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Coaching and Mentoring within an organisational context.

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1.0 Introduction

In report been requested by University of Wals Trinity Saind Davies on 10.10.2023 and completed by 06.12.2023 by Monika Owczarzak. This report is critically evaluating the similarities and differences between coaching and mentoring, as well as two other learning interventions within an organisational context. Coaching and mentoring are two unique but complimentary techniques to assisting people in their personal and professional development. The decision between coaching and mentoring is frequently influenced by the specific goals and interests of the individuals engaged. Coaching is frequently focused on tasks and focuses on accomplishing specific goals, whereas mentoring is more about relationships and focuses on overall personal and professional growth.

Coaching and mentoring can both be effective methods of assisting people with many aspects of their everyday lives and professions.

2.0 Define coaching and mentoring.

2.1 What is Coaching

According to institute of coaching the term "coach" was first used to refer to a "large type of carriage." It was named after the Hungarian city of Kocs, where waggons, carts, carriages, and wheeled vehicles were invented in the 16th century. It was later used to railway vehicles as well. The term expressed the idea of moving from one location to another. Oxford University began using it as terminology for "instructor/trainer" around the beginning of the nineteenth century, as meaning a tutor who guides a student through an exam. Around 1860, it was employed in sports as athlete's instructor, which is still the most prevalent definition. Oxford dictionary describes the word "the process of training somebody to play a sport, to do a job better or to improve a skill". In Grant(2013) he defines Coaching is a human development process that entails structured, focused contact as well as the application of suitable methods, implements, and approaches to promote desirable and long-term change for the advantage of the client and maybe other parties involved. Coaching is a well-established practise in many aspects of life. A rising number of organisations across all economic sectors are contracting coaches to help their personnel at various phases of their professional development, and individuals at all stages of their lives seek the support of a coach. Coaching is widely acknowledged as a valuable tool for improving performance, obtaining objectives, and improving personal effectiveness. There are 3 significant model of coaching GROW, OSCAR and Landsberg's model. A coaching framework called the GROW Model is used to unleash potential and possibilities in meetings, conversations, and day-to-day leadership. Co-founded by Sir John Whitmore and associates founded GROW in the late 1980s. After then, it has grown to be the most widely used coaching model worldwide for performance enhancement, establishing objectives, and resolving issues The coaching profession is always changing and

expanding, therefore it's critical to assess how applicable current methods are. A well-known and frequently used coaching framework, the GROW model has been around for many years and has shown to be successful in assisting clients in reaching their objectives. However, some may question if the GROW model is still relevant today given the fast-paced nature of modern life and the issues that accompany it.(Athol,2023)

To improve upon the GROW coaching model, Karen Whittleworth and Andrew Gilbert created the OSCAR coaching model in 2002. The OSCAR coaching model outlines a structure for coaching and facilitates better organised coaching dialogues. Outcome, Situation, Choices, Action, and Review is shortened to OSCAR. In order to assist someone in reaching their objectives or enhancing their performance, it helps with to give coaching conversations some structure. There is also Lansberg instant pay off coaching models which Requesting a detailed description of the issue or problem from the coachee, including a few details with little background information. Coachee should provide as detailed a "picture" of the result as they can, detailing how the problem will be resolved. The coach is not solving the problem he only takes notes and guide the coachee to find his own solution.

2.2 What is Mentoring

Mentor was first time mention in Greek mythology, he was very helpful in assisting and counselling Telemachus during Odysseus' absence. Athena is the goddess of knowledge and courage she involved Mentor to help and mentor Telemachus while his father was away.(HOMER: The Iliad & the Odyssey) Mentor's role in the poem has since developed and been modified in numerous situations to refer to the beneficial connection that exists between a knowledgeable person and someone willing to learn and develop. According to Cambridge dictionary mentoring is activity of supporting and advising someone less experience to help them develop in the work mentoring programmes are a way to increase the company's competitive advantage.

2.3 Similarities and differences between

Coaching, like many other growing disciplines, has definition issues. According to Parsloe and Wray (2000), one reason for the lack of clarity in the concept of coaching is that "we are in the middle of an intellectual revolution." The term 'coaching' can refer to a type of mentoring for example, sports coaching, and this interpretation of the term has also been employed in areas such as education

and the workplace, causing confusion about what coaching is. While there was agreement to separate mentoring (instructional) from coaching (non-directive), the boundaries are not clearly defined. Martinez (2014) says “the goal of coaching is to develop and improve job skills. The goal of mentoring is to encourage positive growth in the young adult” (p558).

