**Coaching and mentoring for capability building at RSL**

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# **Introduction**

Greetings to all. I'll be introducing a capability-building project today for Reise Sorover Ltd. (RSL), a developing Sri Lankan tour operator. RSL is renowned for its creative strategy and dynamic group of youthful executives. However, the company right now faces a number of internal as well as external obstacles as a result of its limited industry experience. These include grievances from stakeholders regarding unprofessional conduct, an increase in staff disputes, and an absence of organized staff development. In my talk, I'll discuss how a formal mentoring and coaching program can help with these problems by fostering professionalism, lowering conflict, and assisting junior employees in assuming leadership positions. This project will build a solid basis for long-term growth and enhanced stakeholder relations, and it is in line with RSL's long-term vision. Let's investigate how this can be accomplished. (Abeykoon, 2025)

# **Current issues at RSL**

Despite being creative and dynamic, Reise Sorover Ltd. (RSL) is currently dealing with a number of operational issues as a result of its youthful and comparatively inexperienced workforce. The increase in stakeholder complaints, which is mostly attributable to frontline executives' impolitic and occasionally severe communication style, is one significant worry. Relationships with important partners like hotels, airlines, and news organizations have suffered as a result. Internally, young employees are competing more and more for promotion and recognition, which causes friction and less teamwork. Furthermore, while RSL fosters creativity, it lacks a formal framework to assist in personal growth or innovation. These problems underscore the pressing need for a strategy for professional growth that can direct employee conduct, lessen conflict, and foster an environment of development and cooperation throughout the company. (RSL, 2025)

# **Understanding coaching and mentoring**

Effective development techniques for improving worker performance and fostering long-term development include coaching and mentoring. The short-term, structured process of coaching aims to assist people in developing particular abilities and reaching quantifiable objectives. It is frequently led by a qualified coach or supervisor and is performance-driven. In contrast, mentoring is an ongoing partnership that supports both professional and personal development through advice, guidance, and sharing of experiences. A mentor is usually a more seasoned person who guides the mentee through obstacles, boosts confidence, and plans their career. Mentoring concentrates on the "why" and "who," whereas coaching concentrates on the "what" and "how." When combined, these strategies foster learning, boost motivation, and enable workers to realize their greatest potential, which makes them particularly pertinent for recent graduates at RSL. (Petruzzi, 2024)

# **Benefits of coaching and mentoring**

Employees and the company both gain a great deal from coaching and mentoring. Employees gain confidence, improve communication, and hone their leadership and problem-solving abilities as a result of these practices. They also foster a positive atmosphere where people can set objectives, get helpful criticism, and advance their careers. Coaching and mentoring benefit the company by lowering internal conflicts, enhancing teamwork, and raising employee retention and engagement. By preparing junior employees for future leadership positions, they also aid in succession planning. In the case of RSL, mentoring can help young executives create a long-term career path, while coaching may tackle performance-related problems like unprofessional behavior. All things considered, these strategies promote a culture of ongoing learning and growth, which enhances service quality and fortifies stakeholder relationships. (University, 2025)

# **Relevance to RSL**

Given its young workforce and the seriousness of its challenges, Reise Sorover Ltd. (RSL) can benefit greatly from coaching and mentoring. Despite their enthusiasm, most frontline executives lack the professionalism and experience necessary to deliver consistent, high-quality services. Internal staff disputes and stakeholder complaints point to a lack of emotional intelligence and soft skills, which coaching can help close. On the other hand, mentoring can help these young workers develop their career paths, gain confidence, and pick up tips from more seasoned team members. By putting more of an emphasis on teamwork and individual development, these strategies will also aid in managing the increasing rivalry among employees. RSL can enhance professional conduct, build its human capital, and guarantee long-term viability in the cutthroat travel sector by putting coaching and mentoring into practice. (Garmon, 2025)

# **Recommended coaching model**

The GROW model's straightforward structure and ease of use make it the ideal choice for RSL's coaching implementation. GROW is an acronym for "Goal, Reality, Options, and Way Forward." It starts with clearly defining the employee's objectives, such as enhancing customer communication. The current situation is then evaluated in order to identify any gaps or difficulties. Then, different approaches—like role-playing, feedback, or training—are investigated to get past those obstacles. Ultimately, a detailed plan for the future is decided upon, complete with steps and deadlines to monitor development. Employee reflection, accountability, and development focus are all encouraged by the GROW model. (Hancock, 2025)

