

FEMskill entrepreneurial women, female entrepreneurs mentoring methodological materials

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I. The situation of female entrepreneurs

To support the use and handling of the FEMskill methodology in practice, we divided it into four documents. This is the first document of the four.

I. The situation of
female
entrepreneurs

II. Summary of
the WIN-FEMskill
methodology

III. FEMskill
methodology

IV. FEMskill tool-
kit

Female entrepreneurs

Gender equality is one of the core values of the European Union and the economic independence of women, their entrepreneurship - more or less specifically detailed - are part of the EU priorities and are included in several strategic documents, action plans, resolutions, measures and programmes.

The European Union stimulates female entrepreneurship in three main directions:

- Improving **access to funding**
- Developing the **network of female entrepreneurs**.

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- “First think small!” Areas denominated by the European Small Business Act (SBA) like **encouraging entrepreneurship, facilitate regulations, providing funding, improving access to markets and information**

Women as entrepreneurial potential¹

Women constitute 52% of the total European population but only one-third of the self-employed or of all business starters in the EU. Women thus represent a large pool of entrepreneurial potential in Europe. When establishing and running a business, women face more difficulties than men, mainly in access to finance, training, networking, and in reconciling business and family.

A female enterprise is defined as an enterprise owned and controlled by women having a minimum financial interest of 51 per cent and the executive is a woman, as well.

International statistics on female entrepreneurs are relatively reliable yet, there is no united and up-to-date data or research in this area.

However, the results of two international analyses are relevant for the partners of the FEMskill project.

- One is the Mastercard female entrepreneurship index (2018) analysing the situation of female entrepreneurs globally: from the project countries is however only Hungary included with data.
- The other study, the Bisnode Index of Women Influence – BIWI (2018), analyses only European countries and includes figures on both of our countries..

¹ Source: COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS ENTREPRENEURSHIP 2020 ACTION PLAN Reigniting the entrepreneurial spirit in Europe /* COM/2012/0795 final */ <https://eur-lex.europa.eu/legal-content/HU/TXT/?uri=CELEX%3A52012DC0795> 4.2.1

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Mastercard female entrepreneurship index 2018

Mastercard female entrepreneurship index made a global study in March 2018 on companies owned or controlled by women already for the second time. The study concluded that women in developed countries have much more resources (capital, financial services, training programmes) and possibilities available than in less developed countries of the world. Hungary ranks 41 on the summary index. The share of female enterprises in Hungary is 28.1 per cent, i.e. One of three businesses is owned or controlled by a woman. There are many women at the top of companies, as well. Based on the high share of Hungarian businesses owned or controlled by women, we rank place 12 globally. The situation is not as good as this when we look at the chances of women and men getting access to funding, their savings or whether they are supported by business programmes or not. In that respect, Hungary is the 43th on the list.

Austria is not included in the Mastercard survey.

Bisnode Index of Women Influence - BIWI 2018

The outstanding importance of the economic potential born in the joint competence development of women entrepreneurs in the Austrian-Hungarian border region is underlined by the BIWI ranking of the two countries. The basis of the BIWI calculation is the share of businesses owned by women in the total businesses active in a given country. This ratio is multiplied by the turnover achieved by businesses owned by women. The latter is calculated on the basis of the number of employees, revenues and net profits.

On the basis of the unique statistical measure of BIWI (the impact/influence of female entrepreneurship on the economy of a given country) among the surveyed 11 countries Hungary (BIWI index: 124) and Austria (BIWI index: 106.6) follow each other on place 2 and 3.

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Point of departure: The situation of women-owned businesses in Hungary and Austria

According to the ILO, “employers are those workers who work on their own account or with one or a few partners. They are defined as entrepreneurs (or self-employment)”. Their remuneration is directly dependent upon the profits derived from the goods and services produced and in this capacity, on a continuous basis (including the reference period) have engaged one or more persons to work for them in their business as employees. Self-employed workers are those workers who, working on their own account or with one or more partners, and have not engaged on a continuous basis any employees to work for them.” This definition is important for the interpretation of the following ILO figures:

Table: The share of employers and self-employed (own-account workers) in the national labour markets²

Name	Employees	Employers / entrepreneurs	Self-employed	Working in family businesses	Not specified	Total employment
Austria Total	87.6	4.7	6.3	1.5	0	100.0
Men	85.4	6.4	6.9	1.3	0	100.0
Women	90.2	2.7	5.5	1.7	0	100.0
Hungary total	89.7	4.6	5.4	0.3	0	100.0
Men	87.9	6.1	5.8	0.1	0	100.0
Women	91.7	2.9	4.9	0.5	0	100.0

² Source: ILO Glossary of Statistical Terms: <https://stats.oecd.org/glossary/detail.asp?ID=772> (15.02.2019)

Conclusions

- The overwhelming majority of the active population in the two countries (Austria: 87.6%, Hungary: 89.7%) are employees, more than 90% of this are female employees.
- The above figures show that women entrepreneurs and self-employed women are under-represented compared to men.
- Compared to entrepreneurs, the share of self-employment is high in both countries
- In Austria, the share of family businesses is five times higher than in Hungary.
- Women working in family businesses are compared to men, in both countries overrepresented.

Motivations for women to set up their own businesses³

What is the main motivation for women in these two countries to set up their own business? If empower was trying to find an answer to this question In its project Female entrepreneurship 2018. Some considerations from the final survey, covering Hungary and Austria, as well.

- *Courage and opportunity*: there were several interviews, in which women talked about the necessity of having the courage when starting a business.
- *No career perspectives and less satisfaction* many interviewees decided to set up her own business by the experience that the status of being an employee did not offer sufficient career perspectives.
- *Lack of jobs*: in some cases, the company was closed down.
- *Seizing the need & mission & societal duty*: certain female entrepreneurs' aim is to offer a solution to a problem or need they experienced personally.
- *To make an impact*: For many women, it was a powerful motivation to make real change in society, instead of working for a bigger organisation.
- *Becoming a "natural entrepreneur"*: many women claimed they could not have thought about themselves other than an entrepreneur; while others argued that they were "not

³ If empower 2018-1-HU01-KA203-047766 project: Female entrepreneurs in Europe "Challenges, strategies and policies" final document

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fit for being in employment” (coach, self-employment, Austria), as they valued individual freedom and independence.

- *The lack of ability to reintegrate in the labour market after maternal leave* is one of the most common reasons for women to start a business.
- *Flexibility & improving work-life balance*: was one of the most commonly claimed motivations.

Work-life balance with a business

Women’s motivations for becoming entrepreneurs can vary from opportunity to necessity. Opportunities were the wish to develop a hobby into business or to exploit a market opportunity, while among the necessities; mention was made of the lack of flexibility of the labour market or the difficulty of performing two roles at a time – as mother and as an employee. Among the challenges encountered throughout their career, women entrepreneurs highlighted problems related to work-life balance, access to funding and the lack of role models. The most appreciated the forms of support women mentioned were mentoring and personal or family help.⁴

The “**momprenneurship**” strategy is an attempt to manage the challenges women with children face when they have to find the balance of work and life. As a concept still in formation, there is no single definition for “momprenneurship” in literature. Most experts however, agree that mompreneurs are mothers with young children switching from their employed status to self-employment or entrepreneurship in order to better accommodate work with caring duties. Additionally, in many cases, these women entrepreneurs offer products or services that are related to children or motherhood.

Momprenneurship emerged in Hungary in the past years and the persons concerned are in touch through different FB groups and set up a network of around 10 000 people also creating regional clusters. One of these regional groups is the FB group of Mothers in business in and around Győr („Győr és környékén vállalkozó magyar anyukák”).

⁴ Conclusions on the basis of study prepared by the above mentioned Ifempower project .

The SME survey of 2017 in Austria concluded that work-life balance is still a “female issue” therefore it is of utmost importance for women entrepreneurs to be supported.

Main characteristics and challenges of women entrepreneurs in the Austrian-Hungarian project region

Based on the conclusions of previous projects

Austria

In the following table, we present some actors focusing on women entrepreneurs or their development and offering training and/or funding.

Organisation/ forum	Opportunities for women/ women entrepreneurs
<i>Female Founders</i>	Is an Austrian organisation supporting start-ups and women entrepreneurs. Its task is: to design programmes, acquire new skills, strengthen the relation among women through organising different programmes and to maintain the platform of the women founders.
The spin-off of the Founders' Centre	Supports university students
<i>Austrian Angel Investors' Association</i>	The Austrian Angel Investors' Association initiated the “Angelina project” offering the possibility to women to invest small amounts and get access to investment capital.
<i>Founders' centres or Gründungszentrum of the University of Vienna</i>	Its task is: to promote entrepreneurship through a variety of programmes. Focus programme: The Entrepreneurship Avenue - is a series of events for entrepreneurs with different workshops.
Female Founder Talks	This is a tool for the management of the under-representation of women in the business world, presenting role models, 99% of the audience are women. (Gründungszentrum of the University of Vienna)
<i>Official business promotion agency (Vienna)</i>	The general goal of the Agency is the promotion of existing businesses, knowledge transfer (free consultations for those considering to start a business or being confronted with a technical problem). They also organise awareness raising events, workshops and networking events. They provide special support to projects and businesses controlled and led

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	<p>by women („Frauenbonus“).</p> <p>Application to the Fempower ICT project to support projects led by or targeted at women.</p> <p>Incubation project for women: This includes a preparatory phase of one month and then the woman planning to start up her own business is connected with an experienced entrepreneur (man or woman). Then they will meet on monthly basis and discuss issues related to businesses. (Town Hall Vienna)</p>
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Hungary

Training programmes for women in form of paid services.

1. *Community building*: the groups are self-help groups, their members often keep in touch and meet after the training period, and they increase their self-knowledge and improve their communication skills. The communities support gender equality so that the participants become clear about the situation and the possibilities of women entrepreneurs globally. The training courses are not exclusively focusing on the education of women, but also provide support.
2. Transfer of *hard knowledge*: *finance, business plans*.
3. *Socialisation of the role of entrepreneurs*: what does it mean to be an entrepreneur, what are the pitfalls, the solutions and the strategies.

Main goals and activities of Hungarian women entrepreneurs:

- *“Hard knowledge”*: how to write a business plan.
- *Empowering women*: the role of women in the society and strengthening their identity as entrepreneurs.

Programmes organised by representative associations of Hungarian women entrepreneurs.

- *Open day*: programme organised on monthly basis, open to anyone who wishes to join, but mainly targeted at women. Experienced entrepreneurs and experts are invited to make informal presentations on the following areas: taxation regulations, Facebook

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marketing, royalties, GDPR, problems concerning women e. g. how to create networks easier and in a more adequate manner. The event can also serve networking.

- *Involvement in larger international projects with other Hungarian NGOs through projects.*
- *Closed-door training sessions for future and already active women entrepreneurs: for participants with different background and at different level of their business ambitions.*

Other programmes and opportunities

Twelve-days training course for women entrepreneurs: With the financial resources offered by a bank, a non-profit organisation committed for women entrepreneurs has been offering a so-called “Dobbantó”/Springboard programme for ten years concentrating on starting up and supporting the business career of women entrepreneurs.

National Entrepreneurship Mentoring Programme (GINOP programme) creating a nationwide network of mentors, training and consultation. One of the target groups of this programme are women entrepreneurs.

Funding programmes: national tenders are accessible for women entrepreneurs as well, but they are not given preference.

Women business angels: A national association aspires to connect the government, the municipalities, the chambers, the business networks of women and community services - all stakeholders that have a role in the development of the innovative part of the economy so as to have as many women become business angels or start up their innovative business, as possible.

Networking for of Women entrepreneurs of the region

- GYMSM KIK Női Vállalkozói Klub (Győr) (Women entrepreneurs club, Győr)

The club of women entrepreneurs established in 2014 and operating within the frame of the Chamber, organises regular meetings to develop the skills of their own members, build contacts or support businesses or each other, but also to engage in recreational or charity activities.

- Regular meetings of the *Győr és környéke Mompreneurs* group (Mompreneurs in Győr and its surroundings).

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Challenges and the connection of the FEMskill methodology and the project elements

The sector, including the challenges and the needs of women entrepreneurs in the Austrian-Hungarian border region are similar in many respects. Yet, there has been no training or consultation programme offered or implemented in a cross-border form that uses an established and tested methodology with an updated and focused version providing specific solutions for the typical problems of the project region.

The mentoring and training programme is implemented in a cross-border structure and this offers the possibility for a continuous and mutual use and incorporation of the available know-how and intercultural experiences. As a result of the ongoing share of the experiences and of the constant advancement of knowledge, the market situation of women entrepreneurs can improve and strengthen each other on both sides of the border especially **through access to funding, training, networking and a better balance between business activities and family life.**

The following table summarises the contribution of the FEMskill methodology and the project elements to the above outlined four areas.



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Challenges	FEMskill methodology end project element	The contribution
Entrepreneurship mentoring tailor made for women and the female target group	One-year entrepreneurship mentoring exclusively for women	Access to funding, training, networking and work-life balance with a business. The entrepreneurship mentor provides help in the above mentioned areas throughout the whole process with his/her own experiences and networks.
Mentorship training sessions for women	Six times a half-day thematic training session for mentee women entrepreneurs to improve entrepreneurial competences.	Access to funding, training, networking and work-life balance with a business - the training agenda helps the mentee in the above areas.
Training on entrepreneurship mentoring for business mentors.	Supervisory Bilateral supervisory	Cross-border support Training on skill development in entrepreneurship mentoring and networking for business mentor.
Events to support networking.	Bilateral mentor-mentee networking workshop Bilateral innovation days International conference with the title: Women entrepreneurs - Women in the economy. Event open to the press.	Cross-border support Training and networking possibilities for the participants. Strengthening the positive image of women entrepreneurs.
Sharing publications and best practices to foster entrepreneurship of women.	E-book with the title Women entrepreneurs - Women in the economy, in three languages. Cliché/short films E-publication in three languages	Cross-border support Information on training and networking in several languages.
Increase the recognition of women entrepreneurship.	Excellence Prize - for mentors and mentee - awarded at the closing event. Final event open to the press.	Cross-border support Networking. Strengthening the positive image of women entrepreneurs.
Building networks for women.	Create the FEMskill on-line social platform	Cross-border support Networking.

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II. Summary of the WIN-FEMskill methodology

The FEMskill methodology is based on the WIN methodology and the results and conclusions of the since then available literature, research and analyses. The WIN methodology was a knowledge transfer project in 2014–2015 based on the result of a previous Italian mentorship project, called ‘Mentore’. The WIN project partners developed the final methodology in their respected countries at the macro- and the countries tested the micro- level and the final elements in practice. The methodology is therefore primarily a theoretic comparison with practical elements. The main difference between the two projects is that the FEMskill methodology transposed the WIN results into practice in two countries and considered the accumulated new theoretic and practical achievements of entrepreneurship mentoring of the latest period.

The WIN methodology comprises of two elements: a literary overview and a tool kit. The FEMskill methodology simplifies the elements of the WIN methodology, adapts, updates and supplements them in the FEMskill methodology with complex and practical guidelines of a one-year entrepreneurship mentoring.

It amends the majority of the methodology elements along the following principles:

- The principle of *flexibility / viability*: to consider the needs and demands of women entrepreneurs in the two regions.
- The principle of *bilateralism*: to improve the methodology and expand it through different elements, in consideration of the interregional cooperation between the two project countries.
- The principle of *practicality*: to transpose the mentoring methodology in both countries with help of a one-year process.
- The principle of *design*: to redesign the tool kit of the methodology both in terms of its image and its practical application.

For a better handling of the FEMskill methodology in practice, we divided it into four documents. This is the second document of the four.

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IV. FEMskill tool-
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The following comparison illustrates the similarities and the differences of the WIN and the FEMskill projects in form of a summary table:

Differences compared to the WIN methodology and its elements:

Content	WIN 2014-2015	FEMSKILL 2020-2021
Partners:	Partners from Italy, Hungary, Poland and Cyprus. International cooperation geographically limited to the countries, Between countries	2 Hungarian and 1 Austrian partner, geographically limited to 2 regions Between countries but interregional and international cooperation
Description	Based on the knowledge transfer of the result of a previous Italian mentorship project, called 'Mentore'. The participating countries develop and test their own best practices, then set up a common methodology, which led to the WIN methodology.	The methodologies related to entrepreneurship mentoring and women entrepreneurs are built on the WIN methodology and are updated by the two countries so as to develop their own methodologies. The FEMskill entrepreneurship mentoring is implemented and the FEMskill on-line community is established.
Summary of the methodology	Research materials on male and female entrepreneurs, mentoring methodology based on the documents from 1978-2009.	Mentoring methodology, based on the WIN methodology and the results of the analyses of the methodologies between 2015 and 2019.
Mentoring – methodology foundations	From mentoring to entrepreneurship	Entrepreneurship mentoring - theory and practice
Documents	WIN tool kit	Adaptation and updating of certain elements of the FEMskill tool-kit and the WIN methodology enhanced and improved by new elements on the basis of the principle of <i>bilateralism</i> .

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Content	WIN 2014-2015	FEMSKILL 2020-2021
Target groups of the methodology	Women planning to start up their own business and women entrepreneurs as mentee (0-3 years) Entrepreneurs as mentors (min. 5 years experience) Managers of mentoring organisations 'Mentor Mother'	Women entrepreneurs (during the 4 years) as mentee Entrepreneurs as mentors (min 5 years experience) Teams of mentoring organisations Supervisory Project organisation
Recruitment, selection	Individually per countries	Based on the FEMskill methodology
Mentoring process	Burgess 4 seasons model Different country-specific methods, established 3 phase model (HU) Test-phase for each country but only theoretic materiel.	Based on the FEMskill methodology 3 phase model on the basis of the WIN methodology. 1 year mentoring on the Hungarian and the Austrian side. Possibility and ambition to develop Hungarian-A mixed pairs. Entrepreneurship mentoring with training and supervision Bilateral supervisory
Tolls supporting mentoring	Tool kit Training	Introduction of supervision, Bilateral supervision Bilateral events Training Communication (campaigns, PR, e-publication, e-book, ICT)
Training	Preparatory workshops for mentoring Training of mentee in 9 areas (HU)	Preparatory workshops for mentoring Training of mentee in 6 areas
Events	None	Bilateral innovation days in both countries, international conference, event open to the press
Awards	None	Excellence Prize - for mentors and mentee..
Create a community	None	FEMskill on-line community
Time frame	2014-2015	2020-2021 and afterwards FEMskill on-line community

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The following comparative table summarises the subjects of the methodologies.

Issues studied	WIN methodology	FEMskill methodology
Issue	Similarities and differences between male and female entrepreneurs (theoretic approach)	Women entrepreneurs - Women in the economy (conference and e-handbook in 3 languages) E-publication in 3 languages: Career guidance (for entrepreneurs); Motivation guidelines for mentors, FEMskill community
Difficulties	<ul style="list-style-type: none"> • Are men and women equally willing to start up their own business? • Do entrepreneurial and universal behaviour patterns bear different values for men and for women? • Do men and women have different managerial skills? In what sense? • Which are the main obstacles for growth to women entrepreneurs? 	<p>The project tries to answer the following questions in relation to women entrepreneurs:</p> <ul style="list-style-type: none"> • Access to funding • Training • Networking • Work-life balance with a business
Profile of women entrepreneurs	Based on the Cromie and Hayes model (1988): innovators/dualists /returners.	On the basis of former and new theories, testing the old and new profiles of women entrepreneurs („mompreneurs, digital woman”) on the target group of the project.
Mentoring	The theoretical approach: the history of mentoring: from mentoring to business mentoring	The practical approach: entrepreneurship mentoring
Monitoring	„Mentor mother” role	Supervision at the national level and bilateral supervision
Evaluation	Mentor logbook, evaluation of mentoring at completion, evaluation of training sessions	Mentoring logbook, Quarterly report of supervisors, evaluation of the training sessions
Tool kit	Declarations, templates, presentation (in ppt)	Simplification, updating and improvement of declarations and templates.

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III. FEMSKILL METHODOLOGY

GOAL AND STRUCTURE OF THE FEMSKILL METHODOLOGY

The joint FEMskill methodology allows an implementation in a cross-border form and determines the instruments for the compilation of the results and the use of the experiences in a bilateral form.

The FEMskill methodology adapts the elements of the WIN methodology by updating, supplementing and simplifying them. It transforms the majority of existing methodology elements along the following principles:

- The principle of flexibility, which is also the principle of viability, considers the needs and demands of women entrepreneurs in the two regions.
- The principle of *bilateralism*: to improve the methodology and expand it through new elements, in consideration of the interregional cooperation between the two project countries (e.g. Tool-kit documents).
- The principle of *practicality*: to transpose the mentoring methodology in both countries with help of a process of one year and attaches a complex documentation to it (e.g. Tool-kit documents).
- The principle of *design*: to redesign the tool kit of the methodology both in terms of its image and its practical application.

For a better management of the FEMskill methodology in practice, it comprises of four documents. This is the third document of the four.



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PRESENTATION OF THE FEMSKILL PROJECT

FEMskill - Improvement of the economic/market position of women entrepreneurs through joint mentoring and bilateral community building

Different national and international research and studies highlight the important role women entrepreneurs have in the economy. Although the number of women entrepreneurs is in a slight evolution of growth, they face more difficulties when starting up or running their own business than men controlled businesses. Furthermore, women entrepreneurs are typically underrepresented in the economy.

Some of the typical difficulties: the access to funding, training, networking and work-life balance with a business.

There have been several initiatives made in the past years to support women entrepreneurs, yet there is no joint training or consultation programme in the project region that would aim specifically at the improvement of their economic/financial situation and skills development, would facilitate and stimulate their stable development and give impetus to expanding their development opportunities specifically in the AT-HU border region.

Within the frame of an international consortium and in partnership with the two Hungarian organizations, the project will develop a comprehensive mentoring methodology with focus on the solutions to the most typical challenges in the program region on the basis of a previously developed multi-module training program and its adaptation to cross-border application. This will be followed by recruitment, preparation and bilateral networking in the two mentoring areas, the Mentor-mentee pairs will be designated and the mentoring process will be completed. A distinctive feature of the present methodology is that the results will be summarised and used several times at bilateral level.

Participants of the mentoring process and the project partners will found the cross-border - FEMskill - community of women entrepreneurs and set up its on-line platform. The issue of women entrepreneurs and women in the economy will be completed by an awareness-raising exercise.

