WELCOME!

A message from EforAll CEO, Meralis Hood

Thank you for joining us in making a lasting difference in the lives and businesses of our Entrepreneurs and their communities.

No matter where you are on your mentoring journey with us, we are grateful that you have chosen to volunteer your time, knowledge, and expertise to help Entrepreneurs unlock their fullest potential. As we gather feedback from our entrepreneurs, we hear about the value of their mentors and the ways in which they feel the mentoring relationship has helped them throughout their entrepreneurial journey. You get to work with our Entrepreneurs as they navigate the often uncertain and lonely road of entrepreneurship. In the words of longtime Mentor Ande Lyons, “You’re there to help solve problems, find solutions, share the pain and the joy.”

This handbook is intended to support you as a guide and resource on your journey as a mentor. Thank you for sharing your time and expertise with us. We look forward to working with you!

Meralis T. Hood, CEO
Entrepreneurship for All (EforAll)
Welcome to the EforAll Community!

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“The thing that I really enjoy is the transformation that the Entrepreneurs go through. From the moment the Accelerator starts, to when they graduate from the program, it’s amazing how much they learn and grow in the first 12 weeks.”

Rafael Fonseca
EforAll Mentor and Specialist
VP of Product Management at Artel Video Systems
WHAT IS EFORALL?

OUR MISSION

Entrepreneurship for All (EforAll) is accelerating economic and social impact through entrepreneurship in mid-sized cities!

OUR APPROACH

WE BELIEVE that the best way to revitalize communities that have fallen into decline and suffer related high rates of poverty and unemployment, is to fuel the dreams and ambitions of entrepreneurs who live in and near these cities. We believe that they understand their city and its problems better than anyone else and have ideas and solutions with the potential to make their city prosper once again, while they create their own pathway out of poverty.

OUR GOAL IS TO:

- Foster a local entrepreneurial ecosystem.
- Engage the community in a true grassroots fashion.
- Promote an inclusive entrepreneurial economy to give everyone access to skills, experience, and seed funding.
- Use our signature lean, high-touch, cohort-based, collaborative approach to engaging Entrepreneurs and the community.
- Leverage the expertise of community members LIKE YOU.

“We believe that encouraging an entrepreneurial mindset at the grassroots level will better accelerate change and create positive local impact that will eventually lift communities.”

Desh Deshpande
Founder of the Deshpande Foundation
Founding Sponsor of Entrepreneurship for All
VALUES

ALWAYS PUT THE ENTREPRENEUR FIRST
We honor the challenging and often lonely path faced by an entrepreneur, and our primary focus is on making sure the individual has the support and training needed to reach their true potential.

PROACTIVELY SEEK INCLUSIVITY AND DIVERSITY
We believe we are stronger when we value the differences among us. Our staff, volunteer, and program opportunities are available to everyone, regardless of race, color, national origin, age, disability, gender, sexual orientation, gender identity, military service, marital status, genetic information, socio-economic status, educational background, or any other legally protected status.

CONNECT DEEPLY WITH THE COMMUNITIES WE SERVE
Our staff are proud and active participants in the communities we serve and are committed to working closely with elected officials, local volunteers, and community champions to help their community grow and thrive through local entrepreneurship.

FOSTER A COLLABORATIVE AND SUPPORTIVE CULTURE
Our impact is greater when we work together to support entrepreneurs in their journey. We work hard to surround these entrepreneurs with an extended professional network that is dedicated to supporting these entrepreneurs throughout their journey.
EMBRACE CHANGE
We work with entrepreneurs and many of our staff and volunteers are entrepreneurs, so we welcome and expect change as EforAll grows, our entrepreneurs turn into successful business owners and our communities evolve.

TAKE THE TIME TO CELEBRATE
We believe in the power of celebration. We recognize our team’s personal and professional growth as well as the accomplishments of our entrepreneurs and the dedication of our volunteers. We know that embracing a culture of celebration heightens morale and connects us more deeply as members of the EforAll community.

MENTORING AT EFORALL
You have the opportunity to help shape an Entrepreneur’s life for the better by empowering them to achieve their dreams, and in turn, we know you will have an inspiring and rewarding experience. And the best part is, it’s actually a lot of fun!

