☐ Creativity
- ☐ Collaboration
- ☐ Driving Impact
- ☐ Effective Delegation
- ☐ Taking Initiative
- ☐ Encouraging Inclusion And Diversity
- ☐ Productivity
- ☐ Emotional Intelligence
- ☐ Adaptability
- ☐ Accountability
- ☐ Risks management
- ☐ Leadership

2. DISCUSSION ABOUT SKILLS

In summary, discussing acquired skills is the linchpin of a successful mentoring relationship. It ensures that the mentorship remains focused, goal-oriented, and adaptive to changing circumstances. It empowers the mentee to grow and develop in a meaningful way, guided by feedback, self-awareness, and a clear understanding of their skills.

IMPORTANT

Analysing the skills acquired in a mentorship relationship is essential for tracking progress, identifying areas for improvement, setting new goals, and providing tailored guidance.



15-30 minutes



Self-regulation



Easy difficulty

POSITIONING GRID

The Positioning Grid Tool empowers mentors and mentees to collaboratively explore and understand their sector positioning in terms of money and meaning/values.



1. INTRODUCTION TO THE POSITIONING GRID TOOL

Explain to your mentee that the tool is designed to help them assess and understand their current and desired position in their sector based on two key dimensions: Money and Meaning/Values. Use a Mural board to create two perpendicular lines, forming an X and Y axis. Label one axis as "Money" and the other as "Meaning/Values."

2. DEFINITION OF DESIRED DIRECTION

Engage your mentee in a discussion about their desired direction in terms of money and meaning/values. Ask them to identify where they would like to move on the grid and explain their reasoning for that new position.

3. ASSESSMENT OF FEELINGS & ALIGNMENT

Engage them in a conversation about the trade-offs between more money and more meaning/values and whether certain positions feel more aligned with their aspirations. Discuss actionable steps they can take to move closer to their goals, whether that involves pursuing opportunities aligned with money or seeking roles that align with their values.

4. REFLECT & PLAN FORWARD

Reflect with your mentee on the insights gained from the positioning exercise. Help them identify actionable strategies and specific steps to transition from their current position to the desired one.

5. VISUALISE SECTOR POSITION

Reinforce the visualisation of sector positioning and encourage your mentee to integrate this understanding into their decision-making and career planning.

FIND MORE

[Mapping Your Competitive Position](#) 

[Mural Board](#) 



45 minutes



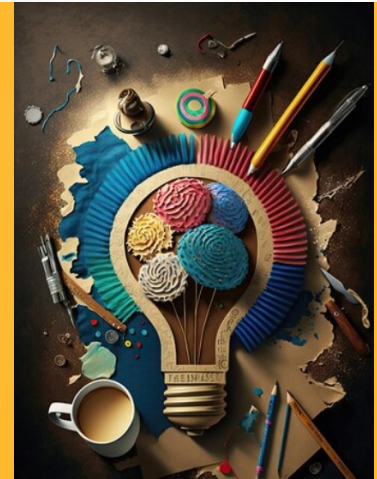
Prioritisation



Medium difficulty

PERFORMANCE METRICS(I)

Performance metrics make it possible to assess the success of an activity or process. They are widely used in various fields to monitor progress towards objectives.



1. DEFINITION OF GOALS

Start by clearly identifying the objectives or outcomes you wish to measure. Objectives should be specific, measurable, achievable, realistic, and with a deadline (SMART).

2. IDENTIFICATION OF METRICS

Determine the specific metrics that will allow you to assess progress toward your goals. The metrics must be relevant to the goals and must be able to provide quantitative or qualitative data.

3. DATA COLLECTION

Put in place a system to collect the data needed to calculate metrics. This may involve the use of software, monitoring tools, or manual recording of data.

4. DATA ANALYSIS

Collect data and analyse it to assess whether you are on track to achieve your goals. This step involves comparing the current data with the set targets.

5. ACTION & OPTIMIZATION

Based on the results of the data analysis, take corrective measures or optimizations to improve performance and get closer to the targets. This may involve changes in strategies, processes, or allocated resources.

