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Miroslava Dimitrova Ph.D.



# Youth Social Entrepreneurs' Peer-Coaching Sessions Guide

primarily for youth social entrepreneurs and for students taking courses in social business-related subjects. The Handbook provides step-by-step guidelines in the process of planning and staging a successful peer-coaching session with a focus on finding novel business solutions to socially important issues.



Author: Miroslava Dimitrova Ph.D ©

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For contacts: [foundation.wasp@gmail.com](mailto:foundation.wasp@gmail.com)

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The **Peer Coaching Session Guide** is intended to help you in your role as a peer coach in the Social entrepreneurship sector. Here you will find a step-by-step approach integrating helpful tips and tools that could be easily implemented to support you in your efforts.

The Peer Coaching Session Guide will provide you with:

- ✓ basic understanding of the nature and the importance of peer coaching as a process,
- ✓ tools and methods for planning and staging a successful peer coaching session,
- ✓ insights into how to come up with an innovative solution to an existing social problem and
- ✓ knowledge and skills to design, plan and launch a viable social start-up business.

You are very important for achieving the desired change in your community by increasing the capabilities and perspectives of the people with whom you will engage.



**Thank you for your participation in the Youth social entrepreneurs' peer coaching sessions!**

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## What is Peer Coaching and how to do it right?

**Peer coaching** is a process where colleagues work together to build skills, share ideas, reflect on practices, and explore together possibilities to solve problems/ issues and to improve performance.

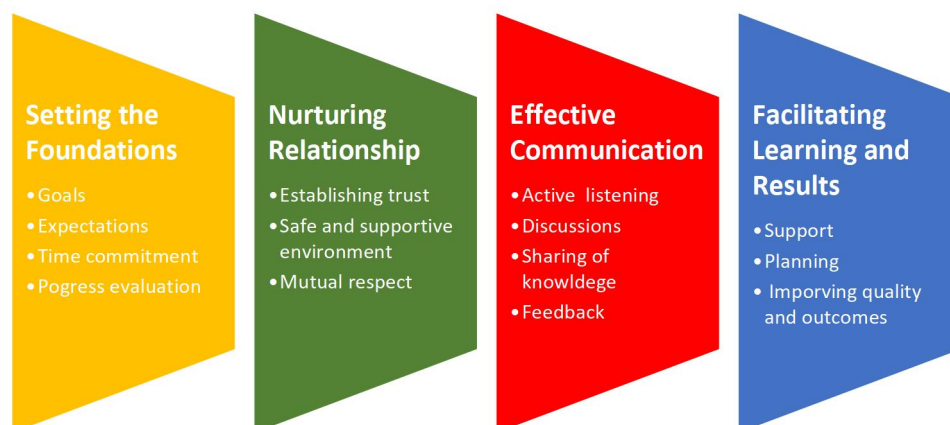
The **peer coach** engages the person being coached in a professional dialogue in a safe and respectful environment, actively listening and providing feedback to improve skills, knowledge, and competencies. (CMS, 2015)

**Peer coaching** could be defined as a partnership in a thought-provoking and creative process that inspires individuals to maximize their potential. (ICF, 2015)

The coach:

- ✓ Has the expertise to support growth in others
- ✓ develop others' skills, capacity, and knowledge
- ✓ enables individuals to identify their own strengths, learn from their experience, and take actions
- ✓ encourage and facilitates interdependent leadership
- ✓ nurture shared knowledge and increased independence

Coach's competences:



### Coach's Checklist:

- ✓ How often will we meet?  
.....
- ✓ How we will communicate? (in person, conference call, Skype, Viber etc.)  
.....
- ✓ How long will be our peer coaching sessions?  
.....
- ✓ For how long (approximately) we intend to meet (few weeks or few months)?  
.....
- ✓ What are our goals?  
.....
- ✓ How we monitor to see whether our outcomes align with our goals?  
.....
- ✓ How we reschedule meetings (if unforeseen circumstances prevent to meet as per plan)?  
.....
- ✓ How we will provide feedback?  
.....
- ✓ What kind of resources (financial, material, information, help) will be needed and how we can obtain them?  
.....
- ✓ How the progress will be tracked and evaluated?  
.....
- ✓ How we determine success?  
.....



