



The Green Mentor Toolkit

Fostering green entrepreneurship through an innovative ECVET curriculum for the new professional profile of Mentor for Green Entrepreneurs

Project number 2015-1-ES01-KA202-015934



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DEL DESARROLLO
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CORK
INSTITUTE OF
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Fostering green entrepreneurship through an innovative ECVET curriculum for the new professional profile of Mentor for Green Entrepreneurs

utopic_US

UTOPICUS innovación cultural SL

Coordinator of the project, utopic_US is a Spanish private initiative, based in Madrid (Spain). It is a launching and accelerating platform for innovative projects. The mission is fostering new organizational models where co-working, networking, training, mentoring and entrepreneurship are most important pillars.



Fostering green entrepreneurship through an innovative ECVET curriculum for the new professional profile of Mentor for Green Entrepreneurs

It is a 24 month-project within the framework of the ERASMUS + Programme, Key Action Cooperation for innovation and the exchange of good practices. This project aims to design and develop innovative VET contents and products to encourage the new professional profile of Mentor for Green Entrepreneurs, identifying and developing the competences, methodologies and tools that Mentors for Green Entrepreneurs require to effectively support green entrepreneurship in Europe through VET.

Project partners

CIT Cork Institute of Technology

CIT is a publicly funded higher education provider which offers programmes and training in the fields of Business, Computing, Engineering, Fine Art & Design, Humanities, Maritime Education, Music and Science up to PHD level. Located in Cork (Ireland) and currently has in the region of 12,000 registered students.



BGE Budapesti Gazdasági Egyetem

BGE is the Budapest Business School (BBS), a government-run institution, with about 16000 students based in Budapest (Hungary) and created in 2000. The vision is to become a leading institution of higher education in business studies and related areas. Both in initial education and continuing trainings BBS started to introduce innovative curricula for entrepreneurs.

INFODEF Instituto para el fomento del desarrollo y la formación s.l.

Based in Valladolid (Spain), Infodef is an organization founded with the intention to provide services and develop projects for the promotion of the Local Development through Education and Culture. It has large experience in the design and management of projects related with the fields of professional qualification, Local Development, promotion of Entrepreneurship and research of socio-economic environment.



BEST Institut für Berufsbezogene Weiterbildung und Personal Training GMBH

It is an organization based in Vienna (Austria) and founded in 1990. The institute was founded as an independent Austrian organization for providing continuous training, vocational qualification and career services

The Toolkit: Index of contents

Let's have a look at the main structure and tools!



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Tool N3 to N16 · A4 Printable version



REFERENCES & CREDITS

Introduction to the Toolkit

A visual, effective and customized set of tools and templates for green mentoring!

This mentoring **Toolkit** has been developed using data from researching available material on Green Entrepreneurship, Mentoring and Green Mentoring and from the State of the Art research carried out in the Green Mentor Consortium partner countries.

The toolkit provides an overview of the overall green mentoring process, roles and skills, combined with a practical approach that allows tracking of progress and a good understanding of the mentoring journey. It is based on a visual and agile approach!

By using the toolkit, the mentor and mentee will:

- Develop an understanding of the breadth and complexity of the Green mentoring role
- Experience and learn more about mentoring techniques and processes
- Follow the key stages of a mentoring relationship and what happens within them
- Enhance skills & competencies of a mentor
- Better Identify mentee needs
- Gain an insight into green mentoring and its meaning

The toolkit has been written to help the readers and users to become more effective mentors and mentees through using customized tools and templates or referring to existing external contents. The aim is covering the basics of the green mentoring activities such as greening and business counselling, etc.

The toolkit has been developed considering the 5 steps of the mentorship lifecycle model (Clutterbuck & Lane, 2004), as described in the Handbook, providing specific tools and templates in order to facilitate the successful performance of the Green Mentorship.

To facilitate the mentoring “flow”, the Toolkit has been divided into 4 main types of “session”. Before the first meeting, during the early stage (up to 5-6 meetings), normal sessions and the last meeting when the relationship is ready to move on. This is related to a more practical approach, since it is easier for mentee and mentor to work in sessions rather than lifecycle stages. In the next pages, the reader will understand better the structure and the connection between chapters, steps and tools.



About the reader: you (both)!

When we refer to the reader, it means both the mentor and the mentee. Even if we will refer most of the time to “you” as the beneficiary, the mentee, the tools are intended to be worked by the mentee but the mentor is required to master them and provide support. So it is a journey to face together! Shall we start?

The 5 steps relationship

The Toolkit is based upon the 5 steps Lifecycle model



BUILDING RAPPORT

When Mentor & Mentee start to work together



01

It is a matter of trust!



SETTING DIRECTION

Identifying the real needs and main goals is the key for success



02

Wrong questions lead to wrong answers



PROGRESSION

Checking the compass and learning together



03

Looking for the right direction



WINDING UP

The wind is blowing and the vessel is reaching its targets



04

Optimising the route and achieving results



MOVING ON

It is time to say thank you and move on



05

Understanding when it is time to move on

BEFORE MEETING

FIRST MEETINGS

SESSIONS

LAST MEETING



BEFORE MEETING

Getting prepared for the Green
Mentorship.

Tool NX · Name of the tool

Brief description of the most important aspects of the tool



Why this tool is so special?
Let's have a look!

Description of the objectives of the tool

Description of the most important objectives of the tool.



How long & often?

Up to XX minutes?
Just once?
Every session?



Who?

Mentor
Mentee
Both?



When?

In which stage or session of the mentoring relationship



Tracking

Is this connected with some progress tracking scheme?



Cool!

Here you will see what the tool looks like! ;)

Material needed & templates

Here you will find the description of the material needs so a link to a printable version of the material.



BEFORE

FIRST MEETING

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LAST MEETING

*Here you will find some relevant picture or
Scheme aid comprehension!*

Step by step!

01 ▶

Step 1

Here you will find the description of the first step!

02 ▶

Step 2

Here you will find the description of the second step!

03 ▶

Step 3

Here you will find the description of the third step!

04 ▶

Step 4

Here you will find the description of the fourth step!

05 ▶

Step 5

Here you will find the description of the fifth step!

Main steps & tips

Here you will find the introduction to the steps, some tips and recommendations for proceeding.

Connection between tools and steps

The tools are ordered by 4 main types of session loosely connected to the 5 lifecycle steps.



Understanding the structure

Each tool is listed in a colored category, depending on the session/step to which it is connected.

The exact number of sessions is not provided since it will depend on the duration of the mentoring process and the specific needs of the mentee.

The First meetings would correspond to the early sessions, from 1 to 5 for example.

Tool	Session	Session Type
Tool NX · Explanation	01 BUILDING RAPPORT	BEFORE MEETING
Tool N1 · Getting started		
Tool N2 · Getting to know each other	02 SETTING DIRECTION	FIRST MEETINGS
Tool N3 · Goals & challenges		
Tool N4 · The mentoring contract		
Tool N5 · Green business needs		
Tool N6 · From needs to objectives		
Tool N7 · Lifecycle Ecocanvas	03 PROGRESSION	SESSIONS
Tool N8 · Social innovation card		
Tool N9 · Ecocanvas		
Tool N10 · Mission, vision, values		
Tool N11 · Presencing	04 WINDING UP	LAST MEETING
Tool N12 · Do's & Dont's reminder		
Tool N13 · Objectives Re-Alignment		
Tool N14 · Relationship assessment		
Tool N15 · Results assessment		
Tool N16 · Achievements & moving on	05 MOVING ON	

Tool N1 • Getting started

Answering the most important questions, just to get started!



WHY?

Providing useful tools and methods for mentoring is key for success. The **ToolKit** helps to create the framework for the Green Mentoring Relationship.



WHAT?

A collection of practical tools (templates and exercises) that provides guidance to **identify needs, track progress** and **achieve goals** through objectives.



WHO?

Intended for Green Mentors (or future ones) it is also useful material for mentee, so it is recommended to be used **by both together**.



HOW?

Defining the key mentee's needs, helping with relationship creation and progress tracking, providing guidance and **promoting the transition** to a Green Economy



OPEN SOURCE MATERIAL

Don't forget that this document is a key output of the Green Mentor project. You will find further information and useful contents in the Online Open Source Center. Check it out at: www.greenmentor-project.eu





FIRST MEETINGS

Building trust, identifying needs
and defining goals

Tool N2 • Getting know each other

It is the beginning of everything. Let's start with the right foot!



BEFORE

FIRST MEETINGS

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LAST MEETING

Breaking the ice

The best way to break the ice with someone is to start finding what you have in common with the other person.

To do so, you could choose some typical topics to start with, for example:

- Their name and its significance to them
- Family of origin
- Home and current family
- Education
- Work
- Successes
- Difficulties
- Interests
- Dreams/aspirations

01 ▷

Read about your Mentee or Mentor

It is recommended to have a look over the counterpart's CV, background or experience. It will help you to have some clues about him or her.

02 ▷

Don't be late

Making your counterpart wait is a bad start. Be on time, please, it is a matter of respect and care!

03 ▷

Talk and listen by turns

Even if you want to tell many things to your Mentor or Mentee, maintain an active listening approach.

04 ▷

Stay focused!

Don't think about what you are going to say next, focus on listening and understanding the other.

05 ▷

Be open & honest

You are starting to build your mentoring relationship, be open and honest about your feelings, it will be rewarding for both of you!



Cultural differences

Getting to know each other is not always as easy as it seems.

In some countries and cultures people are less willing to open up to another person.

So if you are dealing with a mentee or mentor from a different cultural background, try to understand his/her culture and adapt the pace and the approach to that.

Tool N3 · Goals and challenges

Setting the main goals and identifying the challenges is the first step



Goals versus challenges, the epic battle is on!

Identifying goals & challenges to start leading the relationship towards results

This tool aims to define the main goals of the relationship and identify potential barriers and challenges from both sides of the partnership.

You (the Mentee) will be leading this session. You are recommended to write briefly about your main expectations and concerns. The mentor, will be beside you to support you in the process.

In future sessions you will be asked to go deeper but not now! So, shall we start?



How long & often?

Up to 15 minutes,
Just once in the first meeting.



Who?

Mentee (with the supervision of the Mentor).



When?

At the beginning of the relationship.



Tracking

This tool is connected with N5 N13, N15 and N16.



Materials & templates needed

A Goals and Challenges template is available to be printed and filled with mentee's answers.

In the Template annex at the end of this document you will find a printable version. Are you ready?



BEFORE

FIRST MEETINGS

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LAST MEETING



01 ▷

Goals?

Start to identify personal and professional goals you want to achieve with the green mentorship.

02 ▷

Barriers? Challenges?

Think about: Why are these the goals? What are the main obstacles or challenges you are facing in your business?

03 ▷

Better together

Ask your mentor to support you in this complex task. Sometimes it can be very hard to get your mind clear. Try together!

04 ▷

It is just a first approach

With the support of the Mentor, write the goals and challenges in the template. Don't worry too much about this output now, it is just the beginning of a journey.

05 ▷

You will be back soon!

Go on! You will be working on refining these goals and discovering the other real ones in the next sessions. Keep faith!

Tool N4 · The mentoring contract

Setting the ground rules and signing a contract is the best way to ensure a successful relationship



Setting up the Green Mentorship Agreement!

Rules for a profitable and healthy relationship

Agreeing a common set of rules and trying to stick to them is key for maintaining a good relationship.

Is it a waste of time? There is trust between the mentor and mentee, so everything is going right.. so, why write it down?

Well, in a busy business world, signing a contract is a proof of engagement, a proof of a real interest and commitment from both sides, each side with its own role and responsibilities!



How long & often?

Up to 10 minutes, Just once in the 1st or 2nd meeting.



Who?

Mentee with the support of the Mentor.



When?

At the beginning of the relationship.



Tracking

This tool is connected to N14. Don't forget to fill it!



