[Coaching and Mentoring]

Lecture Title:

1. Coaching and Mentoring: A Strategic Perspective

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Date: 6 July 2026 9.00 – 13.00hrs

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Masters in Human Resources Management

Learning Objectives

Following this session students will be able:

- To appreciate the differences between coaching and mentoring.
- To recognise that coaching is one of the most important human resource management tasks.
- To critically analyse the context of coaching and mentoring from a strategic and organisational perspective.

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.

"Coaching vs. Mentoring: Understanding the Key Differences”

- A Guide to Empowering Personal and Professional Growth

🧠 Mentoring vs Coaching Quiz

- Here’s a quick quiz to test your knowledge on mentoring and coaching. Each question has one correct answer — let’s see how well you know the difference!

1. What is the primary focus of coaching?

A. Long-term career development
B. Sharing personal experiences
C. Improving specific skills and performance
D. Building a personal relationship

Formative Assessment

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A. Long-term career development
B. Sharing personal experiences
C. Improving specific skills and performance
D. Building a personal relationship

✅ Correct Answer: C) Improving specific skills and performance

2. Which of the following is true about mentoring?

A. It involves guidance from someone with experience in the field
B. It requires a certified professional
C. It’s usually short-term and task-oriented
D. It focuses on fixing performance issues

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✅ Correct Answer: A) It involves guidance from someone with experience in the field

3. Who typically benefits most from coaching?

A. Employees seeking general career advice
B. Individuals needing help with specific behaviors or goals
C. Retirees planning their legacy
D. Students choosing a major

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✅ Correct Answer: B) Individuals needing help with specific behaviors or goals

4. Which statement best describes mentoring?

A. It’s a formal process with measurable outcomes
B. It’s focused on immediate performance improvement
C. It’s a relationship that fosters long-term growth
D. It’s only used in corporate settings

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✅ Correct Answer: C) It’s a relationship that fosters long-term growth

5. Can coaching and mentoring be used together?

A. No, they are mutually exclusive
B. Yes, but only in sports
C. Yes, they can complement each other
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✅ Correct Answer: C) Yes, they can complement each other

- We acknowledge that the terms are often used interchangeably.

- Both are valuable for development, they have distinct purposes, methodologies, and relationships.

Definition of Coaching

- A concise definition:

“a performance-driven process focused on a specific task or skill. “

(Whitmore, J., 2020.)

- **<u>Key characteristics:</u>**
- Goal-oriented: Aims to achieve specific, measurable outcomes.
- Short-term: Has a defined timeframe.
- Task-focused: Concentrates on improving a particular skill or addressing a specific problem.
- Expertise: The coach is often a subject matter expert in the area being addressed.

Definition of Mentoring

- A concise definition:

“a development-driven relationship that focuses on long-term personal and professional growth.”

(Whitmore, J., 2020.)

- Key characteristics:

- Relationship-based: An informal, long-term relationship.
- Holistic: Considers the mentee's overall career and personal development.
- Long-term: Can last for months or even years.
- Experience: The mentor is a more experienced individual who provides guidance based on their own wisdom and expertise.

Key Difference #1: Focus & Objective

- Coaching: Focuses on performance improvement. The objective is to fix a specific performance gap or develop a particular skill.
- *Example: Coaching a salesperson on how to close a deal.*

- Mentoring: Focuses on long-term development. The objective is to provide broad guidance for career progression and personal growth.
- *Example: Mentoring a junior employee on how to navigate corporate politics.*

- Key Difference #2: Duration & Structure

- Coaching: Short-term and structured. Sessions are scheduled regularly for a set period until a specific goal is achieved.

- Mentoring: Long-term and informal. The relationship evolves naturally, and meetings are often less frequent and structured.

- Key Difference #3: Agenda & Direction

- Coaching: The agenda is often driven by the coach or the organization to address a specific business need. It is more directive.

- Mentoring: The agenda is driven by the mentee based on their personal and career development needs. It is more collaborative and less directive.

- Key Difference #4: Expertise & Role

- Coaching: The coach doesn't necessarily need to be more senior in the organization. They are often a trained professional or a subject matter expert in the area of focus.

- Mentoring: The mentor is typically a senior, more experienced individual who acts as a role model and trusted advisor. They are sharing their own journey and insights.

When to Use Coaching vs. Mentoring

- Use Coaching for...:Improving a specific skill (e.g., public speaking, time management).Onboarding new employees to a specific role.
- Addressing a performance problem.
- Preparing for a new project or assignment.

