

# Business Coaching Playbook



We believe the prosperity of our nation lies in cultivating the potential in our youth. Our mission is to seek out those with the potential for entrepreneurial greatness and unlock it. To harness it, hone it, tap into it, nurture it, nourish it, guide it, watch it grow. We're the ones who watch the ones to watch"

– Allan Gray

## Table Of Contents

Foreword From Association Director	4
Looking At The Traits Of The Entrepreneur	7
The Guide To A Proactive Approach To Coaching:	8
The Coaching Process	10
What Makes A Great Coach?	12
Allan Gray Orbis Foundation's Approach To Coaching	14
Key Performance Guidelines For Coaches	16
Coaching Corner: A Perspective From Other Coaches In The Ecosystem	18
Internal Analysis Of The Coaching Program	25
Concluding Remarks From Venture Manager	35
Useful Resources	38



# Foreword From Association Director

- Jalal Ghiassi-Razavi



**A**t the Allan Gray Orbis Foundation, we recognize the importance of support in helping entrepreneurs to be successful. We have developed this Venture Coaching Playbook because it's part of our philosophy that, quality input is quality output.

Through our programmes, we have developed a strong pipeline of entrepreneurs within the Foundation, where we provide in-depth support required by our programme participants. When we think about the coaching support needed to provide our programme participants, we endeavour to provide best in class services of support over the long term. We have over 200 entrepreneurs in varying stages of business and each year, 40 are actively engaging in our venture support programmes where we enable them to start, validate and create their businesses through a range

of business development interventions. All our entrepreneurs receive one-on-one coaching which has been one of the key pillars of success.

Our philosophy is based on our understanding that the need for support requires assistance not just for the business, but also the entrepreneur themselves. Therefore, our key focus with our coaching is aligned to this and the important question we ask ourselves and our coaches is, "How do you tell when it's time to focus on the business versus when it's time to focus on a person?"

One of the things we've seen is not all coaches are the same. Our coaches range from psychologists who have critical access to networks, to other coaches who are on start-up development experienced in methodologies on execution and delivery models industries.

What we're doing at the Foundation is taking thought leadership very seriously. The aim of this coaching playbook is to try and standardize how we do things and to provide a common body of knowledge for the best practice that the individuals can receive through their coach or coaches. So in other words, let's share insights and connect together to grow.

It's important we discuss and flesh out how to manage the programmes for the entrepreneurs and services provided. How do you set expectations and get buy-in in between all of these various services provided. Things like how often should you meet in a coaching relationship? How much guidance is required? Do you allow the individual their own space or do you push them out of their boundaries to grow? What is the culture that we are presenting into?

Just a little bit of clarity around that and other methodologies and tools such as KPIs and OKR is important too, how do they work? How often do

people use them? And then one that I'm very passionate about is maturity-based venture support and matching needs to that.

Lastly, we will look to touch on administration and operations. If you think about how many of our programs are updated in managing coaches, never mind, upskilling everybody? So that it's the quality presented here. But just one of the best practices with regards to managing the foothold of the individuals.

We've gone through some challenges and growing pains in our entrepreneurial journeys. Our coaches are going through challenges and growth journeys too and we all have incredible value to adding sharing best practices that will benefit our entrepreneurs and ensure the growth of the ecosystem. We look forward to engaging with you, please share your insights to enable us to update the playbook and our ways of working.

