

Mentoring in the Business Environment

May 2003



Submitted to:
The National Women's Business Council

Prepared by: Barrera Associates, Inc.

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The authors of this study would like to thank the National Women’s Business Council (NWBC) for their support of this project. We would also like to thank the professionals who provided invaluable insight on business mentoring to us during our research for this report. We are indebted to them for their contributions of time, talent and expertise in the pursuit of promoting women-owned businesses.

Specific contributors include:

Maggie Ailes	National Consortium of Entrepreneurship Centers
Susan Phillips Bari	Women’s Business Enterprise National Council
J. Robert Baum	University of Maryland
Martha Brown	Small Business Administration (SBA) Office of Women’s Business Ownership
Vicki Brown	Columbia College
Candida Brush	Boston University
Camille Burns	Women Presidents’ Organization
Nancy Carter	University of St. Thomas
Melissa Compton	Young Entrepreneurs’ Organization
Trish Costello	Kauffman Fellows Program
Susan Davis	Capella
Lisa Erich	Queensland University of Technology
Nancy Duffy Fortney	U.S. Marketing Corporation
Harriet Fredman	SBA Office of Women’s Business Ownership
Betsy Gatewood	Indiana University
Brent Goldfarb	University of Maryland
Aileen Gorman	The Commonwealth Institute
Patricia Greene	University of Missouri-Kansas City
Susan Hailey	Forum for Women Entrepreneurs
Myra Hart	Harvard University
Monica Higgins	Harvard University
Robert Hisrich	Case Western Reserve University
Beverly Inman-Ebel	National Association of Women Business Owners
Michele Janson	Helzberg Entrepreneurial Mentoring Program
Ali Kemal Karakaya	University of Maryland
Kathy Kram	Boston University
Mark Lange	Edward Lowe Foundation
Amy Millman	Springboard Enterprises
Kweilin Moore	Center for Women and Enterprise
Steve Mueller	Texas Christian University
Terry Neese	Women Impacting Public Policy
Meghan O’Brien	The Committee of 200
Patricia O’Brien	Simmons College
Rebecca Oxford	University of Maryland
Sue Preston	Kauffman Foundation
Belle Rose Ragins	University of Wisconsin at Milwaukee
Mary Schwartz	Center for Creative Leadership
Roberta Skebo	University of Houston Small Business Development Center
Mike Smith	Young Entrepreneurs’ Organization
Shauna Soom	Athena Foundation
Don Spero	University of Maryland
Lee Tennent	Queensland University of Technology
Maribel Topf	The Executive Council

This research study was conducted for the National Women’s Business Council (NWBC) by Barrera Associates. The opinions and recommendations of the authors of this study do not necessarily reflect official policies of the NWBC, the U.S. Small Business Administration, or any other agency of the U.S. government.

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Finding #2: At given points of a business' maturity, a woman business owner is currently best served by similar types of mentoring programs as those for business owners in general, but which contain some different elements. In particular:

- If their businesses are pre-start-up or start-up, women business owners would appear to benefit most from *entrepreneurial training*.⁵
- If their businesses are start-up or second-stage, women business owners would appear to benefit most from a *mentor-protégée program* that matches one protégée with several mentors or one mentor with several protégées and gives each protégée the experience of a realistic stretch via a mentor(s) who is at the very next level up.
- If their businesses are second-stage or established, women business owners would appear to benefit most from a structured form of *peer-to-peer networking* that plans participant composition, develops meeting agendas and monitors goal achievement.

In sum, the choice to invest in business mentoring is also a strategic choice for women business owners. When selecting a mentoring program, they too need to keep in mind where their businesses are in development so that they can receive the most benefit from mentoring.

Program Practices

What makes the mentoring programs in this study successful according to the organizations who sponsor them? Organizations shared information on their common practices to give us an idea, allowing us to create snapshots of key programming elements like planning, design, promotion, support, and recruitment. Following is a discussion of these elements. Importantly, this is not an exhaustive list of the elements required for successful mentoring programming. They simply represent elements that emerged from conversations with program staff on best practices and lessons learned.

