

[Coaching and Mentoring]



Lecture Title:

10. [Coaching and Mentoring – Developing People]

Lecturer: Paul Gauci

Date: 17 October 2025

13.00hrs-17.00hrs



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Human Resources Management

Learning Objectives

Following this session students will be able:

To develop people in the use of comprehensive mentoring and coaching techniques and practice.

To utilise personal development planning as a tool for coaching and mentoring.

Role Plays will be conducted on the above objectives



Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



Role Play Scenario: Enhancing Coaching Competence

- **Context:**
- The Coachee, **Peter**, is a mid-level manager who has recently been tasked with formally mentoring junior staff and conducting regular coaching sessions as part of a new organizational development initiative.
- Peter has some basic experience but feels their approach is too generic and lacks depth, especially in using structured models and adapting techniques to different individual needs.
- The session aims to create an action plan for Peter to integrate more comprehensive and effective mentoring and coaching practices.



Coach Brief: Sarah

- **Your Goal:** To help Peter identify specific gaps in their current mentoring/coaching practice and collaboratively develop a structured, measurable action plan to integrate **comprehensive techniques and practices**.
- **Key Areas to Probe/Focus:**
 - **Current State:** Ask Peter to describe a recent mentoring or coaching interaction. What went well? What was challenging?
 - **Techniques/Models:** Ask what specific coaching models (e.g., **GROW, OSKAR, FUEL**) or mentoring techniques (e.g., active listening, Socratic questioning, developmental feedback) Peter currently uses. Probe for their level of confidence in using a *comprehensive* range.
 - **Specific Development Need:** Zero in on *one* area they want to improve in first (e.g., **goal setting, deep listening, handling resistance, giving developmental feedback**).
 - **Action Plan:** Help them set **SMART goals** for their development. This should include resources (books, courses, shadowing) and practice opportunities.



- **Suggested Opening Line:**
- *"Welcome, Peter. Our goal for today is to explore how we can elevate your mentoring and coaching skills from good to truly comprehensive. Based on your recent work, where do you feel the biggest opportunity for growth lies right now?"*



Coachee Brief: Peter

- **Your Goal:** To express your frustration with the current generic nature of your coaching/mentoring and leave the session with a clear, specific plan to adopt more **comprehensive, structured techniques**.
- **Your Background & Challenge:**
 - You are a mid-level manager and now have formal mentoring and coaching responsibilities.
 - You understand the *theory* but often find yourself just having '**nice chats**' rather than structured, results-oriented sessions.
 - You primarily rely on basic **open-ended questions** and feel you don't know enough established **coaching models** (like GROW or CLEAR) to apply them effectively.
 - You find it difficult to transition from giving advice (mentoring) to asking powerful questions (coaching), and you need to know *when* to use which.
- **Specific Area for Improvement:** You want to become proficient in using the **GROW model** for structured coaching sessions, and you need a system for giving **developmental feedback** that is constructive, not just critical.



- **What You Want from the Coach:**
- A concrete plan that includes:
 - Identifying a good, foundational **coaching model** to master first.
 - Finding recommended **training resources** (online course, book, or a practice group).
 - A way to **shadow** an experienced coach/mentor in the organization.



Suggested Opening Line:

*"Sarah, thanks for meeting. I'm feeling a bit overwhelmed by the new coaching role. My sessions feel unstructured—more like friendly advice than proper development. I need to move past 'just talking' and start using **comprehensive techniques** like the pros do. I want a structured approach, but I don't know where to start."*



Personal Development Planning

- The Big Question: Why Plan Your Development?



4 compelling benefits:

- **Clarity** (focus),
- **Control** (proactive vs. reactive),
- **Direction** (closing the skills gap),
- **Motivation** (seeing progress).



What Exactly is a PDP?

- Definition:
- A structured plan that outlines your current skills, sets future goals, and defines the actions/resources needed to bridge the gap. It is a **living document**.



Phase 1: Self-Assessment - The Starting Point

- Know Thyself:
- The first step is honest self-reflection.
- Ask:
 - *What are my strengths?*
 - *What are my weaknesses (gaps)?*
 - *What energizes me?*



The Feedback Loop: Beyond Self-Assessment

- The importance of **external input**:
- 360-degree feedback, performance reviews, and **coaching/mentoring** discussions.
- A PDP should not be created in a vacuum.



Phase 2: Defining the Vision & Goals

- The vision is the long-term destination (1-5 years).
- Goals are the milestones.