**Thank you**



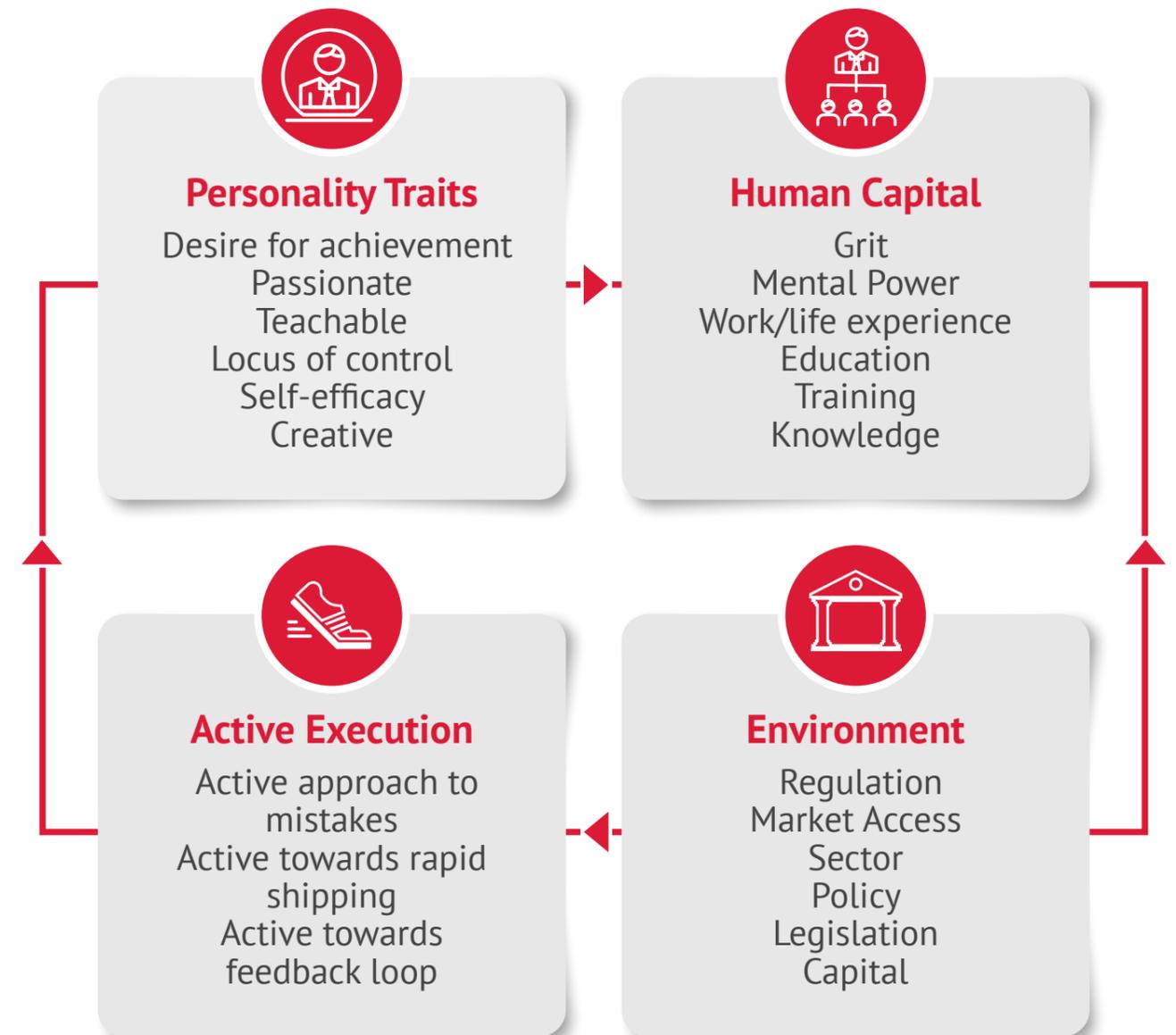


# Looking At The Traits Of The Entrepreneur

Before a relationship between a coach and a fellow resume, the coach needs to acknowledge all the factors influencing entrepreneur and their needs coming into the program:

## National Ecosystem

All these factors must ultimately support the creation of investable founders.



# The Guide To A Proactive Approach To Coaching

Behind every successful entrepreneur there lies a functional support system

## What Is A Coach?

A coach is highly specialised, highly technical and highly knowledgeable in the small business industry. This is someone we trust to support the entrepreneurs in their endeavours with clear structure and goals to overcome any obstacles.

