

BA (Hons) Leadership and Management Skills for the Workplace

UNIVERSITY OF WALES TRINITY SAINT DAVID

**Coaching And Mentoring Skills for The Workplace
(BMSW6105_LON)**

Reflective Report

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1.Introduction

This report explores the concept of coaching and mentoring and the models such as the GROW and Gibbs reflective cycle as approaches coaching process. A critical analysis of coaching and mentoring is done as well as an evaluation of both models examining the advantages and disadvantages. An individual swot analysis was conducted as well as a skills audit an action plan developed and a conclusion drawn.

2. Critical Evaluation of Coaching and Mentoring within a Workplace

Coaching and mentoring are widely applied in the professional development strategies to enhance leadership skills, employee performance, and personal growth. Despite the fact that both methods offer valuable benefits, their effectiveness is subject to a range of factors, such as leadership commitment, organizational culture, as well as the individual's willingness. The critical evaluation briefly explores the strengths, limitations of coaching and mentoring in today's workplace settings (Lancer et al., 2016).

The strengths of coaching and mentoring in a work place

Coaching and mentoring offer employees tailored guidance, which helps them in improving their leadership capabilities, technical skills, as well as emotional intelligence. Mentoring enables knowledge-sharing from the experienced professionals to newer employees, which ensures continuity in expertise, industry insights and best practices preserving institutional knowledge and strengthening workplace culture (Connor and Pokora, 2017).

Limitations and Challenges

Implementation of structured coaching and mentoring programs would require effort, time, as well as financial investment. In cases where the professionals are busy, they tend to struggle with commitment to sessions, which reduces effectiveness (Cleary and Horsfall, 2015). The success of coaching and mentoring is subject to the commitment and skills of coaches/mentors. In cases where the programs are poorly structured, inexperienced mentors, together with inconsistent engagement may lead a limited impact as well as employee disengagement (Price, 2004).

2.1. The importance of coaching and mentoring in a workplace.

Coaching and mentoring are essential in fostering organizational growth, employee development, as well as workplace engagement. They both offer structured guidance, aiding employees in the improvement of their skills, boosting confidence, and aligning their career aspirations with company goals. Some of the reasons below highlight the importance of coaching and mentoring in a work place (Connor and Pokora, 2017).

2.2 Coaching versus Mentoring

Coaching and mentoring are both critical professional development approaches, however, they serve different purposes as well as follow unique methods. The comparative analysis below highlights the differences between coaching and mentoring. Coaching and mentoring differ in terms of structure and approach, definition and purpose as well as areas of application (Hollywood, et al., 2016).

a). Definition and Purpose

Coaching tends to focus on specific skill development or performance improvements over a set period. It is goal-oriented, which helps individuals in achieving measurable results in particular areas such as productivity, leadership as well as personal growth (Hollywood, et al., 2016).

Mentoring on the other hand is a long-term relationship with a goal of guiding an individual's personal development or entire career. It involves a more holistic support, offers advice, encouragement, as well as wisdom from a more experienced professional.

b) Structure and Approach

Aspect	Coaching	Mentoring
<i>Duration</i>	Structured, Short-term	Relationship-based and long term
<i>Focus</i>	performance, Skills development	Personal growth, career guidance,
<i>Method</i>	structured plans, questions and feedback	Storytelling, experience sharing, informal discussions
<i>Coach/Mentor Role</i>	Outcome-driven and facilitator of growth,	Advisor, career guide, supporter
<i>Client/Mentee Role</i>	Actively participates in achieving goals	Seeking wisdom, learner, and direction

source: Author

c). Applications in the Workplace

Mainly coaching is applied to improve specific skills, like leadership, productivity and communication. It is more applicable in executive development, corporate training, as well as enhancement of professional performance. While mentoring is more effective in personal development, career progression, and long-term success, mainly when it comes to leadership succession, knowledge transfer, as well as industry guidance (Longenecker, 2010).