By Klofsten and Öberg(2008) coach and mentor are both aiming to provide support but they're two different ways of support. Coachees are far more closely monitored by coaches than mentors. A coach is also responsible for ensuring that participants apply the material learned at the various sessions. The coach will also ensure that the individual uses the mentor and remains focused. A coach thinks in terms of processes while also being aware of what is going on in the head of the person. The mentor is allowed more leeway to act and share personal business knowledge and advise. Whereas the mentor offers experience-based answers, the coach offers direction. (Klofsten and Öberg,2008)

2.4 Tangible and intangible benefits of coaching and mentoring to employer and employee.

Coaching

Tangible Business Impacts	Frequency of Impacts Reported by Executives
Productivity	53%
Quality	48%
Organisational Strength	48%
Customer Service	39%
Reduced Complaints	34%
Own Retention	32%
Cost Reductions	23%
Bottom Line Profitability	22%
Top Line Revenue	14%
Reduced Turnover	12%
Other Business	7%

70%	61%	57%
Improved work performance	Improved business management	Improved time management

As a outcome of the Manchester review 2001 been confirmed that coaching improves work performance business management and time management.

Intangible Business Impacts	Frequency of Impacts Reported by Executives
Improved Relationships: Reports	53%
Improved Relationships: Stakeholder	48%
Improved Teamwork	48%
Improved Relationships: Peers	39%
Improved Job Satisfaction	34%
Reduced Conflict	32%
Increased Organisational Commitment	23%
Bottom Line Profitability	22%
Top Line Revenue	14%
Reduced Turnover	12%
Other Business	7%

80%	73%	72%	67%
Improved self-confidence	Improved relationships	Improved communication skills	Improved work/life balance

As a outcome of the Manchester review 2001 been confirmed that coaching improves self-confidence, relationship between coworkers, communication skills and work life balance.

According to Shukla(2023) Although the advantages of coaching might not always be clearly measured, their worth is undeniable. The cornerstone of personal development is self-awareness, which is what coaching helps people achieve. People can develop their resilience, emotional intelligence, and self-confidence by identifying their areas of strength and growth. Better decision-making, motivation, and communication skills are just a few of the intangible advantages of coaching. These intangible benefits provide people the ability to take control of their personal and professional lives, which promotes success and greater fulfilment. Even while coaching's advantages might not immediately be apparent, they eventually show themselves in concrete outcomes. Through coaching, people acquire the abilities and perspective needed to overcome obstacles and realise their objectives. Consequently, this results in higher output,

happier workers, and better overall performance. Employers who fund coaching programmes see improved work cultures, lower staff turnover, and increased employee engagement. Coaching turns intangible benefits into measurable outcomes, making it an effective tool for both professional and personal development.

Mentoring

According to Forbs The person being mentored become more productive in their role as they obtain new abilities and information. The efficiency and performance of an organisation are positively impacted by a more productive staff.(Reeves 2023). Mentoring brings lots of tangible and intangible benefits to employer and employee. Michale Page says that one of the best and most efficient ways to provide employees with professional development opportunities is through mentoring. A employees can get a great deal of personal and professional advantages from having the direction, support, and encouragement of a dependable and knowledgeable mentor. These advantages eventually translate into better performance at work as suggestions to improve strengths and overcoming limitations, sense of strength boosted self-confidence in workers. Employees that are confident are more inclined to take on difficulties and foster a healthy work environment. Mentoring not only imparts vital business information and skills but also creates a pipeline of future leaders who know what abilities and mindsets the organisation will need to flourish.(Michael Page)

