



# An introduction to Coaching and Mentoring

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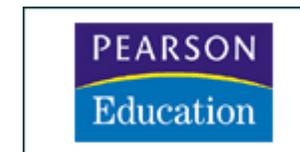
# Agenda

- ❑ Who am I?
  - ❑ What is Coaching?
  - ❑ Coaching and Mentoring Terminology – 4 modes.
  - ❑ Benefits
  - ❑ Why do we need coaching now?
  - ❑ What do coaches do? Approaches and Models.
  - ❑ What is a coaching culture, how to introduce it?
  - ❑ Q & A
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# OneWorld Consulting Services

- ❑ **Retained Executive Search**
  - ❑ **Leadership & Development**
    - Executive Coaching
    - Mentoring Programs
    - Leadership Team Development & Facilitation
    - Coaching Skills Programmes
  - ❑ **Career Transition**
    - Onboarding Coaching
    - Career Coaching
    - Outplacement
  - ❑ **People Consulting**
    - Salary Benchmark Surveys, Talent Surveys
    - Management Audits / Assessments
    - Cross-cultural Coaching / Training
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# Some of our Clients



## What is Coaching?

- ❑ A dialogue with results, focused on learning.
  - ❑ Asking the right questions rather than providing answers.
  - ❑ “The role of the coach is to enable the coachee to explore, to gain a better understanding, to become more aware and from that place to make a better decision than they would have made anyway”  
(Downey)
  - ❑ Providing reflective space.
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## Four modes of Coaching/Mentoring

- ❑ The Manager as Coach
  - ❑ External Executive Coaching
  - ❑ Internal Coaches
  - ❑ Mentoring programmes
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## Styles of leadership

- ❑ Directive - “Directives not directions”
- ❑ Visionary - “Clarity, big picture”
- ❑ Participative - “Involving others”
- ❑ Affiliative - “People first, task second”
- ❑ Pacesetter - “Follow me; do what I do”
- ❑ Coaching - “Long term development”

From Mary Fontaine, Hay Group, and others

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## Types of Coaching/Mentoring

- Skills Coaching
- Performance Coaching
- Development Coaching

## Key Concepts

- Awareness
  - Responsibility
  - Choice
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## What Coaching is not

- Training
  - Consulting
  - Therapy
  - Someone else fixing your problems for you.
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# Benefits of Coaching/Mentoring

## 1) New insurance agents with mentors:

sell **20%** more than those without  
are **13.5%** more likely to survive the first year  
(74% compared to 64%)

*Source: Life Association News, Dec 1998, pp128-136*

## 2) Professional workers with mentors earn between **\$5,610** and **\$22,450** more than those who don't

*Source: HR Magazine, vol. 43, April 1998, pp98-103*

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# Benefits of Coaching/Mentoring

	With Mentor	Without Mentor
Employee turnover in SmithKline Beecham's Finance Division	2%	27.5%
Employees planning to jump ship within 12 months*	16%	35%
Cost of losing/replacing a typical employee*		\$50,000

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\* 1999 Emerging Workforce Study (US)

## Why do we need coaching now?

- ❑ Change is faster and more significant than before. Competition more intense.
  - ❑ Organisation structures internally and externally are more complex – matrix reporting; external parties can be suppliers, customers and competitors. Shareholder/Stakeholder pressures greater.
  - ❑ Younger executives promoted more quickly into more complex and broader roles than before. Expected to deliver faster.
  - ❑ Technological impacts (mobiles, email, blackberries) & fewer organisational layers mean less opportunities for traditional mentoring relationships and conversations.
  - ❑ Continuous individual and organisational learning is key to survival.
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## Why do we need coaching now?

In today's business world a key factor in success is emotional intelligence.

- ❑ IQ is a key threshold ability but at most only explains 25% of career success.
  - ❑ Daniel Goleman's studies on the most effective leaders. Emotional Intelligence (EQ) twice as important as IQ or technical skills.
  - ❑ Importance of EQ increases up the management ladder. At senior leadership levels, nearly 90% of the difference between average and star performers is attributable to emotional intelligence rather than cognitive abilities.
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## Why do we need coaching now?

Goleman identifies five components of Emotional Intelligence

- ❑ *Self Awareness*
- ❑ *Self Regulation*
- ❑ *Motivation*
- ❑ *Empathy*
- ❑ *Social Skills*

These are areas that coaching and mentoring can improve.

Careful listening is a common factor.

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# Results Companies have seen from Coaching

(CIPD Research)

- ❑ Behaviour Change
    - ❑ Increased proactivity and capacity for addressing issues
    - ❑ Greater awareness of management/leadership styles
    - ❑ More effective leadership
    - ❑ Faster decision making
    - ❑ Better management of challenging people
    - ❑ Change in some managers' work styles
    - ❑ Increased confidence
    - ❑ Greater awareness of career options and choices
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# Results Companies have seen from Coaching

(CIPD Research)

- ❑ Performance
    - ❑ Improved performance by the individual and the team
    - ❑ Increase in visible performance noted by line manager or coachee
  
  - ❑ Culture
    - ❑ Increased two-way communication
    - ❑ Improved employee engagement scores
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## Why does coaching work?

