

I Mentoring to Empower Entrepreneurial and Economic Development

This feature is an excerpt from the recently published Sage Handbook of Mentoring which features a chapter authored by Mowgli Mentoring's CEO Kathleen Bury and COO Amanda Edwards. The handbook provides a scholarly, comprehensive, and critical overview of mentoring theory, research and practice from experts across the world.

The incubation, development and support of sustainable entrepreneurship and small and medium-sized enterprises (SMEs) can play a vital role in increasing employment and economic generation. Currently, youth unemployment rates amongst 18 – 35 year olds in the MENA region stands at 27 percent making it the highest globally. Entrepreneurship provides a possible solution for this unemployment challenge. That said, for entrepreneurs to be successful, they need an ecosystem that effectively serves their needs and these can be categorised into four key pillars:



Strengthening of regulatory frameworks



Access to infrastructure



Access to capital

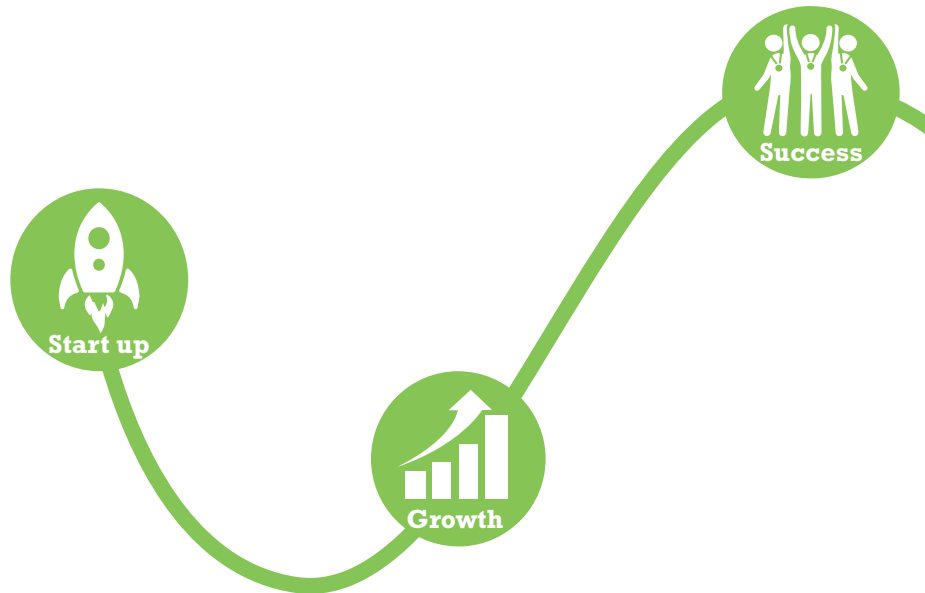


Strengthening of human capital through the access to appropriate business skills training and mentoring

As we described in our thought leadership piece on [nurturing human capital](#), the development of human capital is a key element of the entrepreneurship ecosystem. The support and empowerment of the entrepreneur's core spirit (resilience, motivation and confidence) and mindset, as well as the development of their skills, knowledge and behaviours, is critical to their long-term success (Mowgli Foundation, 2016). Mowgli's mission is therefore focused on developing human and entrepreneurial capital through holistic mentorship, focusing on their personal and professional development to empower them to unlock their potential and seize new opportunities, thereby achieving greater levels of personal and business success.

I Why Mentoring?

On every entrepreneurial journey, the entrepreneur often goes through several distinct phases of growth and development. From our experience, the three most challenging times when an entrepreneur can benefit from highly skilled mentoring are:



Source: Critical Phases of an Entrepreneur's Life and the Impact of a Mentor, Mowgli 2011

It is during these key transitional stages that a mentor can provide vital guidance and support to an entrepreneur in finding the courage and resources to move their business forward.

At Mowgli, we define mentoring as having someone who walks with you in a shoulder-to-shoulder relationship, who works with and guides another to empower them to develop their own leadership, thought process, decision-making capabilities and provides them with the necessary confidence to take the risks inherent in both their business and personal development (The Federation of Small Businesses, 2013). While informal mentoring relationships are commonplace in the MENA region between friends and family, structured entrepreneurial mentoring is still in its infancy.

