Unlocking The Potential of Coaching & Mentoring

Niamh Shiells
About me

Coach & Mentor 12 years
Leadership & Systemic Team Coaching
Train Coaches & Mentors (ILM)
Coaching Supervisor
Designing Mentoring Programmes &
Embedding Coaching Cultures
Fellow of the Association for Coaching
AC Board Director 10 years
Former Chair, Coach Accreditation Assessor &
Head of Coach Training Accreditation at AC
Board Director Women in Business 8 years
My Mission Today!

To Spark your Curiosity and maybe a plan too!
CIPD Coaching

• Essentially a non-directive form of development.
• To improve performance and develop skills at work.
• Coaching activities have both organisational and individual goals.
• It provides people with feedback on both their strengths and their weaknesses.
• It's a skilled activity, delivered by people who are trained to do so.
CIPD Mentoring

- Involves the use of the models and skill of coaching.
- Tends to be a relationship with a more experienced colleague who shares their greater knowledge and understanding.
- Mentoring relationships tend to be more long term than coaching arrangements.
- They work best when they move beyond the directive approach of a senior colleague ‘telling it how it is’, to one where both learn from each other.
- A learning opportunity for both parties, where the benefits are reciprocal.
## Coaching V Mentoring

<table>
<thead>
<tr>
<th>A Coach</th>
<th>A Mentor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less directive</td>
<td>More directive</td>
</tr>
<tr>
<td>Creates space to think</td>
<td>Advise and suggest</td>
</tr>
<tr>
<td>Is non-judgemental</td>
<td>May need to make judgements</td>
</tr>
<tr>
<td>Gives ownership</td>
<td>Leads by example</td>
</tr>
<tr>
<td>Need not be an expert</td>
<td>Is usually more experienced</td>
</tr>
<tr>
<td>Stands back</td>
<td>Stands close</td>
</tr>
<tr>
<td>Challenges beliefs, thoughts and behaviours</td>
<td>Shares knowledge and experience</td>
</tr>
<tr>
<td>Draws out examples and ideas</td>
<td>Gives examples and ideas</td>
</tr>
<tr>
<td>Works within a set time frame</td>
<td>May work over a longer period</td>
</tr>
<tr>
<td>Focuses on specific development areas</td>
<td>Takes a broader view</td>
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</table>
Coaching

Delivers an individualised development programme that supports the building of competence, confidence and capacity to achieve business/career goals.

It offers a unique guided, self directive and reflective learning environment where individuals can accelerate personal & professional effectiveness.
Mentoring

Mentoring is a developmental partnership where the Mentor shares knowledge, skills & perspective with the aim of fostering personal and professional growth.

It’s a relationship that is based on mutual trust & respect where the Mentor guides new learning, motivation, behaviours & action.
A Simple Definition

The Coach asks questions.
The Mentor gives answers.

“It is the mindset of the communicator and the style of the communication that defines coaching”
# Directive to Self Directive

<table>
<thead>
<tr>
<th>Mentor Approach</th>
<th>Coach Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know how</td>
<td>You know how</td>
</tr>
<tr>
<td>I ask questions, to help me get more information</td>
<td>I ask questions, to help you get more information</td>
</tr>
<tr>
<td>I advise you what to do</td>
<td>You decide what you want to do</td>
</tr>
<tr>
<td>I ask questions so that I can give you the answers</td>
<td>I ask questions so that you can find the answers</td>
</tr>
</tbody>
</table>
Mentor Benefits - Mentee

- Career advancement, skills development, network expansion
- Increased confidence, self-esteem, and job satisfaction
- Improved retention
Mentor Benefits - Mentor

✓ Career development through exposure to new ideas, experiences, and energy
✓ Mentors gain visibility and respect as they are associated with the successes of their Mentee
✓ Sense of accomplishment and continuity in their professional lives
✓ Mentors gain a sense of personal validation
Mentor Benefits - Organisation

✓ Greater satisfaction and commitment experienced by the Mentee and Mentor
✓ Mentoring facilitates a greater sense of connectedness to the organization and creates a network of support
✓ Increased Mentee commitment, reducing churn and increasing job satisfaction
Mentoring Benefits Research

Mentoring relationships and mutuality, both mentors and mentees gain – *Kram 1985*

Mentors report greater salary, greater promotion rates and stronger career success – *Tammy D. Allen Elizabeth Lentz Rachel 2005*

Raised esteem amongst peers / colleagues, satisfaction and self confirmation – *Hunt & Michael 1983*

Increased competence & cooperation – *Newby & Heide 1992*
Growth Mindset – Carol Dweck - 2006

Mindset has a profound effect on learning, skill acquisition and success - our self perception of who we think we are and what we are capable of achieving.