IMPORTANT

By following these steps, mentees can effectively track their performance, make data-driven decisions, and stay aligned with their strategic objectives. KPIs serve as essential tools for driving success and maintaining accountability within an organisation.

READ MORE

[Indicators examples for mentoring and coaching measures.](#)



45-60 minutes



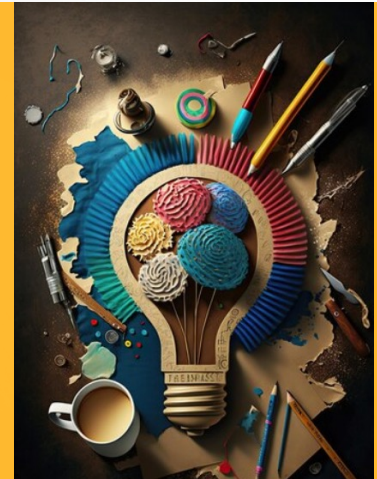
Planning



Medium difficulty

PERFORMANCE METRICS(II)

Performance metrics make it possible to assess the success of an activity or process. They are widely used in various fields to monitor progress towards objectives.



DATA

Measures the performance of specific business actions or processes?

METRICS

Measures progress toward a strategic business outcome?

KPIs

Actionable information

Plan Management Operations Management Corporate Management

READ MORE

[What Is A KPI? Definition & Examples](#)



45-60 minutes



Planning



Medium difficulty

FOCUS GROUP

A focus group is a qualitative research technique used to collect data and information through structured, guided group discussions on a specific topic or theme.



1. DETERMINING THE DIRECTION

In the context of a focus group, this first phase typically involves setting clear objectives and defining the scope and purpose of the focus group.

- What's the problem?

2. SELECTING FOCUS GROUPS

The step consists of the process of selecting participants for a focus group. It is crucial to ensure that the focus group is composed of individuals who will provide relevant and useful information to achieve the research or discussion objectives.

- How many groups/people?
- Who can participate?

3. QUESTIONS DRAFTS

The step consists of the process of elaborating and formulating the questions that will be asked to the participants during the focus group. This step is crucial because questions are the main tool for gathering information and stimulating discussion within the group.

- What type of questions?
- How to minimise biases?

4. PILOT FOCUS GROUP

The step consists of conducting a pilot or test focus group before the actual execution of the main focus group.

- What to add/remove?
- What order to ask?

5. CONDUCTING FOCUS GROUP

During this step, participants come together to participate in a moderated discussion on a certain topic or theme.

- What are the rules?
- How to keep focus?

6. RESULTS ANALYSIS

This step consists of processing and interpreting the data collected during the focus group to extract meaningful information and formulate conclusions.

- What are the findings?
- What are the themes?



60 minutes



Communication and Discussion



Easy difficulty

COST-BENEFIT ANALYSIS

An effective way to evaluate the cost-benefit analysis of a mentoring activity from a financial point of view, ensure that the benefits derived from the mentoring program justify the costs incurred.



1. DEFINING THE RETURN ON INVESTMENT (ROI) CALCULATION

Identify the relevant costs: Start by gathering all the costs associated with the mentoring program. This includes direct costs like mentor and mentee time, training materials, administrative expenses, and any technology or software used for mentoring.

Determine the benefits: Quantify the benefits of mentoring, which could include factors like improved employee performance, increased retention, reduced turnover costs, or enhanced skills development.

2. CALCULATING THE ROI

Subtract Total Costs from Total Benefits: Calculate the net benefit by subtracting the total costs from the total benefits (Net Benefit = Total Benefits - Total Costs).

Divide by Total Costs: Divide the net benefit by the total costs to calculate the ROI.

ROI:
$$\frac{\text{Net Benefit} = \text{Total Benefits} - \text{Total Costs}}{\text{Total Costs}}$$

Continuously monitor and improve the mentoring program based on ROI analysis. Use the insights gained to optimise resource allocation, refine mentoring strategies, or expand the program to achieve better results.

3. INTERPRETING THE ROI

A positive ROI (greater than 1) indicates that the benefits outweigh the costs, meaning the mentoring program is financially worthwhile.