Mentoring is not just about the entrepreneur. At Mowgli, we advocate for a 'serve to lead' philosophy of mentoring, whereby the mentor volunteers his/her time with no expectation of financial return and seeks to ensure that mentoring is paid forward through the mentoring of others. This serves to embed a culture of mentoring and leadership development within the community.

I The Accredited Mowgli Mentoring Experience

Mowgli has developed a highly innovative and experiential Mowgli Mentoring Experience (MME) syllabus that can be delivered in English, Arabic and French and has evolved to meet the needs of the ecosystem and beneficiaries across all stages of the entrepreneurial life cycle including: start up, growth and exiting entrepreneurs, microfinance institutions/ micro-entrepreneurs and youth/corporate leaders.

The European Mentoring and Coaching Council (EMCC) accredited program, begins with a Kickstart workshop, which focuses on training mentors to listen, guide and inspire. This intensive three-day workshop systematically matches entrepreneurs with their mentors and provides structured support as they co-develop



The Mowgli Foundation programme:
Mowgli Mentoring Experience

long-term, trust-based relationships. The systematic entrepreneur-mentor seeks to ensure effective and successful pairings for mutual growth and development. Mentors themselves testify as to how the mentoring process also helps their own development. The mentors and entrepreneurs then work together for a set period where they form enduring partnerships. The period of ongoing relationship facilitation seeks to provide supervision and support to ensure the mentoring relationships stay on course and deliver against the entrepreneur's set goals, further enhance the peer to peer support network and provide additional learning and networking opportunities.

Mowgli's program facilitation is a core element of the program. To ensure it is of the highest quality standard, all of Mowgli's facilitators are required to participate in a Mowgli programme as a mentor and are hand selected by Mowgli's Coach Facilitators. Following the selection, they are trained in a 2-3 day Train of Facilitator (ToF) workshop, during which they develop a deeper understanding of mentoring, the Mowgli program and its objectives. Following this, they undertake a supervised 2-3 year period of development with Mowgli, where they graduate from Trainee to Co-Facilitator and then on to Lead Facilitator.

To be selected for the Mowgli Mentoring program, entrepreneurs and mentors are required to complete a registration form and be interviewed, to ensure quality, commitment and fit. As all programs are tailor-made, applications are assessed against predefined and set selection criteria, which is tailored against the project need. Mowgli regards this as a necessary foundation for effective mentoring to take place.

Standard application/selection criteria for entrepreneurs can be found [here](#)

Standard application/selection criteria for mentors can be found [here](#)

I Mentoring for Mutual Growth and Development

The beneficiaries of mentoring are far-reaching and realised directly and indirectly by four key parties:



The entrepreneurs, who are mentored, benefit from being supported on a holistic basis, eradicating their feeling of loneliness on the journey and furthering their personal and business growth and development.



The individuals, who are trained as **Mowgli Mentors** not only further develop themselves personally and professionally through the mentoring experience. They become better leaders within their workplaces, families and wider communities and pass on the mentoring philosophy where they can.



The entrepreneur's employees benefit from the mentoring through the creation of new jobs, safeguarding of existing jobs, working within a mentoring-centred organisation as well as working for leaders who 'serve to lead' and that further facilitates talent development, management and retention.



Society benefits greatly as economic and social development are essential if communities and countries are to fulfil their long-term potential. Mowgli's mentoring methodology supports the people driving economic and social development. It improves the quality, pace and sustainability of private sector-driven economic growth and job-creation.

I The Far Reaching Impact of Entrepreneurial Mentoring

Mowgli tracks and reports data within three key areas:



Over the past decade Mowgli has trained more than a 1,025 mentors, who have supported entrepreneurs from all sectors. They create and safeguard jobs, producing a significant social and economic return on investment.

Mowgli utilizes a robust monitoring and evaluation framework which collates feedback, in line with the three areas mentioned above, from all program participants at the beginning of the program and at quarterly intervals over the year. [Mowgli's 2015 Impact Report](#) provides a detailed overview of the impact achieved to date and a summary of the impact can be found in Appendix 1.

Beneficiaries readily acknowledge the transformational nature of Mowgli's approach, and many have gone onto become mentors themselves.