Tool N4 - The mentoring contract

Mentoring Contract

We are both voluntarily entering into this partnership. We wish this to be a rewarding experience, spending most of our time discussing developmental activities. We agree that...

Ground rules

Meeting frequency (frequency, duration, and location of meetings):

Goals (Please write here the 3 most important goals you defined in the Tool N5, remove them):

- 1.
- 2.
- 3.

Confidentiality: Any sensitive issues that we discuss will be held in the strictest of confidence. Issues arising off limits for discussion include:

Relationship termination clause: In the event that either party finds the mentoring relationship unproductive and requests that it be terminated, we agree to honour that individual's decision without question or blame.

Duration: This mentorship relationship will continue as long as both parties feel comfortable with its productivity or needs.

Mentor's signature: _____

Mentee's signature: _____

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Material & templates needed

The mentoring contract template is available to be printed and signed by both sides. Tool N14 should be filled in too.

In the Template annex at the end of this document you will find a printable version.



BEFORE

FIRST MEETINGS

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LAST MEETING



Main steps & tips

This tool could be difficult if you are not accustomed to this type of contract. So, the best way to proceed is to ask to your mentor for recommendations. Both can search for templates that help in defining the most important aspect that a mentoring contract should include. The duration for example really depends on the needs of the mentee. Experience says that extending the mentoring too long is not profitable, so get focused and be concise! The leaner the better! ;)

01 ▷

Remember where we started

Consider the goals and challenges you have identified earlier. Are you able to define the key features of your mentoring contract? Start writing down the conditions!

02 ▷

Ask for help

If you encounter problems, talk to your mentor and agree with him/her the best way to proceed. Debate about duration, modality and frequency of the sessions.

03 ▷

Ok, let's have a look around

Still blocked? Well, have a look at the contract template examples or try to follow the scheme of the Tool template N4. It will inspire you both!

04 ▷

Both Sign it!

Great! You are progressing, you have completed your contract. You both sign it! You have an agreement! Congrats!

05 ▷

Go to N14 to set up indicators

Please go to the next tool, but first, go to N14 to define the main indicators to assess and evaluate this contract!

Tool N5 · Green business needs

Identifying the real needs is the hardest task but you will achieve it!



In which area of your business are you "needed"?

Identify correctly the real problems and you will be halfway to achieving success!

The most challenging part for a mentor is to understand mentee's needs. It is so tough because the mentee him/herself is normally in trouble when defining his/her own problems. For this reason the next tools are focused in helping both sides to identify what are the real problems. Once this is clear, the focus will be on working towards the solutions.

There are 4 main need areas. Environmental, Social, Market and Personal needs can be chosen to be dealt with. Are you ready?



How long & often?

Up to 30minutes', once in the first sessions then reviewed sometimes.



Who?

Mentee with the support of the Mentor.



When?

At the beginning of the relationship.



Tracking

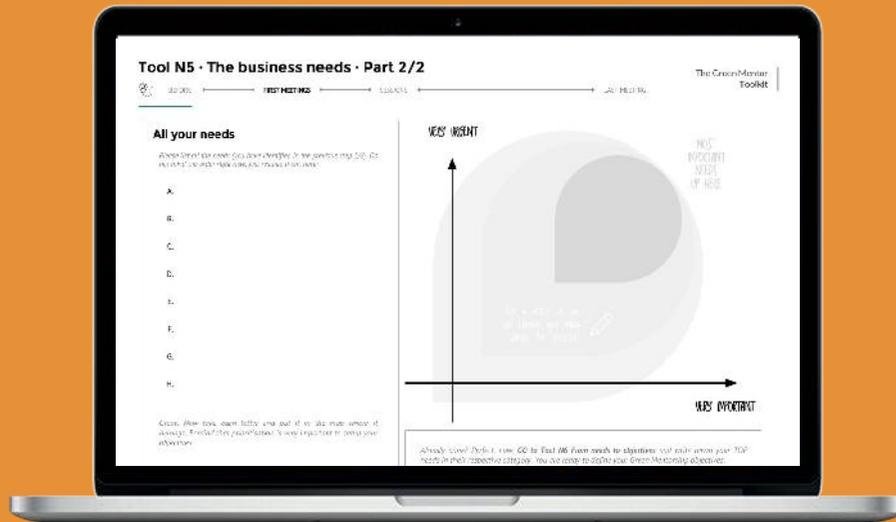
This tool is indirectly related with N13 and N15.



Materials & templates needed

A green business needs template is available to be printed and worked on by both.

In the Template annex at the end of this document you will find a printable version. Shall we start with it?



Main steps & tips

This tool is divided into two parts. The first one lists the needs in 4 main areas. The second summarises the needs and allows you to prioritise what you described earlier.

This is very useful when you have to choose which are the top needs you will need to cover during the mentoring sessions. You have a limited amount of hours to achieve your goals so it is important to pick goals that are of high importance to the business and are achievable.

01 ▷

Identifying needs by categories

In Part 1 of 2, start describing in each of the 4 categories what are the main needs you have. Ask your mentor to help you with this task.

02 ▷

List them

When you have them clearly listed, directly copy them into Part 2 or the second card of the tool,. Don't mind the order, just for now.

03 ▷

Map them into the chart

You have assigned to your needs a specific letter, haven't you? Now map those letters into the chart, trying to put them in the right order and position.

04 ▷

Changed your mind?

Use a pencil, so you can change your mind during the exercise! Don't worry about changes. It is quite normal, priorities are relative and complex to define.

05 ▷

You got them!

Amazing! Now you can start focusing on the most pressing need(s). It is good progress to have a pathway!

Tool N6 · Moving from needs to objectives

Let's transform the top needs into achievable objectives!



Once the needs are clear, let's set up the objectives!

One of the most important exercises of the Toolkit.

When the mentee was asked to identify goals and challenges, they were quite general. Now the feeling has changed, after needs have been prioritised and selected the task is easier since it is much more specific.

The mentor's role becomes more and more important to support the needs management and the transformation into real objectives, the main purpose of the mentoring relationship! We are getting to the core! Stay focused!



How long & often?

Up to 20 minutes, Just once in the first meetings after N5 exercise.



Who?

Mentee with the close support of the Mentor.



When?

Around session 2 or 3 (depending on the pace of the sessions).



Tracking

This tool is connected with N5 N13, N15 and N16.



Materials & templates needed

A From needs to objectives template is available to be printed and completed by mentee.

In the template annex at the end of this document you will find a printable version.



Main steps & tips

Here is when you both set up the right pathway for the next sessions. Top needs are transformed into real objectives.

As you can appreciate in the tool, your road is going to be split in four different ways depending on the category of your main need. If you need to “greenize” (ecodesign) your business you will go to N7. If you need to deal with social challenges, to the N8. About customer’s / market needs you will be redirected to N9, and finally if your main need is about personal or motivational issues, you will be going to N10! Ready to go?

- 01 ▷ **Top 3 priorities**
Copy the top 3 needs you have mapped in the previous exercise (N5). Write them into the boxes and start thinking about their respective objectives.
- 02 ▷ **Defining top objectives**
Describing the objectives can be hard, so ask for the support of the mentor to define them properly. They should be achievable and measurable. Are they?
- 03 ▷ **Suitable indicators**
After the top objectives have been described, think about what indicator might be suitable to track progress. This is important since those will be asked and tracked later on!
- 04 ▷ **Fulfill the template**
With the support of the mentor, you will be able to complete the template and be ready to proceed. If you have any doubts, go back and check N5 again.
- 05 ▷ **Go to the right tool/s!**
Now, go together to the appropriate tool and start working seriously towards meeting your needs, under the supervision of the green mentor!

Tool N7 · Lifecycle Ecocanvas

Let's start the "greening" process! Let's ecodesign!



Assess the lifecycle of your business and be more green!

A structured tool to assess environmental aspects and improve performance!

The Lifecycle Ecocanvas is a tool related to the Ecocanvas framework. It allows a mapping of the most relevant environmental aspects in order to identify areas for improvement and also to generate an interesting debate about the lifecycle model of the business, a great chance to improve process and redesign the way we are doing things!

LCE is divided in 3 parts, an overview, an inputs-outputs matrix and an informative tool to start Ecodesigning!



How long & often?

Up to 60 minutes.
As many times as needed.



Who?

Mentee with the support of the Mentor.



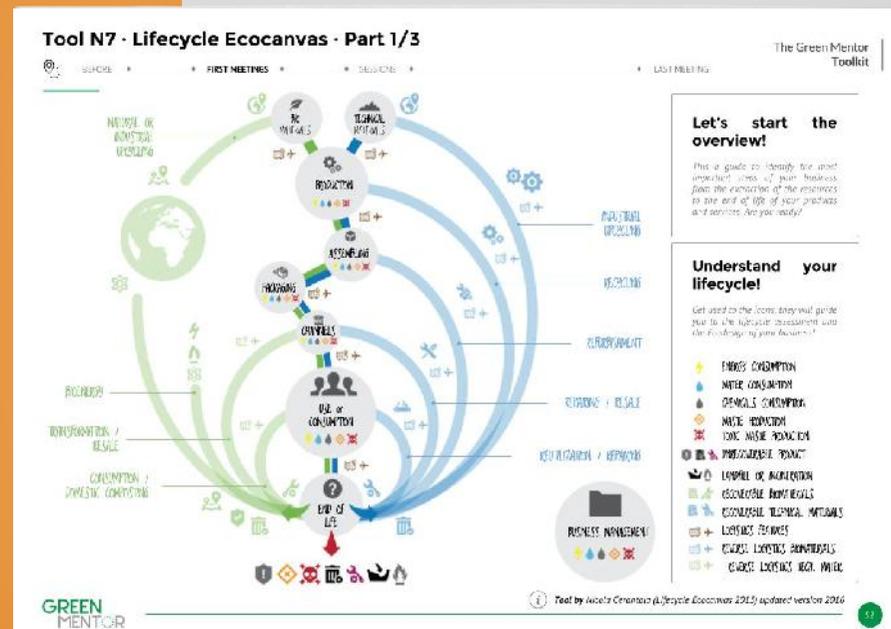
When?

Around session 3 to 5 (depending on the pace of the sessions).



Tracking

This tool is connected with N6, N13, N15 and N16



Material needed & templates

The Lifecycle Ecocanvas (LCE) template is available to be printed and completed by the mentee with the support of the mentor.

In the template annex at the end of this document you will find a printable version.



Tool N7 · Lifecycle Ecocanvas · Part 2/3

The Green Mentor Toolkit

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When you are done here, go to part 3/3 for the EcoDesign strategies!

	RESOURCE INPUTS <i>Describe for each stage of the lifecycle what are the resources inputs.</i>	ENERGY INPUTS <i>Describe for each stage of the lifecycle what are the energy inputs.</i>	WATER INPUTS <i>Describe for each stage of the lifecycle what are the energy inputs.</i>	OUTPUTS <i>Describe for each stage of the lifecycle what are the outputs.</i>
PRODUCTION				
ASSEMBLING				
PACKAGING				
CHANNELS / SERVICE				
USE / CONSUMPTION				
END OF LIFE				
LOGISTICS				
BUSINESS MANAGEMENT				

LCE is structured in 3 parts, this is the second one!

1 Tool by Nicola Cersato (Lifecycle Ecocanvas, updated version, 2016) originally inspired by MET matrix H. Brezet and C. van Hemel (1997) EcoDesign: A guiding approach to sustainable production and consumption. UNEP, France.

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Resource inputs

In this column you are asked to provide information about the type, quantity and number of materials, substances and physical elements which are needed for each stage of the lifecycle.

