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NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 51

Coaching and Mentoring

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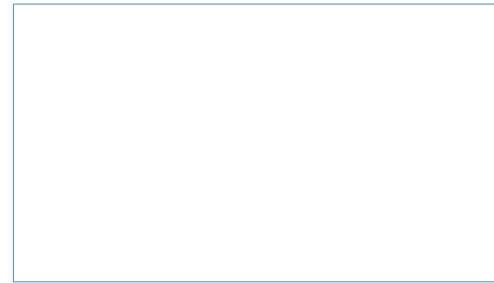


Coaching

- Coaching is a process that is designed to assist motivated individuals in making changes to further their professional development.
- Coaching in a business environment is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.
- Coaching is a commonly used method of employee development that has generated positive business outcomes.



<https://www.slc-coaching.com/wp-content/uploads/2019/04/Human-Resource-Management-Systems-Banner-770x420.jpg>



Coaching Applications

Coaching can be an effective tool in meeting numerous organizational needs:

❖ EXECUTIVE DEVELOPMENT

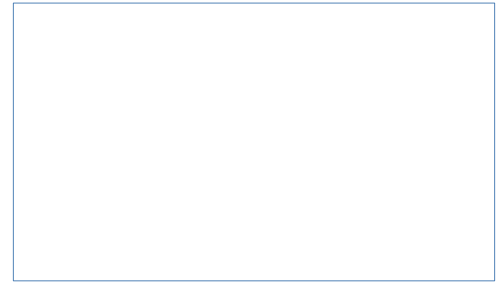
- COACHING is also useful for developing high-potential prospects for purposes of succession planning.

❖ MANAGEMENT DEVELOPMENT

- Supervisors and managers are on the front lines of organizational performance and need to develop skills to motivate collective effort.

❖ DEVELOPMENT FOR HR PROFESSIONALS

- Coaching can be an important developmental approach for HR professionals.



Coaching Applications(Cont.)

❖ DIVERSITY, EQUITY AND INCLUSION COACHING

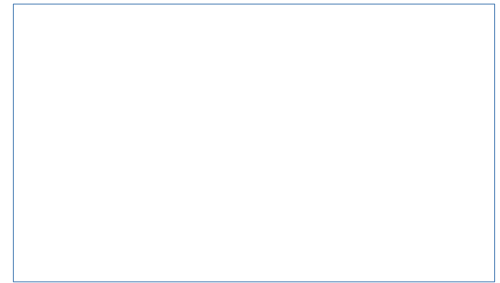
- Coaching can also be an effective tool to support an organization's diversity, equity and inclusion initiatives, although organizations must take care that such efforts do not amount to unlawful discrimination.

❖ CROSS-CULTURAL COACHING

- As the business world continues to evolve in a global marketplace, executive coaching takes on a new dimension: cross-cultural perspectives.

❖ HEALTH COACHING

- In this age of consumer-directed health care, health coaching is taking on a more prominent role in educating and empowering employees to make smart health care purchasing decisions—and smarter decisions about their own health.



<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/coachinginabusinessenvironment.aspx>

The GROW Coaching Model

- The GROW model was created by Sir John Whitmore and colleagues in the late 1980s and has become one of the most popular coaching models for setting goals, improving performance, and coaching (Performance Consultants, 2020).

1. Establish the goal- Define a goal that is motivating, inspiring, and drives success. Perhaps it is behavior that needs to change or an aspiration to be reached.



<https://www.coachingcultureatwork.com/wp-content/uploads/2019/11/GROW-model.jpg>

2. Examine the reality

- Understand where the client is now and identify any barriers that are causing issues. Then recognize strengths, qualities, and resources that may help.

3. Explore the options

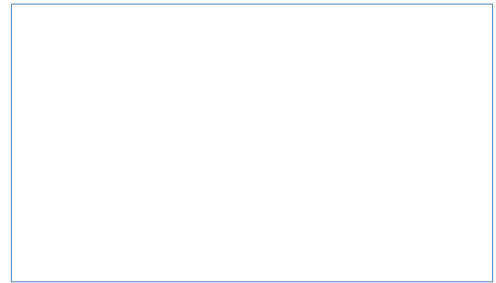
- Consider the options for moving forward. Challenge the individual or group with imaginative coaching questions.