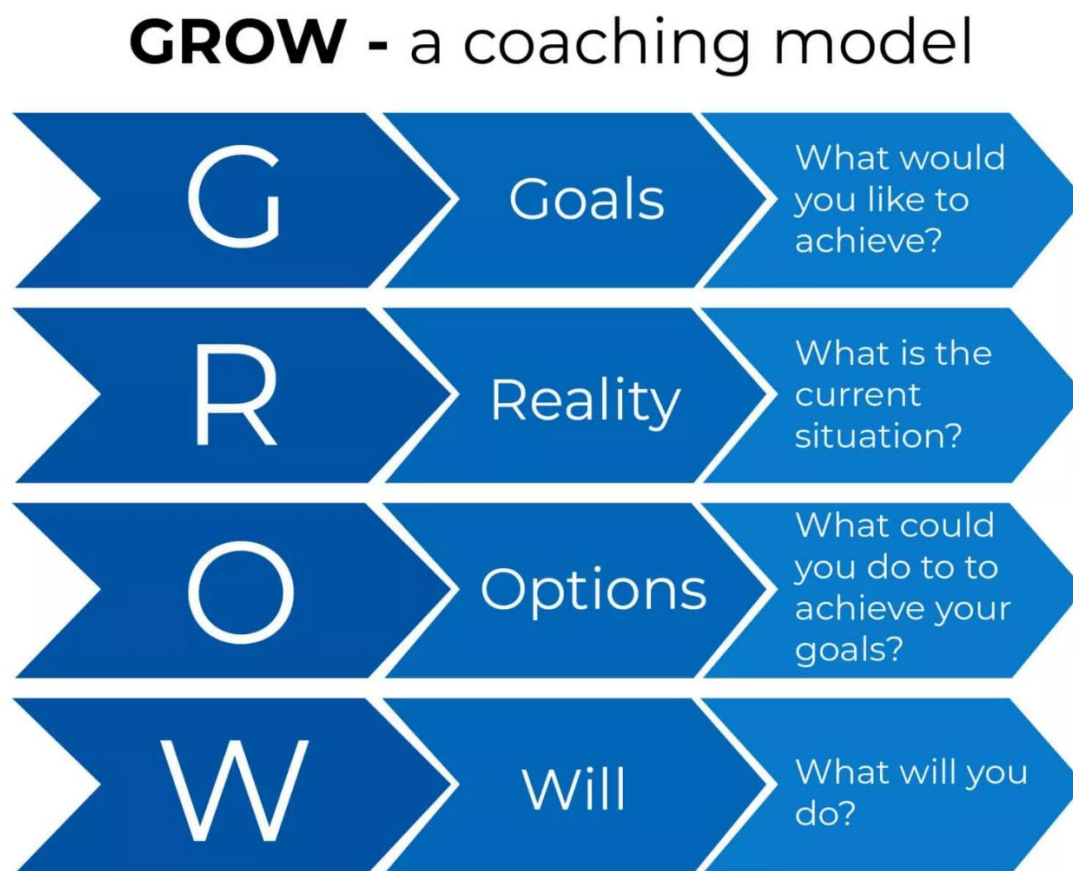
However, both coaching and mentoring remain critical players when it comes to professional growth. Coaching provides targeted improvements, while mentoring ensures long-term development as well as career guidance. An organization can benefit by integrating both approaches and hence the creation of a well-rounded development culture (Martens and Vealey, 2024).

2.3 The GROW model

The GROW model was developed by Sir John Whitmore and colleagues in the 1980s. The model is one of the most widely used frameworks in coaching. The acronym GROW stands for *Goal, Reality, Options, and Will (or Way Forward)*. However, there are many other models and theories making huge contributions in the areas of coaching to and mentoring. Although while in theory, it the model is very clear regarding what to do for effective coaching to take place, the research on the effectiveness of coaching remains limited (Whitmore, 2002).

The structure of the GROW coaching model is shown in the diagram below.

Figure 1. The GROW model



Mogonea (2022).

The GROW model is helpful in both solving problems and achieving goals because it is solution oriented. The four stages in the model, require the coach to captivate the coachees interest. With each stage represented by a question, or range of questions to assisting in the people and their potential's discovery. It is ideal in goal setting, problem solving, professional and personal achievement.

2.4. Critical analysis of the GROW model

Despite the model's simplicity and effectiveness, it also has some limitations. The critical analysis below examines its advantages, and disadvantages. The GROW model provides a

well-structured, clear, as well as logical framework for coaching conversations, fostering clarity, reflection, as well as proactive approach to decision-making (Drake, 2021).

Advantages of the GROW model

The model has several advantages such as the following below.

- It is easy to understand and apply, which makes it useful in both professional coaches' and managers coaching sessions.
- Being goal-oriented the model keeps conversations focused as well as results-driven.
- The model encourages self-discovery by helping individuals in finding their own solutions as opposed to relying on external directives (Drake, 2021).

Disadvantages of the GROW model

- The oversimplification of complex issues in this model makes its hard to apply to human challenges as they usually involve psychological barriers, emotions, and deeper exploration, and yet the model does not really address them (Grant, 2022).
- The model lacks emotional depth because it mainly focuses on structured problem-solving and does not necessarily cater to personal transformation and emotional intelligence (Rahman, 2023).

3. Gibbs reflective cycle.

Gibbs Reflective Cycle is a structured framework developed by Graham Gibbs in 1988 for individual reflection. It assists individuals to make a systematic analysis of their experiences to with a purpose of learning from them, enhancing self-awareness, and improving future actions (Potter, 2015). The model consists of six stages as shown the id figure 2 below.

