

[Coaching and Mentoring]



Lecture Title:

6. [Coaching and Mentoring: Organisational Context]

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Date: 10 October 2025

13.00hrs-17.00Hrs



Masters in
Human Resources Management

Learning Objectives

Following this session students will be able:

To conduct effective and comprehensive coaching and mentoring within an organisational context.

To enable a coaching and mentoring culture in the organisation.



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.



“Building awareness and responsibility is the essence of good coaching.”

(Whitmore, J. 2017 p.33)

This quote emphasizes that embedding coaching into organizational culture is a developmental journey, not a quick fix.



1. INTRODUCTION & CONTEXT



Coaching & Mentoring Excellence:

- Executing Programmes & Cultivating Culture
- Focus on sustained Organizational Change.



- Detail best practices for effective

1 C&M.

2. Outline robust processes (contracting, matching, feedback).

3. Develop a strategy to embed a C&M culture.

4. Ensure quality, ethics, and sustainability.



Recap: The Strategic Imperative

- C&M is a continuous process, not an event.
- It drives performance, leadership development, and employee retention (94% of employees stay longer when invested in).
- Effective execution is critical to realizing this value.



The Dual Challenge: Effectiveness & Culture

- Challenge 1 (Effectiveness): Ensuring every C&M interaction delivers value and achieves clear goals.
- Challenge 2 (Culture): Shifting the organizational mindset so that developing people becomes the default behaviour of all managers.



The C&M Cycle: A Process, Not a Project

- Visual representation of the continuous cycle:
- Assess Needs → Design Programme → Execute/Coach → Evaluate → Refine.
- Emphasize that the execution phase is where most programmes fail due to poor process.



Part 2. EFFECTIVE ONE-TO-ONE IMPLEMENTATION



Phase 1: Critical Contracting (The Foundation)

The initial session sets the rules of engagement.

- Elements:

1. Goal Clarity: Aligning individual goals with organizational strategy.
2. Confidentiality: What stays between the pair and what is shared with the sponsor/HR.
3. Logistics: Frequency, duration, and mode of communication.
4. Boundaries: Defining the limits of the C&M relationship (it's not therapy).



Best Practice: The Coach/Mentor Mindset

Shift from directing to facilitating.

- Core Attributes:

1. Non-Judgmental Stance: Create psychological safety. *How do you enable this?*
2. Empathy: Understand the coachee's reality. *Everyone lives in his or her own perceptual world .*
3. Curiosity: Driven by powerful, open-ended questions. *Find out as much as possible on coachee.*
4. Accountability Partner: Holding the coachee to their commitments without doing the work for them.



.Curiosity: Driven by powerful, open-ended questions.

Find out as much as possible on coachee.

<https://www.youtube.com/watch?v=Zi4SvpAFRmY>

Johari Window



“Effective coaching involves the systematic application of psychological principles to facilitate goal attainment.”

(Grant 2001 p.56)

- This reflects Grant’s cognitive-behavioral orientation, positioning coaching as an evidence-based practice.



The Power of Presence: Active Listening

- Technique:
- Full concentration on verbal and non-verbal cues.
- Levels of Listening:
 1. Internal: Focused on own thoughts/response.
 2. Focused: Hearing the other person.
 3. Global/Contextual: Hearing the person and the system/culture around them (The highest level).



The Engine of Coaching: Powerful Questioning

- Purpose: To stimulate self-reflection and ownership.
- Avoid: "Why didn't you...?" or closed questions.
- Use:
 - *"What options have you considered?"*,
 - *"What's the challenge beneath the challenge?"*,
 - *"What would success look like in six months?"*



Delivering Constructive Feedback

- Feedback is essential for growth, but must be structured.
- Model (e.g., SBI):
 - Situation (When and where it happened),
 - Behaviour (The specific action observed),
 - Impact (The effect it had).
- Focus: Always link feedback to the coachee's stated goals and offer it with empathy.



Driving Commitment: Action Planning

- C&M conversations must conclude with clear, tangible next steps.
- Questions:
 1. Will: What exactly will you do?
 2. When: By when will you do it?
 3. Support: What support do you need from me/others?
 4. Measure: How will we know you succeeded?

Focus on accountability and ownership.



Part 3. PROGRAMME PROCESSES AND QUALITY ASSURANCE



Process: Rigorous Matching Protocol

Go beyond job title.

- Matching Criteria:

1. Goals Alignment: Mentor's experience matches mentee's development goals.
2. Style Compatibility: Learning styles and personality (use psychometric tools if available).
3. Neutrality: Ensure external coaches/internal mentors are impartial (especially for senior roles).



Process: Stakeholder Communication Loops

- Define how progress is communicated without breaching confidentiality.
- Manager/Sponsor Role: Supports the individual's time commitment and reinforces learning opportunities.
- HR/Programme Manager Role: Tracks programme health, logistics, and resource allocation.