4. Establish the will

- Now that we have a list of options, agree on the actions, timing, accountability, and reporting. The client must commit to what they will do *next*.

GROW model is incredibly powerful, but only if the coach ensures:

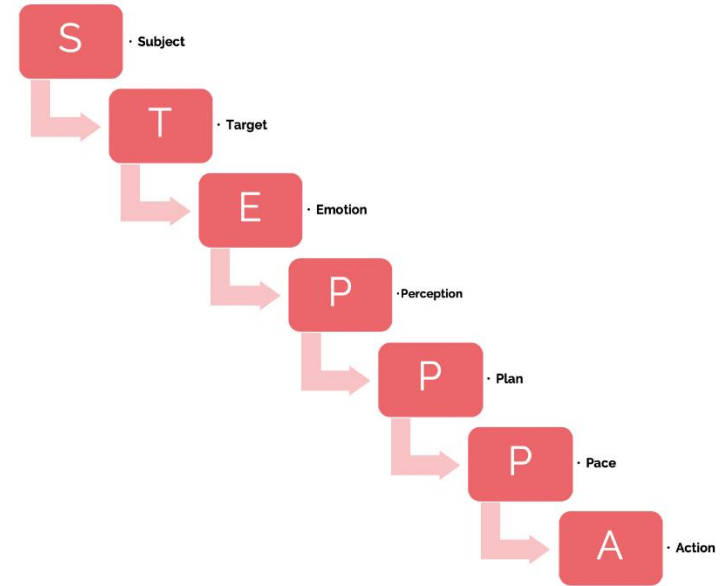
- 1.that the goal is genuinely inspiring,
- 2.that the client considers the present before looking at the options, and
- 3.that they fully commit.



<https://positivepsychology.com/coaching-models/>

The STEPPPA Model

- STEPPPA (2003) is a coaching and mentoring model developed by world-renowned coach and instructor, Dr. Angus McLeod. It acts as a process by which the context and emotion of a situation or issue can be used to define and act towards new goals.
- STEPPPA is primarily utilized as a technique when there are difficult emotions in play which need to be overcome.



https://www.businessballs.com/pluginfile.php/22735/mod_accelerate/attachments/767/Screenshot%202018-11-07%20at%2015.38.33.png

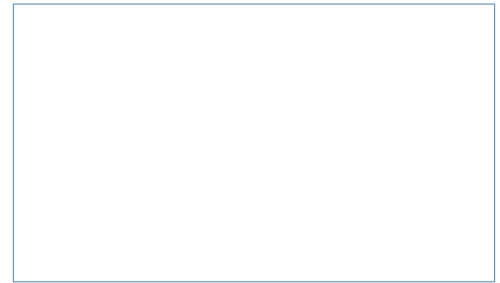
The STEPPPA Model(cont.)

Subject- The starting point of the coaching session will be to identify and understand the subject and context of the discussion.

Target Identification- At this stage in the process, the coachee is encouraged to establish an attainable target or outcome, following the SMART (Specific, Measurable, Accurate, Realistic and Timely) template for goal-setting.

Emotion

No decision is entirely objective - emotions are one of our most important motivators, but yet are often neglected by mentors when it comes to aiding their mentees to make important decisions.



The STEPPPA Model(Cont.)

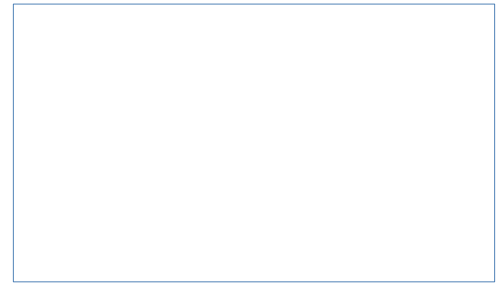
Perception- Perception refers to the understanding of the wider context of the mentee's situation and goals – how it will impact the grand scheme of things, how it will impact other people's emotions and goals, and how it will open doors for the next stage of progress.

Plan-Once a target and overall path are initially decided upon, it is necessary to develop and systematically organise the first steps along said path.

Pace-The pace of the plan should be decided through setting timescales and deadlines for the completion of each individual task within.