# **Coaching & mentoring actions for RSL**

RSL should take specific coaching and mentoring measures to address its present issues. First, senior employees or seasoned managers ought to be designated as mentors to help young executives hone their industry knowledge, professionalism, and communication abilities. The introduction of regular coaching sessions with an emphasis on important topics like conflict resolution, teamwork, and stakeholder handling is recommended. A systematic program with goal-setting, progress monitoring, and frequent feedback should be created by HR. Development can be tracked with the use of straightforward instruments like performance reviews, reflection journals, and checklists. Peer learning sessions and group mentoring can also promote cooperation and lessen internal rivalry. RSL can create a positive work environment that fosters development, lowers conflict, and equips its employees for future leadership positions by integrating mentoring and coaching into everyday operations. (Websites, 2025)

# **Expected outcomes**

It is anticipated that RSL will experience a number of benefits from the implementation of a structured mentoring and coaching program. First and foremost, young executives will gain improved interpersonal and professional skills, which will result in more courteous and successful stakeholder communication. This will enhance the company's reputation and lessen complaints from outside parties. On the inside, better communication and comprehension among employees will reduce conflicts while promoting teamwork. Additionally, workers will experience greater support and value, which will boost their motivation, engagement, and retention. The program will strengthen RSL's succession planning by assisting in the identification and development of future leaders within the company. Employees will also provide more creative ideas as their confidence and inventiveness increase, improving service offerings. (College, 2025)

# **Challenges in implementing coaching & mentoring**

Even though coaching and mentoring have many advantages, there may be a number of difficulties when putting such programs into place at RSL. Time constraints are a major problem because managers and employees may find it difficult to fit regular sessions into their daily schedules. The absence of qualified coaches or mentors is another issue that may compromise the caliber and reliability of advice. Employee resistance may also occur, particularly if staff members are uncomfortable being evaluated or do not understand the goal of coaching. Furthermore, the efficacy of the program may be diminished by mentees' or mentors' erratic dedication. Without the right monitoring tools, it could also be challenging to measure results and track progress. RSL needs to overcome these challenges and establish a sustainable development culture, which will require careful planning, training, and leadership support. (Bachkirova, 2020)

# **Overcoming implementation challenges**

A methodical and encouraging approach is necessary to overcome obstacles in the implementation of mentoring and coaching at RSL. First, planning frequent sessions ahead of time guarantees that, even with hectic schedules, time is set aside for development. The mentors and instructors can be better equipped to lead and assist employees if they receive basic training. Raising awareness of the advantages of mentoring and coaching through workplace interactions and instances of achievement can help overcome resistance and promote involvement. Engagement will also be increased by securing management support and incorporating the program into goals for performance. Monitoring can be made simpler and more reliable with basic tools like development checklists, feedback forms, and progress trackers. (Sullivan, 2017)

# **Success indicators for RSL**

The primary metrics used to assess the efficacy of retail operations are known as indicators of success for the Retail Service Level (RSL). Customer happiness, sales growth, turnover of stock, and service effectiveness are common examples of these metrics. Customers are satisfied with the way they shop when they receive an excellent client satisfaction score, which is frequently obtained through surveys or feedback. Sales growth gauges both product demand and financial success. Inventory turnover measures the speed at which stock is being sold and replaced, indicating how well inventory management is working. Factors such as order fulfillment accuracy, checkout speed, and inquiry response time are used to evaluate service efficiency. (Sullivan R. L., 2014)

# **Conclusion and recommendation**

In conclusion, a strategic focus on client fulfillment, effective inventory management, and delivery of service are necessary to achieve high success rates for retail services. Tracking important success metrics like sales growth, customer satisfaction, and operational effectiveness aids in pinpointing problem areas and accomplishing corporate objectives. Retailers should make investments in employee training, implement cutting-edge inventory management systems, and consistently collect and act upon consumer feedback in order to improve overall performance. Using digital tools to expedite service delivery, like self-checkout systems or online ordering, can also increase productivity and client satisfaction. (Abeykoon, 2025)

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