Partners:

- Kisalföldi Vállalkozásfejlesztési Alapítvány, KVA, Hungary (Foundation for Small-business development)

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- Győr-Moson-Sopron Megyei Kereskedelmi és Iparkamara, GYMSM KIK, Hungary (Chamber of Trade and Commerce, county Győr-Moson-Sopron)
- Dachverband burgenländischer Frauen-, Mädchen- und Familienberatungsstellen, Austria, DAFF (Umbrella-organisation of Counselling Centres for Women, Girls and Families)

Program specific goals

Strengthening entrepreneurship in the region, the improvement of the performance of start-up businesses and the capacity for innovation of SMEs with special attention to the development of (internationally) competitive products.

FEMskill project objectives:

The improvement of the economic/market position of women entrepreneurs in the Austrian-Hungarian border region involved in the project in a cross-border manner with joint mentoring for competence development and bilateral community building.

- Development of the FEMskill methodology through a joint application of the WIN methodology.
- Competence development for women entrepreneurs involved in the programme through bilateral implementation of the training programme and FEMskill community building.

Expected project results

The joint mentoring of competence development will lead for the mentee businesses owned by women and involved in the programme (operating/founded not longer than 4 years ago) to improved economic/market position and to increased survival rates.

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FEMSKILL METHODOLOGY - GUIDELINES FOR PROJECT ORGANISATIONS

Formal mentoring

From a methodological point of view, partner organisations of the FEMskill project are in a formal mentorship. The differences between the formal and the informal mentoring are summarised on the basis of the WIN methodology, in the following table.

Issue	Formal mentoring	Informal mentoring
Process management	Coordinator manages the initial, the procedural and the evaluation phase of the programme.	Mentoring is initiated and maintained exclusively by those involved in the process.
Partner coupling	Facilitated process in which the responsibility of choice lies with the Mentee	Partners are coupled by pure dumb luck, in general, a mentor choses a Mentee.
Goals of the relation	To achieve predetermined and clear goals.	Goals of the relation my be specified Non-existing or included by the mentor.
Selection of the mentor	Mentors will be selected on the basis of their capacities of contributing the the achievement of the goals set by the Mentee.	The main criterion for the acceptance of the mentor is sympathy and respect.
Relation	Both partners identify the relation as mentoring relation.	The relation is not called or perceived as “mentoring”.
Agreements	A mentoring agreement sets the early milestone of the relation.	No mentoring agreement.
Activities	The relation is a set of regular meetings, communication tools, structures, within a defined framework, chronology etc.	The relation becomes more intensive in an irregular manner and in line with the needs and the conditions.
Evaluation	The relation is regularly evaluated.	The relation is rarely evaluated, if at all.
Time span	The relation is limited in time.	The relation can last several years.

Table: Formal and informal mentoring

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Hereafter, we will present the main points the organisation has to pay attention to during the mentoring process.

In case of a formal mentoring, the mentoring organisation has the following tasks to perform (in areas, on the basis of the WIN methodology)

- Planning and timing
- Implementation of the activities
- Monitoring and fine-tuning
- Evaluation

Action to be taken by the project organisation

Planning and timing

The mentoring process lasts one year in the FEMskill project. It is of utmost importance, that all activities are planned and accordingly managed from the first steps and the very beginning. This means that before the recruitment of the participants, all roles and activities together with their timing need to be defined.

In the different project phases, the following points require special attention:

- Identification and definition of the target group and recruitment;
- Setting up the team of Mentors (as required by the target group);
- Sharing the project goals, targets and methodology with the Mentors;
- Developing the training programme and the recruitment of trainers;
- Building the project team (trainers, mentors, project managers).

The project managers together with the project members will jointly decide on the following:

- The implementation of the mentoring process and the training considering the number of modules and their duration
- The activities to be implemented during the time between two training modules;
- Timing and follow up of mentoring sessions;
- Timing and type of monitoring (activities and tools);
- Project evaluation criteria.

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During the workshop discussing the above elements, the project parties agreed on the definition of the FEMskill methodology (Győr, 13 February 2020) and the FEMskill methodology was amended on the basis of their joint decisions.

Implementation of the activities

- The main activities to be implemented shall be the following: mentoring, the training modules and the bilateral meetings.
- The establishment of the mentoring contact and relation needs to be the first step as this will define the goals and the objectives of the long-term cooperation.
- There are two things that need to be kept in mind: first, mentoring is a support role and it excludes any contact with the business or company of the participant.
- Second, this relation must serve the personal development of the participant and consider all his/her activities.
- The recruitment and the selection of the Mentors is the decisive moment of the project. To find the Mentor - Mentee pairs is a critical question and it can only be a two-way relation in which the Mentee has the right to choose on the basis of a number of factors from the professional profile of the Mentor to his/her personal characteristics.

Practical advice in connection with the selection of Mentors to be selected for mentoring women entrepreneurs.

The ideal entrepreneurship mentor		
Human	Professional	Others
Motivating (motivates the others as mentor) Offers often solutions and feedback Open-minded Cooperative Emphatic, understanding	Deep and successful experience (at least 5 years) in business and/or management. Leadership skills Interpersonal skills Networking skills	Innovative Model Patient Strategic thinking Broad knowledge

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Critical points and success factors during mentoring the mentoring organisation has to consider

Risks and behaviours to avoid	Success factors
<p>Mentor intervenes in the private life of the Mentee</p> <p>Incompatibility with the mentoring role</p> <p>Problem solving mentor role</p> <p>The Mentee asks for confidential information</p> <p>The Mentor forces the Mentee to take too much risk.</p>	<p>Good relation between the Mentor and the Mentee</p> <p>Flexible arrangement of appointments and locations</p> <p>Mixed training solutions</p> <p>Process of evaluation and feedback</p> <p>The Mentee are open to learning and to developing their entrepreneurial skills.</p>

In this sense, it can be very useful for Mentors to attend the training sessions and the modules as observers. This makes it possible for them to evaluate the usefulness of the training and the behaviour and attitude of the participants without any reference to its specific content.

One of the first rules of cooperation is to clarify the mentoring relation, to draft the agreement between the Mentor and the Mentee already in the first part of the project, basically during the workshops organised separately for Mentors and Mentee and then to finalise it at the plenary.

Monitoring and fine-tuning

As part of the management activity, the project team shall make steps and monitor the process and the activities.

- These specific tasks will be conducted in the two countries by different supervisors.
- The Austrian and the Hungarian supervisor is in a constant bilateral contact which offers the opportunity to evaluate the processes, intervene at points as required and fine-tune the mentoring process.
- They will write a report to the mentoring organisation on quarterly basis.

The goal of supervision in the FEMskill project is to increase the mentoring competencies and develop the efficiency of the mentoring process through the cooperation between the Mentors and the Mentee. This improves the capability of realising opportunities and facilitates the

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efficient cooperation of the parties of the mentoring relations and processes. The supervision is in sessions/online in groups or individually.

Evaluation

At the beginning of the project, the evaluation requirements shall be defined.

Depending on the specific target groups, special parameters need to be determined to assess the results and the impacts of the programme.

The reports of the two (Austrian and Hungarian) supervisors and the evaluation sheets of the training sessions will strengthen as the basis of the evaluation of the mentoring process.

FEMSKILL METHODOLOGY

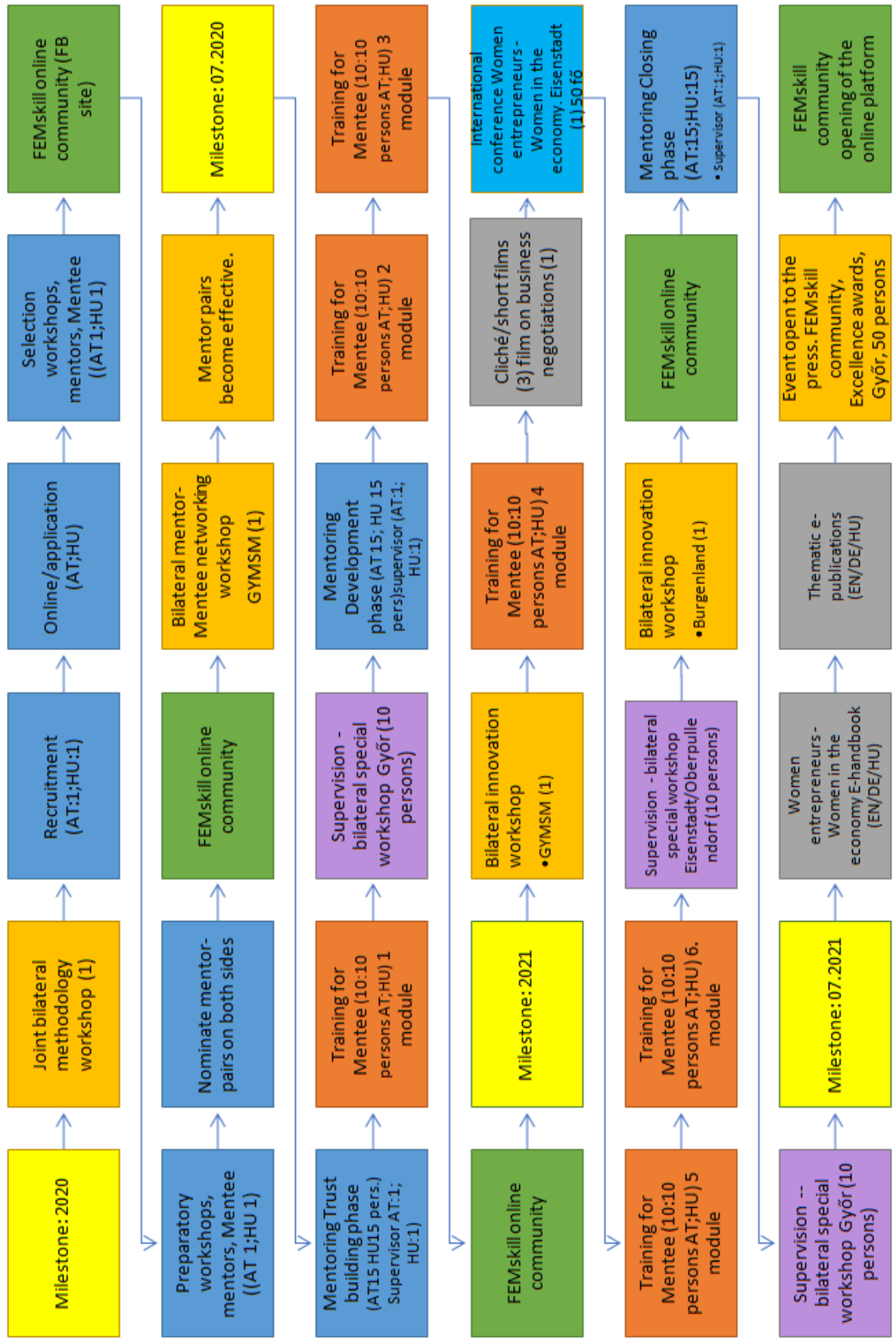
Steps and time-line of the FEMskill methodology

The following flowchart illustrates the way the elements of the FEMskill project are rooted in each other. From a methodology point of view it was justified that during the development of the target group, women entrepreneurs, several methods need to be used so that by the end of the development of the FEMskill methodology we achieve an improvement in the economic/market position of women entrepreneurs in the Austrian-Hungarian border -region.



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Development goals related to the FEMskill project target group

Strengthening entrepreneurship in the region, the improvement of the performance of start-up businesses and the capacity for innovation of SMEs with special attention to the development of (internationally) competitive products.

The improvement of the economic/market position of women entrepreneurs in the Austrian-Hungarian border region involved in the project in a cross-border manner with joint mentoring of competence development and bilateral community building.

- Development of the FEMskill methodology through a joint application of the WIN methodology.
- Competence development for women entrepreneurs involved in the programme through bilateral implementation of the training programme and FEMskill community building.

TARGET GROUP	Women starting up a business and leading a business (businesses younger than 4 years)
GENERAL DEVELOPMENT GOALS	<ul style="list-style-type: none"> • <i>Women entrepreneurs, Mentee</i>: development and consolidation of managerial skills and entrepreneurship so as to be able to improve their own operational-business skills. • <i>Mentors</i>: development of mentoring skills so as to be able to provide efficient support to women entrepreneurs in starting up or running their own business or cooperate in the consolidation of the businesses. • <i>Project team</i>: development of project management skills so as to be able to efficiently coordinate the training processes, the steps of Mentors and Mentee finding to each other and the final evaluation of the programme or the introduction of corrections, where necessary.
MAIN GOALS	<p>Goals of the Mentors, motivations for becoming a Mentor:</p> <ul style="list-style-type: none"> • To learn how to apply the different development tools; • To be able to help others with one's own experiences; • To take another perspective of one's own experiences; • To become part of a women entrepreneurs group. <p>Goals of the Mentee:</p> <ul style="list-style-type: none"> • To meet women entrepreneurs who already were confronted with problems they have just met; • To make use of the opportunity and rely on the support of a successful businessperson. • To better understand one's own personal goals <p>Goals of the project team:</p> <ul style="list-style-type: none"> • To test the possibilities of developing women" entrepreneurship by using the tools of networking; • To establish interpersonal networks among businesses led by women; • To develop the mentoring model for micro- and small businesses.

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Application requirements and the principle of flexibility



The principle of flexibility: During the selection of the Mentee and upon request of the project partners, the application requirement related to the time-limit for the involvement in business was increased to 4 years. The applications can be submitted on-line before the deadline as defined in the project separately by the project partners of the two countries.

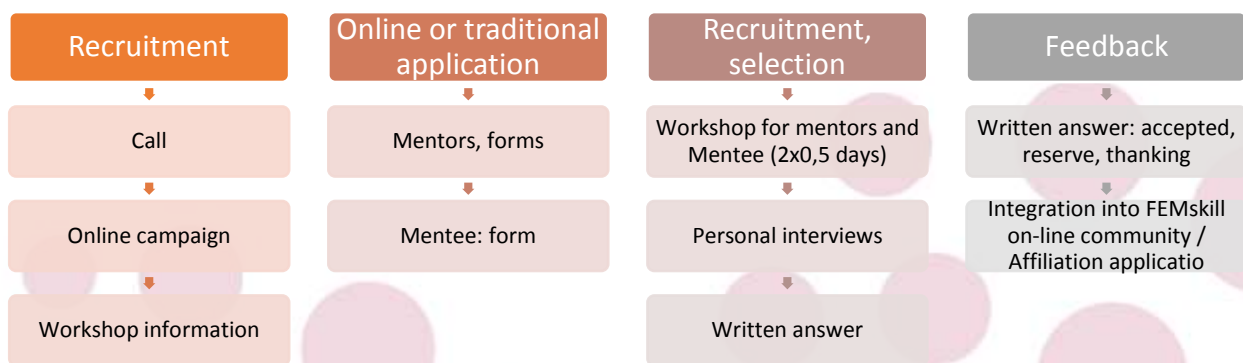


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The FEMskill tool-kit E2 template contains the call for Mentee and the application requirements.

The FEMskill tool-kit E1 template contains the call for Mentors and the application requirements.

Process chart of the national recruitment - application - selection



The principle of flexibility: Due to the geographic specificities of the two countries and the concentrated reach out to women entrepreneurs, the recruitment and the selection workshops will be held in Austria in two locations: in Oberpullendorf and in Eisenstadt, in Hungary in one location: in Győr.

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RECRUITMENT, SELECTION

Recruitment and selection of national Mentee

<p>RECRUITMENT, SELECTION AND MATCHING</p>	<p>RECRUITING AND SELECTING THE MENTEE</p> <p>Women starting up a business (businesses younger than 4 years) from two geographic regions.</p> <p>There is no limitation in the selection process on the basis of sector or age.</p> <p><u>For of recruitment:</u></p> <ol style="list-style-type: none"> 1) Online or traditional application form on the basis of a questionnaire asking about information on the business, preemptive knowledge of the women entrepreneur and her commitment to the involvement in the programme. 2) Personal meeting (workshop): There must be at least two or three persons present during the interview: one from the project management, one supervisor and one representative of the business development organisation. <p><u>Some expectations to be considered in the selection process:</u></p> <ul style="list-style-type: none"> • Openness: interest, empathy, flexibility for learning, accepting and taking up new knowledge. • Motivation for change and the willingness to change as women entrepreneur and as business. • Commitment for being a business-woman and for entrepreneurship mentoring. Examine the involvement of the business in the programme. <p>Decision - written answer on acceptance or rejection.</p>
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<p>RECRUITMENT WORKSHOP FOR MENTEE duration: half a day</p>	<p>RECRUITMENT WORKSHOP MENTEE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Recruiting participants • The presentation of the FEMskill project <p>Programme: With joint moderation and for the candidate Mentors The presentation of the FEMskill project The presentation of the mentoring process - Goals and phases of the mentoring process Only for Mentee Tasks and rights of the Mentee Application requirements Submission of application on online surface.</p>
<p>SELECTION WORKSHOP MEETING OF MENTEE duration: half a day</p>	<p>RECRUITMENT WORKSHOP MENTEE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Selection of participants • Tasks and rights of the Mentee • Declaration (administration task) <p>Programme: Only for Mentee Long term goals of the FEMskill methodology The presentation of the mentoring process - Goals and phases of the mentoring process, tasks and role of the Mentee Selection Selection criteria: openness, motivation, commitment</p>

Documentation



FEMskill tool-kit

E3 –Cooperation declaration- Mentee

E8 – Level of preemptive knowledge - Mentee

F2- Concept of entrepreneurship mentoring

F3-Entrepreneurship mentoring - Code of ethics

F4 -Terminology

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Recruitment and selection of national Mentors

<p>RECRUITMENT, SELECTION AND MATCHING</p>	<p>RECRUITING AND SELECTING THE MENTORS</p> <p>Mentor's profile: at least 5 years of experience in business or business development; "managerial" background; interest for personal development; ability to develop interpersonal relations; good analytical and evaluation skills; openness for voluntary work; self-motivation; consulting, training and presentation experience.</p> <p><u>The recruitment process:</u></p> <ul style="list-style-type: none"> • Call published in the newsletters of the partners • Personal interviews • Call published on Fb-site and website • Adverts in local media (tv, newspaper) <p><u>Selection process:</u></p> <ol style="list-style-type: none"> 1) On-line or traditional application through questionnaire 2) Personal interview: There must be at least two or three persons present during the interview: one from the project management, one supervisor and one representative of the business development organisation. 3) Decision - written answer on acceptance or rejection. <p><u>Some elements to be considered in the selection process:</u></p> <ul style="list-style-type: none"> • Mentor is a person with direct impact on people, encouraging them and setting certain rules. • Ambitious, would stop at no obstacle, sensitive to problems and has good problem resolution skills. • Capable of analysing the problems from new angles and make proposals where necessary. • Can adapt to changing situations and is open to new ideas.
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<p>RECRUITMENT WORKSHOP FOR MENTORS duration: half a day</p>	<p>RECRUITMENT WORKSHOP</p> <p>Goals:</p> <ul style="list-style-type: none"> • Recruiting participants • The presentation of the FEMskill project <p>Programme:</p> <p>With joint moderation and for the candidate Mentors The presentation of the FEMskill project The presentation of the mentoring process - Goals and phases of the mentoring process</p> <p>Only for Mentors Tasks and rights of the Mentors Application requirements Submission of application on online surface.</p>
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<p>SELECTION WORKSHOP MENTORS MEETING duration: half a day</p>	<p>SELECTION WORKSHOP MENTEE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Selection of the Mentor (competence test/evaluation) • Clarify the importance of the relation with the Mentor • Tasks and rights of the Mentors • Conclusion of agreements with the Mentors (administrative task) <p>Programme:</p> <p>Only for Mentors The presentation of the mentoring process - Goals and phases of the mentoring process, tasks and role of the Mentor Selection (competence test and personal interview)</p>
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Documentation



FEMskill tool-kit

E3 –Cooperation declaration - Mentor

E6 - Mentor - competence areas (test)

E7 - Mentor - competence areas (evaluation)

F2- Concept of entrepreneurship mentoring

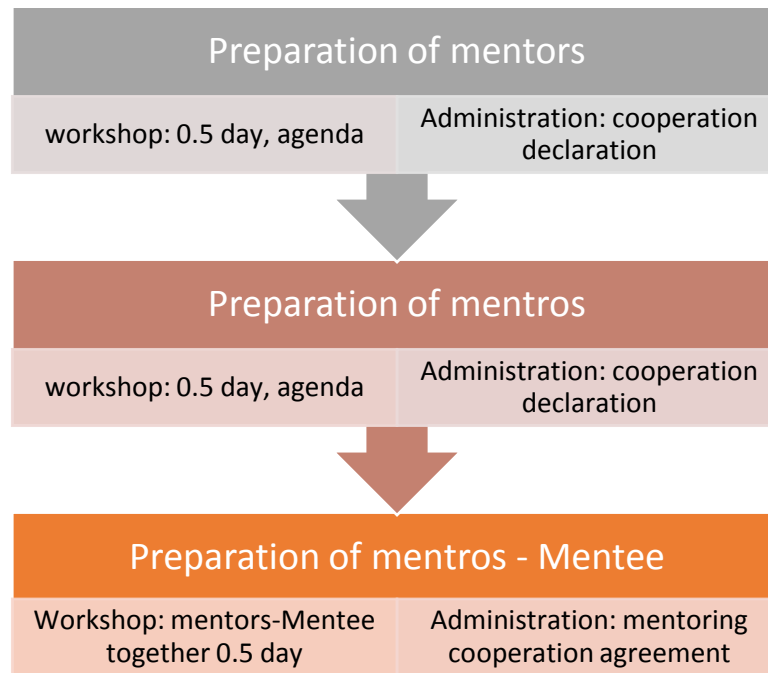
F3-Entrepreneurship mentoring Code of ethics

F4 -Terminology

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Preparatory workshop at national level



Preparatory workshop for mentee at national level - agenda

<p>PREPARATORY WORKSHOP MENTEE</p>	<p>MEETING OF THE SELECTED MENTEE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Clarify the notion of mentoring • Preparation of the participants for the mentoring process • Define and explain the role of the Mentor in the life of the Mentee <p>Duration: half a day</p> <p>Agenda</p> <p>Clarify the role of the Mentee</p> <p>Presentation of the mentoring process</p>
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E4 –Cooperation declaration - Mentee

F1 – Comparison of support - sessions

F2- Concept of entrepreneurship mentoring

F3-Entrepreneurship mentoring Code of ethics

F4 -Terminology

Preparatory workshop for Mentors at national level - agenda

<p>PREPARATORY WORKSHOP FOR MENTORS</p>	<p>MEETING OF THE SELECTED MENTEE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Clarify the importance of the relation with the Mentor • Preparation of the participants for the Mentoring process <p>Duration: half a day</p> <p>Agenda</p> <p>Clarify the role of the Mentor</p> <p>Exercise: Mentor-Mentee situations</p> <p>Presentation of the mentoring process</p> <p>Lunch break</p>
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Documentation

FEMskill tool-kit

E3 –Cooperation declaration - Mentor

F1 – Comparison of support - sessions

F2- Concept of entrepreneurship mentoring

F3-Entrepreneurship mentoring Code of ethics

F4 -Terminology

F5 – Mentor-Mentee situations

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Information: Project partners underline the following benefits for the Mentors: a uniform package of books; presentation of their businesses at the workshop, international conferences and events open to the press; online introductions on the FEMskill community's FB website.

