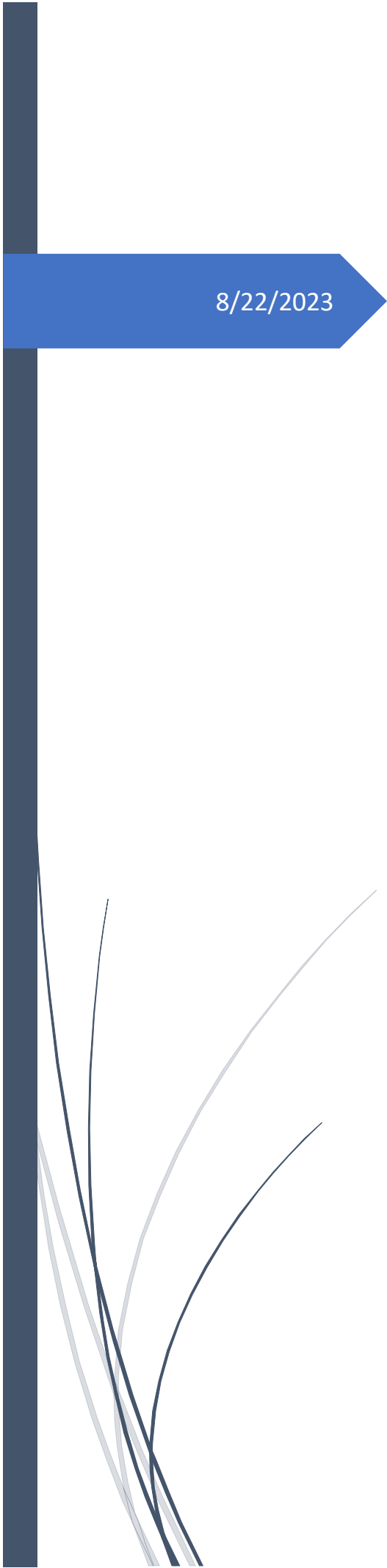




8/22/2023

Gabriela Bikarova (2010123)-BMSW6105-
Leadership and Management Skills for the
Workplace- Coaching and Mentoring – Rexon
Nting
UWTSD-LONDON

CASE STUDY

Philippa is extremely dedicated to the role of manager in Quality Assurance-Healthcare International company that is well well-known market leader in prescribed pharmaceuticals and over the counter products where the profit margins have been reduced due to the pressures from the National Health Services and overseas clients which are to cut the costs by using generic pharmaceuticals, marketing support with over the counter medicines and to invest in researching and developing innovative lines to meet changing demands of managing organisational changes such as cost-savings and efficiency measures, new content and technology.

The company's principal response to these pressures is to cut the cost by bringing in automation, reduce number of staff and increase 'flexibility' in job functions as well as introducing remote working.

To cut the cost and increase efficiency, Philippa introduced a Microsoft teams technology to save time for meeting briefings to explain to the team the company's new policies and their implications. However, some staff members are dissatisfied at the way they are being treated and that little consideration have been given to potential mental health issues during home working and that all staff are expected to return to the office.

Manage organisational changes, such as cost-saving and efficiency measures, new work content and technology, in a way that involves and listens to staff, and take positive action to address any issues identified. When employees are involved in finding solutions, they feel ownership of the final decision and morale and productivity levels are less likely to be affected.

In Role play exercises student act out a given situation to learn and think critically about complicated issues.

TABLE OF CONTENTS

1. Case Study	2pg
2. Table of Contents.....	3pg
3. Coaching & Mentoring.....	4-5pg
4. Remote work & Mental Health	6-8pg
5. Conclusion	9pg
6. References	10pg

INTROCUSSION – COACHING & MENTORING

In today's competitive business world, every organisation needs coaching culture to succeed. Therefore, investing in coaching and mentoring programmes can help organisations to foster an environment that promotes growth also development and success.

What I have learned about coaching and mentoring is that they seem to be the same thing but, even though they are similar, but they are not the same. Workplace coach is helping clients to set goals, identify strengths and weaknesses in order to be able to create a perfect plan for success to challenge the employee to step outside of their comfort zone.

The difference between coaching and mentoring is that coaching is more focused on skills development and goals achievement, while mentoring is more relationship driven and focuses on advice where the relationship-oriented approach involves a senior employee providing guidance and advice to a less experienced colleague.

Although, coaching and mentoring are both powerful tools for employee development, they serve different purposes and require different skills sets from the coach and mentor. This means that as a coach I must act as facilitator, helping the clients to select the best options by making sure to pay full attention to the employee, to be a good listener, and ask open-ended questions so that they can figure out themselves their own path through self-discovery therefore it is also essential that clients stay relaxed during coaching sessions.