Planning

The majority of programs are between four and ten years old. Given this timeframe, sponsoring organizations have the planning phase of their programs well-defined. They have a feel for which planning practices have paid off in the past and which have not, although staff turnover was the one variable noted to adversely affect such knowledge. When mentioned, organizations described planning as

both an initial and an ongoing program activity. Some organizations indicated that planning is the first of several activities they conduct to initiate program launch. Others indicated a consistent focus on this activity *throughout* the program lifecycle and *in tandem with* other programming elements. Organizations reported that effective mentor-protégé matches, in particular, require significant staff investment on the front end. One of the study's peer-to-peer networking programs incorporates its facilitators in ongoing planning to capture their professional expertise on effective processes.

Design

As with planning, organizations have their program designs well-mapped. Structure, including a well-planned participant orientation, was the deciding factor of program success, irrespective of program type and despite the fact that a more structured program was said to equal a more labor- and time-intensive program. For mentor-protégé programs, structure translates to a number of imperatives. Strategic matching is one of them. For one organization, this strategy places each protégé with a mentor who is at the very next level up, so that the protégé experiences a realistic stretch.

Notably, organizations with mentor-protégé programs cited personal chemistry as a potentially important facet of developing an enjoyable mentoring relationship, but they infrequently mentioned this factor as necessary for

⁵ Due to the small number of entrepreneurial training programs in this study, we cannot make any statements about differences in these programs for the women's programs versus all programs.

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Methodology

After developing an understanding about the women's mentoring programs that organizations are currently implementing, we reviewed both mainstream and academic literature to locate research on mentoring for women business owners. As requested, this review focused on literature published since 1995.

Review of the *mainstream* literature included consultation and review of books, magazines, and newswire content both online and offline. This review process included such search terms as: *mentoring, mentoring in business, business mentoring, business women and mentoring, entrepreneurial mentoring, entrepreneurial mentoring programs, annotated bibliography and business owners, annotated bibliography and mentoring, annotated bibliography and business mentoring, annotated bibliography and entrepreneurship.*

Review of the *academic* literature included consultation of relevant databases, journals, consortiums, and scholars. This consultation process included such databases as 1) ABI Inform, 2) Lexis-Nexis, 3) Business & Company Resource Center, 4) PsychLit and 5) Socio using such terms as: *mentoring, mentoring in business, business mentoring, business women and mentoring, entrepreneurial mentoring, entrepreneurial mentoring programs, annotated bibliography and business owners, annotated bibliography and mentoring, annotated bibliography and business mentoring, annotated bibliography and entrepreneurship.*

Following database research, we reviewed pertinent issues of the following academic journals: *Academy of Management Journal (1995-2003); Academy of Management Review (1995-2003); Business Horizons (1995-2003); Entrepreneurship Theory and Practice (1995-2002); Entrepreneurship and Regional Development (1995-2002); Journal of Business Venturing (1995-2003); Journal of Developmental Entrepreneurship (1998-2002); Journal of Small Business Management (1995-2003);* and *Mentoring and Tutoring (1995-2002).*

Subsequent to database and journal reviews, we contacted the National Consortium of Entrepreneurship Centers (NCEC) to determine its knowledge of salient research. Created with the support of the Kauffman Foundation

Center for Entrepreneurial Leadership and the combined leadership of the University of Maryland, University of Southern California, and Ball State University, NCEC assembles what it considers to be the best entrepreneurship centers in the country with an agenda to “enhance and foster improvements in curriculum, research, outreach, projects and financial support for entrepreneurship.” NCEC members include entrepreneurship centers from 57 U.S. universities.

Finally, we contacted mentoring and entrepreneurship scholars from across the U.S, the majority of whom are considered to be experts in their fields.