- Use Mentoring for...:
- Long-term career planning.
- Navigating a new industry or company culture.
- Building a professional network.
- Gaining wisdom and perspective from a seasoned professional.

- Both are powerful tools for development.
- The choice between coaching and mentoring depends on the individual's or organization's specific goals.
- Final thought: A single individual can benefit from both a coach and a mentor at different stages of their career.

🧩 Case Study: Navigating Leadership Growth at TechNova Inc.

- Here's a detailed case study that explores when to use coaching versus mentoring, to help clarify the distinctions and applications of each approach.

- Background:

- TechNova Inc. is a mid-sized software company undergoing rapid expansion. As part of its leadership development initiative, the HR department identifies two rising stars:

- Jasmine, a newly promoted team leader managing her first cross-functional team.

- Leo, a senior developer with 10 years of experience, recently tapped for a strategic advisory role.

- Both employees are high performers but face different challenges.
- •Jasmine struggles with confidence, team dynamics, and assertive communication.
- •Leo is navigating long-term career direction, organizational politics, and strategic influence.
- The HR director must decide whether coaching or mentoring is more appropriate for each.

Questions for Discussion

1. Which approach is more suitable for Jasmine, and why?
2. Which approach is more suitable for Leo, and why?
3. Can coaching and mentoring be used together? If so, how?
4. What factors should HR consider when assigning a coach or mentor?

Formative Assessment

1. Which approach is more suitable for Jasmine, and why?

- Answer: Coaching is more suitable for Jasmine because:

- She needs help with specific leadership skills like communication and confidence.
- Coaching can provide structured feedback, goal-setting, and behavioral change.
- A coach can help her develop emotional intelligence and team management techniques.

2. Which approach is more suitable for Leo, and why?

Answer: Mentoring is more suitable for Leo because:

- He is exploring strategic career decisions and organizational navigation.
- A mentor can share personal experiences, insights, and networking advice.
- Leo benefits from a trusted advisor who understands the company culture and long-term vision.

3. Can coaching and mentoring be used together? If so, how?

- Answer: Yes, they can be complementary:

- Jasmine could start with coaching to build leadership skills, then transition to mentoring for career guidance.
- Leo might benefit from occasional coaching to refine strategic communication while maintaining a mentoring relationship for broader development.

4. What factors should HR consider when assigning a coach or mentor?

- Answer:

- Employee’s goals: Skill development vs. career growth.
- Timeframe: Immediate performance needs vs. long-term planning.
- Expertise required: Behavioral coaching vs. domain-specific mentoring.
- Availability of resources: Internal coaches; internal or external mentors.

Video

- Coaching Vs Mentoring | The Coaching Institute

- https://www.youtube.com/watch?v=NuIjg8Y-tdU

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Coaching: The Core of Modern HRM

- Why Coaching is One of the Most Important HR Management Tasks

- A strong case can be made that coaching is one of the most important human resource management tasks due to its direct and multifaceted impact on key organizational outcomes.

- Coaching transcends traditional HR functions by fostering a culture of continuous learning and empowerment, which in turn drives performance, engagement, and retention.

Beyond Traditional HR

- Traditionally, HR focused on administrative tasks like payroll, compliance, and hiring.
- However, the modern HR professional is a strategic business partner. Coaching is a key function in this strategic shift.
- It moves HR from being a reactive, administrative department to a proactive, value-adding one that invests in human capital.

Driving Employee Performance & Productivity

- Coaching is a direct and powerful tool for improving performance. It's not just about telling people what to do; it's about helping them figure out how to be their best.
- Performance Improvement: Identifies and addresses specific skill gaps.
- Goal Alignment: Ensures individual goals align with team and organizational objectives.
- Empowerment: Fosters self-reliance and accountability, as employees learn to solve their own problems.

Enhancing Employee Engagement & Retention

- Coaching has a significant impact on how employees feel about their work and their employer. When employees feel supported and invested in, they are more likely to stay.
- Personalized Support: Shows employees that the organization is invested in their individual growth.
- Increased Job Satisfaction: Employees who are coached report higher job satisfaction and morale.
- Reduced Turnover: Engaged employees are far less likely to leave, saving the company significant recruitment and training costs.