Peer coaching is a process. It could be cut down to several coaching sessions which are time-bound events/activities. They happen according to a certain time schedule and have outlined contents, topics, and goals.

The **coaching sessions** use the methods of interactive training to provoke active participation and personal commitment. They are aimed at mobilizing the resources of the participants (including experience, expertise, personal qualities, and skills) towards reaching the ultimate goal.

**Peer coaching sessions** should provide a platform of shared knowledge that could help generate a pool of creative ideas and innovative solutions for social problems.

#### Organizing peer-coaching sessions. Recommendations:

- Time duration of the session should be around a couple of hours (2 to 6 hours). Allocate enough time for in-depth study and discussion of the topic, but don't overextend beyond the point of inefficiency.
- Divide sessions into several panels (approx. 45 min. each) with 15 minutes break for refreshments and informal conversations.
- Room setting: think in advance about the room size (at least 2 sq. per person), equipment (multimedia, supplies, whiteboard or flip chart etc.), technical provisions (internet connection, video-conference facilities), and others (such as print-outs, snacks, tea and coffee for the breaks, etc.)

#### Develop listening skills:

- Give the speaker your whole attention: look at him/her directly, avoid being distracted by outside factors or inner thoughts
- Show him/her that you are listening: give both verbal and non-verbal signs (smiling, nodding, and other facial expressions), mind your body language, and encourage the speaker to continue
- Provide feedback: try to paraphrase or clarify the statement
- Don't judge: avoid hurtful comments, and don't interrupt with counterarguments
- Respond appropriately: Be candid, open, and honest in your response
- Use: clarifying, paraphrasing, summarizing, and empathy

#### Know how to ask:

Asking the right questions is a key element for the success of the peer coaching session. Try to avoid too vague, generic, or "yes or no" questions that don't allow the development of discussion. Make sure that your questions engage all participants and inspire greater creativity and commitment. Examples of "power" questions:

1. Question for evaluation:
  - What do you think about this situation?
  - What are the challenges?
  - What are the opportunities?

- What additional information do we need?
- 2. Questions for taking action:
  - What actions could be taken (rather than what is wrong and who is to blame)?
  - What is the next step?
  - What challenges do you anticipate and how they can be addressed?
  - What support will you need? Where can you get it from?



## SESSION 1

### Introducing the peers and assessing their interests, skills and competencies

- Step 1** Greeting from the session leader, a brief summary of what is planned for the day.
- Step 2** Brief explanation of the principles of Peer coaching (See the Previous Section of this Guide)
- Step 3** Encourage participants to introduce themselves: what are their names and some basic facts about themselves? You may use several icebreaking games to provoke their creativity and to jump into a more informal setting. For example:



- υ **Name acronym:** Let each participant create an acronym with the first letters of his/her name, using words that somehow describe him/her in a positive way: Example: MARIA (M- modest, A- Able. R – Resourceful, I – Intelligent, A – Accurate)
- υ **Coat of Arms:** Draw your personal “coat of arms” that defines you best. You may use various symbols (such as heart, sword, shield, lion, eagle, stars, sun, flowers, etc.) and you have to explain before the group why how these elements (and their combination) relate to you.
- υ **Personal story:** Share something personal with your peers. Example: what was your nickname as a child, how your closest family used to call you; did you have a pet that you loved, maybe you can retell a story that happened to you and had a great impact on your life,
- υ **What is your favorite.....?** Share with others your favorite food, color, song, movie, artist, book, city, radio station, restaurant, museum, etc., and explain what you like about it. You may also explain something about your hobbies and see if there is another who shares the same passions as you.



**Step 4** Encourage peers to perform a quick assessment of their skills, competencies, and possible interests. Suggested methods:

A) **Answer the questions** (you may put your answers in a table format):

- What can I do better than most others (either professionally, or in everyday life)?
- What part of my job do I like and what not so much? What is my favorite routine/ activity? What is my least favorite?
- What are the qualities, skills, and competencies that I don't have, but would like to have?
- Is there something that I absolutely refuse to do (as part of my job activity)?

