

Corporate Advice



Caryn Walsh

BUSINESS ADVICE

Developing Your People

IS IT BETTER TO COACH YOUR TEAM OR MENTOR? LEARN THE PROS AND CONS OF BOTH THE SIDES

3 roles of Coach and Mentor

Coaching and Mentoring need to have outcomes in the context of the relationship they are occurring and in order to do this, there are three clear roles that the Coach and/or Mentor play:

- **Growth:** The Coach or Mentor takes responsibility for helping the person they are working with to grow in skills and understanding over time
- **Education:** Provide the person they are helping with greater insight, skills and competencies, over time, by giving them more knowledge and an understanding of a range of different work and personal issues
- **Support and Encouragement:** To assist the person they are helping to grow, they need to ensure they do so in an environment of support, trust and encouragement

Four Steps to Helping Others

Because the processes of Coaching or Mentoring are strategic, it is the person providing the service that needs to be clear about what they are doing, where they are headed and how they will be effective in their helping role.

By following four clear steps along the way, they will ensure success in their role as Coach or Mentor.

- Identify the shortcomings in the person's competence or situation
- Determine the cause of the gaps and what needs to change
- Get commitment from the person (and relevant others) and provide support
- Measure ongoing results and provide feedback

Coaching in modern day organisations is big! Big business.

And whilst many organisations rush to employ professional coaches to take their people and leaders to greater heights, leaders at all levels of an organisation really need to have an understanding of how to coach their people to improve performance in their roles.

By doing so, leaders help their people make better decisions, solve problems that are holding them back, learn new skills and advance in the careers they want to pursue and their lives overall.

Coaching and Mentoring: What's the Difference?

Coaching - a process that enables learning and development to occur and performance to improve. A Coach requires knowledge and understanding of processes and how to create effective relationships as well as a variety of styles, skills and techniques appropriate to the context in which the coaching takes place.

1. Coach - the person helping the other
2. Coachee - the person being helped

Mentoring - occurs when one person assists another in making significant transitions in knowledge, work or thinking and can be applied in both professional and personal settings

(Source: Clutterbuck, D, Megginson, D (1999) *Mentoring Executives and Directors*)

1. Mentor - The mentor helping the other
2. Mentee - the person being mentored

Conclusion

Coaching or mentoring staff, depending on the need, can be productive in helping people grow in a range of different ways, both professionally and personally.

Coaching and Mentoring, whilst the common denominator being building a relationship with the person they are guiding, have various similarities and a range of differences which need to be considered before a decision is made to do either.

Ultimately, both help individuals and groups become more competent in their roles or more skilled in their personal lives to deal with difficult situations or growth opportunities they encounter.

■ Caryn Walsh is an International Business Consultant, Executive Coach, Keynote Speaker. Do you have a question about your team or business. Write to us at info@puremagicbusiness.com.au. We will gladly answer it.

SHOULD WE COACH OR MENTOR? WHEN DO YOU USE WHICH? IS ONE MORE IMPORTANT IN SOME SITUATIONS THAN THE OTHER?

When to Coach

- When a company wants to develop its employees in specific competencies using performance management tools and involving the immediate manager
- When a company has a number of talented employees not meeting expectations
- When a company is introducing a new system or program into the workplace
- When a company has a small group of individuals (5-8) in need of increased competencies in specific areas
- When a leader or executive needs assistance in acquiring a new skill to meet additional responsibilities in their role

When to Monitor

- When a company is seeking to develop its leaders or talent pool as part of succession planning
- When a company seeks to develop its diverse employees to remove barriers that hinder their success
- When a company seeks to more completely develop its employees in ways that are additional to the acquisition of specific skills/competencies
- When a company wants to create a workforce that balances the professional and the personal aspects of an individual's life

SIMILARITIES: COACHING AND MENTORING

- Both allow the person learning and the person teaching to grow significantly
- Both follow a process with agreed to, clear outcomes and objectives
- Both allow all parties to keep track of progress and strategies to get 'back on track' when necessary
- Both have building a strong relationship as a key component of the process

Differences between Coaching and Mentoring

COACHING	MENTORING
<p>Coaching is task oriented. The focus is on practical issues, such as managing others more effectively, public speaking, strategic thinking and performance enhancement in a particular area. A coach competent in these specific areas has the task of teaching the coachee how to develop these necessary skills.</p>	<p>Mentoring is relationship oriented. The mentee shares issues, in their personal and professional lives, with their mentor. Work issues may present themselves, but also include more general issues such as relationship issues, work life balance, confidence issues and how to deal with stress, for example.</p>
<p>Coaching is short term. The coaching relationship lasts for as long as is needed, depending on the desired objectives. It can go over a few sessions, or longer if needed.</p>	<p>Mentoring is longer term. A successful mentoring relationship grows over time. It builds on mutual trust where the mentee, in particular, feels secure enough to share issues that impact their success and life. Successful mentoring relationships last as long as they are purposeful and useful to the mentee.</p>
<p>Coaching is performance driven. The purpose of coaching is to improve the individual's performance on the job. This involves either enhancing current skills or acquiring new skills. Once the coachee successfully acquires the skills, the coach is no longer needed, unless new areas for improvement are identified.</p>	<p>Mentoring is development driven. The mentoring relationship is to develop the individual in their current work and enhance their skills and competence in the future. Most often in organisations a mentee does not have their immediate manager as their mentor as it can increase conflict and dissension between the two.</p>
<p>Coaching can be designed or done in an impromptu way Coaching can be strategic and follow a process (such as the GROW model) or it can be done spontaneously, when a coachee is struggling with a particular task or competence deficiency.</p>	<p>Mentoring is carefully designed Mentoring requires a design phase in order to determine the strategic purpose for mentoring, the focus areas of the relationship, the specific mentoring models, and the specific components that will guide the relationship, especially the matching process.</p>
<p>The coachee's immediate manager is a critical partner in their coaching. In organisations, the coachees' immediate manager plays a vital role in their growth by giving the coach feedback on areas in which the employee is in need of coaching. This coach uses this information to guide the coaching process and grow the coachee.</p>	<p>In mentoring, the immediate manager is indirectly involved. Although the manager may offer suggestions about how to best use the mentoring experience or may provide a recommendation to the matching committee on what would constitute a good match, the manager has no link to the mentor as part of their mentoring relationship. This helps maintain the integrity of the mentoring relationship and does not compromise it in any way.</p>
<p>The focus is often on a particular issue A person is often coached on a particular aspect or task relating to their role that needs development</p>	<p>Career development is the overall goal The mentoring relationship is about developing the person 'as a whole' - to grow them overall to take on new and more challenging growth</p>
<p>The result is more immediate</p>	<p>Mentoring looks at how to grow the mentee over a longer time</p>

Source: <http://www.management-mentors.com/resources/coaching-mentoring-differences>

What will never work in Coaching or Mentoring

- ✓ Criticism
- ✓ Fostering an inappropriate relationship
- ✓ The Coach is seldom available
- ✓ Neither party listens to the other
- ✓ An untrusting environment
- ✓ The Coach or Mentor telling the recipient what to do
- ✓ The Coach or Mentor becomes a power broker
- ✓ The Coach or Mentor is arrogant
- ✓ The recipient of the Coaching or Mentoring does not receive any leadership
- ✓ Constantly changing meeting times and dates

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If there is any topic you want to hear to explain in this monthly column, email us: rachnal@fijisun.com.fj