Quality Assurance: Training & Accreditation

- Training: Certify internal coaches/mentors on core competencies and ethical standards.
- Accreditation: Encourage adherence to international body standards (e.g., ICF, EMCC) for external and senior internal coaches.
- ICC (International Coaching Federation)
- EMCC (European Mentoring & Coaching Council)



The Necessity of Coaching Supervision

- Purpose: A formal process for coaches to reflect on their practice with a qualified supervisor.

Focuses on:

1. Case Review: Processing complex/challenging C&M cases.
2. Ethical Oversight: Ensuring compliance with codes of conduct.
3. Continuous Development: Refining skills and self-awareness.

Supervision is a non-negotiable quality lever.



Evaluating Programme Health (Leading Indicators)

How to spot trouble early.

Metrics:

1. Engagement Rate: Meeting frequency and attendance.
 2. Match Satisfaction: Short, anonymous surveys for chemistry.
 3. Goal Clarity Index: Percentage of pairs with clear, documented goals.
- Action: Intervene with support/re-matching if engagement drops or satisfaction is low.



Managing and Overcoming Resistance

- Resistance is often due to fear or time constraints.

Strategies:

1. Address Time: Secure protected time from management.
2. Clarify Value: Link C&M directly to career progression/bonuses.
3. Overcome Fear: Emphasize confidentiality and the non-evaluative nature of the relationship.



Ethical Dilemmas in Practice

- Common Issues: Coachee reveals illegal/unethical activity; coach has a conflict of interest; relationship oversteps professional boundaries.
- Protocol: Coaches must know the escalation protocol, the limits of confidentiality, and their responsibility to the organization and the coachee.





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Part 4. CULTIVATING A COACHING AND MENTORING CULTURE



“As with any new skill, attitude, style, or belief, adopting a coaching ethos requires commitment, practice, and some time before it flows naturally and its effectiveness is optimized.”

(Whitmore, 2017 p.113)



The Goal: Embedding a Developmental Culture

- Definition:
- Development is viewed as an ongoing, shared responsibility, not a singular training event.
- The organizational language and values reflect a commitment to continuous growth.



Strategy 1: The Manager as Coach (The Culture Carrier)

- The Critical Shift:
- Line managers are the most frequent providers of C&M.
- Action: Mandate coaching skills as a core leadership competency.
- Incentive: Link proficiency in coaching skills (via 360 feedback) to performance reviews and promotion decisions.



Strategy 2: Integrating C&M into Key Processes

- Make C&M the norm by integrating it:
 1. Performance Management: Shift from rating performance to coaching improvement.
 2. Succession Planning: C&M relationships are formalized parts of the Hi-Po development plan.
 3. Onboarding: Mandatory peer-buddy or mentor assignment for all new hires.



Strategy 3: Leadership Role Modeling

"See it to Believe it."

- Senior leaders must actively participate as mentors and openly talk about the coaching they receive (external or internal).
- This normalizes the process and signals its value across all levels.



Strategy 4: Peer Coaching & Lateral Development

- Leverage internal expertise.
- Peer Coaching: Structured process where colleagues coach each other on specific work challenges.
- Action Learning Sets: Small groups who meet regularly to solve real-time problems using a coaching format. This scales C&M capacity affordably.



Strategy 5: Championing Psychological Safety

- A culture of growth requires a culture of safety.
- Action:
- Leadership must actively reward vulnerability, learning from failure, and giving/receiving honest feedback.
- C&M thrives in a non-punitive, trust-based environment.

