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Coaching and Mentoring Skills for the workplace



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Introduction

Workplace coaching and mentoring are essential components within the organisational structure that can lead to employee and organisational growth. Through extensive coaching regarding procedures and acting as mentors to employees to enable them to grow and become familiar with organisational processes can help in improving the overall quality of work exhibited by employees. It can further result in the growth and development of the organisation as a whole due to the increased performance of the employees. British Airways is the flag bearer of airways in the United Kingdom. The headquarters of British Airways is in Waterside of Harmondsworth. It is the second largest coming after easy Jet in terms of the passenger carriage along with fleet size. They have around 45,000 employees and they need to be in their best form to provide better customer services and increase the customer's loyalty. In this study, the necessity of workplace coaching and mentoring has been assessed with regard to British Airways. Through a thorough analysis of the organisational procedures of the organisation, the objectives behind coaching and mentoring as well as the positive impacts of coaching and mentoring on employee and organisational performance has been explored.

Explain the purpose of coaching and mentoring skills in the workplace

Purpose of providing coaching and mentorship

British Airways has started coaching to ensure their employees are skilful in their jobs. Thus the purpose of coaching and mentoring skills in the workplace is to ensure growth of the employees by proper understanding of the skills required. The mentorship involves proper practice of constructive management education as well as mentoring them to gain benefits for British Airways. The employees of a company is often represented as a team like sports team and in order to win or in case of a company to gain the profit, they need to be skilful and hardworking (Alvesson, 2002). Thus, when a worker is unable to work well due to lack of skill, employers provides mentors to teach them how to do the job in a proficient manner. Coach is the person who provides guidance to the employees which will result into developing the performance of the employees.

Coaching and mentoring

Coaching is provided for a short duration completely focussing on the improvement of the performance of the employees and improving their skills. Mentoring is different from coaching because they are responsible for guiding an individual related to their potential and support them according to their necessities (Brockbank and McGill, 2012). The mentorship is

long term in nature with changing goals by the learner. Coaching and mentoring both has gained significance in recent times depending on the fact that incompetency will lead to bad services and customers can talk about the problems they have faced in social media. It will impact the reputation of British Airways in a negative manner. They are important for both personal and professional growth. The guidance by coach and mentors positively impacts on the employees and improve skills, knowledge along with confidence.

Organisational Goal

The organisation's ultimate aims are emancipating the individuals along with increasing the engagement among the employees and provide better performance (Whitworth *et al.* 2007).

Emancipate the individual

The emancipation of individual will help them to be responsible. The increment of responsibility will increase the self-confidence of the employees. British Airways has employed coaches to understand the potential of their employees.

Increase in engagement

It helps in establishing engagement among the employees and staff with their employers. The engagement will aid in times of trouble.

Performance

The mentorship is provided to increase the quality of the performance (Bennis, 2009). Thus, it can be stated that mentorship will increase the performance of individual employees. As opined by Jones *et al.* (2016), through the means of personally teaching correct and more effective methods of work and paying close attention to performance to determine flaws can help to increase the overall performance of employees as well as British Airways as a whole.

Identification of potentiality

The coaching and mentorship helps employers to identify the potential worker which helps in the outcome of the organisation. According to the conceptual and expert viewpoint of Thomas *et al.* (2015), close monitoring through personalised coaching and mentoring can help the coaches and mentors in British Airways to identify employees who are exceptionally skilled or possess the required potential to be successful by providing necessary teaching.

Discuss the similarities and differences of coaching and mentoring activities.

Mentoring involves the sharing of knowledge and it is preferred to be longer duration investment as well as mentoring makes it easier for the learner to take decisions related to work. In case of mentoring, the whole focus lies on the mentor (Clutterbuck, 2007). In case of coaching activities, the coach heavily relies on the questions and answers along with

assessing the provided answers. The investment is short term in nature and it is based on listening intently and the coach always focuses on the task.

Similarities

The coaching and mentoring activities are similar in nature as both of them helps individuals to initiate a change and help in development. These factors initiate to realise their own potential along with achieving the treasured outcome. Both coaching and mentoring are based on speculating their inbuilt values and beliefs (Clutterbuck, 2004). The activities are dependent on the choices that are valuable for the person and both coaching and mentoring relies on the ability to change. Coaching and mentoring is not an expeditious procedure, they helps to gain knowledge, skills required for the job. In the case of British Airways, the management has implied the aforementioned processes to make their employees more skilful and efficient. Often times, the fresher in the job do not have work experience or knowledge about fieldwork (Useem, 1999). Thus providing mostly coaching and mentorship will give the workers the required skill workers. Their overall development will help the organisation to do a better job and resulting in customer satisfaction.

