

# **An Introduction to Coaching & Mentoring**

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# OUTCOMES

By the end of today's session, you will:

- Understand the differences between coaching and mentoring
- Understand how coaching & mentoring might be used in the workplace
- Appreciate who might benefit from coaching and/or mentoring
- Know how you might incorporate coaching and/or mentoring into your role
- Seek to get involved in your regional mentoring scheme!

# WHO AM I?

- Head of UK Student Recruitment at the University of Southampton
- Worked in Student Recruitment & HELOA member since 2001
- Previously held roles as Vice-Chair (Training) & Regional Chair for SE Region
- Qualified teacher
- Qualified Personal Development Coach
- University Mentor and mentor to trainee coaches
- Committed to personal & professional development



# WHAT IS COACHING?

“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them”

*Sir John Whitmore, ‘Coaching for Performance’*

“An effective coaching conversation influences someone’s understanding, learning, behaviour and progress.....An effective coach facilitates discussions that increase an individual’s awareness, insight and available choice in a situation”

*Julie Starr, ‘The Coaching Manual’*

# PRINCIPLES OF COACHING

- Forward looking, positive, action orientated
- Empowering individuals/groups to set and achieve goals
- Focus on the individual/group as the 'expert(s)' – non-directive approach
- Private and confidential
- Non-judgemental
- Based on trust

# EMPOWERING BELIEFS

Coaching is based on three empowering beliefs:

- An individual has all the resources they need to succeed
- Undesired results provide opportunities to learn
- We can achieve what we believe

Effective coaching empowers staff and increases engagement. Used correctly, it can be an integral and important part of any manager's/anyone's toolkit

# HOW MIGHT COACHING BE USED IN THE WORKPLACE?

## **Breakout rooms:**

Groups of 3 or 4  
(5 mins)

# HOW MIGHT COACHING BE USED IN THE WORKPLACE?

- Find a solution to a challenge or issue
- Develop a skill
- Effect personal growth
- Change a behaviour/attitude
- Identify and unblock a personal barrier



# WHAT IS MENTORING?

“A mentor is someone who takes on the role of a trusted adviser, supporter, teacher and wise counsel to another person.....A mentor provides support by offering information, advice and assistance in a way that empowers the mentee”

*Julie Starr, ‘The Mentoring Manual’*

“Mentoring in the workplace describes a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced individual.”

*<https://www.cipd.org/uk>*

# HOW MIGHT MENTORING BE USED IN OUR ROLES?

- Support when facing challenges, such as starting a new role
- Need a role model to learn from
- Need to explore how to make better use of our talents/abilities
- Need to face and resolve difficult situations
- Need to understand organisational politics

# SCENARIOS

X has been in their current role for 8 years. They are very capable and well respected by colleagues across the organisation. They have recently said that they would like to progress their career, but they are unsure as to what this might look like or what direction to go in

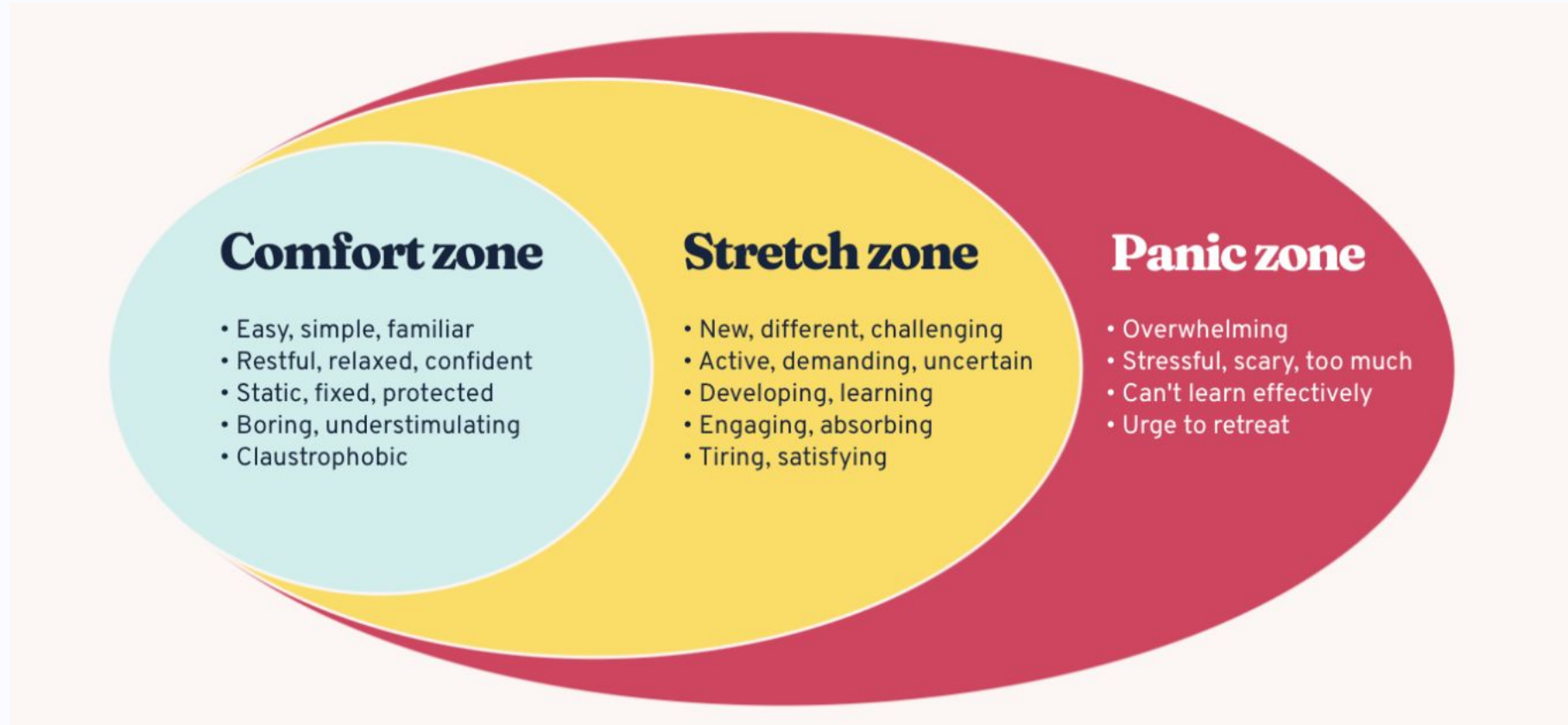
X has recently started a new role in a new university. They have attended the formal staff induction programme but, it's a big organisation, and they are struggling to understand the workplace culture and navigate the internal politics