A negative ROI (less than 1) suggests that the program is not generating sufficient benefits to cover its costs and may need adjustments or reconsideration.

ROI of 1 means that the program breaks even, with benefits equal to costs.

IMPORTANT

Understand the timeframe over which you are assessing ROI. Some benefits may take time to materialise, so consider both short-term and long-term impacts.



45-60 minutes



Reporting



Medium difficulty



DRAWING THE WHEEL OF YOUR LIFE

Teach your mentees how to draw their wheel of life, a sound technique to grasp a holistic view of their life.



The Wheel of Life is a tool that helps to evaluate different areas of life, such as career, relationships, health, and personal development, among others. You can assign a score to each area, reflecting your level of satisfaction. This helps identify which areas need more attention and action to achieve a healthier, more fulfilling balance.

1. CAREER/WORK

This area pertains to your professional life, including your job, career path, and workplace satisfaction. It involves aspects such as job fulfillment, opportunities for growth, and work-life balance.

2. FINANCES

Finances encompass your financial stability, management of money, savings, investments, and overall financial well-being. It reflects your ability to manage expenses and plan for the future.

3. HEALTH

Health covers both physical and mental well-being. It includes aspects such as exercise, nutrition, rest, stress management, mental health, and overall fitness.

4. SOCIAL LIFE

Your social life involves your interactions with a broader network of friends, acquaintances, and social groups. It reflects your level of engagement and satisfaction in social activities.

5. PERSONAL GROWTH

Personal growth encompasses self-improvement, learning, and personal development. It involves setting and achieving goals, expanding your knowledge, and continuously evolving.

6. SPIRITUALITY

Spirituality includes your connection to your inner self, personal beliefs, values, and sense of purpose. It can encompass religious or philosophical beliefs, meditation, mindfulness, and a sense of meaning in life.

7. FUN & RECREATION

This area represents leisure activities, hobbies, and enjoyable pursuits that provide relaxation and entertainment. It's about taking time to do things you love and that bring you joy.

8. CONTRIBUTION/COMMUNITY

This area relates to your involvement in the community and the positive impact you make on others. It involves volunteering, giving back, and contributing to causes you care about.



30-60 minutes



Self-assessment



Easy – medium difficulty

DRAWING THE WHEEL OF YOUR LIFE

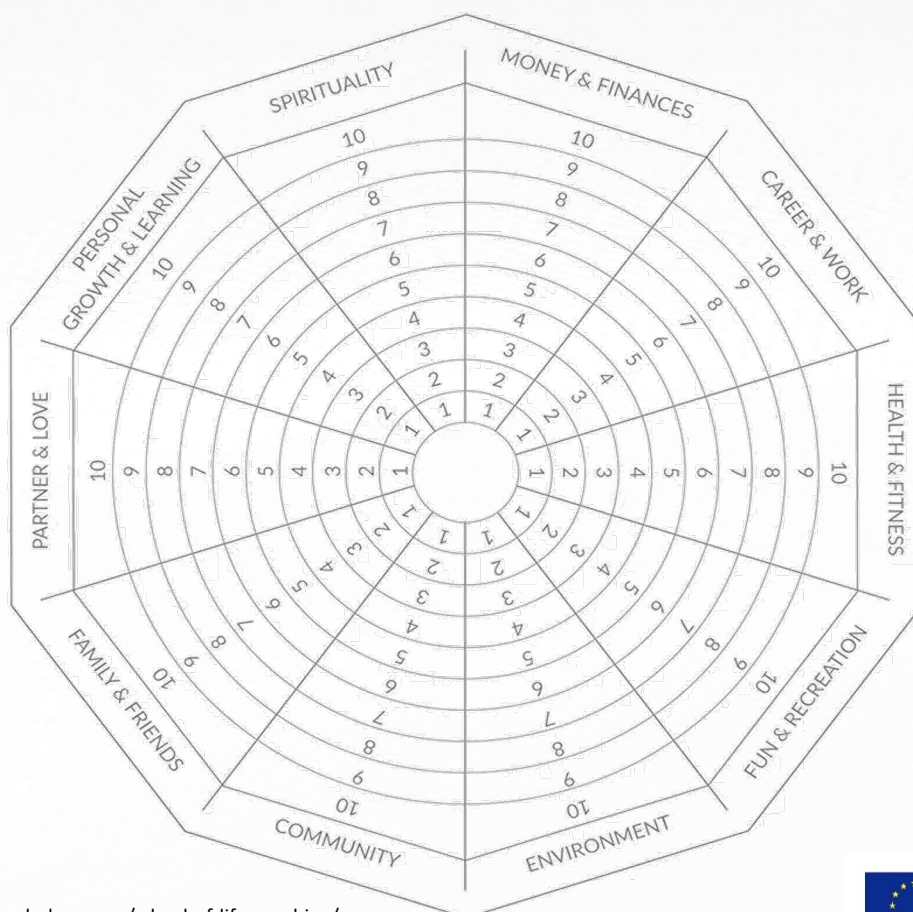
When using the Wheel of Life, individuals can evaluate their level of satisfaction in each of these areas to identify which ones may need more attention and improvement. This holistic approach helps individuals work towards achieving a balanced and harmonious life.

