




# Guide on (on- line) mentoring and coaching for older unemployed and workers



BEGIN.

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**Document Identity**

<b>Number of Pages</b>	15
<b>Recipients</b>	Re-Enter Consortium
<b>Confidentiality Status</b>	Public

**Document Versioning**

<b>Version</b>	<b>Date</b>	<b>Authors</b>
01	10.07.2019	BDF (Iris Bos & Barbara Oresek)
02		
03		

**Document Reviewers**

<b>Version</b>	<b>Reviewers</b>
01	
02	
03	

**Document Keywords**

<b>Version</b>	<b>Keywords</b>
01	
02	
03	

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## 1. Introduction

The RE-ENTER guides are designed to develop targeted guides, manuals, recommendations and supporting material to support the wider take-up and roll-out of the project. The guides aim to contribute to overcoming the barriers to older entrepreneur development and address how to use the RE-ENTER programme and approach to do so.

The following guides will be developed at different stakeholders:

- RE-ENTER Interactive workshop and experience guidelines: Aimed at entrepreneurial development organisations and organisation providing entrepreneurial training, this guide gives them the knowledge and insight on the implementation of interactive workshops and experience to underpin the entrepreneurial development of older unemployed and workers. The personalised approach and interaction with the target group needs to be adapted to their characteristics and circumstances, belonging to a specific (and on many occasions demotivated or disillusioned group) the workshops need to be highly customised.
- RE-ENTER Learner's Guide is developed in order to support the learners, and aims to advise on how to use and take maximum advantage of the RE-ENTER e-learning platform. It includes an FAQ area where learners can find support and get answers on questions, or raise new questions.
- RE-ENTER Guide on (on-line) mentoring and coaching for older unemployed and workers – guide aimed on the one hand to existing entrepreneurs that are interested in becoming a mentor/coach and on the other to those older entrepreneurs interested in becoming a mentee or receive coaching. The guide explains them what mentoring and coaching is, what it implies and the specifics of online activities in the field. It provides the rights and obligations and describes the deontological code that runs the activity. The final part of the guide is dedicated to those stakeholders that are interested in promoting such an activity for the specific target of the project. The guide indicates how to do it in an adequate and cost-effective manner.
- RE-ENTER Guide on (on-line) cooperation - guide which focuses on the principles and the good practices related to entrepreneurial cooperation. It addresses issues related to the identification of relevant business partners; how to negotiate cooperation agreements but also on issues such as joint development of products and services and the options for cooperation which can be used. The guide will have examples and practices. It includes a chapter aimed at business support organisation on how to support and encourage this type of cooperation. Specifics of cooperating on-line are also addressed.
- RE-ENTER Policy brief – guide aimed at policy makers, based upon the research done in the project, in which the lessons learned are extracted and translated into concrete ideas and steps for development of policies and public support programmes for older unemployed and workers, interested in becoming an entrepreneur, and running a growing business. It pays attention to issues on how to motivate and engage them and how public employment services can play a role in this.

The present document is thus part of a wider set of guidelines within RE-ENTER.

## 2. For Whom

The guide on (on-line) mentoring and coaching for older unemployed and workers is aimed towards three target groups:

- a) younger entrepreneurs that are interested in becoming a mentor/coach
- b) older entrepreneurs interested in becoming a mentee or receive coaching

- c) unemployment agencies, business incubators or another third party, who sees potential in connecting older and younger entrepreneurs

The handbook is divided in sections, that talk to each target group and gives them relevant information on how to establish their part. The benefits of the mentorship relationship for the mentee and the mentor are more elaborated on in the upcoming chapters, but also the handbook serves as a great benefit for them as it contains information on how to approach this relationship. The final part of the guide is dedicated to those stakeholders that are interesting in promoting such an activity for the specific target of the project. The guide will indicate how to do it in an adequate and cost-effective manner.