B) **SWOT analysis:** Make a Personal SWOT analysis of your character: Strengths, Weaknesses, Opportunities, and Threads. You may combine Opportunities and Threads in one section where you put all those qualities that you cannot define either as bad or as good (or which can be bad or good depending on the circumstances).

**Step 5** Work in pairs: let each participant find a friend with whom to discuss his/her personal assessment results. You may use the "World Coffee Method" found in the Book of Guidelines and Checklists. Practice listening skills and try to encourage others to work towards overcoming personal limitations and challenges. Give examples from your background experience (how you have managed to solve a problem or improve a personal trait).

**Step 6** Change partners and receive feedback. In the best-case scenario try to communicate with all peers (or at least with half of them).

**Step 7** Make a mapping of the qualities, competencies, and skills of the whole group, based on each individual assessment. Analyze what are your strengths and weaknesses as a group, what are your prevailing competencies and skills and where you may need external help.

**Step 8** As a final step: Discuss and formulate personal and group goals for your peer coaching sessions considering the insights that you gathered about each participant's skills, competencies, and interests. Analyze the feasibility of those goals and what you may need to achieve them.

### Goal setting worksheet

Name	Intention	Specific	Measurable	Attainable	Time based
	What do you want to achieve?	What? Why? Where? When?	How will changes be measured? What data is needed?	Is this goal achievable?	By when do I want to achieve my goal and my objectives?

## SESSION 2

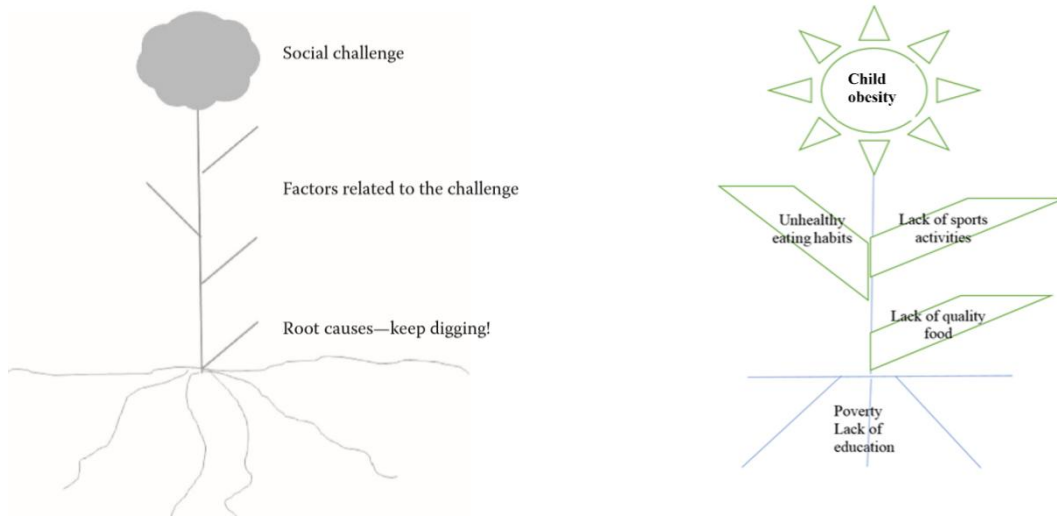
### Introducing the Social Entrepreneurship concept. Defining the Social Challenge.



- Step 1** Initiate discussion on issues that are relevant for the community/ society you are part of (for example: youth unemployment, high crime rate, drug abuse, obesity, poor level of education, lack of citizen initiative, etc.)
- Step 2** List all the challenges (problems) that the participants have outlined.
- Step 3** Group the challenges/issues into several broad categories. You may do this on a flipchart or on sheets of colored paper (one color for one group of challenges). Those groups could be 1) Economic challenges. 2) Environmental challenges, 3) Cultural or educational challenges or more specific such as 1) Youth inactivity/ lack of initiative, 2) Issues related to social exclusion, 3) Health hazards, etc.
- Step 4** Reach an agreement to focus on one specific group from the list above
- Step 5** Within this group, try to find The Challenge that you all think is more important to be tackled or best suits your competencies, expertise, and interests (identified in the previous Session)
- Step 6** Research and present any information that you may think is relevant to the chosen challenge
- Step 7** Use a framework of questions to define your challenge in detail:
- **What?** What exactly is The Challenge? What are its characteristics? What are the consequences for people affected by it?
  - **Who?** Who is the affected population? What do you know about those people (economic, national, cultural, educational, ethnic, religious, behavioral background and patterns)? Does it affect some more than others? Who is the most vulnerable and why?
  - **Where?** Where are the affected groups of people?
  - **Why?** What is the root cause of the challenge? Understanding the root causes of the problem (the social issue) is one of the most important tasks in finding a solution. The cause for a bad outcome usually lies beneath what can be seen and needs to be traced as deeply as possible. Use the Inverted Ishikawa diagram to visualize the root of the problem. Use brainstorming and let everyone share ideas about possible roots (causes) and impacts

