[Coaching and Mentoring]

Lecture Title:

2. Coaching and Mentoring Models

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21 ACADEMY

Masters in Human Resources Management

Learning Objectives

- Following this session students will be able:

- To critically analyse different coaching and mentoring models such as GROW and IDARE and their impact on employee performance, productivity, and motivation.

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.

- Critical Analysis of Coaching and Mentoring Models
- GROW and IDARE and their Impact on Employee Performance, Productivity, and Motivation.

- Introduction: Coaching and Mentoring
- The GROW Coaching Model: A Deep Dive
- The IDARE Model: A Collaborative Framework
- Critical Analysis: Comparing and Contrasting GROW and IDARE
- Impact on Employee Performance, Productivity, and Motivation
- Real-World Application and Case Studies
- Conclusion and Key Takeaways

Coaching: A Catalyst for Individual Growth

- A collaborative, goal-oriented process where a coach partners with a coachee to facilitate self-discovery and unlock their potential.
- Key Characteristics:
- Purpose: Focused on performance improvement and achieving specific, measurable goals.
- Nature: Often short to medium-term, with a structured and formal approach.
- Relationship: The coach acts as a facilitator, using powerful questions to help the coachee find their own solutions.
- Focus: What and how a person works and performs.

What is Mentoring?

- Mentoring: A Long-Term Development Partnership

- A relationship-based process where an experienced individual (mentor) provides guidance, support, and advice to a less-experienced individual (mentee).

- Key Characteristics:

- Purpose: Focused on long-term career development and personal growth.
- Nature: Long-term and informal, based on trust and shared experience.
- Relationship: The mentor acts as a role model and trusted advisor, sharing their wisdom and network.
- Focus: Who a person is and who they can become.

The GROW Model

- Introduction to the GROW Model
- The Foundation of Modern Coaching
- Origin: Developed by Sir John Whitmore in the 1980s, popularized in his book "Coaching for Performance."
- Principle: Based on the belief that the solutions to a coachee's challenges lie within themselves. The model provides a framework for the coach to facilitate self-discovery.
- Purpose: A simple, yet powerful, four-step framework for goal setting and problem-solving.
- Acronym: Goal, Reality, Options, Will.

GROW Coaching Model Diagram
Grow
Reality
Options
Will
Grow
What do you want?
Reality
Current situation
Options
What could you do?
Will
What will you do?
Slide HUNTER

G is for Goal

- Defining the Destination

- Purpose: To establish a clear, desirable, and specific goal for the coaching session or a larger objective.

- Key Questions:
- What do you want to achieve?
- What would be the best outcome from this session?
- How will you know when you have achieved it?

- Tip: Encourage the coachee to set S.M.A.R.T. goals (Specific, Measurable, Achievable, Relevant, Time-bound).

R is for Reality

- Mapping the Starting Point

- Purpose: To explore the current situation and gain an honest, objective view of where the coachee stands in relation to their goal.

- Key Questions:
- What is happening right now?
- What have you already tried?
- Who else is involved, and what is their perspective?
- What are the internal and external obstacles you face?

- Tip: This stage is crucial for grounding the session in facts, not assumptions, and identifying the gap between the goal and the current reality.

O is for Options

- Brainstorming the Pathways

- Purpose: To generate as many possible solutions and courses of action as possible, without judgment.

- Key Questions:
- What are all the things you could do?
- What are the pros and cons of each option?
- What would you do if you had unlimited resources?
- Who could help you?

- Tip: The coach's role is to facilitate creative thinking and help the coachee expand their perspective, not to provide the answers.

W is for Will (or Way Forward)

- Committing to Action

- Purpose: To turn the best options into a concrete, committed action plan.

- Key Questions:
- Which option(s) will you choose?
- What specific steps will you take?
- When will you take the first step?
- On a scale of 1-10, how committed are you to this plan?
- Tip: This stage establishes accountability and ensures the coachee leaves the session with clear, actionable steps.