### 3. Introduction to RE-ENTER

#### Why RE-ENTER?

According to Entrepreneurship 2020 Action Plan, to bring Europe back to growth and higher levels of employment, Europe needs more entrepreneurs. It confirms once more that one of the most important factors for success of a start-up is the entrepreneurial knowledge, skills and will of its founder or entrepreneurial team. RE-ENTER addresses the needs of older entrepreneurs (over 45) for improved entrepreneurial skills and support, in different phases of entrepreneurial venture - from developing business idea and plan, to establishing a company and during its first steps in the market, and taking full advantage of intergenerational learning through interaction with young entrepreneurs. "Older workers have a wealth of skills and experience, e.g. 400,000 unemployed over 45 have on average around 25 years of experience each, we are missing out on 10 million years of experience." These wealth of skills and experience that are not only beneficial to the economy but will help teach the next generation of workers.

The over-45 entrepreneurs have good knowledge on their sector and relevant expertise in their line of work, they lack the specific skills and knowledge on starting and running a successful and sustainable business, so they need more exposure to entrepreneurship, they have the skills and experience to make a success of their new enterprise and, more importantly, this in combination with their maturity can reduce the risk of failure.

Core analysis of the current education programs have been made and conclusions are:

1. Two different type of efforts concerning entrepreneurship education can be identified, one as a entrepreneurship education targeting participants of HE studies, second effort can be identified as an entrepreneurship training targeting potential and practicing entrepreneurs,
2. Many entrepreneurial support and training programmes exist, however their main focus is on younger entrepreneurs with higher education levels,
3. Training programmes on the topic embedded in existing VET cycles and HE studies only address their students not people who are at work or unemployed
4. There is bias towards start-ups and technology-intensive entrepreneurs in most programmes
5. There is a complete absence of educational material RE-ENTER will provide, innovative training program customized to needs of target group.

RE-ENTER - "Returning to the Labour Market through Entrepreneurship" - is an Erasmus+ project (2017-1-HR01-KA204-035423) that aims to understand of the motivation of, and the skills most needed by the potential and new entrepreneurs of over 45 particularly in partner countries, and provide an answer through a Entrepreneurial Development programme fully catered for their specific needs and which offers support for development of entrepreneurial mindset, knowledge and skills, and will deliver it in a playful and effective way.

#### What is offered?

RE-ENTER has designed and developed a new Entrepreneurial Development Programme, based upon a sound needs analysis and the elaboration of Entrepreneurial Development

Practices for unemployed and workers of over 45. The programme is embedded in an innovative and inspiring learning environment through ICT which includes creativity exercises, diversity management and other tools; providing direct and virtual networking opportunities to starting entrepreneurs. Motivational aspects are addressed, with the aim customising the programme for the different motivations of the target group.

### On what is this approach based?

The 'RE-ENTER - *Entrepreneurship is a mindset*' training course is a flexi-time course and is delivered through e-learning as a training delivery method. The course duration is approximately 8,5 hours (only modules, without additional materials). The course consists of 6 modules. All modules are structured in the same way. They start with a short introduction on the topic of the module including the objective and expected learning outcomes. Then the main part: the module content supported by practical examples. Every module is also accompanied with extra materials, those being:

- Case studies - Examples within the module topics, that are about companies who faced certain problems and ways they have solved it.
- Self-assessment quiz - After each module, the learner can take a quiz with 10 multiple choice questions, where they can test their gained module knowledge.
- Book recommendation from RE-ENTER Book Club - Partners of the project have created a Book Club with recommendations of books that would be a valuable addition to the learners who want to deepen their knowledge on particular subjects.
- Assignments within the Log Book - Since the online course is meant to offer foremost practical knowledge to the learner, they are given a chance to already think about their future business venture through various assignments, that will help them to set up a business.

