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Introduction

All the big business organization of the world today require the competency and innovation of the employees that are capable to present the organization with new form of ideas so that the company gets benefitted and earns a larger number of profit. Hence the coaching and managing of the employees is one of the major aspect here that are required to be carried out by the senior managers of the organizations as this facilitates the companies to build competent line of workforce. This report has given an extensive and comprehensive discussion over the aspects that are associated with coaching and mentoring in an organizational context and the selected company for this report is the UK based clothing retail company Paul Smith. This company is operating in various locations such as United Kingdom and United States of America and due to this reason; their employees require the necessary training to carry out the tasks in these designated locations.

The explanation for the purpose of coaching and mentoring skill

Coaching skills at the workplace

The companies like Paul Smith are continuously making changes to their business strategies and this includes designing and developing competent and effective strategies that will allow them to remain relevant in the business environment. But the managers of the companies alone are incapable to carry out this task and due to this reason, the companies are required to arrange the training programs for their employees and ensure the employees that understand the current working process of the organization (Abramson, 2011). The process of coaching involves the employees at Paul Smith to work for the companies on a regular basis and gain knowledge over the ways the tasks of the companies are required to be completed for their own progress in their career.

But for the employees to become more skilled and adjust to the working process of an organization this is highly important that the coaching is given under the monitoring of the leaders of the company (Abernathy, 2017). Also, there is no doubt that the managers are the experience individuals that are involved in every situation that has been experienced by the organization and these experiences that the managers have gained, also make them ideal individuals to provide the subordinates with the training they require to position their status permanently at the organization. For example; the sales managers of the clothing retail company Paul Smith have encountered various ups and downs of the company and hence they can coach the new employees over the sales process that are carried on by the company. The process of coaching also requires the help of the employees at Paul Smith that are skilled and experience since these employees have similar training from their seniors and they are capable to provide the same coaching to the new and aspiring employees.

The employees that are working at the companies such as clothing retail company Paul Smith, therefore, require the direction of the competent managers to help the employees gain more knowledge over the tasking process of the company.

Mentoring skills at the workplace

The process of mentoring at the workplace is associated with providing the guidance to the employee that are new at the organization and these individuals are also required to be provided with the best form of training, but not by the use of traditional techniques that includes strict procedures. Rather, the experienced employees of the organization are required to work as the role model for the new employees and also ensure that the employees are getting accustomed to the company in a comfortable manner (Adler, 2011). The mentor are also working as the role models and leaders here and due to this reason, they are required to ensure that they share their knowledge with the new employees at Paul Smith.

In the current global working environment this has been seen that the leaders that use the mentorship approach are capable of providing the employees with the form of training that allow them to show their own skills. These employees are also capable of bringing their own ideas to the company since mentoring is related to encouraging the employees to become innovators. Therefore, the process of mentoring in Paul smith is based upon the idea that the senior managers are required to work as role models rather than trainers. This has been also seen that the mentoring of the employees can allow them to progress in their own career as well.

As for the employees of the organization Paul Smith fashion retail company, the process of mentoring is required to be used by this organization since the company has been involved in operating the business in the regional and the international locations so the employees of the company are required to have more understanding over the tasks that are required to be carried out (Agle, 2016).. The companies such as Paul Smith fashion retail company has been serving the consumers in various nations and due to this reason, there employees are required to have the knowledge to bring innovative ideas that can help the company to use more effective form of marketing and sales strategies for selling more products of the organization.

The similarities and differences of coaching and mentoring activities

The similarities among the mentoring and coaching activities

The process or the activity of *coaching* has been associated with the professional relationship where an individual is required to use their time for the purpose of enhancing the growth of another individual of an organization (Kolb, 2014). This also helps the learners to learn and

extract more knowledge over their subject of interest. The ideology of *mentoring* also includes this form of agenda of the learner as the main purpose of the learner to get involved with the mentor or the trainer is to acquire knowledge from them. The process of teaching is also similar for the process of mentoring and coaching. Hence, the both the process of coaching and learning happens due to the interests shown by the learner.

The other similarity among the coaching and mentoring is the goal of the learner. The learner or the trainees of a company have certain agenda to make a successful career and due to this reason, they plan to learn under more experienced people that can facilitate them to acquire more knowledge. For both the process of mentoring and coaching the learner has to work towards gaining more knowledge from their coach or mentor. This includes; learning skills through routine discussions and also taking the help of the trainer when they are faced with any form of obstacle during their training process. So, the similarities can be seen over the ways training is provided as well.

In the organizational context of Paul Smith fashion retail company; this is also important for their employees to work under the mentors and the coach (Uhl-Bien, 2017). This is an important task that is required to be carried on by the new interns and the employees or the trainees and this includes; understanding the training that is given to them by their mentors and coach and at the same time following all their daily orders. The employees are also required to ensure that they are learning new aspects that are taught to them by their mentors and coach.

The differences among the mentoring and coaching activities

There are also various differences that have been noticed among the process of *mentoring* and *coaching* and these have been discussed in this part of the report.

The process if coaching is related to attaining the personal goals of the learner and the coach of the organizations such as Paul Smith as well. The employee at Paul Smith has the agenda here to learn more organizational and workplace knowledge and hence this can allow them to become more successful in the future. And the coach also gets a share of fees or a salary to providing this training to an individual. The process of mentoring focuses over creating human relation with the learners and under the mentoring process an individual is also required to guide the learners on a more personal level and on a professional level as well with the learner.

The process of coaching also involves a timeline that has been set by the organization and the overall training program (Upton, 2010). The timeline is important for carrying out the coaching process as the coaching is carried out under designated sessions. For instance; the companies will arrange the training and coaching process like the internship programs that lasts up to three to four months time. Once the learners have gained knowledge over the working process of the company, they are transferred to other departments for working for a project. The mentoring process does not follow any form of designated timeline and the mentors tend to maintain this relationship with the learners for a longer time period. The mentors are also involved in providing the employees with necessary moral support apart from the training.

For the companies such as the clothing retail company Paul Smith, the mentoring is required for all the employees that are working at different departments of the company. And the reason is that the employees that working at the various departments of clothing retail company Paul Smith are required to use more interpersonal approaches when carrying their work (Van de Ven, 2011). This process is also feasible since the clothing retail company Paul Smith operates a large part over the UK and US fashion and entertainment industry, so the mentoring process of the senior managers helps the new employees to gain more knowledge over the fashion and entertainment industry.

The GROW model for coaching

Many of the coaching models exists today that can be used by the coach or the trainers of an organization. These models have been also very effective to design the coaching process for the employees and also give them the best form of training. As discussed earlier, the coaching process has been also very effective for the coaches of the companies such as the clothing retail company Paul Smith and the reason is that these models helps the coach to complete the training sessions within the designated time and also prepares the employee for being included in any ongoing project of the organization.

The most widely used by the coaches of various companies is the is the **GROW** model as the model helps them to follow a precise and a structured pattern which in turn helps them to complete training sessions, within the designated time.

- ❖ **Goal:** this include the main objective that the coach is aiming to attain and this also gives purpose for the training sessions since the learners here are aiming to acquire more information over a given topic (Friedman, 2012). And setting goals help the coach to provide them with the necessary information that is related to the topic of the coaching.
- ❖ **Reality:** in this stage the main emphasis is given over the relation among the reality and the goal. The coach is required to give focus over finding the current skills of the learners and the aspect that makes them eligible to get enrolled in this training program. This process also gives opportunity to the coach to create awareness for the existing strengths along with developing confidence for the learners. The coach is also required to gain more information over the current capabilities of the learners and whether these capabilities help them to build a better future for themselves.
- ❖ **Options:** this is the stage where the coach is required to help the learners to analyze the options that are present to them (Mee-Yan, 2015). The coach can move to the next stage of wrapping of the coaching sessions, but this is important for the coach to allow the learners to show their own talent by allowing them to think out of the box. In the this stage this is suggested for the coach to allow the learner to be creative and help them in finding their own creative ideas for bringing solution to the existing problems faced by the company or a given project.
- ❖ **Wrap Up:** this is the stage where the coaching sessions ends. The coach has used the model to analyze the competency of the learners and now they can proceed to provide the learners with various materials and support that are required for them to become competent at a subject or simply work for acquiring the shared goals of a specific organizational project.

The critical evaluation for the GROW model

The GROW or the Growth, Reality, Options and Wrap up model is a very effective form of model that can be used for providing training to the new employees of the companies such as; clothing retail company Paul Smith. The main ideas that has been seen for the GROW model is that the coach is always required to focus over the current competency of the employees and their talent to achieve the goals that has been set by the company for a certain project. But such form of ideology associated with GROW model also undermine the true competency of the learners or the members of a project. The coach that are using the GROW model to educate the

employees of the companies are also required to analyze the reality that is related to their work and the reason is that, the skill of the learners plays a huge role for processing the training that is provided to them. The coach has to understand the current mindset of each learner prior to providing them with any form of training and this also involves gaining more knowledge over their cognitive capabilities (Stewart, 2012). The analysis of the reality is however an important step that follows with the step of option is. These two steps are interconnected since based on the current reality; the employees are required to follow the available options that will help the coach to use the techniques to give directives to the learners. Following these two phases of the reality and the options, the next step here is the phase of wrapping. In this particular stage, the overall process comes to a wrap as the employees or the learners in this case, have gained more knowledge over the tasks that they are required to perform for attaining the objective associated with any project (Davila, 2017). This phase however can be critiqued and the reason is that, the employees capability cannot be tested by making their inclusion in any form of random projects and they are required to be included I the projects where they can show contribution by using their innovative skills.

The benefit of GROW model to develop individual effectiveness at the workplace

The advantages of the GROW model has been explained here for the organizations and particularly for the clothing retail company Paul Smith. The use of the GROW model for the employees of the clothing retail company Paul Smith is going to be beneficial for the organization since the model allows the organization to establish a measurable goal and also allows the employees to remain more informed over the changes that are being introduced at he organization.

The GROW models also allows the companies such as clothing retail company Paul Smith to know about the obstacles that stops them to attain their current goals and the wrapping of process also helps the employees to outline the framework to proceed with the goals that they are required to achieve. Hence, many benefits can be seen for the GROW model to enhance the effectiveness of the employees of the company and this includes; the enhancing the culture of the company (Ayotte, 2014). This is because the employees of the companies such as clothing retail company Paul Smith are always working towards attaining various goals of the company but

they are working in teams. This sort of working process of the employees also tends to make the employees to collaborate with each other and this makes them help the other members of the team as well. On the other hand, by the use of the GROW model, the employees of the companies such as clothing retail company Paul Smith are capable to facilitate the process of talent management (Cross, 2016). This means the existing employees of the companies are required to ensure that the new employees and project members are performing at their peak. This process is crucial here since the GROW model and the coaching initiatives allows the senior employees to ensure that the new and junior employees of the company are provided with continuous training to contribute to the attaining of the project goals.

Critical exploration of competent mentor

The mentors do not inherit any trait rather the mentors build their attitude by learning and experience. Most mentors learn by the experiences they gain by working for the companies and the age is also a factor that allows a person to be referred as a mentor. The mentors also have their own personal agenda but most of the time the mentors focus over the growth of the employees of the company or the new employees that are interested to grow in their career. Therefore, the mentors can be also seen as people that have higher empathy for their learners. In the organizational context this has been also seen that the good mentors tend to be excellent at communicating with their employees (Dahlin, 2015). This is because the mentors are always focusing on creating personal level interaction with the new employees, since this easily helps them to know about the competency of the employees and the aspects of their working process that requires changes.

The communication trait of the mentors is very helpful for the new employees at Paul Smith clothing retail company since, such form of individuals are eager to help the new employees (interns and trainees) to get more adjusted to the working process of the organization. However, the attitude that is shown by the mentors is not always effective to help the employees to grow and become competent. Such form of attitude sometimes can lead to the new employees becoming too much dependent over the decisions made by the mentors (Abernathy, 2017). This has been seen that the mentors that are always interfering in the tasks of the employees are not providing the employees with enough scope to bring their own ideas for the organization. On the

other hand, the approaches for mentorship that are used by some managers can be viewed as biased attitude by other employees of the company.

Critical exploration of knowledge of the mentor

As discussed earlier in this report, the mentors are the people that are not providing lessons to a learner for a designated time period, rather, their main task is to provide advice and suggestions to an individual so that they can attain success in the future. This is therefore essential for the mentor to have higher knowledge over any issue and the learner also expects them to have more experience over life and various facets that are related to life for helping the person that seek their guidance to tackle the problems in life and career (Abramson, 2011). The mentors are required to have more knowledge over the aspects of life and their profession. Since they are expected to give directives and suggestion to new and budding individuals, this is important for them to use the most effective approaches that are convincing and acceptable to the seeker of the advice.

The learners or the followers of the mentors also expect them to enlighten them over the issues that are wrong and right along with helping them to make the most valuable but the useful decisions (Adler, 2011). These forms of knowledge are always expected from the mentors as the common belief is that, the more a person learns, the more they become knowledgeable. However, the mentors are not expected to be a person full of wisdom and the reason is that the mentors after all are expected to have certain lacking and they also can show incompetence while providing knowledge over any subject or issue. For example; the mentors of the Paul Smith fashion retail company can be included here. The senior employee of the company that has been working as the designer of the company is not the ideal person to provide advice or training over the aspects associated with marketing.

Critical exploration of skills of the mentor

There are various skills that are visible for the mentors that are working at the companies or any other organization such as Paul Smith from UK and these can include the planning. The mentors that are expert at planning are capable of leading the group of learners or project members more effectively. Such skills help the mentors to assist the learners with strategizing their life goals and this in turn can also help them to attain their life goals without facing any obstacles. The mentors of the companies that are expert at planning also have the capacity to lead the teams of

the organizations and facilitating the members to complete the projects (Kolb, 2014). The most competent mentors are also required to be resourceful and the committed towards training the learners.

The resourceful attitude of the mentors allows them to solve the problems of the learners and this also helps them to use the resource of the companies more meaningfully. On the other hand, the mentors that show more committing attitude are more likely to maintain a long term relationship with their learners. Such attitude shown by the mentors helps them to gain the trust of the learners and also create a long term bonding among these two people, which is beneficial for both of them (Agle, 2016). On the contrary, the mentors are not always capable to show such attitude for their learners and the reason is that, many mentors might have their own philosophies of mentoring and they may show disregard for the process of resourcefulness, commitment and planning as ineffective to help any individual. This is very common for a person to use their own principles and philosophies for the purpose of mentoring an individual and due hence the use of mentoring skills can be different based on the beliefs of individuals.

Critical exploration of attitude of the mentor

The attitude that is shown by the mentors plays a huge role for the learners and the followers and the major reason here is that the seekers of the mentors are always looking for people that have positive outlook over the life and other such aspects. This form of attitude can be also seen for the people that are working at the organizations. The mentors of the companies such as Paul Smith retail chain that are working over the projects are also required to show such attitude as this helps to boost the morale of the project members. But this form of attitude may not always bring positive results since the mistakes are also an encompassing part of the organizational projects so they may also suffer from periods of depression (Upton, 2010). The mentors are always expected to show encouraging attitude as this form of attitude helps the mentors to keep the followers and the employees of the companies motivated.

The process of encouragement for instance allows the members of the project see their own potential and move to achieve the goals of the company. Such encouraging attitude is not only exclusive to the mentors or the leaders of the companies. Rather the people that are involved in giving advice to people in real life must also work toward encouraging the people that seek mentorship from them (Friedman, 2012). However, the process of encouraging attitude requires

the leaders and the managers of the company to become more positive over various aspect of life as well as the organization they work for. The situation is an important factor for the mentors to ensure the depiction of encouraging attitude and this includes, analyzing the issues that surround an arising problem in an individual's life or the problems faced by the Paul Smith, while any project is underway.

Critical exploration of behaviors of the mentor

The mentors can show various forms of behavior towards the problems and these aspects has been analyzed here for the behavior that is shown by the mentors in general or while they are working for an organization. The mentors that are always displaying positive behavior are more likely to communicate at a deeper level with the members of the group or the people that seek advice from them. Such behavior always helps the leaders to make personal interaction with the individuals and also helps them to understand the problems that are faced by the employees of the company they work for (Stewart, 2012). Such behaviors also trigger the sense of loyalty and reliability in the minds of the employees of the company or the people that are seeking advices from the mentors. Therefore, this is important for the mentors to show such attitude. The mentors that are providing advice to the individuals or the employees working at Paul Smith retail chain are also required to show attitude that is comforting to the person. Unnecessary depiction of one's emotion such as anger, irritation and sarcasm always tend to demoralize the seekers of help or the junior employees.

The employees and the individuals are considering them as mentors due to these traits and hence they are required to maintain this attitude for the betterment of the employees and their followers so they must maintain this behavior (Davila, 2017). On the contrary belief that are associated with mentors of real life that are encouraging and mentoring people, this is also required to be remembered that the mentors are also normal humans with emotions and this is normal for them to show the behavior that consists of anger and other such attitude. Therefore, one must accept the fact that the mentors can also lose their temper and this is highly likely that the mentors can also suffer from dejection. Many beliefs can exist for the behavior of the mentor that is positive but the alternate beliefs are also true.

Conclusion

The key discussions that has been include in this report is the coaching and mentoring at the workplace for the UK based fashion retail company Tom Smith and the employees of this organization. The report focuses over the analysis of the coaching and mentoring skills that are required to be shown by the employees of the company and the skills that are analyzed here are also associated with the attitude, beliefs and values that facilitates in competent mentoring and training of the employees of the organization. The report has also made the inclusion of the planning that are required to be applied by the managers and mentors for providing the appropriate training to the employees of the organization Paul Smith.

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