Energy inputs

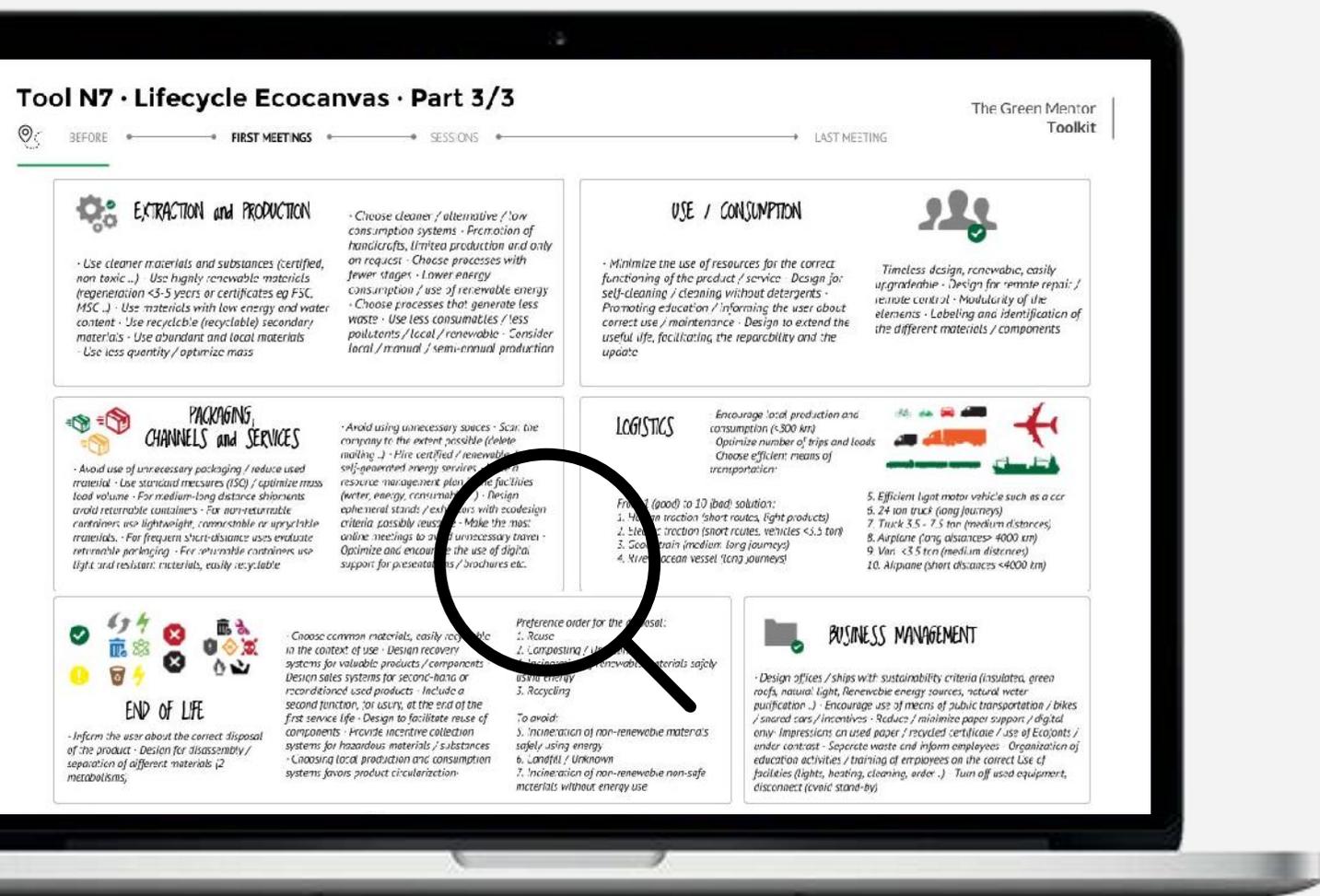
In this column you are asked to provide information about the type and quantity of energy needed for each stage of the lifecycle. You are assessing your accumulated or total energy requirements

Water inputs

In this column you are asked to provide information about the type and quantity of water needed for each stage of the lifecycle. You are assessing your total water usage or requirements.!

Outputs! Watch out!

In this column you are asked to provide information about the type, quality and quantity of outputs for each stage of the lifecycle. Waste, thermal losses, toxic gases, dangerous spills, etc



Ecodesign strategies

The third part of the LCE, is related to the application of Ecodesign strategies that allow you to reduce the environmental burden of your product, service and business.

It is divided into main topics, related to the Lifecycle Ecodocanvas map. For each stage of the lifecycle, you will find interesting tips to improve your environmental performance.

These are qualitative recommendations, so you should take them as an initial step toward a serious transition to a Circular model, with no waste or toxic outputs.

If you want to learn more about this, have a look at other Life Cycle Assessment (LCA) tools available or ask to your mentor for a recommendation about consultancy services!



BEFORE

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Did you like this tool? Check out the Ecodesign Cards!

If you are looking for more information about Ecodesign qualitative tools you could check the Ecodesign Cards developed by SCP/RAC for the Switchmed programme (The Handbook and Workbook for Green Entrepreneurship in the Mediterranean, 2015).

There are 25 cards (8 stages with 3 cards each, plus a resume matrix) that allows you to score your product-service systems and your commercial structure. It is an intuitive and more comprehensive way to evaluate your business idea or company's modus operandi.

Info: <https://www.switchmed.eu/en>

01 ▷ Start looking at your Lifecycle map

In the part 1 of the LCE, you get an overview of a typical product-service lifecycle. How is it yours?

02 ▷ Mapping potential issues

Stage by stage you start understanding the complexity of your business and all the inefficiencies or unknown information you deal with.

03 ▷ Getting worried... a bit!

It is fine! There is a feeling of vertigo when you start observing the reality of your business and how many things that you hadn't taken into account so far?

04 ▷ Gather information

Start with part 2 collecting as much information as possible to start recognising weaknesses and foresee opportunities for improvement.

05 ▷ Apply strategies

Now, in part 3, you can adopt some Ecodesign strategy just to get started! Remember that any change starts with a small step! Good luck!!



References and credits

The Lifecycle Ecocanvas, originally developed by Nicola Cerantola, Ecologing (2013) has been updated and upgraded for the Green Mentor project in 2016.

It is a combination of existing methodologies such as MET matrix analysis and Ecodesign strategies originally published by H. Brezet and C. van Hemel (1997) EcoDesign: A promising approach to sustainable production and consumption, UNEP, France.

Tool N8 · Social innovation card

Social challenges are very important for green business. There is no green without social!



The other corner of the triple bottom line!

Engage the stakeholders and create value!

Understanding the organisation's ecosystem is the key for creating social value.

The impact of the business on the local community, specific stakeholders and other relevant actors at national and international level is critical. It is also really important for the green business itself.

With this tool, you will be able to recognize potential areas for improvement and take the proper action to achieve the social innovation you are seeking.



How long & often?

Up to 15 minutes, Just once in the early meetings.



Who?

Mentee with the support of the Mentor.



When?

Around session 3 to 5 (depending on the pace of the sessions).



Tracking

This tool is connected with N6, N13, N15 and N16



Material needed & templates

A social innovation card template is available to be printed and completed by the mentee.

In the template annex at the end of this document you will find a printable version.



BEFORE

FIRST MEETINGS

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LAST MEETING



Main steps & tips

Mapping all the potential stakeholders is one of the main concerns of a green business. This tool helps you to map your ecosystem in an ordered way, focus on some particular area and plan some action to be taken to engage stakeholders and create social value.

References: it is a modified template inspired by Namahn and Yellow Window Service Design, Design Flanders (2012) Available (http://www.servicedesigntoolkit.org/assets/posters/workposter_s_takeholdermapping_a1.pdf).

01 ▷

Targeting the main audience

Start in the centre of the worksheet by noting down your target audience, including all beneficiaries, users or customers who would benefit from your work.

02 ▷

From the center to the outers

Then work your way from the centre towards the outer layers, mapping other people and organisations related to the work you do.

03 ▷

Who is closer, who is farther?

By organising the people and organisations that are related to your work across the concentric circles, you can indicate which of them are closer or farther away from your target audience.

04 ▷

By sectors!

Finally organise the people and organisations on the map by clustering them in sections representing specific networks, sectors or interest areas. Select the top one and plan an action.

05 ▷

Take action!

When you are done, go to N14 to re-align the objectives and keep progressing towards their achievement!

Tool N9 • Ecocanvas

The “Green” upgrade of the Business Model Canvas and Lean Canvas.



Introducing an environmental lens to the Business Canvas models!

A green upgrade of the famous tool!

It is an interesting tool to guide the mentee towards new inclusive ways of doing business, much more sustainable and responsible.

The blocks added to the original mixed versions:

- Environmental foresight,
- Social foresight,
- Business modelling

use an inclusive approach to the model with different perspectives to be considered and discussed with the green mentor..



How long & often?

Up to 60', in the first meetings then reviewed again.



Who?

Mentee with the support of the Mentor.



When?

Around session 3 to 5 (depending on the pace of the sessions).



Tracking

This tool is connected with N6, N13, N15 and N16



Tool N9 - Ecocanvas

The Green Mentor Toolkit

ENVIRONMENTAL FORESIGHT - EF
What are some ways with which your business can be more sustainable and responsible? How can you integrate this into your business model?

KEY STAKEHOLDERS - KS
Who are the key stakeholders that you should consider in your business model? How can you integrate this into your business model?

PROBLEM SOLVING - PS
What is the problem you are trying to solve? How can you integrate this into your business model?

UNIQUE VALUE PROPOSITION - UVP
What is your unique value proposition? How can you integrate this into your business model?

SUPERPOWERS RELATIONSHIP - CR
How is your business model different from others? How can you integrate this into your business model?

CUSTOMER SEGMENT - CS
Who are your customers? How can you integrate this into your business model?

SOCIAL FORESIGHT - SF
What are some ways with which your business can be more sustainable and responsible? How can you integrate this into your business model?

KEY RESOURCES - KR
What are the key resources that your business needs? How can you integrate this into your business model?

CHANNELS - CH
How are you going to reach your customers? How can you integrate this into your business model?

STRUCTURE OF COSTS - SC
What are the key costs that your business needs? How can you integrate this into your business model?

REVENUE STREAMS - RS
How are you going to generate revenue? How can you integrate this into your business model?

CIRCULAR BUSINESS MODEL - CBM
How are you going to create a circular business model? How can you integrate this into your business model?

GREEN MENTOR

Tool by Nicole Gerardo (Ecocanvas, latest version, 2016), originally inspired (2015) by Business Model Canvas (A. Osterwalder 2010) and Lean Canvas (Ash Maurya, 2009).

Material needed & templates

An ecocanvas template is available to be printed and completed by the mentee with the support of the mentor..

In the template annex at the end of this document you will find a printable version.



PS

Your problem solving business!

Describe the problems/needs you are solving/satisfying for a particular segment of customers.

KR

What you need to create your UVP?

List all the strategical resources you need to build your UVP. Human, material, intellectual, etc? List them!

CS

Your niche green market

Who are your customers or early adopters? Specify them very well, describing what are they looking for!

EF

Watch out!

How is the environment responding to your activities or affecting your operations (or supply chain)? Try to foresee what is coming!

UVP

Wow! That's unique!

What is the most unique (uncopyable) value that you are creating? What about the environmental and social value? This is the most important block!

SC

The impact on the structure of costs

How is your current value proposition influenced by cost? What about drivers that can affect your financial structure and modus operandi?



CBM **Get circular!**
Describe the functioning of your business model. Is it inspired by circular economy principles. How is it green?

RS **Get paid for your value!**
Describe how you generate income from your business activities! It is connected with SC and CBM! Is the green value being remunerated? Check it out!

CH **Perceived and delivered value**
How do you reach your customer? What channels do you use to attract and maintain them? List your channels and green strategies!

KS **Beyond customers!**
Who are your key Stakeholders beyond your existing customers? This is very important to provide a social meaning to your green business!

CR **How do you deal with...**
Customers who are special stakeholders, how do you deal with them all, and with each individual? What type of relationship do you have?