Video

- GROW In Action

- **How to Use The GROW Coaching Model to Achieve Your Goals**

- https://www.youtube.com/watch?v=D7U0p-JIqcw

Learning Activity – A Critical Look

- Identify and discuss:

  The advantages and disadvantages of the GROW Model

Formative Assessment

Advantages and Disadvantages of GROW

A Critical Look

- Advantages:

- Simple and intuitive: Easy to learn and apply.
- Empowering: Puts the responsibility for finding solutions on the coachee.
- Versatile: Applicable to a wide range of situations, from career planning to problem-solving.

- Disadvantages:

- Can be rigid: The linear structure may not suit all coaching conversations.
- Less focus on emotions: It can sometimes overlook the emotional and psychological barriers to change.
- Assumes coachee knows the solution: May not be effective if the coachee is truly stuck or lacks awareness.

How to use The GROW Model Coaching Demonstration

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

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The IDARE Model

- Introduction to the IDARE Model
- A Collaborative Problem-Solving Framework
- Origin: The IDARE model is not as universally recognized as GROW. Its roots are in specific organizational contexts, often in social development and public health, such as the work of the Intercultural Development Research Association (IDRA) or programs like WI-HER.
- Principle: A methodology for building capacity within an organization or community to identify, design, and implement their own solutions to specific challenges.
- Purpose: To drive locally led and sustainable change, focusing on a specific issue or problem.
- Acronym: Identify, Design, Act/Apply, Review/Refine, Evaluate/Evolve.

I is for Identify

- Defining the Core Problem

- Purpose: To conduct a root cause analysis to deeply understand a specific issue or challenge.

- Process:
- Gathering data and evidence.
- Engaging with stakeholders to understand their perspectives.
- Identifying the specific equity or resource gaps.

- *Example: A team identifies a significant decline in project delivery speed.*
- *They "Identify" the root cause as a lack of effective communication tools.*

D is for Design

- Creating a Tailored Solution

- Purpose: To collaboratively develop a specific, context-appropriate solution to the identified problem.

- Process:
- Brainstorming with all relevant stakeholders.
- Leveraging existing resources.
- Creating an action plan with clear roles and responsibilities.

- *Example: The team "Designs" a new communication protocol using a project management tool and a weekly sync meeting.*

A is for Act/Apply

- Putting the Plan into Motion

- Purpose: To implement the designed solution.

- Process:
- Executing the action plan.
- Providing support and resources to the team.
- Monitoring the initial rollout and addressing immediate challenges.

- *Example: The team "Acts" by integrating the new communication protocol into their daily workflow.*

R is for Review/Refine

- Monitoring and Adapting

- Purpose: To regularly check progress, gather feedback, and make necessary adjustments to the plan.

- Process:
- Regular check-ins to review the progress of activities.
- Documenting trends and changes in key metrics.
- Refining the approach based on what is working and what is not.

- *Example: The team "Reviews" the new protocol after one month, finding that while it helps, some team members are struggling to adapt. They "Refine" the plan by offering additional training.*

E is for Evaluate/Evolve

- Assessing Impact and Ensuring Sustainability

- Purpose: To assess the overall impact of the intervention and ensure the positive changes are sustained and integrated into the organizational culture.
- Process:
- Comparing outcomes to initial goals.
- Documenting lessons learned.
- Ensuring the new solution becomes the new standard.

- *Example: After six months, the team "Evaluates" the entire process, confirming a significant improvement in project speed and team collaboration. They "Evolve" the protocol, formalizing it as a standard operating procedure.*

Learning Activity – A Critical Look

- Identify and discuss:

  The advantages and disadvantages of the IDARE Model

Formative Assessment

Advantages and Disadvantages of IDARE

A Critical Look

- Advantages:
- Collaborative and participatory: Fosters ownership and buy-in from all stakeholders.
- Context-specific: Solutions are tailored to the unique needs of the situation.
- Results-oriented: Highly focused on measurable outcomes and systemic change.

