



BUILDING CAPABILITIES & TALENTS COACHING OR MENTORING?

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With the continuous myriad of challenges in the business world internal & external; the fierce business environment, the increased competition, executives retiring, middle management positions disappearing due to belt-tightening measures & the emergent of less experienced Generations X and Y, organisations are becoming aware that employee's development and capacity building is not a luxury anymore. The overall result leaves numerous organisations struggling to achieve their business imperatives with little or no astute leadership, significant demands on all employees including more complex work and longer hours, and fewer resources to overcome these challenges.

Accordingly, many organisations are introducing coaching and mentoring as effective methods for building capacities and talent, especially when knowledge and skill need to be built gradually and practiced regularly. However, questions often arise about the **use of each method, how these methods can support**

Organisational Development?

WHAT IS COACHING, EXACTLY?

Coaching is the process of inspiring, encouraging, motivating, and instructing an employee to unlock his or her greatest potential so as to achieve their ultimate goal. The coach becomes the employee's personal resource and advocate. This helps the employee to grow professionally and personally. (Farren Ph.D., Caela. "Eight Types of Mentor: Which Ones Do You Need?")

"Just as a personal trainer helps build up your muscles, a business coach may strengthen your performance on the job." Orlando Sentinel

WHAT IS MENTORING ALL ABOUT?

Mentoring is a collaborative partnership in which the mentor and the mentee take shared responsibility for the success of the relationship. Many times, mentoring occurs in a one-on-one situation in which a mentee chooses a respected, experienced person (the mentor) to provide professional guidance over a period of years. A mentor helps associates see meaning and vision in what they are doing and serves as a role-model who inspires, motivates, empowers, and helps individuals or teams to learn. (Farren Ph.D., Caela. "Eight Types of Mentor: Which Ones Do You Need?")

"A mentor empowers a person to see a possible future and believe it can be obtained."

Shawn Hitchcock

THEN WHAT ARE THE BENEFITS OF A COACHING-/MENTORING CULTURE?

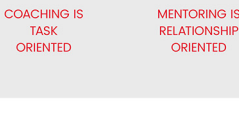
A coaching/mentoring culture creates a safe haven in which to receive feedback and to reflect on ways to create further positive changes. Interpersonal conflicts are more easily resolved or never occur due to constant and open communication among all employees. Everyone is likely to feel a stronger trust in the management team and team development may be enhanced at all levels. The organisation's ability to compete in a rapidly changing and unpredictable world is greatly increased.

The power of a coaching / mentoring culture in an organisation can result in expanded improvements in:

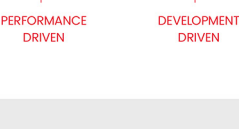
- Skill development at all levels.
- Creation of a leadership pipeline.
- Engagement by all employees.
- Retention of employees at all levels.
- A robust and aligned strategy.
- Optimal people performance.
- Increased business performance.

SO THEN WHAT IS THE DIFFERENCE BETWEEN COACHING & MENTORING?

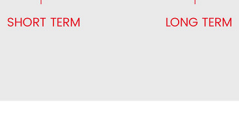
Coaching & Mentoring use the same skills and approach but coaching is short term task-based and mentoring is a longer term relationship. From these wide definitions, we drill down into the main differences between coaching and mentoring:



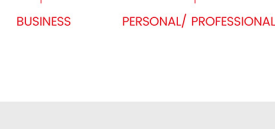
Coaching focus is on concrete issues, such as managing more effectively, speaking more articulately, and learning how to think strategically. While mentoring seeks to provide a safe environment where the mentee shares whatever issues affect his or her professional and personal success.



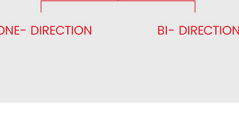
The purpose of coaching is to improve the individual's performance on the job. This involves either enhancing current skills or acquiring new skills, which once acquired result in ending the coaching practice. Mentoring purpose is to develop the individual not only for the current job, but also for the future.



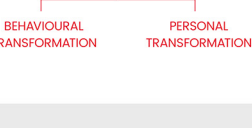
Coaching only lasts until the performance matter / concern is resolved while mentoring is always long term. Time is needed for both parties to learn about one another and build a climate of trust, typically lasting nine months to a year.



Coaching is focused on the business person as an effective member of the particular department he or she works for. Mentoring is concerned with both business and personal. It believes that the business and the personal infuse and affect one another. Mentoring discussions focus on interpersonal dynamics on how the mentee's views the world, sense of self, ethics, and values impact the mentee's development.



Coaching is focused on the coachee's needs, and the coach is not expecting to gain anything except compensation for services provided. In mentoring both mentors and mentees gain through the relationship.



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Finally, the main difference between Coaching and Mentoring is the process. In coaching the coach helps the coachee develop the best performance mostly through asking questions. The coachee has the potentials to come up with the answers, applying the theory he taught and presenting them in his own critical thinking. This is not necessarily the case for mentoring. In mentoring, the mentee looks up to the mentor for answers, experiences and guidance. The mentee is looking for answers to his questions, to be given from someone she/he trusts, and is looking up to as a role model!

"A coach has some great questions for your answers; a mentor has some great answers for your questions."



WHEN TO CONSIDER EACH?