Fostering Leadership Development & Succession Planning

- Coaching is critical for building a strong talent pipeline. It identifies and nurtures future leaders within the organization.
- Talent Identification: Helps spot high-potential employees.
- Skill Development: Provides targeted guidance for developing leadership competencies.
- Succession Readiness: Prepares employees to step into key roles, ensuring a smooth transition and organizational stability.
- https://www.youtube.com/watch?v=ij4IwMs8N_w

Building a Culture of Continuous Learning

- Coaching embeds learning into the everyday workflow, making it a natural part of the job rather than a one-time event. This creates an agile and adaptable workforce.
- Just-in-Time Learning: Provides feedback and development opportunities in real-time.
- Growth Mindset: Encourages employees to view challenges as opportunities for growth.
- Upskilling & Reskilling: Helps the workforce stay relevant in a rapidly changing business environment.

Supporting Organizational Change & Adaptability

- In today's fast-paced world, change is constant. Coaching helps employees navigate transitions and embrace new ways of working with resilience.
- Change Champions: Coaches can help employees understand and get on board with new initiatives.
- Increased Resilience: Builds employees' ability to cope with uncertainty and change.
- Problem-Solving: Equips employees with the skills to address new challenges effectively.

The "Coaching Ripple Effect“

- The benefits of coaching aren't limited to the individual being coached. When managers receive coaching, the positive effects "ripple" through their teams.
- Improved Team Performance: Coached managers lead more effectively, boosting their team's productivity and engagement.
- Psychological Safety: A coaching mindset from managers creates a safe environment where employees feel comfortable sharing ideas and taking risks.
- Knowledge Transfer: The skills and mindset gained from coaching are passed down to other team members.

The HR Professional as a Coach

- HR professionals themselves must embody a coaching mindset. They are uniquely positioned to train and support managers in becoming effective coaches.
- Trainer & Facilitator: HR teaches managers the skills of active listening, questioning, and giving constructive feedback.
- Strategic Partner: HR moves beyond administrative tasks to become a true partner in developing the company's most valuable asset: its people.
- Champion of Culture: HR champions a culture where coaching, feedback, and continuous improvement are the norm.

- ***Coaching is no longer a luxury; it's a necessity.***

Wilson, C (2020)

It is a fundamental HR task because it is the most effective way to:

- Develop talent
- Boost engagement
- Increase productivity
- Foster a resilient culture

To critically analyse the context of coaching and mentoring

from a strategic and organisational perspective.

- To critically analyze coaching and mentoring from a strategic and organizational perspective, we must view them not as isolated HR perks, but as integrated tools for achieving business objectives.

- A strategic approach links these activities directly to key outcomes like talent management, succession planning, and cultural transformation.

Coaching & Mentoring: A Strategic Perspective

From HR Initiative to Organizational Imperative

The Strategic Shift

- Historically, coaching and mentoring were often ad-hoc, reactive processes used for remediation or as an optional benefit.
- A strategic approach views them as proactive, foundational elements of talent development.
- This shift moves them from the periphery of HR to the centre of organizational strategy, aligning them with business goals.

Strategic Alignment & ROI

- A strategic program directly links coaching and mentoring activities to business outcomes. This demonstrates a clear Return on Investment (ROI).Performance: Improve specific metrics, e.g., sales targets or project completion rates.
- Retention: Reduce employee turnover by investing in their growth.
- Succession: Nurture internal talent to fill future leadership roles.
- Innovation: A coaching culture encourages risk-taking and learning from mistakes, fostering innovation.

Coaching as a Strategic Tool

- Coaching serves strategic objectives by focusing on performance and skill gaps.
- High-Potential Development: Targeted coaching for top talent accelerates their readiness for leadership roles.
- Change Management: Coaches help employees navigate and adapt to major organizational changes, such as mergers or new technology adoption.
- Performance Improvement: It's a structured method for addressing underperformance and boosting productivity for specific tasks or roles.

Mentoring as a Strategic Tool

- Mentoring, with its long-term focus, addresses strategic goals related to culture and leadership pipeline.
- Knowledge Transfer: Experienced mentors pass on institutional knowledge, wisdom, and best practices to new or junior employees, preventing knowledge loss due to turnover or retirement.
- Leadership Development: It's a powerful way to cultivate a strong leadership bench and prepare employees for executive positions.
- Diversity & Inclusion: Formal mentoring programs can be used to support underrepresented groups, ensuring they have access to senior leaders and opportunities.

Building a Coaching & Mentoring Culture

- For programs to be truly strategic, they must be embedded in the organizational culture. This requires more than just offering one-off sessions.

- Leadership Buy-in: Top leadership must champion the programs and act as mentors themselves.

- Manager as Coach: Managers are trained to adopt a coaching mindset, making development a part of everyday interactions.

- Formalization: Create a structured framework with clear objectives, matching processes, and metrics for success.