- Disadvantages:
- Niche application: Less suitable for individual, personal development challenges.
- Less widely known: Requires more effort to introduce and explain to a team.
- Can be resource-intensive: Requires dedicated time and effort from multiple people.

In Summary

- GROW: A Nondirective Approach

- Empowering the Individual

- Central Tenet: The GROW model operates on the principle of nondirective coaching. The coach does not give advice.

- Mechanism: It uses a Socratic questioning approach to help the coachee clarify their own thoughts, identify their own resources, and build their own action plan.

- Impact: This approach builds the coachee's self-efficacy, confidence, and problem-solving skills, making them more resilient and independent in the long run.

IDARE: A Collaborative and Contextual Approach

- Solving Systemic Problems
- Central Tenet: IDARE is more directive and collaborative than GROW. It is less about an individual's personal process and more about a group's collective effort to solve a shared problem.
- Mechanism: It provides a structured roadmap for a team to move from problem identification to sustained, measurable change.
- Impact: This model fosters a culture of shared responsibility and accountability, ensuring that solutions are not only effective but also owned by the people who must implement them.

Which Model to Use When?

- Choosing the Right Tool for the Job

Use GROW when:

- An employee needs help setting and achieving individual performance goals.
- A leader needs to develop a specific soft skill like public speaking.
- A team member is facing a personal career or professional development challenge.

Use IDARE when:

- A department needs to improve a key process, like client onboarding.
- A team is struggling with a recurring operational or communication problem.
- An organization is implementing a new initiative and needs a structured way to ensure it's adopted and successful.

Impact on Employee Performance

- *From Good to Great*
- Skill Enhancement: Coaching provides tailored learning experiences, helping employees master new skills and competencies.
- Targeted Improvement: Models like GROW and IDARE help employees and teams identify specific areas for improvement and create a plan to address them.
- Better Goal Alignment: Coaching ensures individual goals are aligned with organizational objectives, driving collective success.
- Fact: A survey by CIPD found that 66% of HR professionals agree that coaching leads to increased individual performance.

Impact on Productivity

- Smarter, Not Just Harder
- Increased Focus: Coaching helps employees prioritize tasks and manage distractions, leading to more focused work.
- Enhanced Time Management: Employees learn to break down large goals into manageable steps, improving efficiency and reducing overwhelm.
- Self-Discipline: By promoting accountability, coaching encourages employees to take ownership of their work and meet deadlines.
- Fact: The CIPD found that productivity improves by an average of 86% when training is complemented by coaching.

Impact on Motivation

- The Engine of Engagement
- Sense of Ownership: When employees are involved in setting their own goals and creating their own solutions, they feel a greater sense of purpose and commitment.
- Increased Confidence: Coaching helps employees recognize their strengths and address weaknesses, building self-efficacy.
- Constructive Feedback: Regular, growth-oriented feedback—a core component of coaching—is a powerful motivator.
- Fact: Employees who feel valued and supported by their leaders are more likely to be engaged and motivated.

The Role of the Manager as a Coach

- Shifting from "Boss" to "Coach“
- What this means: Instead of giving orders, managers ask powerful questions, listen actively, and guide their team members.
- Impact:
- Fosters trust and open communication.
- Builds a culture of continuous learning.
- Empowers employees to become problem-solvers rather than waiting for instructions.
- Result: A more resilient, innovative, and high-performing team.

The Link to Retention

- Investing in People is Investing in the Future
- Development Opportunities: Providing coaching and mentoring is a tangible way to show employees that the organization is invested in their future.
- Reduced Turnover: Employees who feel supported in their development are more likely to stay with the company.
- Leadership Pipeline: Coaching helps identify and develop high-potential employees, building a strong internal talent pipeline for future leadership roles.