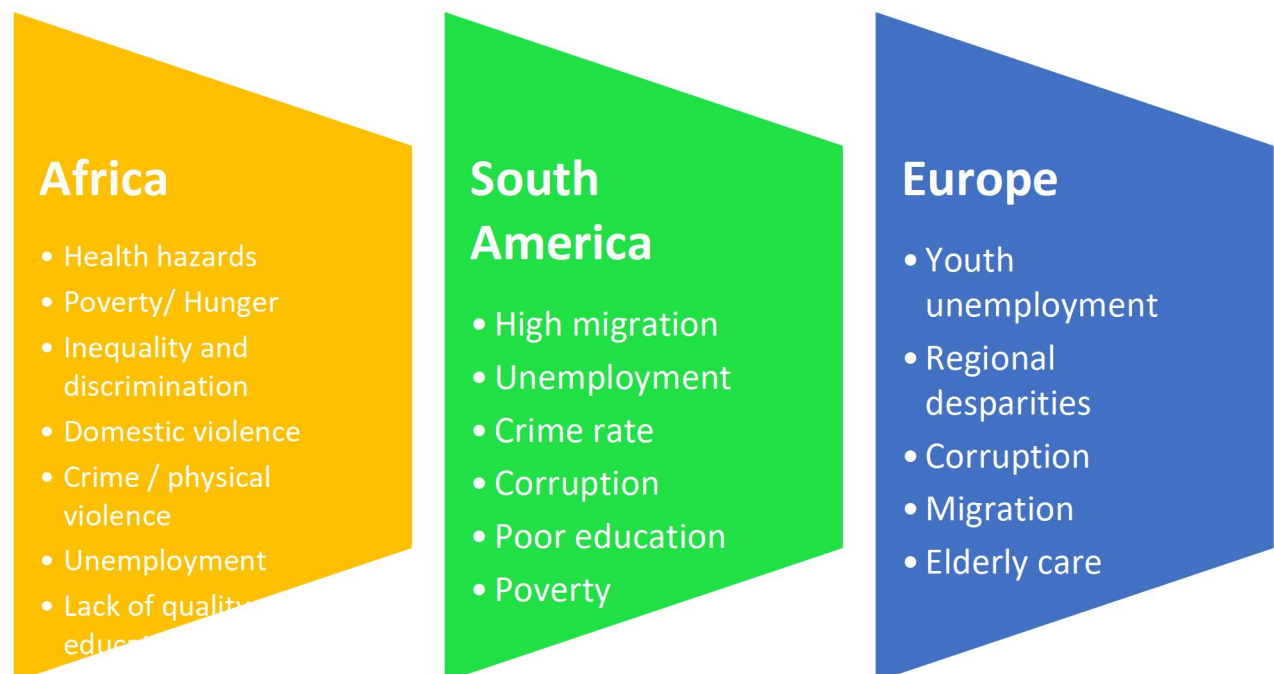
- **How?** How exactly do those “roots” identified above, affect the people? What are the pathways/ causal relations between the roots and the outcomes?