Differences

The differences between mentoring and coaching are numerous. The most significant difference is their respective time periods. The mentoring is a long term process whereas coaching can be short term or specific time is maintained. Mentoring never follows a fixed agenda; it changes according to the necessities of the employee. But coaching is done on the basis of specific goals since it never sways from their ultimate goals. Mentors can be chosen by the mentee whereas coaches in the workplace depend on the position of the employee (Connor and Pokora, 2012). As can be enlightened through the instance of British Airways, coaching refers to specific education and training provided to employees with regard to specific organisational goals. Similarly, employees within the organisation can choose their own mentors with regard to specific skills they wish to learn and those possessed by other individuals within British Airways. This implies the fact that coaches are appointed to be responsible for certain employees whereas employees take it upon themselves to choose their own mentors according to their professional needs and requirements. The coaches are generally someone of higher post who is expert in the chosen matter. The employees are influenced by discerned value whereas in case of coaching the influence comes with the working position. The agenda of mentoring is open in nature whereas in case of coaching the agenda is not barred. Mentorship is based on the relation between two persons involved in the matter. Coaching is strictly based on tasks assigned by higher officials.

Individual and organisational benefits for coaching and mentoring

The approach of mentorship does not have a specific structure whereas coaching follows a practiced and specific structure. Mentors provide help in improving the performance but coaching is strictly for impersonal gain but personal satisfaction of the individual who is seeking the help (Pears and Shields, 2011). Coaching is provided by explicit and direct response for the improvement of British Airways whereas mentorship gives intuitive opinions. British Airways has recruit coaches for improving the skill set of the working employees.

Individual benefits

The help provided by coaches and mentors have various impacts on the betterment of employees. The individual benefits involve personal development in the form of personality development. The decision making skills are improved in taking both personal and office related decisions. Thus, the personality development increases the self-confidence.

Personal development

The personal developments involves the modification of the individual potential, self-awareness, own identity, employability which ultimately leads to increase the quality of life (Garvey *et al.* 2014). Thus, it helps in living the dreams and aspirations.

Decision making skills

The next step after the development in personality leads to better decision making skills which aids in the time of emergencies or decisions related to work. The ability to take decision ultimately provides assistance in the precarious situation of life.

Self confidence

Self-confidence comes easily to those people who are efficient in all the aspects of life. The confidence in every element of life leads to better decision making skills. The confidence one has within themselves ultimately lead to live a better life.

Organisational benefits

The coaching and mentoring concentrates on modifying the conversation between two individuals along with enhancement of skills and knowledge based on work performance. In coaching, problems are turned into learning condition under expert guidance. The coaching will help organisations like British Airways will assist in the management of the performance, creating opportunities to prepare the employees for various outcomes. The guidance will help British Airways in aspects like making employees aware of their values and aims in respect to cultural analysis. Thus the organisation gains benefits like wide range of talent modification tactics (Garvey *et al.* 2011). Coaching helps in achieving both personal

and organisational benefits and impacts positively on skills and work knowledge. In this way, it enhances the knowledge of organisations like British Airways. The provision of coaching and mentoring ensures loyalty to the company (Hawkins and Smith, 2013). The flexible approach of coaching can ensure benefit. Coaching is beneficial for trying times as they are cost friendly and flexible.

Theories and models of coaching and mentoring

The theories and models which play a significant role for guiding the employees includes GROW model, CIGAR model, CLEAR model, ACHIEE model, OSCAR model, PARTNER model, GAINS model. These aforementioned models are traditional coaching models with each word indicating one function. GROW model consists of function like goals, reality, option and will. The CIGAR model stands for current reality, ideal, gaps, action and review. PARTNER model stands for preparation and discovery, action, reflection along with insight, transformation as well as new possibilities, empowering the energy and lastly results (Kouzes and Posner, 2008). The British Airways has taken the help of a few of these theories to guide the employees.

GROW Model

British Airways have to coach their employees to provide guidance and further helped them to give their best performance. The GROW model ensures that the employees have superior skills to aid them in their work environment (Illeris, 2011). This model helps to identify the ultimate goal of the employee, understand the current situation in the workplace. It focuses on the obstacles faced by the employees and derives the way out of the problems. The model will provide aid to the employees by improving the performance and help in planning the long term career aims.