SF **World is changing! Be water!**
How is society responding to your activities or affecting your perceived value? Try to foresee what is coming (technologies, cultural changes, globalisation..!)





BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Key features

Ecocanvas is an agile and visual tool that allows the user to identify the most important components of his/her business and try to deal with them to:

- Innovate
- Solve problems or improve processes
- Spot inefficiencies
- Map key aspects not considered previously

It is a communication tool that facilitates with comprehension and with teamwork. It is used to express ideas and to generate new business models.

It is also used for fundraising and within green public procurement selection mechanisms.

01 ▷

Start from the problem

Let's start from the core of the business. Why are you doing what you do? What is the problem you are tackling and what is your real value proposition!

02 ▷

Identify your market

Your UVP should be deeply connected to a specific customer segment. Try to detail as much as possible your customers and stakeholders.

03 ▷

Agile green business structure

Ecodesigning an agile business structure is key! Be green, smart and highly adaptative!

04 ▷

Aware of the forces

Environment and society can dramatically affect or be affected by your business, let's do something about it!

05 ▷

Move freely and innovate

You can skip from to block to block and try to review and innovate your green business prototype as much as needed!



References and credits

Ecocanvas, originally developed by Nicola Cerantola, *Ecologing* (2013) has been updated and upgraded for the Green Mentor project in 2016. Ecocanvas is an upgraded combination of the Business Model Canvas by A. Osterwalder (*Business model generation*, 2010) and the Lean Canvas (Ash Maurya, 2009).

Another interesting Canvas version is the Green Business Canvas, developed by SCP/RAC in 2015 for the Switchmed programme.

Tool N10 · Vision, mission and values

Vision, Mission and Values unpin everything the business does. Take time to get them right.



Leading the green transformation is a matter of values!

Writing your vision and mission statements!

Like a pyramid, vision and mission are built upon green values.

Identifying and describing those values is important to set up good foundations to underpin the business.

Recognizing our own motivations and personal reasons is key to building a long-lasting and profitable project. The entrepreneur's journey is going to be tough, sometimes, so it is better to be fully motivated to face that!



How long & often?

Up to 20 minutes, Just once during the mentoring process.



Who?

Mentee with the support of the Mentor.



When?

Around session 3 to 5 (depending on the pace of the sessions).



Tracking

This tool is connected with N6, N13, N15 and N16



Material needed & templates

A vision, mission and values template is available to be printed and worked by both.

In the Template annex at the end of this document you will find a printable version. Shall we start with it?



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Main steps & tips

Picturing vision and mission can be tricky. First, a clear look at the values that are sustaining the mentee or the mentee's teams in their daily struggle to succeed is needed.

Formulating statements is the beginning of a pathway to achieve the most important goals. Purpose driven organisations have better performance and results than others. Is your company / project one of these successful cases?

01 ▷

From the bottom?

Start from the bottom of the pyramid. Describe what are your main values. What makes you do what you do?

02 ▷

Going up

After you have defined your values, think about what really matters to you and what doesn't. Start from the bottom and go up to the next step of the pyramid: mission!

03 ▷

The mission?

What is your purpose? The mission It is a short, formal statement about: what the organisation aims to do or whom it helps (beneficiaries) and where, why or how.

04 ▷

The vision?

Next step: A vision should motivate and enable individuals to see how their effort contributes to an overall inspirational purpose.

05 ▷

The other way around?

Any trouble, ok, let's try the other way around, a top to bottom approach! Any better? Ask to your mentor and go to N14!

Reminder! You are here!

You are progressing!



Tool N0 · Explanation	01 BUILDING RAPPORT	BEFORE MEETING
Tool N1 · Getting started		
Tool N2 · Getting to know each other	02 SETTING DIRECTION	FIRST MEETINGS
Tool N3 · Goals & challenges		
Tool N4 · The mentoring contract		
Tool N5 · Green business needs		
Tool N6 · From needs to objectives	03 PROGRESSION	SESSIONS
Tool N7 · Lifecycle Ecocanvas		
Tool N8 · Social innovation card		
Tool N9 · Ecocanvas		
Tool N10 · Mission, vision, values		
Tool N11 · Presencing		
Tool N12 · Do's & Dont's reminder	04 WINDING UP	SESSIONS
Tool N13 · Objectives Re-Alignment		
Tool N14 · Relationship assessment		
Tool N15 · Results assessment	05 MOVING ON	LAST MEETING
Tool N16 · Achievements & moving on		



SESSIONS

Progression &
Winding up

Tool N11 • Presencing

Disconnect from the outside and get connected with the inside. Being present for each other is critical



Leave behind traffic jams, bills to pay and bad news!

“Presencing” is the key for active listening

“Presencing: the fact of being in a particular place; the state of being present; the area that is close to someone; someone or something that is seen or noticed in a particular place, area, etc.” Merriam Webster Dictionary

Included in the Otto Scharmer U Theory, presencing is adopted here in the Mentoring Relationship to provide a conceptual framework to encourage the Mentor and Mentee to be really together in same time and place.
<https://www.presencing.com/principles>



How long & often?

Up to 2-5 minutes at the beginning of each session



Who?

Both (Mentor & Mentee)



When?

A reminder tool for use in normal sessions



Tracking

Not related to any Tracking system.



Tool N11 - Presencing

The Green Mentor Toolkit

- Sit for just 2-5 minutes.
- Count your breaths.
- Get to know yourself.
- Don't get caught up in the how – just do
- Do a body scan.
- Don't worry too much that you're doing it wrong.
- Notice the light, sounds, energy.
- Don't worry about clearing the mind.
- Smile when you're done.

GREEN MENTOR

Printed on recycled paper

Materials needed & templates

A Presencing Card template is available to be printed and followed by both. In the Template annex at the end of this document you will find a printable version. If know some meditation techniques you can ask your counterpart to follow your instructions.



BEFORE

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Sit for just 2-5 minutes.



Count your breaths.



Get to know yourself.



Don't get caught up in the
how — just do



Do a body scan.



Don't worry that you're doing it
wrong.



Notice the light, sounds, energy.



Don't worry about clearing
the mind.



Smile when you're done.

Tool N12 · Do's and Don'ts reminder

Keeping the do's and don'ts in mind is really important during the sessions



The session "assistant" you have always dreamt about!

Guidance cards for mentees & mentors

Keeping the session on track is always challenging.

Both sides, the mentee and the mentor, can get relaxed, get comfortable, too comfortable sometimes.

This tool helps to keep good practice in mind during the session. With its visual easy-to-read icons and sentences, both members of the session are able to check if they are going on down a wrong path and can be reminded of what they need to do to listen or communicate better.



How long & often?

The whole session
Each session



Who?

Both (Mentor & Mentee)



When?

This checklist card will be used during normal sessions.



Tracking

Not connected with tracking systems but it is a self-tracking system.



Materials needed & templates

Do's & Don'ts Cards N11 to be printed in colour on recycled paper: one for the Mentor, one for the Mentee. They are two different cards, don't get confused! ;)

In the template annex you will find the printable versions.

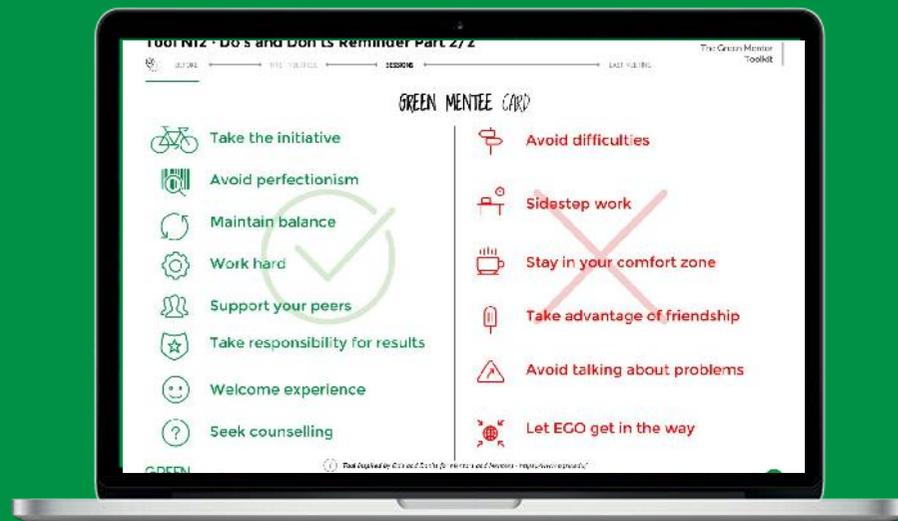


BEFORE

FIRST MEETINGS

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LAST MEETING



Main steps & tips

It is a simple reminder that allows you and your mentor / mentee to keep an eye on the session. While you are chatting, if you have any doubt, just look briefly at your card and discuss with your counterpart what is happening for you.

Together you will find out how the session has been going so far and how to get back to your agreed mentoring track.

01 ▶

Print them both!

Print both the cards, pay attention, there is one for you (Mentor or Mentee) and the other for your counterpart (Mentor or Mentee).

02 ▶

Take your card!

All right, you have got them, then keep one of them, the right one and give the other to the mentor/mentee.

03 ▶

Have a look to the icons & sentences

If there is anything that you do not agree with or you do not understand, please discuss with your mentor/mentee.

04 ▶

Still in trouble?

If you are not able to solve your doubt, check the Toolkit, the Video lessons or the Handbook for further information.

05 ▶

A master of them?

There will be a time when you will be able to track a session without them. Great, you can archive them, or recycle them.!

Tool N13 · Objectives re-alignment

From time to time, it is recommended to check if the objectives are still valid. Are yours?



Are your objectives still fine tuned? Review them, now!

Review your objectives. Are they bringing you where you want to go?

As you dig deeper into your needs and start to deal with them with the support of the Green mentor, you should retrieve the information you obtained in the tools N7, N8, N9 and N10 to review and modify your previous objectives, if needed.

This is important. It will provide you with the chance to redefine them or even change them completely, to match your current situation. Similarly, you may need to change the progress indicators also if your objectives have changed !



How long & often?

Up to 45' or the whole session. As much as needed.



Who?

Mentee with the careful support of the Mentor.



When?

After N7, N8, N9 and N10 have been completed.



Tracking

This tool is connected with N6, N7, N8, N9, N10 and N16



Materials needed & templates

An objectives re-alignment template is available to be printed and discussed.

In the Template annex at the end of this document you will find a printable version. Shall we start with it?.

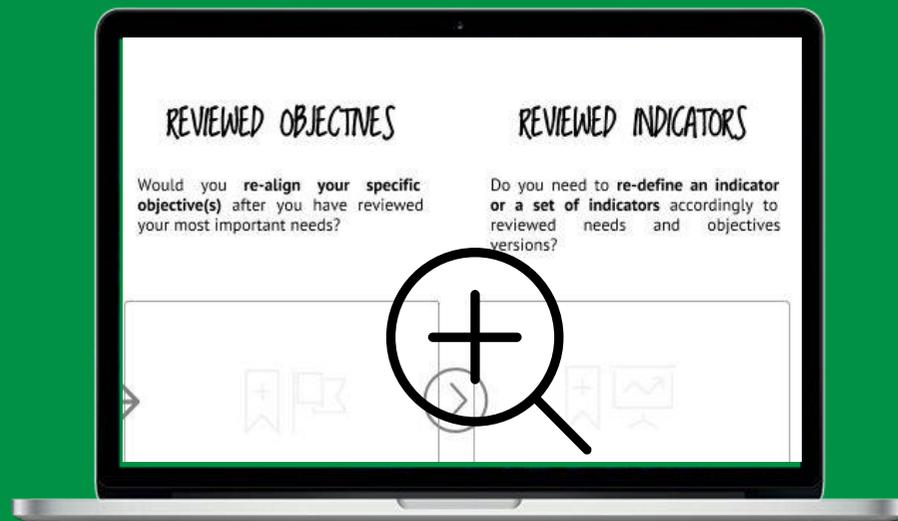


BEFORE

FIRST MEETINGS

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Main steps & tips

You are familiar with this tool! It is a modified version of the tool N6. This time you have the opportunity to change the focus, re-align objectives with your real needs and re-think the way you will measure and keep track of the whole process.

