

Coaching and Mentoring for Systems Change

Skill Module

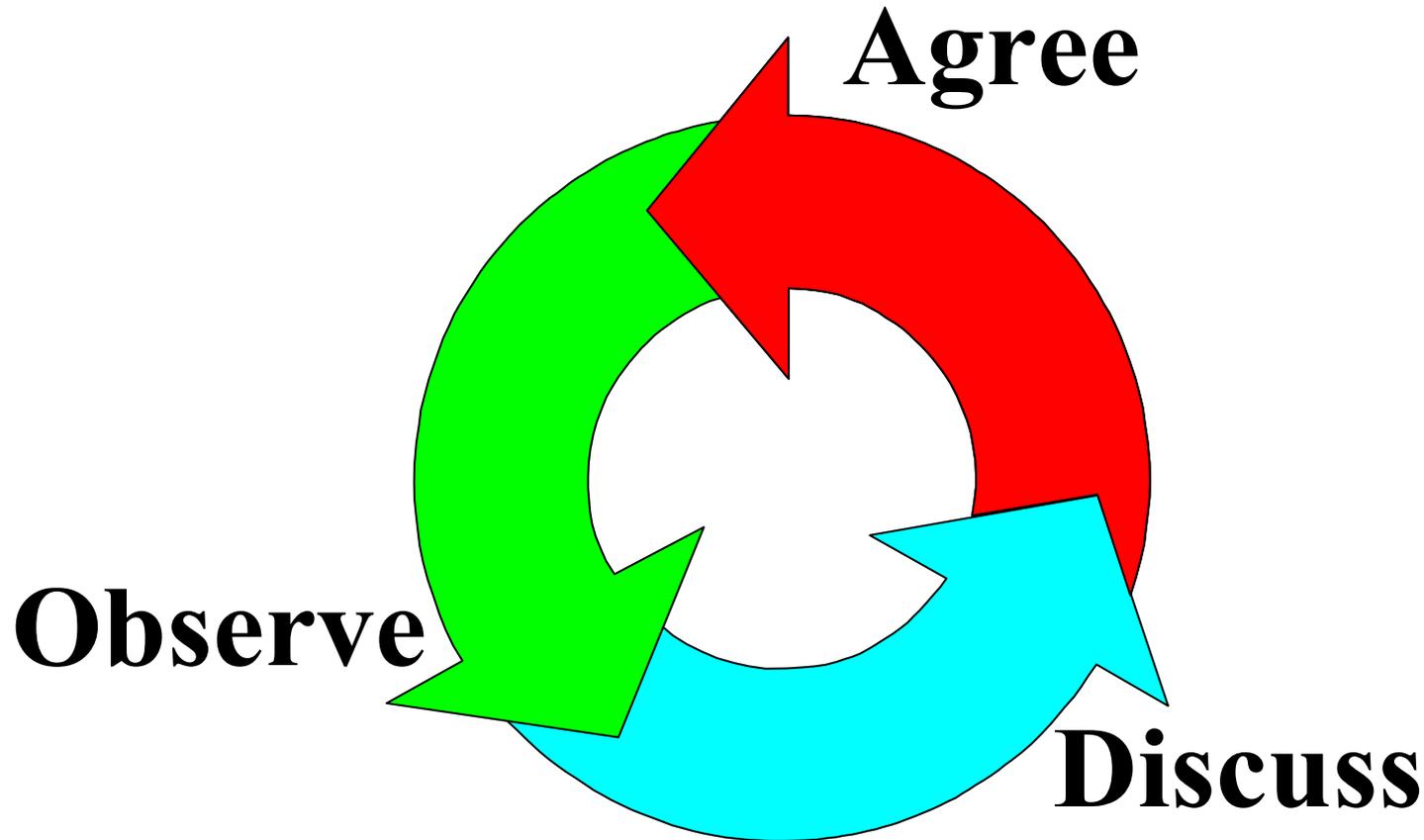
Design (45 min.)