Johari Window

The management of the aforementioned organisation can help the employees to make superior choices, resolve difficulties as well as learning of new skills will help them in advancement of their work. Johari Window is a communication theory (Megginson *et al.* 2010). It provides aid in observing their personal achievements respective to others. In Johari Windows, the stages include testing the already proven issues and the existing views are not tested altogether. Rather, the issues are tested one at a time in a gradual manner. It helps the worker to address the issue from different perspectives.

Egan Skilled Helper Model

The Skilled Helper Model is founded by Gerard Egan. It is a liberally established with the help of counselling. The model provides aid to the psychotherapist, counsellors along with hypnotherapists (Parsloe and Wray, 2000). This is a three stage model that helps the professionals using specific skill sets that provide guidance to the consumer to move in a forward direction. The model is differentiated into current scenario, preferred scenario and lastly strategically getting there (Stone, 2007). Thus they can be depicted as action which is ultimately leading to valued results. The British Airways can help their employees to achieve better in this procedure.

Costs and benefits of coaching and mentoring

For providing effective training to the employees, the management of British Airways might be requiring significant costs. As there are a series of activities involved in the mentoring and coaching the workforce to let them perform efficiently at the workplace, it is important to maintain a cost plan which could help the company in determining analysing the costs to be incurred in performing each activity related to the task. Additionally, cost plan will help the company to perform activities and incur costs according to the plan for eliminating the risks of wastage of resources and ensure effective cost control.

Cost Plan

Activities	Amount
Identifying and procuring the location for employees training	535623
Conducting training programs	486446
Conducting performance tests	486797
Arranging venue for conducting rewards ceremony	247959
Providing financial and non-rewards to the efficiency and skilled employees	545465
Practical observation of the effect of the skilled employees performance in the business	762656

Total	3064946
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Table 1: Cost plan of coaching and mentoring of British Airways

(Source: Created by the author)

Benefits

Cost for identifying and procuring the location for employees training

Considering the cost plan, it is evaluated that the cost incurred in procuring the place, or hall for conducting the programs will help British Airways to create an environment such as specious clean location which could help the company enhance the motivation and interests of the employees towards training (MacLennan, 2017).

Cost for conducting training programs

The cost mentioned for conducting the training programs will help the organisation such as British Airways to adopt effective technological equipment for providing effective training or coaching to the employees and technologies will also help the employees learn quickly and effectively so that they can apply the skills developed through effective training in their job performance for delivering positive results towards the business improvements (Lancer *et al.* 2016).

Cost for conducting performance assessment

Similarly, cost incurred in conducting performance assessments in the form of tests will encourage the company to observe practically that how far the training process have been effective for the employees, the skills developed by employees through training and thereby estimate the impact of efficiency level of the employees in the achievement of business goals so that they could accordingly adopt the corrective actions for improving the skills of employees to improve business sustainability.

Cost for conducting rewards ceremonies

Furthermore, cost mentioned conducting rewards ceremonies for the employees will help the company provide the non-financial and financial rewards to the employees in the form of incentives, salary increments, promotion and so forth over viewing their performance. This will enhance the morale of the workforce, increase employee engagement and relationship at British Airways as well as encourage them to perform their job in a systematic way to provide their best results to the company.

Using the model of coaching or mentoring, critically evaluate its benefits for developing individuals' workplace effectiveness.

There are different models mentioned, which could help the British employees improve their skills, abilities, and expertise and efficiency business for providing effective contribution to the company (Britishairways.com, 2019). Similarly, the different models used for mentoring and coaching employees could help the employees work effectively and ensure healthy relationships in the workplace.

The **GROW model** is regarded as one of the most effective models being used by British Airways for coaching its employees, communicating with them effectively and maintaining effective relationship along with them to enhance the effectiveness of workplace (Britishairways.com, 2019). It has been effective for the British Airways to enable the workforce optimise their performance quality and plan for as well as the approach the objectives related to their career for a long term (Stout-Rostron, 2018). This model enables the company to identify the risks to employee training as well as its effects on the goals developed for adopting effective steps to resolve the issues or obstructions. This model helps management of the company to achieve the goals and improve the skills and professional life career of the employees at the workplace.

