

# Mentoring programme in internationalisation

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Pamplona, 3rd October

# INTRODUCTION

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- Methodology or a strategic tool for professional development
- Support and facilitation
- In the USA 25% of companies use mentoring techniques
- Different forms of mentoring: e-mentoring, inverted mentoring, group mentoring, one-to-one mentoring (the most frequent)
- It must have a clear and well defined strategic objective
- Both parties must feel comfortable and the environment must also reflect this

# OBJECTIVES

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- **General objectives (2017-2020 International Navarra Plan):**

1. Improving and consolidating the degree of internationalisation of Navarra companies
2. Helping Navarra companies to consolidate their position in foreign markets
3. Helping Navarra companies to diversify the destinations of their international operations
4. Helping the companies to establish themselves in foreign markets

# OBJECTIVES

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- **For the Regional Government of Navarra:**

1. Obtaining a **talent map** for the internationalisation existing in Navarra.
2. Creating a **networking** environment between institutions, companies, and people with knowledge in various sectors and markets.
3. Including mentoring as a tool for **life long learning** in the internationalisation of companies.

# OBJECTIVES

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- **For the mentors:**

1. Increasing their capacity to give advice and to listen
2. Providing value to Navarra companies with their experience
3. Contributing to the development of Navarra

- **For the companies:**

1. Growing and developing internationally
2. Improving knowledge of foreign trade from “daily life” aspects
3. Overcoming the challenges faced by companies on international markets

# PLAYERS OF THE PROGRAMME

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- **Management Team** (Regional Government of Navarra: Miren Ausín, Minerva Ullate, and María Dolores Goya)
- **Management/Coordination Team** (Chamber: Fernando San Miguel and Ana Cañada)
- **15 mentors** (expandable and open). Selection criteria: at least 15 years' experience in company management posts, proven export experience, different sectors of activity, and links with Navarra.
- **Companies:** located in Navarra, preferably RIS3 sectors, at various stages of the internationalisation process, wishing to start exporting or to diversify their markets or establish themselves outside Spain, and with a specific need.

# RESPONSIBILITIES OF THE MANAGEMENT TEAM

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- Providing advice and support to participants
- Maintaining fluid contact with companies and mentors
- Addressing possible incidents
- Facilitating matters for and supporting participants in their planning and execution
- Offering companies the most suitable short list of mentors
- Follow-up and assessment
- Updating the list of mentors

# RESPONSIBILITIES OF MENTORS

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- Helping the company to carry out the plan
- Sharing experience and lessons learnt that apply to the case presented by the company
- Keeping involved, in contact, and accessible providing that their professional obligations allow this
- Supporting and motivating the company
- Maintaining the confidentiality of the information provided by the company
- Maintaining the meetings planned
- Providing Management Team and Administration Team feedback on the development of the programme
- Notifying any incident to the Administration Team
- Drawing up the minutes of each meeting jointly with the company
- Holding a final assessment survey



# RESPONSIBILITIES OF THE COMPANY

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- Maintaining and complying with the schedule and the programme contemplated with the mentor
- Having a positive attitude
- Being open to acquiring skills and knowledge
- Being active in the sessions with the mentor
- Being ready to listen
- Being available and committed to the programme
- Notifying the Administration Team of any substantial change or incident affecting the programme
- Providing feedback and recommendations for improvement
- Dealing with all subjects in an open and confident way with the mentor, including those which are not working
- Drawing up the minutes of each meeting together with the mentor
- Holding a final assessment survey

# BENEFITS

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## Mentor

- acquires advice, guidance, listening, and leadership skills
- develops and experiences a more personal leadership model
- shows his/her experience and shares his/her knowledge
- reveals the value of experience
- knows the situation and the difficulties companies are currently facing
- is in contact with the Navarra business fabric

## Company

- acquires skills to transform values and strategies into productive actions
- becomes aware of its capacity and development potential
- increases its network of contacts
- improves its capacity to establish and express its expectations, objectives, and concerns
- acquires knowledge to resolve situations which arise on the path to internationalisation

# IMPLEMENTATION OF THE PROGRAMME (I)

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- Companies must fill in an **application form**
- **Three possible mentors** are proposed to the company so that it can choose one of them
- **The mentors will be informed that their contact details have been given** to company X so that they can also express their preferences so as to achieve greater affinity between the company and the mentor
- Duration: **up to 6 months**
- Meetings: **from 4 to 6 lasting no more than 90 minutes each**
- **Venue: to be agreed** by both parties
- **No pay for the mentor, no cost for the company**
- **It may be a good idea to hold the first meeting** for the presentation and initial contact **at the company. We recommend that the calendar for the remaining meetings should be established.**
- Success will consist of being **very clear about the expectations and objectives** of the process and of focussing on the company's needs

# IMPLEMENTATION OF THE PROGRAMME (II)

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- Necessary ingredients if the mentoring is to be a success:
  - ✓ Proposal: taking the whole process seriously
  - ✓ Communication: bidirectional as it is important for both parties to feel comfortable
  - ✓ Trust: keeping the matters discussed confidential
  - ✓ Time: sticking to the deadlines, maintaining the pace, and attending the agreed meetings
  - ✓ Progress: establishing goals, following up advances
  - ✓ Feedback: both parties must offer constructive feedback
- Encounter/contact of follow-up and intermediate assessment between the Administration Team and the mentors and companies on the progress of the meetings and the achievements.
- A meeting at mid programme and another at the end.
- Assessment survey for the mentor and the company.
- Closing session of the programme: final meeting of all the participants of the Management Team programme, the Administration Team, the mentors, and the companies so as to share the results obtained, positive points of the programme and also negative ones.
- A final report will be drawn up to include the main conclusions

**“I became a mentor because I wanted to give. What I didn’t know was how much I would get back”.**

Cámara  
Navarra