SUGGESTION

- The image attached is just a suggestion. The areas to be included in the wheel may be customised for each mentee's needs.
- It is important at the end of the process to ask: Within these columns, which one if given specific actions and focus, will cause this and all other columns of life achievement to increase?
- The following step is to determine actions for 24 hours, easy, 1 week, medium easy, and 1 month, challenging to increase this column.

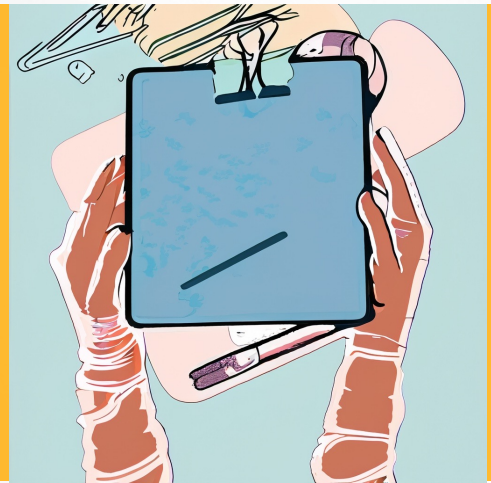
IMPORTANT

All actions must be focused and achievable. It is common for mentees to drift around or suggest non-achievable goals.



PLAN B TECHNIQUE

This technique is a step-by-step action plan that involves breaking larger goals down into smaller, achievable steps. This helps women feel empowered as they progress, preventing feelings of being overwhelmed. Make the project concrete and achievable!



This action plan should start with a letter, always in the present tense saying:

"I, (write your name) in (date) of that year, have such a background, live in such a place, have such a car, do such activities, the greater the number of details, the greater the possibility of SMART conference."

1. INTRODUCTION

- Welcome your mentee and explain the purpose of the session: to set clear and achievable goals using technique.
- Emphasize the importance of defining a clear direction for personal and professional growth.

2. EXPLANATION OF THE TECHNIQUE

- Introduce the concept of "Point B". Explain that it represents the desired future state or goal that the mentee aims to achieve.

3. REFLECTION OF CURRENT STATE

- Encourage your mentee to reflect on their current situation and identify areas they wish to improve or change.
- Discuss their strengths, challenges, and aspirations.

4. DEFINING POINT B GLAS

- Guide your mentee to define specific "Point B" goals that align with their aspirations.
- Each goal should meet the SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound.
- Example: "Within the next six months, I will complete a relevant certification to enhance my skillset in digital marketing and increase my chances of a promotion."

5. BREAKING DOWN GOALS INTO ACTION PLAN

- For each "Point B" goal, help your mentee break it down into smaller, actionable steps.
- Discuss potential obstacles and strategies to overcome them. Example: Identify online courses, allocate study time, complete assignments, and take practice exams.

6. TIME MANAGEMENT & ACCOUNTABILITY

- Summarise the "Point B" goals and the SMART criteria for setting them.
- Discuss when the next follow-up session will be and how they can reach out if they need guidance.