3.0 Line manager as a Coach/Mentor, skills, and behaviours

Line managers have an important role in executing organisational goals while encouraging the development of their teams, in addition to managing staff and operations. Line manager is also responsible for the well-being of the team.(CIPD 2023)It is nothing new that line manager often takes the role of the coach and mentor in a work environment (Walsh, CIPD) According to Turner and McCarthy more and more, line managers are in charge of coaching. This type of coaching is almost three times more successful than external practitioner coaching and is ranked as the second most effective learning and development strategy. In addition to providing day-to-day management coaching, managers

can also provide organised, scheduled formal coaching sessions. However Clutterbuck (2012), a line manager's primary duty is to oversee the employees under their supervision. Clutterbuck goes on to say that two of the most effective ways to aid in the development of others are coaching and mentoring. Nonetheless, it was acknowledged that, regardless of the strategy employed, there could be tensions and strain while serving as both a line manager and a coach/mentor in the same workplace. One common method used to help people reach their goals and objectives or enhance their knowledge, experience, and abilities is coaching. Very important skill of coaching is asking questions. When asking someone the right questions, might get their ideas and opinions out of them, get them thinking about a new concept or solution, and give them the confidence to feel like an impact agent. Asking questions is a particularly useful tactic for coaches, who, as opposed to offering answers, seek to direct or assist the coachee's problem-solving and cognitive processes (Sword,2022). Example of that can be found in GROW coaching model which has been discussed above.

4.0 Coaching and mentoring in facilitating change and change management

4.1 Any changes made to a company's operations are referred to as change management; these might be minor, like staff promotions, or significant, like mergers. Change management can be introduced gradually or in an unplanned manner. Efficient and seamless transfer is the aim. To minimise interruptions and employee opposition, it is ideal if changes can be scheduled in advance.(Coursera,2023) A change management plan's main goal is to assist staff in comprehending and adjusting to a new work style.

According to MindTools article, coaching people through change may be quite beneficial in the long term. People who get coaching may be inspired to view change as an opportunity rather than a danger. Assist people in accepting and understanding change. Create a more cohesive team where each member

understands their own responsibilities and the importance they bring to the company. Determine the need for training and nurture talent. People inside an organisation must adjust when it adopts a new business strategy. Coaching can assist those who struggle with this in gaining a thorough awareness of the situation and its causes. In every organisation, mentoring and coaching are effective strategies for managing change. They can support workers in learning new skills, overcoming obstacles, and adapting to changing circumstances. (linkin). Sam Tisima(2020) says that people are frequently not emotionally prepared when change occurs. It is the duty of managers and leaders to provide their staff with fresh training so they may develop new competencies and abilities. In actuality, nobody like change, particularly when it's uncertain whether the changes will be for the better. While some people are overtly opposed to change, others are more subtly opposed. In any case, resisting change can have negative effects on people, organisations, and society. To improve preparedness levels, increase organisational capacity, and assist managers and leaders in communicating potential changes to their teams, coaching is a useful intervention.

5.0 Coaching session reflection

5.1 Reflection

My own reflection regarding a coaching session I provided for one of colleagues. Using Kolb 4 stages of learning. The coaching session was about employee who struggled to reach the deadline as a project manager. The project manager was stressed and hopeless that she will miss her deadline. I feel like as a coach I did my work well I have asked appropriate questions according to the task I used Instant Pay Off Model to guide coachee through the task. Asking question and direct the, the way that she could find her own solution about the problem I think I asked the correct questions and outcome of the coaching session was beneficial for coachee., there was no distractions of distraction we both focus on our tasks. However I still think that I have lots of work to do to become better coach for the future. In my opinion I think I should ask more questions and I feel like the stress took over. To help myself to overcome my weaknesses I think my personal plan development should help me with future coaching sessions. In my opinion instant payoff model by Max Landsberg, it is very good fast and effective way of providing a coaching session. As a coach I

found this way extremely effective the fact that coachee through correct guidance by the coach could find her own solution on the issue she was facing I'm glad that my correct questions and appropriate approach helped to solve the problem.

5.2 Personal Plan Development

Objective	Goal	What do I need to do to Achieve my Gol	Target
Stressed to speak	Speaking without stress	More practise perhaps with some closer, more training	Providing coaching session with out stress
Better questioning skills	Be able to question coachee better using instant pay off model	participate in course coaches to learn the technique better	To become better coach

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6.0 Conclusions

In this report studies shows that coaching and mentoring is extremely crucial technique to improve better work performance, study shows that when coach or mentor is involved the employees are more productive more happy and more positive. Because they promote leadership development, improve employee performance and happiness, create good organisational cultures, and support overall success and sustainability, coaching and mentoring have a profoundly beneficial effect on organisations. These programmes establish a nurturing and development-focused atmosphere that harmonises personal and corporate objectives. Mentoring and coaching are effective methods for managing and facilitating change. During times of transition, they offer customised help, deal with issues, and encourage the success of people and the organisation as a whole.

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