Results of Literature Review

An in-depth review of the literature reveals that discussion on the topic of business mentoring focuses primarily on corporate mentoring and related programs. Very little has been written on the topic of mentoring programming for business owners. When asked specifically about mentoring programming for *women* business owners, the majority of the scholars contacted for this study stated no knowledge of such research. Separately, the NCEC shared that, while it does not track its members' research, it could confirm that its annual conferences have yet to sponsor sessions on salient research related to business mentoring. Finally, we found a dearth of journals focused on business mentoring. *Mentoring & Tutoring* was the only journal we identified as being topic-specific, and it addresses a mixture of educational and business mentoring.

Where the topic of business mentoring for women *is* addressed in the literature, we found discussion of the necessary evolution of the concept. Cheryl Dahl's, “Women's Ways of Mentoring,”⁶ states “Women's mentoring is more about commitment than chemistry, personal growth than promotion.” The “new rules” she observes includes, among others, the reality that, “Mentoring doesn't have to be one-on-one. Mentoring works best when you mix and match.”

Outside of business mentoring for women, the literature has also begun to suggest the need to evolve the concept

⁶ See bibliography for referenced items.

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of business mentoring past the one-to-one model due to the drastically altered business environment that businesses now operate in. In Jim Billington's "Meet Your Mentor. It's a Network," Billington writes that "the traditional mentor-protégé relationship has gone the way of the mainframe computer—while it hasn't completely disappeared, it isn't nearly as common as it used to be. Several thoughtful writers offer a sensible alternative: a network—but a narrow one of mentors." In "Beyond the Myth of the Perfect Mentor: Building a Network of Developmental Relationships," Linda Hill and Nancy Kamprath write that "Instead of embarking on a quest for the perfect mentor, individuals should pursue a strategy of being the perfect protégé and building a network of developmental relationships."

For insight into what is being researched on the combination of mentoring and technology, we consulted with the National Mentoring Partnership and the National Mentoring Center on the issue of e-mentoring. While both organizations are exclusively focused on youth, we found it useful to explore the e-mentoring training materials and software that they have developed to increase mentoring relationships for their target audience.

The National Mentoring Center cited *MentorNet*, an e-mentoring network for women in engineering and science whose target audience is female university students.

Despite the availability of the foregoing works, mainstream and academic research literature within the field of entrepreneurship has yet to catch up with actual mentoring programming for business owners. Major gaps exist regarding works that address business mentoring for business owners, in general, and women business owners, in particular. These gaps, in turn, create a disparity between practice and theory in the area of business mentoring.

Opportunities exist to address this disparity with research. In "The Leadership Focus of Women Entrepreneurs at Start-up and Early-Growth Stages," Lisa Gundry writes that "Little research has been done on a sample of women entrepreneurs using stage of business development as a differentiating factor." With increased investment in women's mentoring programs, such research could directly impact the U.S. economy, given the current number and growth rate of women-owned businesses.

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Nine recommendations to the National Women's Business Council arise from this study. Five concern future research and four involve program support and raising the profile of women's business mentoring.

First, use the results provided here as a springboard for further research to explore the match suggested in this study between business stage and program type (see Findings 1 and 2). It would appear that this match is the determinant of a successful program; however, more research and a larger dataset are required to conclusively make this case. Gather more details than those in this study to demonstrate that certain program types are effective at various stages in the business development process, especially for women business owners. Also gather details on whether women business owners are better served by women-focused organizations across program types.

Second, use the results provided here as a springboard for further research to explore the program elements for each program type that are required for successful mentoring programs (see Finding 3). An exhaustive list of program elements would be helpful in establishing and promoting effective models. The program elements explored in this study simply represent those that *emerged* from conversations with program staff on best practices and lessons learned. Gather more details on each element about the effective practices that comprise that element, especially from organizations that sponsor a women's mentoring program.

Third, explore e-mentoring (also known as telementoring) programs and their advantages for women business owners to determine if the reach of mentoring can be extended using the Internet, either for program outreach and marketing or for service delivery. Some online models exist to launch an inquiry. *MentorNet* facilitates online mentoring between women in the fields of engineering and science (www.mentornet.net). *MicroMentor* facilitates online mentoring between low-income owners of very small businesses and accomplished industry professionals (www.micromentor.org).