7. CONCLUSION & NEXT STEPS

- Discuss how your mentee plans to manage their time to achieve their goals encouraging them to use tools like calendars or task management apps.
- Establish a method for accountability and progress tracking, such as regular check-ins.



30-60 minutes



Goal setting



Medium difficulty

IN FLOW MOMENT

This tool helps you to guide mentees in exploring their peak performance states and understanding the factors that contribute to them.



1. INTRODUCTION TO THE 'IN FLOW' MOMENT TOOL

Explain to your mentee that the tool aims to explore their moments of 'In Flow' when they are at their best and completely absorbed in their activities.

Ask your mentee to recall and describe at least one specific moment when they felt "In Flow." Encourage them to choose an experience where their skills, happiness, and absorption meet harmoniously.

2. ANALYSIS OF THE 'IN FLOW' EXPERIENCE

Guide your mentee to reflect on the circumstances and environment of the In Flow moment. Help them identify what factors contributed to creating that state. Ask questions such as: What were you doing? Who were you with? Where were you? What were your emotions?

3. CONNECTION WITH CORE VALUES

Help your mentee connect the 'In Flow' experience with their core values and personal priorities. Discuss how the activity aligned with their values and why it was so meaningful to them.

4. RECREATION OF THE 'IN FLOW' STATE

Encourage your mentee to consider if it's possible to recreate moments of In Flow in their current circumstances. Discuss potential strategies or activities that could align with their skills, passions, and values.

5. VISUALISATION OF BEING 'IN FLOW'

Discuss the importance of recognising and pursuing activities that lead to In Flow moments. Encourage your mentee to seek opportunities that enable them to tap into their strengths and achieve peak performance.



45 minutes



Creativity



Medium difficulty

WHAT DEFINES SUCCESS? AND DO I HAVE IT?

Success Techniques is a tool that contributes to the projection of what success means for each woman, understanding her subjectivity and uniqueness.



1. EXERCISE

Invite the Mentee to think about 10 successful characteristics that she or a successful woman should have; these may be characteristics that they already possess or that they aspire to. Always ask:

What does this characteristic mean to you, why is it important?

This will make the person identify what they want and whether this desire is theirs, or something imposed by the structure or social constructions.

2. CONCLUSION

With the ten written at the top of the columns, she must evaluate from zero to ten characteristics.

WATCH MORE TED Talk Series:

[What is success?](#)



60 minutes



Self-empowerment



Medium difficulty

EMPOWERING COLLAGE

In this mentoring session, you will guide a group of mentees through the collage technique to enhance their sense of empowerment and self-esteem. This creative and introspective activity will help them reflect on their strengths, goals, and sources of inspiration.



1. INTRODUCTION

- Start with explaining the purpose of the session: to explore and celebrate their sources of empowerment.
- Create a safe and inclusive environment for sharing and self-expression.

2. EXPLANATION OF EXERCISE

- Introduce the concept of empowerment and self-esteem. Discuss the significance of recognising personal strengths and aspirations.
- Explain that an empowerment collage is a visual representation of what empowers and inspires them.

3. IMAGES COLLECTION

- Provide a variety of magazines and printed materials.
- Instruct mentees to flip through the materials and cut out images, words, and phrases that resonate with their sense of empowerment and goals.

MATERIAL NEEDED:

- Magazines, newspapers, or printed images;
- Glue sticks or tape, scissors, timer;
- Poster boards or large sheets of paper;
- Markers, coloured pencils, or crayons.

4. COLLAGE CREATION

- Distribute the poster boards or large sheets of paper to each mentee.
- Encourage them to arrange and glue their collected images onto the poster, creating a collage that reflects their personal empowerment journey.
- Remind them to leave space for additional drawings, writings, or decorations.

5. SHARING & DISCUSSION

- Once the collages are completed, give each mentee an opportunity to share their collage with the group.
- After each presentation, invite the group to ask questions and offer positive feedback.

