

## Essentials of Mentorship & Coaching 25<sup>th</sup> March 2024

# First thought ...

“The test of an organization is not genius. It is its capacity to make common people achieve uncommon performance.”

Peter Drucker



Brain-Based Coach



# John Bentley



# Our RoadMap

- ▶ The Backdrop
- ▶ Mentoring & Coaching
  - ▶ Definitions
  - ▶ Differences
  - ▶ Essential elements
- ▶ Goal Setting for Mentoring and Coaching
- ▶ GROW – a practical model for Coaching
- ▶ Roadblocks



# Introduction of Coaching to the Business World

In 1970s, American author Timothy Gallwey published a set of new ideas on coaching and achieving all-round success in sports like Tennis and Skiing and other professions like music that require rigorous self-discipline and inner strength.

However, it was Sir John Whitmore in the UK who is largely credited with applying Timothy Gallwey's original ideas to business coaching.

In the 90s IBM was one of the biggest brands in the world, the rock-star of the corporate world.

So, when **IBM adopted business coaching** the world of business in almost every developed country, including Australia, took notice.



Today, it is not only the big corporates that have embraced business coaching but also the small and medium businesses.

Since the Pandemic, Business Coaching has become a mandatory **KEY LEADERSHIP STYLE**.

# The Backdrop: Some Facts

Organisations with formal mentoring programs reported higher employee engagement and retention rates than those without



# The Backdrop: Some Facts

The coaching industry market size is estimated to be a **\$20 billion industry**

There are **109,200 coaches** worldwide, a 54% increase from 2019

**99% of individuals and companies** coached are satisfied or very satisfied

**One-third of all Fortune 500** companies utilize executive coaching



# The Backdrop: Some Facts

## The Changing Face:

Virtual Coaching and Mentoring increased significantly in recent years

Global market expected to reach \$41.6 billion by 2027



# Mentoring and Coaching ...

## *What's the difference?*

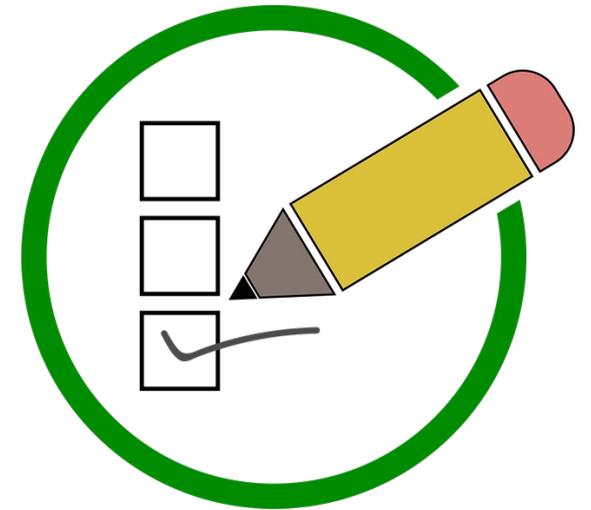


*Please discuss the differences and a spokesman for the group to feed back... 5 minutes*

# What is Coaching?

## Poll

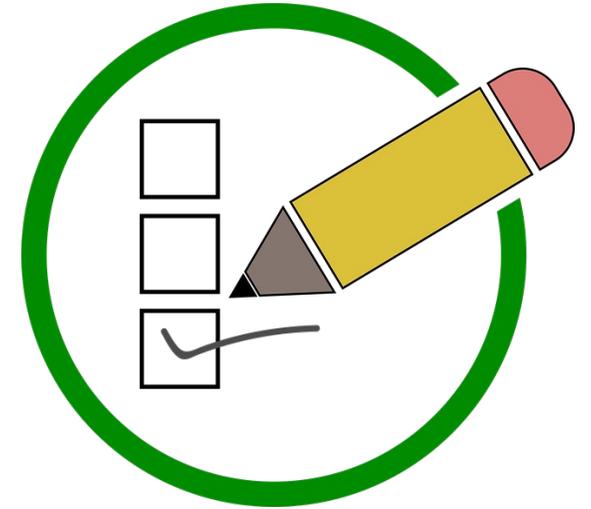
- 1. A way of Directing people to make decisions*
- 2. A way of Influencing people to make decisions & develop Plans*
- 3. Guiding and advising people to make decision & develop Plans by giving advice based on your experience*
- 4. Seeking a person's ideas towards finding a direction and planning the way forward?*



# What is Mentoring?

*Poll*

- 1. A way of Directing people to make decisions*
- 2. A way of Influencing people to make decisions & develop Plans*
- 3. Guiding and advising people to make decision & develop Plans by giving advice based on your experience*
- 4. Seeking a person's ideas towards finding a direction and planning the way forward?*







Elicit Knowledge



**COACHING**

Knowledge Transfer



**MENTORING**

A mentor is often an expert in the work, role and organisation, and can offer specific advice

A coach may or may not be an expert in the work but enables the coachee to explore options and unlocks the coachee's own knowledge and problem-solving capacity.



