

Green For All Business Coaching Platform

Background: The Capital Access Program (CAP) at Green For All seeks to create, sustain, and scale green jobs in the U.S. CAP works to build the capacity of green businesses and nonprofits, and to mobilize capital so that Green For All's advocacy leads to real economic recovery and environmental restoration – particularly for vulnerable communities.

Description: One central piece of CAP's work is the development of a Business Coaching Program. This Program will pair seasoned business executives and business Coaches with green Entrepreneurs, in an effort to help empower the Entrepreneurs to grow their organizations, create green jobs and achieve scale. Small businesses, startups and nonprofits will be selected from Green For All's twelve target cities – Albuquerque, Boston, Detroit, New Orleans, Oakland, Pittsburgh, and Portland – and linked with Coaches located throughout the country. Green Entrepreneurs will be targeted for the program through national conferences, social enterprise networks, webinars hosted on Green For All's website, and personal networking efforts. CAP will also post notification of this program on the Green For All website, and accept applications submitted online. Each organization will be thoroughly vetted, to ensure that they meet the following criteria:

For-Profits

- 1-3 years operating experience
- Generating revenue
- Focused on providing green products, sustainable services, or renewable energy

Nonprofits

- Established or planned social enterprise business model
- Working with underserved communities
- Providing pathways out of poverty
- Focused on both employment and the environment, through green job creation, support, and/or training

Special preference will be extended to women- and minority-owned or -operated organizations, as well as enterprises located in or serving vulnerable communities.

Coaches

Each of the Entrepreneurs in our Business Coaching Program will be paired with a Coach who will be an established business leader or business Coach that is uniquely positioned to provide guidance where needed. The Coach is not expected to dispense specific, strategic advice, and should not be viewed as a board member, but rather ask powerful questions and share expertise and experience when relevant. While we want the Coaches to be as helpful as possible, we never want to put them in a position where they feel like they are driving the direction of the enterprise. Instead, the Coach will be asked to perform the following duties:

- 1) work with their designated Entrepreneur to create a clear vision for success and establish measurable short- and long-term goals, which will serve as targeted milestones for success;
- 2) cooperate with CAP to help monitor and document progress and achievement of aforementioned goals;
- 3) ask thought-provoking questions, and help the Entrepreneur think through the answer(s) and their implication(s);
- 4) empower the Entrepreneur by suggesting supportive resources and facilitating helpful connections, wherever possible
- 5) share business expertise, experiences and anecdotes that might lend unique perspective and compel the Entrepreneur to think through a different approach;
- 6) provide instruction or explanation of key business fundamentals and skills, when necessary;
- 7) provide support and encouragement as the Entrepreneur encounters challenges;
- 8) provide feedback and frame failures as learning opportunities;
- 9) be responsive to CAP and provide periodic updates on the relationship with the Entrepreneur; and
- 10) be responsive to the Entrepreneur's needs and questions, provided they fit within the designated duties and subsequent timeline

Timeline and Expectations

The Business Coaching Program will run for one full year, with the launch date expected to occur on November 1, 2009. While the current expectation is that the Program will continue well past October 31, 2010, CAP will certainly take both Coach and Entrepreneur feedback into account when ascertaining the viability of the Program.

Coaches will be expected to commit to the following:

- To provide coaching according to the previously outlined duties for one year;
- To hold regularly scheduled phone conversations (45 – 60 minutes) with their Entrepreneur at least two times per month;
- To be generally communicative and receptive to Entrepreneur questions or requests, within reason;
- To check in with CAP, either by e-mail or phone, at least once a month;
- To provide CAP with a short, written progress report, detailing Entrepreneur accomplishment of mutually-agreed upon goals, on a quarterly basis; and
- To complete a Program evaluation form at the conclusion of the one year commitment.

Benefits of Participation

For Businesses and Social Enterprises

Entrepreneurs and business leaders are provided with coaching to empower them to grow their businesses and give them the accountability and support they need to stay on a path to success. In addition, each participating business / social enterprise

will be featured year-round on the Green For All website, a heavily trafficked hub for the growing green economy.

For Business Coaches

Business Coaches get the opportunity to make a difference in creating a greener economy by empowering green Entrepreneurs and business leaders to succeed. All Coaches will benefit not only from the Entrepreneurs' testimonials and referrals, but also from the chance to add participation in Green For All's Business Coaching Program to their coaching credentials. In addition, all of the Coaches will be profiled for the entire year on the Green For All website, exposing their services to nearly 50,000 monthly visitors, including green entrepreneurs, investors, business leaders, policy-makers, and practitioners.