



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Rhiannon Akers

BMSW6007 Coaching and Mentoring

Trawsnewid Addysg, Trawsnewid Bywydau

Transforming Education, Transforming Lives

By the end of this session you will be able to...

 Explain how coaching and mentoring contribute to organisational performance and employee development.

 Critically evaluate the benefits and limitations of coaching and mentoring in different organisational contexts.

 Analyse the financial, operational and ethical considerations associated with coaching and mentoring programmes.

 Assess barriers to successful coaching and mentoring relationships and propose appropriate solutions.

 Use academic theory, organisational examples and professional evidence to support arguments relating to coaching and mentoring practice.

Recap quiz

Join at:
vevox.app

ID:
143-635-032



Why not just train people?



Why would an organisation invest thousands of pounds in coaching or mentoring rather than simply provide training?



Discuss in pairs and provide examples.



Consider:

- Employee engagement
- Behaviour change
- Leadership development
- Career progression

Coaching and Mentoring as Strategic Tools



What is a Coaching Culture?

- “A coaching culture exists within an organisation when it has embedded a coaching approach as part of its strategic plans in a transparent way. Coaching cultures should motivate individuals and facilitate cooperation, collaboration and connection within the organisation and with its external stakeholders” (Gormley and van Nieuwerburgh, 2014)
- “It exists in an organisation when a coaching approach is a key aspect of how the leaders, managers, and staff engage and develop all their people and engage their stakeholders, in ways that create increased individual, team and organisational performance and shared value for all stakeholders” (Hawkins, 2012)

Both cited in Kapoutzis *et al.* (2023)

What is a Coaching Culture? (2)



Leaders ask rather than tell



Employees are encouraged to reflect



Learning is continuous



Development conversations are normal



Problem-solving is employee-led



Coaching Culture Characteristics

Traditional Management Culture	Coaching Culture
Manager provides answers	Manager asks questions
Focus on compliance	Focus on learning
Top-down decision making	Shared problem solving
Annual feedback	Continuous feedback
Mistakes avoided	Mistakes used as learning opportunities

Benefits of a Coaching Culture

Wang et al. (2023) found that workplace coaching had a moderately positive effect on learning and performance, with face to face coaching being more beneficial than virtual coaching.



Greater engagement



Increased innovation



Better collaboration



Increased accountability



Improved wellbeing



Stronger organisational learning

Which of these benefits would matter most to your organisation or an organisation you are familiar with?



Real-World Example - Microsoft

Microsoft's Growth Mindset Culture

Under Satya Nadella:

- Focus on learning
- Coaching-oriented leadership
- Growth mindset principles
- Greater cross-functional collaboration

How might coaching support organisational change?

Real-World Example – NHS Leadership

Developing Leadership Capability Through Coaching

Uses coaching to support:

- Leadership development
- Workforce resilience
- Change management
- Employee wellbeing

Why might coaching be particularly important in healthcare?

Strategic Alignment Challenge

1

Organisation 1:
Reduce employee
turnover

2

Organisation 2:
Develop future
leaders

3

Organisation 3:
Support digital
transformation

4

Organisation 4:
Improve
engagement

Discuss how coaching and mentoring could help with these goals, expected outcomes and how success could be measured.



Measuring Success – KirkPatrick Model





Costs of Coaching and Mentoring

**Direct
Costs**

**Indirect
Costs**

**Hidden
Costs**

In pairs, list examples for each type of cost.



Are Coaching and Mentoring Worth the Investment?



Should organisations expect immediate returns?

Quantifiable Outcomes



HIGHER RETENTION



REDUCED
ABSENTEEISM



INCREASED
PRODUCTIVITY



LEADERSHIP
READINESS



BETTER
ENGAGEMENT
SCORES

Can each of these benefits be measured financially?

Cost-Benefit Case Study

Scenario

250 Employee Organisation

Investment:

- Training: £12,000
- Staff Time: £8,000
- Administration: £5,000

Total = £25,000

Task:

Would you recommend implementation?

