

[Coaching and Mentoring]



Lecture Title:

12. [Coaching and Mentoring – Process in Context]

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Date: 20 October 2025

13.00hrs-17.00Hrs



Masters in Human Resources Management

Learning Objectives

Following this session students will be able:

To critically develop a coaching or mentoring process within an organisational context.

To apply evidence-based frameworks and ethical principles in the design and implementation of coaching or mentoring processes tailored to organisational goals.



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.



Case Study:

Mentoring a mid-level manager in a flat, agile
tech firm



Context

- Maya is a mid-level manager at “CodeCatalyst,” a fast-growing tech firm with a flat organizational structure and agile work culture. She leads a cross-functional product team and reports directly to the Head of Product. The company values autonomy, rapid iteration, and peer collaboration over hierarchy.
- Recently, Maya has been struggling with:
 - Navigating leadership without formal authority
 - Balancing team autonomy with accountability
 - Managing interpersonal tensions in a high-paced, feedback-rich environment
 - Developing her strategic influence across team



- She's been paired with a mentor, Ravi, a senior leader known for his coaching style and systems thinking.
- Their mentoring sessions aim to support Maya's growth in leadership, influence, and emotional intelligence.



Key Challenges

1. Influence Without Authority

Maya finds it difficult to guide team members who see her as a peer rather than a leader.

2. Feedback Fatigue

The team's culture of continuous feedback has led to defensiveness and burnout.

3. Strategic Visibility

Maya wants to contribute to cross-team initiatives but feels siloed in her current role.

4. Conflict Navigation

A recent disagreement between two senior developers has disrupted team cohesion.



Discussion Questions

1. How can Maya lead effectively in a flat structure without relying on formal authority?
2. What mentoring strategies can Ravi use to help Maya manage feedback fatigue?
3. How might Maya increase her strategic visibility across teams?
4. What mentoring approach could support Maya in resolving team conflict?



Discussion Questions & Model Answers

1. How can Maya lead effectively in a flat structure without relying on formal authority?

Model Answer:

- Use relational leadership: build trust, credibility, and shared purpose.
- Apply the CLEAR model in mentoring: Contracting expectations, Listening deeply, Exploring perspectives, Action planning, and Reviewing progress.
- Encourage peer accountability through team-owned goals and retrospectives.



2. What mentoring strategies can Ravi use to help Maya manage feedback fatigue?

Model Answer:

- Introduce the Feedback Ladder: clarify intent, invite reflection, and co-create action.
- Use CBC (Cognitive Behavioural Coaching) to explore Maya's beliefs about feedback and reframe defensiveness.
- Encourage micro-recovery practices: mindfulness, breaks, and emotional regulation techniques.



3. How might Maya increase her strategic visibility across teams?

Model Answer:

- Identify cross-functional projects aligned with her team's goals.
- Use stakeholder mapping to build influence networks.
- Practice strategic storytelling: share team wins and insights in leadership forums.



4. What mentoring approach could support Maya in resolving team conflict?

Model Answer:

- Apply the GROW model: clarify the Goal (team cohesion), explore Reality (conflict dynamics), identify Options (mediation, peer dialogue), and commit to a Way forward.
- Use Wheel of Change to explore what needs to be sustained, changed, or let go.
- Role-play difficult conversations using VAK (Visual, Auditory, Kinesthetic) styles to increase empathy and communication flexibility



- To critically develop a coaching or mentoring process within an organisational context.

Strategic Rationale

- Why embed coaching/mentoring?
- Links to talent development, engagement, retention
- Alignment with organisational values and strategy



Organisational Readiness

- Culture, leadership buy-in, psychological safety
- Maturity models (e.g. Clutterbuck's 4 levels – next slide)
- Barriers and enablers



- David Clutterbuck's Four Levels of Coaching and Mentoring Maturity model is a powerful diagnostic and developmental tool for organisations aiming to embed coaching and mentoring as strategic practices.
- It helps assess how deeply these practices are integrated into the culture and systems of the organisation.



<https://clutterbuck-cmi.com/books/>

Level 1: Nascent / Ad Hoc

- Characteristics: Coaching and mentoring occur informally, often driven by individual enthusiasm.