An in-depth report on the [Mentoring Effect on Economic Growth](#) showcases the significant 890% Return on Investment (ROI) that can be achieved by investing in entrepreneurial mentoring, in the form of economic generation achieved through job creation and safeguarding. The report highlights a number of key findings and insights as to the factors that can increase and reduce the potential ROMI going forward.

I Challenges and Ways Forward

Delivering an effective mentoring program is not without its challenges. The top four challenges faced by Mowgli in delivering the mentoring programs are:

1. The recruitment of quality entrepreneurs and mentors who are committed to the mentoring program
2. Understanding the difference between mentoring and business coaching/consulting
3. Understanding of the Mowgli methodology, program and the openness to engage with holistic mentoring
4. Securing funding to deliver these impactful mentoring program and provide ongoing support with the objective of empowering and driving economic and social change

I Long-Term Sustainability of Mentoring

Mowgli Mentoring supports the people driving economic and social development.

The organization has already achieved the goals it set out in 2008 and is launching its second phase as there is always more to accomplish. With a critical alumni base of over 1,850, Mowgli seeks to provide alumni members with opportunities and support for lifelong learning and development through an online and offline alumni platform.

Mowgli's objective is to support the creation of at least 100,000 jobs by enterprises started by Mowgli Entrepreneurs by 2030.

To drive us towards achieving this target, Mowgli has a five-year plan to achieve financial self-sufficiency through the development and rollout of a new franchise model. The franchising system, which has been developed with a leading UK-based social franchising consultancy, will provide franchisees with an operational model, technology solution, facilitator development and management mechanism, marketing and fundraising support, quality assurance, and training. This franchise will allow for a dramatic scaling-up of the Mowgli Mentoring program to increase reach and beneficiary inclusiveness.