6. REFLECTION & NEXT STEPS

- Facilitate a group discussion about the process of creating the collages and the emotions that arose.
- Encourage mentees to identify key takeaways and insights about their own sources of empowerment.
- Discuss how they can integrate these insights into their daily lives and continue to cultivate empowerment.
- This technique encourages mentees to express themselves creatively while reflecting on their inner strengths and aspirations. The goal is to provide a supportive environment for women to connect, celebrate each other's journeys, and leave the session with a heightened sense of empowerment and self-worth.



75 minutes



Empowerment



Medium difficulty

REFLECTIVE JOURNALING

This exercise allows both the mentor and mentee to record their thoughts, experiences, and insights throughout the mentoring process. It helps you gain clarity, identify patterns, and track progress and can be established right from the beginning of the mentoring.



1. A JOURNALING ROUTINE

Encourage yourself and your mentee to set aside regular time for journaling. It could be daily, weekly, or after significant mentoring sessions or milestones. Consistency is key to capturing the evolution of thoughts and emotions over time.

2. PROVIDING PROMPTS

Offer some journaling prompts to get them started. These can include questions like:

- What are your current goals for the mentoring relationship?
- What did you learn from the last mentoring session?
- What challenges are you facing, and how do you plan to overcome them?
- What strengths or skills have you noticed developing within yourself?

3. HONESTY & OPENNESS

Emphasise the importance of being honest and open in their reflections. Assure them that the journal is a private space for self-discovery, and they can share their thoughts without fear of judgment.

4. PROGRESS & SETBACKS

Encourage mentees to not only celebrate their successes and progress but also to reflect on any setbacks or obstacles they encountered. Discussing challenges can lead to valuable insights and opportunities for growth.

5. DISCUSSING JOURNAL ENTRIES

During the closing phase of the mentoring relationship, allocate time for yourself and the mentee to review all journal entries. This will help to recognise their growth and the journey you have taken together.

6. THEMES & PATTERNS

Encourage both of you to identify recurring themes and patterns in your reflections. This could include changes in attitudes, shifts in priorities, or areas of consistent improvement.

7. THE MENTEE'S SELF REFLECTION

As the mentor, you can facilitate the mentee's self-reflection by asking questions about their journal entries:

- How do you feel about the progress you've made in achieving your goals?
- Have there been any surprises or realizations during the mentoring process?
- How do you envision applying what you've learned after the mentoring relationship concludes?

8. SETTING FUTURE GOALS

Based on the insights gained from their reflective journaling, help the mentee set future goals and create an action plan for their continued growth beyond the mentoring relationship.



30-45 minutes



Self-awareness



Medium – hard difficulty



APPRECIATION LETTERS

This exercise provides you and your mentee with the opportunity to express your gratitude, reflect on the mentorship journey, and acknowledge the growth and learning achieved together.



1. REFLECTING ON THE MENTORSHIP

Before the meeting, you and your mentee should individually reflect on the insights gained, challenges faced, and growth experienced during the mentorship.

2. WRITING YOUR APPRECIATION LETTERS

Each participant writes a heartfelt appreciation letter to the other person. The letter should express gratitude, highlight specific moments, and reflect on the impact of the mentorship. In the letters, share personal insights gained from the mentorship, lessons learned, and any significant changes in perspective or skills. Highlight any achievements, milestones, or breakthroughs that were a result of the mentorship relationship.

3. EXPRESSING GROWTH & SHARING FUTURE INTENTIONS

Discuss how the mentorship contributed to personal and professional growth, including new skills, increased confidence, and expanded knowledge. Ask the mentee to mention how the experiences from the mentorship will be applied moving forward.

4. READING & DISCUSSING LETTERS

Take turns reading your appreciation letters aloud to each other. Allow time for reflection and discussion after each letter is read.

5. SHARING IMPACT

Share any insights gained from reading the letters and discuss how the mentorship impacted each of you on a personal and professional level.

6. DISCUSSING NEXT STEPS

Discuss the possibility of staying in touch beyond the formal mentorship, whether through occasional check-ins, updates, or collaboration.

7. EXCHANGING LETTERS

Exchange the written appreciation letters as physical copies or via email so you and your mentee have a tangible reminder of the experience.