## 4. Guide on (on-line) mentoring and coaching for older unemployed and workers

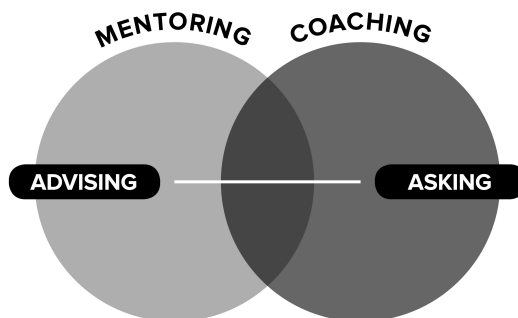
>>MENTORING

### 5. What is mentoring?

Mentoring is a globally well-known tool for schools, businesses and organisations to guide people to their success. Its roots comes from the Greek mythology. During the ten-year Trojan War, Odysseus, the king of Ithaca, left his wife and his son Telemachus to lead his army. He placed Telemachus under the care of a guardian called Mentor, whose job it was to protect and guide him. This is the emerge of a mentor, which defines a person who takes care, guides, challenges and teaches someone who is open to receive this kind of guidance. If you translate the mythology to practice, mentorship becomes a personal developmental relationship in which a more experienced or more knowledgeable person (mentor) helps to guide a less experienced or less knowledgeable person (mentee). The mentor has the role of counsellor, guide, coach, teacher and sponsor. They represent knowledge, reflection, insight and wisdom. They offer understanding, compassion, strategy and good advice. Mentoring is an instrument with a broad variety of implementations in the society. It is a form of coaching and networking and makes an essential contribution to the growth and success of an individual.

### 6. Coaching vs. Mentoring

The terms mentoring and coaching often get used interchangeably, which could be misleading. While similar in their support of someone’s development, they involve very different disciplines in practice. Coaching typically involves a relationship of finite duration, with a focus on execute tasks only and strengthening or eliminating specific behaviours on that particular moment. Coaching is performance driven and help professionals correct behaviours that detract from their performance. Mentoring consists of a long-term relationship focused on supporting the growth and development of the mentee. The mentor becomes a source of wisdom, teaching, and support, but not someone who observes and advises on specific actions or behavioural changes in daily work. Both mentoring and coaching offer valuable developmental support. However, one offers high-level guidance for long-term development, while the other helps provide a more immediate improvement in targeted areas.



### 7. Reverse mentoring

If you take into account that the overall age of the RE-ENTER mentee is over 45 years old, chances are high that the mentor is younger than the mentee. Technology is generally the first area people think of when they consider having someone younger mentor someone older. In particular, social media is a space where millennials have much to teach baby boomers and even Gen Xers. This is where reverse mentoring comes in.

Reverse mentoring refers to the typical understanding of the older mentor and the younger mentee and turn it around. The mentee becomes the older student which will grow a relation with the younger mentor. “We often think that mentoring is rooted in experience, but experience doesn’t come with age, it just happens throughout life.” (Vimla Appadoo, Service Designer at the Department of Work and Pensions.) This society requires fast, viable



movements, digital knowledge in technology and understanding of innovative ways of investing in the world.

Younger people often have more life experience through move along in this rapidly changing world, knowledge in technologies, ease of learning new methodologies and have the advantage of being able to switch quickly between multiple skills. Younger generations can mentor older people on, for example, emerging trends on their unique viewpoints on how to speak to and sell to their generation, and on how to build an inclusive and diverse organisation. They could help developing new insights on matters like diversity, globalization and work-life balance.

## >>BECOMING A MENTOR

### 8. Why would you do it?

The role of a mentor has traditionally been the domain of an older, wiser person who takes a younger, less experienced person under their wing. Yet, this is not always the case, particularly today. A lot can be gained from cross-generational mentor relationships, whether the mentor is younger or older than the mentee. An authentic and powerful mentorship can occur when two people come together, regardless of age or years of experience, to support and provide feedback to one another. Knowing that someone is willing to be present and offer wisdom and guidance can be life changing.

As a mentor to a person over 45 years old, who is just starting to open a new business, you will help the mentees to find opportunities to stimulate not only their personal and professional growth, but also your own, as you will be able to draw from their experiences and knowledge. They will achieve their goals faster when they feel supported and encouraged by someone who has travelled a similar path before, even if there is an obvious and not that typical age difference. But remember - the strength of mentoring lies in the fact that all parties benefit from it; besides teaching him what companies need to succeed in thin new-age-new-technology era, what might be even more important is, that the mentee gains confidence and has the feeling of not standing alone. You, on the other side, will develop skills as a leader, trainer and coach, as you will have the role of a counsellor, guide, coach, teacher and sponsor.