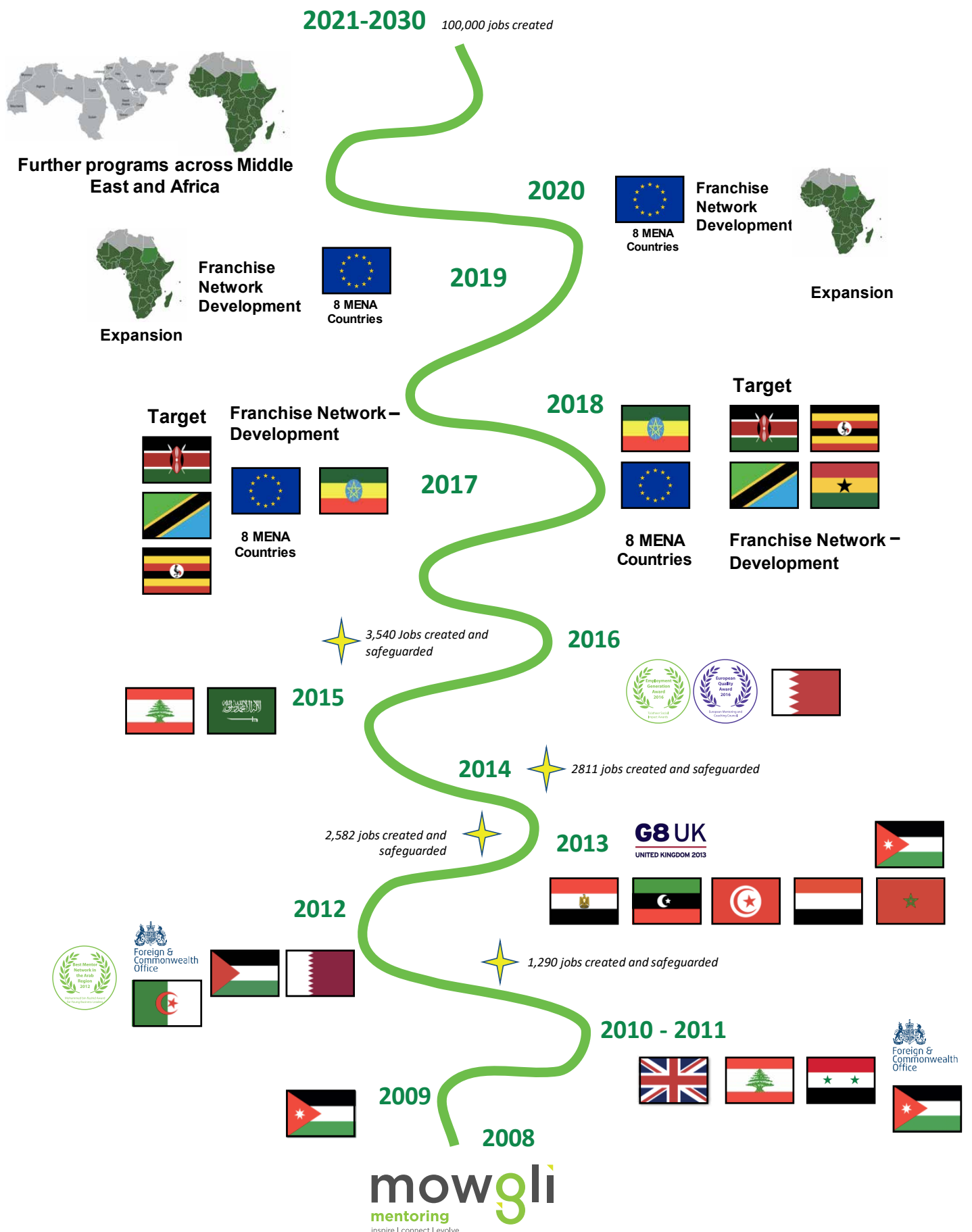
I The Evolution of Mowgli Mentoring

Established in 2008 by successful serial entrepreneur, Tony Bury, Mowgli Mentoring is a not-for-profit organisation driving inclusive economic and social change in the Middle East and Africa. Our unique, award-winning methodology provides a supportive framework which empowers entrepreneurs, women and youth to unlock their potential and seize new opportunities.

Mowgli's journey over the past decade, has been one of empowered piloting, learning, developing, growth and expansion.

Over the past decade Mowgli has worked with international and local governments, private sector partners and philanthropists to provide mentoring across 15 countries in the Middle East and Africa as well as the UK. We are now also expanding our operations across Africa, and in addition to remaining focused on entrepreneurs, we will have an increased focus on women and youth as key additional beneficiaries of our programs.

I The Evolution of Mowgli Mentoring



I Mowgli Learning Nuggets

After 9 years of operating in the MENA region, Mowgli has learnt a number of important lessons, some of which are shared below:

- 1- Think local
- 2- Provide training
- 3- Listen learn and adapt
- 4- Capture the impact
- 5- Face to face interaction
- 6- Program duration
- 7- Chemistry based matching

I Connect with us:

 <https://www.mowgli.org.uk>

 <https://www.facebook.com/mowglifoundation>

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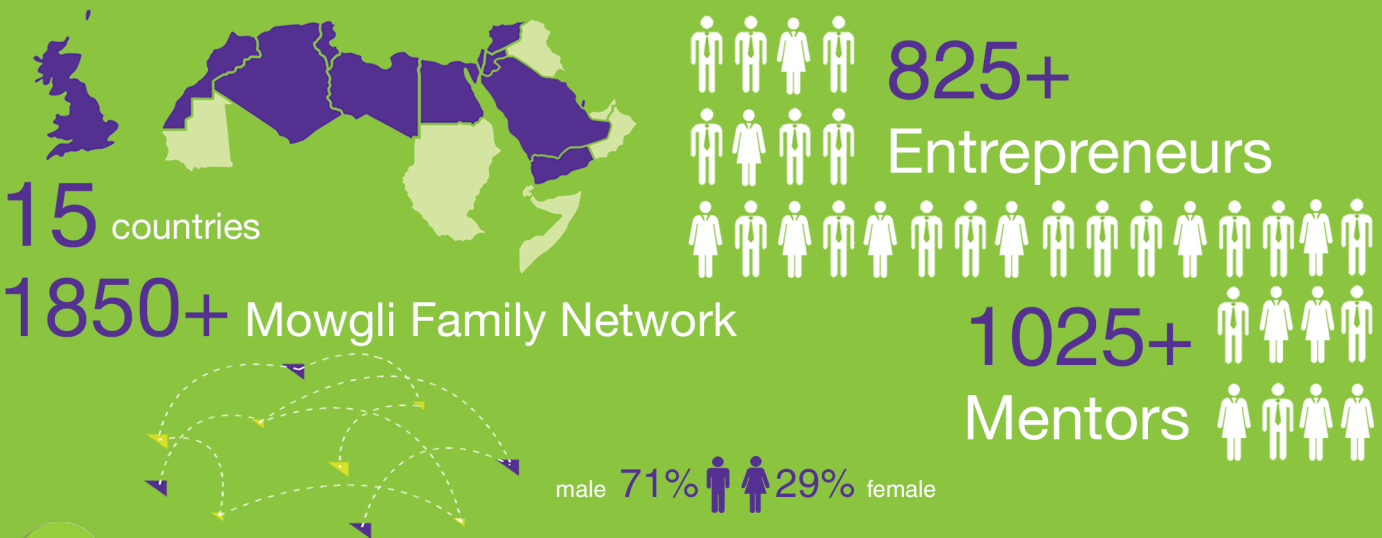
 <http://www.youtube.com/mowglifoundation>

