



COACHING & MENTORING SKILLS FOR THE WORKPLACE

BMSW6105



by Artiola Stana

2121201

LECTURER: NISHI RAMSURUN

UNIVERSITY OF WALES TRINITY SAINT DAVID

Table of Contents

Introduction	2
Coaching and Mentoring in the Workplace	2
Coaching skills and their importance.....	4
The GROW Model	8
Reflection on coaching and mentoring session.....	9
Feedback.....	11
Conclusion	11
References.....	12

Abstract

This report explores the essential roles of coaching and mentoring in personal and professional development, emphasizing their application in workplace environments. Coaching involves unlocking an individual's potential through goal-oriented and reflective methods, while mentoring leverages the expertise of experienced professional to guide less experienced individuals. This report delves into critical coaching skills and such as active listening, empathy. And GROW model, highlighting their transformative impact on performance and growth. A personal reflection on a classroom role-play session provides practical insights into the application of coaching and mentoring techniques. These developmental approaches are particularly relevant in organisations like Krispy Kreme, when fostering employee growth, collaboration, and innovation is the candle to delivering exceptional customer experiences and driving organisational success. By integrating coaching and mentoring, Krispy Kreme can continue to empower its teams, enhance workplace morale, and maintain its reputation for excellence.

Introduction

Coaching and mentoring are powerful developmental tools that enhance personal and professional growth by fostering learning, self-awareness, and skill development. Coaching is a structured and goal-oriented process that helps individuals unlock their potential, overcome challenges, and achieve specific objectives. (Sword, 2021) Coaching involves offering guidance to individuals to help them achieve their goals and reach their full potential in areas of personal or career development. Through active listening, thoughtful questioning, and respectful challenges, the coach encourages the individual to draw their own conclusions and identify actionable steps. Coaches help individuals refine their mindset and

break goals into manageable and achievable tasks. (Sword, 2021) Mentoring on the other hand involves a more experienced or senior person serving as an advisor or guide to a less experienced individual, such as a junior employee or trainee. Mentors provide support, feedback, and share their expertise to aid the mentee's development and growth. (Sword, 2021) They take time to understand the mentee's unique challenges and may open doors to new opportunities, such as introductions to important stakeholders that can enhance the mentee's career. Coaching is often sought for addressing specific challenges, developing skills, or preparing for advancement within an organisation. Mentoring is typically used for broader personal development, helping individuals unlock their potential accelerate growth, and achieve greater success in their careers. (Sword, 2021)

Coaching and Mentoring in the Workplace

Effective leadership is about much more than issuing directives and making choices, it demands a wide range of skills that extend beyond traditional management practices. Among these, coaching and mentoring stand out as essential tools for promoting growth and ensuring the long-term success of an organisation. (Hoffman, 2024) Coaching and mentoring are key tools for fostering individual growth within your team. These approaches create an environment where people can thrive, develop their skills, and contribute to the organization's success. Coaching acts as a guiding force, helping individuals identify their strengths and perform their roles more effectively. It focuses on unlocking each person's potential and supporting their growth. (Hoffman, 2024) In contrast, mentoring involves sharing the knowledge, experience, and insights of seasoned leaders with those who are newer to the field, fostering a continuous cycle of learning and development. Coaching and mentoring are crucial because they do more than just manage people, they help build strong, adaptable teams and encourage growth.

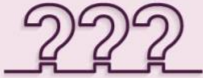
More deeply, coaching and mentoring are highly effective methods for helping individuals realize their potential by offering personalised support, direction, and insights that encourage growth and development. (Hoffman, 2024) Mentoring allows individuals to benefit from the expertise and knowledge of an experienced professional who provides advice, guidance, and a clear strategy for addressing challenges in their field. This close one-on-one relationship facilitates the exchange of knowledge, the honing of critical skills, and a deeper understanding of their chosen profession or industry. (Hoffman, 2024)

In contrast, coaching emphasizes the development of specific skills, the achievement of goals, and personal growth. Coaches work collaboratively with individuals to identify strengths, address weaknesses, and unlock their full capabilities. Through constructive feedback and focused conversations. Coaching inspires individuals to set and pursue meaningful objectives, promoting both self-discovery and a sense of accomplishment. (Hoffman, 2024)