The SMART Framework for Goal Setting

- **SMART** criteria:
- Specific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound.



Phase 3: Building the Action Plan (The 'How')

- This is the most crucial part.
- What specific activities will you undertake? (Training, Shadowing, Reading, Project Work, Certifications).



The Power of Diverse Learning (70:20:10 Model)

- PDP actions shouldn't just be courses:
- **70%** (Experience/On-the-job)
- **20%** (Social/Mentoring/Coaching)
- **10%** (Formal/Training)



PDP in Action: Leveraging Coaching & Mentoring

- Mentors provide *advice* and share *experience*.
- Coaches provide *structure* and ask *powerful questions* to foster self-discovery.



Resource Mapping: What Do You Need?

- Time, Budget (Courses)
- Tools (Software)
- Support (Peers/Sponsor)
- Planning for resources prevents derailment.



Phase 4: Monitoring & Tracking Progress

- How will you know you succeeded?
- Use your **Measurable** criteria.
- Log progress weekly/monthly. Celebrate **micro-successes**.



The Review Cycle: Keep It Alive!

- Regular review (e.g., quarterly).
- The PDP is **not fixed**.
- Adjust goals, remove completed actions, and add new focus areas.



Your PDP Commitment: A Call to Action

- The core takeaway:
- Start simple, commit to the first action, and find a development partner (manager, coach, peer).



Personal Development – Brian Tracy

- <https://www.youtube.com/watch?v=AWGayyX9I6o>





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- Here is a role-play scenario and briefs, this time centered on **utilizing Personal Development Planning (PDP) as a core tool for coaching and mentoring**

Role Play Scenario: Integrating PDP into Development

- **Context:**
- The Coachee, **Liam**, is an experienced team lead who is excellent at day-to-day mentoring. However, Liam struggles to move staff beyond short-term fixes and goals.
- The organization requires all managers to use a structured **Personal Development Plan (PDP)** with their direct reports, but Liam views it as just another piece of mandatory paperwork. This session aims for the Coach to help Liam see the PDP not as an admin task, but as a powerful *tool* for strategic, long-term coaching and mentoring.



• Coach Brief: Maya

- **Your Goal:** To shift Liam's perception of the **Personal Development Plan (PDP)** from a bureaucratic requirement to a **dynamic, strategic tool** for long-term development, and to coach Liam on *how* to effectively use it in mentoring sessions.
- **Key Areas to Probe/Focus:**
- **Current PDP Pain Points:** Ask Liam how they currently use the PDP. Probe for the frustration: Is it the format? The lack of engagement from staff? The time commitment?
- **The PDP as a Coaching Framework:** Gently challenge the perception of the PDP as 'paperwork.' Position it as the "**map**" that guides the coaching/mentoring journey. It provides structure, accountability, and clarity on long-term goals.
- **Specific PDP Techniques:** Focus on *one* technique for immediate improvement, such as:
 - Using the PDP's **long-term goals** to drive the agenda for *every* short-term coaching check-in.
 - How to collaboratively review and **update the PDP** to ensure it remains relevant and "owned" by the coachee/mentee.
 - Using the PDP to identify **resource gaps** (training, shadowing, budget).
- **Action Plan:** Get Liam to commit to using the PDP in their *next* mentoring session in a new, structured way.



- **Suggested Opening Line:**
- *"Welcome, Liam. I know the Personal Development Plan can feel like a chore sometimes. Let's talk about how we can flip that, turning the PDP into the **most powerful tool** in your coaching and mentoring toolkit, rather than just an HR checklist."*



- **Coachee Brief: Liam**

- **Your Goal:** To express your frustration with the **Personal Development Plan (PDP)** process and leave the session with concrete strategies for making it a valuable, living document that genuinely *drives* staff development.
- **Your Background & Challenge:**
 - You are a great team lead and mentor, but you focus on immediate, tactical problems.
 - You view the annual PDP requirement as **mandatory, time-consuming paperwork** that gets filed away and forgotten. Your staff often feel the same way.
 - You struggle to link the high-level goals on the PDP (e.g., "Improve leadership presence") to the **practical, weekly mentoring discussions**.
 - You feel you spend too much time *filling out* the forms and not enough time *discussing* the actual development.
- **Specific Area for Improvement:** You want to learn how to use the PDP not just for annual review, but as a **weekly or monthly conversation starter** to keep long-term goals front and center. You need an easy way to make the PDP feel "**owned**" by the employee, not just mandated by management.
- **What You Want from the Coach:** A concrete strategy for:
 - A structured **15-minute "PDP check-in"** format to use in weekly one-on-ones.
 - Tips on framing the PDP so the coachee/mentee sees the *personal benefit* of detailed planning.
 - A method for quickly updating or adapting the PDP when priorities inevitably shift.