### 9. How to mentor?

When taking into consideration the reverse mentoring, different manners of mentoring should be applied. In general, a mentor teaches the mentee about specific issues, coaches the mentee on a particular skill and facilitates his growth by sharing resources and networks. In addition to this, a mentor challenges the mentee to move beyond his comfort zone, he creates a safe learning environment for taking risks and focuses on the mentee's total development. He offers encouragement and cheerleading, but not 'how to' advice. There are additional factors that need to be considered when starting as a mentor in a reverse mentoring environment. Because of the way reverse mentoring is set up, with a more senior mentee and a junior mentor, there may be some unusual pillars to think about. The pace at which learning is taken place and the previous work experiences of the mentee which could have shaped him and different views on subjects. Young mentors are often viable in positioning and have a strong entrepreneurial mind. A younger mentor has a different insight and frame of reference, since education was fulfilled in different timeframes. In addition to this, the relationship between the mentor and the mentee is very important, among which is getting to know each other's norms and values.

## TIPS

1. Be clear on the purpose of the mentorship. In other words, what do you hope to accomplish by mentoring this individual? What would you like to get out of the relationship?
2. Be available as promised. When you and the mentee agree to meet, or talk on the phone on certain days and times, honour that commitment.
3. Be fully present and honest with your feedback and comments to the mentee. The mentee is there to learn from you and to grow in their capability. They can only do that if you are authentic and share your opinions and recommendations in all honesty.

## 10. What's in it for you?

Mentoring is important, not only because of the knowledge and skills students can learn from mentors, but also because it provides professional socialization and personal support to facilitate success in the business world and its entrepreneurial surroundings. It isn't a one-way street, where the mentor is passing on the knowledge and experience he possesses to another, but, if open minded, the mentee can teach the mentor through their perspective and experience too. Since the RE-ENTER platform focusses on mentees over 45 years old, experience in life and businesses is one of the main factors to pass on to mentors. In addition to experience mentors could have several huge personal advantages of guiding mentees.

- **Mentors gain insights** from the mentees background, experiences and history that enhance professional and personal development. The mentor could step outside the normal circle of friends and daily work to gain an intimate understanding of how the world looks in someone else's perspectives and eyes. The mentor can build a relationship with someone outside the own environment, thus increasing the network and learn more about other areas within life. New perspectives could lead to fresh ideas.
- **Mentors build leadership and communication skills.** Learning how to work with people to whom normally the mentor does not have a natural connection is a trademark of a great leader and skills honed through mentoring. In addition, both demonstrating patience with those in need of guidance and support and helping people figure out the best path forward are good examples of functional leadership too. Enhancing skills in leadership this way could strengthen the on-the-job performance in daily businesses and learn to understand the way the older generation see things.
- **Mentors reinforce own knowledge and promote self-reflection.** Mentoring provides an opportunity to reflect not only on what achievements have been made, but also on the particular path to come to an achievement. What should be done now to ensure to continue to learn? The questions of a mentee often supports deeper insights on own learning path and achievements.

- **Mentors gain satisfaction in sharing the expertise with others.** There is little more rewarding than knowing you are making a difference to someone else's life. The mentor gains the intrinsic rewards of helping others.

## &gt;&gt;MENTEES

**11. Why having a mentor?**

Mentoring will help develop and strengthen skills and competences. A mentor will teach you how to use leadership techniques and vision inside and outside the field of expertise. Success is not just technique alone, it's in relational and social skills which will need to navigate inside and outside the field of expertise. Having a mentor can contribute to a successful and satisfying career. With a mentor, even professionals can benefit from the experiences and expertise of someone who has valuable knowledge about entrepreneurship.

As a mentee, you will gain advice, develop knowledge, skills and competences, learn new perspectives and will be challenged to think outside the box and to push boundaries. A good mentor will also guide and challenge you, while giving constructive feedback, which will lead to growth and understanding of current strengths and weaknesses. Your mentor might also help you with the expansion of the network and improvement of your communication skills.