8. SETTING CLOSURE & FUTURE INTENTIONS

Conclude the meeting by expressing gratitude once again, setting intentions for the closure of the mentorship, and discussing the potential for reconnecting in the future.



60 -75 minutes



Reflection



Medium difficulty

TIMELINE OF GROWTH

This exercise allows you and your mentee to visually map out key milestones, achievements, and memorable moments throughout the mentorship journey, fostering reflection and celebrating growth.



1. GATHERING MATERIALS

Collect markers, colored pencils, sticky notes, index cards, and any photographs or mementos that hold significance to your mentorship journey.

2. REFLECTING ON THE JOURNEY

Take a moment to individually reflect on the key moments, achievements, and milestones experienced throughout the mentorship relationship.

3. TIMELINE FRAMEWORK WITH MAJOR MILESTONES

Draw a horizontal line on the sheet of paper or within the digital tool to represent the timeline. Ask mentee to place sticky notes or index cards along the timeline to represent the major milestones, achievements, and significant moments. Under each major milestone, add smaller sticky notes or index cards with supporting details, such as lessons learned, challenges overcome, and personal growth experienced.

4. INSERTING VISUALS

If you have photographs or mementoes that represent specific moments, attach them to the timeline near the relevant entries.

5. DISCUSSING EACH MILESTONE

Starting from the beginning of the timeline, take turns discussing each major milestone, and sharing insights, emotions, and thoughts associated with that moment. Reflect on how each milestone contributed to your growth, both individually and as a mentorship pair. Discuss any insights gained or skills developed.

6. CAPTURING CHALLENGES & LEARNING

Address any challenges or obstacles you faced along the way. Discuss how these challenges led to learning opportunities and personal development.

7. SUMMARIZING THE JOURNEY

Reflect on how the mentorship relationship has contributed to the mentee's personal and professional development. Here are some questions that can help facilitate this reflection:

- How have your initial goals and expectations evolved?
- What specific skills or knowledge have you gained during the mentorship that you didn't possess before?
- How has your mentor's support contributed to your confidence in taking on new responsibilities, projects, or roles?
- How has the mentorship relationship contributed to your growth as an individual?



45 -60 minutes



Self-assessment



Medium difficulty



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FEEDBACK SESSION

This exercise allows you and your mentee to visually map out key milestones, achievements, and memorable moments throughout the mentorship journey, fostering reflection and celebrating growth.



1. A DEDICATED SESSION

Set aside a specific time for the reflective feedback session. This session should ideally be towards the end of the mentoring program, giving both the mentor and mentee enough time to gather their thoughts and reflect on their journey.

2. PREPARATION

Both you and your mentee should independently reflect on the following aspects:

- **Achievements:** What were the major goals or milestones achieved during the mentorship?
- **Challenges:** What obstacles were overcome or still need attention?
- **Learnings:** What new skills, knowledge, or insights were gained?
- **Growth:** How has the mentorship contributed to personal and professional growth?
- **Feedback:** What were the strengths of the mentorship relationship and areas that could be improved?

3. GUIDED CONVERSATION

During the session, guide the conversation using the following prompts:

- **Opening Remarks:** Start with a warm and positive introduction. Express gratitude for the opportunity to be part of the mentoring journey.
- **Sharing Achievements:** Have the mentee share their achievements and successes that were made possible through the mentorship. Discuss how these achievements align with their initial goals.

Discussing Challenges: Address any challenges faced during the mentorship. This could include obstacles that were overcome or areas that still require attention.

Reflecting on Learnings: Share insights and new skills that were acquired during the mentorship. Discuss how these learnings have influenced the mentee's approach to their field or career.

Highlighting Growth: Talk about personal and professional growth that occurred as a result of the mentorship. Discuss changes in mindset, confidence, and capabilities.

Giving Feedback: Both you and the mentee should provide feedback on the overall mentorship experience. This can include what worked well, areas for improvement, and suggestions for future mentorship.

Future Plans: Explore the mentee's plans moving forward, how they intend to apply their learnings, and what goals they have beyond the mentorship. Then summarize the key takeaways and action items.



60-90 minutes



Self-awareness & Communication



Medium difficulty



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