- **Suggested Opening Line:**
- *"Maya, I'll be honest, the PDP is my least favorite task. It feels stiff and mandatory. I spend hours on it, only for the plan to be irrelevant three months later. I need help figuring out how to use this document as a **living, breathing tool** for development instead of just a tick-box exercise."*



Role Play Scenario: Navigating a Stakeholder Conflict

- **Context:**
- The Coachee, **Jamie**, is a relatively new Project Manager who is technically skilled but struggling with a complex interpersonal situation. A key senior stakeholder, Mr./Ms. Lee, is known for being difficult, demanding, and often bypassing formal processes.
- This behavior is now jeopardizing Jamie's project timeline. Jamie needs the Mentor to provide guidance based on past experience to develop a strategy for managing this conflict and protecting the project's integrity.



- **Mentor Brief: Chris**

- **Your Goal:** To use your experience and strategic perspective to help Jamie develop an **assertive and professional strategy** for managing a difficult, senior stakeholder (Mr./Ms. Lee) without escalating the conflict unnecessarily. Your role is to **guide, advise, and share lessons learned** from similar situations.
- **Key Areas to Probe/Focus (Use the Mentoring Approach):**
 - **Understand the Problem:** Get Jamie to clearly articulate **Mr./Ms. Lee's specific actions** and the **direct impact** these actions are having on the project (e.g., scope creep, delayed sign-offs).
 - **Explore Options Based on Experience:** Share a relevant anecdote about a time you had to manage a challenging senior stakeholder. What worked? What didn't?
 - **Strategic Advice:** Advise Jamie on the importance of **documentation** (creating a "paper trail") and establishing **clear boundaries** early.
- **Action Plan:** Help Jamie formulate a plan for a **direct conversation** with Mr./Ms. Lee, focusing the discussion on *project risk* and *business impact*, not personal conflict. The plan should include a follow-up email to solidify agreements.



- **Suggested Opening Line:**
- *"Hi Jamie, I understand you're hitting a wall with Mr./Ms. Lee. Don't worry, every project manager has faced a tough stakeholder. Tell me, what is the single biggest action they're taking right now that's putting your project at risk?"*



• Mentee Brief: Jamie

- **Your Goal:** To get practical, experience-based advice on how to handle an aggressive, senior stakeholder (**Mr./Ms. Lee**) who is undermining your authority and disrupting your project through constant, informal demands.
- **Your Background & Challenge:**
 - You are leading your first major project and want to succeed, but you feel intimidated by Mr./Ms. Lee's seniority and reputation.
 - **The Conflict:** Mr./Ms. Lee sends urgent, informal emails ("Just quickly change X") or demands immediate shifts in priority, bypassing the official Change Request process you implemented.
 - The immediate problem is a **critical resource reallocation** that Mr./Ms. Lee demanded, which has now **delayed a key deliverable** by three days. You feel personally responsible but don't know how to push back on someone so senior.
 - You are afraid of alienating a powerful figure, but you know you need to stand up for your project's process and team.
- **What You Want from the Mentor:** Practical advice and specific language to use for:
 - **Setting a boundary** without being disrespectful.
 - **Redirecting informal demands** back to the formal process.
 - How to **document** the conflict and the impact on the timeline.



- **Suggested Opening Line:**
- **"Chris, I really need your help. I'm struggling with Mr./Ms. Lee. I've been trying to be collaborative, but their constant, out-of-process demands are now actively delaying the project. I feel like they're testing my boundaries, and I don't know how to be firm without causing a major political issue."**



Suggested further reading

- CIPD or ICF research on coaching and mentoring best practices
- Jarosz, D. (2023). The Cube of Coaching Effectiveness (Focus on Well-being and Relationship Quality).
- Kirkpatrick, D. L., & Kirkpatrick, J. D. (2016). *Kirkpatrick's Four Levels of Training Evaluation*.
- Phillips, J. J. (2016). *The Bottomline on ROI*. (For advanced ROI calculation methodology).





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