Once you have done this you can continue and look forward to the final part of the mentoring relationship. You are doing great!

01 ▷

Retrieve N7 to N10 results

Now, you have got deeper into the needs. They should be much clearer than those that you described in N6. Aren't they?

02 ▷

Reframe objectives

Once you have discussed the updated needs, you might then reframe the original objectives into a reviewed version.

03 ▷

Review the indicators

If you change your objectives it will be necessary to review the current indicators and to set up new ones if required after the review..

04 ▷

Any trouble?

As you did in tool N6, ask for help from your mentor. S/he is accompanying you in this endeavour, her/his help will be crucial!

05 ▷

Towards the mature stage

You have been together for a while, the relationship is solid and well tuned, Keep going!

Tool N14 · Mentoring relationship assessment

You are reaching the final stage of this relationship. How would you evaluate it?



It is time to assess your relationship. How is it?

You defined indicators a while ago, how are they going?

When you last visited N14 from N4 you selected those indicators that fit to your relationship the best.

What are they? Have they been satisfied? In which way?

All these answers are included in this useful tool to keep track of the mentoring relationship performance.

Are you ready to move on?



How long & often?

Up to 30 minutes or the whole session. Twice.



Who?

Both (Mentor & Mentee). The 1st time together, the 2nd separately.



When?

The first time after N4 and then, now after many sessions.



Tracking

Connected directly to N4 and indirectly to the rest of tools.



Tool N14 · Mentoring relationship assessment The Green Mentor Toolkit

BEFORE · FIRST MEETINGS · **SESSIONS** · LAST MEETING

Default Indicators

What has gone well in your relationship? Select within this list of indicators or provide your own and score them each by each.

Green mentor

- Active listening
- Empathy
- Encouraging / motivating
- Teaching by example
- Supporting / advising
- Green mindset / expertise

Green mentee

- Taking responsibilities
- Proactiveness
- Welcoming experience
- Hard worker
- Green mindset / expertise

Assess your relationship

Score your mentor / mentee from 1 to 10. Consider 1 as the minimum and 10 as the maximum.

Mentor 1	1	2	3	4	5	6	7	8	9	10
Mentor 2	1	2	3	4	5	6	7	8	9	10
Mentor 3	1	2	3	4	5	6	7	8	9	10
Mentor 4	1	2	3	4	5	6	7	8	9	10
Mentor 5	1	2	3	4	5	6	7	8	9	10
Mentor 6	1	2	3	4	5	6	7	8	9	10

Place, number of session and signature.

Printed on recycled paper

Materials needed & templates

A mentoring relationship assessment template is available to be printed and worked by both, together after N4 and separately the second time.

In the Template annex at the end of this document you will find a printable version.

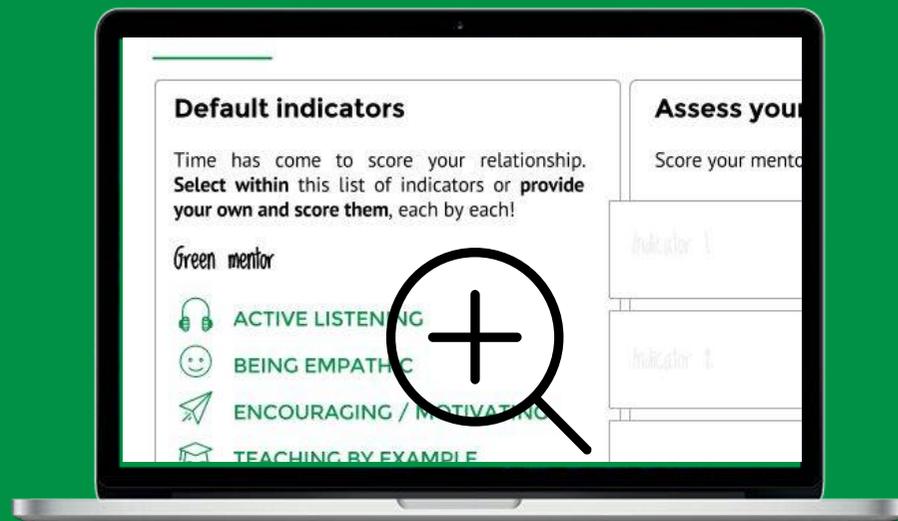


BEFORE

FIRST MEETINGS

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Main steps & tips

After you sign the mentoring contract you have been asked to provide indicators to measure the progress of your relationship. Time has come to retrieve this information and express your feelings about the whole process.

Two copies of this tool should be printed, one for the mentee, and the other for the mentor, each one selecting his/her own indicators and feeling free to score the final evaluation alone..

01 ▷

Print it for both!

Print two copies of the tool. One for the mentee x2, the other for the mento x2. You will be both using it twice!

02 ▷

The first time: after N4

You just signed the mentoring contract, spend time discussing and describing the indicators to assess the relationship is being successful!

03 ▷

Keep it for the next steps

After both sides have filled their template, keep them safely for the next steps. You will be asked to check what you provided earlier.

04 ▷

Get back here, almost at the end!

As you pass through N13 consider if the time has come to start finishing the relationship. When you feel so, ask your counterpart to meet you for the closing meeting.

05 ▷

Time to evaluate

You are able now to score your relationship based on the indicators you provided earlier (N4) and go to N15!

Tool N15 · Mentoring results assessment

Assessing the mentoring results, what did you achieve and how?



Let's have a look to the results. Are you satisfied?

Assessing the outcomes of the mentoring

In the tool N13 you re-aligned the objectives and the indicators.

This tool is the extremely important since it allows you to express the degree of satisfaction you reached in the process.

Did you achieve the expected results, already? How did you achieve them?

You are/could be almost at the end! It is time for celebrations!



How long & often?

The whole session.
Twice
(recommended)



Who?

Both (Mentor & Mentee)



When?

During an interim report session and in the final meetings.



Tracking

Connected with N13 and N16



Materials needed & templates

A mentoring results assessment template is available to be printed and discussed.

In the Template annex at the end of this document you will find a printable version.

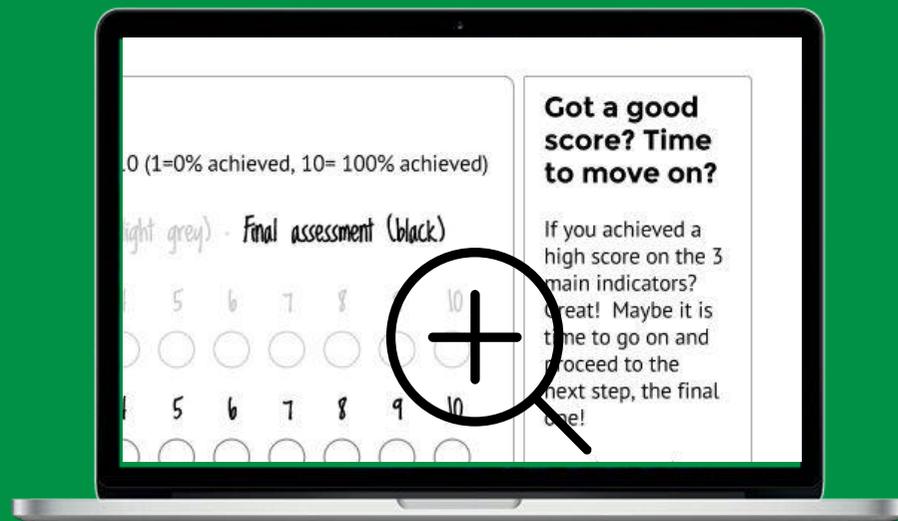


BEFORE

FIRST MEETINGS

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Main steps & tips

This is a filter for assessing the maturity of the relationship. You could perform this exercise as much as you need it, at least twice during the sessions.

If you feel that you have achieved the results (close to 100%) maybe you are ready to ask for a final meeting and begin to move on!

From now you will be walking alone, are you sure?

01 ▷

Retrieve the N13 information

During the process you adjusted the objectives and the indicators. You remember that? It is time for assessing!

02 ▷

Interim assessment

After the N13 re-alignment, it is recommended that you keep an eye on the progress you are making and review the score in your interim report (grey colored cells).

03 ▷

You are doing great!

The % is rising, you are reaching a high score... maybe even 100%. Is it time to close the mentoring relationship? If not you can consult the troubleshooting checklist in the Handbook

04 ▷

Yes, you made it!

You made it! You achieved your objectives and fully accomplished the general goals. Yes, it is definitely time to celebrate!

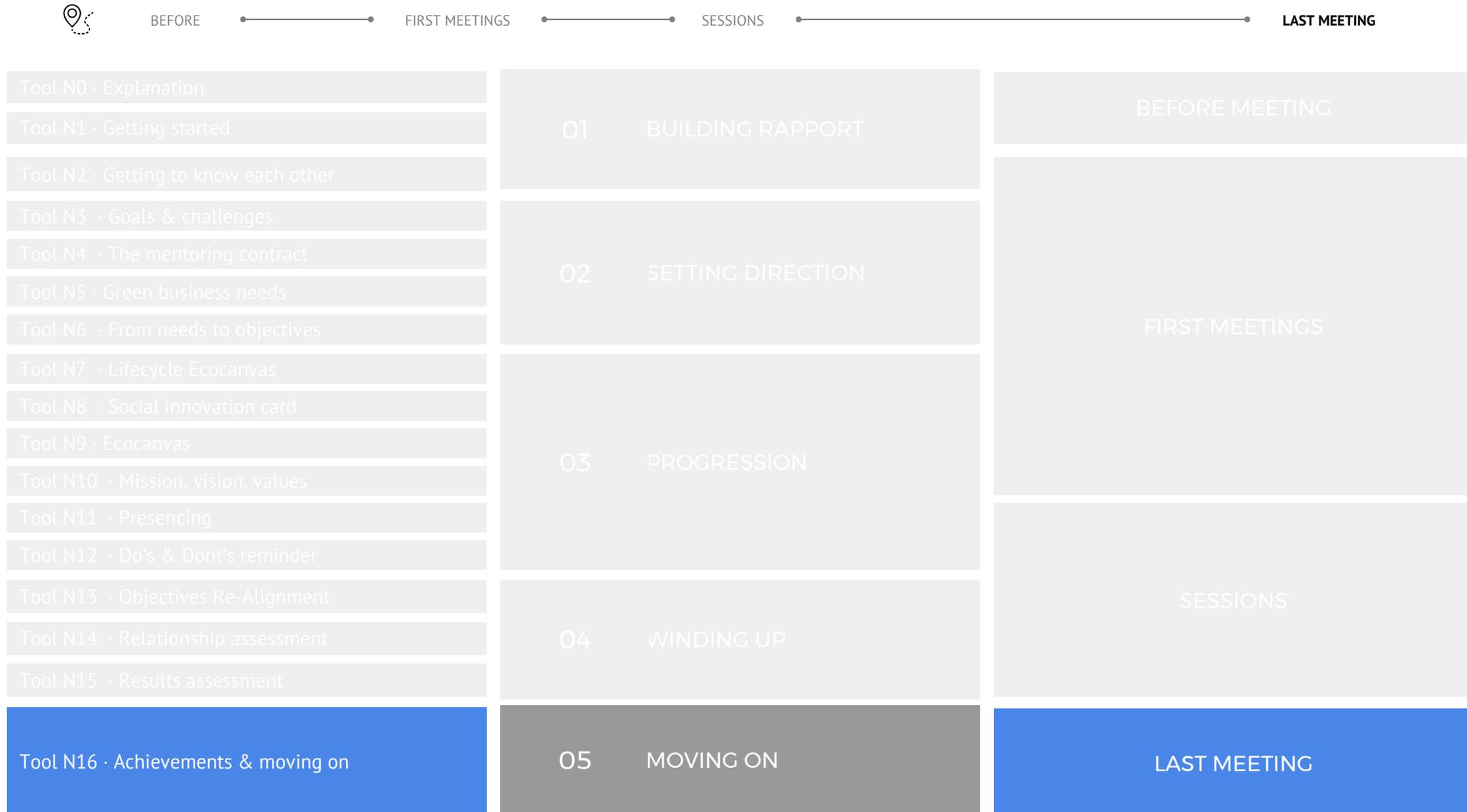
05 ▷

Just one last step

You are almost done, ask to your counterpart for the closing session and go to N16! Congrats!