Fourth, explore business-to-business mentoring programs to determine their advantages for women business owners. Focus on programs sponsored by federal and state governments. Some models are available from which to proceed. The *U.S. Department of Energy (DOE)* and *U.S.*

Department of Defense (DOD) each have a mentor-protégé program that encourages prime contractors to work with small and often disadvantaged firms (www.hr.doe.gov/ed/osdbu/mentor.html and www.acq.osd.mil/sadbu/mentor_protege, respectively).

Fifth, consider creating a database of original research on women business owners with mentoring as one of the database's research categories. Partner with an organization, like the NCEC, whose members undertake original research. Such a tool could be used by academic researchers to enhance the study of women's entrepreneurship and, in turn, could spur further practical innovations.

Sixth, create a mentoring section on the NWBC web site under "Links to Other Resources" to raise the profile of the mentoring concept. Provide links to the web sites of the programs included in this study, as well as to other promising programs. Also explore within this section the use of web casts with prominent women business owners as a means for inspiring and sharing business knowledge. Investigate the creation of an online portal to offer women business owners one point of entry to business mentoring resources. Partner with an organization that already has an online presence and brand. Partner suggestions include: *iVillage* (which bills itself as the #1 Internet site for women); the *National Mentoring Partnership* (which is building a strong brand and has strong public-private backing); and the *American Business Women's Association* or *Business and Professional Women* (which have been ranked sixth and seventh respectively in the Top 20 Business Women's Organizations by Membership by the Business Women's Network).

Seventh, publicize the business development tools of entrepreneur-support organizations, like the Edward Lowe Foundation and the Kauffman Center for Entrepreneurial Leadership, that focus on helping business owners measure their successes and get to the next level.

Eighth, work with major magazines whose audience is primarily women business owners to determine the availability of no or low cost advertising opportunities for women's business mentoring programs on an on-going basis, or at minimum, during January, which is the federally-established National Mentoring Month. A partner

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suggestion includes *Enterprising Women* (which bills itself as the only national magazine published exclusively for women business owners).

Ninth, encourage formal and informal evaluation of programs to help build the case for business mentoring and to help determine the extent to which women's program needs differ from those of men. While many of the organizations reported investing time in follow-up program evaluation through the use of exit surveys or

informal verbal check-ins, it was noted that none have begun to evaluate their programs formally and consistently. Evaluations can be outsourced to university entrepreneurial centers if organizations do not have the staff capacity to conduct evaluations in-house. For example, Babson College has evaluated the women's mentoring program offered by the Committee of 200 (www.babson.edu/entrep/fer/Babson2001/IV/IVE/IVE.htm). External evaluations often turn up information that is missed internally.

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Appendix A: Organizations in the Study

Organization	Web Site
Athena Foundation	http://www.athenafoundation.org
Center for Women and Enterprise	http://www.cweboston.org
The Committee of 200 Foundation	http://www.c200.org
The Commonwealth Institute	http://www.commonwealthinstitute.org
The Executive Committee	http://www.teconline.com
Forum for Women Entrepreneurs	http://www.fwe.org
Helzberg Entrepreneurial Mentoring Program	http://helzbergmentoring.org
Kauffman Foundation	http://www.emkf.org
National Association of Women Business Owners	http://www.nawbo.org
SBA Office of Women's Business Ownership	http://www.sbaonline.sba.gov/womeninbusiness/index.html
Springboard Enterprises	http://www.springboardenterprises.org
University of Houston Small Business Development Center	http://smbizsolutions.uh.edu/
University of Maryland Dingman Center for Entrepreneurship	http://dingman.rhsmith.umd.edu
U.S. Women's Chamber of Commerce	http://www.uswomenschamber.com
Women Presidents' Organization	http://www.womenpresidentsorg.com
Young Entrepreneurs' Organization	http://www.yeo.org
Young Presidents' Organization	http://www.ypo.org