Action/Amend

The entire STEPPPA process should be reviewed, including each individual decision that has been made.



<https://www.businessballs.com/coaching-and-mentoring/stepppa-model/>

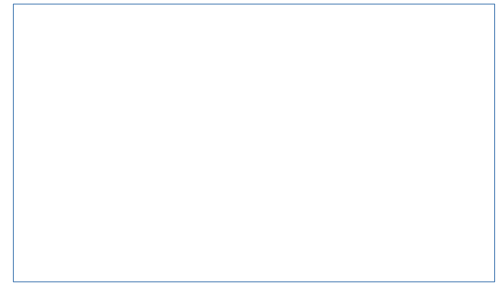
How to Become a Better Coach

Here are three ways to become a better coach to your team and to yourself:

1. Become a better listener

Employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work, according to this Salesforce survey featured in Forbes. Listening is the often-forgotten skill that managers lack.

2. Reject a Premise, Get a Promise: We all have a premise, if you will, that reflects how we see the world. That premise (also called a perspective, or point of view) is the reason we move forward, or stay stuck. Coaches challenge the premise, with the words of Nelson Mandela: "It seems impossible, until it's done".



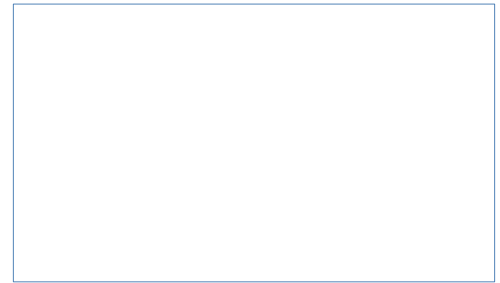
How to Become a Better Coach(Cont.)

3. Safety and the Biggest Promise You Can Keep

- Can you listen to your employees or clients without judgement, no matter what comes out of their mouths? That's tricky! The impulse to correct, fix and change is a strong one in effective managers.

Some other coaching skills for managers

1. Asking questions
2. Active listening
3. Growth mindset
4. Career development
5. Self-improvement



<https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh=3d229902405e>

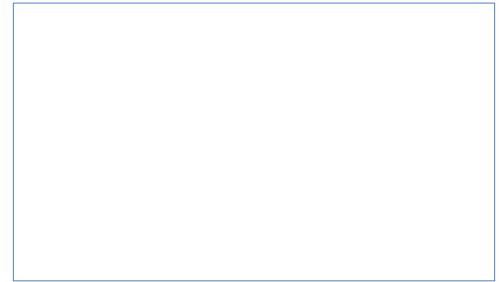
<https://www.cultureamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>



Mentoring

- Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person.
- Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development.
- Mentoring can be formal and Informal.

<https://ieg.worldbankgroup.org/blog/role-mentoring-growing-next-generation-evaluators>



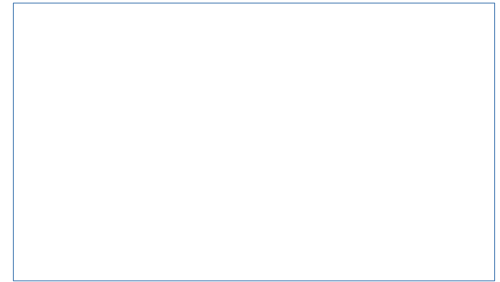
The Important Features/Processes of Mentoring

Career Functions: Career functions are those aspects of relationship that enhance career advancement. These includes:

- ❖ Sponsorship
- ❖ Exposure and visibility
- ❖ Coaching
- ❖ Protection
- ❖ Challenging assignments

Psychological Function

- ❖ Role Modelling
- ❖ Acceptance and Confirmation
- ❖ Counselling



Mentoring Techniques or Models

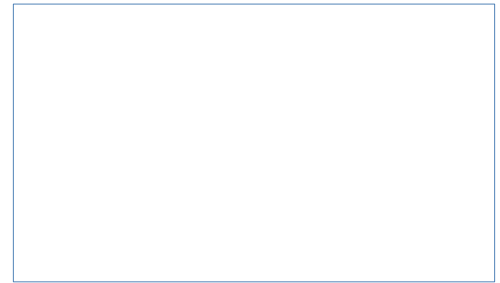
One-on-One Mentoring: This type of mentoring is the most traditional of all the types of mentoring. Only the mentor and mentee are involved in this type of mentoring.