Reminder! You are here!

You are progressing!





LAST SESSION

Moving on

Tool N16 · Achievements and moving on

Great! You reached the final stage of your Green Mentorship relationship!



Time has come to move on!
Are you ready?

Let's say thank you and figure out the next steps!

After an intense path of self-development and learning-by-doing, the mentee is now ready to say goodbye and thanks to his/her Green Mentor and to sum up all of the achievements.

It is a time to look back and see what happened and how the relationship has developed.

It is important to say thanks for the time spent together, and to look forward to the next steps!



How long & often?

Up to 20 minutes,
just once.



Who?

Both (Mentor &
Mentee)



When?

Last meeting.



Tracking

This is connected with the whole tracking system of the mentorship.



Tool N16 - Achievements and moving on

The Green Mentor Toolkit

BEFORE — FIRST MEETINGS — SESSIONS — LAST MEETING

Green mentee's achievements

Describe what you achieved from this relationship and express your feelings about the entire process and Mentor's help. Be thankful!

Green mentor's achievements and recommendations for the mentee's next steps

Provide to your mentee as few many objectives for the next steps. She will be responsible for them, so what could you possibly recommend to her/him?

GENERAL OBJECTIVES ACCOMPLISHMENT

Mentee's signature Date and place Mentor's signature

GREEN MENTOR Printed on recycled paper

Materials needed & templates

There is a template to follow to close the relationship and to provide space to both Mentor and Mentee to express their feelings and celebrate the achievements.

In the Annex of this Toolkit you will find the printable version in pdf.



BEFORE

FIRST MEETINGS

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LAST MEETING



Main steps & tips

You are closing up your relationship. After several sessions, you achieved your goal!

Before, saying goodbye, evaluate the accomplished objectives, and get some advice about your next steps from the Mentor.

It is the last chance to spend time together (at least, by now) so take advantage of it!

01 ▷

Retrieve the contract!

Check for your signed Mentorship contract and bring it to the session. Let's talk about the whole process.

02 ▷

Focus on the goals and objectives

From the previously completed tools Mentee and Mentor will be able to retrieve and evaluate the overall performance of the process.

03 ▷

Evaluation of the results

Print a N16 and use it to resume all the learning, self-development and results mentee has achieved compared with scheduled ones.

04 ▷

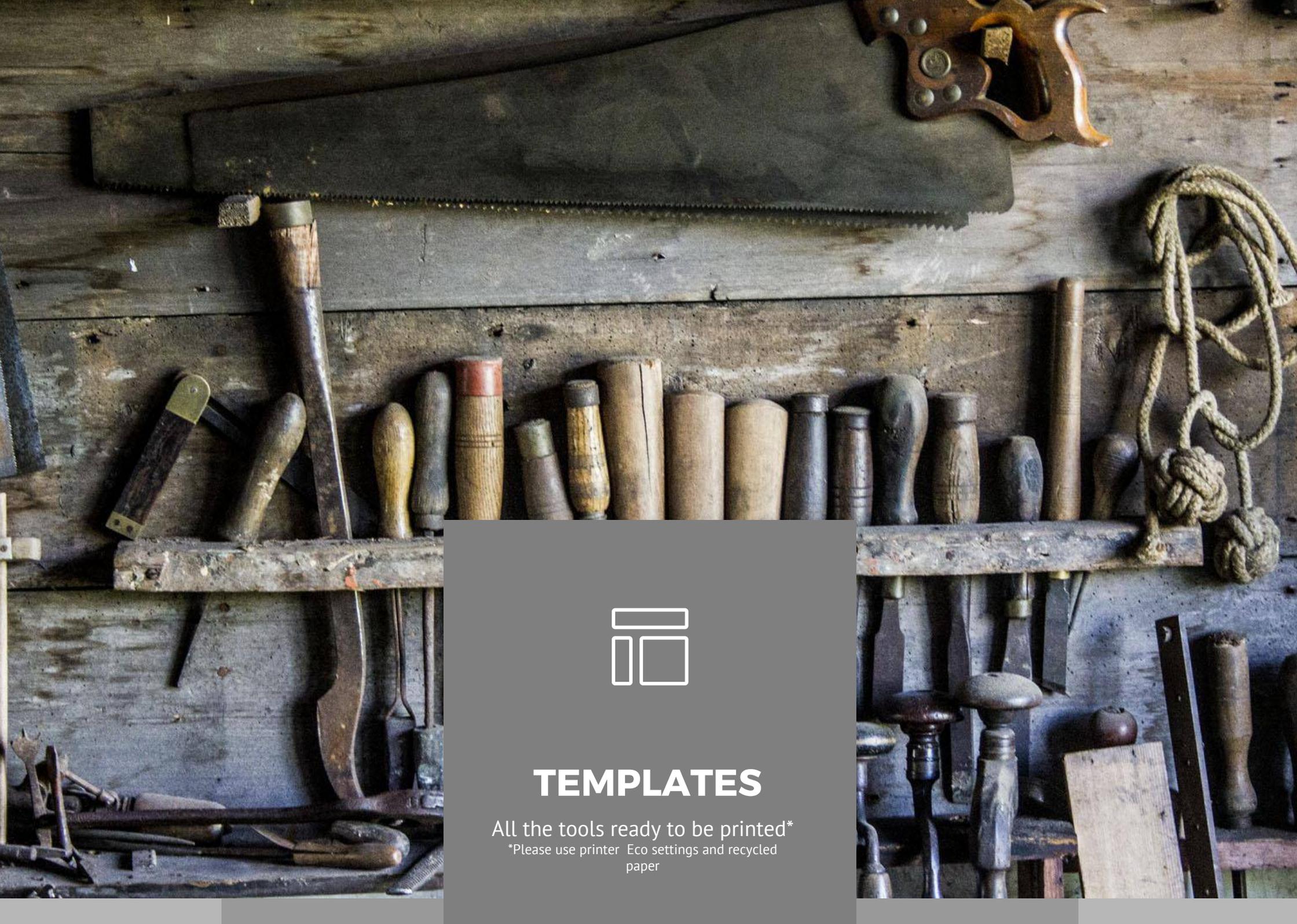
Next steps

The Mentor after discussing and evaluating the overall process, could recommend new strategies or give advice to the Mentee' about setting a new path on his/her own.

05 ▷

Say thank and good bye!

Finalize the session showing your mutual appreciation saying thank you!



TEMPLATES

All the tools ready to be printed*

*Please use printer Eco settings and recycled paper



BEFORE

FIRST MEETINGS

SESSIONS

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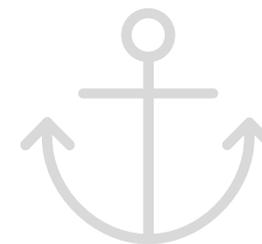
Goals

What are your main goals? Which one is the most pressing one?



Challenges

Describe what are the most important challenges you are facing now and which ones do you foresee?





BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Mentoring Contract

We are both voluntarily entering into this partnership. We wish this to be a rewarding experience, spending most of our time discussing developmental activities. We agree that...



Check in the Open Online Center for useful Contract templates to be used.
Downloads: <http://greenmentor-project.eu/>



We recommend you to have a look to the Code of conduct in the Handbook.



Inspired by Mentorship Agreement <https://mentoringresources.ictr.wisc.edu>

Ground rules

Meeting frequency (frequency, duration, and location of meetings):

Goals (Resume here the 3 most important goals you defined in the Tool N3, retrieve them):

- 1.
- 2.
- 3.

Confidentiality: Any sensitive issues that we discuss will be held in the strictest of confidence. Issues that are off limits for discussion include:

Relationship termination clause: In the event that either party finds the mentoring relationship unproductive and requests that it be terminated, we agree to honour that individual's decision without question or blame.

Duration: This mentorship relationship will continue as long as both parties feel comfortable with its productivity or until:

Mentee's signature

Date and place

Mentor's signature



BEFORE

FIRST MEETINGS

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LAST MEETING

Environmental needs

What are the most important challenges / barriers to turn your business green? Are your products or services Ecodesigned?



Social needs

What are the most important challenges you are facing to solve social challenges? Does your product or service consider all the stakeholders?



What are the most important challenges to consolidate and increase your market share, improve sales or satisfy customer's needs?

Customer's / Market needs



What are the most important challenges you face personally and with your team? Are you able to define your green mission & vision?

Personal / motivational needs

Tool N5 • The business needs • Part 2/2



BEFORE

FIRST MEETINGS

SESSIONS

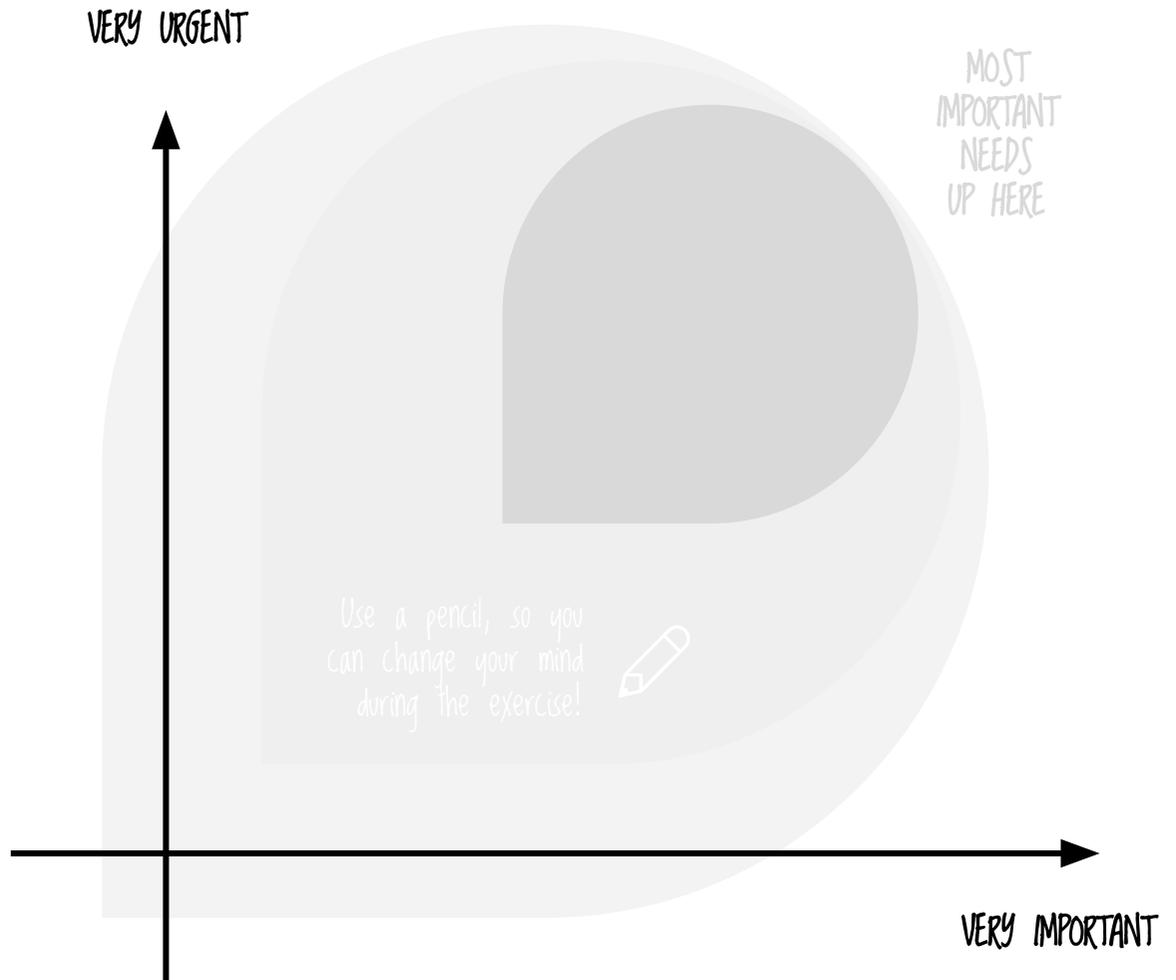
LAST MEETING

All your needs

Please list all the needs (you have identified in the previous Part 1/2). Do not mind the order right now, just re-list them, here:

- A.
- B.
- C.
- D.
- E.
- F.
- G.
- H.