<p>PREPARATORY WORKSHOP FOR MENTORS-MENTEE</p>	<p>JOINT MEETING OF MENTORS-MENTEE - MENTOR-DATE</p> <p>Goals:</p> <ul style="list-style-type: none"> • Preparation of the participants for the mentoring process • Find the Mentor - Mentee pairs <p>Duration: half a day</p> <p>Agenda Presentation and use of VM templates from the FEMskill tool-kit Mentor-date - presentation of Mentors - Mentee</p>
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Documentation

VM templates from the FEMskill tool-kit

F7 – Mentor profile (to be filled online in advance!)

F8 – Mentee profile (to be filled online in advance!)

F6 – Mentor date preparatory workshop

Mentor-pairs



The principle of flexibility: The project organisation and the supervisor can prepare a proposal on the composition of the pairs before the preparation.

A preliminary pairing must be based on the following criteria:

- Sympathy and trust in one another.
- Age difference, similarities.
- Regional proximity
- Complexity and size of the business
- Similar qualification background
- Type of entrepreneurial experience
- Business sector
- Other characteristics

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The programme of the preparatory workshop at national level includes an element called Mentor date, which offers the possibility for the Mentee to choose a Mentor.



The principle of flexibility: After the completion of the workshop, the Mentor-pairs can be formed on the basis of mutual sympathy. These should be noted and after a day of reflection granted for the respective parties, they should confirm their decision on the formation of the Mentor-pairs.



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FEMskill tool-kit

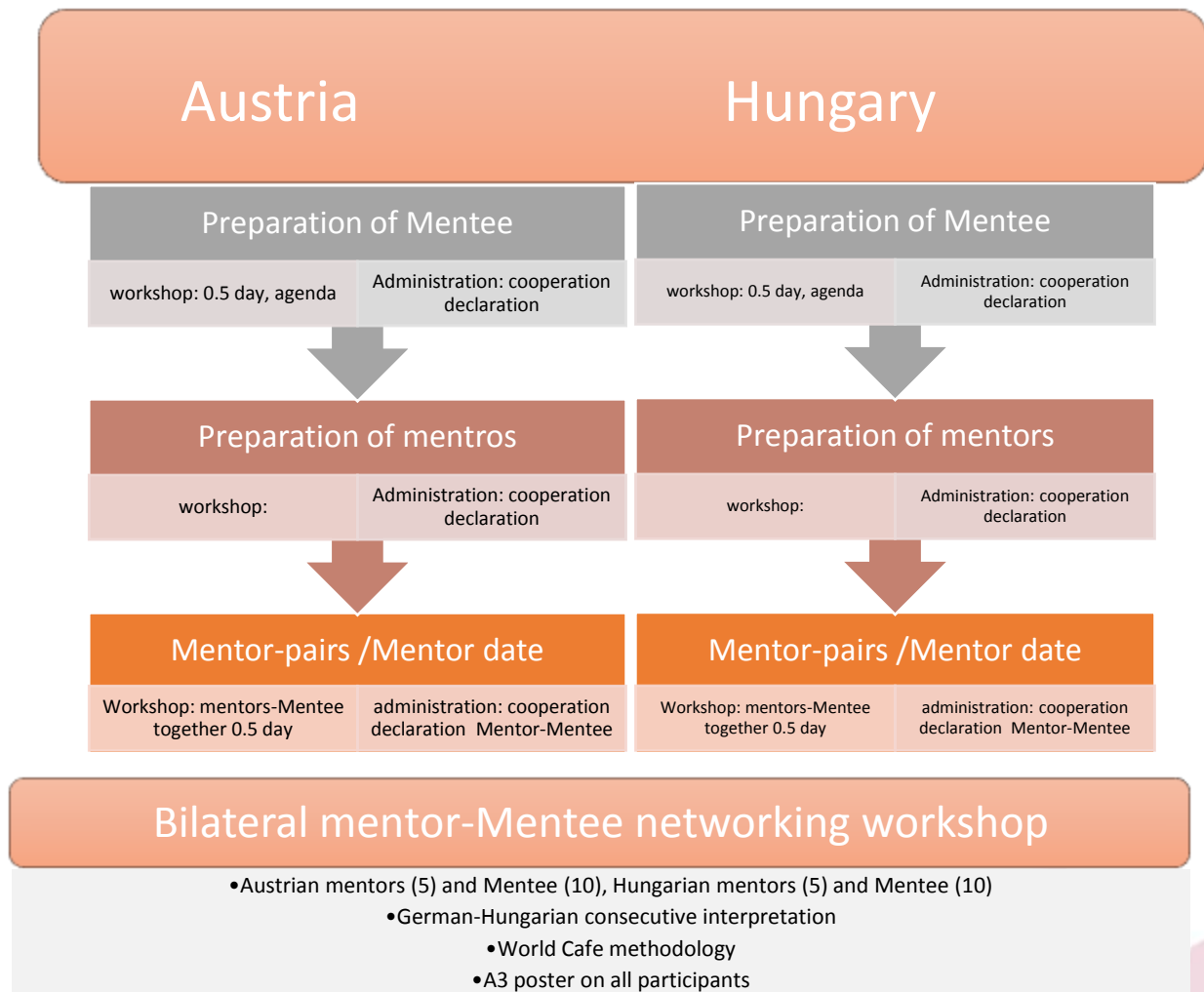
E5 –Cooperation declaration - Mentor-Mentee

Bilateral Mentor-Mentee networking workshop

Flowchart on the connections between the preparatory workshop at national level and the bilateral Mentor-Mentee networking workshop.

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Bilateral Mentor-Mentee networking workshop (agenda)

The goal is to improve the entrepreneurial competences of the Mentors and Mentee from the two countries, to develop their personal efficiency and maintain their mental health. The workshop will elaborate the term and the role of women entrepreneurs and of Mentors of women entrepreneurs which, on the basis of the participants from the two countries, will put the

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typology of women entrepreneurs on a new footing. The World Cafe methodology will help to implement the networking workshop in an innovative and interactive manner and to achieve further goals, like removing the language barriers through the methodology and visualization and offer the possibility of forming mixed Mentor-pairs. At the end of the programme, the Mentor pairs of the two countries become official. The networking skill of the participants will improve.



The principle of flexibility: During the workshop, the project partners shall possibly form mixed Mentor pairs with the expert help of the Austrian and Hungarian supervisors.



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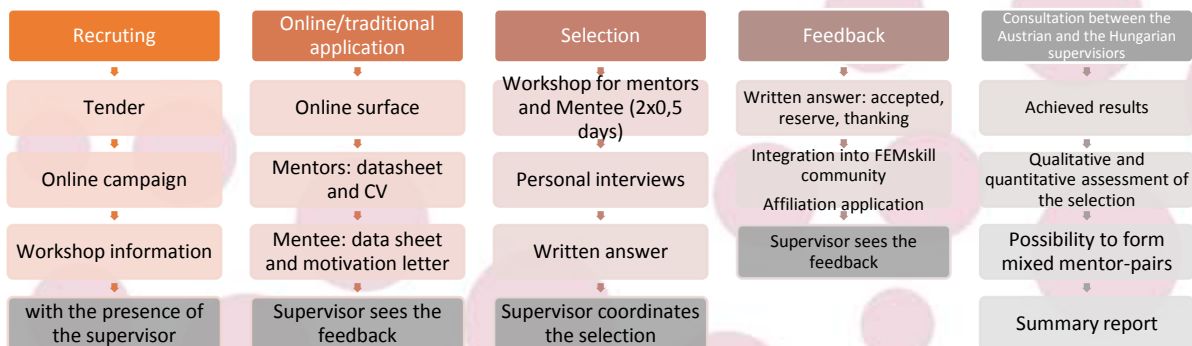
FEMskill tool-kit

BSZ3- Bilateral Mentor-Mentee networking workshop (agenda)

F7 – Mentor profile (to be filled online in advance!)

F8 – Mentee profile (to be filled online in advance!)

The tasks of supervisors: recruiting and selection in the preparatory phase



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PROCESS OF ENTREPRENEURSHIP MENTORING

Entrepreneurship mentoring

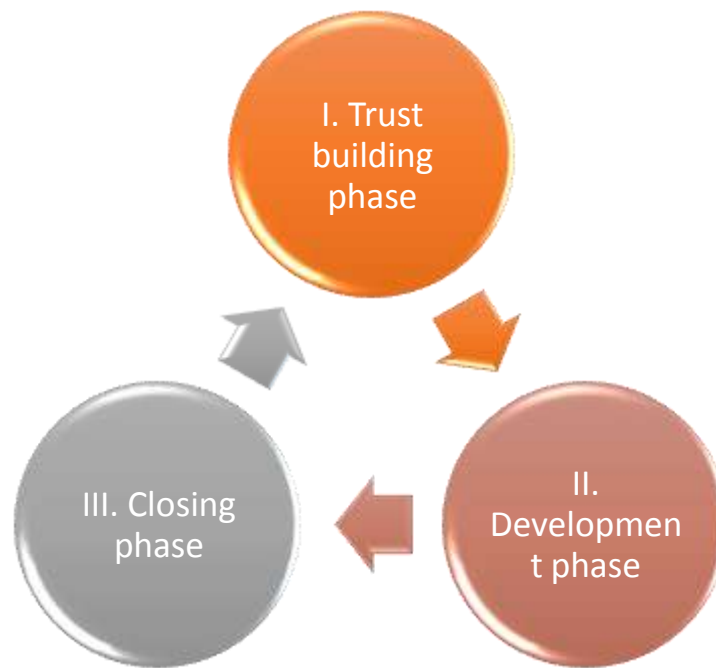
The process of entrepreneurship mentoring is the interaction between a less experienced and an experienced entrepreneur, the start of a joint thinking process which aims at the development of the entrepreneurial competences of the Mentee. Entrepreneurship mentoring offers the possibility for women entrepreneurs to develop their business with the help of the entrepreneurship mentor and addresses the challenges faced throughout the development process in the most efficient manner.

<p>THE PROCESS OF ENTREPRENEURSHIP MENTORING</p>	<p>THE PROCESS OF ENTREPRENEURSHIP</p> <p>GOALS:</p> <ul style="list-style-type: none"> • Learning from (similar) experiences • Success in one's own business <p>PHASES:</p> <p>Trust building phase (1-3 occasions) Development phase (4-9 occasions) Completion phase (10-12 occasions)</p> <p>STRUCTURE:</p> <ul style="list-style-type: none"> • Individual meetings • Meeting with a duration of 2 hours once in 3-4 weeks • Daily contact (telephone, e-mail, skype) • The Mentee initiates the contact <p>TIME SPAN 1 year</p> <p>Evaluation methods:</p> <ul style="list-style-type: none"> • Final questionnaire and self-assessment <p>Contact (process and time) Output Organisation process</p>
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Phases of Entrepreneurship mentoring



Trust building phase

Getting acquainted, building trust and clarify the expectation of the process of entrepreneurship. Agreeing on the frequency and the instrument of the communications - considering the stipulations of the minimum requirements of the Concept - and the process and of the tools and the process of verification and evaluation. This phase requires meetings in person, definitely; typically 2-3 times are needed.

The possibility of an “escape route”

Development phase

Implement practical solutions for a joint goal along the mentoring logbook. Continuous monitoring of the results and the obstacles. Feedback and evaluation Frequency and the way of communication as stipulated by the minimum requirements of the Concept.

The possibility of an “escape route”

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Completion phase

Completion of the entrepreneurship mentoring, monitoring and assessment of implementation. The evaluations should not only include the personal achievements but also the process and the personal experiences. This phase ends usually with in one-three personal meetings.

“Escape route”

The “escape route” is the reasoned initiation of the process of entrepreneurship mentoring in case of emerging geographical obstacles, changes in the life situation, personal problems in their relation etc. Indicated to the supervisor.



Documentation

FEMskill tool-kit

E4 –Cooperation declaration - Mentor-Mentee

F2- Concept of entrepreneurship - mentoring

F3-Entrepreneurship mentoring - Code of ethics

F4 -Terminology

The VM templates from the FEMskill tool-kit giving guidance to the mentor-pair on the way they should proceed during their meetings and the administration imposed.

Supervision

The goal is to improve the entrepreneurial competences, to develop the personal efficiency and to maintain mental health. Supervision supports the professional and the personal development and it assures quality through the process of entrepreneurship mentoring.

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Supervision is a reflexion on the professional activity (entrepreneurship mentoring) and its impact on the interpersonal relations. Supervision is a structured learning process, in which the entrepreneurship mentor making use of the supervision learns through a reflexion on his/her own experiences. The reflexion focuses on the person's own behavior on the internal world of the others involved in the process, in their impact on each other, on the tasks, ambitions and goals.

It may prove to be important to reflect on the relation of the entrepreneurship mentor (and the Mentee) and the system. Built on the reflexion, the entrepreneurship mentor sets learning targets, which shall be followed throughout the supervision and beyond.

Forms

- Individual (entrepreneurship mentor): the case or process is covered in a one-on-one session.
- Group (group of entrepreneurship mentors): the participant get alternately the possibility and every time another person shall bring the case forward. The group is a mirror and a resource at the same time, the participants will enrich each other and learn from the cases - not only the one bringing it forward, but all will learn.
- Mentorpair supervision: the participants deal with each other, with their cooperation, their common goals, the processes and with the structure and the culture of the team. The goal is joint learning of and joint reflexion on the questions raised and the use of synergies and solutions. Personal issues will be discussed only if they excessively hinder the team processes.

The supervisor in the mentoring process

In line with the phases of the mentoring process (Trust building, Development and closing) supervision will control the quality throughout the programme.

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The SZ templates of the FEMskill tool-kit, which control the quality of the processes throughout the programme in line with the different phases of mentoring. For this purpose, different questionnaires were prepared for the Mentee and the Mentors in form of individual/paired supervision.

SZ 1 – This means to me.../ Mentee

SZ1 - This means to me.../ Mentor

SZ2 – About the entrepreneurship mentoring process.../Mentee

SZ2 – About the entrepreneurship mentoring process.../Mentor

SZ3 – About the Results of Entrepreneurship mentoring.../ Mentee (paired supervision)

SZ3 – About the Results of Entrepreneurship mentoring.../ Mentor (paired supervision)

SZ4 –paired supervision for a pair of Mentors Supervisor

SZ5 – Quarterly evaluation report Supervisor

Bilateral supervision during the mentoring process

The goal of bilateral supervision is to improve the professional competencies of the Mentors (entrepreneurship mentor) from the two countries, develop their personal efficiency and support their psychological behavior. Supervision provides professional and personal development and quality assurance through the process of entrepreneurship mentoring. The Austrian and the Hungarian mentors meet three times in form of group supervision to exchange cases and experiences and to discuss them so that it serves professional improvement. The bilateral supervision follows in time the three stages of the mentoring process.

In case of a mixed mentor-pair, the supervisors can be asked for a supervision in pair. (e.g. in case of an intercultural problem).

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Documentation

BSZ designated templates of the FEMskill tool-kit contain the description and the instruments of the bilateral supervision.

BSZ1 – The term of supervision

BSZ2- Tasks: recruiting, selection

BSZ3- Bilateral Mentor-Mentee networking workshop (agenda)

BSZ4- Bilateral supervision workshops (agenda)

BSZ5 –World Cafe methodology in 3 languages

BSZ6- Supervision in pairs mixed Mentors

DOCUMENTATION - FEMSKILL TOOL-KIT

The 4. element of the FEMskill methodology is the FEMskill tool-kit that shows the type of documents that help the efficient implementation of the methodology in the different phases of the FEMskill methodology, from the preparation to the completion.

The documentation of the toolkit will help:

- The project organization
- The Mentors
- The Mentee and
- The supervisors.

Complex documentation related to the process of the mentoring year

- VM designated templates refer to the provisions on the content broken down for one year.
- F2; F3; F4 designated templates refer to the mentoring process, include the principles, the rules, the tasks and the rights of the participants of the mentoring process and the mentoring code of ethics.
- SZ designated templates include the templates to help the work of the supervisors.
- BSZ documents cover the bilateral supervisory activities.

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TOOLS SUPPORTING MENTORING

Uniform package of books for Mentors

Mentors work in line with the stipulations of the Entrepreneurship Mentoring Code of Ethics and on voluntary basis. During the one-year process, however, from time to time they might become less motivated. Therefore, they receive the guidelines of the FEMskill tool-kit and a uniform package of books as proposed by the supervisors, to be encouraged and to contribute to their own development. The books of the package develop entrepreneurship competences (code of ethics rules, development of professional skills and competencies) and/or helps them in the mentoring process, as well. The uniform package is based on the current literature of the respected countries with focus on the writings of contemporary experts.

Training sessions for Mentee - Half day thematic training courses

Half-day thematic training sessions to strengthen the development process of the women entrepreneurs Mentee, to support the entrepreneurship mentoring process and develop the competences of women entrepreneurs required in the world of businesses and economy.

Based on the WIN methodology, the following 9 areas are recommended to be included in the training of women entrepreneurs:

1. Women entrepreneurs
2. Business and strategic planning
3. Personal efficiency
4. Customer relations and efficient sales
5. Marketing
6. Internet based possibilities for business development
7. Media knowledge and presentation
8. Style and appearance
9. Leadership and managerial knowhow



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The FEMskill project partners developed the following issues during the half-day training sessions:

Issues	Austria	Hungary
Women entrepreneurs	Elaborated in a bilateral Mentor-Mentee networking workshop.	
Module 1 - Business and strategic planning		
Module 2 - Personal efficiency		
Module 3 - Customer relations and efficient sales		
Module 4 - Marketing		
Module 5 - Media knowledge and presentation		
Module 6 - Style and appearance		



The principle of flexibility: On the basis of the original WIN methodology, there were 6 out of the 9 original themes taken up into the agenda of the half-day long training sessions of the FEMskill training agenda. Base on the principles of flexibility and viability, the agenda was adapted to the needs of the (Mentee) target group of women entrepreneurs at the beginning of the project.

Whenever possible, the Mentors attend the training days so as to follow how far their Mentee have proceeded.

The 6 most important themes with focus on the challenges strongly present in the Austrian and Hungarian border region are included in the FEMskill tool-kit.

Documentation



VM 18 - Agenda of Half day thematic training courses

K1 – Training evaluation sheet

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Bilateral innovation days

The goal is the improvement of the approach to innovation of the Mentee and the Mentors (presentations on innovation, visits to companies) and the use of the experiences in practice during the mentoring and the training programme. In the development phase of the mentoring process, one of the events will be organized in Austria, the other in Hungary, which will strengthen the development of the women entrepreneurs Mentee and Mentors in the programme.

Excellent occasion for bilateral networking for participants from the two countries.

Issues

- B2W- Business to Women;
- Communities of women entrepreneurs
- Power of Businesswomen
- Digital World & Women

Documentation



VM 17 Agenda of Bilateral innovation days

K2 – Evaluation sheet - event

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SHARING BILATERAL EXPERIENCES AND RESULTS

The FEMskill methodology can be implemented in a cross-border structure and it determines the instruments to compile the results and to make use of the experiences in a bilateral form

Uniform communication and image

With the help of the logo offered by the programme, a modern, dynamic image can be used on different surfaces and through a continuous online presence on the website of the programme, with e-newsletters and the FEMskill website launched, with project flyers with contents and updates and promotion materials. This will reach the general public so that they also recognize the importance of the support through training, mentoring and cross-border cooperation given to business owned by women.

The project partners will disseminate the experiences of the two regions and the achievements of women entrepreneurs in the society and the industry through publications and awards. The activities contribute to awareness raising and sensitization among the target group and are the first step towards the development of a positive approach to the issue women entrepreneurs and women in the economy.

Event

International conference with the title “Women entrepreneurs - women entrepreneurs in the economy”

International conference on the issues of women in the economy, the special situation of businesses owned by women and their challenges and progress, with the participation of experts from large corporations, company managers, women entrepreneurs’ clubs active in the border region businesses owned by women and umbrella organizations for economic development / business development.

Excellent occasion for bilateral networking for participants.

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Output

Publications, events open to the press and the award to the participants of the mentoring.

Publications

E-book the title “Women entrepreneurs - women entrepreneurs in the economy” published in three languages (EN,DE,HU) to facilitate the international dissemination of the content.

In connection with the FEMskill methodology, a thematic e-publication will be published for women entrepreneurs in three languages on the following three issues:

- Carrier guidance (entrepreneurs path) for the Mentors: with a summary of the experiences of the FEMskill mentoring programme (useful pieces of advice and information).
- Motivation information for Mentors: to present the benefits and advantages of becoming a Mentor to actors of business life with experience.
- The FEMskill community: its goals and the excellence award winning Mentors and Mentee.
- **Cliché/short films**
- Four short films made draw the attention to the clichés women entrepreneurs are confronted with – in two languages (DE – HU) and with EN subtitles and to make the economic world sensitive to women entrepreneurs.

Publicity, recognition

The presentation of mentoring and FEMskill online community - bilateral event open to the press

The project will be completed with an event open to the press. The goal is the sharing of the results and the experiences of the FEMskill project with the public and to award best the Mentors, Mentee and Mentor-pairs with the Excellence Awards for their outstanding performance, which serves as good example to the business community and the society at large and encourages women to become entrepreneurs.

Excellent occasion for bilateral networking for participants from the two countries.

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This event will present the newly founded FEMskill cross-border community to the general public. The specific aim of the activity is to have a broad multiplication effect.

