Purpose of mentoring
To build sustainable, trusting relationships with mentees in order to enhance their ability to start, maintain and grow their businesses.

Mentor Role
It is perceived that mentoring activities will be undertaken using a range of interventions to include face to face meetings (one to one or group), telephone discussions. Mentors will be required to:

- Engage with mentees to agree how mentoring could support their prospective or existing business
- Engage with mentees from across the market – not just the Customer's own customers
- Agree a programme of mentoring activity which best meets the needs of their mentee
- Encourage their mentee to express and discuss their ideas, concerns and understanding of the business situation facing them
- Help mentees to review their progress and set realistic and practical options to realise their goals
- Help mentees to reflect on and learn from things that did not turn out as expected
- Refer mentees to other sources of information, advice or further support when appropriate
- Encourage mentees to take responsibility for their own decisions, plans and actions
- Present a positive image of business mentoring and follow the code of practice for the organisation being represented
- Keep up to date and accurate records of mentee contact

Mentor Competences
The mentor will need to possess/develop the following competencies in order to undertake the mentoring role effectively.

Skills
- Excellent communication skills to include active listening and personal presentation skills – Core
- Effective time management – Core
- Risk management – personal and business related – Non Core
- Relationship building and networking – Core
- Personal development – Core
- People development – Non Core
- Influencing and negotiation – Non Core
- Maintaining records and preparing written reports – Core

Knowledge and Understanding
- The difference between the role of a mentor and the role of other business support professionals e.g. coach, adviser or consultant – Non Core
- The code of ethics/conduct for mentoring as set by the organisation being represented – Non Core
- Rules on confidentiality and data protection and how to follow them – Non Core
- The mentoring process to include the mentoring agreement/contract as deemed by the organisation being represented – Non Core
- The mentoring relationship and the importance of using the most effective communication methods in order to create a productive mentoring environment – Non Core
- How a business works (essential enterprise know how) – Non Core

Personal Behaviours - All Core
The ability to:
- Respect the mentee’s need for information, commitment and confidentiality – Core
- Listen and respond effectively and check understanding – Core
Adapt their personal style to empathise with a whole range of mentees
Build and maintain rapport over sustained periods of time
Invite a two-way exchange of information and feedback with mentees and others
Display excellent interpersonal skills to include influencing and negotiation
Take a flexible approach to work
Be emotionally resilient and be able to work in a challenging environment

Experience
Successful hands on professional expertise in key business areas including: finance/accounting, IT, marketing, sales, law, HR, customer service, research and imports/exports.

Time commitment
There is no specific time commitment required to undertake effective mentoring. However, it is envisaged that in order to provide an effective mentoring service there should be a planned programme of mentoring support agreed by both the mentor and mentee (usually up to 4 hours per month).

ICAS regulatory authorisations
A clear distinction is required between mentoring and providing advice. Care is needed not to stray into advisory and commercial territory which would require an ICAS Practising Certificate. Check our website to find out more on Practising Certificates. See below for common do’s and don’ts on mentoring.

Dos & Don’ts

<table>
<thead>
<tr>
<th>DO’S</th>
<th>DON'TS</th>
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<tr>
<td>Provide an outside perspective on both the client and their business</td>
<td>Provide a counselling service</td>
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<td>Listen, confidentially, to the things that are worrying their client about their business</td>
<td>Give specific business advice or recommendations</td>
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<td>Help by sharing their own experience of both failures and successes</td>
<td>Provide a training service</td>
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<tr>
<td>Give friendly, unbiased support and guidance</td>
<td>Provide a coaching service (relating to specific business related tasks, goals and objectives )</td>
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<td>Provide honest and constructive feedback</td>
<td>Provide therapeutic interventions</td>
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<td>Be a sounding board for ideas</td>
<td>Sort out every problem</td>
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<td>Facilitate decision making by suggesting alternatives based on personal experience</td>
<td>Take responsibility for success away from the business owner</td>
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<td>Provide contacts and networks to further personal and business development</td>
<td>Sell employer’s own products</td>
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<td>Inspire the client to realise their potential</td>
<td>Write a business plan; cash flow forecast, etc.</td>
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<td>Provide on-going support and encouragement</td>
<td>Accept remuneration from their mentoring organisation</td>
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<td>Hold mentoring meetings on employers premises</td>
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