Great! Now take each letter and put it in the map where it belongs. Remember that prioritisation is very important to setup your objectives.



Already done? Perfect, now, **GO to Tool N6 From needs to objectives** and write down your TOP needs in their respective categories. You are ready to define your Green Mentorship objectives.

Tool N6 • From needs to objectives



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

TOP NEEDS

Select the top 3 of them and write them below. If you want to consider more than 3, please use another copy of this template.

SPECIFIC OBJECTIVES

Can you set specific objective(s) to satisfy / solve them in a reasonable way during this mentorship process?

PROGRESS INDICATORS

Define an indicator or a set of indicators They should be measurable and useful to keep track of your progress and the achievement of each specific objective.

1st 	→		→	
2nd 	→		→	
3rd 	→		→	

Go to the right Tool!

Once you have defined your objectives and indicators you can proceed with the next steps. Below is a guide to the tools for the type of support you need!

Environmental



Social



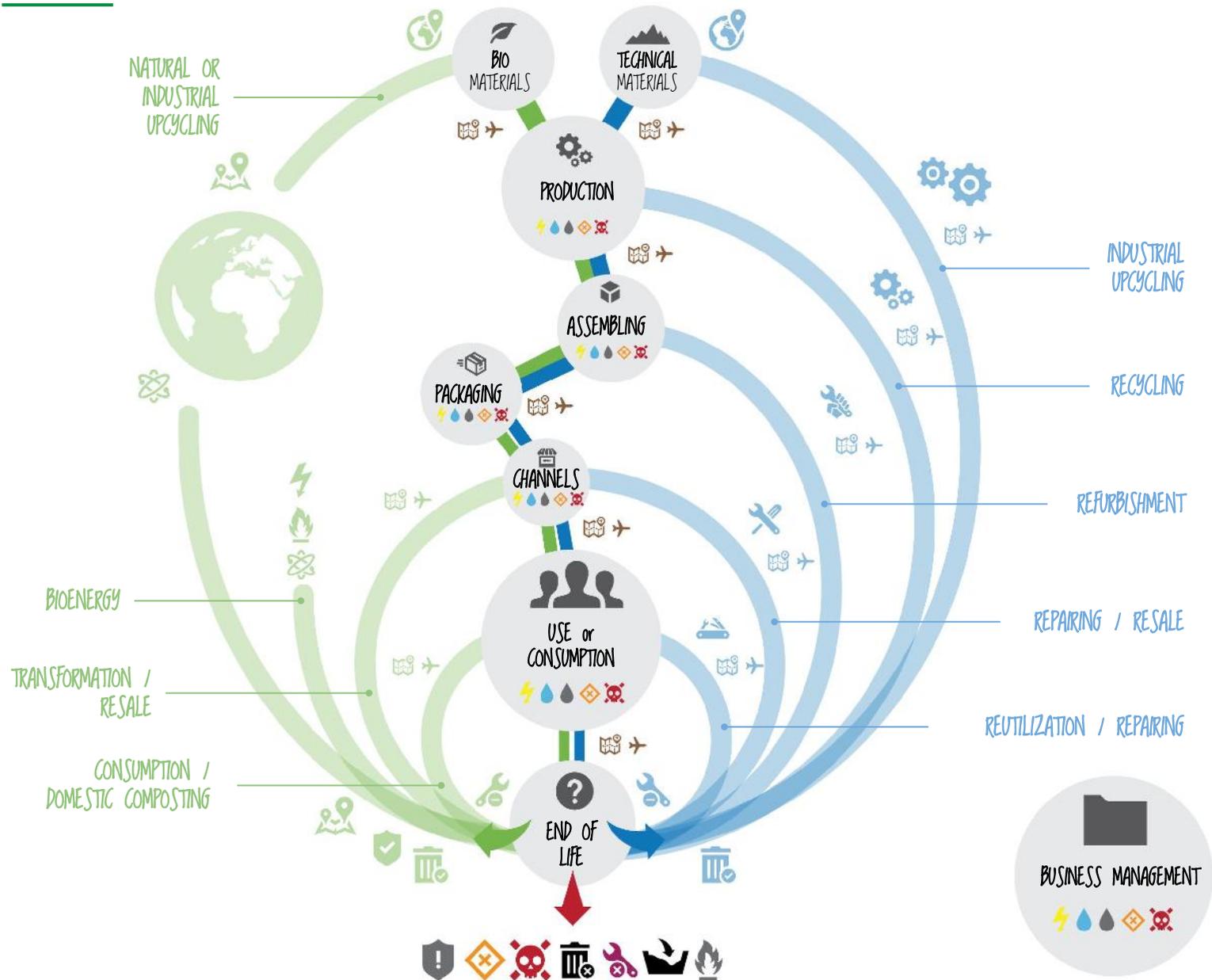
Customer's / Market



Personal / motivational



Tool N7 · Lifecycle Ecocanvas · Part 1/3



Let's start the overview!

This is a guide to identify the most important steps of your business from the extraction of the resources to the end of life of your products and services. Are you ready?

Understand your lifecycle!

Get used to the icons. They will guide you to the lifecycle assessment and the Ecodesign of your business!

- ENERGY CONSUMPTION
- WATER CONSUMPTION
- CHEMICALS CONSUMPTION
- WASTE PRODUCTION
- TOXIC WASTE PRODUCTION
- UNRECOVERABLE PRODUCT
- LANDFILL OR INCINERATION
- RECOVERABLE BIOMATERIALS
- RECOVERABLE TECHNICAL MATERIALS
- LOGISTICS FEATURES
- REVERSE LOGISTICS TECH. MATER.
- REVERSE LOGISTICS BIOMATERIALS

Tool N7 · Lifecycle Ecocanvas · Part 2/3



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING



When you are done here, go to part 3/3 for the **Ecodesign strategies!**

RESOURCE INPUTS

For each stage of the lifecycle, describe what are the **resource inputs**.

ENERGY INPUTS

For each stage of the lifecycle, describe what are the **energy inputs**.

WATER INPUTS

For each stage of the lifecycle, describe what are the **water inputs**.

OUTPUTS

For each stage of the lifecycle, describe what are the **outputs**.

PRODUCTION

ASSEMBLING

PACKAGING

CHANNELS / SERVICE

USE / CONSUMPTION

END OF LIFE

LOGISTICS

BUSINESS MANAGEMENT





BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING



EXTRACTION and PRODUCTION

- Use cleaner materials and substances (certified, non-toxic ...)
- Use highly renewable materials (regeneration <3-5 years or certificates eg FSC, MSC ..)
- Use materials with low energy and water content
- Use recycled (recyclable) materials
- Use abundant and local materials
- Use less (quantity) / optimize mass

- Choose cleaner / alternative / low consumption systems
- Promote handicrafts, limited production and only on request
- Choose processes with fewer stages
- Lower energy consumption / use of renewable energy
- Choose processes that generate less waste
- Use less consumables / less pollutants / local / renewable
- Consider local / manual / semi-annual production

USE / CONSUMPTION



- Minimize the use of resources for the correct functioning of the product / service
- Design for self-cleaning / cleaning without detergents
- Promote education / inform the user about correct use / maintenance
- Design to extend the useful life, facilitate the reparability and updates

- Timeless design, renewable, easily upgradeable
- Design for remote repair / remote control
- Modularity of the elements
- Labeling and identification of the different materials / components



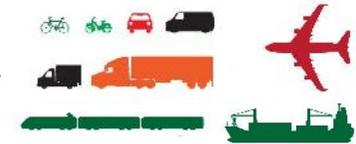
PACKAGING, CHANNELS and SERVICES

- Avoid use of unnecessary packaging / reduce material used
- Use standard measures (ISO) / optimize mass load volume
- For medium-long distance shipments avoid returnable containers
- For non-returnable containers use lightweight, compostable or upcyclable materials.
- For frequent short-distance uses evaluate returnable packaging.
- For returnable containers use light and resistant materials, easily recyclable

- Avoid using unnecessary spaces
- Scan the company to the extent possible (delete mailing ..)
- Hire certified / renewable / self-generated energy services
- Make a resource management plan in the facilities (water, energy, consumables ..)
- Design temporary stands / exhibitors with ecodesign criteria, possibly reusable
- Make the most online meetings to avoid unnecessary travel
- Optimize and encourage the use of digital support for presentations / brochures etc.

LOGISTICS

- Encourage local production and consumption (<300 km)
- Optimize number of trips and loads
- Choose efficient means of transportation:



From 1 (good) to 10 (bad) solution:

1. Human traction (short routes, light products)
2. Electric traction (short routes, vehicles <3.5 ton)
3. Goods train (medium-long journeys)
4. River / ocean vessel (long journeys)

5. Efficient light motor vehicle such as a car
6. 24 ton truck (long journeys)
7. Truck 3.5 - 7.5 ton (medium distances)
8. Airplane (long distances > 4000 km)
9. Van <3.5 ton (medium distances)
10. Airplane (short distances <4000 km)



END OF LIFE

- Inform the user about the correct disposal of the product
- Design for disassembly / separation of different materials (2 metabolisms)

- Choose common materials, easily recyclable in the context of use
- Design recovery systems for valuable products / components
- Design sales systems for second-hand or reconditioned used products
- Include a second function, for re-use, at the end of the first service life
- Design to facilitate reuse of components
- Provide incentive collection systems for hazardous materials / substances
- Choosing local production and consumption systems favors product circularization

Preference order for the disposal:

1. Reuse
2. Composting / Upcycling
4. Energy generation from safe incineration of renewable materials
3. Recycling

To avoid:

5. Energy generation from the Incineration of non-renewable materials.
6. Landfill / Unknown
7. Incineration of non-renewable non-safe materials with energy loss.



BUSINESS MANAGEMENT

- Design offices / ships with sustainability criteria (insulated, green roofs, natural light, Renewable energy sources, natural water purification ..)
- Encourage use of public transportation / bikes / shared cars / incentives
- Reduce / minimize paper/ support digital only
- Impressions on used paper / recycled certificate / use of Ecofonts / under contrast
- Separate waste and inform employees
- Organize education activities / training of employees on the correct Use of facilities (lights, heating, cleaning, order ..)
- Turn off unused equipment, disconnect (avoid stand-by)





BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Map your Stakeholders and engage them



Each section can be used for topics such as belonging, self-actualisation, health, safety, environment, etc.

TARGET AUDIENCE

Describe your target audience, including beneficiaries, users or customers who would benefit from your work.

