

1. On the job Training

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 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.

I met with my line manager to discuss the organisational coaching and mentoring process within my organisation. Surveys undertaken by (CIPD, 2021) show that Learning and Development teams view coaching and mentoring programmes as a priority. However, when discussing coaching and mentoring methods within my organisation with the Head of Learning and Development and the Learning and Development Manager, they both informed me that there was no coaching model used within the organisation and they are looking into reverse mentoring with partnership organisations but at the moment this is in its early stages. It was also identified that there is no formal process in place with no standalone coaching and mentoring policies and procedures to provide any guidance

Information can be found documented in induction booklets about the importance of mentoring. The induction booklet provides a link to a mentoring resource pack, which details mentoring guidance to managers, mentors and mentees this is also provided through an external provider. Coaching and mentoring practices do not take place at an executive level in my organisation, since we follow a top-down strategy, typically, colleagues and direct line managers provide coaching and mentoring during the probation period. If a formal process were to be implemented, it would need to be integrated into existing operational procedures rather than being perceived as an addition; this would include a strong knowledge of coaching and mentoring approaches as well as organisational "buy-in". A more formal coaching and mentoring practise could be extended throughout the organisation using current methods, but without any prior understanding of the practises, there could be a cost to the organisation owing to leadership team training or the utilisation of external coaching.

Coaching and mentoring practices are introduced at the start of an employee's career within the organisation through the induction process, and it is also briefly touched upon throughout supervisions; nevertheless, there is no ongoing support of practises on a larger scale. I have made recommendations to the Learning and Development team about the implementation of coaching and mentoring methods into policies and procedures, as there is currently no formal process, it will ensure the integration of practises across the organisation with the help of learning and development. With the practices being promoted through the Learning and Development policy and becoming a more formal part of the supervision and performance management processes, will enable the creation of objectives needed to encourage growth and development for individuals and the organisation.

I've also suggested to my line manager that the organisation's supervision forms be revised; there are currently two separate supervision forms, one for the operations and development team and another for office-based employees. The supervisee is asked about current work priorities and if there have been any achievements and, if so, how they might be expanded upon. The supervision form emphasises on accomplishments, but it does not encourage development discussions. I feel that the supervision meetings could be utilised to encourage development through coaching and mentoring practices being discussed more regularly to enable understanding. Coaching can be informal, but it must be organised ahead of time. It's not just checking in on what individuals are

doing now and then giving them advice on how to do it better. Coaching should take place as much as possible within the context of a broad strategy for the areas and directions in which individuals will benefit from further growth (Armstrong, 2009)

Recently within my organisation there has been a newly appointed Director of People and Engagement, this is a new role and is a result of a recent restructure. This new role has been introduced to determine changes within the organisational culture and drive forward strategies which in time will be pave the way for a coaching culture.

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References

Armstrong, M., 2009. *Armstrong's Handbook of Human Resource Management Practice*. 11th ed. London: Kogan Page, p.723.

2. On the Job Training

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.

From looking at both the learning and development policy and the organisational Initial Review, Supervision and Annual Performance Policy it was identified that there is no formal process in place and no standalone coaching and mentoring policies and procedures to provide any guidance. Even if the organisation does not have a formal policy or practises in place, there are components of coaching and mentoring that might be, or are being done, during supervisions, which are held between line managers and their team members once every 6-8 weeks. The expectations for supervisions, including objectives and support for the employee from the line manager, are outlined in the Initial Review, Supervision, and Annual Performance Policy, which should be completed in a face-to-face meeting. However, the policy adds that "mentoring sessions can be efficiently utilised," implying that more formal mentoring techniques can be used without a specific policy to support them.

The Learning and Development Policy is brief, and it makes no mention of coaching or mentoring. I have suggested to the L&D team that a section covering coaching and mentoring might be added to or included inside a segment on supervision, with a mention of coaching and mentoring as a practise that can help employees achieve their goals and develop. With the help of L&D, a coaching and mentoring policy could be implemented, with practises owned by HR and L&D on a comprehensive level, but employees should also be responsible for the processes. This would ensure that the practises are integrated throughout the organisation, rather than just as a principle driven by L&D and/or HR.

3. On the Job Training

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)

My line manager and I met to discuss my development needs in regards to Coaching and Mentoring activities. As Coaching and mentoring comes under the Learning and Development department within my organisation, I have not had much input into the practices. However, as aforementioned I have made recommendations of how I think that coaching and mentoring practices can be improved within my organisation. Through discussions with my line manager it has also been identified that both the HR and Learning and Development teams could work more cohesively in identifying employee development needs, in order to create a strategy to coach managers to bring the best out of their employees.

I have identified that I need to develop my understanding further on coaching and mentoring within my organisation, through the L&D team and with this I would like to pass on my knowledge to the line managers that I meet with on a monthly basis, in order for them to effectively coach and mentor. My line manager and I hold 'talk shops' with managers every month to discuss different HR topics, it has been decided that I will meet with the L&D team to gain a better understanding of organisational methods and will hold a coaching and mentoring 'talkshop' within the next meeting.

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References

CIPD. 2021. *Coaching and Mentoring | Factsheets | CIPD*. [online] Available at: <<https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#gref>> [Accessed 1 June 2022].