Furthermore, there are lots of coaching styles that suit different types of clients. Everyone is different so what worked with one client does not have to work with another client. The importance is to approach each client unique situations with an open mind and be understanding as it is critical because clients might feel uncertain so the coach approach should ease the clients concerns and foster a good coaching relationship. To motivate them and demonstrate commitment for clients to take the responsibility for their own success, the coach must be confident in coaching process as the key to effective coaching sessions starts with building rapport.

In my opinion, the great idea is to always improve coaching skills because at some point, clients might not be as excited as they once were, and it is the perfect time to look for another approach. The most effective coaches rely on a model or few to keep their clients' sessions organized and effective. For example, one of the most popular coaching models is GROW, it is a simple framework for discussion or thinking independently about an issue that needs to be resolved. The GROW model assist clients in becoming aware of their existing situation.

Yet, another coaching model is SMART which assist clients in developing effective goals that are specific, measurable, attainable, relevant, and time bound. So, knowing a few models and switching between them will have an immediate impact on coaching. Because coaching provides individuals with opportunities, it encourages a positive attitude towards learning and allows the protégé to choose what and how they study, the coaching cannot affect change unless clear and measurable goals are established and both coach and protégé are totally committed to the coaching plan.

On the other hand, mentoring is more informal and relationship-oriented method in which a senior employee provides direction to the client. A mentor has a higher goal for the mentee since the mentor wants to help the employee to progress up the ranks of the organisation rather than improve their job performance. Mentors provide employees with information that goes beyond their job description, by accompanying them to meetings and appointments. Good mentors motivate employees to work harder and see the opportunities that are available to them. Mentoring can increase individual and team dedication to a business and its goals as well as serve to improve internal communication and transform organisational culture for the better. However, mentoring cannot be successful unless defined objectives and a plan are in place.

The purpose of coaching and mentoring is to improve performance by paying attention to the employee needs, goals or inspiration, and guiding them towards success. Mentors pass on the knowledge and assist the coachee to find their own way through behaviour.

REMOTE WORKING & MENTAL HEALTH

Janice Rowland is a senior microbiologist responsible for monitoring a development work. She is very ambitious to make progress within her chosen field. She is on lookout for ways in which she can improve her skills, increase her qualifications and expand her experience. Although she's happy working from home, she misses everyday contact with her colleagues and feels that a return to the office could rice her profile with the senior management team and thus improve her chances of promotion.

Working from home has several advantages such as no morning or after work commute, and more time with family, also cost savings on transportation to work but will this affect the chances for promotion? In an ever-changing world full of diversity and new opportunities, the need for organisations to maintain valued employees is also on the increase. Employee performance and empowerment will improve in organisations that use coaching techniques, and employees will feel appreciated, increasing the likelihood of staying with their organisations. It this date and age of remote work it is still possible to enhance one's career.

Managers may fail to recognise the contribution of the remote workers because they don't see them on daily basis. However, active involvement in meetings on the other hand will assist remote workers to stand out in a virtual setting by offering regular updates and check ins to ensure the team are aligned as well as demonstrating the capacity to stay on task and meet deadlines.

Coaching empowers, motivate and holds remote employees accountable for their own success, motivated, and growth. The impact of in person coaching versus virtual coaching was found to be the same, with no difference in effectiveness between face-to-face coaching and blended coaching, which is defined as coaching that includes both virtual and in-person components (Jones, Woods, and Guillaume, 2016). Grant, (2017) suggested that coaching could serve as a preventative mechanism for minimising stress-related exhaustion and burnout. Employees that receive coaching show less of a decline in indicators of well-being, relational behaviour, work engagement, and work productivity.

Research has shown that workers' can balance at-home demands without significant impact upon work performance (Anderson and Kelliher, 2020; Rofcanin and Anand, 2020), and (Baudot and Kelly, 2020), found many workers perceived themselves to be more productive working from home than in their prior arrangements, and desired to continue working remotely indefinitely.

Indeed, analysis performed by McKinsey and Company (Lund et al., 2020) concluded that more than 20% of the workforce could spend 3-5 days of the week working remotely without any significant productivity loss to organisation.

A key challenge raised by remote working is that of technology-mediated communication, which requires employees to adapt conventional face-to-face, in-person, and in-office work interactions to the virtual realm (McLarnon et al., 2019).