Group Mentoring: In this model, one or several mentors work with a group of mentees.

Peer Mentoring: Participants in this model are from the same role or department or have shared or similar experiences, whether in their professional or personal lives.

Distance or E-Mentoring: With such advanced technology, the mentorship relationship no longer has to be face-to-face.

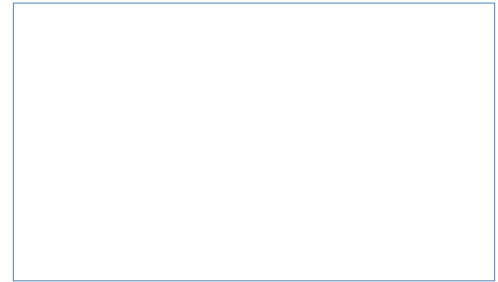
<https://d22bblmj4tvv8.cloudfront.net/f0/45/314bf4074f3cae0273046695c1fe/mentoring-cloud-glossary-graphic.jpg>



Mentoring Techniques or Models(Cont.)

Speed Mentoring: This type of mentoring is a play on speed dating and usually occurs as part of a corporate event or conference. The mentee has a series of one-on-one conversations with a set of different mentors and usually moves from one mentor to the next after a brief meeting.

Reverse Mentoring: This mentoring relationship is flipped from the traditional model. Instead of a senior professional mentoring a more junior employee, the junior employee mentors a more senior professional. This relationship is usually for the younger or more junior professional to teach the skills or a new application or technology to the more senior one.

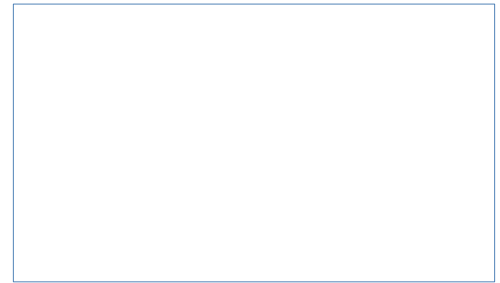


<https://www.td.org/talent-development-glossary-terms/what-is-mentoring>



Merits and Demerits of Mentoring

Merits	Demerits
There is an excellent opportunity to learn.	It may create feeling of jealousy among quickly through continuous interaction. Other workers who are not able to show equally good performance.
Constant guidance helps the mentee advantage.	If mentor form overly strong bonds with to be on track, using facilities to good trainees, unwanted favouritism may result. This can have a demoralizing effect on other workers, affecting their work performance in a negative way.



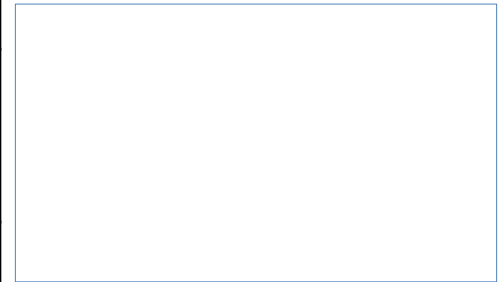
<http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>