Figure 2. Gibbs reflective cycle



Potter (2015).

3.1 Role play using Gibbs Reflective Cycle: Coaching

1. Description: What happened?

This session begun with Vânia creating a comfortable atmosphere for me, by offering me a drink and make sure I have a supportive environment. As the conversation progressed, I described my workplace challenges, particularly the feeling of being discriminated against as well as being overworked by my manager. This stage focused on providing a factual account of the prevailing issue and making sure that the mentor fully understood the situation before proceeding to deeper reflection.

2. Feelings: What were you thinking and feeling?

Vânia encouraged me to express my emotions by asking why I felt disliked by my manager. I responded by saying I felt frustrated, upset, and undervalued due to the unfair treatment I was experiencing. Later on in the session, I revealed to her how the issue was affecting my well-being, causing nervousness, trouble sleeping, as well as eating difficulties. This aligned well with Gibbs' emphasis on recognizing emotions, by allowing me as a coachee to acknowledge the impact of my feelings my overall state.

3. Evaluation: What was good and bad about the experience?

With Vânia's questions, I begun evaluating my experience, recognizing both the negative aspects of her situation such as discrimination, lack of appreciation, overwork, as well as potential solutions. Vânia asked me whether my manager's actions constituted discrimination or bullying, which prompted me to reflect on how structural as well as personal biases in the workplace contributed to my treatment. This evaluation helped me distinguish personal perception from the broader organizational issues.

4. Analysis: What sense can you make of the situation?

At this stage, Vânia encouraged me to think deeper by asking whether I had spoken to my manager directly, checked company policies, or even sought help from the senior management. I realized she had been avoiding confrontation out of fear of losing my job. This realization helped me understand that my passive approach was limiting many possible resolutions, which guided me towards identifying more practical strategies.

5. Conclusion: What could you have done differently?

As the session progressed, Vânia asked me about alternative solutions, such as speaking to senior managers, and showing interest in a promotion, or better still requesting for a transfer to another department. I admitted that I had has not yet explored any these options and reinforced the importance of proactive problem-solving. At this stage, the coaching conversation helped me in identifying lessons learned which was that, avoiding conflict is not necessarily be the best approach.

6. Action Plan: How will you improve for next time?

The final stage focused on creation of a concrete plan for improvement. Vânia suggested three practical steps for me:

- a. *Speaking to senior managers to address concerns and seek intervention.*
- b. *Expressing interest in career advancement to shift workplace dynamics.*
- c. *Requesting a job transfer to mitigate ongoing tension.*

Vânia setup a follow-up session in a months' time to assess whether there had been any progress on my side. With the conclusion of the conversation with clear next steps, Gibbs Reflective Cycle helped translate reflection into action, ensuring the coachee is moving toward solutions.

This coaching session demonstrated the effective use of Gibbs Reflective Cycle, guiding me from emotional reflection to strategic problem-solving. The structured approach ensured that I not only acknowledged my challenges and emotions but also developed practical steps to resolving my workplace issues. The scheduled follow-up reinforced accountability as well as progress tracking, which is essential for meaningful coaching outcomes.

3.2 Role play using Gibbs Reflective Cycle: Mentoring

The interaction between me (*Ivone: The mentor*) and Vânia (*the mentee*) provides a demonstration of the application of Gibbs Reflective Cycle, as a structured framework guiding individuals through both personal and professional reflection. This model consisted of six stages namely, *description, feelings, evaluation, analysis, conclusion*, as well as *action plan*, all of which were identifiable in my coaching session.

1. Description: What happened?

When the session started, I engaged Vânia in a recap of the recent developments, by asking whether there had been any change in her situation. Vânia shared that her ex-husband had finally agreed to give her a divorce. Such a factual recount represents the description stage, where by the mentee is meant to articulate events without any bias.

2. Feelings :What were you thinking and feeling?

At this stage I acknowledged Vânia's emotions when I celebrated the breakthrough, she had received by stating that, *"I am very happy for you, seeing that light on your face."* This gave Vânia a chance to reflect on her feeling about the change there by expressing her relief and happiness. I later on asked her how she felt about this familial support; there by reinforcing the self-awareness of emotions surrounding the involvement of her family. For the mentor to encourage emotional reflection is vital in mentoring in helping mentees in understanding their reactions as well as motivations.

3. Evaluation: What was good and bad about the experience?

Vânia talking about her divorce and family support, demonstrated an evaluation of both the positive and negative aspects of her experience. She expressed gratitude for her family's help and acknowledge the anger her mum felt because she had not involved her early enough. This phase allowed her to recognize both the challenging and supportive elements, there by encouraging her to critically think about her past actions.

