

KNOWLEDGE GIFT TITLE:

Supporting entrepreneurs and leaders through 360 mentoring

COUNTRY(IES) / REGION:

Middle East, North Africa and Sub-Saharan Africa

LEAD ORGANISATION:

Mowgli Mentoring

CHALLENGE / PROBLEM

High unemployment pushes many people into small businesses, self employment and entrepreneurship. But the risk of failure is high and many struggle through the 'valley of death' with low business survival rates. Women in (potential) leadership positions face barriers to striving for the top, limiting their own and their businesses' growth.

MAJOR ASSUMPTIONS MADE

Established entrepreneurs within the local ecosystem exhibiting the potential to be mentors with impact. Mentees are committed to engaging in open trust-based mentoring relationships that support personal and business growth. Ecosystems believe in mentoring as a key support initiative.

SOLUTION OFFERED

People selected as mentors are trained during a 3-day workshop and people selected as mentees are prepared using a 360 Mentoring syllabus. Subsequently matched together and given the tools to co-develop their mentoring relationship. 2 tailored tracks of ongoing support and accountability for the mentors and mentees including capacity building and guidance over a 6-12 month period. Mentors are not remunerated. Core modules of the mentor training are tailored to the target group: be they start-ups, micro-enterprises, growth/ innovation or scale-up entrepreneurs or young/women leaders. Programme facilitation in English, French and/or Arabic. Focus on strengthening the personal leadership first, then the professional. Interactions between mentors and mentees first start with conversations, that progress to meaningful and deep trusted relationships which enable mentees to bring about the change they seek

ILLUSTRATION / VISUAL

Shoulder to shoulder: The mentoring journey

92%

OF BUSINESSES REMAINED OPERATIONAL DURING THE MENTORING PROGRAMME

70%

OF ENTREPRENEURS WERE ABLE TO INCREASE THEIR CONFIDENCE IN MOVING THEIR BUSINESS ON TO THE NEXT GROWTH STAGE

69%

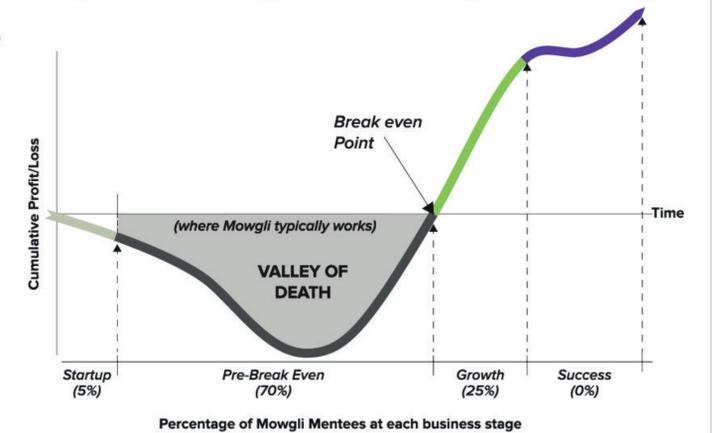
OF ENTREPRENEURS WERE ABLE TO INCREASE THEIR CONFIDENCE IN OVERCOMING FEAR OF FAILURE

26%

OF ENTREPRENEURS SECURED FUNDING DURING THEIR MENTORING PROGRAMME

- Why do so many businesses fail in the first five years of operation?
- Why do so many promising businesses stagnate after the initial burst of success?
- Why do the few entrepreneurs who reach the heights of success often jeopardise it all through bad decisions?

At Mowgli, we believe the answer lies within the nature of the entrepreneurial mindset and learning process, which need support at the three critical stages of the business lifecycle.



OUTPUTS CREATED

- Mentees report increased self confidence, motivation and resilience; addressing/overcoming fear of failure; a better work life balance; addressing doubts about business/professional vision and direction and increased creativity and capacity to innovate.
- Mentors report increased self awareness; improved leadership, communication and problem solving skills; improved active listening and ability to empathise as well as increased ability to coach and empower others in their learning. Jobs created, economic and business growth (turnover and profit), geographical and business expansion and leadership promotions within a company.

INDICATORS / SCALE / IMPACT

Mowgli Entrepreneurs: each created an average of 3.1 new jobs; safeguarded 95+% of their existing employees/jobs; contributed \$25m to the regional economies through the creation and retention of jobs. On average each trained mentor goes on to mentor 2 additional mentees per year, providing a sustainable impact of approx 21 mentees per mentor over a 10 year period. It also increases social capital within ecosystems

PARTNERS

Mowgli has been running 360 mentoring programmes for over 11 years and for several organisations, including but not limited to: EBRD I PACS; European Commission THE NEXT SOCIETY; MAVA Foundation; Argidius Foundation; OXFAM; SANAD I Finance in Motion; World Bank I Ghana Climate Innovation Centre and Safaricom

KEY RECOMMENDATIONS / UNIVERSAL PRINCIPLE

Mentoring is a cost effective way of de-risking financial investments/ loans, of supporting the embedding of learning within incubators, accelerators and entrepreneurship support programs and of supporting entrepreneurial direction/goal setting to enable them to grow faster. Our unique 360-degree mentoring approach includes mentor recruitment and training; systematic mentor-mentee matching and structured on-going support process.

REPLICATION POTENTIAL / SUSTAINABILITY

Mentoring improves the Social Capital of entrepreneurs providing them with exposure, access to networks and leadership development, which are key to any entrepreneurs success. Mowgli's methodology focuses on training and skilling up quality 360 degree mentors and the creation of a multiplier effect. Sustainable approach: focus on quality and commitment of mentoring. In this way Mowgli Mentors are able to change society.

TOPICAL FOCUS

- MSME segmentation & entrepreneur-centred approaches
- Interplay between financial & non-financial services
- MSME support in digital era
- Entrepreneurial eco-systems & local advisory service providers
- New trends in MSME development

- Green
- Gender
- Fragility

SUB-TOPIC SELECTED

Mentoring

Facilitated by: