

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Coaching and Mentoring in the Organisation – on the job training

Activity 1 - 3

Word Count: 1100

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: MGoldsworthy

Date: 15/02/2021

Meet with your line manager or other relevant person to thoroughly understand your organisation's approach to coaching and mentoring, if possible attend a formal coaching session or observe a mentoring relationship (600 words).

I recently had a phone conversation with my manager regarding Bluestones approach to coaching and mentoring. We discussed that at Bluestone the culture is very important and that all employees need to demonstrate the same behaviors as our brand that our guests love. This is usually emphasized in training and coaching and mentoring relationships. We discussed particular coaching & mentoring relationships within the organization and how they worked. The employees we discussed were at a relatively high level within the organization and their relationship formed quite naturally in the initial stages. These employees would meet regularly and discuss any concerns/issues and how best to overcome them. The mentee would take the advice of the mentor (or not) and tackle the obstacles. This style of mentoring was quite informal but is key to developing this employee for secession planning as they have high potential to grow (CIPD, 2020).

Another example we spoke about was the 'Every Person Counts' development program where a number of employees from different departments at assistant level would be selected by their managers through an application and selection process. This program was essentially secession planning and gave the participant the tools and skills to progress within their departments. A lot of the training and coaching provided revolved around managerial behaviors and skills, including how to deal with conflict, performance manage and leadership skills. This group coaching can impact positively on the organization and culture (Donaldson-Feilder and Liston-Smith, n.d.).

Whilst I have not been able to attend a formal coaching or mentoring session I have first-hand experience of receiving this from Bluestone. A few years ago when I worked as a senior lifeguard I was enrolled onto this course, completed it and won an award for 'Trainee of the Year' in 2017. Completing this course gave me the necessary skills and tools to be promoted to Lifeguard Line Manager where I managed a team of between 25-40 lifeguards for about 2 years before moving to my position I am in now within our HR department. Completing this course and becoming a line manager has given me a good perspective within my current role. I understand the pressures of line managers and the need to form good relationships with them first hand. This also allowed me to be more open to being coached and the importance of different feedback styles (Weintraub and Hunt, 2015).

Bluestone also uses a Box Performance model. It takes a view of an individual's success and effectiveness in their current role (performance), while adding the perspective of their future potential – what they are capable of contributing and achieving. This model will be beneficial when discussing Career Aspirations and development opportunities as part of the review process. This is often used when managers do a selection process for employees to be coached and developed.

Another example of Bluestone's coaching and mentoring initiatives is 'Resort Manager' training. This is an initiative that is available to anyone who wants to apply and at any level to receive the appropriate training, coaching and mentoring to become a Resort Manager (This is a delegated person who is the main point of call for any resort related issues or critical incidents. The person is only responsible for the duration of their shift and they also work with an 'Escalation' person if they need additional support). The training programme includes a range of policies for the candidates to read and understand; candidates are provided with a mentor who is currently a resort manager and will actively take part in resort manager shifts. These shifts allow the learner to understand how to deal with guest complaints and the compensation pyramid (depending on the level of severity and nature of the complaint the guest may receive no compensation or could have their whole stay refunded to them). The purpose of this initiative is to develop current employees and provide them with essential skills in dealing with complains, following procedures, and acting in emergency situations. This type of learning is beneficial to the organisation as well as the individual as they become more confident and competent (CIPD, 2020).

Examine the learning and development policy and any policies directly relating to coaching and or mentoring and make some notes as to whether you think the content meets the best practice requirements you have studied in class and within your literature research (250 words).

I have reviewed Bluestone's Mentoring Policy and other similar documents that relate to coaching and mentoring and learning and development. I do feel that the contents of these documents are in-line with best practice and demonstrate a good understanding of the process to enable the mentor to be as effective as possible. The policies are in-line with the organizations strategy, culture, vision and values and also includes the eight root beliefs of the organization.

The mentoring policy is easy to understand and is quite short, totaling to 5 pages long. It starts with an introduction that includes the definition of mentor and mentee and the aim of the policy. It plainly talks about what the role of a mentor and mentee are and the process that is followed by these individuals. The model we use is the 'GROW' model and this is clearly depicted in the policy with a description for each 'Goal, Reality, Option, and Way forward' and a picture. At the end of the policy there is a mentoring action plan and further reading if either participant wants further information or understanding and where Bluestone have gotten their information and sources from. These sources are to aid both the mentor and mentee in completing their desired achievements when taking on these roles. This is in line with best practice as this policy assists performance management, prepares and supports people, supports self directive learning and shares curated resources (CIPD, 2020).

Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers). Summarise your discussion (250 words).

I had a discussion with my line manager over the phone regarding my development needs in relation to the tasks I had completed as part of this module and in-line with the CIPD profession map. We discussed that I had not completed a training exercise as a trainer and how this could benefit me in this area. If the opportunity arose I could assist the learning and development team in delivering a section of training. This will help me understand how to deliver the training and that I need to have good knowledge of the topic to deliver it and answer questions.

Going through this process will allow me to work with a different department (though we work closely already), be complaint with the delivery, potentially assist with the planning of the training and understand different approaches to delivering training, coaching and mentoring from a first-hand point of view. Currently my understanding of coaching, mentoring and training are based on theory and from my experiences on training and coaching courses as the trainee/coachee. It would be beneficial to me and Bluestone to understand the process from the trainer/coach/mentor position.

Once I have more experience of being a coach/trainer/mentor I will be able to use these skills in my role when dealing with employees and line managers (as I deal with these most). It will allow me to make the most of Bluestones mentoring policy and the GROW model in my day to day interactions.

Bibliography

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