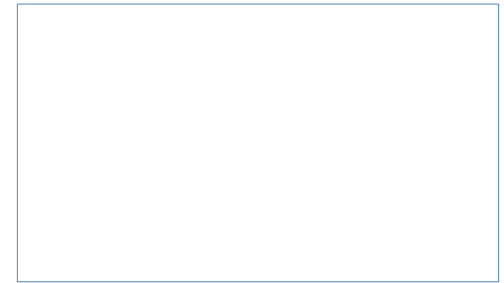
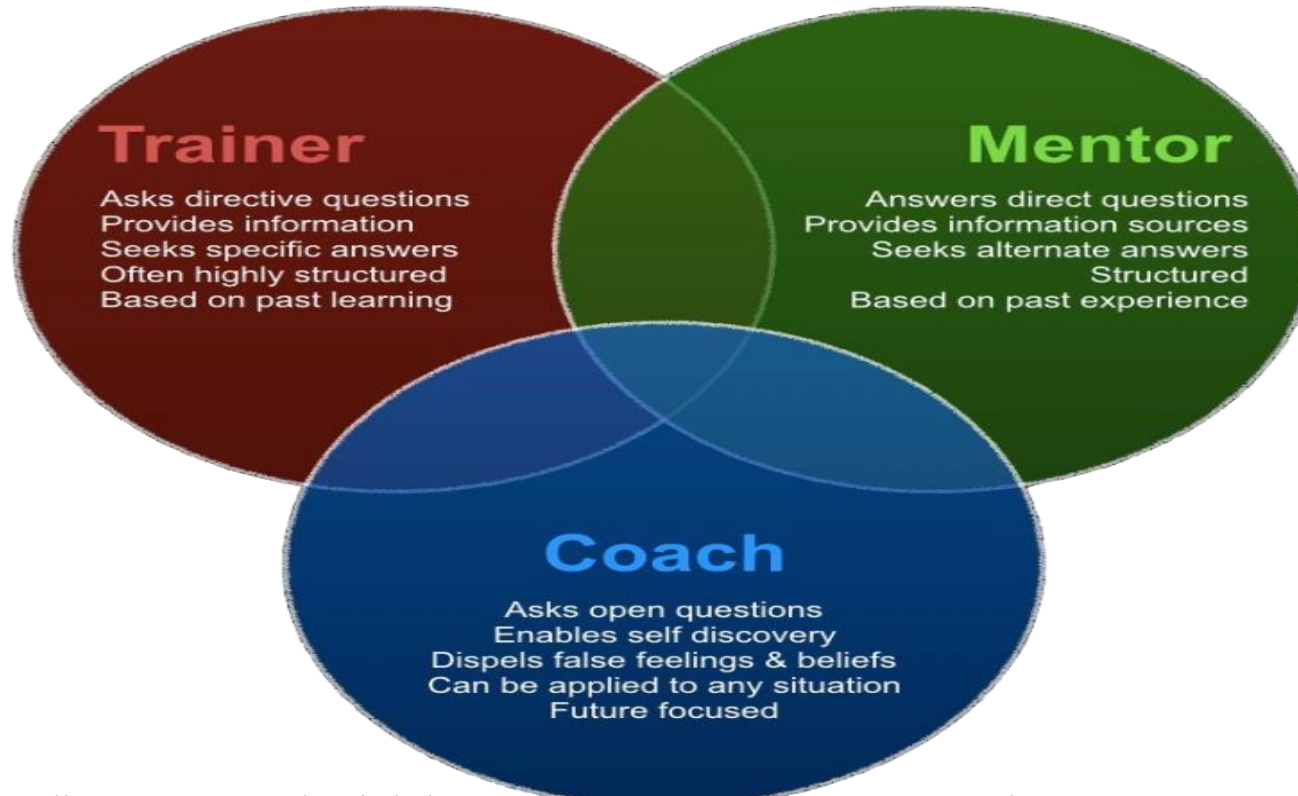
Coaching Vs Mentoring

Basis	Coaching	Mentoring
Meaning	Coaching is mostly based on the present as the goals set by a coach are based on things you can do at present.	A mentor can be your father, mother, a friend or a person who is more experienced than you at a particular thing.
Orientation	Task	Relationship
Emphasis on	Performance	Career
Time Horizon	Short Term	Long Term
Specialization	A coach who imparts coaching has expertise in the concerned field.	A mentor is a person having good knowledge and experience.
Type	Formal	Informal

<https://keydifferences.com/difference-between-coaching-and-mentoring.html>



Training, Coaching, and Mentoring



<https://nathanwood.consulting/2017/12/04/the-differences-between-training-coaching-and-mentoring/>

6 Things Great Mentors Do Differently

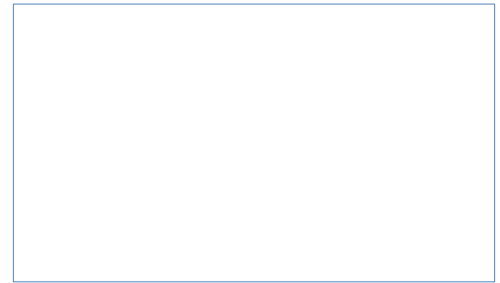
The following six factors that set great mentors apart:

1. Great mentors take action-Good mentors should believe in their mentees enough to take risks for them.

2. Great mentors present challenges.

Great mentors invest in the success of their mentees and, often, that means pushing them beyond their expectations.

