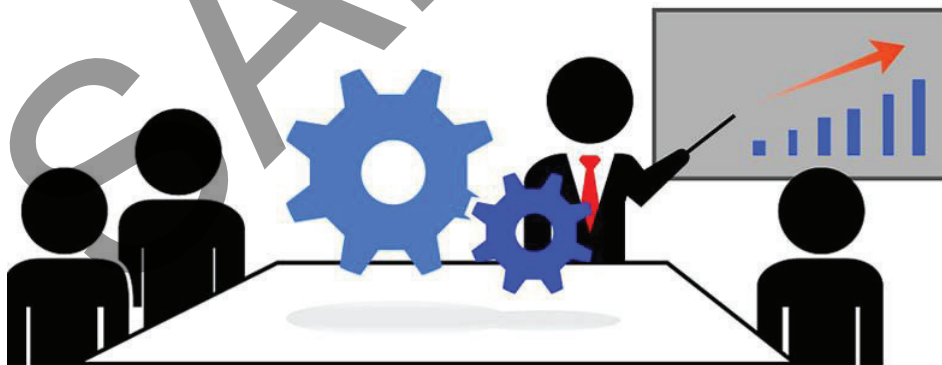




# Unit 204

## Induction and Coaching in the Workplace

### Information Pack



## INTRODUCTION

This unit will allow you to develop a deeper understanding of the benefits of induction and coaching for effective integration and performance. The aim of an induction programme is to make sure that new employees are given all the help and guidance they need for them to do their job to the required standard as soon as possible. Coaching promotes 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.

Induction and Coaching 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 training 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;

<b>Purpose</b>	Explains <i>why</i> 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.
<b>Theory</b>	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.
<b>Example</b>	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.
<b>Question</b>	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.
<b>Challenge</b>	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.
<b>Video</b>	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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What is Induction?

### **Integrating new starters into the organisation**

In order to integrate new employees effectively into the organisation, employers must:

- Welcome new employees into the organisation. Remember that throughout the induction period, both the employer and employee are still choosing each other. Therefore, the induction process should reinforce the organisation's commitment to the new employee as a person, build confidence, motivate and inspire.
- Make sure the new starter does not feel overwhelmed – the aim is to build their confidence and their abilities by providing the appropriate training and support.
- Provide an 'employee-centred' and flexible induction programme to accommodate individual learning styles. Build in time for review and feedback sessions to define the future development needs of the individual, establish acceptable behaviours and reinforce organisational culture.

### **Becoming fully effective in the shortest time possible**

To allow new starters to become effective in their new role, without overloading them with information, employers should:

- Give new starters the training and information they need to carry out their role.
- Establish a framework for how the employee will work within the organisation.
- Give new starters a clear understanding of their individual roles and responsibilities.
- Outline how they contribute to the overall mission of the organisation.
- Give customer/output focused information, so new employees have a clear picture of customer needs and the quality of outputs expected.

### **Consequences of ineffective induction**

Ineffective induction can be costly for the individual and the organisation through:

- Poor integration into the team
- Low morale for the individual and for the team

- Loss of productivity
- Poor retention
- Potential impact on customer relations

Poor induction can sometimes result in a resignation from the new starter. When this happens, there are many negative consequences:

- The average cost of recruiting a replacement is £4,800
- It takes on average eight to nine weeks to fill a vacancy
- Wasted time for the recruiter/inductor/buddy
- Wasted resources throughout the recruitment and induction period
- Effect on morale for other team members
- Additional work for other team members
- Damage to the image and reputation of the organisation from high turnover and negative word-of-mouth

### **Responsibility**

The new employee's line manager is responsible for their induction. The manager should impart information about their job and the organisation and will set expectations, targets, and ground rules for behaviour. They should also build in time for progress evaluation at intervals throughout the induction programme to assess the progress of the new employee and make changes to the induction schedule if necessary. If, by the end of the induction period, the new employee has not met expectations, the line manager will need to decide whether the new employee is suitable for the role.

Although induction is the responsibility of the line manager, others within the organisation will also have a part to play. Team members will be responsible for supporting new starters in their day-to-day tasks, answering any questions, and advising them on the unwritten rules of the organisation. Senior management should outline the overall vision, values and goals for the organisation to give the new employee perspective on where they fit into the bigger picture. The HR department is likely to provide a supporting role and inform on issues such as terms and conditions, and complete any paperwork. And lastly, the individual