However, remote workers' as well as their leaders and managers face various communication challenges that need to be better understood in order to provide better guidelines and recommendations that can better address those barriers to success. For example, the environment in which remote workers operate in may influence negative emotions to be suppressed rather than expressed (Glikson and Erez, 2013), and may rely more on forms of communication where the intent and emotionally of their communication are at greater risk of being misinterpreted (Cheshin et al., 2011). These can cause problems such as misinterpreting the root cause of a remote workers' inadequate performance.

Coaching, as a method, is effective in improving the well-being and performance of employees according to expanding empirical scientific evidence (Gabriel et al., 2014; Newham-Kanas et al., 2010). According to (Grant, 2007, p250), the purpose of coaching is to facilitate goal attainment while also enhancing well-being. According to Grant and Palmer (2002) coaching improves wellbeing and performance in personal life and work domains.

The coaching relationship is comprised of four processes: rapport, trust, commitment and collaboration (Boyce, Jackson & Neal, 2010)

Having a good and continual rapport plays a large part in keeping the relationship moving forward. Effectively coaching the client through change requires good communication skills. Building the rapport continues to grow throughout the coaching relationship and allows each to appreciate, recognise, and respect one another as individuals (Boyce, Jackson, & Neal, 2010).

Trust allows the client to be open, honest, and vulnerable while coach is allowed to be supportive, non-judgmental, and challenging (Boyce, Jackson, & Neal, 2010). Without clearly defined goals, and identifying actions that will drive towards these goals, nothing will change (Ashley-Timms, 2012).

Remote and hybrid working can have both positive and negative effect on worker's health and well-being. Employees are more motivated and understand how their job fits into the wider picture when they feel involved and informed about what is going on in the organisation.

One of the most difficult components of remote working is communication.

Employees may feel disconnected from the team if there is lack of in-person involvement and the lack of in-person interaction can lead to miscommunication and make employees to feel distant from the team. Most employees struggle to establish boundaries between their professional and personal lives. While remote work may provide a break from commuting, office environments, and typical daily routines, it has completely dismissed the mental health of employees.

CONCLUSION

It is important to establish personalised growth plans that address any skill gaps and offer employees the necessary training.

In conclusion the most effective strategy to motivate or manage employees is to use combination of coaching techniques depending on the employee's personality and motivation in order to help them to accomplish their goals.

Since employees spend most of their time working, organisations must create supportive ways where employees are valued with all their changes. Coaching can play a vital role in assisting employees in managing their mental health and taking control of their well-being.

Managers and leaders can help reduce feelings that have negative impact on mental health by using coaching as management method as it improves communication between managers and team members which increases job security.

Adopting a coaching mindset and develop internal coaching culture enables organisations to form long term relationship with their employees.

As we go into the future of work with remote and hybrid workplaces, the old ways of working are no longer relevant. As a result, mental health strategy is critical.

Coaching will be an important element in this process.

REFERENCES

- Staples, D.S., HULLand, J.S. and Higgins, C.A. (2006). A Self-Efficacy Theory Explanation for the Management of Remote Workers In Virtual Organisations. *Journal of Computer-Mediated Communication*, 3(4).
doi:<https://doi.org/10.1111/j.1083-6101.1998.tb00085.x>.
- Coffey, R. and Wolf, L. (2018). The challenge and Promise of Remote Work: A brief Study of Remote Work and best Practices.
doi:<https://doi.org/10.2172/1487022>.
- Park, S., Jeong, S. and Chai, D.S. (2021). Remote e-Workers' Psychological Well-being Factors, and the Roles of HRD Professionals. *Advances in Developing Human Resources* 23(3), p.152342232110178.
doi:<https://doi.org/10.1177/1523422321017849>.
- Jarosz, J. (2021). The impact of coaching on well-being and performance of managers and their teams during pandemic. *International Journal of Evidence Based Coaching & Mentoring*, 19(1), 4-27. <https://doi.org/10.24384/n5ht-2722>.
- Fassiotto, M., Simard, C., Sandborg, C., Valantine, H. and Raymond, J. (2018). Career Coaching and Time Banking System Promoting Flexibility, Wellness, and Success: A Pilot Program at Stanford University School of Medicine. *Academic medicine: journal Association of American Medical Colleges*, [online] 93(6), pp881-887. doi:<https://doi.org/10.1097/ACM.0000000000002121>.
- Styrger, J. (2012). Crafting a balance between work and home. *Human relations*, 65(12), pp.1539-1559. doi:<https://doi.org/10.1177/0018726712457435>.
- Gibbs, M., Mengel, F. and Siemroth, C. (2021). Work from Home & Productivity: Evidence from Personnel & Analytics Data on it Professionals. *SSRN Electronic Journal*. doi:<https://doi.org/10.2139/ssrn.3846680>.