FEMSKILL COMMUNITY - ONLINE PLATFORM

Forming the FEMskill cross-border community and its online platform based on the social media

The founders are the Mentors and the Mentee involved in the mentoring process and the project partners. The community is open to other women entrepreneurs who wish to join, to technical organisations concerned and to all stakeholders. The declaration of the Mentors/Mentee on the foundation of the FEMskill community is already included in/guaranteed by the statement of participation in the mentoring programme.

The foundation and the goals will be included in a separate document (HU-DE-EN); furthermore, the online platform of the community will also be set up in form of a Facebook group.



Documentation

FEMskill tool-kit

P1 – Description of the FEMskill online community platform

P2 – Letter of intent for the expressions of interest



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IV. FEMskill Tool-kit

The following table summarises the type of documents that help the efficient implementation of the methodology in the different phases of the FEMskill methodology, from the preparation to the completion.

The toolkit documentation is only a professional recommendation, so it is not mandatory to complete it.

To implement the FEMskill project, mandatory administrative items are marked separately (in bold).

The documentation of the tool kit will help:

- the project organisation
- the mentors
- the mentee and
- the supervisors.

Explanation of signs:

- **E** designated templates provide help in the preparatory phase, for recruitment and selection.
- **F** designated templates contain the elements of the preparatory phase.
- **VM** designated templates refer to the provisions on the content / proposed tools broken down for one year.
- **SZ** designated templates include the templates to help the work of the supervisors.
- **BSZ** documents cover the bilateral supervisory activities.
- **K** designation is given to templates for the evaluation questionnaires.
- **P** stands for the documents of the FEMskill on-line community platform related to the holding period.

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WHEN?	WHO?	SIGN	NAME
Preparation			
Preparation recruiting	Project organisation mentor	E1	Application form Mentor
Preparation recruiting	Project organisation Mentee	E2	Application form Mentee
Preparation selection	Project organisation mentor	E3	Cooperation agreement mentor
Preparation selection	Project organisation Mentee	E4	Cooperation agreement mentee
Preparation selection	Project organisation, mentor, mentee	E5	Cooperation agreement Mentor-mentee
Preparation selection	Project organisation Candidate mentor	E6	Mentor - competence areas (test)
Preparation selection	Project organisation	E7	Mentor - competence areas (evaluation)
Preparation selection	Project organisation mentee trainers	E8	Application form Mentor

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WHEN?	WHO?	SIGN	Name
Preparation			
Preparation	Project organisation, mentor, mentee	F1	Comparative table of helping professionals
Preparation	Project organisation, mentor, mentee	F2	Concept of entrepreneurship mentoring
Preparation	Project organisation, mentor, mentee	F3	Entrepreneurship mentoring Code of ethics
Preparation	Project organisation, mentor, mentee	F4	Terminology
Preparation	Project organisation, mentor	F5	Mentor-mentee situations
Preparation	Project organisation, supervisor	F6	Mentor date implementation
Preparation	Mentor	F7	Mentor profile
Preparation	Mentee	F8	Mentee profile

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WHEN?	WHO?	SIGN	NAME
Process of Entrepreneurship mentoring			
Trust building phase	Mentor, mentee	VM1	Getting acquainted
Trust building phase	Mentor, mentee	VM2	Goals and challenges
Trust building phase	Mentor, mentee	VM3	Mentoring contract
Process of Entrepreneurship mentoring	Mentee administration	VM4	Mentoring logbook
Process of Entrepreneurship mentoring	Mentor administration	VM5	Mentor self-reflexion logbook
Development phase	Mentee	VM6	Resources map
Development phase	Mentee	VM7	Mission, goal, values
Development phase	Mentee	VM8	Business model (canvas)
Development phase	Mentee	VM9	Market environment
Development phase	Mentee	VM10	Product/service development (design thinking)
Development phase	Mentee	VM11	Running the business
Development phase	Mentee	VM12	Marketing (4P)
Development phase	Mentee	VM13	Storytelling
Development/closing phase	Mentor, mentee	VM14	Results of mentoring
Closing phase	Mentee, mentor	VM 15	Evaluation of the mentoring relation
Closing phase	Pair of mentors a (jointly) and the supervisor	VM16	Achieved results
Development phase - Training	Project organisation Mentee and mentors	VM17	Bilateral innovation day
Development phase - Training	Project organisation mentee	VM 18	Half day thematic training courses

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WHEN?	WHO?	SIGN	NAME
Supervisory			
Supervisory Trust building phase	Supervisor, mentee	SZ1	This means to me
Supervisory Trust building phase	Supervisory mentor	SZ1	This means to me
Supervisory Development phase	Supervisor, mentee	SZ2	On the entrepreneurship mentoring process
Supervisory Development phase	Supervisory mentor	SZ2	On the entrepreneurship mentoring process
Supervisory Closing phase	Supervisor, mentee	SZ3	Results of Entrepreneurship mentoring
Supervisory Closing phase	Supervisory mentor	SZ3	Results of Entrepreneurship mentoring
At any stage of the mentoring process (upon request)	Supervisor, mentorpair	SZ4	Supervision in pairs
Quarterly	Supervisory	SZ5	Quarterly evaluation report

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WHEN?	WHO?	SIGN	NAME
Bilateral supervisory			
Bilateral supervisory	Supervisor	BSZ1	The term of supervision
	Supervisory	BSZ2	Tasks: recruiting, selection
	Supervisor	BSZ3	Bilateral mentor-mentee networking workshop (agenda)
	Supervisory	BSZ4	Bilateral supervision workshops (agenda)
	Supervisory	BSZ5	World Cafe methodology DE
	Supervisory	BSZ5	World Cafe methodology EN
	Supervisory	BSZ5	World Cafe methodology HU
	Mixed pair of mentors, supervisor	BSZ6	Supervision in pairs mixed mentors

WHEN?	WHO?	SIGN	NAME
Evaluation			
Evaluation	Project organisation	K1	Training evaluation sheet
	Project organisation	K2	Evaluation sheet - event

WHEN?	WHO?	SIGN	NAME
On-line community platform	Project organisation	P1	Description of the FEMskill on-line social platform
	Expression of interest	P2	Letter of intent for the expressions of interest

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Toolkit templates – E designed templates provide help in the preparatory phase, for recruitment, and selection



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E1	Call and application form for Mentor
Target group	Austrian and Hungarian entrepreneurs with at least 5 years of entrepreneurial experience in the two regions (Burgenland and GYMSM)
Method	Online questionnaire in the countries

CALL

Would you like to take part in the FEMskill project for women entrepreneurs, where you can broaden your contacts and raise awareness in Austria and Hungary?

Do you feel committed to sharing your entrepreneurial experience with others and would be happy to help budding entrepreneurs?

If you answered yes to our questions, our program is for you!

We are looking for entrepreneurs who, with their experience as an entrepreneur mentor, would be happy to help volunteer mentoring a startup women entrepreneur.

Whose application are you looking for?

- Applicants with entrepreneurial experience and for at least 5 years experience who have been running their own micro, small or medium-sized business or have management experience in Austria / Hungary. Your business is located in Burgenland / GYMSM.
- They are aware and able to address the challenges their businesses face daily.
- They are committed to sharing their experiences with others and are committed to helping start-up entrepreneurs.
- They can commit to consult, regularly consult, and provide knowledge and experience to a maximum of 2 start-up women entrepreneurs during the one-year mentoring process of the project. In addition to face-to-face meetings, mentors are contacted through an online consultation platform. They participate in regular meetings and monitoring.

The mentor undertakes to contribute on a voluntary basis and is not rewarded separately.

What does the program offer to applicants?

- Opportunities for networking at Hungarian-Austrian events within the project.

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- The opportunity to deepen the role of entrepreneurial mentor within the framework of regular supervision and to learn new knowledge and experiences.
- Raising awareness of the mentors and their businesses involved in the project by FEMskill project partners in both countries.

The selection process is done in several steps, the first step is online application. Submitting an application does not mean becoming a mentor.

Of course, we will respond to all applicants before and after the deadline.

Application deadline:

Waiting for applications!



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Applying for a Mentor - Mentoring for Start-up Women in Business

Basic data

Name *

Email *

Phone:

Address:

Business Name:

The seat of the company:

Business tax number:

Main business activity: (TEÁOR '08)

Year of establishment of the company

Business Website:

Why did you become interested in becoming an entrepreneur mentor?

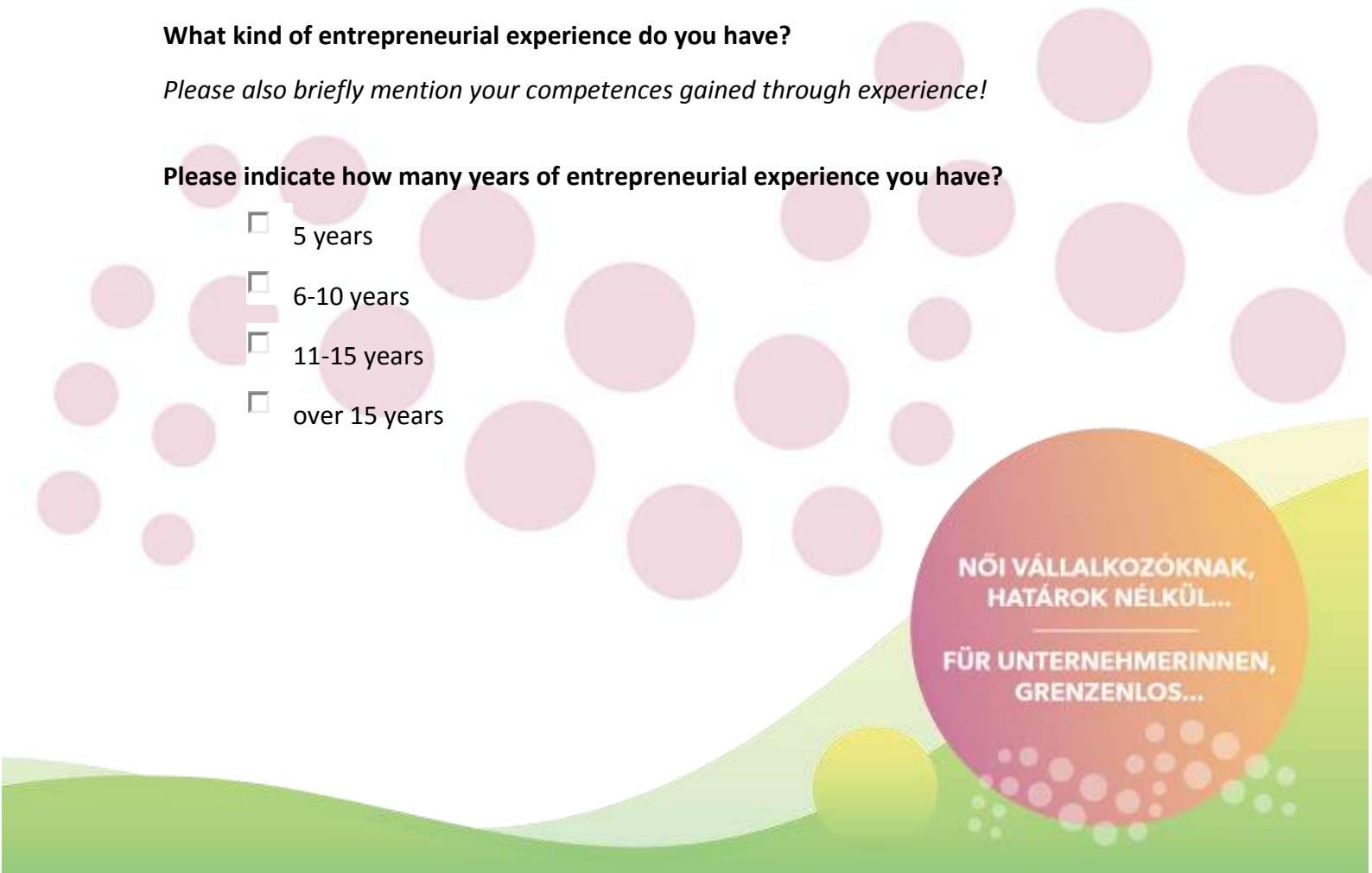
Please give your answer in 4-5 sentences.

What kind of entrepreneurial experience do you have?

Please also briefly mention your competences gained through experience!

Please indicate how many years of entrepreneurial experience you have?

- 5 years
- 6-10 years
- 11-15 years
- over 15 years



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What kind of business experience do you have according to the legal form of the business?

You can mark multiple answers.

- private company
- Limited partnership company
- Ltd.
- Public limited company
- Nonprofit Ltd.
- Social cooperative
- Multinational company
- Other, namely

In what industry have you gained your experience so far?

Mentoring helps a budding entrepreneur if you have experience in the same industry as the one you want to work in. You can tag more.

- Manufacture of machinery and tools (metalworking)
- Chemical production
- Textile production
- Food production
- Construction
- Retail
- Wholesale
- Agriculture
- Service, including:
 - Financial activities
 - Real Estate
 - Transport
 - Tourism, accommodation, catering
 - Health
 - Education
 - Other services, namely
- Other, namely

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What is the average statistical business experience you have in business management?

- between 1-10 people
- between 11 and 49 people
- between 50-249 people
- over 250 people

What were the most rewarding studies and experiences in your entrepreneurial activity, which you have benefited the most?

Define the concept of entrepreneurial mentor in another 5 words!

What do you think how could help your mentee as mentor?

What would a startup entrepreneur lose if you did not join the FEMskill Entrepreneurship Mentoring Program as a mentor?

What do you think you will learn through mentoring?

Have you ever participated in an entrepreneur mentoring program?

- yes
- no

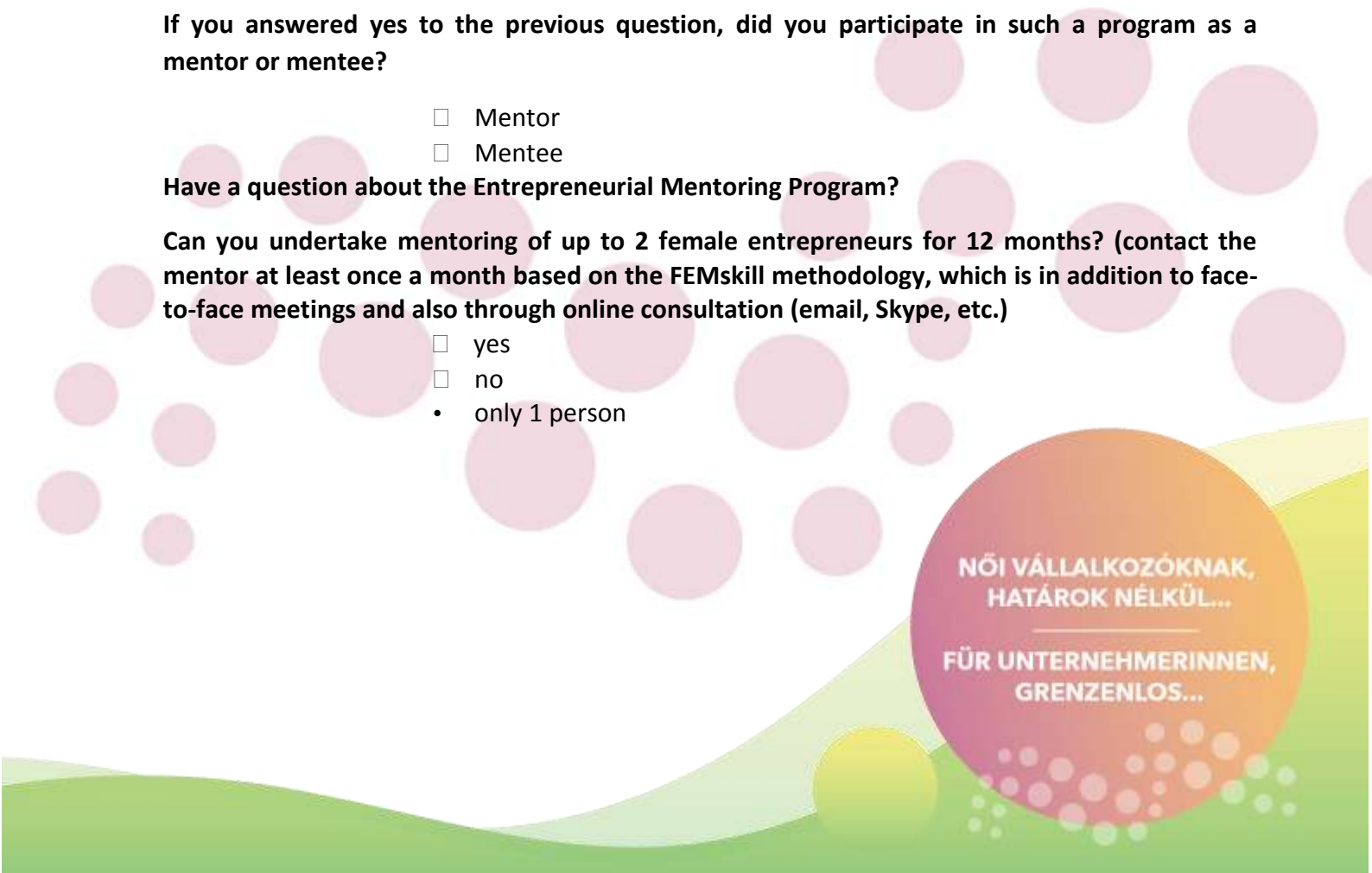
If you answered yes to the previous question, did you participate in such a program as a mentor or mentee?

- Mentor
- Mentee

Have a question about the Entrepreneurial Mentoring Program?

Can you undertake mentoring of up to 2 female entrepreneurs for 12 months? (contact the mentor at least once a month based on the FEMskill methodology, which is in addition to face-to-face meetings and also through online consultation (email, Skype, etc.)

- yes
- no
- only 1 person



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What foreign language do you speak?

Would you like to take on a mentee from another country?

- yes
- no
- I don't know yet

Can you attend the following recruitment and selection event?

- Recruitment Event Date:
- Selection Event Date:

Please tick the following to accept your application to the FEMskill project.

- I declare that at the time of application my overdue, unpaid tax debts to my business (s), or the European Union's traditional own resources, including health and pension insurance contributions, are not due maintained.
- I declare that at the time of the submission of the application there will be no bankruptcy, liquidation or liquidation proceeding against my company and that we will notify you immediately if any bankruptcy, liquidation or liquidation proceeding is pending against us before the application is finalized.
- I declare that my company is in a good working relationship.
- € I acknowledge and agree that by submitting my application, my data will continue to be used for statistical analyzes and invitations to enterprise development programs within the FEMskill project. (Personal information will not be disclosed to third parties.)



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E2	Call and application form for Mentee
Target group	Austrian-Hungarian women entrepreneur
Method	Online Questionnaire in the countries in the region Burgenland/GYMSM

Call for women entrepreneurs

Apply for the one year Entrepreneurial Mentoring Program of FEMskill Project, which supports you not only with an entrepreneur mentor to develop your business, but you could also participate in tailor-made trainings for female entrepreneurs and you could broaden your contacts at Hungarian-Austrian events.

We are looking for women with a 0-4 year old business from the Győr-Moson-Sopron County / Burgenland area, who feel they need an entrepreneur mentor and want to participate in the FEMskill project's one year entrepreneur mentoring program.

The selection process is done in several steps, the first step is this online application. Submitting an application does not automatically mean getting into an entrepreneurial mentoring program.

Waiting for your application!

Application deadline:

Application for mentee

Data

Name
Postal code of your place of residence
Year of birth
Highest level of education
Your marital status
What foreign language do you speak?

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Please enter your current business information!

- Business name
- Business address, contact information
- Business location and contact information:
- Business tax number
- Business Website
- Number of employees
- Company Profile (TEÁOR'08)
- Your business profile in a nutshell
- Do you have a business plan?
 - yes
 - no

Questions

Have you ever taken part in any enterprise development program? If yes, please specify.

Please explain in more detail why you are entrepreneur, what motivates you?

Please explain why do you would like to participate as a mentee in this program?

How do you think an entrepreneurial mentor can help you in your business?

What are your expectations for the FEMskill Entrepreneurship Mentoring Program?

Do you see an opportunity for your business to provide services across borders in a year?

- yes
- no
- I don't know
- I don't plan it

What language do you speak?

In which areas of your business should you further develop?

- entrepreneurial skills
- business and financial planning



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- tax knowledge
- Infocommunication systems, tools
- customer acquisition, sales
- marketing, online marketing
- product and service development
- recruitment, selection, motivation of employees
- online presence (website, social media, etc.)
- time management
- other, namely...

Please indicate in which entrepreneurial or women entrepreneurial organization and / or online community you are affiliated?

Can you attend the following recruitment and selection event?

- Recruitment Event Date
- Selection event Date

Please tick the following points to accept your application to the FEMskill project.

- I contribute to the preliminary knowledge assessment.
- € I acknowledge and agree that by submitting my application, my data will continue to be used for statistical analyzes and invitations to business development programs within the FEMskill project. (Personal information will not be disclosed to third parties.)

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E3	Cooperation agreement
Target group	Entrepreneurial mentor

I the undersigned, do hereby take upon myself, to participate in the project called FEMskill in accordance to which I cooperate as a mentor for the entire duration of the project and fulfil following duties:

- During the period of the project I regularly stay in contact with the 2 woman entrepreneurs assigned to me, helping their entrepreneurial advancement;
- During the monthly check ups we go through the topics of the FEMskill methodology, I share my knowledge and experiences with them, and I answer any arising question;
- I will attend the events, workshops, and trainings organised within the framework of the project;
- I keep a personal development in mentoring, in cooperation with a supervisor of the project;
- I keep a record of my mentoring activities in the e-mentoring framework, in my mentoring journal;
- I fulfil my mentoring duties meeting my deadlines, and I execute my prescribed tasks to the best of my knowledge.
- Furthermore I acknowledge, that the mentoring activity I am offering for the entire duration of the project is voluntary, I do not expect any monetary remuneration.
- I consent to the use of any photos taken of me in PR materials, on the website of the project and its consortium partners' after such use has been brought to my attention.
- I offer to be available for media appearances during the project period as much as my circumstances permit.
- I join the FEMskill online community.

Date.....

