

Understanding Coaching and Mentoring in an organisation - on the job training tasks

1. 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. (600 words approximately).

Word count: 609

I started in the HR Department at Tai Tarian Housing association in December 2018 as a HR Assistant and from June 2019 became a HR Advisor. Prior to this in December 2017 I worked for the payroll department at Tai Tarian. Throughout this time, I am not or have not been aware of a policy or procedure which relates to coaching and mentoring within the organisation, I have recently searched the employee intranet for more information and could not find anything specific to the two. Having met with the Learning and Development manager they also confirmed that this was the case but is something that they would like to push forward in the coming months and that was being worked on behind the scenes.

In 2018 the organisation launched their own leadership programme for managers, this was called leadership 5:3:5. A part of this was the offer of 2 coaching sessions for managers to upskill on the importance of coaching and mentoring their teams going forward, the coaching was provided by an external independent coach. After this point the learning and development team went through dramatic change and the key team leader pushing the 5:3:5 programme left the organisation, soon the programme fell off the organisation's agenda. Fast forward to now and a re-structure of the Learning and development team, and due to the demand of other hot topics, such as providing online training during a pandemic, just like many other organisations (Brown,2021) and this is only beginning to be looked at again.

The 2 coaching sessions would have provided a good start or basis to develop managers skills, but without follow up may have resulted in this being a potential waste of time and not given the manager enough information on the specific skills such as questioning, listening, clarifying, and reframing (CIPD,2020) needed to be a good coach or mentor.

During the meeting, the Learning and Development manager mentioned that the external coach is still available if requested to work with managers on specific topics they feel they may need help with. I was unaware of this and when asked where this is promoted, the manager confirmed that it is something that is simply not broadcasted and used as an ad-hoc service if a need is brought to their attention. The manager mentioned that they had used the service themselves when transitioning from being a manager of the HR department to then managing the Learning and development department. They had also been used to try and develop leadership skills when a manager's lack of capability was highlighted.

The lack of transparency to employees that we provide this service, I found frustrating, and that even the HR team were unaware to promote and even identify a need and let the Learning and Development team aware. From working closely with managers daily, I feel many have lost out and could have benefited with this support – especially in relation to the transition of supporting their teams online, working from home during the pandemic. Or for those staff that have been promoted to team leaders for the first time with no management training – as the leadership 5-3-5 training had launched and then abruptly discontinued.

From working with managers, I am aware that coaching and mentoring takes place daily on an informal basis throughout all departments. The only qualified coach and mentor within the organisation is the Head of Organisational Development, who does offer sessions if needed, but can not commit due to job demands to provide a regular coach/mentee provision.

During the meeting, the manager ran through the plan for the near future which they would like to roll out to the organisation. This looked positive and interesting and if this is followed through this will be a massive step towards creating a much needed "coaching culture" (Bingham,2016) going forward.

2. 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 (250 words approximately).

Word count: 277

Looking at the leaning and development policy I can see that it is very basic and does not have anything specific within it that relates to coaching and mentoring. This is not a surprise given the lack of formal coaching and mentioning in the organisation, or the lack of knowledge and information available about the coaching that can be provided form an external provider as previously mentioned, which can cause issues amongst itself, if seen as being “secret” or not available to all (Taylor and Wilkinson,2016).

The policy notes that certain procedures will be governed under the framework of this policy, which include the:

- Learning and Development Procedure
- Induction / Manager specific induction
- Leadership 5:3:5

When I looked at each, I discovered that the Learning and Development Procedure briefly mentions coaching and mentioning as a way of learning, with no other information.

When looking at the Induction / Manager specific induction and the Leadership 5:3:5, I can see that the revised versions both have information about coaching and mentoring, highlighting how important each is, not only for the coachee / mentee but for the coach / mentor (Mindtools,2021) and creating a positive coaching culture overall (Bingham,2016).

They have ‘best practice’ features that are considered of positive coaching and mentioning techniques, such as specific types of listening and questioning skills and their importance (CIPD,2020). Also discussed are things such as using the GROW model, how , why, and its importance (Whitmore,2017), which is another best practice feature used for structuring coaching and mentoring. With this in mind, in the future when this is delivered to managers in the organisation, it will undoubtedly help support many employees going forward (instituteofcoaching.org,2021).

3. 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). Summarise your discussion (250 words approximately). This can help inform your portfolio.

Word count: 260

Daily I provide coaching sessions to managers on a range of topics, policy, and procedures such as absence management and having difficult conversations . I have not had any formal coaching in these areas, personally, I have been lucky enough to work under an HR Business Partner that has automatically taken on the role of mentor and support me in my own learning and during my study of the CIPD Level 5. I have spent time observing the HRBP in different meetings and taking note of their coaching skills to use myself to help support my line managers. Going forward, with more knowledge of the detail of how important coaching and mentoring skills are I would like to enlist in specific training to develop these skills further going forward. Also, with the pending implementation of the additional manager training and relaunch of the previous manager 5:3:5 training, I have asked to be a key part in delivering this training and all further developments to its contents. After discussions with my line manager I also mentioned not being aware of the external coaching services that Tai Tarian can provide, my line manger also noticed that they were also unaware, on this note we decided that going froward it would be appropriate to devise a managers guide to what learning services we do provide, ranging from coaching to counselling, whilst working more closely with the Learning and development team to build bridges between departments and encourage knowledge sharing so that all are aware in future of support we can offer our managers.

Reference

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