Both techniques are argued to be more effective and impactful than other typical capacity building and talent development programmes. It is worth mentioning that both have been achieving quite significant on ground results, which prove that these methods should be an integral part of any organisation talent and capacity building practices.

The ROI for companies who invest in coaching is 7x the intimal investment. (PricewaterhouseCoopers Global Survey on Coaching, 2011)

SO, HOW DO YOU DECIDE WHICH TYPE OF SCHEME TO IMPLEMENT? THAT REALLY DEPENDS ON TWO MAIN FACTORS:

Retention is 25% higher for employees who have engaged in company sponsored mentoring. (Deloitte Research Brief, 2012)

The current culture that exists within the organisation: Mentoring works well when there is more of an old-style culture – one where decisions are generally passed upwards, individuals are promoted based upon experience, dress code is more formal, etc. This style of working suits a mentoring programme as the mentors are typically the senior managers with many years of experience that they are keen to share with others. Coaching is more effective when an organisation is undergoing significant change or striving to be learning centric. Assuming that the skills can be transferred effectively and quickly to the coaching population, this approach can be a key enabler for the organisations' future success. (Implementing A Great Coaching And Mentoring Programme - Sandra Green Consulting Ltd).

41% of coached members got promoted to higher position compared to 15% of the non-coached staff (CIPD case study on Woolnough et al 2004)

The situation/need and outcome desired: Selecting coaching over mentoring or vice versa should be made based on the occasion itself. The illustration below shows some of the most common occasions where each technique is suggested as the best to be used:

COACHING

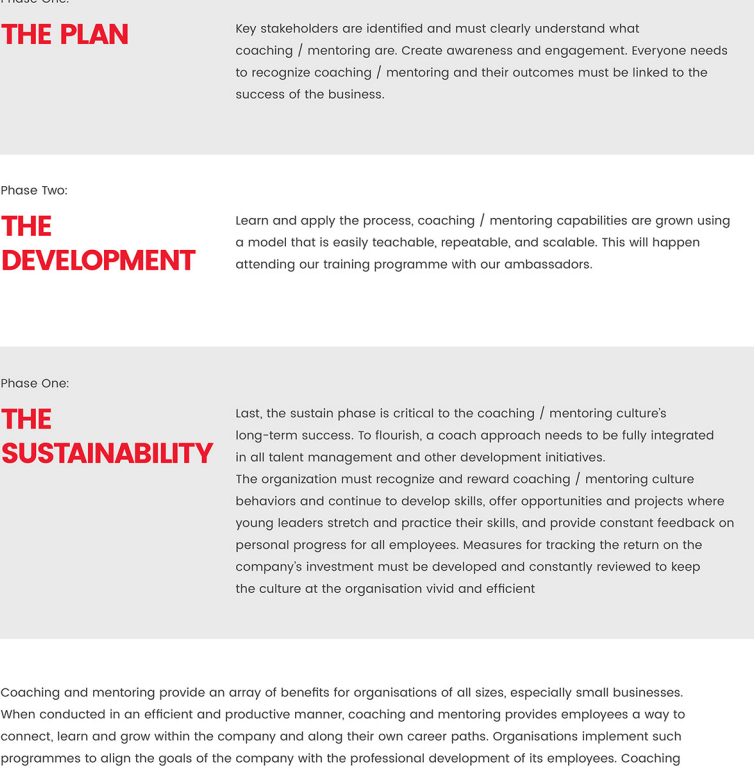
- When a company is seeking to develop its employees in specific competencies using performance management tools and involving the immediate manager.
- When a company has a number of talented employees who are not meeting expectations.
- When a company is introducing a new system or programme.
- When a company has a small group of individuals (5-8) in need of increased competency in specific areas.
- When a leader or executive needs assistance in acquiring a new skill as an additional responsibility.

MENTORING

- When a company is seeking to develop its leaders or talent pool as part of succession planning.
- When a company seeks to develop its diverse employees to remove barriers that hinder their success.
- When a company seeks to more completely develop its employees in ways that are additional to the acquisition of specific skills/competencies.
- When a company seeks to retain its internal expertise and experience residing in its baby boomer employees for future generations.
- When a company wants to create a workforce that balances the professional and the personal.

BEST PRACTICES OF A COACHING / MENTORING CULTURE

During the development of the nominees as a coach or a mentor, for years TTM associates helps organisations build and sustain a coaching/mentoring culture. Our team of experts analysed significant amounts of research, successful coaching/mentoring initiatives in existence, client's practical practices. Based on their findings, key themes were identified and the team developed three phases essential to successfully build and sustain a coaching culture. The following model shows how each phase builds upon the other for a comprehensive approach.



Coaching and mentoring provide an array of benefits for organisations of all sizes, especially small businesses. When conducted in an efficient and productive manner, coaching and mentoring provides employees a way to connect, learn and grow within the company and along their own career paths. Organisations implement such programmes to align the goals of the company with the professional development of its employees. Coaching and mentoring provides benefits for the "coachee / mentee," the coach / mentor and the organisation. Coaching and mentoring are both effective approaches for building capacities and talent in organisations, a company's specific needs should provide guidance on which option to choose, because making the right decision for the right reasons will help lead to more positive outcomes.

To learn more about TTM Associates programs that cover this interesting topic thoroughly and comprehensively, please check our - Passionate Leaders and Inspiring Leaders programs available on our website www.ttmassociates.com.

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