.....
signature

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E4	Cooperation agreement
Target group	Mentee

I the undersigned, do hereby take upon myself, to participate in the project called FEMskill as a mentee woman entrepreneur, in accordance to which I subject myself to the following terms:

- I regularly stay in contact with my mentor supporting my development process and the project team, supervisor for at least a year.
- During the monthly meetings with my mentor, we go through all the material provided by FEMskill methodology. Concerning the subjects, I share all my knowledge and questions with my mentor, and I listen to his suggestions and advices regarding my own enterprise.
- I declare, that I will consider my mentor’s advices, and act upon them at my own risk. Regardless of the outcome, or success of a decision I made based on my mentor’s advice, I will not hold my mentor or the project team legally responsible.
- I will attend the workshops organised within the framework of this project, about which I will be notified by the project team ahead of time.
- I will use the IT infrastructure helping my advancement (Knowledge base, I want to know everything surface), which offers the opportunity to advance my skills between personal meetings and provide additional means to keep in contact, to the best of my knowledge.
- I will record my progress in the Mentee Diary, providing as much detail as possible. I will do so after each meeting as soon as I am able, but no later than within a week of the last meeting. I acknowledge that keeping this diary is an administrative duty essential to the progress report of the project.
- Regarding my appearance in the press and media material created within the framework of this project, and amongst others, my appearance on the project site.
- I join the FEMskill online community.

Date

.....

signature



E5	Cooperation agreement
Target group	Mentor and Mentee

We, the undersigned, undertake within the framework of the FEMskill Project to cooperate to the best of our knowledge during the project period as a mentor pair, and in particular:

- We have read, understood, and act upon the FEMskill Code of Conduct of Entrepreneurial Mentoring and the Entrepreneurial Mentoring Concept;
- We will keep in touch throughout the project mentoring period (up to 12 months);
- During regular meetings, we will work together through topics of the FEMskill methodology, share our knowledge, experience and respond to emerging issues;
- We (as a mentor pair) will attend the events organised within the framework of the project;
- We consent to the use of any photos taken of us (as a mentor pair) in PR materials, on the website of the project and its consortium partners' after such use has been brought to our attention.
- We (as a mentor pair) offer to be available for media appearances during the project period as much as my circumstances permit.
- We (as a mentor pair) join the FEMskill online community.

Date.....

.....

Mentor

.....

Mentee



E6 – Competence areas of Mentor

Test

Please read the questionnaire and select those answers spontaneously (by marking the appropriate cells) that most describe you, your style and ideas in your own opinion..

A: I definitely would like to do this, or I do this all the time

B: I am aiming to do this, or I do this most of the time

C: I am not sure whether I want to do this, or I do this from time to time

D: this is not my style, or I do this rarely

E: I find the opposite to be proper, or I definitely do not do this

Nr.	Question	A	B	C	D	E
1.	Professionally, I am able to follow the mentee.					
2.	I feel competent in several duties (advisor, trainer etc.).					
3.	I have experience in leading, conducting and shaping conversations.					
4.	During my work with my mentee, I act on clearly defined, explicit values.					
5.	If I feel unsure, or sense ambiguity in a situation, I ask a mentor (or others) for assistance.					
6.	I think in processes, I understand the organisation, and the organisational processes.					
7.	I involve people around the mentee in the work (family members, colleagues, superiors, clients etc.)					
8.	I can listen and I pay attention, I am able to accurately recite what has been said by the mentee, my wording is comprehensive, I pose simple and clear questions. (feedbacks also prove this)					
9.	I understand the questions and problems of the mentee (I am familiar with the jargon, and the subjects)					
10.	I avoid roles I am not proficient in, haven't learned yet, or can't legally fulfil.					
11.	I possess organisational, structural and leadership knowledge.					

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12.	I accept my mentee for who s/he is. I take her/him and their affair seriously, and I let them find their own way.						
13.	I regularly participate: in supervisonal, intervisonal „coach the coach” activities.						
14.	I am able to think and plan for the long term.						
15.	I have networking and correlations in mind.						
16.	I consider myself open minded, I like to talk, I like people and let them converse with each other.						
17.	I am able to quickly adjust to the profession and subject specific contents brought to me by the mentee, my contributions to the conversation are effective.						
18.	I am able to switch between roles, if the present mentoring situation requires me to do so, and I can act genuinely.						
19.	I lead the conversations with empathy. I am able to designate the flow of the conversation in a manner that’s initiative, without seeming like I act instead my mentee, or above their head.						
20.	I shape partner and development centred relationships with my conversational partners, and act accordingly.						
21.	I think about the progress and result of the conversations even after they have concluded, and I aim to find out what happened, what my contributions were, what effect my individual actions caused.						
22.	During a process, I am able to keep the goals in mind and follow them, and I am able to adjust the process accordingly, to keep the guideline intact.						
23.	During the mentoring I involve aspects of culture, sphere of authority, determinant factors and labour situation, which I adjust to solution and development centred work.						
24.	I try to use my communicative skills and talents in a way that my partner is able to assert his true self, and they have the same opportunity to express themselves than I do.						

Name of applicant

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E7 – Competence areas of Mentor

Evaluation of the test

Please read the questionnaire and select those answers spontaneously (by marking the appropriate cells) that most describe you, your style and ideas in your own opinion.

A: 5; B: 4; C: 3; D: 2; E: 1

Add the score of your answers according to fields of competence. A maximum of 15 and a minimum of 3 points can be achieved for each competence.

Question	Competence	Score	Comment
1,9,17	Field and professional competence		
2,10,18	Role competence		
3,11,19	Management- and leadership competence		
4,12,20	Moral and human competence		
5,13,21	Competence for self-reflexion and improvement - development		
6,14,22	Process engineering competence		
7,15,23	Networking competence		
8,16,24	Social and interaction competence		

Name of applicant	
Entrepreneurial mentor?	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> „reserve”

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E8 Level of pre-emptive knowledge

Aim Information about mentee's

General Information - Please complete the following questionnaire!

Name	
Name of business	
Website	
Other media	
Highest level of education	
How long have you been doing business?	

General questions for training modules

Have you made a business plan?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is there a training area that interests you more? Multiple answers can be given!	<input type="checkbox"/> Marketing, online marketing <input type="checkbox"/> Business communication <input type="checkbox"/> Business plan <input type="checkbox"/> Finance <input type="checkbox"/> Tax <input type="checkbox"/> Human Resources management <input type="checkbox"/> Business management <input type="checkbox"/> IT- themes for business
Please indicate which of the following subjects you possess theoretical knowledge and / or practical experience! Multiple answers can be given!	<input type="checkbox"/> Legal forms of enterprises <input type="checkbox"/> Business legislation <input type="checkbox"/> Marketing <input type="checkbox"/> Online marketing <input type="checkbox"/> Pricing principles <input type="checkbox"/> Business planning

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	<input type="checkbox"/> Corporate finance <input type="checkbox"/> Accounting, taxation <input type="checkbox"/> Business management <input type="checkbox"/> Leadership of Business <input type="checkbox"/> Business communication <input type="checkbox"/> IT <input type="checkbox"/> Foreign languages <input type="checkbox"/> none of them
<p>What technical tools do you use in your everyday life? Multiple answers can be given!</p>	<input type="checkbox"/> Computer <input type="checkbox"/> Laptop <input type="checkbox"/> Tablet <input type="checkbox"/> Smart phone <input type="checkbox"/> others
<p>What kind of experienced artist are you? Only one answer can be given!</p>	<input type="checkbox"/> I haven't done it yet <input type="checkbox"/> I've performed it once or twice. <input type="checkbox"/> I am a trained speaker, I give lectures regularly. <input type="checkbox"/> I am a skilled speaker and I also give regular lectures and presentations.
<p>What kind of presentation have you made so far?</p>	<input type="checkbox"/> I haven't made it yet. <input type="checkbox"/> I made a Power Point presentation. <input type="checkbox"/> I made a presentation on Prezi.com.
<p>Have you ever attended a communication training?</p>	<input type="checkbox"/> No yes <input type="checkbox"/> yes, many times
<p>Have you ever taken part in a business meeting?</p>	<input type="checkbox"/> No yes <input type="checkbox"/> yes, many times

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Toolkit templates – F designed templates contain the elements of the preparatory phase



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F1- SEGÍTŐ FOGLALKOZÁSOK ÖSSZEHASONLÍTÓ TÁBLÁZATA

COACHING	MENTORING	ASPECT	ADVISING	TRAINING
task / knowledge; task and performance	the individual, the ability to develop	Focus point	on the individual,	new knowledge and information
specific, action- oriented	personal development	Goal	self-awareness and confidence building	transfer of new knowledge
effective delegation, leadership development, conflict resolution (at the right time and place), collaboration,	general business knowledge, business management and entrepreneurship issues, leadership decision preparation, good and bad practices, pitfalls	Top topics	identify individual jams and problems	competence development as communication and collaboration
mostly face-to-face (1: 1)	mostly face-to-face (1: 1)	Type of relationship	mostly face-to-face (1: 1)	groups
mostly short term	contract learning and lifelong learning	Period	short term, some meetings	short-term
given	given	Relationship of trust	partially given	no
moderate	relatively high, close	Contact closeness	low	low
giving feedback	feedback and sharing of own experiences	Basic knowledge of assistant	listening and asking questions	transfer of special knowledge, giving feedback
one-way	diadetic (consisting of two elements)	Direction of learning	one-way	one-way
specific job / task or knowledge discussion	listening and moving in the direction of the client's needs, focus on talent and opportunity	Main activity performed, methodology applied	encouraging the client to make their own decisions	special knowledge transfer and skills development
hourly rate	mostly pro bono	Cost	hourly rate	training fees

Source: Clutterbuck 2005c, based on the Mentoring Handbook 2009,
and Kelló 2014, Editing Zsigmond 2018

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F2

FEMskill Concept of entrepreneurship mentoring

The long-term goal

Develop an on-line community in connection with the FEMskill projects, where the mentors are capable of supporting the practical applications for businesses and of developing the related entrepreneurial practices.

The goal of the concept Entrepreneurship mentoring

Mentors involved in entrepreneurial mentorship shall carry out their duties on the basis of a uniform set of norms, their activity shall comply with the tasks, the quality and ethical requirements of the concept. The goal and the direction of the mentoring activity has to be understood in a complex manner, it is not exclusively part of the methodology-related issues but go far beyond them and can materialise in life-style counselling for a successful social integration.

Basic principle - establish the mentor-mentee relation

The relation between the two persons is based on personal sympathy and credit of trust. As the participation in the programme is voluntary for both sides, it may technically be justified to apply the voluntary principle in relation to the right of choice, as well. To achieve this, we need an environment and an atmosphere where the mentors and the mentee are free to develop their relation, get to know each other and may indicate which mentor/mentee they think a cooperation can be possible with. From the methodology point of view, a workshop programme is the most appropriate form where both parties can mutually and in groups define their expectations and there is also room for conclusions from personal impressions.

Guidelines For entrepreneurship mentors

The entrepreneurship mentor is a person having direct impact on people, encouraging them and setting certain rules. He/she is ambitious, would stop at no obstacle, is sensitive to problems and has good problem resolution skills. This mentor is capable of analysing a problem from new angles and make proposals where necessary. Can adapt to changing situations and is open to new ideas.

The tasks of the mentor

Comprehensive tasks

- Planning and communication - to develop the set of values, goals and norms that guide the working relation of the mentor and the mentee.
- Organisation - to define the practical set of actions in line with the commonly set goals.
- Management - of the meetings but also the learning and the self-tuition of the mentee.
- Coordination - for the harmonisation of the activities of the mentee and the mentor.
- Control - of the implementation of tasks, activities, of the results, questions, interpersonal relations etc.

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- Evaluation - of the state of play and to define and implement the necessary corrections.

Expected tasks

- Regular initiation of communication / contact with the mentee. Tools for the communication: personal meetings, virtual meetings and telephone. E-mail by itself cannot be considered to be a sufficient form of contact while it can be a supplementary tool for sharing information.
- Regular communication with the relevant managers. The primary form and tool for this is the mentor self-reflection logbook and the attendance of the central programmes announced. (E.g. events, filling in questionnaires etc.)
- Frequency and type of the contact: at least once a month. Considering the duration of the mentoring process, one third of the contacts shall be in form of personal meetings.
- Provide counselling in the areas that have a direct impact on the core areas of the mentees business and is a development for the mentee in her business management for a successful social integration. In case the mentor does not have the relevant knowledge, competences or experience of a given field, the involvement of an expert shall be initiated and this fact be recorded in the mentoring logbook. Core areas of major impact can be: Business plan, marketing strategy, legal and other representation of interest, applications, IT, customs and financial issues, regulatory approvals.
- Involvement in the development programme to ensure relevant knowledge of the uniform operation process and the development of practical skills. Develop best practices through experience gained.

Rights of the Mentor

- Initiate the involvement of a supervisor in the mentoring process in case the mentor encounters problems.
- The “escape route” is the reasoned initiation of the process of mentoring in case of emerging geographical obstacles, changes in the life situation, personal problems in their relation etc.
- It is his/her right and obligation, by giving substantiated reasons to draw the attention to the fact if the business of the mentee is “non-viable” or there is a danger of non-feasibility.

Guidance for the mentee

Selection of the mentee

The selection of the mentee is based on the FEMskill methodology and the mentee shall fulfil the following selection criteria: openness, motivation and commitment.

- Openness: interest, empathy, flexibility for learning, accepting and taking up new knowledge.
- Motivation for change and the willingness to change as women entrepreneur and as business.
- Commitment for being a business-woman and for entrepreneurship mentoring. Examine the involvement of the business in the programme.

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Tasks of the Mentee

- Regular initiation of communication / contact with the mentee. Tools for the communication: personal meetings, virtual meetings and telephone. E-mail by itself cannot be considered to be a sufficient form of contact while it can be a supplementary tool for sharing information.
- Frequency and type of the contact: at least once a month. Considering the duration of the mentoring process, one third of the contacts shall be in form of personal meetings.
- Regular communication with the relevant managers. The primary form and tool is the mentoring logbook and the attendance of the central programmes announced. (E.g. events, filling in questionnaires etc.)
- The meetings shall be documented in the Mentoring logbook (on-line document sharing surface). The Mentoring logbook contains the time and the type of the communication, the issues discussed, the achieved results and the proposals and remarks of the mentor.

Rights of the Mentee

- Initiate the involvement of an expert/consultant in case the mentor does not have the relevant knowledge, competence or experience of a given field. (e.g. business plan, marketing strategy, legal and other representation of interest, applications, IT, customs and financial issues, regulatory approvals etc.)
- The “escape route” is the reasoned initiation of the process of mentoring in case of emerging geographical obstacles, changes in the life situation, personal problems in their relation etc.

Tasks of the supervisor

A mentorokat munkavégzésük közben szakmailag támogatja szupervízió keretein belül. A vállalkozói mentorálási folyamat szakaszaiban legalább egy alkalommal.

Joga és egyben felelőssége is, hogy szakmai indokokkal alátámasztva felhívja a figyelmet, amennyiben a vállalkozói mentorálási folyamat nem a koncepcióban megfogalmazott szerint zajlik. (Kapcsolattartás módja/gyakorisága; minőségi/etikai elvárások.)

Phases of Entrepreneurship mentoring process

I. phase

Trust building

Getting acquainted, building trust and clarify the expectations of the process of entrepreneurship. Agreeing on the frequency and the instrument of the communications - considering the stipulations of the minimum requirements of the Concept - and the process and of the tools and the process of verification and evaluation.

It is of great importance that in this phase meetings are in person, typically 2-3 times are needed. Meeting 1-2 - building trust, define cooperation rules map up personal competences and

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background. Agree on the tools of monitoring and assessment

Meeting 3 - review business plan, define development trends and establish the list of counselling areas.

Completion of phase I. - continue mentoring? (escape route)

- Yes
- No
- Completion

Administration: On the basis of the FEMskill tool-kit

II. phase

DEVELOPMENT

Implement practical solutions for a joint goal along the mentoring logbook. Continuous monitoring of the results and the obstacles. Feedback and evaluation.

Frequency and the way of the communication shall be in line with the previous agreement and the stipulations of the minimum requirements of the Concept.

Meeting 4-5 - counselling process through regular meetings. With the involvement of experts, as needed.

Meeting 6 - mentor's supervision, joint meeting. Developer feedback, evaluation.

Meeting 7-9 - counselling process through other regular meetings. Against the background of the past changes, with correction of the goals set, as needed.

Completion of phase 2. - continue mentoring? (Escape route)

- Yes
- No
- Completion

Administration: On the basis of the FEMskill tool-kit

III. phase

Completion

Completion of the entrepreneurship mentoring, monitoring and assessment of implementation. The evaluations should not only include the personal achievements but also the process and the personal experiences.

This phase is typically completed in one - three personal meetings.

Meeting 10. - Support by the mentor so that the mentee can keep up the momentum in learning, achieve the goals and becomes able to develop. Preparing for the completion of the process of entrepreneurship mentoring and for the assessment

Meeting 11. - Completion of the process of entrepreneurship mentoring, assessment and feedback in line with the agreement as defined in par. 1.

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Meeting 12. - Evaluation of the processes in the presence of the supervisor.

Completing phase 3

Completion/termination of the process of entrepreneurship mentoring

The process of entrepreneurship mentoring can be completed/terminated on the following grounds:

- With the expiry of the period set.
- Termination of the process on the initiative of the mentor. (Escape route)
- Termination of the process on the initiative of the mentee. (Escape route)
- Termination of the process on the initiative of the organisation.

In case of the termination on the initiative of the mentor or the mentee, it is useful to assess the root causes together with the supervisor. (e.g. geographical limitations, changes in life situations, personal problems of the relation etc.)

The organisation initiates the termination of the process in case the mentor/the mentee do(es) not fulfil the requirements of the concept and a conflict of interest arises in the relation of the mentor and the mentee.

Administration: On the basis of the FEMskill tool-kit



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F3

Entrepreneurship mentoring Code of Ethic

Preamble

The Code of conduct was drafted with the goal of introducing the norms to all stakeholders of the entrepreneurship mentoring process that are of utmost importance for the FEMskill methodology both in the entrepreneurship mentoring and during the implementation of the concept.

The goal of the Concept of Entrepreneurship mentoring is that the mentors involved in the entrepreneurial mentorship can carry out their duties on the basis of a uniform set of norms and their activity can comply with the tasks, the quality and ethical requirements of the concept. The goal and the direction of the mentoring activity has to be understood in a complex manner, it is not exclusively part of the related issues but go far beyond them and can materialise in life-style counselling for a successful social integration.

Principles

The goal of the Code is to strengthen corporate culture and cooperation based on ethical conduct within and outside the scope of the FEMskill project.

Basic rules

There are seven basic rules included in this Code of Conduct with a detailed description of the behaviour mentors and mentee shall adapt in the mentoring process.

The voluntary basis

As participation in the FEMskill mentoring is voluntary for both sides, it may technically be justified to apply the voluntary principle in the right to choose, as well. The mentors and the mentee are free to develop their relation, get to know each other and may indicate which mentor/mentee they think a cooperation can be possible with.

Openness, motivation, commitment

The selection of the mentee is based on the FEMskill methodology and the mentee shall fulfil the following selection criteria: openness, motivation and commitment.

Openness: interest, empathy, flexibility for learning, accepting and taking up new knowledge.

Motivation for change and the willingness to change as women entrepreneur and as business.

Commitment for being a business-woman and for entrepreneurship mentoring. Examine the involvement of the business in the programme.

Impartiality and objectivity

The mentor shall proceed in the analyses of the mentee business with utmost prudence, is obliged to provide impartial expert opinions, to make recommendations to ensure development and to be constructive in the technical work.

Business confidentiality

The information discussed and given during entrepreneurship mentoring process and especially in

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the communication of the mentor-mentee pair and containing business secrets shall qualify as confidential information and shall not be passed on to third (external) parties without the consent of the party concerned. Participants shall be bound by this basic rule.

Develop professional expertise

A mentor köteles, szakmai tudását állandóan ápolni és továbbfejleszteni, valamint törekedni arra, hogy a mentorált szaktudását is ápolja és továbbfejlessze a mentorálási folyamat során az élethosszig tartó tanulás szellemében.

Develop professional expertise

Throughout the mentoring process, the mentor is obliged to constantly maintain and improve his/her knowledge and inspire the mentee for the same in the context of life-long learning.

Improve entrepreneurial skills

The individual shall be aware of the ethical position of the businesses and of the possibility of using it for good ends through e.g. fair trade or social entrepreneurship. The skills are linked to proactive project management (including e.g. planning, organisation, management, leadership and delegation, analyses, communication, inquiry of, assessing and recording experiences) and the capacity of working both individually and in team. It is indispensable to be able to assess the strengths and weaknesses of the counterpart and to be able to take the risk when needed. The entrepreneurship mindset means taking initiative, being proactive, independent and innovative in personal and in social life and at work.

Develop and encourage digital competences

Digital competences include the confident and critical use of the technologies of the information society for the business and in communication. This is rooted in core ICT skills, the use of computers, information retrieval for assessment, storage, production, presentation and exchange and in communication and the involvement in cooperating networks. Indispensable are the knowledge, skills and attitude linked to this competence. By acquiring digital competences, the mentor and the mentee can also make use of the on-line application and dissemination of entrepreneurship mentoring.

Other provisions

It is important to underline that a single person breaching the ethics may jeopardise the reputation of the FEMskill entrepreneurship mentoring in general and undermine confidence, therefore we expect all stakeholders to be aware of and comply with the Code of Conduct.

Furthermore, the Code shall and does not include guidance to all possible situations and issues. Should there be doubt with the assessment of a situation, ask the FEMskill project partners for assistance.

The scope of the Code of Conduct is meant for the mentors, mentee and other actors of the FEMskill project.

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F4

FEMskill Entrepreneurship mentoring Terminology

Principle - Developing a mentor-mentee relationship

The relationship between the two person is based on personal sympathy and the anticipation of trust. As participation in the program is voluntary on both sides, we consider it professionally justified that the principle of volunteering should also apply in the right of choice. To ensure this, it is worth creating an environment in which mentors and mentees are free to form relationships, get to know each other, and indicate with which mentor / mentee they think cooperation is conceivable.

Statute

The Code of Ethics contains seven basic rules that describe in detail the behaviour that mentors and mentees should follow during the mentoring process. See the Code of Ethics for details.