✓ Mentoring works on developing skills & enabling growth
✓ It feeds a desire to consistently get better
✓ It Invites collaboration
✓ It encourages curiosity and a passion for learning and stretching at every stage of a career
The Pygmalion/ Rosenthal Effect

The Greater the expectation placed on people the better they perform

Observer Expectancy Effect – Rosenthal (1963)

“Reality can be positively or negatively influenced by the expectations of others”
Growth Mindset Organisations

Employees in a growth mindset company are:

• 47% more likely to say their colleagues are **trustworthy**
• 34% more likely to report a sense of **ownership and commitment** to the org
• 65% more likely to say that organisation supports good **risk taking**
• 49% more likely to say that the organisation fosters **innovation**
• 41% less likely to report poor **ethical behaviour**

• Sean Delaney, Stanford, Berkeley, Michigan University
Qualities of a Great Mentor

Do you have what it takes?
Mentoring – The Steps

• Agree strategic purpose & objectives
• Define the mentoring path
• Draft key documents – role /agreement
• Designate a Programme Manager
• Differentiate between Manager & Mentor
• Train your Mentors and Mentees
• Foster a safe mentoring environment
• Provide access to ongoing Mentoring support & resources
• Evaluate
• Keep it dynamic
Mentoring Programmes
“Three-quarters of organisations currently offer coaching or mentoring and an additional 13% plan to offer it in the next year. Most expect to increase their use of coaching.”

Coaching by Line Managers & Peers rated in top 3 of most effective practices and most likely to grow in use.
ICF Global Coaching Client Study 2016 - PricewaterhouseCoopers.

**Increased Productivity**

Professional coaching maximizes potential and, therefore, unlocks latent sources of productivity.

- Improved Work Performance: 70%
- Improved Business Management: 61%
- Improved Time Management: 57%
- Improved Team Effectiveness: 51%

**Positive People**

Building the self-confidence of employees to face challenges is critical in meeting organizational demands.

- Improved Self-Confidence: 80%
- Improved Relationships: 79%
- Improved Communication Skills: 72%
- Improved Life/Work Balance: 67%
ICF Global Coaching Client Study 2016 - PricewaterhouseCoopers.

Return on Investment
Coaching generates learning and clarity for forward action with a commitment to measurable outcomes. The vast majority of companies (86%) say they at least made their investment back.

29% reported ROI of between 10 & 50 times

Satisfied Clients
Virtually all companies and individuals who hire a coach are satisfied.

“Somewhat” or “Very Satisfied” with overall experience 99%
Would repeat the process 96%
Mentoring to Coaching

Directive – Self Directive

✓ Through developing a more flexible style of influence
✓ and assuming that the Coachee is resourceful or has the capacity to be so
✓ we are able to facilitate increased competence, capacity and confidence
✓ and support the Coachee in being much more self reliant.
A Flexible Style of Influence - Julie Starr Model

Directive → Self Directed

Instruction: ‘Go and speak to Marcus’
Advice: ‘I think you need to speak to Marcus first’
Opinion: ‘I think without Marcus support this won’t work’
Observation: ‘You seem to be avoiding speaking to Marcus’
Summary: ‘Here’s what you just said’
Ask them: ‘What are you going to do’
Being Present – staying out of the way!

“We need to manage the delicate balance of being both fully present and at the very same time staying out of the way of the Coachee doing their work.”
Coaching builds competence, confidence and capacity - it unlocks potential.

It builds Emotional Intelligence and Resilience
Emotional Intelligence
(Daniel Goleman)

Ability to communicate, build relationships, manage stress, achieve goals and create meaningful, rewarding and purposeful lives for ourselves.

IQ is a measure of our intellectual ability.
EQ is a measure of our emotional and social ability.
Emotional Intelligence

IQ - How clever you are.

EQ - How smart you are at dealing with the complex world around you.
What distinguishes superior performing leaders from average performers: EI, IQ or Technical Knowledge?

Goleman’s result:
EI matters twice as much across all roles

Close to 90% of superior performance in leadership is attributable to EI
Resilience

Resilience is the ability when faced with challenge to change the way we ...

*Cognitive, emotional and behavioural flexibility*
Some of us are Orchids

We are much more sensitive to life events and we need a little more support in order to thrive

Ellis & Boyce Albert et al 2015
Some of us are more Dandelion

We may look delicate but a dandelion refuses to lie down and die, and will always find a way up through the concrete.

Ellis & Boyce Albert et al 2015
Coaching & Mentoring Build Relationships

Our ability to secure and maintain relationships is one of the single most important factors in building resilience. Many studies have shown this
Coaching – The Steps

• Agree strategic purpose & objectives
• Define delivery framework – Leader as Coach
  internal coaches & external panel
• Design operational arrangements – access, process & practice
• Integrate – embed in competency frameworks, JD Descriptions, individual objectives
• Identify coaching champions
• Training, accreditation, supervision
• Outcomes and evaluation
• Keep it dynamic