#### Examples of Inverted Ishikawa Diagram (Empty and Filled-in)



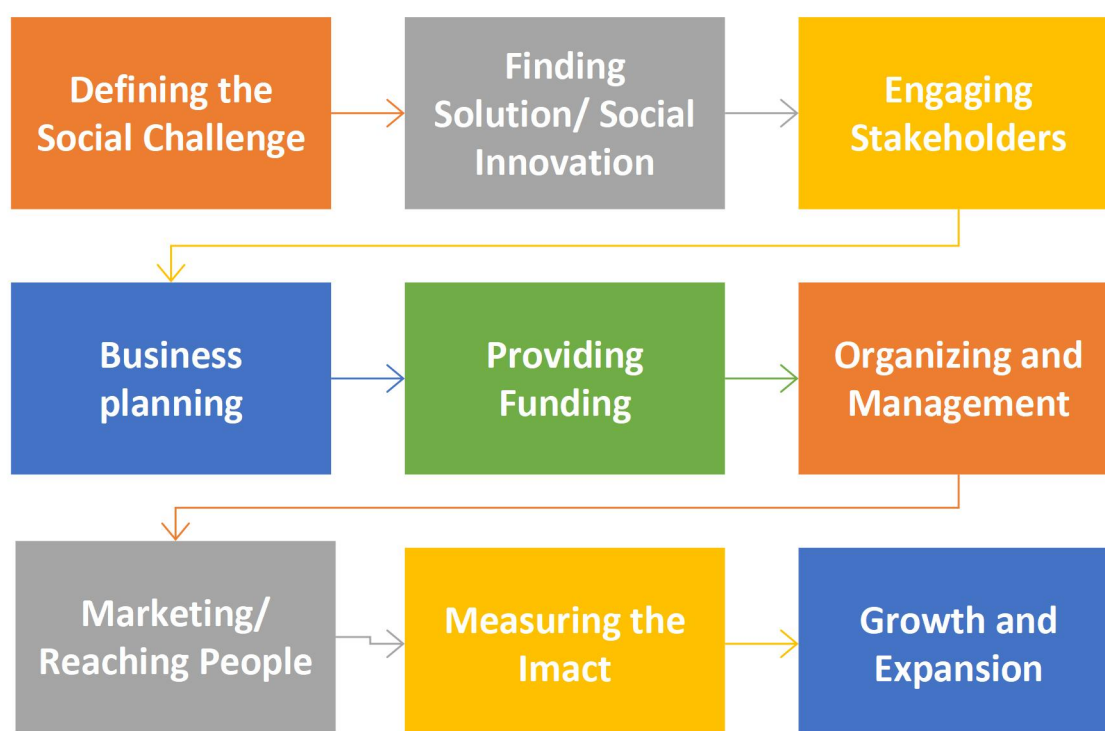
Source: Chahine, 2016

#### Examples of **social problems** typical for the region:



:

- Step 8** Make the problems visible and tangible. Tools for visibility: mapping, storyboard, photos, and videos. You may get more creative by drawing pictures, composing a music score, or writing a short essay/ poem about how you see the problem in a more artistic way.
- Step 9** Introduce the concept of Social Entrepreneurship (See the Young Social Entrepreneurship Book of Guidelines and Checklists). You may use additional resources such as video clips, articles, podcasts, etc.
- Step 10** Discuss the Social Entrepreneurship process as a whole:



- Step 11** Give several examples of social enterprises (on local and international levels). Consider businesses that you are all familiar with and best practices from around the world. Let everybody contribute with information or personal experience (if relevant). There might be peers who have already worked for a social enterprise. Give them the opportunity to talk in detail and to answer questions posed by other peers.
- Step 12** Research on internet other examples of social business initiatives. You may leave this activity as homework and do the follow-up the next day or continue the discussion in online forum groups and platforms

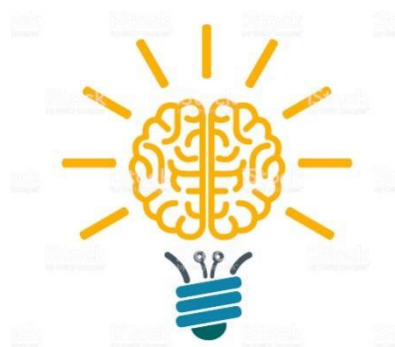
## SESSION 3

### Finding Solutions through Social Innovations



- Step 1** Remember that if you want the right answer, you have to start by asking the right question. So, the first step in finding a solution is once again revising the results from the previous Session (defining the Challenge).
- Step 2** Analyze the stakeholders: who are the players who have interest in solving the problem? Those could be any individuals, communities, organizations, businesses, police makers, or social enterprises that are affected by the problem or could assist in finding a solution. When we know whom to address, it's easier to find what to do.
- Step 3** Start discussing different possible solutions for the challenge you have outlined in the previous Session. You can come up with solutions using various creative thinking methods such as:

- ✓ Brainstorming
- ✓ Mind mapping
- ✓ Daydreaming
- ✓ Roleplaying
- ✓ Storyboarding



- Step 4** Collect a pool of ideas for possible solutions.
- Step 5** Apply an innovative approach by mixing different perspectives, experimenting with ideas, analyzing various options and scenarios, etc.
- Step 6** As an extension to this SESSION you may try to make “Calls for ideas” (by asking a wider range of people to suggest ideas, for example via social media.) or stage a competition
- Step 7** Conceptualize the solution: Define all tangible and intangible details of your solution. Is it going to be a: product or service or maybe a process of doing things in a new way? The solutions may also come in other forms such as innovative ways of reaching more people (distribution) or new opportunities for financing a social activity. Examples of solutions:
- Providing products or services for disadvantaged groups/ individuals
  - Providing employment/ job opportunities/ education or trading

- Raising social awareness for environmental or social issues
- Activities that promote social inclusion or support equality, fair trade, or social justice
- Improved system of distribution of goods or services for marginalized target groups or those in remote geographical regions

**Step 8** Analyze local resources: What is the current situation (political, financial, social, technological, legislative) in your country/ region? Is there a good network of suppliers who can be used for your solution? What is the aptitude of human resources? Are there enough people with a suitable profile to work for your social venture? What is the state of the local infrastructure?

**Step 9** Test your solution: Testing is important because you may see whether your solution is feasible and can be implemented in practice. During the training session, you may design a possible scenario for your social innovation, but it is recommended that afterward you create an actual prototype of your product/service/ process and try to test it in a small-scale setting (within a controlled target group)

### **Game: Development of a social enterprise product**

**Time:** approx. 20 minutes

**Description:** Place on a table various miscellaneous products (for example: bread, pasta, soaps, candles, toys, books, clothes, flowers, bottles of water, etc.). The participants are divided into two or more teams

**Instructions:** Ask the teams to:

- ✓ Review and evaluate the quality of the products and their characteristics.
- ✓ Discuss how these products can be used for solving social problems in a traditional and innovative way/ how they could be used to help vulnerable or disadvantaged people
- ✓ Think about suitable target groups for each product
- ✓ Set a price and outline a marketing strategy for the products (how to reach the target customers – promotion, distribution, etc.)





## SESSION 4

### From Solution to Social Enterprise. Business Planning of the New Venture: Legal Aspects and Funding



- Step 1** Make a smooth transition to the new topic: The Solution (conceptualized in the previous Session) is the focal point for creating a new business venture. The social enterprise is launched with the main idea to fulfill social purposes and to provide services, products, or employment for disadvantaged groups of people or to solve the existing social or environmental issues.
- Step 2** Considering the designed solution think about two possible options: creating a new company or working within existing structure. What are the opportunities and limitations before each of these options? If you decide to find a partner organization where and how can you seek it and what characteristics should it have?
- Step 3** Discuss various legal forms for creating a social venture. Take into consideration the legal environment in your own country, as well as the world trends. See the Book of Guidelines and Checklists for further details. Possible legal forms:
- ✓ Social enterprise
  - ✓ Non-profit (example: foundation, charitable organization, trusts, etc.)
  - ✓ For-profit company
  - ✓ Hybrid structure
  - ✓ Cooperative
  - ✓ Part of the SCR division in a bigger company
- Step 4** Make a comparison between “for profit” and “non-profit” options (advantages and disadvantages in general and in your particular case)
- Step 5** Draw a table focusing on some aspects of various legal options for a new social venture:

	Ownership	Access to funding	Funding capital	Accountability/ Flexibility	Management Issues	Taxes exemptions	Others
For-profit company							
Non Profit							
Social							

enterprise							
Other:...							