- 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

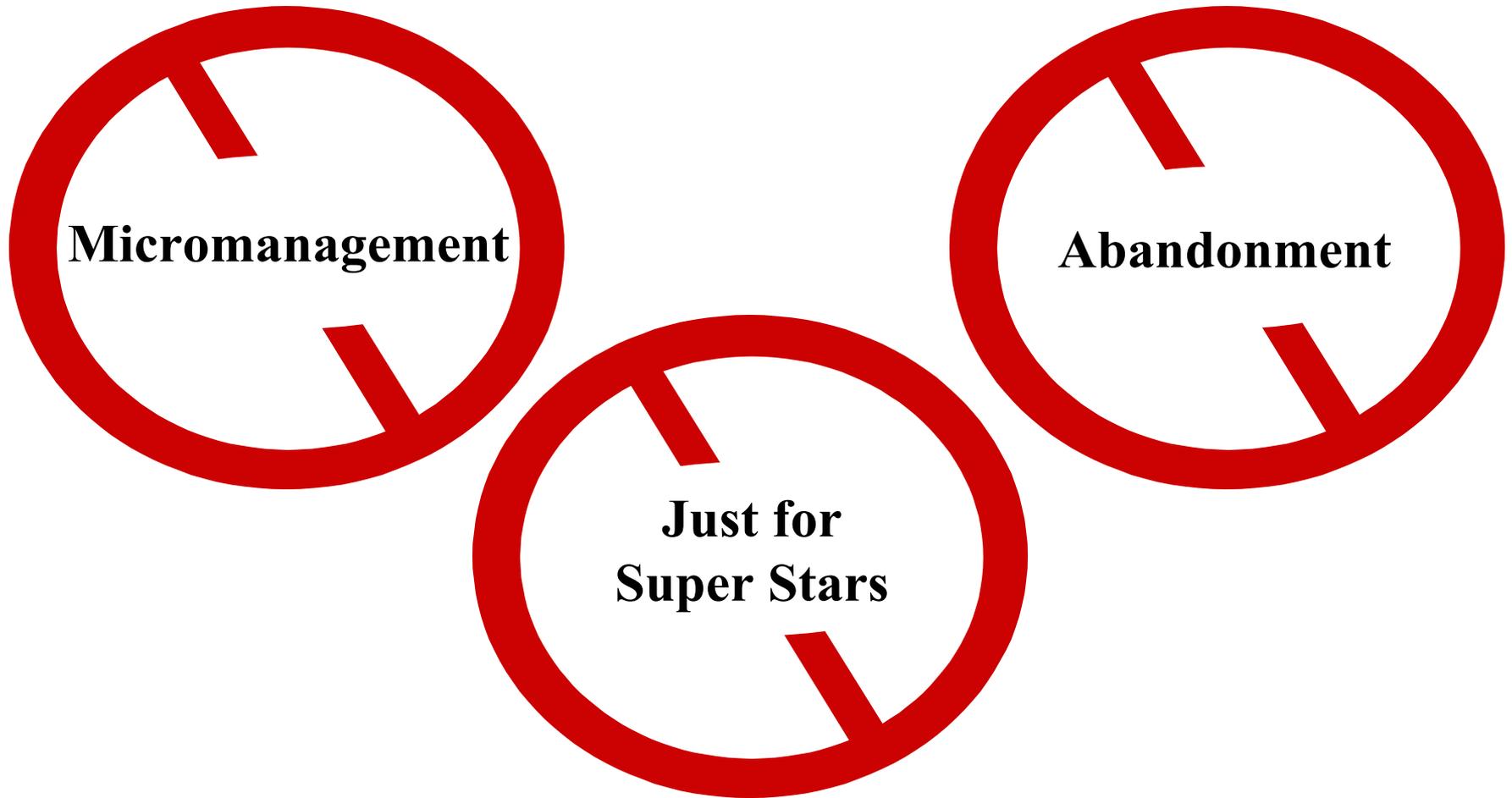
- What does the term “coaching” mean to you?
- What does the term “mentoring” mean to you?