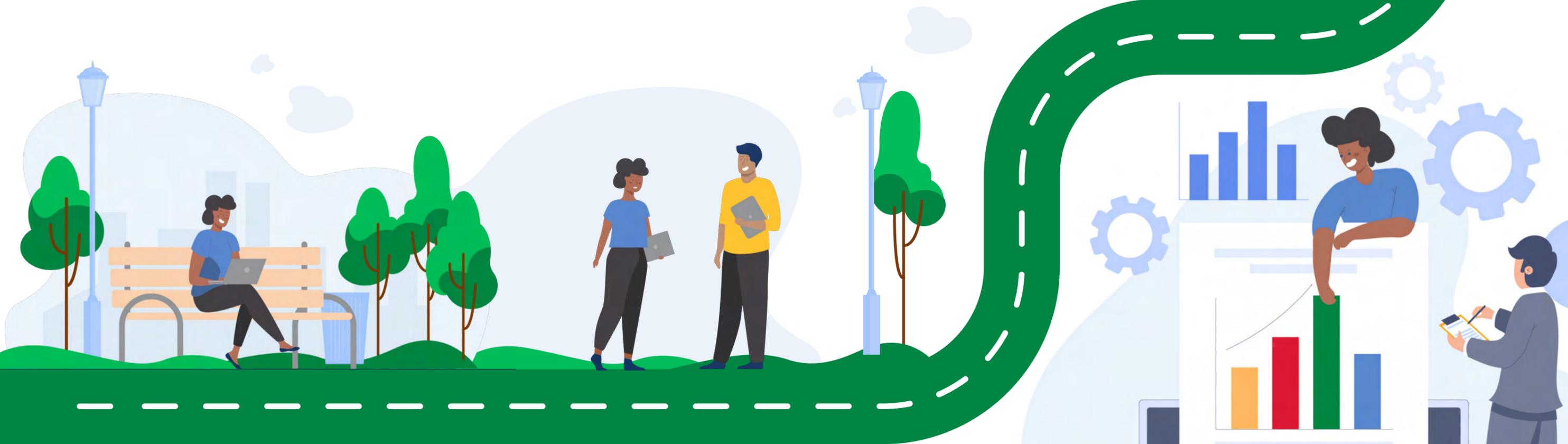
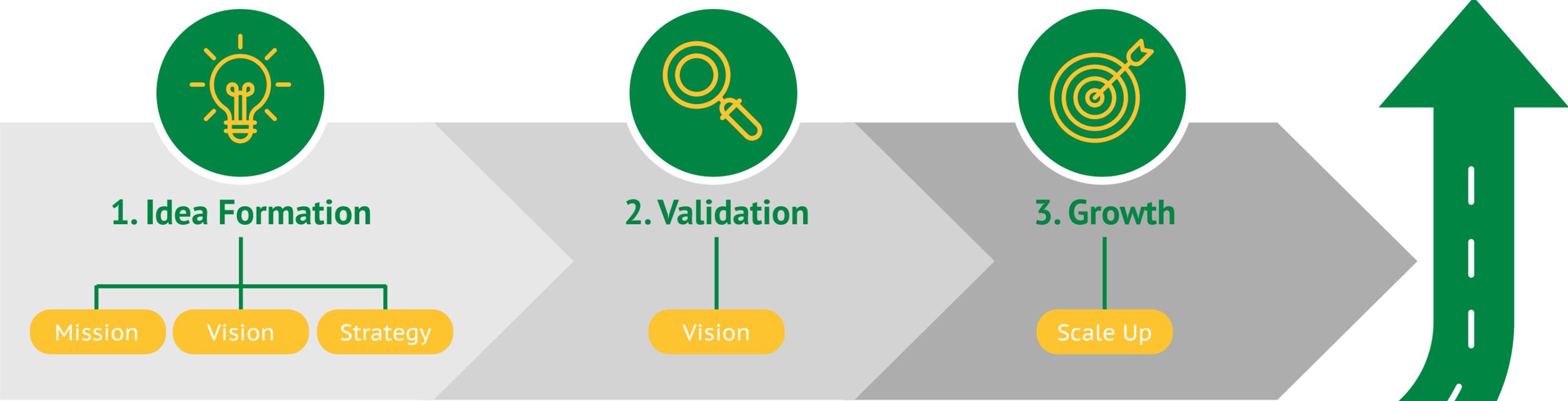


### Coaching Benefits

- Diagnoses and Analyses
- Problem Solving
- Structured
- Specialist Intervention
- Performance and Target driven
- Accountability
- Networking opportunities
- Sounding board

# The Coaching Process

Below is a journey that coaches walk with the entrepreneurs, gearing them towards being successful and to scale up for growth.



# What Makes A Great Coach?

A good coach is all rounded but can transition as required between these key roles:



## People Developer

Enhance the entrepreneurial development process and encourage action to get the fellows ready to launch their business ideas.



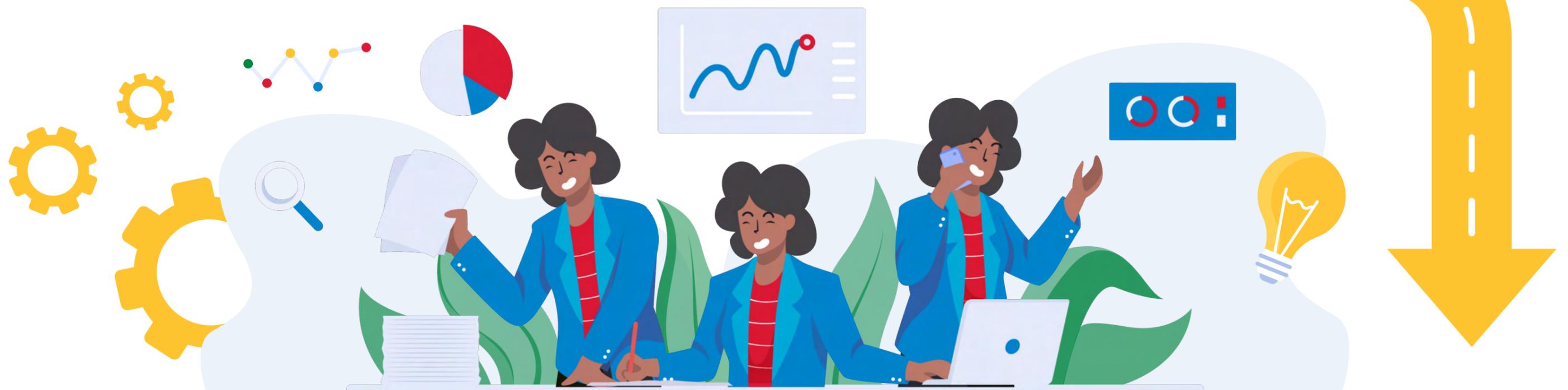
## Business Builder

Collaborating with fellows to rapidly formulate insightful business models, backed by customer data, that will accelerate business ops activities.