**Step 6** Think about the money: How much money you will need to have before launching the venture and how the activities of your company will be financed? What will be your main sources of income (for example: sales of goods and services, sponsorships and donations, etc.). Some funding sources include:

- ✓ Self – financing (own money)
- ✓ Loans (banks, investment funds, friends and relatives, business angels)
- ✓ Sponsorship/ Donations
- ✓ Grants (Governmental, Regional (Example: EU funds), International)
- ✓ Awards
- ✓ Crowdfunding
- ✓ Others



**Step 7** Consider the advantages and disadvantages of each of the funding mechanisms listed above. Select one or several that best relates to your company and the business environment that you are going to operate in.

**Step 8** List several funding sources that are available to you. Find contacts and plan to contact several potential funders to discuss whether their requirements are a good fit for you and your social company.

**Step 9** Research and analyze “crowdfunding” as an innovative approach towards microfinancing. Visit websites of crowdfunding platforms and discuss the possibility to raise funding capital with them. Examples: kiva.org, vested.org, startsomegood.com, fondly.com, indiegogo.com, rockethub.com, pozible.com, razoo.com

**Step 10** Research grant opportunities available for you. Use the resources from national or regional programs, foundations, organizations, and the government. Make initial contacts with representatives of the grant-providing institutions. Consider possible costs and disadvantages (in terms of time, accountability requirements, etc.)

**Step 11** Can you seek funding from a capital endowment campaign? Discuss opportunities and possible limitations

**Step 12** Draft a provisional business plan for your future social venture using a Business plan canvas (find examples on the Internet)

## SESSION 5

### Management and Marketing of the Social Enterprise

**Step 1** Think in detail about your vision, mission, and values:

- ✓ What change do I want to make?
- ✓ How my venture will improve the world?
- ✓ What are the values that my business will promote?



**Step 2** Draft a mission statement

**Step 3** Think about your Team:

- ✓ What type of people do I need if I want to reach my goals? How many?
- ✓ Where can I find them?
- ✓ How can I recruit, select and attract the right team members?
- ✓ Shall I try to attract volunteer workers? What will be the ratio between paid and unpaid staff in this case
- ✓ What will be the human resource structure of my company?
- ✓ Who will be in charge and how the responsibilities between the team members will be divided?

**Step 4** Draft several job descriptions and/or job ads for the key positions in your company. What qualities and expertise are you looking for? Who will be your ideal candidates? How you will persuade them to work for you (what is your offer)?

**Step 5** Think about the initial and ongoing training that you should provide to your employees. How can you assure the quality of their performance?

**Step 6** How I can motivate your workers to do their best for the company?

**Step 7** Discuss the possibility to attract volunteers:

- ✓ Are there volunteer organizations around you that you could contact?
- ✓ What benefits you could provide to the volunteer workers?
- ✓ What are the possible downsides of working with volunteers?
- ✓ Is there legislative issues you should consider when working with volunteers (signing volunteer contracts, providing social benefits and insurance, etc.)

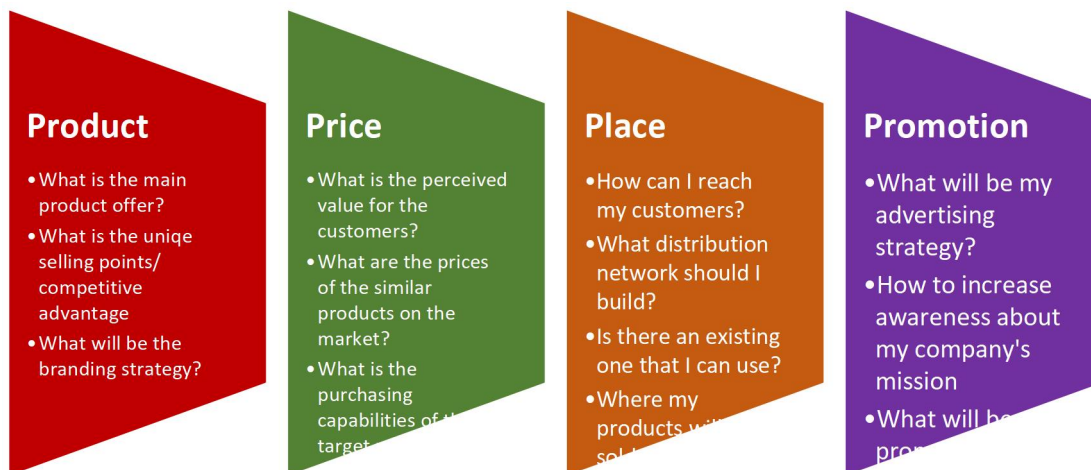
**Step 8** Will you hire people from disadvantaged groups? If yes, how will you ensure that their specific requirements are met? (for example: working with people with disabilities

may require special medical assistance, the provision of facilities, and environment suitable for their needs. You may need additional resources to accommodate their needs)

