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The Rationale for Mentoring and Coaching in the Workplace

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

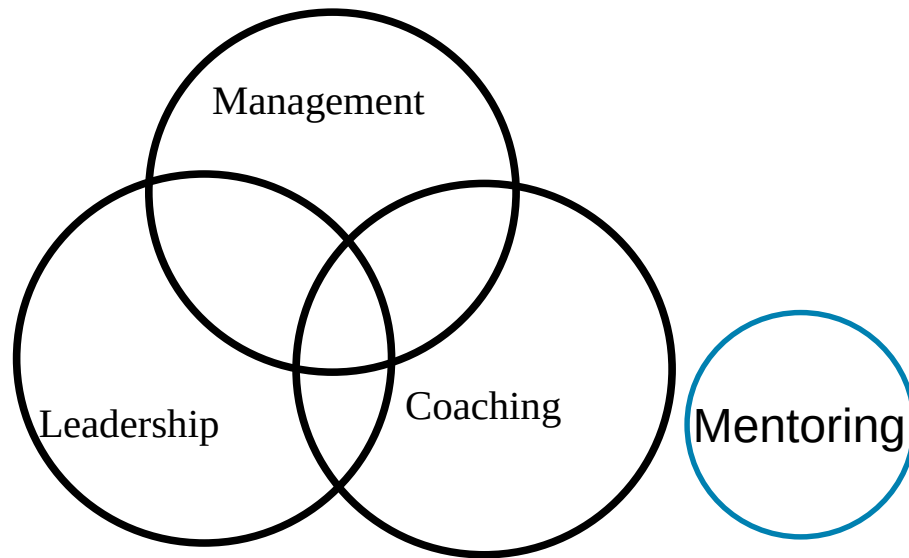


www.uwtsd.ac.uk

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.

Managing, leading, coaching



Who's doing what?

- On the job training, internal development programmes, and coaching by managers/peers are the most common L and D methods
- 75% of organisations overall use coaching and mentoring, with 89% of public sector and large organisation doing so
- A further 13% plan to begin coaching/mentoring
- 65% of organisations anticipate a growth in coaching over next 2 years

CIPD 2015 Learning and Development Survey

Talent management

The top three most-used talent management activities:

- High-potential in-house development schemes 42%
- Coaching 40%
- Mentoring and buddying schemes 33%

How effective is coaching and mentoring?

- On-the-job training, in-house development programmes, and coaching by line managers or peers were rated the most effective commonly-used L and D practices (47%, 34% and 40% respectively)
- High-potential in-house development schemes, coaching, and mentoring and buddying schemes were rated the most effective talent management activities (35%, 40% and 30% respectively)

References

- CIPD annual survey report Learning and Development 2015