## Value Creator

Supporting the fellows in building strategic partnerships with local and worldwide institutions to help fast-track their startups.



# The Allan Gray Orbis Foundation Framework To Coaching



## 1 Pre-Coaching

- **Orientation** of Program for both coaches and fellows.
- **Screening** & Recruiting Coaches.
- **Matching coaches and fellows** in a 2 way process, where both fellows and coaches interact with the others profiles to encourage the best fit.



## 2 Coaching Implementation

- **Intro Call** between coaches and fellows to meet and greet.
- **Milestone Development** where there is another gap analysis and then create milestones and goals to work towards.
- **Execution** where fellows are equipped with the resources and guidance to achieve their next milestones.
- **Review Milestones** with coaches on what has been achieved and what needs to be the next milestone.



## 3 Post Coaching

- **Growth plan** which defines the next steps for the business.
- **Monitoring** process with ongoing assessment.
- **Maintaining** written record & filing system.

# A Coach Is Successful When The Following Guidelines Are Adequately Provided

## Venture Coach Performance Management - Key Performance Areas



### Help to Implement Growth Plan

Ability to create alignment around & drive the implementation of the growth plan.



### Due Diligence & Diagnostics

Able to identify key growth constraints/business risks & how to unlock/mitigate these.



### Measurement & Evaluation

Provide quality measurement, evaluation and reporting.



### Scenario Planning during Pivots

Ability to scenario plan & motivate to change strategy/plan where appropriate.



### Strategic & Tactical Guidance

Ability to understand strategy and provide tactical guidance and support around that.

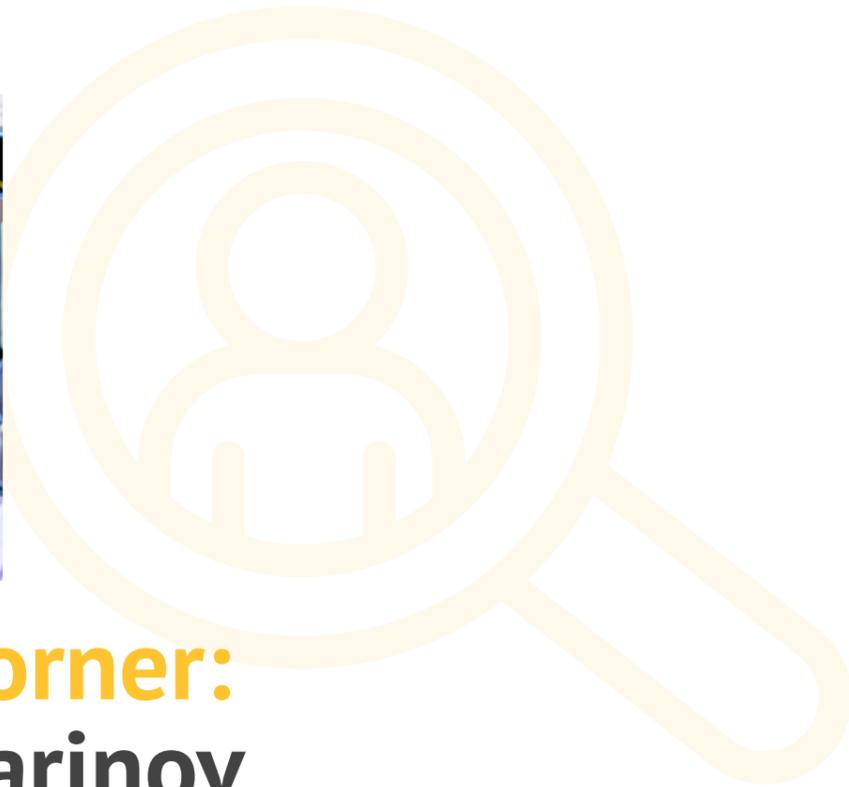




# Introducing the Coaching Corners

Throughout the playbook, we will put a spotlight on coaches from different programs in the entrepreneurship ecosystem to understand their approach and key lessons along the way.





## Coaching Corner: Denislav Marinov

**Founder: Amnova Tech**  
**Entrepreneurial Academy Fellow**

Denislav Marinov was the overall winner of the 2021 Afrijam competition. He founded Amnova Tech - a 3D printing company leveraging its technology to help manufacturers build capacity cost effectively. He was coached by Ian Williamson and this is what they had to say:

**Q:** What were the key things that were appealing to you about Ian's experience that made you select him as a coach?

**Denislav:** Ian possesses a great deal of experience and knowledge in the IoT and tech business space. I found that Ian and I shared similar interests and values around using technology ethically to bring about societal change. With my experience being on the technical and product facing side of the business, Ian's experience with business

management and operations would have complemented mine.

Having the same interests but varying backgrounds meant seamless learning could take place. In particular, Ian's extensive experience with cash flow and supply chain management was crucial to Amnova Tech's growth plans.