**Step 9** Conduct marketing research and analysis, including:

- **Who** are your target customers?
- **What** are the main characteristics of your target group?
- **How** many people do you want to reach?
- **Where** are those people?

**Step 10** Draft a Marketing Mix of your company, using some of the existing marketing models (Four Ps, Six Cs, Six Ps, etc.) Example:



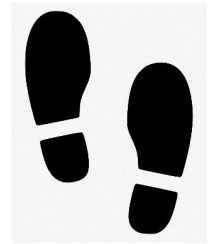
**Step 11** Consider social media and social networks as possible communication and distribution channels. Discuss the advantages and disadvantages of:

- ✓ Blogs
- ✓ Facebook/ Instagram/ Flickr/ Skype/ Twitter
- ✓ YouTube
- ✓ Skype
- ✓ Discussion boards and web forums



## SESSION 6

### Measuring Impact and Scaling for Growth



- Step 1** Think once again about the change that you want to make with your social company. How you will know if you have reached your ultimate goal?
- Step 2** How your impact will be measured? Set index values (qualitative and quantitative) that you would like to achieve.
- Step 3** How you will track your short-term progress to make sure that you are heading on the right path?
- Step 4** Consider the following indices to measure the social impact of your venture:
- ✓ Volume of produced/sold/donated goods and services
  - ✓ Number of jobs created
  - ✓ Number of target users reached by our activities
  - ✓ Increased access to social services by marginalized and vulnerable groups
  - ✓ Percentage of growth (for positive change such as “green economy, social inclusion, employment, etc.) and decrease (for negative phenomenon such as poverty level, illiteracy, obesity, pollution, etc.)
- Step 5** Research the Impact Reporting and Investment Standards Library (IRIS) and find metric units suitable for your business/type of product/services.
- Step 6** List the possible reasons for measuring the social impact. That will give you the motivation to be more accountable for your activities and how they impact others around you.
- Step 7** Think about the future: How can you increase the social impact of your company? Consider those possible directions:
- ✓ Increasing the number of people you reach
  - ✓ Increasing the outputs/ production
  - ✓ Adding new products/services to your portfolio (diversification)
  - ✓ Entering new markets/ new target groups
- Step 8** How can you optimize your distribution in order to reach more people more effectively?

- Step 9** Discuss several best practice case studies of social enterprises with large-scale impact (Example: Aravind Eye Hospitals) and outline the approaches that help them be successful in their endeavors.
- Step 10** How will you plan to disseminate your success to benefit and inspire others? Some suggestions include:
- ✓ Training courses and seminars
  - ✓ Networking and pool of shared good practices
  - ✓ Open-source informational and training materials
  - ✓ Technical support and consultations
- Step 11** Do you plan to establish a strategic partnership with other organizations in order to facilitate your growth?
- Step 12** Do you consider franchising as a growth option for your know-how?
- Step 13** What could be the possible risks, threads, and limitations of the expansion of your company?
- Step 14** Do you plan to engage in policy-making, lobbying, and building of advocacy platforms to induce more changes on the legislative level or by setting new trends within the society and changing the old behavioral patterns?
- Step 15** Based on everything that you have discussed during those six sessions, ask the participants to indicate at least three steps that they will commit to taking during the next three months. Let them write them down and think about them in detail. The realistic and tangible goal is more likely to be achieved than the goals that are too vague and abstract. Remember that taking action is the right approach to having something done, so every little effort could add up in the long run. After all, even the longest journey starts with one simple step.

**Do this step today! Be the change maker of the future!**



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For contacts: [foundation.wasp@gmail.com](mailto:foundation.wasp@gmail.com)

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