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Appendix B: Programs within Organizations in the Study
(By Program Type, 2002-2003)

ORGANIZATION	AGE OF ORGANIZATION		AGE OF PROGRAM		BUSINESS STAGE	CLIENTS		
		PROGRAM		PROGRAM TYPE		Women Only (8)	Women-Targeted (3)	Women and Men (8)
Athena Foundation	20	PowerLink	5	Mentor-Protégée	Start-up	X		
Committee of 200 Foundation	17	Growing Entrepreneurs Mentoring Program	4	Mentor-Protégée	Second-stage	X		
National Association of Women Business Owners	28	NAWBO Mentor Program	0	Mentor-Protégée	Start-up to Established		X	
University of Maryland Dingman Center for Entrepreneurship	17	Dingman Traditional Mentor Program	8	Mentor-Protégé	Start-up to Second-stage			X
University of Maryland Dingman Center for Entrepreneurship	17	Dingman Cohort Mentor Program	1	Mentor-Protégé	Pre-Start-up to Start-up			X
Helzberg Entrepreneurial Mentoring Program	8	Helzberg Entrepreneurial Mentoring Program	8	Mentor-Protégé	Second-stage			X
Kauffman Foundation	38	Kauffman Fellows Program	9	Mentor-Protégé	Pre-Start-up to Start-up			X
Young Entrepreneurs' Organization	16	WPO-YEO Mentor Program	6	Mentor-Protégé	Second-stage to Established			X
Commonwealth Institute	6	Commonwealth Forum for Women CEOs	6	Peer-to-Peer Networking	Start-up to Second-stage	X		
Commonwealth Institute	6	Commonwealth Forum for Emerging Technology Companies	3	Peer-to-Peer Networking	Start-up to Second-stage	X		
University of Houston Small Business Development Center	19	Women's Business Ownership Initiative	8	Peer-to-Peer Networking	Second-stage	X		
US Women's Chamber of Commerce	2	USWCC CEO Forum	2	Peer-to-Peer Networking	Second-stage to Established	X		
Women Presidents' Organization	4	WPO Chapter	4	Peer-to-Peer Networking	Second-stage to Established	X		
SBA Office of Women's Business Ownership	24	WNET Roundtables	10	Peer-to-Peer Networking	Pre-Start-up to Established		X	
Young Presidents' Organization	53	YPO Forum	28	Peer-to-Peer Networking	Established			X
The Executive Committee	46	Traditional TEC	46	Peer-to-Peer Networking	Second-stage to Established			X
The Executive Committee	46	Emerging Entrepreneurs	10	Peer-to-Peer Networking	Second-stage to Established			X
Springboard Enterprises	2	Springboard	2	Entrepreneurial Training	Start-up to Second-stage	X		
Center for Women and Enterprise	8	Community Entrepreneurs Program	4	Entrepreneurial Training	Pre-Start-up		X	

(Results are synthesized from all data available at the time of this report.)

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Appendix C: Descriptions of Programs for Women

MENTOR-PROTÉGÉE PROGRAMS

Athena Foundation - "Athena PowerLink"

"Athena PowerLink" is a five-year old program that unites a woman-owned business with a group of local mentors who serve as a panel of advisors. Advisors work with the protégée on her business for one year at no charge. The protégée and her panel meet quarterly and run their meetings with the formality of a Board of Directors meeting. To qualify for participation, the protégée needs to have been in business for at least two years, as well as meet certain revenue thresholds. Each PowerLink program is governed locally by an interested community organization. These organizations make use of a panel coordinator with each match to ensure an effective and professional mentoring process.