3. Great mentors are "emotionally intelligent."- Emotional intelligence requires being open-minded and inquisitive, listening well and reading body language correctly.



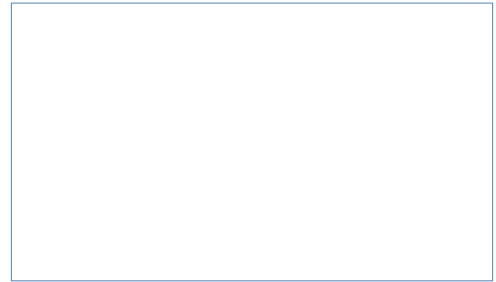
6 Things Great Mentors Do Differently(Cont.)

4. Great mentors have the experience their mentees want.

On the surface, this one probably seems obvious. But where I think many mentees go wrong is looking at this in a general sense, rather than focusing on the specifics.

5. Great mentors don't sugarcoat their failings-When you're in a mentorship role, it can be tempting to be the "all-knowing, all-powerful" being your mentee sees you as.

6. Great mentors say “No”- Especially in forced mentorship situations, mentors may find it difficult to set boundaries. But in all circumstances, it's the ability to say no that makes a mentor truly effective.



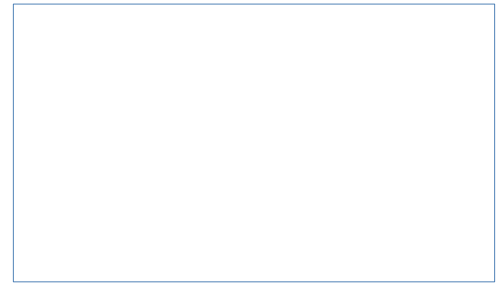
<https://www.entrepreneur.com/article/289021>



Case study: Lost business due to lack of leadership depth

Fuel Learning's client, one of Europe's largest logistics and supply chain organizations, lost a £160 million (\$251 million) contract as a direct result of the fact that the organization had no leadership development initiative in place. Their prospect cited it as a deal breaker: because they did not see evidence that the logistics and supply chain organization had strong leadership management, the prospect became concerned that if they signed the contract, the logistics company would simply promote unqualified employees to fill the necessary leadership roles as they came into existence.

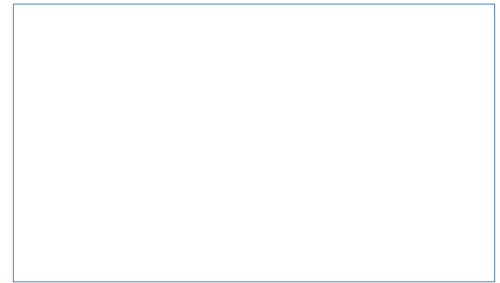
The organization who did win the contract, on the other hand, had a strong talent development program in place. The logistics organization recognized that this was not only an unsustainable path, but a noncompetitive one. Among the steps Fuel Learning helped them take were:



Case study: Lost business due to lack of leadership depth

- Designing and implementing a talent management program with mentoring at the heart of it.
- Making mentoring a key feature in all their talent development efforts, and at all levels of the organization.
- Training mentors in their role in the program, ensuring that they knew both what to do, as well as the organizational goals – regardless of seniority.
- Training mentees to know what they could expect, and how to get the best use out of the program and the mentoring partnership.

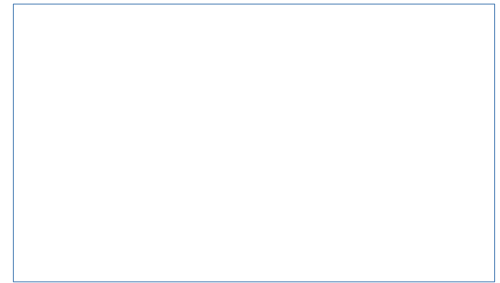
There is a common perception that mentoring for leadership development, like coaching, is often limited to higher levels of organization who want to work at executive levels.