Explain why.

Understanding Return on Investment



Turnover reduction



Engagement scores



Promotion rates



Productivity



Employee satisfaction



Why is coaching ROI difficult to prove?

Barriers to success?

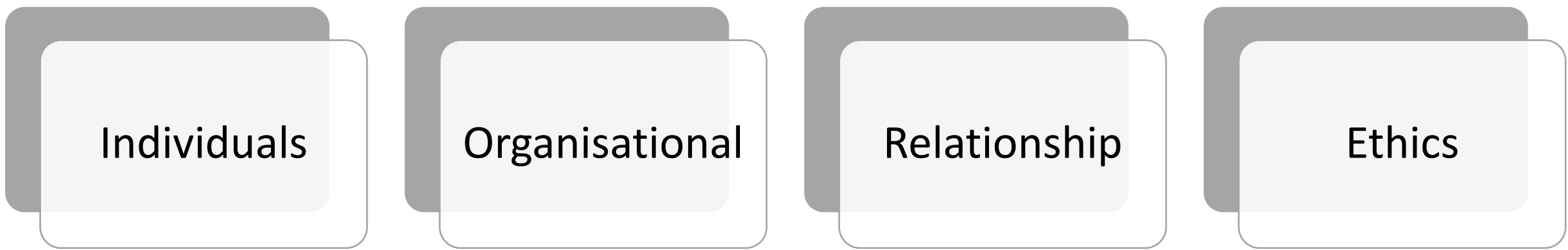


Why do coaching and mentoring
sometimes fail?



In pairs, discuss reasons.

Why Coaching and Mentoring sometimes fail



Individuals

Organisational

Relationship

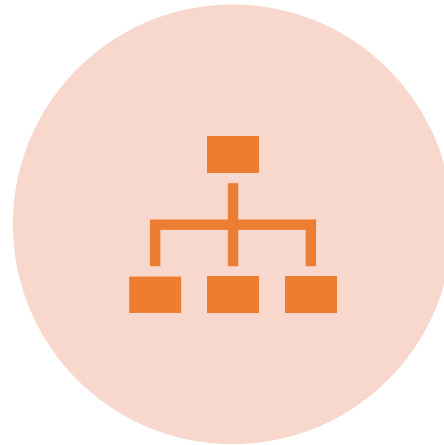
Ethics



Individual Barriers



"I DON'T NEED
COACHING."



LACK OF ACCOUNTABILITY.



FEAR OF FEEDBACK.