Summary of Key Learnings

- Recap
- Coaching and mentoring are distinct but complementary tools for employee development.
- GROW is a simple, effective framework for individual goal-setting and problem-solving, focused on empowerment.
- IDARE is a more collaborative, contextual model for solving systemic challenges within a team or organization.
- Both models, when applied correctly, have a significant positive impact on performance, productivity, and motivation.
- The most effective organizations use a blend of both coaching and mentoring, tailored to the specific needs of the individual and the business.

Do remember: Evaluate!

"Not everything that counts can be counted, and not everything that can be counted counts."

(https://www.emccglobal.org/journal/)

- This is a great truism in the very human activity of coaching and mentoring.
- For coaching to gain sustainable credibility, evaluation needs to be more thorough, planned, systematic, and inclusive, using multiple methods, both numerical and descriptive.
- Ultimately, it is important to be aware of what really 'counts' in human development.

Final Thoughts

- The Path to a High-Performance Culture
- Adopting a coaching mindset is no longer a "nice-to-have"; it's a strategic imperative for modern organizations.
- By equipping leaders with the skills to coach and by providing structured models like GROW and IDARE, businesses can create an environment where every employee is empowered to reach their full potential.
- This investment in human capital creates a sustainable competitive advantage.

🧠 Coaching Case Study: Executive Leadership Development

It focuses on executive coaching in a corporate setting, integrating psychological theory, coaching models, and ethical considerations.

- 📘 Case Overview
- Client: Sarah, 42, Chief Marketing Officer at a global tech firm
- Coach: James, ICF-certified executive coach
- Context: Sarah was promoted to CMO six months ago. She's struggling with strategic delegation, managing cross-functional conflict, and maintaining work-life balance. Her CEO has recommended coaching to support her leadership transition.

- Initial Observations:
- Sarah is highly competent but exhibits perfectionist tendencies.
- She micromanages her team, leading to disengagement.
- She avoids conflict and struggles to assert herself in executive meetings.
- She reports chronic stress and disrupted sleep.

- Coaching Goals:
- Develop strategic delegation skills.
- Enhance conflict resolution and assertiveness.
- Improve emotional regulation and resilience.

- Approach: James uses a blended coaching model integrating GROW, Cognitive Behavioral Coaching (CBC), and Emotional Intelligence (EI) frameworks. Sessions are biweekly over six months.

Additional Notes

🧠 Cognitive Behavioral Coaching (CBC) is a structured, goal-oriented approach to personal development that blends principles from psychology

—especially Cognitive Behavioral Therapy (CBT)—

with coaching techniques to help individuals overcome non-clinical challenges and improve performance, decision-making, and emotional resilience.

🔍 Core Principles of CBC

- Thought Awareness: Identifying automatic, often unconscious thoughts that influence emotions and behaviors.
- Cognitive Restructuring: Challenging and reframing unhelpful or irrational beliefs to foster a more constructive mindset.
- Behavioral Activation: Encouraging action through goal-setting and planning, translating insights into positive behaviors.
- Socratic Questioning: Using guided inquiry to stimulate reflection and uncover cognitive distortions.

🎯 What CBC Helps With

- CBC is designed for non-clinical issues, such as:

- Procrastination
- Indecisiveness
- Self-doubt
- Stress and anxiety related to performance
- Relationship difficulties in personal or professional contexts

- Unlike therapy, CBC doesn’t treat mental health disorders like depression or panic attacks—it focuses on enhancing well-being and effectiveness in everyday life.

Evolution of CBC

- CBC has evolved through three waves:

1. Behavioral Focus (1950s): Changing observable behaviors via conditioning.

2. Cognitive Focus (1960s–70s): Addressing internal thought patterns and beliefs.

3.Mindfulness & Emotional Focus (1990s–present): Emphasizing acceptance, values, and psychological flexibility

- CBC is especially useful for professionals, leaders, and anyone seeking to improve their mindset and habits .