# Mentorship

*Mentorship is a supportive and guidance-based relationship in which an experienced individual (mentor) assists a less experienced person (mentee) in their personal or professional development.*

*Mentor has the skills, experience or results to share*



*“Mentoring is a brain to pick, an ear to listen and a push in the right direction”*

*John C Crosby*

**When is this appropriate?**



# Responsibilities of the Mentor

- Guide & Support
- Set Goals - Challenge & Encourage
- Share Knowledge & Experience
- Provide Feedback
- Listen Actively
- Lead by Example
- Celebrate Achievements

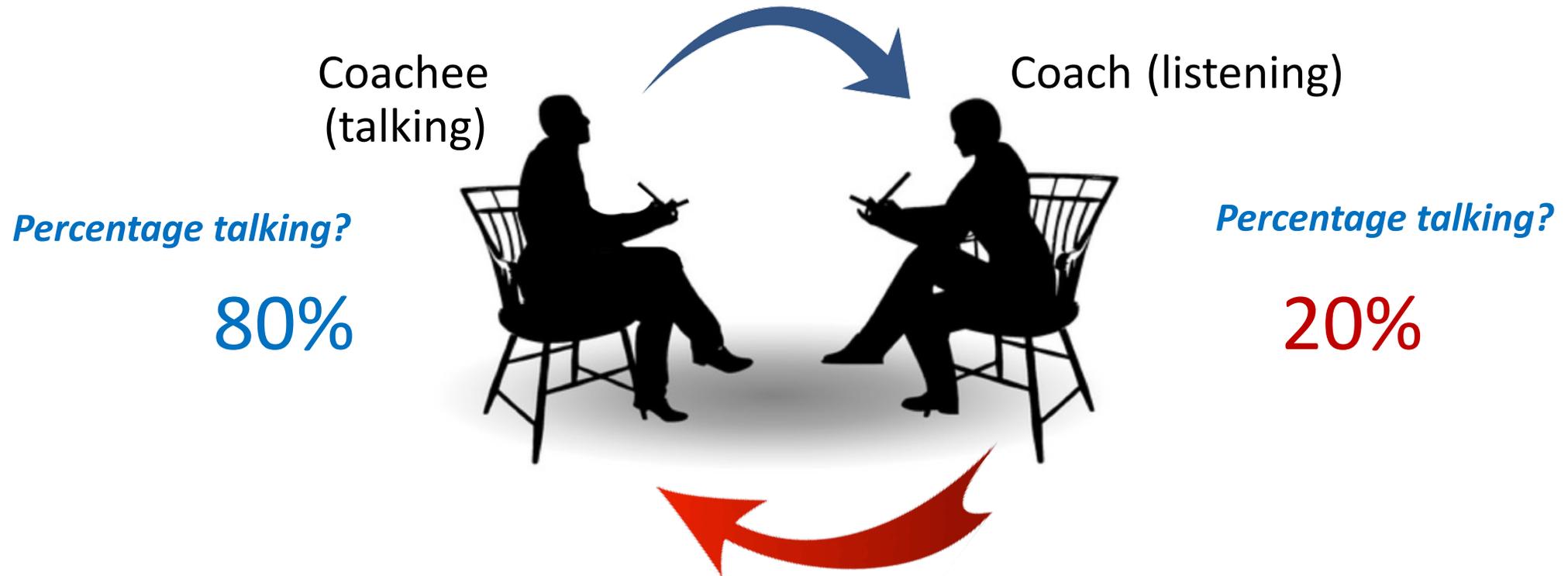
## Responsibilities of the Mentee

- 1 Adopt the correct *Mindset*
- 2 Set Clear Goals
- 3 Open Communication
- 4 Seek & Appreciate Feedback
- 5 Pro-active Career Development