THE ROLE OF THE EFORALL MENTOR
As a Mentor, you have the opportunity to utilize your personal knowledge and expertise to serve as a volunteer on a Mentor team as a resource for Entrepreneurs, helping to reaffirm topics and themes raised during classes.

● Mentors help Entrepreneurs understand their customer segments, test and refine their business models, set goals, and ultimately get their ventures started.

● A great Mentor asks thoughtful questions that prompt the Entrepreneur to reflect as opposed to just providing the Entrepreneur with answers.
● Mentors serve as a sounding board for Entrepreneurs to share their concerns and questions, and build a partnership centered around trust and respect.

● Mentors can anticipate eagerness, lots of questions, and wonderful curiosity, but are not by any means obligated or expected to do work for the Entrepreneur.

● The Entrepreneurs will be learning a lot in a short amount of time during the Accelerator Program, the Mentors’ support can help set and prioritize goals while navigating these new concepts.

● Prize money does get awarded to some entrepreneurs in the program but it shouldn't be the focus. Entrepreneurs will benefit so much from the class, their mentors, and the cohort.

**THE MENTOR/ENTREPRENEUR TEAM**

You will mentor an Entrepreneur* along with two other Mentors, meeting together as a team. Teams bring different perspectives, different experiences, and a richer set of voices to the Entrepreneur. For the Entrepreneur, learning how to manage a mentor team is a critical leadership skill.

Within the Mentor Entrepreneur Team there is a Coach, someone who has prior experience working with EforAll, and the Accelerator Program that can help guide the team throughout the process. They can also help the Entrepreneur set the meeting agendas and stay on task. Because the number of Mentors often outnumbers the number of Entrepreneurs in an accelerator team, the Coach may need to back up the Entrepreneur to avoid situations when all the Mentors may be pushing for a change the Entrepreneur isn't comfortable with.

*Entrepreneurs may enter the program as a team of partners. When that is the case, we always ask that at least one person on the team will be able to attend all classes, mentor meetings, and be the main contact for communications. However, in many cases, the other partner(s) may be able to attend some or all with them.
“One of the things as a Mentor that you do is provide this solid base of stability for the entrepreneur, who everyday is facing such a high level of uncertainty.”

Ande Lyons
EforAll Mentor
Startup Coach for Founders with Startup Life with Ande Lyons

MENTOR MATCHING
All Mentors and Entrepreneurs will participate in Mentor Matching, a speed dating style event where both Mentors and Entrepreneurs meet each other virtually, on Zoom in breakout rooms, and rank who they would like to work with based on a four-level assessment system:

1) Yes
2) Lean towards yes
3) Lean towards no
4) No

EforAll’s Tech Team has developed Mentor Matching, a proprietary software tool based on a set of factors such as time availability, personal preferences, etc. that ensures that Entrepreneurs will be matched with the most suited Mentors and vice versa.
“What I like most about being a part of the Mentorship program is that you find yourself in the company of people that you would never have the opportunity to work with, and you become this tribe, rallying around how to help an Entrepreneur succeed.”

Anne Marie Messier
EforAll Mentor and Advisory Board Member
Chief Strategist/Founder at Straightline Management Solutions

TIME COMMITMENT

Accelerator Mentors should plan on meeting virtually with Entrepreneurs for 1.5 hrs per week for 12 weeks during the accelerator, followed by 1.5 hrs per month for 9 months. It works best to pick a set weekly time to meet as a group throughout the first 3 months. Once the structure of the program ends, it can be difficult for the entrepreneur to stay on task so these monthly meetings are important. It’s best to set these meetings before the weekly meetings end. A high-touch collaboration of the team can be achieved through technology.

In addition to the meetings, plan to come to Mentor Matching before the program starts. It’s also highly recommended to attend other program events including: Progress Pitch, Final Presentations, and the Showcase and Celebration Event. The Site Staff will give you all of these dates before the program begins.

After the one-year commitment, you have no obligation to continue to work with the Entrepreneur but are more than welcome to as oftentimes people are quite bonded at this point. Each EforAll site runs two Accelerators per year; Mentors can participate in either or both. Mentors can also work with multiple sites nationally.
“In every case where I’ve been able to work with Entrepreneurs here, I’ve seen how they’ve discovered within themselves the ability to do something that they didn’t think they could do, it is such a joy to see. It’s not because of anything I’m doing, it really is a matter of helping them discover within themselves, something that was always there.”