**Why having a younger mentor?**

People want to feel like they're part of a greater mission and are empowered to influence change. The youngsters, or so called Millennials embrace this mindset, and often have an interesting perspective that 'traditional older' people may not have thought of. Involving younger people in society and take them seriously will lead to new, fresh ideas. Millennials are ambitious and driven and though they may not have as much experience in years, they are idea machines; they love to brainstorm and think differently. Despite the pro-activeness of the younger generation, those new to the industry, no matter the age, will discover that having a mentor, older or younger, shortens the learning curve for acquiring the skills and knowledge most critical to a fruitful career.

## REASONS WHY YOU SHOULD FIND A MENTOR

### INSPIRATION

Mentors are a great source of motivation and inspiration. Whether you are unsure of your next business move or finding yourself in a rut in your current career, talking it out with a mentor can help you set short and long-term goals and get you on the right track.

### OPPORTUNITY

Mentors offer guidance in areas where you may not have the opportunity to experience or learn about. This will come especially handy with new technologies and online marketing. Their encouragement can help you open doors by providing you with necessary knowledge.

### SELF DISCOVERY

Recognizing your own faults can be difficult. A good mentor will provide you with valuable feedback and offer suggestions that enable you to improve your skills. Listening and remembering that constructive criticism is extremely beneficial is key to self-growth and professional development

### LIFE EXPERIENCES

While education and training is essential, having a mentor in your corner who's "been there, done

## 12. How to become a mentee?

“If you only do what you can do, you’ll never be better than what you are” – a great quote from Master Shifu in Kung Fu Panda 3 where he is asking Po, the Kung Fu Panda, to try something different, go outside of his comfort zone, grow and learn a new skill. Finding a mentor who is younger than you might seem as an unnecessary step at first, but taking this step might just create the biggest change for your business. When you start the reverse mentoring as a mentee, we recommend you to do the following things:

- Find a mentor, for who you believe reflects the new world best.
- Be honest about your own goals for the mentoring. Have an open mind and be receptive to a different style of communication. And don’t forget that you set the boundaries of the feedback from the mentor in the way you react to it.
- Learn, un-learn and re-learn. Be a constant learner, and never stop learning. The knowledge of the Millennials and Generation Z might be completely different and could complement yours. Open your mind and be receptive to new things. It’s lifelong. It never ends. Be curious. Digital seeing will need to be an everyday play.
- Try to find answers to: a. What can I do to use and leverage the latest in technology, social media and current trends in innovation better? b. What does it mean to be digitally cool today?
- Share your plans or thoughts on digital and ask for feedback
- Make sure your mentor(s) learn new things from you too.

### TIPS

1. Be clear on the purpose of this engagement. What is the goal of this relationship? What do you want out of the experience?
2. Show up on time and be fully prepared. If you were given homework, make sure it is completed prior to the session. The mentor is providing you with the valuable resource of time. So always fulfil your commitment and show your gratitude and appreciation of the mentor's time.
3. Think about how you can bring value to the mentor. In other words, is there a problem that the mentor is working on that you could provide assistance on? This can take the form of research on his/her behalf or providing information of interest, such as new study, a news story

### 13. What's in it for you?

In addition to getting personal guidance in the development of entrepreneurial skills and knowledge, as a mentee you will also enjoy several related benefits.

- **Tailor-made growth opportunities**, which can include 'stretch tasks' that require the mentee to develop new skills or hone existing ones
- **Gain valuable advice** – Mentors can offer you valuable insight into what it takes to get ahead. They can be your guide and "sounding board" for ideas, helping you decide on the best course of action in difficult situations. You may learn shortcuts that help you work more effectively and avoid "reinventing the wheel."
- **Expand leadership abilities**
- **Develop your knowledge and skills** – Mentors can help you identify the skills and expertise you need to succeed. They may teach you what you need to know, or advise you on where to go for the information you need.
- **Improve your communication skills** – Just like your mentor, you may also learn to communicate more effectively, which can further help you at work.
- **Learn new perspectives** – Again, you can learn new ways of thinking from your mentor, just as your mentor can learn from you.
- **Build your network** – Your mentor can offer an opportunity to expand your existing network of personal and professional contacts.
- **Advance your career** – A mentor helps you stay focused and on track in your career through advice, skills development, networking, and so on.