Web Site: <http://www.athenafoundation.org/>

Phone Number: 800-548-8247

Committee of 200 - "Growing Entrepreneurs Mentoring Program"

"Growing Entrepreneurs Mentoring Program" is a four-year old program that seeks to help women entrepreneurs take their businesses to the next level (represented by C200 membership). Six to seven entrepreneurs who gross between \$3 million and \$10 million on an annual basis are selected for the protégée class via an application process. Using a team approach to mentoring, each protégée receives two to three mentors who serve as her advisory board. Protégées meet with their mentors throughout the year individually and informally. Additionally, the protégée class meets together four times a year to network and attend a two-day Teaching Institute facilitated by an accomplished instructor and offering curriculum defined by the protégées themselves.

Web Site: <http://www.c200.org>

Phone Number: 312-751-3477

National Association of Women Business Owners - "NAWBO Mentor Program"

The "NAWBO Mentor Program" is to be launched as a pilot program this year. Mentors will be recruited by business issue and then matched with a NAWBO protégée(s) who is interested in being mentored on a specific business issue. Mentors

will have been in business at least five years. Protégées need only to be NAWBO members to apply. A mentoring agreement will be used to launch each mentoring relationship. Matches are targeted to last for a year. The majority of participants will be women, although men are welcome.

Web Site: <http://www.nawbo.org>

Phone Number: 800-55-NAWBO

PEER-TO-PEER NETWORKING PROGRAMS

Commonwealth Institute - "The Commonwealth Forum for Women CEOs"

"The Commonwealth Forum for Women CEOs" is a six-year old, structured peer-to-peer networking program that brings 8-10 women CEOs together in a confidential environment on a monthly basis to discuss issues and develop growth strategies. Participants come from a variety of industries with no competitors in each group. Groups meet monthly for four hours and are scheduled one year in advanced in order to incorporate the meetings into the participant's schedule. A professional facilitator with extensive business experience runs each Forum. Meetings often feature an expert resource with extensive knowledge in a particular business discipline.

Web Site: <http://www.commonwealthinstitute.org>

Phone Number: 617-859-0080

Commonwealth Institute - "The Commonwealth Forum for Emerging Technology Companies"

"The Commonwealth Forum for Emerging Technology Companies" is a three-year old, structured peer-to-peer networking program that brings 8-10 emerging women CEOs together in a confidential environment on a monthly basis to discuss the high growth potential technology companies they are launching. Participants are graduates of a "boot camp" at which top experts have worked through their business plan. As with the Commonwealth Forum for Women CEOs, participants come from a variety of industries with no competitors in each group. Groups meet monthly for four hours. A professional facilitator with extensive business experience runs each Forum. Meetings often feature an expert resource with extensive knowledge in a particular business discipline.

Web Site: <http://www.commonwealthinstitute.org>

Phone Number: 617-859-0080

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SBA Office of Women's Business Ownership - "WNET Roundtables"

"WNET Roundtables" is a ten-year old, unstructured peer-to-peer networking program that offers access to public and private sector individuals who are available to provide contacts, services, and suggestions for women business owners. Peers are women business owners, and they receive practical support and guidance in an informal, ongoing relationship from a range of mentors with a wealth of experience. There are several hundred roundtables across the country. Each is structured according to the needs of the community it serves. If a roundtable does not exist in the community of an interested woman entrepreneur, she can start one with the help of the program's national coordinator. Men are welcome to attend a WNET roundtable.

Web Site:

<http://www.sbaonline.sba.gov/womeninbusiness/index.html>

Phone Number: (202) 205-6673

University of Houston Small Business Development Center - "Women's Business Ownership Initiative"

The "Women's Business Ownership Initiative" is an eight-year old, structured peer-to-peer networking program that hosts seven roundtables a year beginning each fall for local women business owners who have been in business between one and four years (no start-ups). Participation occurs via recruitment and word-of-mouth referrals. Each roundtable meets on a monthly basis and is comprised of an SBDC staffer, four to five "coachees" and one to two "coaches." Coaches are in charge of roundtable management. Members of a roundtable are at the same business stage and are comprised of non-competing businesses. The objective of the roundtables is to provide a forum for women business owners to tackle the issues that will help them develop their businesses. The cost of the roundtable to the coachee is \$100.

