

Intermediate CIPD: Understanding Coaching and Mentoring in an Organisation 5KDCM

Programme: Intermediate Diploma			Level of Study: 5		
Module: Understanding Coaching and Mentoring in the Organisation					
Lecturer: Sharon Atkins			Assignment due date: 17th May 2021		
Contact details:			Room: via Teams	Tel: 01792 481000	Email: Sharon.Atkins@uwtsd.ac.uk
Session	Date	Session content related to module standards: AC = Assessment Criteria LO=Learning Outcome	GUIDED LEARNING – CLASS CENTRED (7 hours) Topics covered in class to aid learning	GUIDED LEARNING – HOME/WORK CENTRED (6 hours on-line, 7 hours on the job) Mandatory reading/tasks to aid learning. <i>NB: You will also need to undertake your own self-directed learning in order to build on your knowledge and complete your assessments (20 hours). Some recommended reading is listed below.</i>	
1	24 th March 2021	LO1: Understand the concepts of coaching and mentoring. 1.1 Define and explain the concepts of coaching and mentoring. 1.2 Analyse similarities in, and differences between, coaching and mentoring and evaluate	Explain the history of coaching and mentoring. Explain different definitions for both coaching and mentoring. Explain different academic models of the same. Include research from contemporary business leaders on existing and emerging coaching concepts. Discuss the similarities and differences between coaching and	Read: Landsberg, M. (2015) <i>The Tao of Coaching Boost Your Effectiveness at Work by Developing Those Around You</i>. London: Profile Books. (Can be read online via the Online Library). Clutterbuck, D. and Megginson, D. and Bajer, A. (2016) <i>Building and Sustaining a Coaching Culture</i>. London: Chartered Institute of Personnel and Development. (Chapters 4 and 5 in particular). Covey, S. (2013) <i>The 7 Habits of Highly Effective People Powerful Lessons in Personal Change</i>. New York: Free Press (Sections on Locus of control and choice).	

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		the validity of grouping the two concepts together. 1.3 Evaluate how coaching and mentoring differ from counselling and from one-to-one training.	mentoring. Discuss the locus of control and Stephen Covey's 'choice'. Discuss the relationship between the parties involved in the coaching agreement. This is a good place to bring in your critical thinking skills. Discuss directive versus non-directive coaching styles. Critically evaluate coaching and mentoring in relation to traditional training, counselling and other development initiatives. What are the similarities? What are the differences? What are the strengths? What are the weaknesses? How does wellbeing relate to coaching, mentoring and other development initiatives? Do research statistics demonstrate a better return on investment for	Read the CIPD Factsheet – Coaching and Mentoring https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet Read CIPD Factsheet – Learning and Development Benchmarking https://www.cipd.co.uk/knowledge/strategy/development/benchmarking-factsheet Read - Forbes Article – The Success and Failure of the Coaching Industry https://www.forbes.com/sites/forbescoachescouncil/2017/10/05/the-success-and-failure-of-the-coaching-industry/#2826c1aa6765 Read – The Client Coaching Mentoring Agreement on Moodle. The NHS also have many good examples. Watch: Clutterbuck, D. (2014) <i>Powerful Questions with Professor David Clutterbuck</i> [Internet] Available at: https://www.youtube.com/watch?v=QXU-tAkz_TY (Accessed: 28th December 2020). Watch: Julie Starr's Coaching Series on YouTube – One example being : https://www.youtube.com/watch?v=dkFAkWx0Z4A and a step by step example of coaching in action: https://www.youtube.com/watch?v=K11K_Z5RSpo&t=615s (Accessed 28th December 2020).
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		LO2: Understand the different ways coaching and mentoring can be implemented in organisations. 2.1 Explain different types of coaching and mentoring which can be implemented within organisations.	coaching and mentoring versus traditional training? Examine different coaching strategies and processes. Coaching to improve performance, executive coaching for competitive advantage, life coaching, career coaching, peer coaching, line manager coaching etc. Traditional mentoring,	On the job training (7 hours): 1. Either – a. 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. OR b. If you are already familiar with its approach, evaluate whether or not your organisation's approach needs a review, based on your reading of current trends. (600 words approximately). Use academic references to support your points. 2. 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 approximately). Use academic references to support your points. 3. 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 approximately).
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		2.2 Evaluate the role of line managers within coaching and mentoring. 2.3 Assess factors to be considered when implementing coaching and mentoring programmes in organisations.	on-line mentoring, peer/group mentoring. The pros and cons of the Line Manager as a coach. The capabilities required etc. Provide an evaluation of the different factors to consider when implementing coaching and/or mentoring. Clear reasons for implementation, factors relating to costs, integration with other learning initiatives, the role of HR and L&D etc. Alignment with values. Equal opportunities issues of a coaching initiative or relationship. Your assessment should also include considerations around operating during a pandemic.	All three responses in one document to be submitted on Turnitin by 17th May 2021.
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		LO3: Understand the potential benefits of coaching and mentoring in organisations.	Explore the benefits to all stakeholders in the coaching relationship (Coach/line manager, coachee, the organisation, customers, suppliers). Discuss the challenges associated with demonstrating a return on investment.	
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Mandatory Reading

“Academic viewpoints” document placed on Moodle.

CIPD Factsheet on Coaching and Mentoring.

The various articles and videos placed on Moodle

Recommended reading as above in learning plan.

Other Sources of Information for Self-directed Learning:

The various articles and videos placed on Moodle, entitled “recommended.”

Cox, E. and Bachkriova, T. and Clutterbuck, D.(2018) *The Complete Handbook of Coaching* 3rd Ed. London: SAGE.

Clutterbuck, D. and Megginson, D. (2012) *Making Coaching Work*. London: Chartered Institute of Personnel and Development.

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Covey, S. (2006) *The 8th Habit from Effectiveness to Greatness*. London: Simon and Schuster UK.

Whitworth, L. et al, (2007) *Co-active Coaching: New skills for coaching people to success in work and life*, London: Davies Black.

www.cipd.co.uk – search for the topic area 'Coaching and Mentoring'

Harvard Business Review – Find lots of interesting articles about contemporary coaching and mentoring issues in business, several articles are provided on Moodle for you.

People Management – you will get a subscription to this with your CIPD membership

Personnel Today. Available at: <http://www.personneltoday.com/>

HR Magazine. Available at <http://www.hrmagazine.co.uk>

Science for Work website at <https://scienceforwork.com/>

UWTSD Library and Learning Resources. Available at: <http://www.uwtsd.ac.uk/library/>