And remember, experience isn't everything, especially when you have nobody surrounded who can tell you how to develop entrepreneurial skills and teach you about entrepreneurship. Reverse mentoring offers fresh views coming from a younger generation.

#### >>FINDING A MATCH

### 14. Promoting mentorship for people of 45+

When a mentoring partnership works, a mentee is 5x more likely to achieve her or his goals. The matching process between a mentor and mentee requires serious attention. First, mentors and mentees should contribute to specific goals of the mentoring programme. The mentee must have the possibility to learn about subjects which are relevant for his goals set. The mentor needs to offer specific knowledge, skills, backgrounds and information related to the set goals.

Both the mentor and the mentee engage in the mentoring relationship on a voluntary basis. The basic principle of the match is that the mentee looking for something that the mentor has to offer. The match is based not only on supply and demand, but also on the question behind the question (mentee), and the experience behind the experience (mentor).

You might be in a place, where you know a person over 45 years, who might want to start a new business or somebody who is already doing it, but would benefit from a help of a mentor. By promoting this kind of mentoring amongst these people, you may open up opportunities that may not have happened without them knowing, mentorship from younger people is even a possibility.

## 15. How to help establish a mentor + mentee connection?

While the reverse mentorship programs can be better defined and structured within an organisation, one thing you can do if you see an opportunity for a mentor + mentee relationship, assuming you are an unemployment agency, a business incubator or just somebody who sees an opportunity for two people to help each other out.

In a two-way mentoring relationship, both parties need to feel valued for their contributions while gaining tangible benefits, like greater insights and introductions to new ideas and people. And the more solid the bond, the more likely they'll stay with the mentoring relationship. Yet the hardest part is finding the right connection.

Here are some steps to help them get started:

### 1. Where to begin

Since reverse mentoring isn't as widely recognized as [traditional mentoring](#), you may need to explain the basics, which are also written in this handbook. You may explain each participant what will be required of them, the projected time commitment and potential benefits.

- You may remind the younger entrepreneurs, that they are experts in their own right and that their knowledge and skills are valuable and could be beneficial to somebody else, while at the same time they might gain important knowledge as well.
- Share wins. If you hear or read about a reverse mentoring success story promote those practices broadly.

### 2. Connect

Like any relationship, reverse mentoring is most successful when the mentor and mentee are well matched. Consider what elements could create a common bond. For example, are they both alumni of the same university? Do they share a passion for tennis? Do they volunteer at the same charity? While these commonalities may seem superficial, they can help foster a shared sense of identity and commitment to the mentorship. Reverse mentoring can be an effective method for shaking up the status quo, jump-starting innovation. And the best part? It's free! At this point you might already have somebody in mind, who could benefit from this connection, either a younger entrepreneur who has a wide knowledge about all the new hip stuff on the market, or an older, up and coming entrepreneur, who could benefit from some fresh inputs. Don't hesitate, it is time to connect!

### 3. Check-Ins

As with any relationship, mentorships need maintenance. Take regular temperature checks to make sure things are going well. If people haven't gone beyond an initial meeting, provide gentle encouragement to get them back on track. Personality clashes? Try different pairings.

## 16. Concluding remarks

Mentorship is more than just a buzzword – it can be a key ingredient to success, whether you’re a one-man start-up, a growing team or working as part of a large organisation. But what could a seasoned and established individual who’s farther along in his or her career journey learn from someone who’s just starting out? Plenty, it turns out! With the injection of fresh ideas and a new perspective, reverse mentoring counteracts the inaccurate assumptions, inane biases and business blind spots that come from being in an industry, or a role, for too long.

With the help of the mentorship handbook, we hope you have been able to see what are the benefits that an older mentee can get from a younger mentor and vice versa, why is it smart (for both parties) to go on this path and some tips on how to do it. While getting into a mentorship relationship may bring its own challenges along the way, as long as both mentee and mentor keep an open mind to each others opinions, it should bring some great results for the both of them.