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Business Case for Mentoring
Template

What to Include in your business case:

1. **Executive Summary** - one-page (2 max) concise overview of the mentoring proposal and why it should be supported.

2. **Needs** – what current situation, important problems/issues will mentoring address? What are the consequences of doing nothing?

3. **Rationale** – describe the needs analysis and other evidence that led to your conclusion that mentoring would add value and list reasons why.

4. **Outcomes** – realistic objectives that will be measured

5. **Scope and Boundaries** – the main elements of your mentoring strategy. Show how it fits with other initiatives to improve the situation and spell out the limitations of mentoring.

6. **Implementation** – outline the plan, timeframe and resources required

7. **Benefits** – results that can be achieved

8. **Cost –** the investment required. Include direct expenditure as well as people and resource costs to implement mentoring. Discuss return on investment, the cost of other alternatives and the cost of doing nothing.

9. **Next Steps** – what you/your project team will do immediately following approval.

10. **Appendixes –** details that may disrupt the flow of the business case.

1. Executive Summary *(Prepare this last)*

The executive summary provides the big picture. It is the most important page of the business case - it may be the only one some people read – and it will be a reference point for decision-makers. So your argument must be clear and persuasive.

Describe the value proposition

2. The Need *(use the Specify Objectives template)*

Concisely describe the organizational needs and strategic value of mentoring.

Identify the target group, the purpose of the mentoring and why it is necessary.

Strategic alignment – how mentoring meets organizational needs, objectives, vision and values

3. Rationale

Summarise the process of consultation with the mentoring target group.

Quote literature, research or expert opinion on the effectiveness of mentoring in situations similar to yours.

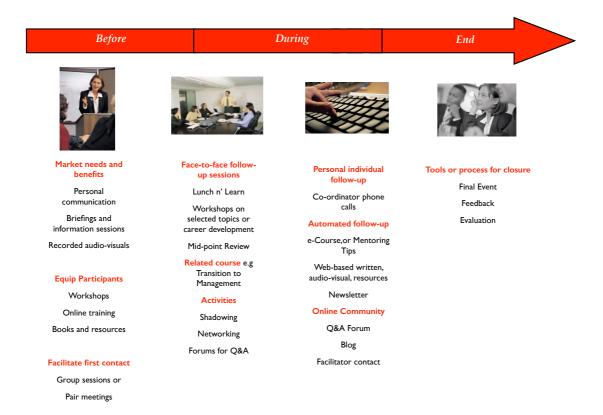Specify reasons mentoring can be expected to make a difference in your case.

4. Outcomes

Determine evaluation criteria – objective pre and post measures, quantitative and qualitative success indicators.

5. Scope and Boundaries

A diagram or info-graphic is useful to show the various components of the mentoring strategy.

Before	During	End

Market needs and benefits

Personal communication

Briefings and information sessions

Recorded audio-visuals

Equip Participants

Workshops

Online training

Books and resources

Facilitate first contact

Group sessions or

Pair meetings

Face-to-face follow-up sessions

Lunch n' Learn

Workshops on selected topics or career development

Mid-point Review

Related course e.g Transition to Management

Activities

Shadowing

Networking

Forums for Q&A

Personal individual follow-up

Co-ordinator phone calls

Automated follow-up

e-Course,or Mentoring Tips

Web-based written, audio-visual, resources

Newsletter

Online Community

Q&A Forum

Blog

Facilitator contact

Tools or process for closure

Final Event

Feedback

Evaluation

Draw on your needs analysis to identify other influences (such as structural and cultural factors) impacting on the situation. Advise on other actions necessary for lasting change.

6. Implementation

Who will manage the delivery, quality, and logistics of mentoring?
What resources – people, expertise, information and time will be required?
Show a timeline for implementation that illustrates what needs to be done, by when.

Plan Mentoring

Promote Mentoring

Prepare Participants

Program Support

7. Benefits

Go beyond the specified objectives to explain the positive implications of mentoring, things that may be evident but not necessarily measured.

8. Cost

Prepare an itemized list of the cost of resources – people, expertise, materials

Specify the budget required to implement mentoring.

Describe return on investment, cost savings, triple-bottom-line, strategic advantages and what the consequences are, if nothing is done.

9. Next Steps

State the actions to take place once approval is gained.

10. Appendixes

Include documents that support your argument, such as the full report of the needs analysis, case studies, benchmarks, itemized budget and reference list.

Need help to prepare your business case?

With a background in adult learning and career development and two decades specializing in mentoring, I can help.

In recent years I have:

Facilitated focus groups, interviews and surveys to identify barriers to career advancement for women

Diagnosed training needs for mentor/coach/instructors in highly specialized professions

Assessed the effectiveness, challenges and successes of mentoring.

Call me in Australia on 02 4342 2610 or email: ann@mentoring-works.com

I look forward to speaking with you!

Ann Rolfe
Founder, Mentoring Works