The Johari Window

The **Johari Window** is defined as the psychological tool which has been developed by Harry Ingham as well as Joseph Luft in the year 1955 (Marson, 2019). This model is helpful for the management of the HRM of the British Airways to understand the perspective of the employees towards the situation. This communication model helps the management of the organisation to understand the feelings, sentiments, opinions and grievances of the employees while interacting with them during the training procedure.

By the help of this model, British Airways maintains a healthy relationship with the employees and try to resolve their issues faced by them in enhancing their skills during the training procedure. Satisfaction of the wants of the employees and helps the company to enhance the effectiveness of the workplace by improving the employees' motivation, their skills and efficiency, and eliminating industrial disputes. It helps the organisation in fulfilling the corporate objectives, optimise the effectiveness of the workplace and ensure sustainable workplace relationship.

The **SHME model** developed in the year 1975 is helpful for the company to create a scenario related to the mentoring and coaching of the workforce at the workplace and thereby analyse the gaps between the present and the preferred scenario for bridging those gaps and through

effective development of the strategies. It helps the company, British Airways to enhance the motivation level of the employees, conduct the training procedure effectively for mentoring the workforce and enhance their skills successfully to achieve the goals targeted for business.

Corporate objectives and the contribution of coaching and mentoring

Employees coaching and mentoring has provided significant contribution towards successful accomplishment of the corporate objectives targeted by the organisations such British Airways. The **corporate objectives** of the British Airways are mentioned as follows:

- To enhance the profitability
- To improve the skills of the employees
- To enhance the morale and motivation level of the employees
- To optimise workplace relationship
- To retain employees in the business

Contribution of coaching and mentoring

Coaching the employees and mentoring them towards their activities are regarded as the most effective tasks which have helped British Airways improve its business activities optimise its workplace and attain objectives targeted such as optimisation of the workplace relationship (David, 2016). Effective training helps the company enhance the skills of the employees and develop flexibility towards their job.

Mentoring employees enable the organisation to communicate with the employees, identify their issues and grievances towards their job resolve those issues through proper suggestions. This helps the organisation think from the employees' perception thereby maintain a favourable relationship with them (Passmore, 2016). This encourages British Airways to enhance the motivation level and morale of the employees, gain employee trust and loyalty with the improved work environment and retain them to business for a long frame of time. It can assist the company in enjoying large base of skilled and efficient workforce and thereby gaining a competitive edge in the respective industry.

Enhanced skills and efficiency of the employees through the mentoring and coaching procedure helps them to perform their work in a successful manner, apply skills in delivering the best results to the company, avoid delay in work performance and be able to adopt the market changes in work behaviour to contribute British Airways towards achievement of lucrative gains and in the form of enhanced profitability, market share and sales revenues.

Effective workplace enables the employees to work efficiently and deliver accurate work to the company with a stipulated frame of time. This helps the employees to get engaged

towards the job, ignore getting into grapevine communication, which could raise rumours and mislead the employees related to the organisational affairs. This reduces the threats of workplace disputes and encourages the British Airways to ensure industrial harmony and smooth functioning of company's business activities.

Organisational, operational and individual barriers and strategies to overcome them

There exist certain barriers towards successful mentoring and coaching which could develop an unfavourable impact on the corporate and workplace relationship. In light of this, certain strategies can be implemented in order to eliminate barriers and enhance the effectiveness of mentoring and coaching within the organisational structure of British Airways.

Barriers

Cultural barriers

When culture issues arise between the employees and the coach, coaches fail to be sympathetic to the employees and face difficulties in maintaining a healthy understanding with them which negatively affects the success of mentoring and coaching.

Personality issues

Personal issues between the coach and employees negatively affect them to complete mentoring or coaching procedure (Hunt and Weintraub, 2016). This acts as a considerable barrier which obstructs the coach in maintaining rapport with employees restricts employees in enhancing their skills to perform in the workplace.

Lack of proper managerial support

This is regarded as the most considerable barrier towards successful coaching and mentoring which is likely to affect negatively on the employee motivation levels. In effective coaching restricts the employees to develop innovative skills and reduce their performance quality. There are certain other barriers such as poor matching between employees and the coaches, development of expectations which are unrealistic and others for elimination of which strategies are required to be developed.

Strategies

In order to eliminate professional barriers to effective performance in employees of British Airways, certain strategies are required to be implemented.

Identifying opportunities

The foremost strategy is that the manager should recognise the opportunities which are available to him such as improvement in employees' performance, enhanced employee engagements, employment loyalty and increased confidence (Ladyshevsky, 2017).