Both coaching and mentoring significantly contribute to building confidence and enhancing abilities. Participants gain valuable insights and develop a mindset centred on lifelong learning. (Hoffman, 2024) The individualised approach ensures the guidance provided aligns with the unique needs and challenges of each person, fostering an environment that supports progress. Ultimately, coaching and mentoring serve as transformative tools that drive skill refinement, self-growth, and overall personal and professional advancement. (Hoffman, 2024)

Coaching skills and their importance

The Top 10 Effective Coaching Skills

1.  Listening	2.  Questioning	3.  Building Rapport	4.  Empathising	5.  Summarising & Reflecting
6.  Unlocking Limiting Beliefs	7.  Staying Focused	8.  Being Non-Judgemental and Open-Minded	9.  Giving Constructive Feedback	10.  Resisting Temptation to Tell



Making Business Matter
Trainers to the UK Grocery Industry
80% of our Learners are still using their
new skill 5 months later - we guarantee it!

www.makingbusinessmatter.co.uk

Coaching skills are built on the core principle of guiding others through their learning and growth process without offering direct instructions or personal opinions. The focus is on encouraging the individual to develop their own ideas and take ownership of their decisions. (Burrows, 2017) This method helps individuals tap into their hidden potential by fostering independent thinking and breaking down internal barriers. It is essential to recognize that many of these limitations are often self-imposed and stem from the individual's mindset rather than external factors. (Burrows, 2017)

1. Active listening

Active listening is more than just hearing someone speak, it involves deeply engaging with and interpreting the client's words, tone of voice, and emotional cues. This skill helps to uncover hidden meanings and better understanding the client's desire and goals. (Pickford, 2024) By being fully attentive, you show that their perspectives and emotions are respected and appreciated. Active listening serves as a cornerstone for asking insightful questions and offering well-considered guidance, allowing to provide more effective and meaningful support. (Pickford, 2024)

2. Asking forceful questions

The ability to formulate impactful and thought-provoking questions is a fundamental aspect of facilitating deeper introspection and exploration in coaching sessions. These questions serve to guide clients beyond their existing perspectives, encouraging them to consider alternative viewpoints and uncover new possibilities. (Pickford, 2024) Open-ended inquiries that prompt reflection is particularly effective in this context, as they enable clients to examine underlying barriers and assess how their actions align with their core values. This approach not only fosters self-awareness but also empowers clients to gain clarity and uncover insights that may have previously remained hidden. (Pickford, 2024)

3. Building rapport

Rapport in the workplace refers to the mutual trust, understanding, and connection between individuals that facilitates effective communication and collaboration. It is the foundation of positive professional relationships, enabling colleagues to work cohesively toward shared goals. In coaching, rapport is particularly significant as it establishes a sense of psychological safety where clients feel valued and understood. (Teahan, 2023) This bond encourages openness, enhances motivation, and fosters active engagement, making it easier to navigate challenges and explore opportunities for growth. A strong rapport not only strengthens trust but also ensures that communication is clear and productive, ultimately creating a supportive environment where individuals can thrive. (Teahan, 2023)

4. Empathy

Empathy refers to the ability to genuinely understand and value the client's viewpoints and experiences while responding with kindness and sensitivity. It plays a crucial role in establishing a meaningful connection and fostering trust between the coach and the client. (Rivera, 2024) By demonstrating empathy coaches create a secure and supportive space where clients feel comfortable expressing their emotions and reflecting on their experiences. This foundation encourages openness and deeper exploration, which is essential for the coaching process. (Rivera, 2024)

5. Reflecting and Summarizing

Reflecting and summarizing are essential skills in coaching conversations that require both technique and timing. While mastering these skills is crucial, their effective use often depends on understanding when and whether to apply them, emphasizing the art over the science. Early-stage coaches sometimes overuse these techniques, focusing more on demonstrating active listening than genuinely serving the client. Reflecting involves mirroring back the client's words or tone, helping them hear and process their thoughts more clearly. (Oliver and Oliver, 2021) Summarising, on the other hand, involves condensing what client has shared into a concise form using their exact words, without adding interpretation or judgment. Its crucial to confirm with the client that summary aligns with their intended message. This practice not only ensures clarity but also helps clients identify and refine the focus of the coaching session, particularly when their goals are initially unclear or multifaceted. Following a summary, a forward-thinking can guide the exploration process effectively. (Oliver and Oliver, 2021)

6. Unlock limiting beliefs

Breaking free from limiting beliefs involves recognizing and overcoming the negative thoughts and attitudes that hinder personal growth and success. These beliefs often stem from self-doubt and fear, convincing individuals they are incapable of achieving more. Limiting beliefs can create barriers, preventing people from reaching their full potential, whether in terms of career, relationships, or personal development. (Mont-Ros, 2023) To break these beliefs, one must confront them directly, challenge the validity, and shift their mindset to embrace new possibilities and growth. It is a transformative process that requires effort, self-reflection, and a willingness to step out of one's comfort zone. (Mont-Ros, 2023)

7. Stay focused

Focus mastery involves understanding its importance in both personal and professional life and recognising the common obstacles that hinder concentration, such as distractions, stress, and multitasking. (Pennock, 2023) Achieving focus requires overcoming these challenges, and coaching plays a key role in this process by offering guidance, goal-setting strategies, and accountability. Coaches help individuals improve their focus through various techniques, empowering them to stay concentrated, enhance productivity, and achieve their goals more effectively. (Pennock, 2023)

8. Open-minded and non-judgmental

Open-mindedness is essential for success in the workplace, enabling individuals to adapt to change, embrace new ideas, and collaborate effectively. It fosters creativity, better decision-making, and continuous learning, while also promoting inclusivity and innovation. By being open to diverse perspectives and experiences, individuals and teams can drive problem-solving and improve performance. (Evans, 2023) Developing an open mindset involves practicing mindfulness, challenging assumptions, seeking different viewpoints, trying new experiences, and practicing empathy. Overcoming resistance to change, by addressing concerns and involving employees in the process, is also key to creating a culture of openness and growth. (Evans, 2023)

9. Feedback

Providing constructive feedback is essential for fostering growth and improving performance in the workplace. It involves delivering specific, timely, and objective insights that guide individuals towards better practices. Leaders should view feedback as a tool for development, promoting a growth mindset rather than merely correcting mistakes. (Miles, 2022) Equally important is the ability to receive feedback, as it allows leaders to refine their coaching methods and enhance their effectiveness. By embracing both giving and receiving feedback, organizations can cultivate a culture of continuous improvement and mutual respect. (miles, 2022)

10. Resisting temptation

Emotions play a pivotal role in influencing temptation and decision making. Negative emotions, such as stress, sadness, or boredom, can diminish self-control, making individuals more prone to impulsive actions as they seek immediate comfort or relief through unhealthy coping mechanisms. (Smith, 2023) Conversely, positive emotions like excitement or anticipation can intensify the appeal of instant rewards, often overshadowing concerns about potential drawbacks. By understanding how emotions drive temptation, individuals can develop strategies to manage these emotional triggers effectively, promoting better self-control and decision-making in challenging situations. (Smith, 2023)

The GROW Model

The Grow model, introduced by John Whitmore in his 1992 book *Coaching for Performance*, is a widely used framework designed to facilitate goal setting and achievement. Developed alongside his colleagues at Performance Consultants, this four-step methodology is aimed at enhancing performance, fostering learning, and helping individuals find purpose in their work. (Villegas, 2023) Known for its adaptability and person-centred approach, the Grow Model has gained significant traction among executive coaches and managers working with teams to achieve business or personal goals. Its four steps: Goal, Reality, Obstacles/Options, and Way Forward, are implemented sequentially, with mentors or coaches using reflective questioning to guide the process. (Villegas, 2023)

The model begins with defining the goal, which should be SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) to ensure clarity and focus. By setting goals collaboratively, managers and team members build trust, foster engagement, and encourage personal investment in outcomes. Next, the Reality phase involves an honest assessment of the current situation, allowing individuals to identify gaps, challenges, and resources required to achieve their objectives. (Villegas, 2023) This realistic evaluation is critical for creating actionable and achievable plans. The third step, Obstacles and options, prompts team members to anticipate potential challenges, brainstorm solutions, and explore alternative approaches. This empowers individuals to take ownership of the problem-solving process while building confidence and competence. Finally, the Way Forward phase focuses on creating an action plan that aligns tasks, timelines, and stakeholders, ensuring that everyone involved is clear on the next steps and potential hurdles. (Villegas, 2023)

The GROW Model's popularity stems from its practicality, flexibility, and its emphasis on empowering individuals to take charge of their development. It shifts the traditional manager-employee dynamic from directive leadership to a supportive coaching approach. This not only motivates employees but also fosters innovation and adaptability in a constantly changing environment. (Villegas, 2023) By encouraging self-reflection and internal motivation, the GROW Model helps individuals see themselves as capable leaders. Additionally, the framework is highly versatile, making it applicable across various scenarios such as team planning, product development, and personal skill-building. Through regular check-ins, managers and team members can track progress, address challenges, and refine action plans, making the GROW Model a sustainable tool for long-term development and success. (Villegas, 2023)

Reflection on coaching and mentoring session

Using Gibb's tool, I am going to reflect on the coaching and mentoring session I had in the class:

1. Description

For my presentation assignment, I acted as both coach and mentor in a role-play session involving my teacher and a classmate. My classmate assumed the role of a coachee and mentee, presenting a fictional workplace scenario. The issue revolved around her manager

ignoring her suggestions about updating the workplace display. She believed that regularly refreshing the display with new clothes and materials attract more customers, but her manager was resistant to change and unwilling to listen. My role was to help her explore the situation, reflect on potential strategies, and develop an actionable plan.

2. Feelings

At the start of the session, I felt confident about the structure but slightly nervous about ensuring the session flowed smoothly. Since this was a role-play exercise, I also had to remind myself that the scenario wasn't real, yet I still needed to treat it as if it were a genuine issue. I empathize with the coachee's fictional frustration, imagining how discouraging it would feel to have creative ideas dismissed. I also felt a sense of accomplishment when I was able to guide the conversation toward potential solutions, though I occasionally second-guessed if I was asking the right questions.

3. Evaluation

One strength of the session was the rapport I built with the coachee. Even though the scenario was fictional, I approached it authentically, which encouraged her to engage fully. I effectively used open-ended questions to help her reflect on why her manager might resist change and how she could present her ideas differently. However, I spend too much time exploring her feelings and not enough on actionable strategies. I also realised that I could have offered more structured guidance, such as creating a step-by-step plan for presenting her ideas.

4. Analysis

This role-play highlighted the importance of treating even fictional scenarios seriously, as they provide valuable opportunities to practice coaching and mentoring skills. By focusing on the interpersonal dynamic between the coachee and her fictional manager, I realised that workplace conflicts often from communication gaps. This exercise underscored the need for balance: while empathising with the coachee is crucial, sessions should ultimately aim to empower them with clear strategies.

5. Conclusion

This session was a positive learning experience, despite being based on a fictional scenario. It allowed me to practice creating a safe, reflective environment while guiding the coachee toward self-awareness and actionable solutions. However, I need to improve my time management during sessions to ensure a stronger focus on concrete outcomes.

Incorporating more structured tools or techniques, such as brainstorming or role-playing, could have further enhanced the session's effectiveness.

6. Action Plan

To improve in future role-plays or real-life scenarios, I will:

- Use frameworks like GROW (Goal, Reality, Options, Way Forward) to maintain structure and balance exploration with problem-solving.
- Allocate time for role-playing situations to build the coachee's confidence in presenting ideas.
- Practice offering practical, step-by-step strategies tailored to the coachee's needs.
- Reflect after each session and seek feedback from peers or teachers to refine my approach.

By implementing these strategies, I aim to deliver more focused, actionable, and impactful coaching and mentoring sessions, whether they are real or fictional.

Feedback

BMSW 6005	FEEDBACK		Date of Interview:	02.11.2024	
Coach	Artiola		Coachee	Ayten	
Coaching Model:	SMART /GROW/MMM/RAW			SMART	
The numerical rating system is based on the scale below.					
Scale:	5 – Yes	4 – Most of the time	3 – Some of the time	2 – Almost never	1 – No
Explained the purpose of the session first.				Rating 5 4 3 2 1	
				☒	☐
Is the coach patient? Is He/She giving the coachee time to think through issues and arrive at a conclusion in the way THEY process information? <i>Active listening and full attention to details practiced, the coach was relatively calm and approachable and actively paying attention to details</i>				☒	☐
Is the coach focused on the coachee's agenda? <i>The Coach focus on the coachee's agenda - Time Management skills – 15 minutes were fully utilised with a summary of the conversation provided</i>				☒	☐
<i>The coach was professional and at any time acted as judgmental</i>				☒	☐
Is the coach acting as a problem solver, providing the solutions for the coachee? <i>The coach did not provide solutions but instead planned for a mentoring session without solving problems</i>				☒	☐
Has the SOLER technique been applied Applied				☒	☐
Additional Comments Coaching skills were satisfactory but a smile goes a long way					

Conclusion

Coaching and mentoring are invaluable tools for fostering personal and professional growth, enhancing communication, and addressing challenges in both individual and organisational contexts. Through active listening, empathy, and structured frameworks like GROW model, these practices empower individuals to unlock their potential and achieve meaningful

objectives. Reflecting on my coaching and mentoring session, I recognize the importance of balancing empathy with actionable strategies to drive effective outcomes. By continuously refining my skills and approach, I am committed to delivering impactful and transformative session in both academic and professional settings.

References

- Burrows, K. (2017). *Coaching Skills - Ultimate Guide - Coaching Techniques*. Making Business Matter. Available at: <https://www.makingbusinessmatter.co.uk/coaching-skills-ultimate-guide/>
- Evans, J. (2023). *Why Open-Mindedness is Critical for Success at Work*. Joshua M. Evans. Available at: <https://joshuamevans.com/why-open-mindedness-is-critical-for-success-at-work/>.
- Hoffman, J. (2024). *The Crucial Role of Coaching and Mentoring in Building Strong Teams and Fostering Continuous Growth*. Foundations of Effective Leadership. Available at: <https://medium.com/foundations-of-effective-leadership/the-crucial-role-of-coaching-and-mentoring-in-building-strong-teams-and-fostering-continuous-growth-ba7d66d1e970>.
- Miles, M. (2022). *9 Coaching Skills Every Effective Leader Needs*. www.betterup.com. Available at: <https://www.betterup.com/blog/coaching-skills>.
- Mont-Ros, A. (2023). *Hey there, it's me. You know, the one who never felt good enough, smart enough, or capable enough to achieve anything worthwhile*. Available at: <https://www.linkedin.com/pulse/limitless-how-break-free-from-your-limiting-beliefs-unlock-mont-ros>
- Oliver, H. and Oliver, H. (2021). *The Science and Art of Reflecting, Summarising and Paraphrasing | Coach Advancement by Tracy Sinclair*.

Coach Advancement by Tracy Sinclair. Available at:
<https://coachadvancement.com/reflecting-summarising-and-paraphrasing/>.

- Pennock, S.F. (2023). *Navigating the Fog: Strategies for Focus Mastery with Coaching Exercises*. Available at: <https://quenza.com/blog/knowledge-base/focus-coaching-exercises/>.
- Pickford, J (2024). *10 Core Skills Every Coach Needs to Master*. animas coaching. Available at: <https://www.animascoaching.com/blog/10-core-skills-every-coach-needs-to-master/>.
- Rivera, N. (2024). *Top 10 Essential Skills Every Life Coach Should Have - Transformation Academy*. Transformation Academy. Available at: <https://transformationacademy.com/2024/03/top-10-essential-skills-every-life-coach-should-have/>
- Smith (2023). *Resisting Temptation: Strengthening Self-Control - The Self-Help Library*. [online] The Self-Help Library. Available at: <https://theselfhelplibrary.com/resisting-temptation-strengthening-self-control/>
- Sword, R. (2021). *What is Coaching and Mentoring? | Differences, Principles & Benefits*. The Hub | High Speed Training. Available at: <https://www.highspeedtraining.co.uk/hub/what-is-coaching-and-mentoring/>.
- The Coaching Masters. (2024). *10 Essential Skills Every Life Coach Needs to Succeed | The Coaching Masters*. Available at: <https://thecoachingmasters.com/10-essential-skills-every-life-coach-needs-to-succeed/>
- Threadgould, M.V. (2023). *What Is the GROW Coaching Model?* Available at: <https://lattice.com/articles/everything-you-need-to-know-about-the-grow-coaching-model>.

