



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

The Difference Between Mentoring and Coaching

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Standard/traditional definitions

- **Training:** Job-specific activities which increase or change employees' knowledge, skills and attitude in order to improve performance.
- **Coaching:** an inexperienced person is put under the guidance of an experienced person to learn how to do the job.
- **Mentoring:** a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of a more junior or inexperienced member of staff.

Definitions (cont.)

- **Counselling**
- Explore personal issues and problems through discussion in order to increase understanding or develop greater self-awareness.
- The aim of counselling is to lead the client toward self-directed actions to achieve their goals.
- **N.B.** Coaching and counselling share many core skills. However, professional counsellors work with personal issues in much greater depth than would generally be explored within a coaching context.

More definitions of coaching:

- “A process that enables learning and development to occur and thus performance to improve”

Eric Parsloe

- “Coaching is the art of facilitating the performance, learning and development of another”

Myles Downey

Characteristics of Coaching

- It is essentially a non-directive form of development, though this is not a hard and fast rule.
- It focuses on improving performance and developing individuals' skills.
- Personal issues may be discussed but the emphasis is on performance at work.
- Coaching activities have both organisational and individual goals.
- It provides people with feedback on both their strengths and their weaknesses.
- It is a skilled activity, which should be delivered by people who are trained to do so.

CIPD *Factsheet Coaching and Mentoring* revised July 2011

Mentoring

“Off-line help by one person to another in making significant transitions in knowledge, work or thinking”

Clutterbuck, D & Megginson, D, (1999)

Characteristics of Mentoring

- It is essentially a supportive form of development
- It focuses on helping an individual manage their career and improve skills
- Personal issues can be discussed more productively unlike in coaching where the emphasis is on performance at work
- Mentoring activities have both organisational and individual goals

Role of the coach

“To facilitate the performance, learning and development of another”

Myles Downey

The role of the mentor is:

- to provide a wider perspective
- to offer friendship
- to give an objective, impartial opinion
- to provide support and encouragement
- to build confidence
- to act as a sounding board for ideas
- to act as a role model
- to assist with networking/making contacts/introductions

Skills

Instructing

Advising

Listening

Giving feedback

Analysing

Summarising

Networking

Giving direction

Guiding

Questioning

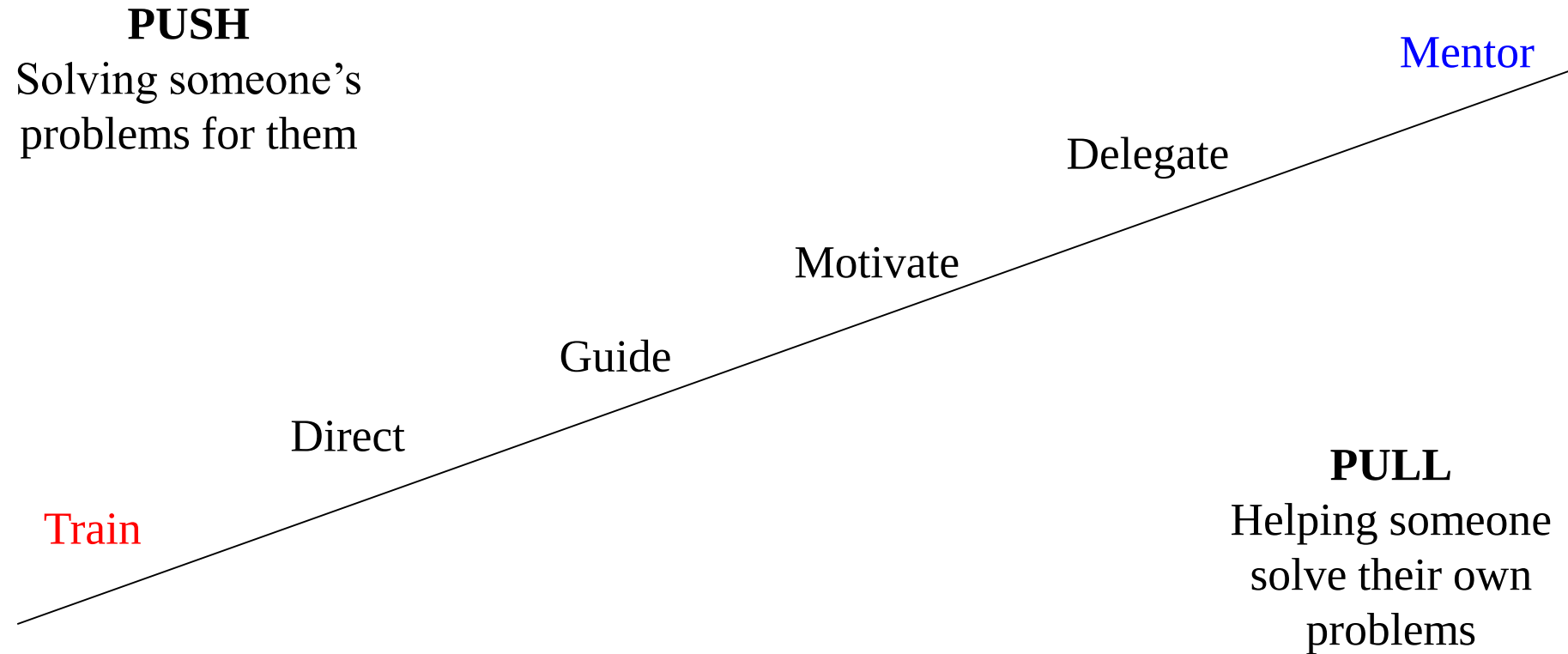
Interpersonal skills

Paraphrasing

Reflecting

Verbal communication

The Coaching Continuum



References

- Eric Parsloe, *The Manager as Coach and Mentor* (1999) page 8
- Clutterbuck, D & Megginson, D, *Mentoring Executives and Directors* (1999) page 3
- Downey, M. (2003) *Effective Coaching: lessons from the coach's coach*. Andover: Cengage Learning.