Coaching and Mentoring for Systems Change

Skill Module
Joel Cutcher-Gershenfeld
Design (30-45 min.)

- Introduction and overview (2-3 min.)
- Coaching and Mentoring Cycle and Principles (3-5 min.)
- Hall of Shame (5-7 min.)
- Risk Analysis (5-7 min.)
- Hall of Fame (5-7 min.)
- Coaching and Mentoring Teams (2-3 min.)
- Facing Up and Facing Down in the Organization (3-5 min.)
Definitions

• What does the term “coaching” mean to you?

• What does the term “mentoring” mean to you?
Coaching/Mentoring Cycle

Observe

Discuss

Agree

For more information see: Valuable Disconnects in Organizational Learning Systems: Integrating the Bold Visions and Harsh Realities by Joel Cutcher-Gershenfeld and Kevin Ford (Oxford University Press, forthcoming)
What Coaching and Mentoring Are Not

Micromanagement

Abandonment

Just for Super Stars
What Coaching and Mentoring Are

• Instead of being seen as a low level, add on activity. . .
  Coaching is a core competency necessary for knowledge transfer

• Instead of being seen as privilege for the lucky few. . .
  Mentoring is a two-way process of dialogue and planning –
  People helping each other to find their way on the job, in the organization and over a lifetime

• Both require . . .
  . . .observation, dialogue, and agreement. . .
  . . .targeted at building individual and team capabilities. . .
  . . .to foster continuous improvement in organizations.
Strategic importance of coaching and mentoring

- Horizontal alignment among internal customers and suppliers
- Downward cascade of information and alignment of behavior
- Upward feedback on system barriers and new ideas
- Horizontal alignment among peers

Coaching and mentoring as knowledge transfer:
Everyone has unique knowledge to exchange with others
Insist on the discipline of a 50/50 split in time
Coaching and Mentoring Hall of Shame

• Take a moment and record one or more horror stories -- from your own personal experience or that of others

• In clusters of 2-3 people briefly describe some of these experiences (2-3 min. each)

• Select one for analysis using the forms on the next two pages
## Coaching and Mentoring Analysis Sheet

*How would you rate each of these aspects of the coaching and mentoring in the example?*

<table>
<thead>
<tr>
<th>Observe</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Thorough, detailed assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>No observation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>Thorough, detailed assessment</td>
</tr>
<tr>
<td>or unhelpful observation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>Thorough, detailed assessment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Discuss</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Highly interactive two-way discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offensive or abusive discussions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>Highly interactive two-way discussion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mutual agreement and clear action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imposed advice or offensive demands</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>Mutual agreement and clear action plan</td>
</tr>
</tbody>
</table>
Coaching and Mentoring Risk Analysis

• In small groups: Discuss the absolute worst things that could happen in this organization as a direct result of inadequate, inappropriate, or a lack of effective coaching and mentoring

• Estimate actual dollar cost likely to be associated with this scenario

• Be prepared to discuss your scenario and the dollar cost with the full group
Coaching and Mentoring Hall of Fame

• Now reflect on an example of excellent coaching and mentoring -- either involving you or someone else

• As you think about this situation, what worked well? What factors account for the success?
Coaching and Mentoring with Groups

- Stages in Group Development
  - Forming
  - Storming
  - Norming and Performing
- Situational Leadership
  - Directing
  - Mediating
  - Coaching and Mentoring
Facing “up” and Facing “down” in Organizations

• How does the coaching and mentoring cycle apply when you are “facing up” in an organization – interacting with your boss or other more senior people?
• How is this different from coaching and mentoring with peers or subordinates?
• What are the implications for organizations?
Coaching and Mentoring: A Final Question

• Should coaching and mentoring focus on:
  
  – Content (what needs to be done)?
    • or
  
  – Process (how it should be done)?
    • or
  
  – Rationale (why it is to be done)?