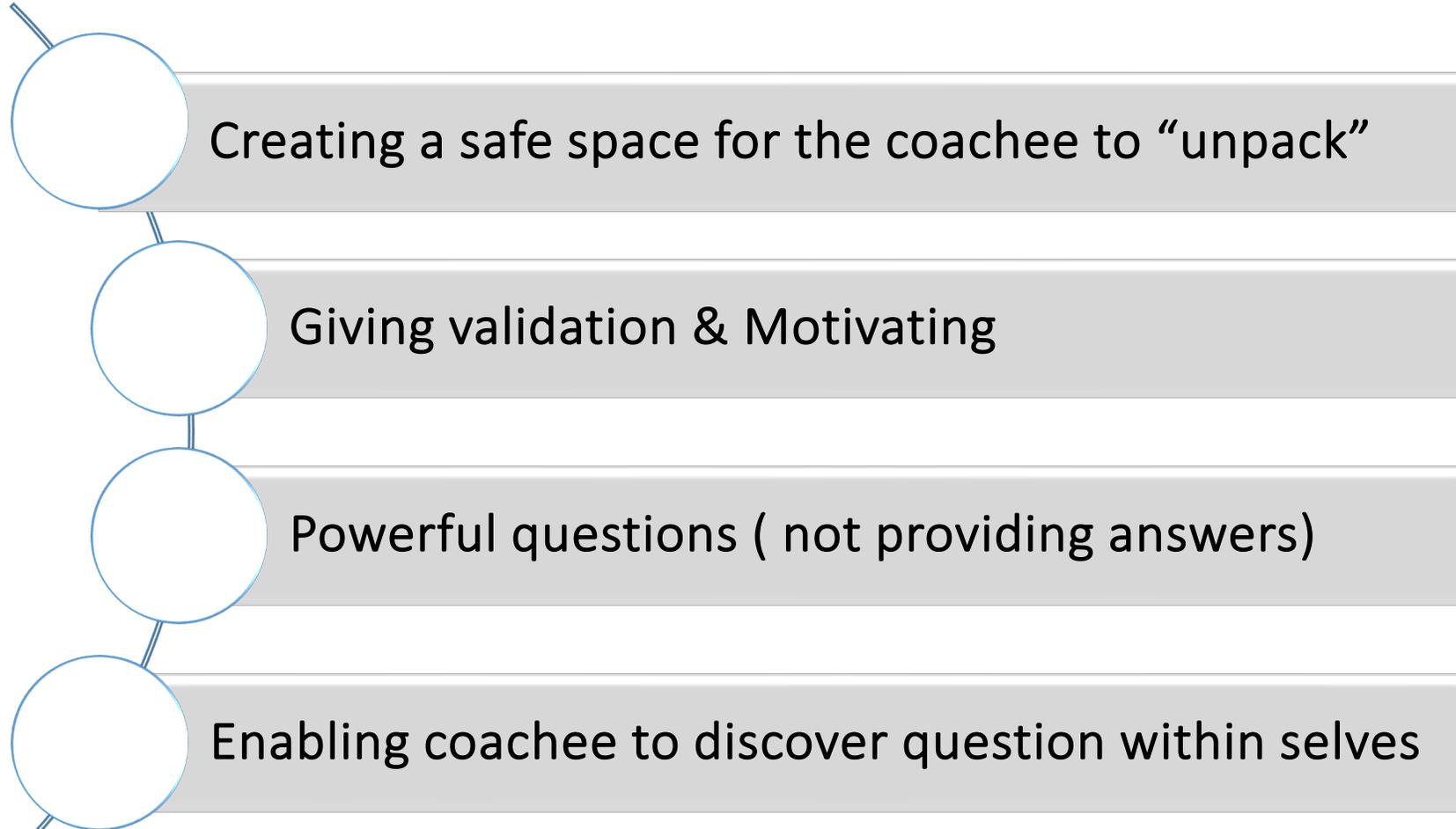
*“Coaching is unlocking a person’s potential to maximise their own performance.  
It’s helping them to learn rather than teaching them”*