Web Site: <http://smbizsolutions.uh.edu/>

Phone Number: 713-752-8444

US Women's Chamber of Commerce - "USWCC CEO Forum"

The "USWCC CEO Forum" is a two-year old, structured peer-to-peer networking program designed to reduce the

feelings of loneliness that many women leaders experience at the top. Specifically, each forum provides women CEOs with education, feedback and support in a confidential atmosphere on a monthly basis to enhance the success of their businesses. Forums are lead by a seasoned CEO and have 12 members who are from non-competing businesses.

Web Site: <http://www.uswomenschamber.com>

Phone Number: 888-861-9290

Women Presidents' Organization - "WPO Chapter"

"WPO Chapter" is a four-year old, structured peer-to-peer networking program that brings 20 women Presidents together in a confidential environment on a monthly basis to discuss their business challenges. Meetings are managed by a trained facilitator and the agenda often focuses on one member's business in a case study fashion. This allows the member to have some of her current challenges rigorously analyzed and discussed from a number of different perspectives. Business revenue thresholds drive membership in a WPO chapter.

Web Site: <http://www.womenpresidentsorg.com>

Phone Number: 212-688-4114

ENTREPRENEURIAL TRAINING PROGRAMS

Center for Women and Enterprise - "Community Entrepreneurs Program"

"Community Entrepreneurs Program" is a four-year old, entrepreneurship training program. It is primarily designed for women who intend to start their own business to achieve economic self-sufficiency. The program offers a modular approach to training which enables clients to start the program at any point and take different modules based on their needs and prior experience. Modules include: Visioning (12hrs), Making Your Money Work (18hrs), First Step FastTrac (42hrs), Business Launch (12hrs), and Grow. Fees for the training are offered on a sliding scale. The majority of participants are women, although men are welcome.

Web Site: <http://www.cweboston.org>

Phone Number: 617-536-0700

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Springboard Enterprises - “Springboard”

“Springboard” is a two-year old, entrepreneurial training program. It is designed to increase the participation and profile of women entrepreneurs in the equity markets. Participating entrepreneurs are focused in the area of Technology or Life Sciences and represent a variety of business stages. Their recruitment occurs by market via networking events and information sessions sponsored by Springboard. Applications are put through a rigorous

screening process to determine business readiness. Twenty applicants are selected and sent to a “bootcamp” where they spend two months with coaches and peers reworking their business plans. The culminating event in the program is the Venture Forum at which participants pitch their businesses to equity investors. The program lasts for six months.

Web Site: <http://www.springboardenterprises.org>

Phone Number: 202-242-6282

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Appendix D: Descriptions of Programs for Women & Men

MENTOR-PROTÉGÉ PROGRAMS

Dingman Center for Entrepreneurship (University of Maryland) - “Dingman Traditional Mentor Program”

The “Dingman Traditional Mentor Program” is an eight-year old, local initiative that focuses on entrepreneurs with specific plans to build companies that produce significant revenues and jobs (an emerging growth company).

Entrepreneurs are matched at a low cost with a mentor who averages twenty years of business experience. (Mentor services cost \$45/hour, which is paid to the Dingman Center, not to the mentor.) Each match is tailored to the needs, business maturity and industry of each entrepreneur. Mentor and protégé meet for one or two face-to-face meetings per month for as long as the needs of the entrepreneur’s business dictate. More than one mentor can be sought by a participating entrepreneur.

Web Site: <http://dingman.rhsmith.umd.edu>

Phone Number: 301-405-9545

Dingman Center for Entrepreneurship (University of Maryland) - “Dingman Cohort Mentor Program”

The “Dingman Cohort Mentor Program” is a one-year old, local initiative that brings together three entrepreneurs and three mentors for a structured, eight week period to focus on specific goals of the participating entrepreneurs. Each entrepreneur is matched with a mentor. The match is encouraged to have at least three face-to-face meetings during the eight weeks. Each entrepreneur is also given the opportunity to network with the other entrepreneurs and mentors in the cohort. Dingman staff contact each match at the mid-point of the program to monitor match effectiveness, as well as progress toward goal achievement. The cost of the program is \$250. Entrepreneurs can participate in the program as many times as they like.