Entrepreneurship mentoring concept of FEMskill

Its purpose is that the mentors participating in entrepreneurial mentoring should perform their tasks based on a unified system of professional norms, and their activities should comply with the tasks set out in the concept, quality and ethical expectations. Includes a guide for mentors and mentees. (tasks, rights, administrative obligations)

Entrepreneurship mentoring

The process of entrepreneurship mentoring is the interaction between a less experienced and an experienced entrepreneur, the start of a joint thinking process, which aims at the development of the entrepreneurial competences of the mentored. Entrepreneurship mentoring offers the possibility for women entrepreneurs to develop their business with the help of the entrepreneurship mentor and addresses the challenges faced throughout the development process in the most efficient manner.

Mentored woman entrepreneur

Women starting up a business (businesses younger than 4 years) from two geographic regions. The selection of mentees happens based on the methodology FEMskill, they must meet the following requirements for the mentees in the selection process: openness, motivation and commitment.

- Openness: interest, empathy, flexibility for learning, accepting and taking up new knowledge.
- Motivation for change and the willingness to change as women entrepreneur and as business.
- Commitment for being a business woman and for entrepreneurship mentoring. Examine the involvement of the business in the programme.

Entrepreneurial Mentor

An entrepreneurial mentor, a person who can influence people and give them encouragement to set certain rules. Ambitious, persistent, does not shy away from obstacles, is sensitive to problems and

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has good problem-solving abilities.

They are able to investigate problems in a novel way and to propose solutions if necessary. It can adapt to evolving situations and respond openly to emerging ideas.

Mentor pair

A mentor pair consists of one mentor and one mentee. A mentor can have a maximum of 2 mentee per period. Mixed mentor pair means an Austrian-Hungarian mentor pair.

Mentoring process

Entrepreneurial mentoring enables a mentored female entrepreneur to develop her business with the help of her entrepreneurial mentor and to address the challenges of development as effectively as possible. The process in the FEMskill project consists of one year and three successive phases: Trust Building- Development – Closing.

“Escape route”

The “escape route” is the reasoned initiation of the process of entrepreneurship mentoring in case of emerging geographical obstacles, changes in the life situation, personal problems in their relation etc. Indicated to the supervisor.

Supervision

Supervision is a reflexion on the professional activity (entrepreneurship mentoring) and its impact on the interpersonal relations. Supervision is a structured learning process, in which the entrepreneurship mentor making use of the supervision learns through a reflexion on his/her own experiences. The reflexion focuses on the person’s own behaviour on the internal world of the others involved in the process, in their impact on each other, on the tasks, ambitions and goals. It may prove to be important to reflect on the relation of the entrepreneurship mentor (and the mentored) and the system. Built on the reflexion, the entrepreneurship mentor sets learning targets, which shall be followed throughout the supervision and beyond.

Forms are individual, pair and group supervision (and bilateral between the mentors of the two countries).

Entrepreneurship mentoring Code of Ethics

The Code of Ethics contains seven basic rules that describe in detail the behaviour that mentors and mentees should follow during the mentoring process.

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F5 Mentor - mentee situation	
For who?	Background material for preparation workshop for mentors
How?	Aquarium method, Time: 5-10 minutes per situation

Mentor situation 1	Instruction
Mentor	The target group of your mentored business is women and the coaching service they provide, but the mentee wants to focus on middle-aged, well-paid senior executives. However, the communication and image of your mentored business is tailored to the first target group. What are you doing then?
Mentee	The target group for the business is women and the coaching service they provide, but the mentee wants to really focus on middle-aged, well-paid senior executives. However, the communication and image of your mentored business is tailored to the first target group. You don't really know what to do because after half a year you would rather focus on the other target group, but you have already invested a lot of money in the image and communication. Ask your mentor for help on how to ...

Mentor situation 2	Instruction
Mentor	There is no question of a business secret in a mentor-mentee relationship, but your mentee works in the same industry as you. She wants to know the pricing and prices of your business. What do you do?
Mentee	Your business is in the same business as your mentor - tour operator in the tourist industry - and you want to know at all costs what it costs and how much she make from it. Try to find out more about it. You wants to get the "secret formula" ready from your mentor. You don't want to do anything for this.

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Mentor situation 3	Instruction
Mentor	This is your first meeting with your mentee. You've already read the basics about your mentee's business. Your aims to build the trust on this you can build the common work for the next year. How are you going to do it? You are a wholesaler and retailer of health and food products that has been successful for over 10 years.
Mentee	This is your first meeting with your mentor. You've already read the basics about your mentor's business. Your mentor is very sympathetic and her successful business. This is a wholesaler and retailer of health and food products and has been successful for 10 years. You comes to the meeting with great expectations and enthusiasm. Looking forward to getting help from her to your distribution company.

Mentor situation 4	Instruction
Mentor	This is the second time that your mentee has canceled the personal meeting. You do not know what the problem is (personal conflict, lack of time or something else) Find out the reason and discuss your next appointment 2-3 times in advance.
Mentee	This is the second time you have canceled your personal meeting with your mentor. Find out what was the reason for this and talk to your mentor about the problem (personal conflict, lack of time or something else)! You still want to participate in the entrepreneurial mentoring program.

Mentor situation 5	Instruction
Mentor	The individual responsibility of mentees for themselves and their destiny should be strengthened. You are at least past the 5 person meeting, but your Mentee has just stopped because of negative feedback from his / her environment. Her business is

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	progressing according the planned action plan at the right way.
Mentee	There are more and more stimuli in your immediate environment that suggest you are not capable of running a business and its will be better, if you are looking for a good job. You hear this mainly from your parents and friends. But you still want to continue your business, what you started, but you hear these sentences from people, who you love, and so you're uncertain.

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F6 Mentor Date	
Aim	Establishing first relationships between mentors and mentees, developing mentor pairs
Timing	Common part of implementation workshop
Method	Matching - Mentor Date
Description	<p>The room is set up like a Rapid Date. Smaller tables, one chair on one side and 1-2 chairs on the other. Only mentors can sit on one side of the table and mentees on the other. Rules: Everyone can only sit at the mentor's desk once! After 10 minutes you need to go to another table. Phase I (50-60 minutes) Round 1 - The mentors sitting at the tables introduce themselves to the 1-2 mentees arriving. Round 2 - The mentors sitting at the tables introduce themselves to the 1-2 mentees arriving there. Round 3 - The mentors sitting at the tables introduce themselves to the 1-2 mentees arriving. Round 4 - The mentors sitting at the tables introduce themselves to the 1-2 mentees arriving there. Round 5 - Mentors sitting at the tables introduce themselves to the 1-2 mentees and ask the mentors. (5 mentors and 10 mentees; if the group is greater than this, you may want to reduce the duration of time or use other method f.e. (plenary presentation) Timing: Each time 10-10 minutes Time expired with a gong or other catchy voice. II. phase (30 minutes) An informal conversation at the mentor tables. (more mentees) Submit mentor selection to the organizers.</p>

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F7 Mentor profile

Aim Introduction to Entrepreneurial Mentor

Entrepreneurial Mentor	
Name	
Photo	Please attach a good quality photo of yourself!
How long have you been doing business?	
Your business	
Business activities	
What motivates you to start a business?	
What experience do you have?	
How can you help your mentee?	
What do you like to do in your free time?	
Why want you be an Entrepreneur Mentor?	
An inspirational phrase for a budding (startup) women entrepreneur	
How would you describe your personality in a sentence?	
Would you like to mentor a woman entrepreneur from another country?	
What language do you speak?	

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F8 Mentee profile

Aim Introduction woman entrepreneur

Woman entrepreneur - Mentee

Name	
Photo	Please attach a good quality photo of yourself!
How long have you been doing business?	
Your business	
Business activities	
What motivates you to start a business?	
What kind of entrepreneurial experience do you have?	
How can your mentor help you?	
What do you like to do in your free time?	
What do you need as a woman entrepreneur?	
How would you describe your personality in a sentence?	
Favourite inspirational phrase	
Would you be a mentee of a mentor from another country?	
What language do you speak?	

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Toolkit templates – VM designed templates refer to the provisions on the content / proposed tools broken down for one year



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TOOL VM1 – Beginning of the relation

			
How long and how often? <i>How many minutes</i> <i>Only once?</i> <i>At every meeting?</i>	Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i>	When? <i>In which phase or section of the mentoring relation?</i>	Monitoring <i>How is the tool linked to progress-monitoring?</i>
30-40 minutes, only once at the first meeting.	Mentor - Mentee.	At the beginning of the relation.	This tool is VM1.
GOALS AND CHALLENGES		DESCRIPTION	
		<ul style="list-style-type: none"> • The first impression is not sufficient to develop a good relation, mutual sympathy and trust are also needed. • Break the ice and meet first as two human beings and only then as entrepreneurs! • Talk about yourselves, then about your enterprise and experiences! 	

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INITIAL DISCUSSIONS	INSTRUCTIONS	
<p>The best way of breaking the ice is to start to look for what is common between you and the other person.</p> <p>Typical issues:</p> <ul style="list-style-type: none"> • The name and what it means to the business owner. • Family background /history. • Home and family. • Studies • Business • Achievements • Difficulties • Field of interest / hobbies • Dreams / incentives 	<ul style="list-style-type: none"> ➤ Read about your mentor or mentee! We recommend you to study the professional - entrepreneurial history and experiences of your counterpart. This will help to create a first picture. ➤ Do not be late! Be on time - this is the sign of respect and care. Making your counterpart wait is a bad start, especially in the world of business! ➤ Take turns when you speak and listen to each other! Even if you have lots of things to tell your mentor or mentee, be brief and concise! Be an active and attentive listener! ➤ Be always concentrated! Do not think about what you want to say next! Rather be focused and pay attention to what the other is saying and try to understand her/him. ➤ Be open and frank! Be open and frank about your feelings when you start to build your mentoring relation! 	
<p>Cultural differences</p>	<p>It is not always as easy to get to know each other as it sounds. In some countries/cultures people are less willing to open up to others. If you work with a mentor or mentee with a different cultural background, try to understand her/his culture and adapt yourself to her/his speed when you approach her/him.</p>	
<p>Mentor</p>	<p>Date</p>	<p>Mentee</p>

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TOOL VM2

			
<p>How long and how often? How many minutes Only once? At every meeting?</p>	<p>Who? Mentor? Mentee? Both?</p>	<p>When? In which phase or section of the mentoring relation?</p>	<p>Monitoring How is the tool linked to progress-monitoring?</p>
<p>15-20 minutes, only once at the first meeting.</p>	<p>Mentee individually (10 minutes) then discuss it together with the mentor. (10 minutes)</p>	<p>At the beginning of the relation.</p>	<p>This tool is VM2. Do not forget to fill it in! In the development phase of the mentoring process it needs to be reviewed, and in the completion phase the achievements have to be evaluated.</p>
<p>GOALS AND CHALLENGES</p>		<p>DESCRIPTION</p>	
		<ul style="list-style-type: none"> • Kiemelten fontos, hogy az első It is of utmost importance at the first meeting to talk about the goals of the woman entrepreneur and the challenges she faces. • In this exercise it is the mentee who leads the discussion. • Identify the obstacles and the related challenges. • This document will be the basis of the relation. 	

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GOALS		Challenges	
			
Mentor	Date	Mentee	

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TOOL VM3

			
<p>How long and how often? <i>How many minutes</i> <i>Only once?</i> <i>At every meeting?</i></p>	<p>Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i></p>	<p>When? <i>In which phase or section of the mentoring relation?</i></p>	<p>Monitoring <i>How is the tool linked to progress-monitoring?</i></p>
<p>10 minutes, only once, at the second meeting.</p>	<p>The mentee with the support of the mentor.</p>	<p>At the beginning of the relation.</p>	<p>This tool is VM1. Do not forget to fill it in!</p>
<p>Goal of the mentoring contract</p>			
		<ul style="list-style-type: none"> • Laying down the basic rules and signing a contract is the best way of guaranteeing the success of a relation. • The key to maintaining a good relation is to agree jointly on a set of rules and respect it. • In the world of entrepreneurs an agreement is the sign of commitment. It proves real interest and commitment from both sides where both parties have their specific role and responsibility. 	

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Mentoring contract		Basic rules	
<p>Both of us join the partnership relation on voluntary basis. Our intention is a rewarding relationship and we will spend most of our time with discussing the development skills. We agree that...</p>		<p>Frequency of the meetings (frequency, duration and location of the meetings)</p> <p>Goals (summarize the 3 most important goals set for one year)</p> <p>Confidentiality and data protection: All sensitive issues of the discussions shall be dealt with utmost confidentiality. Issues not to be discussed e.g.</p> <p>Request for supervision in pairs in case its subject is:</p> <p>The termination of the relation: Should any of the parties fell that the relation is not productive and asks for its termination we will agree and respect this decision without any attribution of blame.</p> <p>Time span The Entrepreneurship mentoring relation lasts a long as both parties are satisfied with its productivity or as the time span defined by the FEMskill project.</p>	
<p> We have read, understood and accepted the Entrepreneurship mentoring Code of ethics of FEMskill.</p> <p> We have read, understood and accepted the Entrepreneurship mentoring concept of FEMskill.</p>			
Signature of Mentor		Date	Signature of mentee

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VM4 - Mentoring logbook		Which occasion?	
Goal	The goal of the mentoring logbook is to help the implementation of regular feedback and evaluation and the identification of continuous activities towards development, through the documentation of the mentoring process according to unified criteria.		
Name of the mentor		Name of the mentee	
Time of the meeting		Type of the communication	<input type="checkbox"/> Personal <input type="checkbox"/> Skype/Messenger <input type="checkbox"/> Telephone: <input type="checkbox"/> E-mail (only for the transfer of information)
Themes of the meeting <i>The specific consultation area discussed at the meeting and a short summary of the issues.</i>	<input type="checkbox"/> Personal development <input type="checkbox"/> Business planning <input type="checkbox"/> Finances <input type="checkbox"/> Marketing and PR <input type="checkbox"/> Design <input type="checkbox"/> ICT - Information communication technology <input type="checkbox"/> Communication (e.g. negotiation) <input type="checkbox"/> Taxation / Bookkeeping <input type="checkbox"/> Legal <input type="checkbox"/> Other, namely _____		
Achieved results <i>Identified in the previous meeting</i>	<input type="checkbox"/> Development partial goals <input type="checkbox"/> Achievement of tasks		
Output <i>In the operation of the business</i>			
Proposals of the mentor <i>Practical applications and</i>			

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<i>procedures recommended by the mentor</i>	
Request of supervision (mentor-pair)	<input type="checkbox"/> Yes <input type="checkbox"/> No

** The mentoring logbook shall be filled in by the mentor after every occasion and be sent /uploaded to the project organisation.*






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VM5 - Mentor self-reflection logbook		Name of the mentor	
To be filled in after every third meeting and sent back/upload as indicated!			
Name of the mentee			
Which meeting are you writing about?		The type of the meeting	
Themes of the meetings (in form of a list)			
Questions	Self-reflection - mentor		
What was easy?			
What was difficult?			
What did I learn about myself at the meeting?			
Request for supervision	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Mentor self-reflection logbook to be filled in by the mentor after every third occasion and sent /uploaded as indicated!




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TOOL VM6 Map of resources

			
How long and how often? <i>How many minutes</i> <i>Only once?</i> <i>At every meeting?</i>	Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i>	When? <i>In which phase or section of the mentoring relation?</i>	Monitoring <i>How is the tool linked to progress-monitoring?</i>
15-20 minutes, only once.	Mentee individually (10 minutes) then discuss it together with the mentor. (10 minutes)	At the beginning of the development phase.	This tool is VM6. In the development phase of the mentoring process it can be useful to review it.
MAP OF RESOURCES		DESCRIPTION	
		<ul style="list-style-type: none"> • In this exercise it is the mentee who leads the discussion. • Identify the available resource of the enterprise and the related challenges. • Try to identify jointly the possible solutions/answers to these challenges. 	

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RESOURCES	CHALLENGES	SOLUTIONS
		
<p>Enlist the existing resources of the business.</p>	<p>Identify the challenges connected to the resources!</p>	<p>Discuss together the possible answers you can find to these challenges.</p>
<p>Mentor</p>	<p>Date</p>	<p>Mentee</p>

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TOOL VM7 Mission, goal, values

			
How long and how often? <i>How many minutes?</i> <i>Only once?</i> <i>At all meetings?</i>	Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i>	When? <i>In which phase or section of the mentoring process?</i>	Monitoring <i>How does the tool link to progress monitoring?</i>
15-20 minutes, only once	Mentee individually (10 minutes) then discuss it together with the mentor. (10 minutes)	At the beginning of the development phase	This tool is VM7.
MISSION, GOAL, VALUES		DESCRIPTION	
		<ul style="list-style-type: none"> • In this exercise it is the mentee who leads the discussion. • The mission is a clear and stimulating hope for the future. Summarise in this sentence, which are the long-term changes - in an ideal world - that will be the outcome of the work of your business. • Describe in one or two sentences, which are the comprehensive ambitions of your business so as to explain the mission and define what you want to do and for whom. • Describe how your company works (e.g. Activities, norms and standards, quality etc.) 	

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MISSION	GOAL	VALUES
<p>Describe the mission of your business. (What does your activity solve? For whom? How? Along what values? Why do you do this?)</p>	<p>Describe the goal of your business.</p>	<p>Write down and discuss the values of your business and how you present them to your customers.</p>
<p>Mentor</p>	<p>Date</p>	<p>Mentee</p>

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TOOL VM8 Canvas business model

			
<p>How long and how often? How many minutes? Only once? At every meeting?</p>	<p>Who? Mentor? Mentee? Both?</p>	<p>When? In which phase or section of the mentoring relation?</p>	<p>Monitoring How is the tool linked to progress-monitoring?</p>
<p>30-40 minutes, only once.</p>	<p>Mentee individually then discuss it together with the mentor.</p>	<p>At the beginning of the development phase</p>	<p>This tool is VM8. In the development phase of the mentoring process it can be useful to review it</p>

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CANVAS BUSINESS MODEL

DESCRIPTION AND GUIDANCE



Alex Osterwalder, Swiss economist proposed the [Business Model Canvas](#) based on his earlier research **conducted with a team of 470 experts from 45 countries** and developed it into a business tool. According to the model, the structure and the operation of the business can be presented, elaborated and visualised on a single sheet, a clear “canvas”.

The Canvas model has nine business model building blocks briefly and clearly summarising the main points that describe the operations and the strategy of a business. As the name shows, this is a model and it is used to reflect complicated relations of our reality in a simple and understandable form. The original canvas can be downloaded from <https://www.strategyzer.com> . It falls under the ‘Creative commons license’, therefore whenever you use it, you will have to indicate the title www.businessmodelgeneration.com .

The Canvas model comprises of the following nine building blocks (this is also the sequence of the answers to fill in)

1. **Value proposition:** What is the main value you offer to your customer? What type of customers’ need do you satisfy?
2. **Customer Segment:** Target audience - Who are your customers? What type of customer do you offer value?
3. **Channels** What channels work best? How much do they cost? How does your product/service reach the customer?
4. **Customer Relationship** What kind of relationship does your customer want with you? What kind of relationship do you want to have with your customer? (Online, offline?)
5. **Revenue Streams** What are the values your customers are willing to pay for? How do they pay and do they want to make the payments? What is the composition (%) of your revenue streams?
6. **Key Resources** What resources does your value offer require? What are your most important resources in connection with your main channels, customer relations etc.?
7. **Key Activities** What activities does your value offer require? What are your most important resources in connection with your main channels, customer relations etc.?

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8. **Partners** Who are they? What are their motivations for this partnership?
9. **Cost Structure** What are your most cost-intensive activities? How expensive are your main activities/resources?

CANVAS				
PARTNERS (8)	KEY ACTIVITIES (7)	VALUE PROPOSITION (1)	CUSTOMER RELATIONSHIP (4)	CUSTOMER SEGMENT (2)
	KEY RESOURCES (6)		CHANNELS (3)	
COST STRUCTURE (9)		REVENUE STREAMES (5)		

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Mentor

Date






Mentee

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TOOL VM9 Market environment

			
How long and how often? <i>How many minutes? Only once? At every meeting?</i>	Who? <i>Mentor? Mentee? Both?</i>	When? <i>In which phase or section of the mentoring relation?</i>	Monitoring <i>How is the tool linked to progress-monitoring?</i>
30-40 minutes, only once.	Mentee individually then discuss it together with the mentor.	In the development phase.	This tool is VM9. In the development phase of the mentoring process it can be useful to review it
MARKET ENVIRONMENT	DESCRIPTION AND GUIDANCE		
	<ol style="list-style-type: none"> 1. Look at the chart and think over where the place of your business is in the market. 2. Fill in the table! 3. Think about current situation of your business and the challenges to be faced in the coming year. 4. Think about the set of relations, your network (personal, business, financial) available to you that can strengthen the position of your business. 		