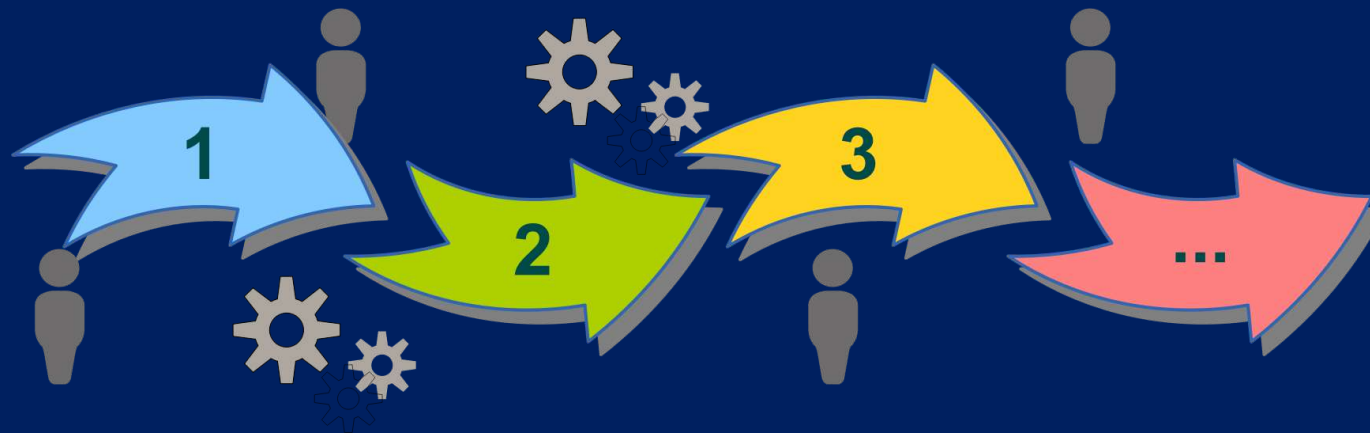


Strategy 6: Communicating and Celebrating Success

- Action: Regularly share anonymous success stories and data (ROI).
- Internal Marketing: Create an internal brand for the C&M programme.
E.g. RAISE THE BAR.....IGNITE.....GROW
- Recognition: Formally recognize and reward effective coaches and mentors (e.g., through a mentor award).



Part 5. MEASUREMENT AND SUSTAINABILITY



“Coaching culture is not about adding coaching to what you already do. It is about changing the way you lead and manage.”

(Whitmore, 2017 p.116)

- A powerful reminder that coaching culture requires systemic change, not just tactical interventions.



Measuring Cultural Embedment (Lagging Indicators)

Focus: Is the organisation behaving differently?

- Metrics:

1. 360-Degree Scores: Increased scores on "Develops Others" competency across the organization.
2. Turnover Rate: Lower voluntary turnover, especially in coached/mentored groups.
3. Internal Mobility: Increased rate of successful internal promotions.



Data-Driven Programme Refinement

- The Annual Review:
- Use data from evaluation and supervision to identify weaknesses.
- Refinement: Adjust the target audience, change the training curriculum, or restructure the matching process based on evidence.



Future-Proofing: C&M in the Hybrid Context

- Adaptation: Shift from in-person to effective virtual/hybrid C&M.
- Skills: Train coaches/mentors on virtual engagement, digital body language, and using collaborative online tools.
- Access: Virtual C&M significantly expands the pool of available mentors globally.



Sustaining the Strategy (Governance)

- Action:
- Maintain the C&M Steering Group (cross-functional leadership) to ensure continued strategic alignment, budget oversight, and accountability for cultural change.
- Dedicate resources for the Programme Manager role.



Summary: The Road to Excellence

- Key Takeaways:

1. Clarity & Contract lead to effectiveness.
2. Supervision ensures quality and ethics.
3. Manager-as-Coach is the culture's driving force.
4. Measurement sustains the investment. Goal: Make development a shared value and a strategic advantage.



Case Study and Discussion:

ApexTech's Transformation Challenge

- To illustrate the process and challenges of enabling a coaching and mentoring culture in an organization.

Background:

ApexTech is a rapidly growing technology company with 800 employees, specialising in custom software solutions. In its early years, the culture was entrepreneurial, focusing on speed and technical brilliance. However, as the company matured, a recent employee engagement survey revealed significant issues:

Formative Assessment



1. High Employee Turnover (18%): Exit interviews frequently cited a lack of career development and feeling undervalued.
2. Siloed Departments: Collaboration was poor, with managers often resorting to simply "telling" their teams what to do, which stifled initiative and creative problem-solving.
3. Leadership Burnout: Mid-level managers felt overwhelmed by constantly having to provide all the answers, leaving them little time for strategic work.



- The CEO, Maria Rodriguez, recognized that the traditional, hierarchical management style was unsustainable and a major blocker to future growth.
- Her mandate to the Head of HR, David Chen, was clear:
- *"Enable a genuine coaching and mentoring culture to empower our people and drive organic development."*



- Initial Steps & Challenges
- David decided to launch the "Apex Growth Initiative" (AGI), which included:
- Mandatory Coaching Skills Training: A 3-day programme for all 80 managers focused on active listening, powerful questioning, and using the GROW model.
- Formal Mentoring Program: A volunteer-based programme pairing senior leaders (Mentors) with high-potential employees (Mentees) across departments for career guidance and knowledge transfer.
- Communication Campaign: An internal push emphasizing "Managers as Coaches" and "Learning from Each Other."



- Six months into the AGI, David reviewed the progress:
- Manager Feedback: Many managers, especially those with long tenure, saw the training as a "check-the-box" activity. They struggled to shift from their accustomed directive style, often falling back to "fixing the problem" during coaching sessions.
- Mentoring Uptake: While 50 high-potential employees were keen to be Mentees, only 15 senior leaders volunteered as Mentors, citing a lack of time and clarity on the expected commitment.
- Cultural Perception: Most non-management employees viewed coaching and mentoring as a "remedial" tool for underperformers or an exclusive benefit for "high potentials," not a core part of daily work and development for everyone.
- David realises that a fundamental **mindset and behavioral shift** is missing, and the initial approach was too focused on programmes rather than deep cultural change.