Timothy Gallwey

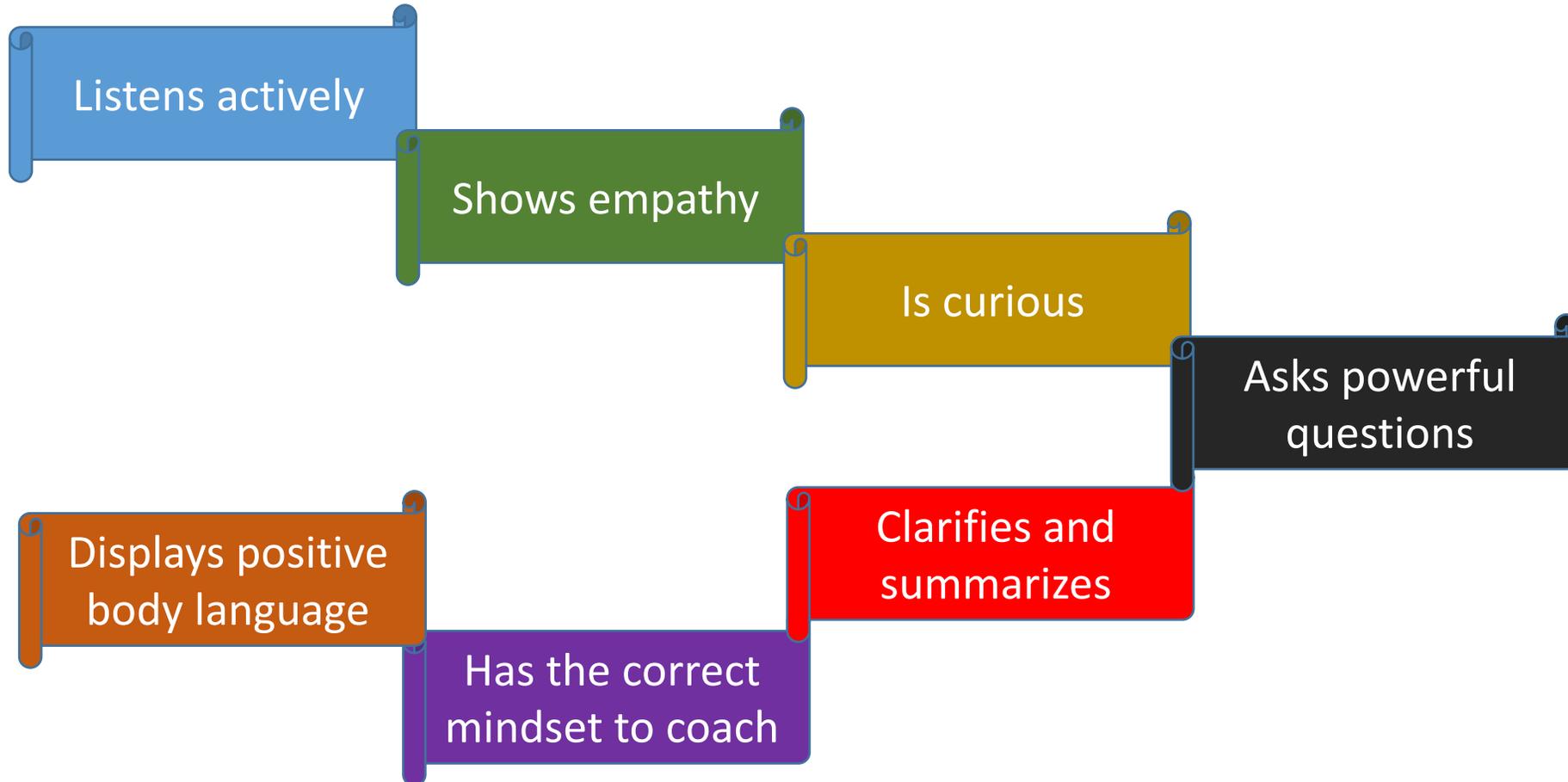


When is this appropriate?

# Essential Elements of Coaching



# What a good coach does ...



Central  
element for  
Mentoring  
and  
Coaching





It's  
Challenge  
Time

Question ...

*What % of population do you think do not have goals?*



**83% of population do not have goals**

*Harvard Business Review*

# Goals

14% of population have a **plan** in mind – unwritten goals

These people are **10 times more successful** than those without goals



*Harvard Business Review*

# The Bottom Line

*Clearly stating your goals sets you up to be significantly more successful*



**Harvard  
Business  
Review**

# What *is* a Goal?...The Essentials





## Goal



A goal is an idea of the future or desired result that a person or a group of people envision, plan and commit to achieve. People endeavour to reach goals within a finite time by setting deadlines. [Wikipedia](#)

## Outcomes which are required:

- ✓ Broad in nature
- ✓ Valuable for setting a general direction
- ✓ Abstract ideas
- ✓ Longer term
- ✓ The end result

## Examples:

*Increase profit margin*

*Increase efficiency*

*Capture a bigger market share*

*Provide better customer service*

*Improve employee training*

*Reduce carbon emissions*

*Start / Build a business / Enter a new market*



# SMART Goals & Objectives – The Essentials

<b>S</b>	Specific
<b>M</b>	Measurable
<b>A</b>	Achievable
<b>R</b>	Relevant / Realistic
<b>T</b>	Time Based

# SMART Objectives...the STEPS Forward

SPECIFIC

Who, What, Where, When, Why

MEASURABLE

How will we know if we have achieved?



