

Introduction to Coaching and Mentoring Information Pack



INTRODUCTION

This unit will allow you to explore Coaching and Mentoring as both promote self-reliance, self-confidence, self-awareness and learning for individuals.

They are effective methods of development, as learners learn more than 60% of skills from 'direct association with peers and colleagues. Person-to-person learning such as coaching and mentoring has been quoted as having the highest transfer of knowledge. So long as the correct coach/mentor is chosen, multiple alleged benefits exist for the client and at the same time, the coach/mentor often benefits as much from the relationship as the individuals they support, as does the organisation.

The advance of technology has led to a technological slant being placed on traditional approaches, with debate over whether these are a true substitute for face-to-face coaching and mentoring or not, but there is no debate over the fact that they can help to break through cultural barriers, creating a diverse organisation where those with potential can progress to their full potential.

Coaching and Mentoring both plays a vital role in the human resource development of an organisation. All individuals need supervision and support at various stages of their life whether if it is about their performance and efficiency or career and effectiveness. The ultimate goal is development must be there or else they will lose their morale which will result in the decrease of their efficiency and effectiveness. So, at periodical intervals, coaching and mentoring should be provided to the staff of an organisation which will benefit the employee as well as the entity too.

SAMPLE

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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SAMPLE

Coaching and Mentoring

Coaching and mentoring are both forms of one-to-one paired support relationships aimed at facilitating personal development, the distinction between which is often confusing.

At one time coaching was thought to be the more job and task orientated of the two whilst mentoring was thought to take a broader view, aiming to support individuals in their long-term personal and career development. Life coaching could arguably be described in a similar way. Nowadays they do substantially the same things. Coaching and mentoring should be seen as methods of development that complement, rather than replace, traditional training.

The Difference Between Coaching and Mentoring

In an organisation, various employee development programs are undertaken, so as to raise their level of performance. Two such programs are coaching and mentoring. While coaching is the process of training and supervising a person to better their performance. On the other hand, mentoring refers to the counselling process carried on to guide and support a person for his career development.

Coaching is an on-the-job management development program, that occurs between an employee and his/her immediate line manager, for a specific and short-term purpose, to improve the performance and develop skills. Conversely, Mentoring is a career development initiative taken by the management, in which an experience person guides and motivates a less experienced one, in gaining competencies for professional development.

SAMPLE

BASIS FOR COMPARISON	COACHING	MENTORING
Meaning	Coaching is a method in which an individual is supervised by a superior person to improve his competencies and capabilities.	Mentoring is an advisory process in which a fresher gets support and guidance from a senior person.
Orientation	Task	Relationship
Emphasis on	Performance	Career
Time Horizon	Short Term	Long Term
Superior	Coach	Mentor
Specialization	A coach who imparts coaching has expertise in the concerned field.	A mentor is a person having good knowledge and experience.
Type	Formal	Informal
Objective	To analyze the performances of the subordinates and improve them.	To help an employee to attain psychological maturity and effectiveness.

Definition of Coaching

Coaching is a capacity development process, in which an individual or a group learns to improve their performances through workshops, seminars, and other similar activities. In this process, an expert is provided to the learners who may be a senior employee or an external brought to the organisation, to give training to the employees and analyse their performances and other job behaviours for the purpose of increasing efficiency and identifying training needs for further improvement. Coaching is time bound and well planned.

The person who directs or instructs is known as coach while the person who is being directed is known as coachee. Coaching helps in uncovering their professional capabilities of an employee, understanding their strengths and weaknesses, knowing their potential, building key skills, etc. which are helpful for the accomplishment of the organisational goals.

Coaching process has been classified into the following steps:

- Contracting
- Assessment
- Feedback and Action Plan
- Active Learning
- Review