🧠 Emotional Intelligence (EI)—also known as Emotional Quotient (EQ)—is the ability to recognize, understand, manage, and influence emotions in yourself and others.

- It’s a key factor in personal and professional success, often considered more important than IQ in areas like leadership, relationships, and decision-making.

Five Core Components of Emotional Intelligence

Psychologist Daniel Goleman popularized this model, which includes:

1. **Self-Awareness**
- Recognizing your own emotions and their impact
- Understanding your strengths, weaknesses, and triggers

2. **Self-Regulation**
- Managing impulses and emotional reactions
- Staying calm and adaptable under pressure

3. **Motivation**
- Being driven by internal goals rather than external rewards
- Maintaining optimism and persistence in the face of setbacks

4. **Empathy**
- Understanding and sharing the feelings of others
- Reading emotional cues and responding appropriately

5. **Social Skills**
- Building and maintaining healthy relationships
- Communicating clearly, resolving conflicts, and inspiring others

Questions for Groups Discussion

1. Critically evaluate the coach's choice of models. Are they appropriate for Sarah's context?

2. What ethical considerations should James be aware of in this coaching engagement?

3. How might Sarah's perfectionism impact the coaching process, and how should James address it?

4. Design a coaching intervention to improve Sarah's assertiveness in executive meetings.

5. Assess the potential impact of coaching on organizational outcomes.

Formative Assessment

Questions and Model Answers

1. Critically evaluate the coach's choice of models.
   Are they appropriate for Sarah's context?

- Answer:

- The GROW model provides a structured framework for goal setting and action planning, which is useful for Sarah's performance-related objectives. CBC is appropriate given Sarah's perfectionism and avoidance behaviors—it helps challenge cognitive distortions and build adaptive thinking.
- EI coaching supports emotional regulation and interpersonal dynamics, crucial for executive leadership. The integration of these models is theoretically sound and contextually relevant, allowing for both behavioral and emotional development.

2. What ethical considerations should James be aware of in this coaching engagement?

- Answer:

- James must maintain confidentiality, especially given Sarah's senior role. He should clarify boundaries between coaching and therapy, as Sarah's stress symptoms may require clinical referral.

- Transparency about the coaching process with the sponsoring CEO is essential, ensuring Sarah's autonomy is respected. James should also avoid dual relationships and ensure informed consent is documented

3. How might Sarah's perfectionism impact the coaching process, and how should James address it?

Answer:

Perfectionism may lead Sarah to resist delegation, fear failure, and set unrealistic goals. It can also manifest as defensiveness during feedback. James should use CBC techniques to identify and reframe maladaptive beliefs (e.g., "If I don't do it myself, it won't be done right").

He can introduce graded exposure to delegation tasks and reinforce progress through strengths-based feedback

4. Design a coaching intervention to improve Sarah’s assertiveness in executive meetings.

Answer: James could use role-play to simulate executive meetings, allowing Sarah to practice assertive communication.

He might introduce the Implementtaion and Review model, the DESC model (Describe, Express, Specify, Consequences) to structure her responses.

Reflective journaling and video feedback can help increase self-awareness.

EI tools like the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) could assess and develop her interpersonal skills.

5. Assess the potential impact of coaching on organizational outcomes.

Answer:

Improved delegation can enhance team autonomy and productivity.

Assertiveness may lead to more effective cross-functional collaboration.

Emotional regulation can reduce burnout and improve decision-making.

Collectively, these outcomes can strengthen leadership culture, reduce turnover, and align marketing strategy with organizational goals. A 360-degree feedback post-coaching could measure these shifts.

- Coaching skills demonstration

- https://www.youtube.com/watch?v=to73DYQkApQ

Reference

- Whitmore J. "Coaching for Performance.“ (1980)

- International Journal of Mentoring and Coaching (https://www.emccglobal.org/journal/)

- www.cipd.co.uk

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