Individual Exercise, Reflection and Discussion

Organizational Culture Quiz: What Type Of Company Culture Do You Have?

- https://www.leadershipiq.com/blogs/leadershipiq/quiz-whats-your-organizational-culture

The 4 Organizational Cultures
Creative
Collaborative
Competitive
SOCIAL
ENTERPRISING
DEPENDABLE
HIERARCHICAL
Logical
LEADERSHIP IQ

Social Culture

- Social organizations (aka a clan culture if you're using the competing values framework) tend to have an inward focus and are highly collaborative.
- Employee wellbeing is prioritized and the work atmosphere is often relaxed and casual; lines may be blurred between professional relationships and friendships.
- Workers are often given a lot of flexibility and freedom to do things their own way and to make their own choices.
- Employees in these environments can often say that they have a great friend at work and the predominant leadership style focuses on employee motivation and the employee experience.
- The bonds of trust are strong in this workplace, as is the sense of team (and team building) that encourages collaboration and flexibility.

Dependable Culture

- Dependable cultures are process-focused and work tends to place high value on being predictable on a day-to-day basis.
- This is a task culture (aka a market culture) where following protocol to the letter is greatly respected and organizational change tends to be approached slowly and strategically.
- Dependable cultures have an environment that is highly collaborative; with employees welcoming each other's input, feedback and ideas.
- There's little explicit competition and lots of effort to avoid stepping on toes.
- The leadership style within a Dependable culture is equally predictable and regimented. Leaders are typically linear, prudent, and security and process-driven.

Enterprising Culture

- Enterprising cultures (aka an entrepreneurial company culture or an adhocracy culture if you're using the competing values framework) are a meritocracy where achievement and talent drive success and where internal contests of creativity and intelligence are very much in evidence.

- The best ideas win in an Enterprising culture, regardless of employee status or tenure. One of the features of this workplace is the constant state of organizational change in which employees not only work, but thrive.

- The leadership style in an Enterprising culture tends is driven by the shared value of adventure and employee creativity.

Hierarchical Culture

- Hierarchical cultures share a belief that tradition is valuable and they're supported by formal organizational structure and an unwavering adherence to formal power.

- Because employees are assigned well-defined roles that exist within clearly delineated departments, this is also often considered a role culture. An outsider looking in could easily deduce who is in what role and at which level in the hierarchy culture.

- A core value in this organization is that employees compete with each other and with other departments for power. And as would be expected in this type of power culture, leaders in a hierarchy culture gravitate towards power, order and structure as they closely organize and monitor those below them.

- These leaders like to not only know where they are going in the future, but also the exact steps they need to take in order to make those moves up the ranks.

Critical Analysis of Implementation

- Strategic implementation is not without its challenges. It requires careful planning and a critical eye.
- Avoiding "Check-the-Box" Programs: Programs can fail if they are seen as just a corporate formality without clear purpose or genuine commitment.
- Measuring Success: Defining clear, measurable outcomes (e.g., increased engagement scores, promotion rates for mentees) is crucial to prove value.
- Matching Mismatches: Poorly matched pairs can lead to ineffective relationships and frustration. Strategic programs use data and clear criteria for matching.

The Role of Technology & Data

- Modern organizations use technology to scale and analyze the impact of their programs.
- Matching Platforms: AI-powered platforms can make thoughtful mentor-mentee matches based on skills, goals, and personality.
- Data & Analytics: Collect data on program participation, satisfaction, and outcomes to refine and improve the strategy.
- Accessibility: Technology makes coaching and mentoring more accessible to remote employees and a larger portion of the workforce.

Case Study: A Strategic Success

- A hypothetical company implements a strategic program to address a skills gap in new managers.
- Problem: New managers lack confidence in giving feedback and developing their teams.
- Strategic Solution: A formal, 6-month coaching program for all new managers focused on "Manager-as-Coach" skills, paired with a mentoring program linking them to senior leaders for long-term career guidance.
- Outcome: A 25% increase in positive feedback scores from their direct reports and a 15% reduction in managerial turnover within one year.

Conclusion

- Coaching and mentoring, when viewed and implemented strategically, are not merely employee perks.
- They are critical levers for organizational success.
- They build a resilient, engaged, and capable workforce, ensuring the company has the talent it needs to thrive now and into the future.
- By linking these programs to business strategy, organizations transform their human capital into a competitive advantage.

Why the Power of Mentoring can Change the World | Shirley LIU | TEDxEDHECBusinessSchool

- https://www.youtube.com/watch?v=u4kTlK5mUHc&t=61s

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