- ❑ Tailor made and flexible approach.
  - ❑ Confidential relationship of trust between coach and executive.
  - ❑ Coaching more effective than training at working on skills, and skills more important than knowledge.
  - ❑ Coaching can be 'just in time' learning, delivering what the executive needs when she needs it.
  - ❑ The learning and practice takes place over time, so it is reinforced and developed.
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# What do Coaches do?

## Seven Step Model

- 1) *Identify the need* – what is the issue?
- 2) *Gather evidence* – from the coachee, others; what should change?
- 3) *Motivate and set targets* - SMART
- 4) *Planning how to achieve* – steps, predict obstacles.
- 5) *Create opportunities to practise*
- 6) *Observe and give feedback* – Specific, Measurable, *Appreciative*, Relevant, Timely
- 7) *Support through the setbacks.*

# GROW – a Coaching Model



# What do Coaches do?

## Solutions Focus Approach

- ❑ *What you focus on is what you get*
- ❑ *People are experts on their life/work*
- ❑ *Find out what has worked already – amplify this*
- ❑ *Find when problem didn't happen*
- ❑ *What Know-how & Resources do you already have?*
- ❑ *Future talk is hopeful – detailed future talk is more helpful*
- ❑ *Start with a small change*
- ❑ *Scaling Questions very useful*

(Berg & Szabo)

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## What is a Coaching Culture?

A culture where coaching is the predominant style of managing and working together, and where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation.

(Meggison & Clutterbuck, 2005)

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## How do you recognize a Coaching Culture?

- ❑ Everyone in the organisation believes that learning is critical to individual and organisational success.
  - ❑ The leaders of the organisation use a non-directive leadership style, that is, they employ a coaching style with peers and subordinates.
  - ❑ Decision making is devolved as far as possible to those who are closest to having to implement the decisions. They are given freedom to take risks and set their own goals.
  - ❑ Managers use a coaching style in the way they manage staff on a day-to-day basis.
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## How do you recognize a Coaching Culture?

- ❑ Managers view developing others and creating a learning environment as one of their major responsibilities.
- ❑ Peers coach one another to share knowledge, to pass on expertise and to help one another, and also to raise their own standards and general level of professionalism.
- ❑ Having a mentor or a coach is viewed positively, and people are encouraged to seek mentoring or coaching support at various stages in their career and for various reasons.

(Caplan, 2003)

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## Components of a Coaching Culture

- ❑ Coaching is linked to business drivers
    - ❑ *Coaching has a core business driver to justify it.*
    - ❑ *Coaching is integrated into strategy, measures & performance*
  
  - ❑ Being a coachee is encouraged and supported
    - ❑ *Encourage and trigger being a coachee*
    - ❑ *You can challenge your boss to coach*
    - ❑ *Coachees are expected to coach others*
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## Components of a Coaching Culture

- ❑ Provide coaching training
  
  - ❑ Reward and recognize coaching
    - ❑ *People are rewarded for knowledge sharing.*
    - ❑ *Top team are coaching role models (who seek and use feedback)*
  
  - ❑ Systemic perspective
    - ❑ *Assume people are competent.*
    - ❑ *Organic, not process driven.*
    - ❑ *Constructive Confrontation.*
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# Components of a Coaching Culture

- ❑ *The move to coaching is managed*
  - ❑ *Senior group manages move to coaching.*
  - ❑ *Line takes responsibility for coaching culture.*
  - ❑ *Coaching supports delegation and empowerment.*

(Megginson & Clutterbuck, based on a number of case studies)

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## Stages in moving to a Coaching Culture

- ❑ *Decide how much of a coaching culture you really want. What are you ready to give up? How open do you want to be?*
  - ❑ *Define a clear and specific business case for a coaching culture.*
  - ❑ *Initiate executive coaching for your star performers, start at the top. Expect external coaches to carry out skills transfer.*
  - ❑ *Deliver 'Manager as Coach' training programmes, start at the top.*
  - ❑ *Assess how all aspects of the business support a coaching culture or not.*
  - ❑ *Start internal mentoring programme, across units & functions.*
  - ❑ *Consider peer coaching initiatives across the organisation.*
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## Building a Coaching Culture

Coaching Skills Training may include:

- ❑ *Building & sustaining rapport*
  - ❑ *Helping executives articulate their issues, summarizing*
  - ❑ *Listening Skills*
  - ❑ *Using silence*
  - ❑ *Setting goals, action plans*
  - ❑ *Gaining/assessing commitment.*
  - ❑ *Giving and receiving feedback.*
  - ❑ *Structuring effective questions.*
  - ❑ *Different coaching models and techniques*
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# Discussion