**Q:** What were the key things that were appealing to you about Ian's experience that made you select him as a coach?

**Denislav:** As a young entrepreneur, jumping into my startup for the first time was incredibly intimidating. I was exposed to a variety of new challenges and questions I hadn't encountered before. It got overwhelming very quickly. Having a coach that walked a similar path with similar experiences in the past made it easier to navigate the complex startup landscape.

My coach was a source of guidance and support often preventing me from making avoidable mistakes whilst promoting me in realising opportunities. Through my engagements with my coach, I learned a great deal about critical topics I hadn't considered before. It added depth to my business

and a renewed sense of realism. No longer was it just a side hustle; it was now a living, breathing entity that needed to support itself - and a team. However, over and above the business management, my coach was also a source of emotional support.

The entrepreneurial journey is a difficult one that may take a toll on one's mental health. Having a coach with shared experiences to provide mental and emotional support was incredibly vital. To run a sustainable business and live a healthy life, one must achieve balance. My coach has helped me find that balance for myself whilst trying to build something of high impact.

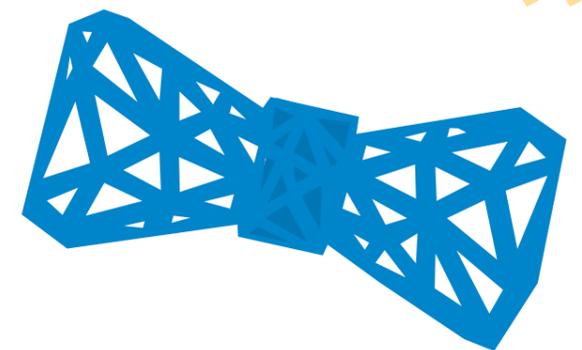


**Q:** Leading up to pitching at Afrijam, what were the key areas that you felt you needed from Ian as a coach?

**Denislav:** I was struggling to concisely describe the problem we as a company were attempting to solve. With Ian's guidance, we managed to clearly identify and define the core problem. Ian termed it as the barrier of entry to innovation in Africa. This became a central theme in the pitch. Ian also assisted us in breaking down our target markets and focusing in on particular customer groups most likely to benefit from our offerings.

This helped us refine our focus as a company which also informed our

business model structure. Finally, Ian guided our growth plans ensuring we implement the appropriate strategies to scale sustainably. This was essential in supporting our funding ask and ensuring we remain lean and agile as the operation expands.





## Coaching Corner: Iain Williamson

Denislav's Coach  
One Year Coaching Experience

**Q:** What were the key things that were appealing to you about Denislav's business that made you want to be one of your mentees?

**Iain:** Denislav's business, Amnova Tech, is unique, highly flexible and future focused whilst being significantly scalable. The intersection of their design and printing service offering and their large format printer manufacturing meant that they are

able to cater to a multitude of industries, whilst supporting small-scale R & D projects for SMME's. Their expansion into international markets during 2021 is also incredibly exciting.



**Q:** Could you share the key focus areas that were pivotal in helping Denislav to reach his business objectives while on the EA program this year?

**Iain:** Much of this year was spent focusing on cash-flow management and sound strategies to drive consistent sales, whilst reaffirming their market positioning to ensure the best possible returns. Additionally, we spent considerable time

and effort assessing growth strategies, particularly looking at models that provided significant elasticity to ensure the skilled workforce and capacity were available as and when needed.



**Q:** How do you intend to maintain a coaching relationship with Denislav in the next phase of his business growth and what will you be focusing on?

**Iain:** I will continue to be available to Denislav on an ad hoc basis as a sounding board and will continue to refer clients to Amnova Tech.



Coaching engagements that have a Rand / Dollar attached to them need to have structure, clarity, and accountability around what needs to be delivered to help the entrepreneur grow and build their venture.”

- Octavius Phukubye – Managing Director – IDF Value Added Services,  
Insights from the Allan Gray Orbis Foundation Coaching Summit



# Internal Analysis of Our Coaching Program

It's important to have a feedback loop in place, to assess the effectiveness of our coaching program. We obtained feedback from coaches and fellows that were previously involved in our coaching program. The guidelines we used to obtain candid feedback from the coaches were:



## Strategy

Were you informed of the program's vision?



## Performance

Did/do you know what you were/are being measured on as a coach?



## Mandate

Were/are you clear on the investment mandate?



## Operating Model

Were/are reporting and governance guidelines clear to you?



## Support

Was/is there a support mechanism from Allan Gray Orbis Foundation to help execute your responsibilities?



## Reward

Were/are you comfortable with the contractual remuneration?



## Scope

Were/are you comfortable with the ratio and/or frequency of ventures/fellows you were/are coaching?



## Tools

Were/are you using standard tools or templates for execution?