Challenging but not impossible

ACHIEVABLE

Realistic & Relevant

REALISTIC

Completion Date

TIMELY

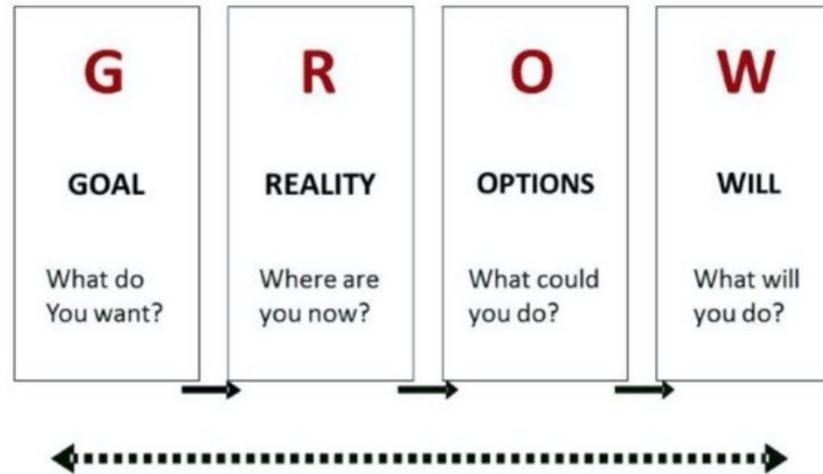
# Introducing the GROW Model for Coaching



*'Performance, learning and enjoyment  
are inextricably intertwined'*

Sir John Whitmore 1937 - 2017

## Grow Model



[www.performanceconsultants.com](http://www.performanceconsultants.com)

# GROW

## Goal

- What goals do I want to achieve?

## Options

- What options do I have?



## Reality Now

- What is the current situation?

## Will/Way Forward

- What step will I take next?

## Goal

- What do you want to achieve out of this session?
- What do you want to achieve long term?
- How much personal control do you have over your goal?
- What is a short-term goal, a milestone on the way?
- When do you want to achieve it by?
- Is that goal positive, challenging, attainable?
- How will you measure it?
- Where will you get support for your goal?
- Who else needs to be involved?

## Reality Now

- What is happening now? (what, when, where, who, how much)
- Who is involved, directly and indirectly?
- When things are going badly on this issue, what happens to you?
- What is happening to the others directly involved?
- What is the effect on others?
- What have you done about this so far? / What results did that produce?
- What is missing in the situation?
- What do you have that you are not using?
- What is holding you back?

## Options

- What options do you have? What else could you do?
- What if... (time, budget, authority etc)
- Where could you get another suggestion?
- Who else might be able to help?
- What has worked for you already? How could you do more of that?
- What do you think I would suggest?
- What else could you do? What else? Anything else?
- What next?.. What could be your first step?
- What is the hardest / most challenging part of that for you?
- Which option do you feel ready to act on?

## Will/ Way Forward

- What are you going to do? Will this address your goal?
- When are you going to do it?
- What could stop you taking this step?
- How will you make sure that it happens?
- Who needs to know? What support do you need?
- How will you get that support?
- What is your next step?
- Rate on 1 – 10 your willingness to take this action (1 being the lowest and 10 being the highest)

# GROW- do's & don'ts

## Coach

### Do

- Ask questions and listen
- Build trust using appropriate body language and voice
- Ask permission to clarify and summarize

### Don't

- Give advice
- Tell the coachee what to do
- Interrupt them
- Set deadlines for them



## Coachee

### Do

- Bring an open attitude
- Be honest in responding
- Be prepared to receive and give feedback
- Take notes
- Commit to the action steps