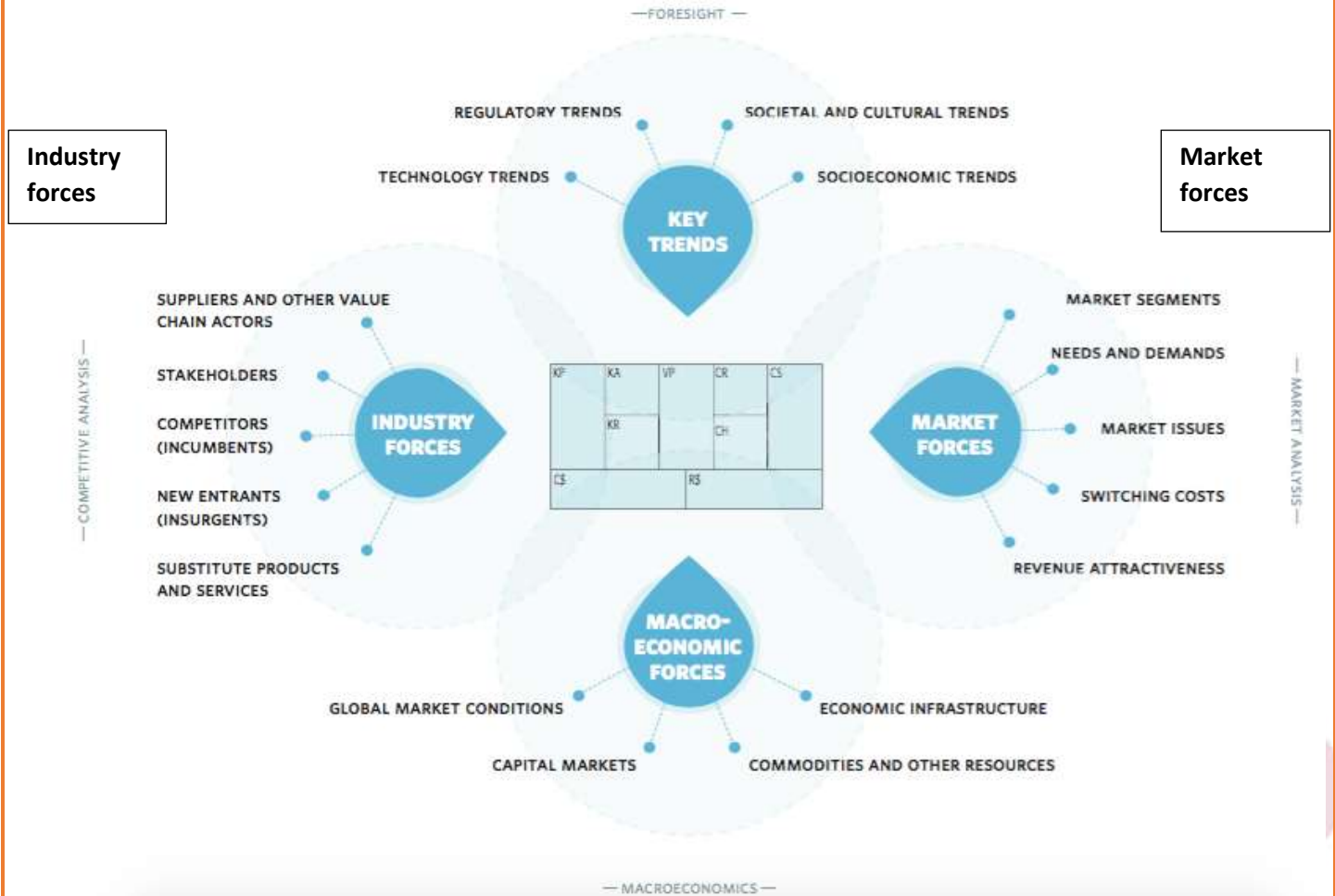
<i>Mentor</i>	<i>Date</i>	<i>Mentee</i>
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MARKET ENVIRONMENT

Consider your business and its market environment on the basis of the following chart!

Main trends



Macroeconomic forces

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GUIDANCE

Fill in the table!





Consider the following along these terms!

Good competitors	Rivals/competitors	New entrants	Other markets that have an impact on your business	Other actors (politics, authorities, media, organisations, education institutes etc.)
Regulatory trends (law, taxation)	Cultural and social trends	Technology trends	Economic trends	
Market requirements		Market needs		
The current situation of your business		Challenges of your business in the coming year		
Network - personal	Network - business	Network - financial	Network - Mentor	

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ESZKÖZ VM10 TERMÉK-/SZOLGÁLTATÁSFEJLESZTÉS

			
<p>How long and how often? <i>How many minutes?</i> <i>Only once?</i> <i>At all meetings?</i></p>	<p>Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i></p>	<p>When? <i>In which phase or section of the mentoring process?</i></p>	<p>Monitoring <i>How does the tool link to progress monitoring?</i></p>
<p>30-40 minutes, only once</p>	<p>Mentee individually then discuss it together with the mentor.</p>	<p>In the development phase.</p>	<p>This tool is VM10.</p>

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PRODUCT/SERVICE DEVELOPMENT – DESIGN THINKING

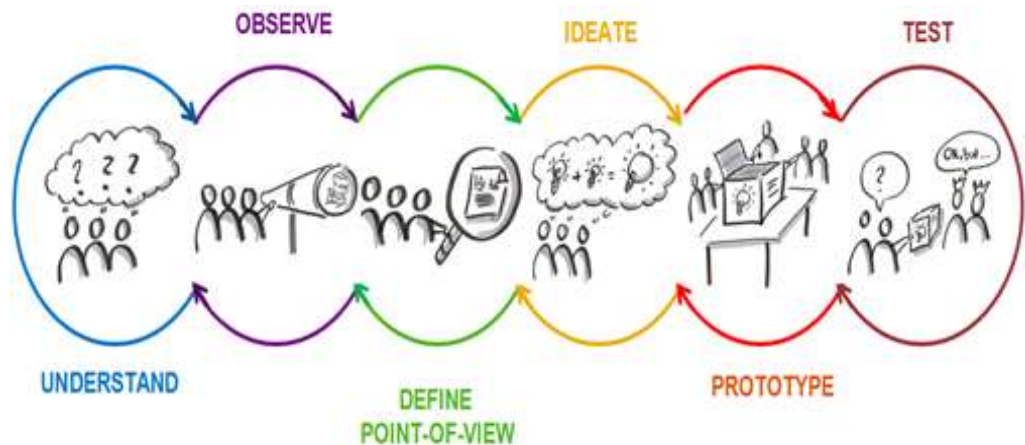
DESCRIPTION



The most famous advocate of the theory of Design thinking is Tim Brown (designer, chair of IDEO global design company).

The core idea of Design thinking is to be open to the opinion of others and to find solutions to the problems with creative methods. In case of product development, the customer has to be in the centre and we have to find solutions, develop products or find out service along real needs of the customer.

DESIGN+ CREATIVE THINKING + BUSINESS DIMENSION



These are the main steps of the process of design thinking - but from time to time, it is possible to return to a previous step.

Understand & observe: The starting point of design thinking is understanding your target group. In order to successfully develop a product, service or any project, we need to understand the needs and the underlying reasons.

Define point of view: If there is enough information/data about the specific target group, the next step is to identify, how to implement the development so as to satisfy the needs of the target group.

Ideate: Once the problem is defined in the most accurate manner, the next step is to gather as many potential solutions as possible.

Prototype: The goal is not to produce the perfect version but to turn ideas to reality and to act creatively. Depending on the product or service developed, the prototype can be almost anything, a model, mock-up, storyboard, a situation.

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	<p>Test Trough the feedback received during testing we can return to the prototype preparatory phase, if needed, and fine-tune the end-product as long as it is perfect.</p>	
	<p>GUIDANCE</p>	
	<ul style="list-style-type: none"> • Think about the ways you can develop your current product or service or how you could create a new one! • Go through the process with the method of Design Thinking! • Write down the new product/service! • Share it with your mentor! 	
<p><i>Mentor</i></p>	<p><i>Date</i></p>	<p><i>Mentee</i></p>

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DESIGN THINKING

UNDERSTAND/OBSERVE	DEFINE POINT OF VIEW	IDEATE	PROTOTYPE	TESTING
DESCRIPTION OF NEW PRODUCT			DESCRIPTION OF NEW SERVICE	

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TOOL VM11 Running the business

			
How long and how often? <i>How many minutes? Only once? At every meeting?</i>	Who? <i>Mentor? Mentee? Both?</i>	When? <i>In which phase or section of the mentoring relation?</i>	Monitoring <i>How is the tool linked to progress-monitoring?</i>
30-40 minutes, only once.	Mentee individually then discuss it together with the mentor.	In the development phase.	This tool is VM11. In the development phase of the mentoring process it can be useful to review it
RUNNING THE BUSINESS	DESCRIPTION AND GUIDANCE		
	<ol style="list-style-type: none"> 1. Look at the chart and think over how your business is run! 2. Fill in the table! 3. Think about its current situation and the challenges to be faced in the coming year. 4. Talk about the challenges with your mentor! 		

Mentor

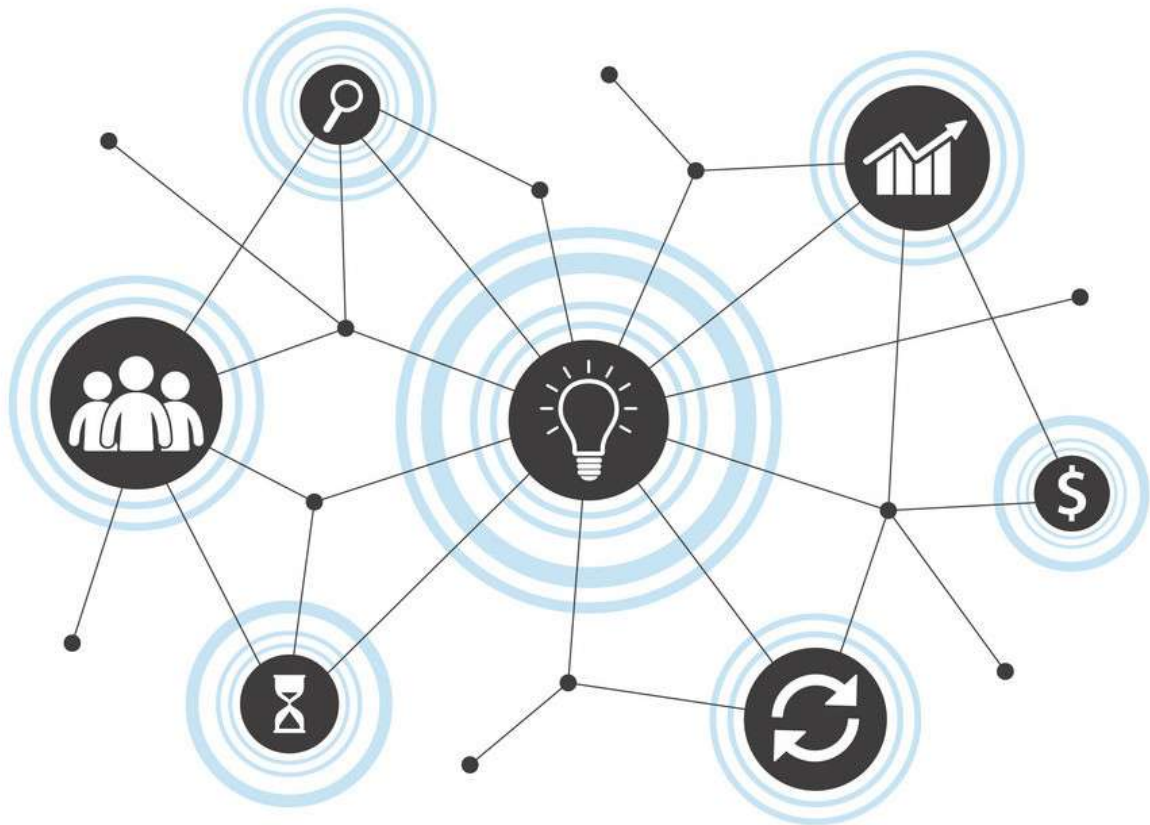
Date

Mentee

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RUNNING THE BUSINESS

Assess your business on the basis of the following chart!



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GUIDANCE OPERATION AREAS

Fill in the table!






Fill in the parts with specific activities and tasks!

COMPANY MANAGEMENT	HR (? TEAM)	MARKETING	FINANCES	PRODUCT/SERVICE
SALES	CUSTOMER RELATION	INFRASTRUCTURE AND IT	DEVELOPMENT	MONITORING AND ASSESSMENT

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TOOL VM12 Marketing

			
How long and how often? <i>How many minutes? Only once? At all meetings?</i>	Who? <i>Mentor? Mentee? Both?</i>	When? <i>In which phase or section of the mentoring process?</i>	Monitoring <i>How does the tool link to progress monitoring?</i>
30-40 minutes, only once	Mentee individually then discuss it together with the mentor.	In the development phase.	This tool is VM12.
RUNNING THE BUSINESS	DESCRIPTION AND GUIDANCE		
	<ol style="list-style-type: none"> 1. Look at the chart and think over what are the marketing opportunities of your business! 2. Fill in the table! 3. Plan the related tasks, resources and the timeline! 4. Talk about your plans with your mentor! 		

<i>Mentor</i>	<i>Date</i>	<i>Mentee</i>
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MARKETING

Asses your marketing on the basis of the following chart!



The marketing mix is one of the best known and most widely used marketing term. *The marketing mix is a set of marketing tools that the firm uses to pursue its marketing objectives in the target market.*

4P

- Product
- Price
- Place
- Promotion

Product and product policy (Product)

A business must consider the following issues in connection with its products: design and features, product way or different service packages, technology, warranty and guarantee, product life cycle, packaging and labelling.

Price and price policy (Price)

The price is the measure of the sacrifice the consumer is willing to make to acquire a product. The pricing requires from companies to consider the following questions: price strategy, relative prices of the total product portfolio, commission paid to salesmen and resellers, discounts and sales promotion, conditions and possibilities of payment.

Sales and product placement (Place)

Companies will have to assess how they can comfortably and practically satisfy customers' needs. Strategy: should the access to the product be mass and simple or rather exclusive and difficult? Franchise: selection of salespersons and requirements; logistics, consignment and storage; assortment

Promotion and promotion policy (Promotion)

It includes advertisement, PR activities, direct marketing and sales promotions. Marketing messages of the business to address customers. Marketing and media channels to reach out to customers. Frequency and timing of advertisements.

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GUIDANCE

Asses your marketing on the basis of the following chart!



Name of product/service

Product and product policy (Product)

Price and price policy (Price)

Sales and product placement (Place)






Promotion and promotion policy (Promotion)

Plan the related tasks, resources and the timeline!

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TOOL VM13 Storytelling

			
<p>How long and how often? <i>How many minutes?</i> <i>Only once?</i> <i>At every meeting?</i></p>	<p>Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i></p>	<p>When? <i>In which phase or section of the mentoring relation?</i></p>	<p>Monitoring <i>How is the tool linked to progress-monitoring?</i></p>
<p>15-20 minutes, only once.</p>	<p>Mentee individually (10 minutes) then discuss it together with the mentor. (10 minutes)</p>	<p>Once during the development phase.</p>	<p>This tool is VM13.</p>
<p>STORYTELLING</p>		<p>DESCRIPTION</p>	
		<ul style="list-style-type: none"> • The mentor briefly describes the story of his/her own business and it is important to tell it well. (e.g. In a networking event, online) • Hereafter, it is the mentee who leads the discussion. • At the end of the exercise go through the results! 	

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Issue	Key message to be communicated	Story that strengthens the message
Find a story of the theme that fits best to your business!		(Characters, challenges, turning point in the story, conclusion or the moral)
About the company		
About the company leader, the colleagues		
About the product/service		
About customers		
Others		
Mentor	Date	Mentee

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TOOL VM14 RESULTS OF MENTORING

			
How long and how often? <i>How many minutes? Only once? At all meetings?</i>	Who? <i>Mentor? Mentee? Both?</i>	When? <i>In which phase or section of the mentoring process?</i>	Monitoring <i>How does the tool link to progress monitoring?</i>
20-30 minutes, only once at the last meeting	Mentee individually (20 minutes) then discuss it together with the mentor. (10 minutes)	In the development and completion phases of the relation.	This tool is VM14. It can be used in the development phase and in the completion phase.
RESULTS OF MENTORING		DESCRIPTION	
		<ul style="list-style-type: none"> • With the help of the template verify the progress and consider the results. • Talks about them with your mentor! • Consider the different steps! 	

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PHASE: EVALUATION OF THE PROGRESS OF MENTORING To what extent was it implemented?
Scores from 1 to 10
(1- 0%; 10-100%)

Goals reviewed	Indexes reviewed.	1-0%	10-100%
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Mentor		Date	Mentee
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TOOL VM15 - EVALUATION OF THE MENTORING RELATION

			
How long and how often? <i>How many minutes?</i> <i>Only once?</i> <i>At all meetings?</i>	Who? <i>Mentor?</i> <i>Mentee?</i> <i>Both?</i>	When? <i>In which phase or section of the mentoring process?</i>	Monitoring <i>How does the tool link to progress monitoring?</i>
10-10 minutes, only once.	Mentee and mentor individually.	In the completion phase.	This tool is VM15.
EVALUATION OF THE MENTORING RELATION		DESCRIPTION	
		<ul style="list-style-type: none"> • Evaluate the mentoring relation on the basis of the template. • Send the relevant parts to the supervisor! 	

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FEATURES	EVALUATION																																																																																																				
Asses, how the individual features are relevant for the mentor!	1 - not relevant at all 10 - extraordinarily relevant																																																																																																				
<p>1. Active listening <i>The mentor is capable of listening carefully, expressing interest with verbal and non-verbal signs and encouraging the mentee to continue her explanation.</i></p> <p>2. Empathy <i>The mentor is capable of being empathic with the situation of the mentee, of her blockages, her personality, i.e. the mentee can see through the eyes, listen through the ears and feel with the heart of the mentee.</i></p> <p>3. Encouragement/motivation <i>The encouraging/motivating behaviour of the mentor encourages the mentee to explain her situation and this contributes to her entrepreneurial development.</i></p> <p>4. Credibility and leading by example <i>Credibility strengthened through external resources can be interpreted in a professional and a human sense. Exemplary entrepreneur.</i></p> <p>5. Support <i>The capability of the mentor to adapt to the learning style of the mentee. Support throughout the process.</i></p> <p>6. Entrepreneurial mindset/knowledge <i>A comprehensive, either learnt theoretic or actively practised (learning-by-doing) knowledge of the mentor in the area of entrepreneurship.</i></p>	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1	2	3	4	5	6	7	8	9	10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1	2	3	4	5	6	7	8	9	10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1	2	3	4	5	6	7	8	9	10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1	2	3	4	5	6	7	8	9	10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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FEATURES	EVALUATION									
Asses, how the individual features are relevant for the mentee!	1 - not relevant at all 10 - extraordinarily relevant									
Openness	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Motivated for change willingness to change	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Commitment for the business	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Independent work	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Diligence, enthusiasm	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Ownership	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>	8 <input type="radio"/>	9 <input type="radio"/>	10 <input type="radio"/>
Mentor	Date									

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TOOL VM16 RESULTS OF MENTORING

			
How long and how often? <i>How many minutes? Only once? At all meetings?</i>	Who? <i>Mentor? Mentee? Both?</i>	When? <i>In which phase or section of the mentoring process?</i>	Monitoring <i>How does the tool link to progress monitoring?</i>
30-40 minutes, only once at the last meeting.	Mentee individually (30 minutes) then discuss it together with the mentor. (10 minutes)	At the end of the relation.	This tool is VM16.
ACHIEVED RESULTS		DESCRIPTION	
		<ul style="list-style-type: none"> • Now we will complete and close the process. After many discussions we say goodbye. Assess the goals achieved and collect advice from your mentor for the steps to come. This is the last occasion for you to be together, make use of it! • Take templates VM2 and VM3 and go through them! • Summarise what you have learnt and the results you have achieved! • The mentor may propose further steps for the future! • Thank your mentor for the support! 	

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ACHIEVED RESULTS OF THE MENTEE		OTHER PROPOSALS FROM THE MENTOR
Assessment of the achievement of the goals		
		
Mentor	Date	Mentee



VM17		Thematic of bilateral innovation days	
Aim		The goal is the improvement of the approach to innovation of the Mentee and the Mentors (presentations on innovation, visits to companies) and the use of the experiences in practice during the mentoring and the training programme. In the development phase of the mentoring process, one of the events will be organised organized in Austria, the other in Hungary, which will strengthen the development of the women entrepreneurs Mentees and Mentors in the programme.	
Target group		Austrian-Hungarian Mentors and Mentee's	
Hungary		Bilateral innovation day	
Thematic		<p>Participants: 30 person</p> <p>Topics:</p> <ul style="list-style-type: none"> • B2W- Business to Women; • Community of Business Women <p>Period: one day</p> <p>Training methods: workshops, lectures and practice, business networking, company visit</p> <p>Evaluation methods:</p> <ul style="list-style-type: none"> • questionnaire 	
Austria		Bilateral innovation day	
Thematic		<p>Participants: 30 person</p> <p>Topics:</p> <ul style="list-style-type: none"> • Power of Businesswomen; • Digital World & Women <p>Period: one day</p> <p>Training methods: workshops, lectures and practice, business networking, company visit</p> <p>Evaluation methods:</p> <ul style="list-style-type: none"> • questionnaire 	

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VM18		Half day thematic training courses	
Aim	Half-day thematic training sessions to strengthen the development process of the women entrepreneurs Mentee, to support the entrepreneurship mentoring process and develop the competences of women entrepreneurs required in the world of businesses and economy.		
Description	Topics: <ul style="list-style-type: none"> • Module 1 - Business and strategic planning • Module 2 - Personal efficiency • Module 3 - Customer relations and efficient sales • Module 4 – Marketing • Module 5 - Media knowledge and presentation • Module 6 - Style and appearance Duration: 6x half day (4-6 hours)		
Module 1.	Business and strategic planning		
Thematic	A modul céljai: <ul style="list-style-type: none"> • A saját vállalkozás céljainak és értékeinek azonosítása • Üzleti stratégia megtervezése • Canvas üzleti modell összeállítása (www.businessmodelgeneration.com) A modul időtartama: fél nap (4-6 óra) Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal Értékelési módszerek: <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív 		
Module 2.	Personal efficiency		
Thematic	A modul céljai: <ul style="list-style-type: none"> • a személyes hatékonyság fejlesztése • az emberi teljesítményt befolyásoló tényezők és kompetenciák megismerése (időbeosztás, konfliktuskezelés, hatékony kommunikáció, üzleti protokoll és etikett, a személyes hatékonyság praktikus eszközei) A modul időtartama: fél nap (4-6 óra) Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal		

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	<p>Értékelési módszerek:</p> <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív
Module 3.	Customer relations and efficient sales
Thematic	<p>A modul céljai:</p> <ul style="list-style-type: none"> • ügyfélcsoportok azonosítása, jellemzők • az értékesítési folyamat elemzése, ügyfélszerzés • hatékony ügyfélszolgálat, kommunikációs szabályok • hatékony panaszkezelés megtanulása • vevők és szükségleteik azonosítása <p>A modul időtartama: fél nap (4-6 óra)</p> <p>Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal</p> <p>Értékelési módszerek:</p> <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív
Module 4.	Marketing
Thematic	<p>A modul céljai:</p> <ul style="list-style-type: none"> • a marketing alapjainak és általános összefüggéseinek megismerése, megértése • hálózati fórumok és formák megismerése, megértése • hogyan elemizzük a versenytársakat és saját üzleti pozícióinkat • a termék / szolgáltatás marketing mix 4P – 7P megismerése • marketing aktivitás meghatározása a cég különböző működési szakaszaiban • saját marketing terv összeállítása <p>A modul időtartama: fél nap (4-6 óra)</p> <p>Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal</p> <p>Értékelési módszerek:</p> <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív
Module 5.	Media knowledge and presentation
Thematic	<p>A modul céljai:</p> <ul style="list-style-type: none"> • önmenedzselés fejlesztése • hatékony prezentáció megismerése, megtanulása • a média 'szabályainak' megismerése, hogyan 'használjuk' a médiát üzletünk

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	<p>sikeresebbé tételéhez (bemutatkozás, prezentáció, interjú, médiaválasztás, médiafogyasztás, kapcsolatépítés, ‘ elevator Pitch’ – saját vállalkozás bemutatása)</p> <p>A modul időtartama: fél nap (4-6 óra)</p> <p>Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal</p> <p>Értékelési módszerek:</p> <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív
Module 6.	Style and appearance
Thematic	<p>A modul céljai:</p> <ul style="list-style-type: none"> • az üzleti sikerességet segítő kommunikációs stílus elsajátítása, • hogy tükrözi a személyiséget a megjelenés, öltözködés, íratlan szabályok, • sikerorientált kommunikációs stílus megismerése, fejlesztése <p>A modul időtartama: fél nap (4-6 óra)</p> <p>Képzési módszerek: aktív tréning esettanulmányokkal, mindennapi üzleti gyakorlatokkal, együttműködést kívánó gyakorlatokkal</p> <p>Értékelési módszerek:</p> <ul style="list-style-type: none"> • közös értékelés a tréningnap végén (előzetes elvárások – tények – eredmények) és kérdőív

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Toolkit templates - SZ designed templates include the templates to help the work of the supervisors



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SZ1 – Supervision – Individual task for mentor

15 min



For me, the entrepreneurial mentoring process means ...

