

COACHING & MENTORING PROGRAM (2-DAY)

INTRODUCTION:

Long gone are the days when managing meant simply telling people what to do. Managers today must master a host of other roles if they want to be effective leaders-including coaching, counseling, and mentoring.

The first step in any effort to improve employee performance is counseling, coaching and mentoring. Counseling or work coaching is part of the day-to-day interaction between a supervisor and an individual who works in his or her work area, or a Human Resources professional and line organization staff members. Counseling often provides positive feedback about employee contributions. At the same time, regular counseling brings performance issues to an employee's attention when they are small, and assists the employee to correct them.

The goal of performance coaching is not to make the employee feel bad, or to show how much the HR professional or supervisor knows. The goal of counseling is to work with the employee to solve performance problems and improve the work of the employee, the team, and the department. There are six main steps in effective and supportive counseling or work coaching:

1. Show confidence in the employee's ability and willingness to solve the problem. Ask him or her for help in solving the problem.
2. Describe the performance problem. Focus on the problem or behavior that needs improvement, not the person. Ask for the employee's view of the situation.
3. Determine if issues exist that limit the employee's ability to perform the task or accomplish the objective. Four common barriers are time, training, tools, and temperament. Determine how to remove these barriers and add these actions to the overall plan.
4. Discuss potential solutions to the problem or improvement actions to take. Ask the employee for ideas on how to correct the problem, or prevent it from happening again. Offer your suggestions.
5. Agree on a written action plan that lists what the employee, the supervisor, and possibly, the HR professional, will do to correct the problem or improve the situation.
6. A date and time for follow-up. Determine if a critical feedback path is needed, so the supervisor knows how the employee is progressing on the plan. Offer positive encouragement and your confidence in the employee's competence to make the needed improvements.

PROGRAM OBJECTIVE:

This program will assist participants to:

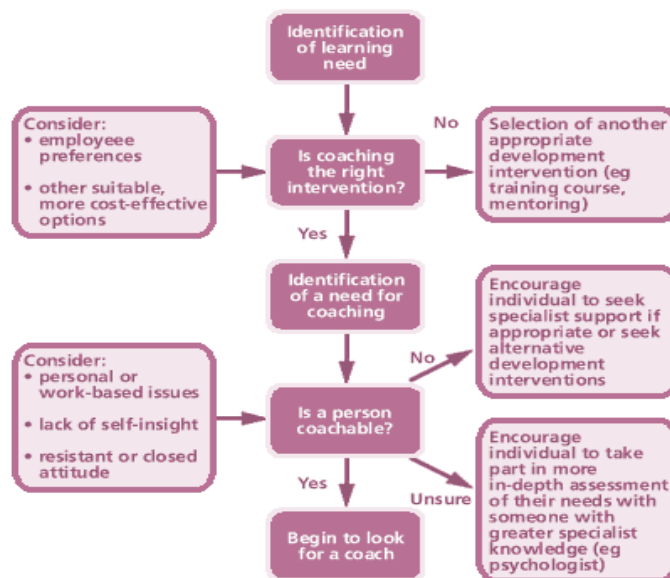
- Understand the importance of and appropriate uses of effective coaching and mentoring skills
- Implement effective coaching and mentoring processes in organizations
- Develop diversity and global effectiveness through coaching and mentoring processes
- Analyze effective mentor-mentee relationships

When is it appropriate to use coaching as a development tool?

The first step will be the identification of some kind of learning or development need, either by the individual themselves, their line manager or someone from the HR department. Once this has been identified, the next step is for the manager and the individual to decide how best the need can be met.

Coaching is just one of a range of training and development interventions that organisations can use to meet the learning and development needs. Its merits should be considered alongside other types of development interventions, such as training courses, mentoring or on-the-job training. Employee preferences should also be borne in mind. There is a danger that coaching can be seen as a solution for all kinds of development needs. It is important that coaching is only used when it is genuinely seen as the best way of helping an individual learn and develop.

Decision tree: is coaching an appropriate intervention?



Some examples of situations where coaching is a suitable development tool include:

- Helping competent technical experts develop better interpersonal or managerial skills
- Developing an individual's potential and providing career support
- Developing a more strategic perspective after a promotion to a more senior role
- Handling conflict situations so that they are resolved effectively.

TARGET AUDIENCE:

Managers, Executives, Supervisors, Line Leaders or any level of employees who deals with their Subordinates.