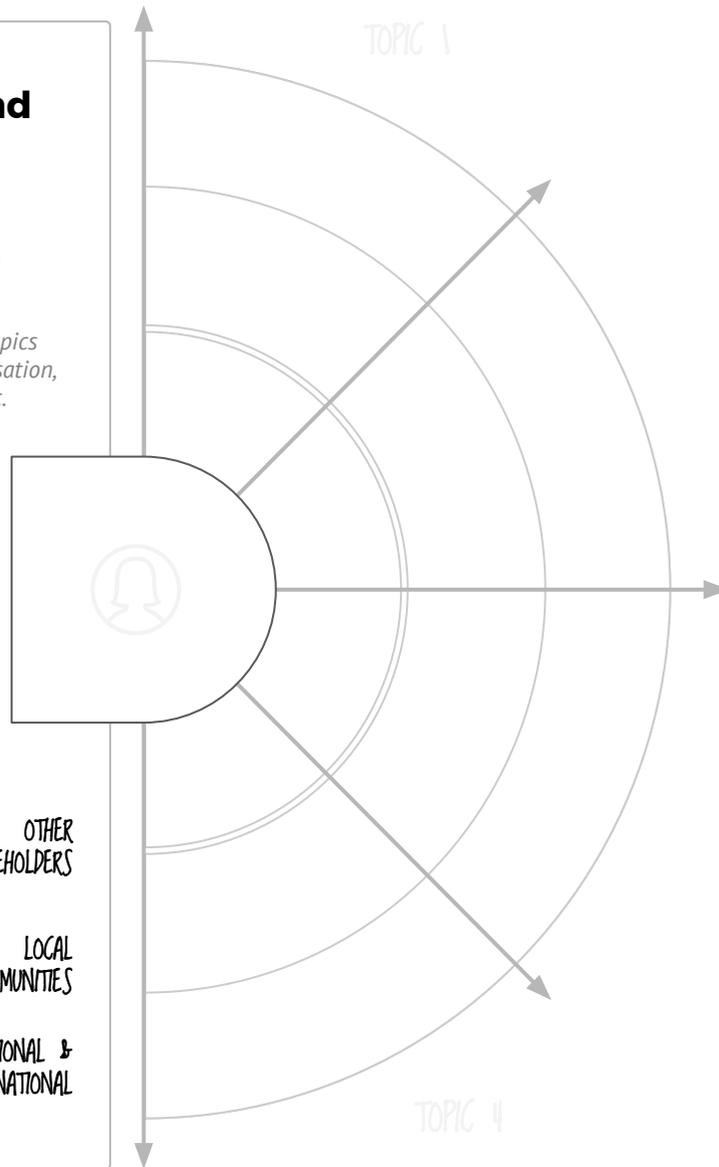
EACH RADIUS ONE TYPE OF STKs

Indicate who are closer or farther away from the target audience. The closer to the core, the more influential they are.

OTHER STAKEHOLDERS

LOCAL COMMUNITIES

NATIONAL & INTERNATIONAL



SELECT TOP STK GROUP

Select the most important Stakeholders group of all of the ones identified. Who are they? Why did you select them?



TAKE ACTION!

What are you going to do to engage it/ them? How are you going to do it? When are you taking action?

Tool N9 • Ecocanvas



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING



Tool N10 • Vision, mission and values



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Vision

A vision is a clear and inspirational hope for the future based on your green values. In one sentence, **describe the long-term change** that you would like to see brought about in an ideal world, as a result of your organisation's work.



REMEMBER YOUR
OBJECTIVE/S!



Mission

The mission statement is:

- the core message of the organisation's purpose and the reason it exists;
- what you are trying to do, why, and for whom.

In one or two sentences, **describe the overall purpose of the organisation** in a way that explains your vision and says what you're trying to do and for whom.



Values

The ethos of you and your organisation is the set of beliefs and principles that guide your work. Other terms used for ethos are the philosophy or values of an organisation. The values of your organisation will guide all aspects of your programmes and activities in terms of principles and practice. **Describe: how you & your organisation operate** (e.g. activities, standards, quality, etc); **how you & your organisation are perceived** externally (i.e. in the eyes of the public or other external stakeholders); **how you believe in the green principles, and are passionate about them?**



Tool inspired by the DIY Committee Guide developed by Volunteer Now · <http://www.volunteernow.co.uk/>

Tool N11 • Presencing



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING



Sit for around 2-5 minutes.



Count your breaths.



Get to know yourself.



Don't get caught up in the how – just do.



Do a body scan.



Don't worry too much that you're doing it wrong.



Notice the light, sounds, energy.



Don't worry about clearing your mind.



Smile when you're done.



Tool inspired by Meditation Guide · <https://zenhabits.net/meditation-guide/>

Tool N12 • Do's and Don'ts Reminder Part 1/2



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

GREEN MENTOR CARD



Listen



Criticize constructively



Support and facilitate



Teach by example



Encourage and motivate



Promote independence



Promote balance



Take pride in mentee's success



Protect from experience



Take over



Force



Use undue influence



Lose critical oversight



Condemn



Tool inspired by Do's and Don'ts for Mentors and Mentees · <https://www.bgsu.edu/>

Tool N12 • Do's and Don'ts Reminder Part 2/2



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

GREEN MENTEE CARD



Take the initiative



Avoid perfectionism



Maintain balance



Work hard



Support your peers



Take responsibility for results



Welcome experience



Seek counselling



Avoid difficulties



Sidestep work



Stay in your comfort zone



Take advantage of friendship



Avoid talking about problems



Let EGO get in the way



Tool inspired by Do's and Don'ts for Mentors and Mentees - <https://www.bgsu.edu/>

Tool N13 · Objectives re-alignment



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Retrieve the outcomes from Tools N7,8,9 & 10

Take time to review the top needs you have been working on. Now, you might be able to review your progress!

Environmental



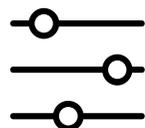
Social



Customer's / Market



Personal / motivational



REVIEWED TOP NEEDS

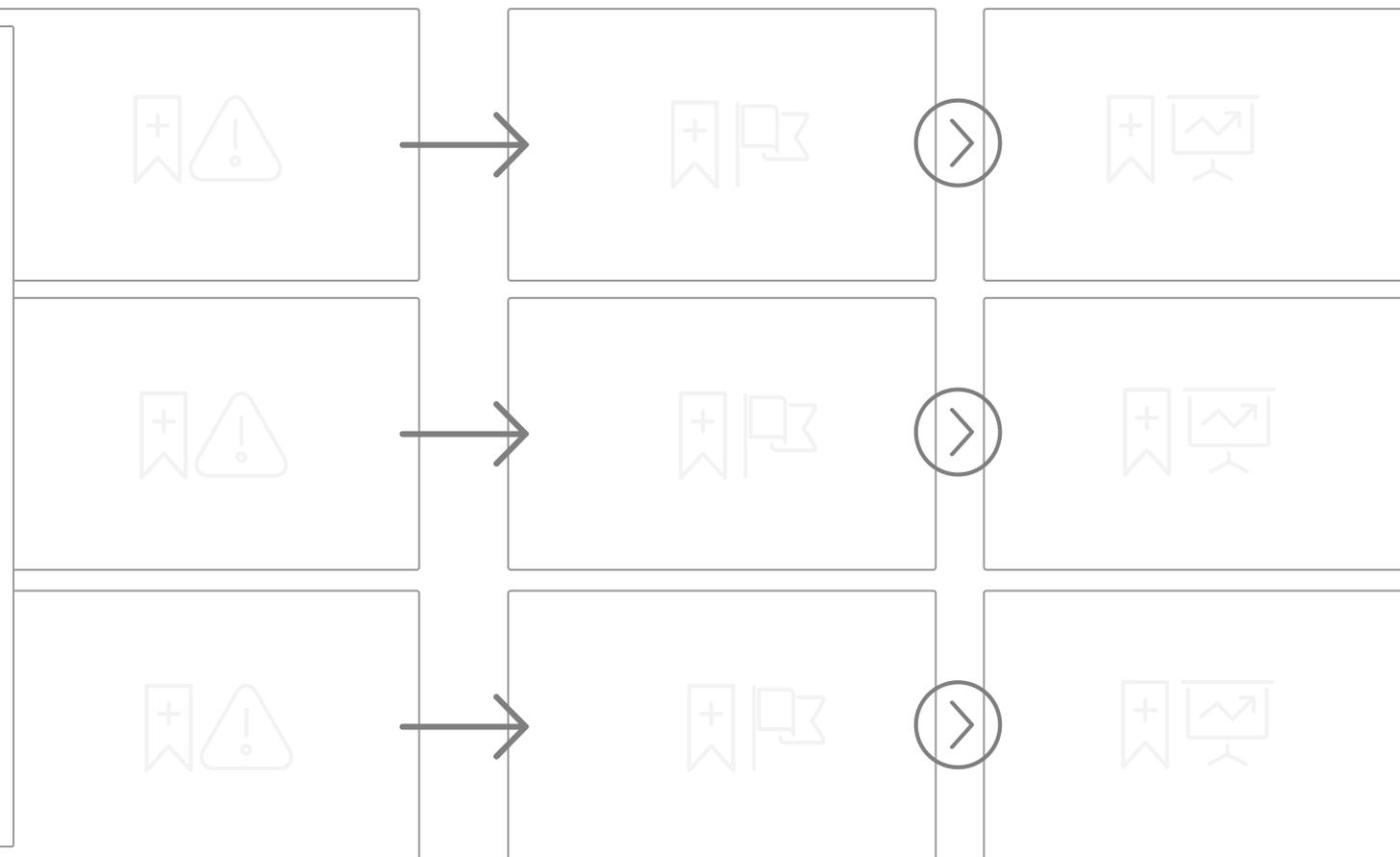
Review the top 3 needs you have been dealing with so far. Describe them now in their latest reviewed version.

REVIEWED OBJECTIVES

Do you now need to re-align your specific objective(s) after you have reviewed your most important needs?

REVIEWED INDICATORS

Do you need to re-define an indicator or a set of indicators according to any new reviewed needs and objectives? Do your indicators match to your current objectives?



Tool N14 • Mentoring relationship assessment



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Default indicators

Time has come to score your relationship. **Select from within** this list of indicators or **provide your own and score them**, one line for each indicator.!

Green mentor



Active listening



Empathy



Encouraging / motivating



Teaching by example



Supporting / advising



Green mindset / expertise

Green mentee



Taking responsibilities



Proactiveness



Welcoming experience



Hard worker



Green mindset / expertise

Assess your relationship

Score your mentor / mentee from 1 to 10. Considering 1 as Very negative and 10 as Very positive.

Indicator 1

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Indicator 2

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Indicator 3

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Indicator 4

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Indicator 5

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Indicator 6

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Date, number of session and signature

Tool N15 • Mentoring results assessment



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Check your progress and assess the results

Time has come to check how well the selected objectives have been achieved. Score them from 1 to 10 (1=0% achieved, 10= 100% achieved)

REVIEWED OBJECTIVES

REVIEWED INDICATORS

Interim assessment (light grey) • Final assessment (black)



1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									



1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									



1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>									

Got a good score? Time to move on?

Have you achieved a high score on the 3 main indicators? Great! Maybe it is time to move on and proceed to the next step, the final one!



Go to Tool



Date, number of session and signature



BEFORE

FIRST MEETINGS

SESSIONS

LAST MEETING

Green mentee's achievements

Describe what you achieved from this relationship and express your feelings and thoughts about the whole process and the Mentor's help. Be thankful!

Green mentor's achievements and recommendations for the mentee's next steps

Provide your mentee with a last piece of advice for their next steps. S/he will be by her/his own from now on so what could you possibly recommend to her/him?



Mentee's signature

Date and place

Mentor's signature



REFERENCES

.. and extra contents

References and extra contents

Great! You reached the end of the Toolkit... but the beginning of a new path!

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GREEN
MENTOR

Fostering green entrepreneurship through an innovative ECVET curriculum for the new professional profile of Mentor for Green Entrepreneurs

Project number 2015-1-ES01-KA202-015934

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