Statements	Description of thoughts (Finish or complete the sentences!)
<i>The mentoring process can be described as a win-win situation as both stakeholders benefit from it.</i>	
<i>To establish the right relationship between the mentor and the mentee, I do ...</i>	
<i>I'm happy with the process of entrepreneurial mentoring if ...</i>	
<i>As a mentor, in an entrepreneurial mentoring process, I focus on ...</i>	
Request to the supervisor	
Kérdések	
Supervisor	
Date	
Mentor	

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SZ1 – Supervision- Individual task of mentee

15 min



For me, the entrepreneurial mentoring process means ...

Statements	Description of thoughts (Finish or complete the sentences!)				
<i>The mentoring process can be described as a win-win situation as both stakeholders benefit from it.</i>					
<i>To establish the right relationship between the mentor and the mentee, I do ...</i>					
<i>I'm happy with the process of entrepreneurial mentoring if ...</i>					
<i>As a mentee, I can make the most of the process if ...</i>					
Request to the supervisor					
Questions					
Supervisor		Date		Mentee	

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SZ2 – Supervision - Questions about process Mentor 30 min



Questions related to the entrepreneurial mentoring process

In general, about the mentoring process and its participants

What does the mentoring process mean to you?

*Why do you think it is beneficial to participate in the mentoring process?
(other focus)*

How would you define the role of the mentor and the mentee in the process?

How do you judge the success of the current entrepreneurial mentoring process?

What do you think of your current mentee as a mentor?

Questions related to the entrepreneurial mentoring process

Tell us about your mentoring process! How did you experience your feelings and impressions?

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Questions related to the entrepreneurial mentoring process

Nature of the relationship			
<i>How would you describe your relationship with the mentee?</i>			
<i>What adjectives would you use to describe it?</i>			
<i>Having a problem?</i>			
Tools, methods and roles			
<i>What tools did you use during the entrepreneurial mentoring process?</i>			
<i>What methods did you use during the entrepreneurial mentoring process?</i>			
<i>In your view, what are the roles you play in the process?</i>			
Frames			
<i>What do you need for your mutual benefit to work together?</i>			
Other comment, request			
Supervisor		Date	Mentor

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SZ2 – Supervision - Questions about process

Mentee 30 min



Questions related to the entrepreneurial mentoring process

In general, about the mentoring process and its participants

What does the mentoring process mean to you?

Why do you think it is beneficial to participate in the mentoring process? (other focus)

How would you define the role of the mentor and the mentee in the process?

How do you judge the success of the current entrepreneurial mentoring process?

What do you think of your current mentor as a mentee?

Questions related to the entrepreneurial mentoring process

Tell us about your mentoring process! How did you experience your feelings and impressions?

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Questions related to the entrepreneurial mentoring process

Nature of relationship			
<i>How would you describe your relationship with the mentor?</i>			
<i>What adjectives would you use to describe it?</i>			
<i>Having a problem?</i>			
Tools, methods, roles			
<i>How does the mentor contribute to your development as a mentee during the process?</i>			
<i>Do you think you could discover the tools and methods the mentor used in the process?</i> <i>If so, what were they?</i>			
<i>Identify the roles you use to identify your mentor during the process.</i>			
Frames			
<i>What do you need for your mutual benefit to work together?</i>			
Other comment, request			
Supervisor		Date	Mentee

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SZ3 – Supervision – Questions about results

Mentor 30 min



Results of entrepreneurship mentoring

In general, about the mentoring process and its participants

How do you judge the success of the current entrepreneurial mentoring process?

How would you rate your mentee in the process?

Do you think the mentee's goals have been reached?

Questions related to the entrepreneurial mentoring process

Tell us about the results of the mentoring process! How did you experience your feelings and impressions regarding the results?

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Results of entrepreneurship mentoring

Nature of relationship	
<i>How would you describe your relationship with the mentee?</i>	
<i>What adjectives would you use to describe it?</i>	
<i>Anything you would like to share about your relationship with the mentee?</i>	
Tools, methods	
<i>Would you say the tools and methods used during the entrepreneurial mentoring process are effective? Why?</i>	
Roles	
<i>Do you think that the roles you played in the process are effective? Why?</i>	
Frames	
<i>What do you think the results of working together for mutual benefit have brought you? (personal or business)</i>	
Other comments	
Supervisor	Date
	Mentor

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SZ3 – Supervision – Question about results

Mentee 30 min



Results of entrepreneurship mentoring

In general, about the mentoring process and its participants

How do you judge the success of the current entrepreneurial mentoring process?

How would you rate your mentor in the process?

Do you think you reached your goals?

Questions related to the entrepreneurial mentoring process

Tell us about the results of the mentoring process! How did you experience your feelings and impressions regarding the results?

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Results of entrepreneurship mentoring

Nature of relationship			
<i>How would you describe your relationship with the mentor?</i>			
<i>What adjectives would you use to describe it?</i>			
<i>Anything you would like to share about your relationship with the mentor?</i>			
Tools, methods			
<i>Would you say the tools and methods used during the entrepreneurial mentoring process are effective? Why?</i>			
Roles			
<i>Do you consider your own (mentee) role in the process to be effective? Why?</i>			
Frames			
<i>In your opinion, what concrete results have you gained from working together for mutual benefit? Personal and about your business</i>			
Other comments			
Supervision		Date	Mentee

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SZ4- Supervision in pairs

Supervisor

Supervision in pairs *(only for request of mentorpair)*

Content

Its aim is to increase the communication skills of the mentor pair (entrepreneurial mentor and mentee), to develop personal effectiveness and to maintain mental health.

Method

Mentorpair supervision: the participants deal with each other, with their cooperation, their common goals, the processes and with the structure and the culture of the team. The goal is joint learning of and joint reflexion on the questions raised and the use of synergies and solutions. Personal issues will be discussed only if they excessively hinder the team processes.

(only for request of mentorpair)

Mentee

Questions

Mentor

How do you see the success of the current entrepreneurial mentoring process?

About the mentoring process

Tell us about your mentoring process! How do you experience your feelings and impressions?

Nature of relationship

How would you describe your relationship? Is there a communication problem that is preventing you?

Frames

What do you need for your mutual benefit to work together?

Request a 'Mouse Path' (process termination)?

Date

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SZ5 - Quarterly evaluation report Supervision

Supervision (country)	<input type="checkbox"/> Austria <input type="checkbox"/> Hungary	
Period (from when to how long?)		
Which mentoring phase?	<input type="checkbox"/> Trust building phase <input type="checkbox"/> Development phase <input type="checkbox"/> Closing phase	
Summary		
Brief summary of the work of mentor couples (based on online questionnaire)		
Brief summary of entrepreneurial mentors		
Emerging issues		
Request a "Mouse Path" for mentor couples?		
Problematic situation in the mentoring process (conflict) in brief		
Good practice in brief		
Comment or suggestion to the project organization		
Date		Supervisor

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Toolkit templates – BSZ designed documents cover the bilateral supervision activities



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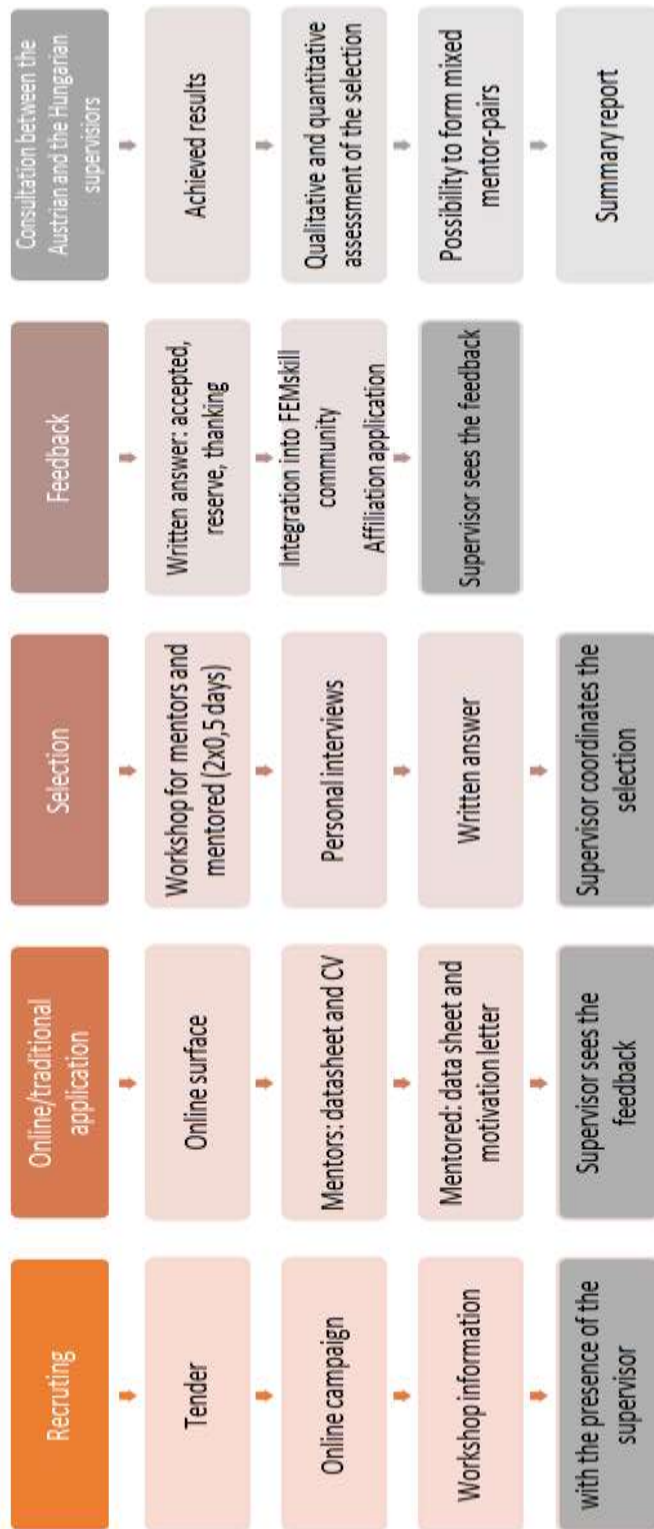
BSZ1 Term of supervision -		Supervisor
Supervision in the entrepreneurship mentoring		
Goal		
	The goal is to improve the professional (entrepreneurial mentor) competences, to develop the personal efficiency and to maintain mental health. Supervision supports the professional and the personal development and it assures quality through the process of entrepreneurship mentoring.	
Term		
	Supervision is a reflexion on the professional activity (entrepreneurship mentoring) and its impact on the interpersonal relations. Supervision is a structured learning process, in which the entrepreneurship mentor making use of the supervision learns through a reflexion on his/her own experiences. The reflexion focuses on the person's own behaviour on the internal world of the others involved in the process, in their impact on each other, on the tasks, ambitions and goals. It may prove to be important to reflect on the relation of the entrepreneurship mentor (and the mentored) and the system. Built on the reflexion, the entrepreneurship mentor sets learning targets, which shall be followed throughout the supervision and beyond.	
Forms	Individual, group and mentor pair supervision	
	<ul style="list-style-type: none"> • Individual (entrepreneurship mentor): the case or process is covered in a one-on-one session. • Group (group of entrepreneurship mentors): the participant get alternately the possibility and every time another person shall bring the case forward. The group is a mirror and a resource at the same time, the participants will enrich each other and learn from the cases - not only the one bringing it forward, but all will learn. • Mentor pair supervision: the participants deal with each other, with their cooperation, their common goals, the processes and with the structure and the culture of the team. The goal is joint learning of and joint reflexion on the questions raised and the use of synergies and solutions. Personal issues will be discussed only if they excessively hinder the team processes. 	

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BSZ2 The tasks of supervisors: recruiting and selection in the preparatory phase Supervisor



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BSZ3- Bilateral mentor-mentee networking workshop Supervisor

Bilateral mentor-mentee networking workshop

Bilateral Supervision	Methodology
The goal of bilateral supervision is to improve the professional competencies of the mentors (entrepreneurship mentor) from the two countries, develop their personal efficiency and support their psychological behaviour.	Bilateral group supervision in workshop form. World Cafe and group supervision.
Women entrepreneur World Cafe- Group supervision	
The aim is for Austrian-Hungarian entrepreneurial mentors and mentees to get to know each other's thoughts on the topic of women entrepreneurship during the preparation phase and to share them through the World Cafe method. The method allows them to communicate with each other through their thoughts in a free form.	Participants are given alternate space to answer specific questions. In order to overcome language difficulties and to communicate effectively in a Hungarian and a German speaking group. Participants learn about each topic in a rich way through the World Cafe method on the topic.
Women entrepreneurship mentoring World Cafe – Group supervision	
The aim is for Austrian-Hungarian entrepreneurial mentors and mentees to get to know each other's thoughts on the topic of women entrepreneurship mentoring during the preparation phase and to share them through the World Cafe method. The method allows them to communicate with each other through their thoughts in a free form.	Participants are given alternate space to answer specific questions. In order to overcome language difficulties and to communicate effectively in a Hungarian and a German speaking group. Participants learn about each topic in a rich way through the World Cafe method on the topic.
Mentor-Mentee networking– Group supervision	
The aim is for the Austrian-Hungarian mentor and mentees to get to know each other through their introductions and to develop bilateral relationships, thereby exercising the entrepreneur's role of networking.	Participants get to know entrepreneurs in role of mentors and a mentee during networking. At the end of the introduction and networking, the mentoring pairs of the FEMskill project will be official. The project organization aims to develop a mixed (Austrian-Hungarian) mentor pair.

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BSZ4 Bilateral supervision workshops Supervisor

Bilateral supervision in the entrepreneurship mentoring

Bilateral Supervision	Methodology
<p>The goal of bilateral supervision is to improve the professional competencies of the mentors (entrepreneurship mentor) from the two countries, develop their personal efficiency and support their psychological behaviour. Supervision provides professional and personal development and quality assurance through the process of entrepreneurship mentoring.</p>	<p>Supervision is a reflexion on the professional activity (entrepreneurship mentoring) and its impact on the interpersonal relations. Bilateral group supervision in form of workshop.</p>
Trust building phase – Group supervision	
<p>The aim is for Austrian-Hungarian entrepreneurial mentors to share problems and cases that arise during the trust building phase, and to process them together under the supervision of a supervisor, so that they can learn together.</p>	<p>The participants are given space alternately, each time with a different case. The group acts as a mirror and a resource, and participants learn from each other in a rich way that not only the case maker but everyone in general learns.</p>
Development phase - Group supervision	
<p>The aim is for Austrian-Hungarian entrepreneurial mentors to share problems and cases that arise during the development phase, and to process them together under the supervision of a supervisor, so that they can learn together.</p>	<p>The participants are given space alternately, each time with a different case. The group acts as a mirror and a resource, and participants learn from each other in a rich way that not only the case maker but everyone in general learns.</p>
Closing phase - Group supervision	
<p>The aim is for Austrian-Hungarian entrepreneurial mentors to share problems and cases that arise during the closing phase, and to process them together under the supervision of a supervisor, so that they can learn together.</p>	<p>The participants are given space alternately, each time with a different case. The group acts as a mirror and a resource, and participants learn from each other in a rich way that not only the case maker but everyone in general learns.</p>

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BSZ6 Supervision in pair in case of mixed mentorpair Supervisor

Supervision in pair in case of mixed (AT-HU) mentorpair *(only at the request of the mentorpair)*

Content		Methodology
It aims to increase intercultural competence between the mixed mentorpair (entrepreneurial mentor and mentee) of the two countries, to develop personal efficiency and to maintain mental health.		Mentorpair supervision: the participants deal with each other, with their cooperation, their common goals, the processes and with the structure and the culture of the team. The goal is joint learning of and joint reflexion on the questions raised and the use of synergies and solutions. Personal issues will be discussed only if they excessively hinder the team processes. <i>Only at the request of the mentorpair.</i>
Mentee	Questions	Mentor
	<i>How do you judge the success of the current entrepreneurial mentoring process?</i>	
	Entrepreneurial mentoring process	
	Tell us about your mentoring process! How do you experience your feelings and impressions?	
	The nature of the relationship	
	<i>How would you describe your relationship? Are there any intercultural (eg. entrepreneurial) differences that prevent you?</i>	
	Frames	
	<i>What do you need for your mutual benefit to work together?</i>	
	Date	

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Toolkit templates – K designation is given to templates for the evaluation questionnaires



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K1		TRAINING EVALUATION SHEET				
Goal	Feedback of training					
Title of training						
Date						
Name of trainer/s						
<p>Please rate the program according to the following criteria! (Circle the number expressing the evaluation with 1 the lowest and 5 being excellent).</p>						
How satisfied are you?	1	2	3	4	5	
How satisfied are you with the performance of the trainer?	1	2	3	4	5	
How much did you find written materials, worksheets, backgrounds to be useful?	1	2	3	4	5	
How satisfied are you with your performance?	1	2	3	4	5	
How satisfied are you with the performance of the group?	1	2	3	4	5	
How would you rate how much you learned during training?	1	2	3	4	5	
How much do you feel the acquired knowledge can be used in practice?	1	2	3	4	5	
<p>Please give your opinion on the training in words! What I liked:</p>						
<p>What to change?</p>						

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K2		EVALUATION SHEET				
Goal	Feedback of event					
Title of event						
Date						
Venue						
Please rate the program according to the following criteria! (Circle the number expressing the evaluation with 1 the lowest and 5 being excellent).						
How satisfied are you?	1	2	3	4	5	
How satisfied are you with the venue of the event?	1	2	3	4	5	
How satisfied are you with the organisation?	1	2	3	4	5	
How satisfied are you with the presentations/materials?	1	2	3	4	5	
How would you rate the event helpful?	1	2	3	4	5	
How do you feel the information can be used in practice?	1	2	3	4	5	
Please give your opinion on the event in words! What I liked:						
What would you recommend for the event?						

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Toolkit templates – P stands for the documents of the FEMskill online community platform related to the holding period



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P1 FEMskill online social platform

Goal	Introducing FEMskill online community platform, which can be used during the maintenance period.
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FEMskill - Improvement of the economic/market position of women entrepreneurs through joint mentoring and bilateral community building

Different national and international research and studies highlight the important role women entrepreneurs have in the economy. Although the number of women entrepreneurs is in a slight evolution of growth, they face more difficulties when starting up or running their own business than men controlled businesses. Furthermore, women entrepreneurs are typically underrepresented in the economy. Some of the typical difficulties: the access to funding, training, networking and work-life balance with a business.

Three organizations came together to strengthen women's entrepreneurship and increase their cross-border performance and innovation capacity:

- Kisalföldi Vállalkozásfejlesztési Alapítvány, KVA, Hungary (Foundation for Small-business development)
- Győr-Moson-Sopron Megyei Kereskedelmi és Iparkamara, GYMSM KIK, Hungary (Chamber of Trade and Commerce, county Győr-Moson-Sopron)
- Dachverband burgenländischer Frauen-, Mädchen- und Familienberatungsstellen, Austria, DAFF (Umbrella-organisation of Counselling Centres for Women, Girls and Families)

The participants of the FEMskill project entrepreneurship mentoring process and the project partners establish a cross-border female entrepreneurial– FEMskill -- community and create its online platform.

FEMskill online community platform

Forming the FEMskill cross-border community and its online platform based on the social media (FB).

Objectives

- to encourage women's entrepreneurship by providing positive examples and success stories.

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- support the exchange of information and experience of female entrepreneurs,
- enable network collaboration,
- provide them with information about available economic events and networking opportunities,
- to provide opportunities to build business relationships across borders.

Code of Ethics

The purpose of adopting the Code is to foster a culture of business ethics and collaboration, both within and outside the FEMskill project.

Entrepreneurial Content Principle - Content administrators and members of the platform strive to share content and opportunities for female entrepreneurs.

Volunteering Principle - All subscribers join the FEMskill online community on a voluntary basis and can withdraw at any time.

Openness Principle - Each participant responds positively to and responds positively to the topics on the platform with an inquisitive attitude and a flexibility to learn, accept and embrace new things.

Principle of Collaboration - In the community, members support each other by networking, sharing experiences, and sharing information.

The principle of expression - is important to the other reviews, it is important to respect the other's position to remain positive community atmosphere.

The principle of containment - the platform party distances itself politically independent, and any trends to the extreme.

In the case of a breach of the Code of Ethics, administrators moderate the content, image, post, and they have the authority to make communications rules during the operation of the platform.

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P2	Letter of intent for the expressions of interest to FEMskill online community platform
Aims	People, who wish to join the Community statement that they understand the goals of the community and comply with the principles.
	Joining of the community is done online, so it's tied to online activity, so yes / no choice is given.

Letter of intent for the expressions of interest

I agree with the goals and ethical principles of the FEMskill online community platform. I hereby join the FEMskill online community.

- yes
- no

Availability of the FEMskill online community platform: <https://www.facebook.com/femskill/>

NŐI VÁLLALKOZÓKNAK,
HATÁROK NÉLKÜL...
FÜR UNTERNEHMERINNEN,
GRENZENLOS...