# Feedback from the coaches' perspective was:

## Things We Should Keep Doing On The Program:



1. Strengthen the program, as it's an important offering for the ecosystem
2. Investing in historically disadvantaged fellows for their entire career path
3. Involving of coaches early on in the fellow's entrepreneurial journey

## Things We Should Stop Doing On The Program:



1. Limiting scope of support at coaching when advisory and mentorship might be critical
2. Having no structure and poor communication
3. Not having funding available for fellows

## Things We Should Start Doing To Improve The Program:



1. Fellows should sign ethical/ accountability agreements
2. Putting rigour around onboarding of coaches
3. Fostering communication amongst coaches

# Feedback from the fellows' perspective was:

 <p><b>Overall Takeaways</b> Coaches. Accountability. Monitoring</p>	 <p><b>Improvement Areas</b> Specialist. Advisory. Structure</p>
<ul style="list-style-type: none"> <li>• Coaches were well experienced and could recommend appropriate steps</li> <li>• Business specific than generic worked well</li> <li>• Coaches had too many fellows, carried too much work</li> </ul>	<ul style="list-style-type: none"> <li>• Offer specialist consultations or facilitate access to expert advise</li> <li>• Hold seminars in specialist industry fields</li> <li>• Build a program structure or framework</li> </ul>
 <p><b>Overall Takeaways</b> Coaches. Accountability. Monitoring</p>	 <p><b>Improvement Areas</b> Specialist. Advisory. Structure</p>
<ul style="list-style-type: none"> <li>• No sense of accountability</li> <li>• No clear report submission requirements</li> <li>• Participants not incentivized to engage</li> <li>• Pathways not fully explained</li> <li>• Coaching timelines not communicated</li> </ul>	<ul style="list-style-type: none"> <li>• Make it clear what specific program outcomes are</li> <li>• Leverage the online courses to engage more</li> <li>• Design visuals to simply define customer journey that maps the process</li> </ul>



# Coaching Corner: Pride Maunatlala

Founder: Archetypal

Coach at the Branson Centre for Entrepreneurship Ignite Program

Five Years Coaching Experience

**Q:** What were the key things that were appealing to you in the Ignite Program that made you become a coach on it?

**Pride:** First it was being able to work with people who are solving real problems and making an impact. I believe you are always seeding in

some way or another as a coach and with a group like that those seeds will grow and multiply.



**Q:** Reflecting on the journey you are on with the entrepreneurs you are coaching, what is emerging as areas that early-stage entrepreneurs need coaching on?

**Pride:** The entrepreneurial journey is full of highs and lows, they need to understand why they are doing this journey. The purpose definition for early-stage entrepreneurs is to support in moments of adversity. The second area is to get clarity around which parts

of their business models are revenue drivers and which ones are not? The last one is around brand building principles and how you communicate your proposition, bringing the purpose into it.



**Q:** In your view what makes a great coach/coaching program?

**Pride:** A great coach is someone who can consider all the realities that an entrepreneur/ coachee is going through. What is their living context? Knowing how to consider the lived realities of the mentee and coaching with awareness and understanding in mind is what makes a great coach.

A good coaching program inspires self-action and gives the entrepreneur many ways to act on their intent. Inspiring them is also important. The program should be very much centered around doing and not just giving information or frameworks.



**Q:** What would your advice be to young entrepreneurs on a coaching program?

**Pride:** I'd encourage the entrepreneurs to ask questions, be open to being

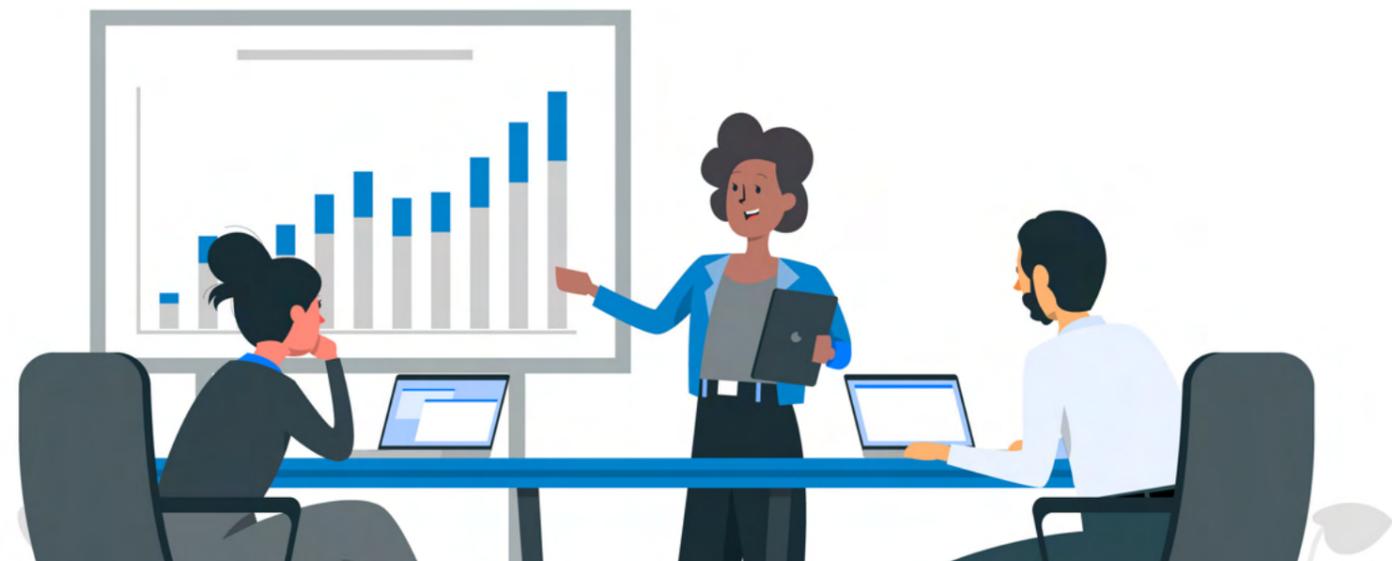
challenged, not just to receive critique but to rethink their position.