Case study: Lost business due to lack of leadership depth

- This should not be the case. Fuel Learning's client found that many high-potentials at all levels of the organization have managed to leapfrog levels due to having had good mentoring to drive and support their development. These were individuals who would usually take a few years to be promoted to higher levels of leadership.

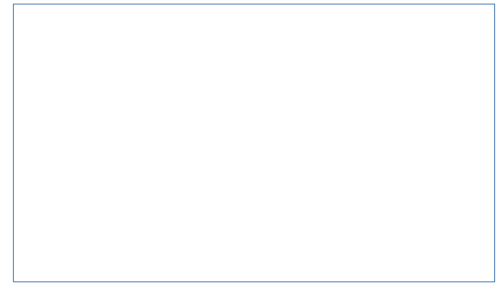
Furthermore, mentoring is a knowledge-sharing method, which makes it especially valuable for organizations developing leaders for their succession pipeline. Fuel Learning's client specifically chose mentoring as a development method, as opposed to the more traditional options of coaching and training, in order for mentees to gain an understanding of not just the skills, but also the relationships, processes, and culture related to their career trajectories within the company.



Case study: Lost business due to lack of leadership depth

The results of the program were remarkable: the client has won, to date, £260 million (\$408 million) in contracts because of their talent development program. Additionally, they now use talent development as a key market differentiator, reporting that speaking about their mentoring program in client sales meetings sets them apart from their competitors. In fact, the success of their talent development program is starting to transform their industry. Their competitors are taking note of the speed of their growth, as it is far outstripping the competitors'.

Lastly, and most importantly, they now have leaders who can move at a faster pace. Their leaders are no longer lagging behind the pace of the rapidly changing world, and the organization no longer needs to promote unprepared employees to positions of leadership out of necessity.





Journal of Management
Development
Vol. 36 No. 7, 2017
pp. 930-939
© Emerald Publishing Limited
0262-1711
DOI 10.1108/JMD-06-2016-0092

The impact of leadership coaching on leadership behaviors

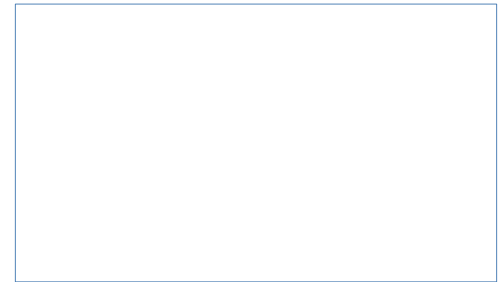
Erica L. Anthony

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Baltimore, Maryland, USA*

Received 11 June 2016
Revised 8 December 2016
Accepted 9 December 2016

Purpose

Leadership coaching has received increased popularity over the past decade; however, there is a paucity of research that has examined its impact on leader behaviors within organizations. Drawing upon transformational leadership theory, the purpose of this paper is to understand the benefits provided to followers when leaders experience leadership coaching.

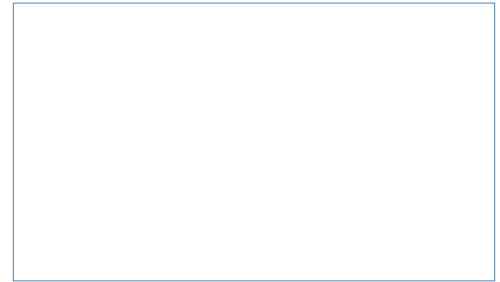


Design/methodology/approach

This cross-sectional study collected data from 75 mid- to senior-level organizational leaders and 188 followers.

Findings

The results of this study reveal that leadership coaching is positively associated with leaders engaging in individualized consideration toward their followers, and in turn, leaders engage in constructive leadership behaviors (i.e. more delegation and less close supervision).



Research limitations/implications

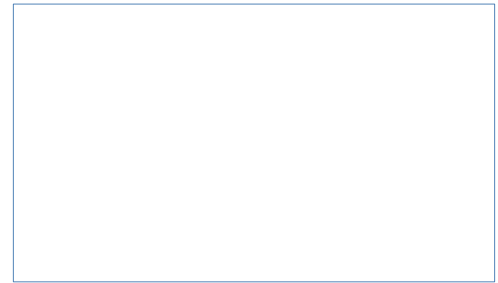
While this study contributes to our understanding of leadership coaching for organizational leaders, it, however, focuses on a specific set of leadership behaviors and does not examine the practices embedded in the coaching process.