- Case Study Questions
- Answer the following questions as if you were David Chen's organizational development consultant.
- Question 1: Strategic Alignment
- The CEO's mandate is clear, but the culture is resistant. What is the single most critical step David should have taken before launching the training and programmes to ensure greater strategic buy-in and sustainability?



- Question 2: Overcoming Manager Resistance
- Mid-level managers are reverting to a "telling" style.
- What are two specific, practical interventions David can implement immediately to help managers integrate coaching behaviours into their daily workflow, moving beyond the initial 3-day training?



- Question 3: Scaling Mentoring
- The mentoring programme has a mentor shortage and a perception problem.
- Recommend one short-term action and one long-term structural change to increase the number of committed mentors and improve the program's perceived value across the organisation.

- Question 4: Measuring Success
- David needs to demonstrate the ROI of the AGI to Maria.
- Name three specific, quantifiable metrics (beyond the initial turnover and engagement scores) that David should track to measure the impact of the new coaching and mentoring culture.



Answer 1: Strategic Alignment

- The single most critical step David should have taken was to secure visible, active sponsorship from the CEO and the entire Executive Leadership Team (ELT), demonstrated through their own coached behaviors.
- Justification: A culture shift must start at the top.
- When the ELT models a coaching mindset—by asking more questions than providing answers, publicly engaging with a coach, and celebrating developmental conversations—it signals to the entire organization that this is a strategic priority, not just an HR initiative.
- This would have helped counter the perception of the training being a "check-the-box" activity and aligned it with the company's core values for growth.



Two specific, practical interventions:

1. Introduce Peer Coaching Circles and Group Supervision:

- Action: Divide the 80 managers into small, interdepartmental "Coaching Practice Circles" of 5-6 people. These circles meet bi-weekly for 60 minutes, led by an internal or external facilitator.
- Focus: Managers share real-time workplace challenges and practice coaching each other on how to handle them. This provides ongoing reinforcement, safe practice, and immediate social accountability to apply the skills, making the learning stick and normalizing the use of coaching.

2. Integrate a "Coaching Metric" into Performance Reviews and Leadership Goals:

- Action: Change the managers' performance review criteria to include a section on "Talent Development and Coaching." This could be assessed through a mandatory "Development Conversation Score" derived from anonymous feedback from their direct reports (e.g., "My manager asks for my input before suggesting solutions," or "My manager helps me create my own development plan").
- Focus: This directly links coaching behavior to career progression and compensation, clearly communicating that adopting the coach-approach is a core job requirement and essential to their success, not optional.



Answer 3: Scaling Mentoring

1. Short-Term Action: Launch a "Flash Mentoring" or "Micro-Mentoring" Campaign.

- Action: Instead of asking for a year-long commitment, market the program by asking senior leaders for a commitment of just one 60-minute session per quarter on a specific, high-demand topic (e.g., "Navigating Organizational Politics" or "Presenting to the ELT").
- Benefit: This lowers the barrier to entry for time-crunched senior leaders, providing them a quick, high-impact experience of mentorship that can encourage them to commit to a more formal relationship later. It also immediately addresses the needs of many Mentees.

2. Long-Term Structural Change: Redefine the Mentoring Pool; Create a "Two-Way" Mentoring Programme.

- Action: Broaden the definition of a "Mentor" beyond senior leaders to include high-performing Subject Matter Experts (SMEs) and younger employees who can mentor senior staff on topics like digital skills, emerging technologies, or customer insights (Reverse Mentoring).
- Benefit: This significantly expands the mentor pool, combats the perception that mentoring is only for "high-potentials," and explicitly makes the process reciprocal and valuable for all participants, positioning it as a dynamic engine for organizational learning rather than just a top-down development tool.



Answer 4: Measuring Success

David should track the following three quantifiable metrics to measure the impact of the coaching and mentoring culture:

- **Internal Fill Rate/Promotion Rate:** The percentage of open roles (especially leadership positions) filled by current employees who have participated in coaching or mentoring. (Measures internal talent pipeline maturity and ROI on development investment).
- **Average Time-to-Competency for New Hires/Roles:** The time it takes for new employees or employees moving into new roles to reach a defined level of performance/productivity, benchmarked against pre-AGI data. (Measures the effectiveness of faster on-the-job learning via peer coaching/mentoring).
- **Cross-Departmental Project Success Rate:** Track the number and success metrics of projects requiring collaboration between two or more departments. (Measures improved communication and collaboration—a core benefit of a coaching culture breaking down silos).



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