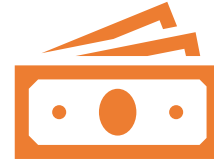
Organisational Barriers



Managers too
busy



Development not
prioritised



Budget constraints



Lack of leadership
support





Ethical Considerations

Boundaries
become
blurred

Confidentiality
breaches

Power
imbalances

Role
confusion

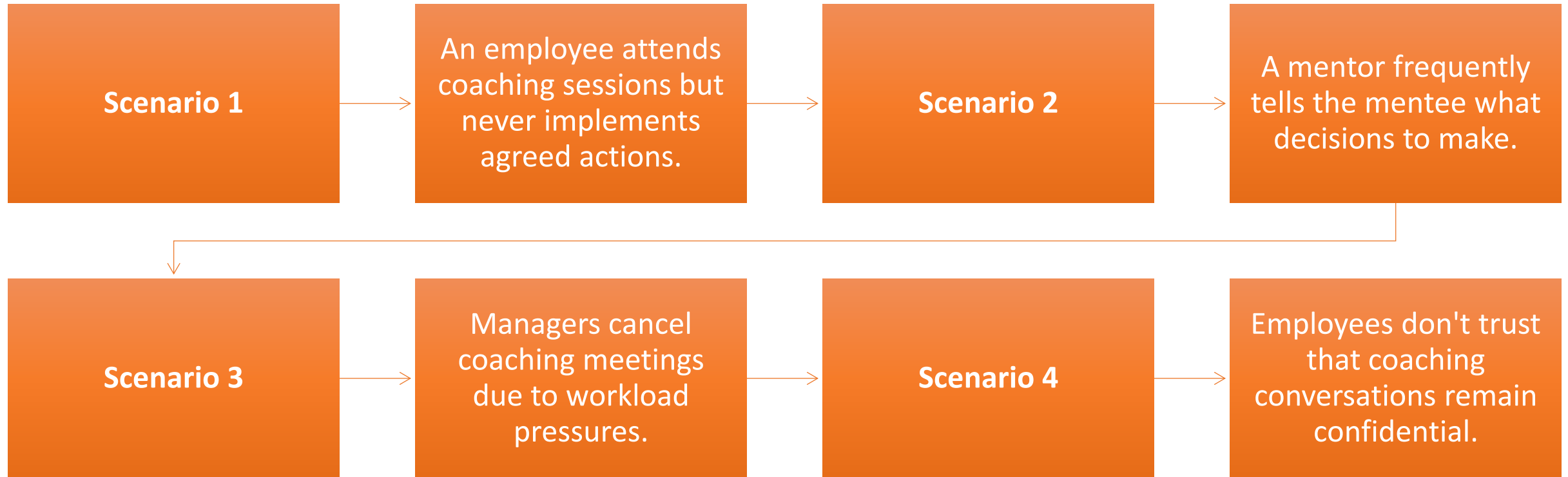
Barrier Diagnosis Activity - Scenarios

The barrier

Potential consequences

Recommended solutions

Scenarios – Barriers, consequences solutions



Debate topic

“The Benefits of Coaching and Mentoring Outweigh Their Costs in All Organisations”

Team A agree

Team B disagree

Consider organisation size, industry, budget, evidence quality, strategic objectives

Preparing for Assessment

- ✓ Coaching Culture
- ✓ Coaching ROI
- ✓ Kirkpatrick Evaluation
- ✓ Organisational Benefits
- ✓ Costs and Barriers
- ✓ Ethical Considerations

Today we have covered...



Why organisations use coaching and mentoring.



How strategic objectives influence programme design.



Why measuring success is challenging.



Common barriers to effectiveness.



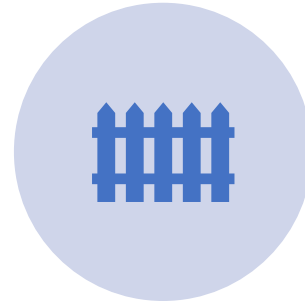
How organisations can maximise impact.



Reflection – Note the following...



One important benefit of coaching or mentoring.



One significant barrier.



One piece of evidence you could use in an assignment.



One question you still have.

Any questions?



References

- Cannon-Bowers, J.A. *et al.* (2023) 'Workplace coaching: a meta-analysis and recommendations for advancing the science of coaching'. *Frontiers in psychology*, 14, p. 1204166. Available at: <https://doi.org/10.3389/fpsyg.2023.1204166>.
- Clutterbuck, D. (2014) *Everyone Needs a Mentor*. 5th ed. CIPD
- Cox, E., Bachkirova, T. and Clutterbuck, D. (2018) *The Complete Handbook of Coaching*. 3rd ed. SAGE
- Kapoutzis, N., Whiley, L. A., Yarker, J. and Lewis, R. (2024) 'Coaching culture: An evidence review and framework for future research and practice', *Coaching: An International Journal of Theory, Research and Practice*, 17(1), pp. 50–76.
<https://doi.org/10.1080/17521882.2023.2250458>
- Kirkpatrick, D. L. and Kirkpatrick, J. D. (2006) *Evaluating Training Programs: The Four Levels*. 3rd edn. Berrett-Koehler.
- Wang, Q., *et al.* (2023) 'Workplace coaching: A meta-analysis and recommendations for advancing the science of coaching', *Frontiers in Psychology*, 14, 1204166.
<https://doi.org/10.3389/fpsyg.2023.1204166>