 <http://www.linkedin.com/company/the-mowgli-foundation>

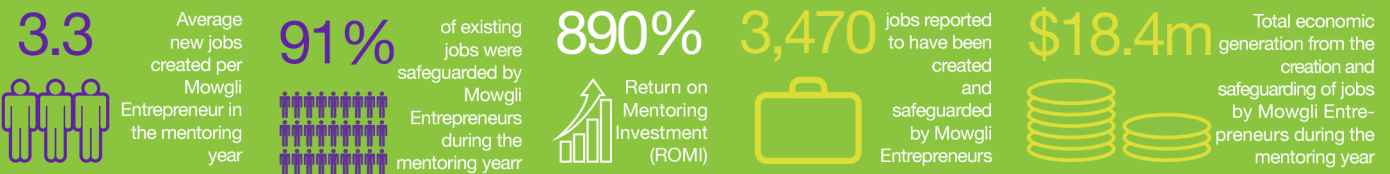
 The Sanctuary, London, SW1P 3JT, UK

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I Appendix 1: Mowgli Mentoring Impact



Economic Growth, Job creation and Safeguarding



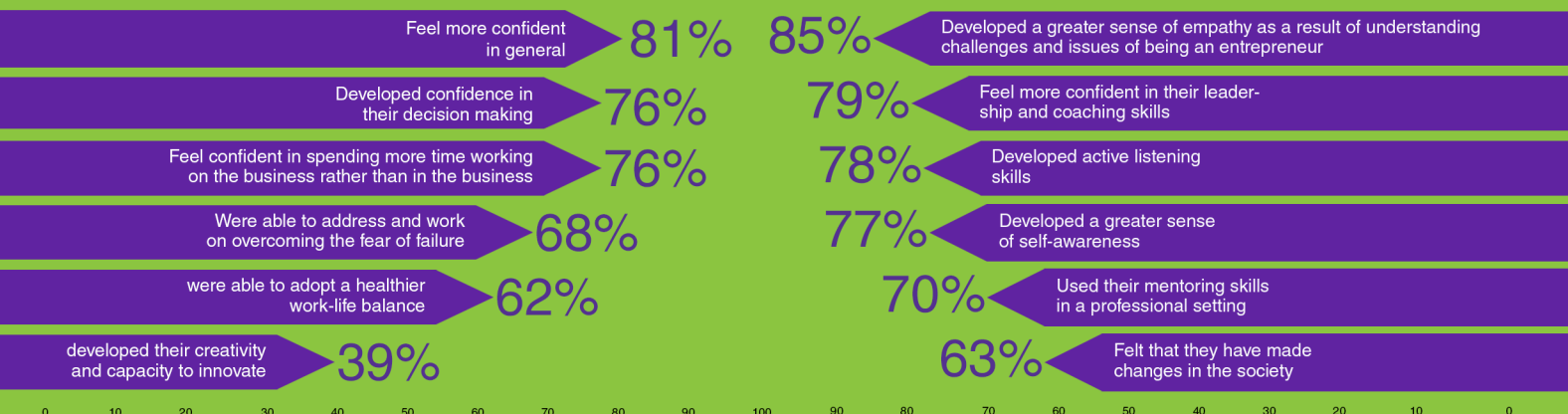
Business Growth, Sustainability and Success



Personal Growth and Strengthening of Leadership

Mowgli Entrepreneurs

Mowgli Mentors



Source: Mowgli 2015 Impact report

See [Mowgli 2015 Impact Report](#) for further details.