

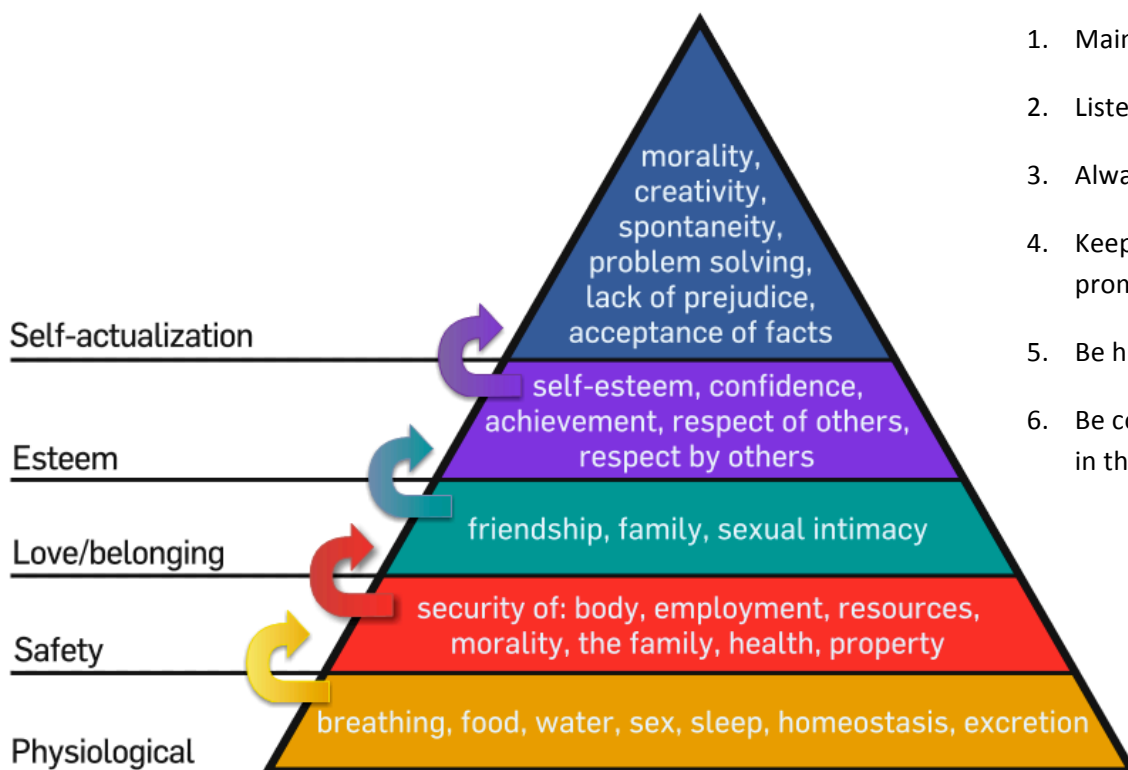
Coaching & Mentoring



Goals the SMART Way

- **SPECIFIC:** Often, creating a list of benefits from the accomplishment of the goal will give you a compelling reason to pursue that goal.
- **MEASURABLE:** It's crucial for goal achievement that goal setters are able to track their progress towards the goal.
- **ACHIEVABLE:** Setting big goals is great, but setting unrealistic goals will just de-motivate you. A good goal is one that challenges, but is not so unrealistic that the person has virtually no chance of accomplishing it.
- **RELEVANT:** Before you even set goals, it's a good idea to sit down and define your core values and your life and career purposes. These tools will help the person set goals that matter to them.
- **TIMED:** Without setting deadlines for goals, the goal setter will have no real compelling reason or motivation to start working on them. By setting a deadline, your subconscious mind begins to work on that goal, night and day, to bring you closer to achievement.

Maslow's Needs Pyramid



Building Trust

1. Maintain positive body language
2. Listen to them intently and speak less
3. Always respect your employees
4. Keep things confidential & keep promises
5. Be honest and transparent
6. Be confident & tell them you believe in them.

The GROW Model

GROW is an acronym standing for **G**oal - **R**eality - **O**ptions - **W**ill. The model is a simple yet powerful framework for structuring a coaching session.

- **Establish the Goal:**
First, with your team member, you must define and agree the goal or outcome to be achieved. You should help your team member define a goal that is specific, measurable and realistic. Ambiguous goals are usually never achieved.
- **Examine Current Reality:**
Next, ask your team member to describe their current Reality. Too often, people try to solve a problem without fully considering their starting point, and often they are missing some of the information they need to solve the problem effectively.
- **Explore the Options:**
Once you and your team member have explored the Current Reality, it's time to explore what is possible - meaning, all the many possible options you have for solving the problem. Help your team member generate as many good options as possible, and discuss these.
- **Establish the Will:**
By examining Current Reality and exploring the Options, your team member will now have a good idea of how he or she can achieve their Goal. Your final step as coach is to get your team member to commit to specific action. In so doing, you will help the team member establish his or her will and motivation.

Differences between Coaching & Mentoring

Coaching

- Relationship is often finite and short-term (3-12 months)
- Coaches are more frequently external to the organisation
- Coaches are most often paid for their services
- Goals are clearly identified
- Action-oriented
- Results-oriented
- Relationship is a partner-approach
- A coach may be the same age or younger than the person they are coaching
- A coach may not necessarily be an expert in the area they are coaching in (i.e. they are expert at coaching the best out of people)
- A coach is not necessarily a mentor
- Coaches are most often formally trained in coaching

Mentoring

- Relationship is often long-term, on-going (1-2 years)
- Mentors are often found within the organisation
- Mentoring is seen as a benevolent and goodwill gesture
- Goals not always as clearly identified
- Process- and relationship oriented
- Outcomes are often oblique
- A mentor is usually higher in the organisational hierarchy
- A mentor is usually older, more senior than their mentee
- A mentor is usually an expert in the area the mentee is aspiring to achieve
- A mentor will usually have good coaching skills
- Mentors are not necessarily formally trained although many may be naturally good mentors