**Q:** Could you share some key insights or parallels from your experience, coaching entrepreneurs in other countries?

**Pride:** In Europe and Asia coaching is fundamental to every single entrepreneurial endeavor, whether it be an accelerator or a startup. They see it to build community for the people building the different entities. Learning for them is not going back

to square one. It's very common to see co-founders coaching together, which enables them to iron out differences early in the journey.





# Coaching Corner: Christian Harbeck

CEO of Action Coach  
3 Years Coaching Experience

**Q:** What were the key things that motivated you to become a coach for entrepreneurs?

**Christian:** The main factor stems from my journey as a business owner where I have learnt from successes and failures that the system is broken. We as a society need education on how to build and run a business, how to manage money and pay taxes, how to communicate effectively, etiquette

and manners around other people and how to deal with failures, this can start already at school level. I want to empower business owners and entrepreneurs to accelerate their dreams and goals through building truly profitable enterprises that work without them.



**Q:** Are you currently coaching entrepreneurs who are in the early stages of their journey? If you are, what are the key differences in their journey as compared to entrepreneurs with more mature businesses?

**Christian:** Yes, I have startups in my portfolio. There are two mindsets with my clients. One is that they lack business basics and are totally in a state of confusion and chaos. The other group just don't want to fail and fast track

results. Compare them with my clients who have mature businesses, they are actually quite similar. Some are just fed up with poor results and others want to scale to leave a lasting legacy.



**Q:** In your view what makes a great coach / coaching program?

**Christian:** A great coach is made from experience, and with that I mean good and bad. I want to empower

entrepreneurs to be their better self and make a real economic impact and create success.



**Q:** What would your advice be to young entrepreneurs on a coaching program?

**Christian:** I can strongly recommend that everyone follow a business leader, mentor or coach. There is so much wisdom out there to keep everyone

occupied for years. I would recommend a program that teaches all the basics, offers practical components/workshops and a strong accountability system.



**It's important to embed within a coaching program a reporting cycle. The coach and entrepreneur need to agree on the frequency of meetings. Coaches must create room for honest conversations with their tribe of coaches to help each other on this shared journey."**

- Amina Patterson – Head of Operations – Alpha Code  
Insights from the Allan Gray Orbis Foundation Coaching Summit





# Coaching Corner: Orienne Gambino

Business Coach at Future Females

**Q:** What were the key things that were appealing to you in the Future Females Program that made you become a coach on it?

**Orienne:** FF mission to empower women across the globe matches my own will to help bridge the gap on Business knowledge for anyone who needs it.

As a coach it is fascinating to be able to coach women with such different backgrounds and amazing ideas.



**Q:** In your current work with entrepreneurs, what's emerging as areas that early-stage entrepreneurs need coaching on?

**Orienne:** They are two main areas. The early stage entrepreneurs usually feel overwhelmed and get into an analysis paralysis stage. They need coaching on owning their business idea and feeling good about the decision they make. They need coaching on building

a strong foundation, with a clear vision, mission and priorities and to continue this process as it helps them simplify how they do business and streamline decision making, by always asking themselves does this fit my vision and plan?



**Q:** In your view what makes a great coach / coaching program?

**Orienne:** A great coaching program teaches how to fish instead of giving away fish. A great program should

have a good balance of knowledge sharing, in person support and accountability check.



**Q:** What would your advice be to young entrepreneurs on a coaching program?

**Orienne:** Trust yourself, only do things that make sense and fit your purpose. Build with the long term in mind, but

keep a hacking mindset to generate growth (that's the tricky part!)



**Good coaching comes down to being good at suggesting and not instructing. You must give a young person trying to start up a venture some agency in their decision making – that is the ethics of coaching and mentoring.”**

- Josh Adler - Executive Director - Anzisha Prize  
Insights from the Allan Gray Orbis Foundation  
Coaching Summit





# Concluding Remarks

## Simphiwe Mntambo

Venture Manager  
Allan Gray Orbis Foundation

to managing finances, product development and quality control. By enabling greater exchange between left

and right brain insight, you are building the whole entrepreneurial muscle, this is a huge benefit.