Web Site: <http://dingman.rhsmith.umd.edu>

Phone Number: 301-405-9545

Helzberg Entrepreneurial Mentoring Program - “Helzberg Entrepreneurial Mentoring Program”

The “Helzberg Entrepreneurial Mentoring Program” is an eight-year old program. Its program cycle is a three-year period that kicks off annually in the fall. Locally run, its recruitment targets protégés who, among other qualifications,

are passionate about what they do, generate between \$1 million and \$75 million, and whose businesses are not in the midst of major change. Once recruited, protégés and mentors are selected via a rigorous screening process and then matched one-on-one. Mentors are viewed as coaches, rather than consultants who fix problems. Face-to-face meetings occur as determined by the match, and an additional fourteen group meetings are held each year (retreats, speakers, networking events, celebration dinners). The cost of the program to the protégé is \$750 annually.

Web Site: <http://helzbergmentoring.org>

Phone Number: 816-235- 6125

Kauffman Foundation - “Kauffman Fellows Program”

The “Kauffman Fellows Program” is a nine-year old program designed to educate and train future venture capitalists and future leaders of high-growth companies. Fellows develop learning plans with industry mentors and program faculty and are then placed on-site at a venture capital firm to gain first-hand experience of the venture capital process. Requirements to become a fellow include: US citizenship, a graduate degree, and some professional experience. Beyond this, excellence is emphasized along with a desire to learn about the venture-building process. The program lasts for a year and a half.

Web Site: <http://www.emkf.org>

Phone Number: 913-648-0002

Young Entrepreneurs’ Organization - “WPO-YEO Mentor Program”

The “WPO-YEO Mentor Program” is a six-year old program sponsored by YEO in collaboration with the World Presidents’ Organization (WPO). It matches YEO entrepreneurs with experienced WPO mentors in a mentorship that seeks to develop the entrepreneur in business, personal growth and perspective. YEO members must be under 40, as well as be the Founder, co-Founder, Owner, or Controlling Shareholder of an operating business with annual gross sales exceeding \$1 million.

Web Site: <http://www.yeo.org>

Phone Number: 703-519-6700

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PEER-TO-PEER NETWORKING PROGRAMS

The Executive Committee - “Traditional TEC” and “Emerging Entrepreneurs”

The Executive Committee sponsors two peer-to-peer networking programs. “Traditional TEC” is a forty-six-year old program, and “Emerging Entrepreneurs” is a ten-year old program. Both are structured peer-to-peer networking programs that bring CEOs together in a roundtable format with the objective of increasing their efficiencies and accountability so that they can drive business results. Locally based, each roundtable has a Chair and up to 16 members. Members are from non-competing industries and are required to make significant personal commitment to their roundtable. Each member must come into the process with written personal and professional goals, attend a monthly eight-hour roundtable, and meet with the roundtable Chair for two hours every month to discuss goal progress. Roundtables last as long as the members find value in them. There are several hundred roundtables across the country and abroad. Certain revenue thresholds apply.

Web Site: <http://www.teconline.com>

Phone Number: 800-274-2367

Young Presidents’ Organization - “YPO Forum”

The “YPO Forum” is a 28 year-old program hosted at the local level internationally by YPO chapters. Within each chapter, small groups of twelve, young business leaders meet on a consistent basis annually to share and consult with their peers on personal and professional issues in a safe environment for the purpose of learning and growing. Work-life balance is explored and supported through targeted educational programming. To make the most of its international membership, YPO uses its web site to facilitate the networking of members in different geographic locales and time zones. Membership in the organization is sponsored by another member. Applicants must be under 44 and have full responsibility for business operations. Other qualifications related to employees and valuations apply.

Web Site: <http://www.ypo.org>

Phone Number: 800-773-7976

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