4. Analysis: What sense can you make of the situation?

Here, Vânia was able to connect her past experiences with current insights. She realized that her mum's initial frustration is what eventually resulted into the stronger familial support she had experienced. In addition, she identified that she needed a public defender due to her financial limitations, which reinforced the importance of planning for the resources in these kinds of situations. The articulation of the influence of the external factors together with her own decisions on the outcome, deepened Vânia's understanding of the situation.

5. Conclusion: What could you have done differently?

Using the guidance from the mentor's questions, Vânia clarified the lessons she learned, acknowledged the value of family support as well as the importance of determination when it comes to achieving personal goals. She concluded that she learned that with willpower, she could achieve her goals and make her dreams come true. Such a self-reflection solidified her personal growth, as she recognized her resilience as well as ability to attain forward movement.

6. Action Plan: How will you improve for next time?

I encouraged Vânia to outline her future goals, prompted her to define her clear objectives for example finishing her studies, pursuing a master's, as well as eventually establishing a business and Non-Government Organisation. When asked how she would achieve her vision, Vânia responded: *"Study hard. A lot of commitment, effort, and dedication."* In this case, the mentor would have to ensure that the mentee is able to create an actionable plan and therefore move beyond reflection to a point of strategic implementation.

Gibbs Reflective Cycle was effectively applied in this coaching session, providing guidance to Vânia by processing her emotions, evaluating her challenges, and proactively planning. By carefully following each stage, I helped Vânia to realise her growth, envision a better future, as well as develop concrete steps towards the achievement of her dreams as suggested by Piedade et al (2025).

3.3 Personal SWOT analysis

STRENGTHS <i>Internal Positive Attributes</i>	WEAKNESSES <i>Internal Challenges</i>	OPPORTUNITIES <i>External Positive Factors</i>	THREATS <i>External Challenges</i>
• Resilience • Awareness and Self-Reflection • Work Ethic • Open-Mindedness	• Avoidance of Confrontation • Emotional Stress • Limited Advocacy Skills • Self-Doubt	• Support from Coaching • Company Policies • Career Progression • Job Transfer	• Unprofessional Management • Fear of Job Loss • Workplace Stress Impacting Health • Limited Support System

Source: Author

3.3 Personal Skills audit

A skills audit is a structured evaluation of an individual's competencies, strengths, and areas for improvement. Based on the coaching session and SWOT analysis, my professional and personal skills can be assessed across key categories.

Personal skill audit

Skills I Have (Core Strengths and Existing Skills)	Example
- Resilience and Determination - Self-reflection and emotional awareness	- Despite workplace challenges, I am able to remain committed to my job. - I am able to express frustration, and I understand how the situation affects my well-being.
Skills I'd Like to Improve	How?
- Conflict resolution and assertiveness - Leadership & Career Advancement	- Hesitant to directly confront management about her concerns. - Expressing interest in becoming a manager but I have not yet advocated for myself.
Opportunities for Skill Development	Example
- Developing Workplace Assertiveness - Career Advancement Strategies	- Engaging in coaching on effective communication and confidence-building to express concerns clearly. - Explore leadership training to increase workplace visibility.

Although I possess strong resilience and dedication, I need to enhance assertiveness, career advocacy, as well as stress management. A structured plan focusing on communication, leadership training, and workplace negotiation could assist help me to overcome challenges as well as progress professionally.

3.4 Action Plan

No	Development Objectives	Resources needed	Target start date	Target end date	Review date
1	Address Workplace Challenges	Meeting preparation, documented job responsibilities	11/05/2025	08/06/2025	08/07/2025
2	Enhance Communication and Conflict Resolution	Coaching techniques, structured dialogue methods	13/05/2025	26/06/2025	26/08/2025
3	Improve Well-being and Stress Management	Meditation apps, self-care strategies	16/05/2025	18/06/2025	18/07/2025
4	Explore Career Advancement and Leadership Training	Leadership courses, career workshops.	22/05/2025	24/06/2025	24/09/2025
5	Increase Workplace Visibility and Career Advocacy	Performance review reports, networking strategies	30/05/2025	29/07/2025	29/10/2025

The above action plan will ensure that my clear objectives, structured timelines, as well as measurable milestones will lead to both a successful professional and personal growth.

4. Conclusion

In conclusion Coaching and mentoring remain powerful workplace development tools if they are implemented effectively. They facilitate leadership growth, skill enhancement, and business success, however they both require proper investment, structure, as well as engagement to attain meaningful results. A balance between individualized support and organizational objectives allows such initiatives driving a workplace culture with professional excellence.

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