Identify objectives

The manager should identify the objectives through which the performance can be increased. These objectives will help the manager to proceed further successfully with the activities.

Timing and methods

The manager should make a timeline according to which the activities are to be performed. The manager should communicate with the employees properly; adopt effective communication models for identifying the opinions, needs and emotions of employees. This will help the organisation to build healthy connections with employees in the workplace.

Tactics

The manager should introduce different alternatives for managing the risks involved in the development of strategies. The manager should properly target the people who are going to be involved in the process.

Monitor progress

In order to monitor the progress of the strategies, the management at British Airways is required to develop feedback session for obtaining response from the employees from the strategies developed.

Review

Subsequent to obtaining response from the employees the management should evaluate the feedback from the employees and assess the impact of employees' feedback on the objectives to be obtained (David, 2016). Additionally the management should identify any problem existing with the activities and take corrective action for its resolution.

Critically explore the knowledge, skills, attitude and behaviours needed by an effective workplace coach or mentor.

Coaching comprises of a short-term concept whereas mentoring consists of the long term concept. Coaching consists of behaviour, knowledge, skills and competencies whereas mentoring consists of horizons and opening perspective.

Coaching style exists in two different types such as coach-centred and player-centred. The **Coach-centred style** is instructional in nature, follows autocratic leadership procedures, focuses over performance of employees critically and all the decisions are made by the coach (Smith, 2017). On the contrary, **player-centred style of coaching** focuses over the emotions of the employees, follows democratic leadership, emphasises over development and decisions are made by the player or employee.

The mentoring and coaching plays an important role in the workplace. Mentoring is strategic in nature and the mentor and mentee keeps the procedure confidential. In mentoring the employee selects his or her mentor where as in the coaching process the coaches are allocated. During mentoring the mentor provides guidance to its employees not only on the selected subject but also on further subjects. In the case of organisations with high technical and specific requirements like British Airways, the process of providing coaching is highly dependent on the presence or absence of skills and is done in the open view of all to see. Unlike mentoring, while coaching the coach trains the employees within the areas of training and not beyond that.

Skills

The different skills are required to be there in the mentor or coach for providing effective training to the employees and building a healthy workplace relationship with them.

Listening

Listening is classified into 4 different kinds such as generative empathetic accurate and attentive listening. While providing the coaching to the employees the coach must listen to them, identify their opinions, emotions, sentiments which help the coach to enhance the morale interest of the employees towards coaching.

Building trust

For ensuring effective performance of the coaching procedure, it is necessary for the coach to build strong rapport or trust in the eyes of the employees (Garvey *et al.* 2011). It helps the employees to openly interact with the coach without any kind of personal barrier. Additionally, it helps the coach in asking challenging questions with the employees.

Summarising

This skill is concerned with repeating the saying of the employee, obtaining the prime points of message received as well as reiterating them. It helps the coach to towards effective guidance of the employees or allowing them towards making sense of the information received. It helps the employees to emphasise over the issue along with improvement in their thinking progress.

Reflecting

This skill involves paraphrasing the words said the coach for effective comprehension. This skill enhances the concentration of the employees and helps the workforce to optimise their thoughts and ideas.

Staying focussed

This skill enables the coaches to stay focussed on the areas of training and eliminate the issues of getting into general discussion. This skill is concerned with summarising as well as guiding the conversation flow back to framework through usage of further questioning.

Conclusion

Workplace coaching provides numerous benefits to the organisation and if it is done in an efficient and productive manner. The provision of workplace coaching and mentoring helps the employees to connect among themselves, learn as well as grow not only within the confined area of the organisation as well as in their personal life. The training helps in enhancing the profitability of the organisation along with improvisation of skill sets. Through the analysis of the organisational structure of British Airways, the direction provided by coaches and mentors helps in strengthening the motivation and morale of the employees. It helps by impacting the work environment positively. The coaching and mentorship increases the loyalty among the employees and resulting in retention. As previously mentioned, the skills gained by employees includes skills like building confidence among the co-workers, listening intently as well as helps in focussing better in the jobs. The workplace coaching benefits the organisation and the personal life of the employees. The limitations that can be addressed are cultural differences along with differences in personality. The models which makes the workplace coaching easier are GROW Model Johari Window and Egan Skilled Helper Model. The Johari Window helps in self actualisation as well as self-realisation. It helps the worker to gain a different perspective.

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