X has recently returned from maternity leave, during which time there have been many organisational changes. They approach you and say they feel like they've lost their self-confidence

# COACHING & MENTORING SHARE MANY SIMILARITIES

- Longer term – not intended to be a one-off interaction to ‘sort’ an issue
- Offer stretch and challenge to aid personal & professional development
- Offer learning on both sides
- A positive, trusting relationship
- Open, supporting but confidential

# TO GROW, WE NEED TO STEP OUTSIDE OUR COMFORT ZONE



# THE GROW MODEL

## GOAL

- What is it you want (to achieve)?
- How will you know when you have it?
- When do you want it by?
- What would be the impact of you achieving this goal?

## REALITY

- What have you done so far?
- If nothing, what is stopping you taking action? What might you be assuming?
- What hurdles might you face?
- How much control do you have over your outcome?
- What resources/support do you have to help you?

# THE GROW MODEL

## OPTIONS

- What could you do to move you one step closer to your goal?
- You said that X was an obstacle for you....if you knew that this wasn't an issue, what could you do?
- If you were advising a friend, what would you suggest?
- What else could you do? What else? What else?....

## WILL/WAY FORWARD

- Considering all the options you have, what will you do?
- When will you do it?
- What might get in your way? How will you deal with this if it happens?
- On a scale of 1-10, how committed are you to taking action? If less than 8, what is stopping this being higher?

GIVE IT A GO!

## **Breakout rooms:**

In pairs, take it in turns to work through the GROW model to address a challenge/issue you may be facing

(12 mins total)



## TO SUMMARISE

- **Coaching** is non-directive and about empowering individuals/groups to take responsibility
- Helps individuals/groups find their own solutions
- **Mentoring** is, in part, learning from others' direct experience
- Both coaching and mentoring work best where there is trust & mutual respect
- The GROW model is a tried and trusted framework that can be used to help structure coaching & mentoring conversations – easily adapted to suit different situations
- Anyone can adopt a coaching and/or mentoring approach – you don't need to be trained
- Both coaching & mentoring are effective tools to support learning & development in the workplace and beyond!

# BENEFITS OF PARTICIPATION IN MENTORING SCHEME

## **Benefits to mentee:**

- Gain access to knowledge and experience from different institutions/regions
- Learn from someone who's done it before
  - run events, returned after sickness/maternity leave, work flexible hours, moved into senior management
- Gain skills to promote career progression/wellbeing
- Get objective opinions
- Increase self-confidence & self-awareness

## **Benefits to mentor:**

- Give something back (to the sector) by passing on your knowledge and skills
- Consolidates your experience
- Support your own personal development
- Broaden your own skillset and knowledge
- Raise your profile
- Extend your network

# COULD YOU BECOME A MENTOR?

- Do you want to share your knowledge and experience with others?
- Do you enjoy encouraging and motivating others?
- Are you comfortable asking challenging questions?
- Do you want to contribute to other people's growth and success?
- Are you prepared to invest your time in mentoring on a regular basis?
- How could mentoring contribute towards your own career goals?
- How will mentoring add to your sense of contribution to the sector and the HELOA community?

## A FEW RELEVANT BOOKS

- Starr, J. (2016) *The Coaching Manual*. Harlow: Pearson Education Limited
- Starr, J. (2014) *The Mentoring Manual*. Harlow: Pearson Education Limited
- Whitmore, J.(1992) *Coaching for Performance*. London: Nicholas Brealy Publishing
- Covey, S. (2004) *The 7 Habits of Highly Effective People*. London: Simon & Schuster UK Ltd
- Kline, N. (1999) *Time To Think – Listening to ignite the human mind*. London: Cassell Illustrated
- Rogers, J. (2012) *Manager As Coach – The new way to get results*. Maidenhead: McGraw-Hill Education

# YOUR QUESTIONS

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