



Prifysgol Cymru
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Key Issues in the Ongoing Process of Mentoring and Coaching

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



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Summarising Key Issues in the Ongoing Process of Mentoring and Coaching:

- Unrealistic understanding and expectations of the mentoring / coaching process - from the organisation, the mentor or the workmate
- Workplace culture resistant to change
- Weak organisational support of process
- Difficulties in shifting identity perceptions based on existing roles for mentors / coaches

Summarising Key Issues in the Ongoing Process of Mentoring and Coaching:

- Personality clashes (especially where mentors or coaches are assigned by management)
- Cross-cultural and / or gender-based expectations of roles / identity?
- Transference of negative and / or other emotions (from mentor / coach to workmate or vice versa!)
- Poor timekeeping

Summarising Key Issues in the Ongoing Process of Mentoring and Coaching:

- Poor management of workload during mentoring process
- Coach / mentor's overzealousness affecting timescales
- Mentoring and coaching relationships getting off course
- Mentor or coach not keeping up to date with person / job-related skills
- Lack of perseverance when things go off track

OR

- Stubbornness when mentoring / coaching doesn't work out!

Summarising Key Issues in the Ongoing Process of Mentoring and Coaching:

- Co-dependency between workmate and coach / mentor:
*“In a co-dependent relationship, the needs of two people are met in **dysfunctional** ways” (O'Brien and Gaborit, 1992)*
- Resentment or other personal issues intruding on process
- Misuse or misunderstanding of power in interactions
- Interference or intrusion from others (e.g. colleagues / manager etc.)
- Difficulties in winding down or ending mentoring and coaching relationship

References, Sources and Further Reading:

- Lord, P., Atkinson, M. and Mitchell, H. (2008). *Mentoring and Coaching for Professionals: a Study of the Research Evidence*. National Foundation for Educational Research, London: TDA.
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- Simkins, T., Coldwell, M., Caillau, I., Finlayson, H. and Morgan, A. (2006). 'Coaching as an in-school leadership development strategy: experiences from Leading from the Middle', *Journal of In-Service Education*