Practical implications

Leadership coaching facilitates the leader's aspiration to provide their followers with more individual support. Organizations, in turn, need to promote more opportunities and practices for this interaction to continue.

Originality/value

This is the first study to empirically demonstrate the relationship between leadership coaching and constructive leadership behaviors.



Book Recommendation

The Leader's Guide to Coaching & Mentoring: How to Use Soft Skills to Get Hard Results

Authors: Fiona Dent

Publisher: FT Publishing International; 1st edition (10 September 2015)

Language: English

Paperback : 256 pages

ISBN-10 : 1292074345

ISBN-13 : 978-1292074344

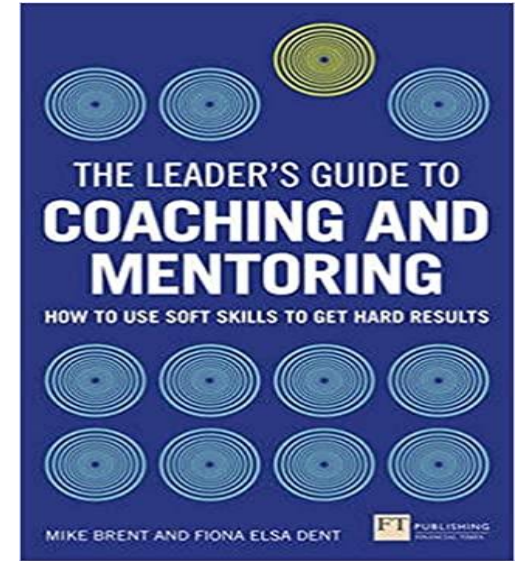


Image Source: https://images-na.ssl-images-amazon.com/images/I/51UUi5MDjeL._SX318_BO1,204,203,200_.jpg



Book Recommendation

The Leader's Guide to Coaching & Mentoring is a highly practical handbook that helps managers get the most out of their people. It includes grounded advice on the practicalities of both coaching and mentoring – such as how to structure a session – as well as core content on:

- The skills required for coaching and mentoring, including listening, questioning, observing body language, challenging and affirming
- The established processes for coaching and mentoring, such as GROW, relational coaching, reverse mentoring and solution-focused coaching
- The scenarios in which coaching and mentoring skills are particularly appropriate, for example, coaching under-performers, coaching star performers and coaching for career development

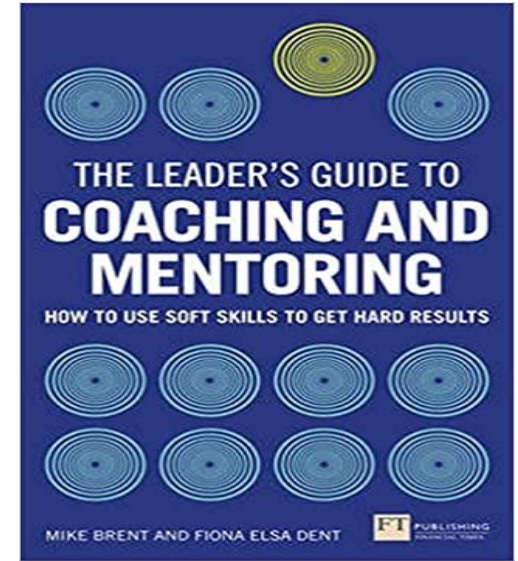


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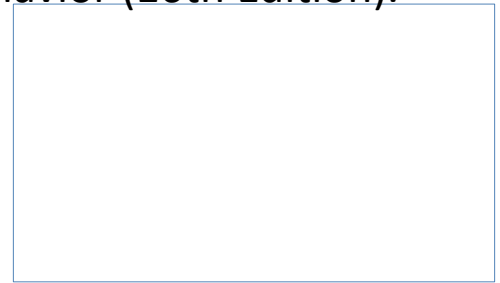
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Thank You