### Don't

- React to 'inferred' criticism
- Assume motives
- Jump to conclusions

# What might get in the way?

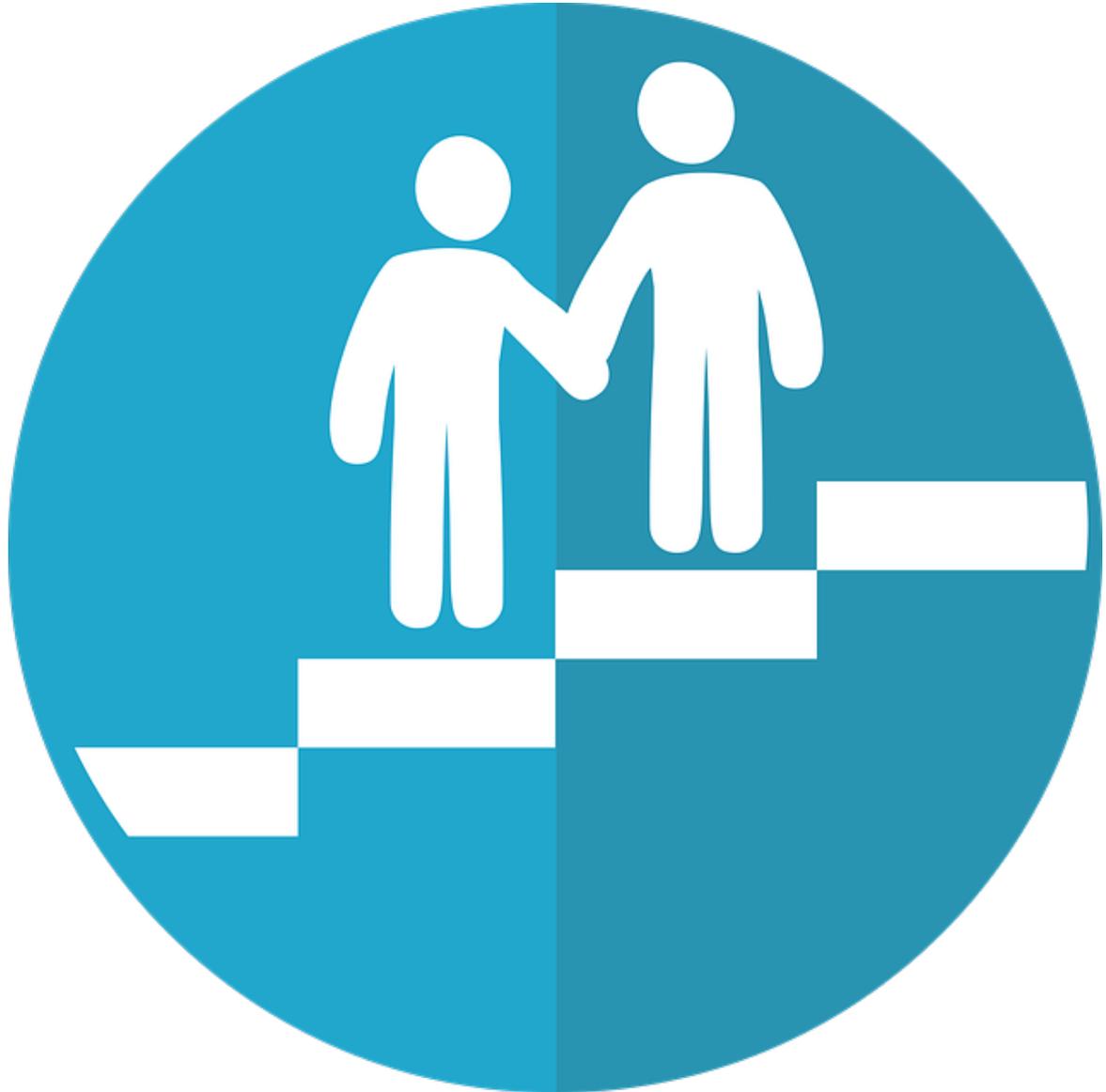


# Potential Barriers for Mentoring & Coaching

- Lack of time & Conflicting Priorities
- Poor Communication
- Mismatch personalities
- Resistance to Feedback
- Lack of Commitment
- Inadequate training
- Absence of Trust



Trust is  
essential in  
Mentoring



Trust is  
essential in  
Coaching





learn more  
about **Trust in  
further  
Leadership &  
Personal  
Development  
courses....**

*ANY QUESTIONS?*





# Key Takeaways

- *Mentorship & Coaching*
  - *Definitions*
  - *Differences*
  - *Essential elements*
- *Goal Setting essentials*
- *GROW - practical model for Coaching*
- *Importance of TRUST....to be continued*



# Feedback form: Coaching and Mentoring - SIMFOTIX LearnFest'24



“Thank  
you!”