Typical signs:

- No formal structure or strategy
- Inconsistent quality and outcomes
- Limited organisational awareness or support
- *Risks: Lack of alignment, duplication, and variable impact*



Level 2: Tactical / Programmatic

- Characteristics: Coaching and mentoring are introduced through formal programmes, often HR-led.

Typical signs:

- Structured matching and training
- Clear objectives and processes
- Evaluation is basic or short-term
- *Focus: Talent development, onboarding, or leadership pipelines*



Level 3: Strategic / Integrated

- Characteristics: Coaching and mentoring are aligned with organisational strategy and embedded in key processes.
- Typical signs:
 - Senior leadership sponsorship
 - Integration with performance management, succession planning, and L&D
 - Systematic evaluation of outcomes
- *Benefits: Greater consistency, scalability, and cultural alignment*



Level 4: Embedded / Cultural

- Characteristics: Coaching and mentoring are part of the organisational DNA.
- Typical signs:
 - Widespread coaching mindset and behaviours
 - Peer and reverse mentoring flourish
 - Continuous learning and feedback culture
- *Outcomes: High trust, agility, innovation, and resilience*



How to Use the Model

- Diagnostic: Assess where your organisation currently sits
- Developmental: Identify what's needed to move to the next level
- Strategic: Align coaching/mentoring with broader cultural and business transformation



- The Secrets Behind Successful Mentorship with David Clutterbuck
- <https://www.youtube.com/watch?v=3smCTrJvOQI>



Stakeholder Mapping

- Who needs to be involved?
- HR, L&D, line managers, senior leaders
- Role clarity and sponsorship



Designing the Process

- Needs analysis
- Goal setting and success criteria
- Delivery formats (1:1, group, peer, digital)



Selection & Matching

- Criteria for coaches/mentors
- Matching methods (self-selection, algorithmic, facilitated)
- Diversity and inclusion considerations



Contracting & Boundaries

- Confidentiality, scope, expectations
- Ethical codes (EMCC, ICF, CIPD)



Training & Support

- Skills development for coaches/mentors
- Supervision and CPD
- Resources and toolkits



Integration with HR Processes

- Performance management
- Succession planning
- Learning pathways



Technology & Platforms

- Digital coaching tools
- Scheduling, tracking, analytics
- AI and blended approaches



Evaluation & Impact

- Kirkpatrick's model, ROI.
- Qualitative and quantitative metrics
- Feedback loops and continuous improvement



Risks & Mitigation

- Power dynamics, dependency, scope
- Managing expectations
- Safeguarding and escalation



Sustainability & Scalability

- Embedding into culture
- Building internal capability
- Scaling across departments or regions



Learning Activity: Groups Exercise

- Design a coaching/mentoring process for a fictional organisation
- Roles, goals, challenges
- Present and critique

Formative Assessment





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- To apply evidence-based frameworks and ethical principles in the design and implementation of coaching or mentoring processes tailored to organisational goals.

Why Evidence & Ethics Matter

- Builds trust, credibility, and psychological safety
- Enhances effectiveness and consistency
- Supports long-term cultural change



“Without evidence, we risk ideology. Without ethics, we risk harm.” -

Clutterbuck



Organisational Anchoring

- Define strategic goals (e.g. leadership pipeline, innovation)
- Identify cultural values and behavioural expectations
- Align coaching/mentoring outcomes with KPIs and talent strategy



Ethical Foundations

Codes of Practice: EMCC, ICF, CIPD

Core principles:

- Confidentiality
- Informed consent
- Non-maleficence
- Boundaries and dual relationships
- Cultural humility



Reflection

- Evidence and ethics are not add-ons—they are the foundation
- Frameworks provide structure; ethics provide integrity

- Reflective prompt:

“How do I ensure my coaching/mentoring designs honour both rigour and humanity?”



Learning Activity: Identify 2 Case Studies

- Real-world examples
- What worked, what didn't
- Lessons learned

Formative Assessment



Bibliography

CIPD research on coaching and mentoring best practices

Clutterbuck D. 'Coaching and Mentoring: A Journey Through the Models, Theories, Frameworks and Narratives' (2022) Routledge

SHRM research on coaching and mentoring best practices





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