**Q:** In your view what makes a great coach / coaching program?

**Simphiwe:** A great coaching program is built in empathy with both the entrepreneur and coach constantly trying to find insight about each other's approach to different

situations. It becomes successful when goal setting drives the process; starting the relationship means both parties must be committed to delivering value and results.



**Q:** What were the key things that were appealing to you in working with entrepreneurs?

**Simphiwe:** It's been so fulfilling seeing the sparks become brighter when people finally see their purpose finally taking off in their business. I'm a firm believer in the power of business to change not only society, but also lives. A lot of the entrepreneurs I've worked

with over the years have been deep in transitions towards or from big chapters of their lives, so holding them and supporting them through this has been pivotal in shaping my outlook of the importance of a holistic approach to entrepreneurship development.



**Q:** In your current work with entrepreneurs, what is emerging as areas that early stage entrepreneurs need support on?

**Simphiwe:** The decision to be an entrepreneur is one you have to make every single day. Building resilience is a critical skill that allows someone to always be able to pass through the very man difficult moments of running a startup. Since starting my work with the Foundation, I'm seeing the deeper aspects of entrepreneurship education that set

the stage for better performance when you transition to business development. So I advocate for highly technical entrepreneurs to prioritise learning the soft skills like people management, strategy and communication: and for those with strong social and arts backgrounds to prioritise reinforcing their technical skills that are critical

**Q:** What would your advice be to young entrepreneurs?

**Simphiwe:** Use the resources to the max! Finding and being able to pay for time from highly specialised individuals in your sector is prize value so don't waste it. It's okay to voice when the

support isn't helping you achieve what you sought, because then everyone gets a chance to course correct. Showing commitment to the process will open the doors even further.

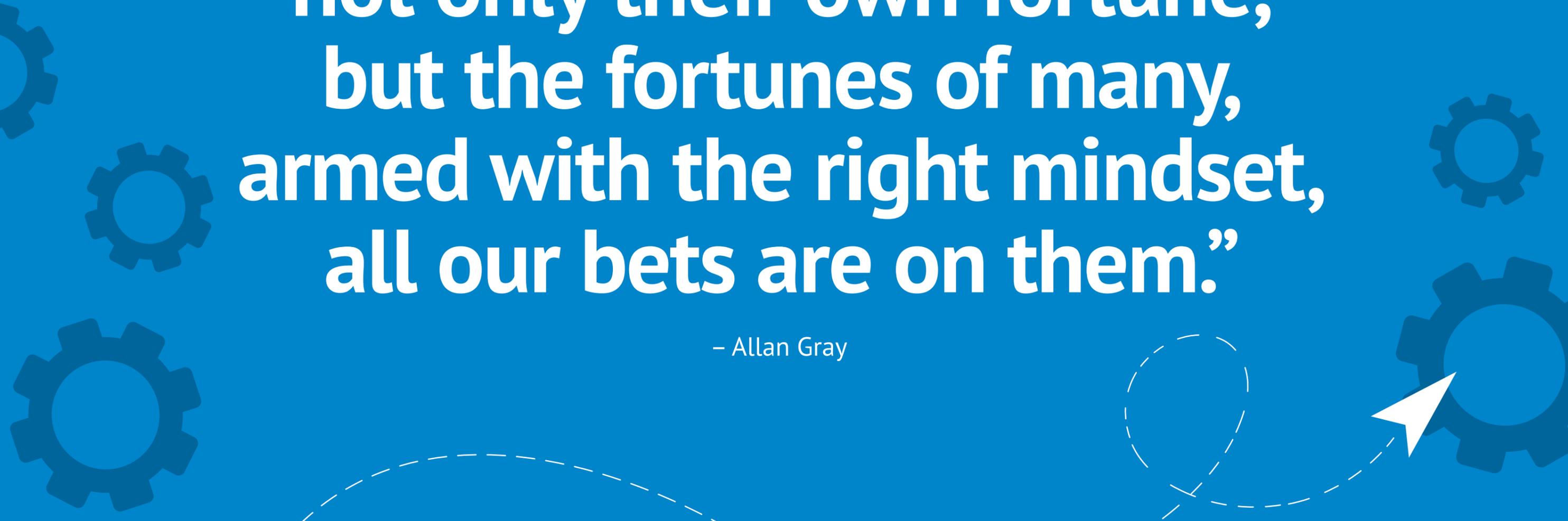




**For whom entrepreneurship  
is written in their DNA.**

**The ones with the ability to change  
not only their own fortune,  
but the fortunes of many,  
armed with the right mindset,  
all our bets are on them.”**

– Allan Gray



# Useful Resources To Download

Work with these free beneficial resources during your coaching journey



**Entrepreneurial  
Baseline Assessment**



**OKR Goal Setting  
Template**



**Rapid Launch  
Technique**



**OKR Tracker 1**



**OKR Tracker 2**