Kevin Oye- EforAll Mentor and Leadership Board Member
Professor at Tufts University

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**EFORALL SUPPORT AND GUIDANCE**

At the start of the Accelerator Program, you will receive a syllabus outlining the curriculum being covered during the first three months of the Accelerator Program from your Executive Director and Program Manager. You will also receive a document outlining the roles, responsibilities, and best practices for your role as Mentor or Coach.

You will receive weekly e-mail communications from program staff that will recap what your Entrepreneur is learning and also discuss what you can expect your Entrepreneur to learn in the following class. This will help to better inform your Mentor meetings and ensure that you are discussing pertinent topics.

Reach out to your program staff at any time with questions, concerns, kudos, or updates about your Entrepreneur, the Mentor team, or how the Accelerator Program is going!
EFOREALL RESOURCES

EFOREALL APP

The EforAll App is a proprietary platform that all mentors will use to maintain their information, schedules, and assessments for Mentor Matching. Members of the EforAll community log in to engage with EforAll staff and programs and use a role-specific user dashboard.

EFOREALL’S CODE OF CONDUCT

This is a professional environment and we want everyone to adhere to the professional conduct.

Entrepreneurs have told us that the most valuable aspect of their year-long experience in the Accelerator Program was the help they received from their team of Mentors. It is important for Mentors to recognize that the relationship with Entrepreneurs is inherently unequal in terms of power, due to the mentors' knowledge, influence, and role in the program.

This set of standards clarifies the expected conduct of Mentors to ensure a safe and constructive environment for all.

RESPECT

EforAll Mentors have the skills and experience that entrepreneurs seek, which makes their investment of time and talent so valuable. One of the wonderful aspects of the EforAll Mentor-Entrepreneur relationship is it can bring together people from very different backgrounds.
and life experiences who would not ordinarily have a working relationship, creating a common bond for making the new venture a success.

As the more powerful party in this relationship, it is imperative that Mentors recognize their obligation to make the entrepreneur feel safe and comfortable with their interactions. Given the possible differences in age, background, gender, and ethnicity in the relationship, it is important for Mentors to be aware of their conduct, which must be focused on respect and support for the difficult path of an Entrepreneur.

**POLICIES**

Sexual harassment, and harassment of any kind, will not be tolerated. Mentors should be aware that comments and behaviors they might not perceive as offensive, may make others uncomfortable.

The Entrepreneur may face obstacles in their lives that are out of the Mentor’s realm of experience. It is important that Mentors not let this influence their perception of the Entrepreneur’s professional capabilities and potential.

Confidentiality is the foundation of the Mentor-Entrepreneur relationship: proprietary information may be shared, as well as details concerning one’s personal life, neither of which should be shared outside of a meeting.

There have been occasions when the Entrepreneur has revealed personal details about their life, which can suddenly make the relationship much more intimate. Should a Mentor not be comfortable with this or unsure how to respond, they should speak with the Executive Director of the program for guidance.

During the one-year program, Mentors agree to offer free advice and counsel to the entrepreneurs, and refrain from the following actions:

- Provide financial assistance
- Doing business together
- Taking any other operational or fiduciary role with the Entrepreneur such as
  - board member of a for-profit business
  - business partner
  - legal counsel
Note: During the year of the program, Mentors are allowed to be **Advisory Board Members** of their mentee's nonprofit organization, and they can be listed on the organization's website as Advisory Board Member/EforAll Mentor.

Once the year is finished, these restrictions are lifted and you are free to work out any continued involvement that may work for you and your mentee or you and any other alumni.

If you find yourself differing on any of these guidelines during the Mentor onboarding process, or during your term mentoring the entrepreneur, please contact your site’s Executive Director.

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**THANK YOU!**

We really want to take a moment to thank every one of you for your commitment and dedication to our entrepreneurs and EforAll. We hope you enjoy the interactions and share our vision in building stronger communities through entrepreneurship. Your enthusiasm and encouragement keep us and our entrepreneurs going. We hope you share this with your colleagues and networks and, of course, if you know of others who might enjoy the EforAll mentoring experience, please feel free to tell them about us.