Coaching/Mentoring Cycle



Source: *Valuable Disconnects: The Bold Visions and Harsh Realities of Organizational Learning* by Joel Cutcher-Gershenfeld and Kevin Ford (Oxford University Press, forthcoming)

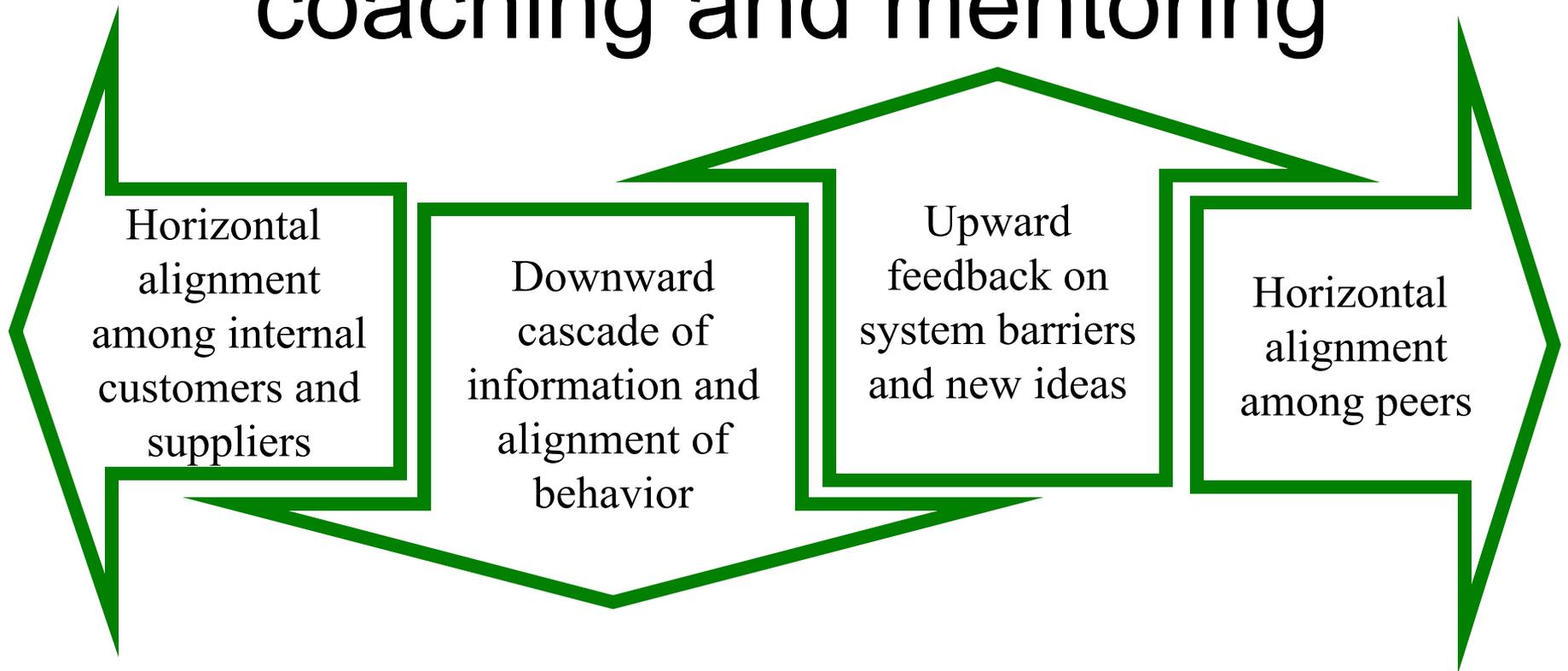
What Coaching and Mentoring Are Not



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



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?

Observe

No observation or unhelpful observation	1	2	3	4	5	Thorough, detailed assessment
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Discuss

Offensive or abusive discussions	1	2	3	4	5	Highly interactive two-way discussion
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Agree

Imposed advice or offensive demands	1	2	3	4	5	Mutual agreement and clear action plan
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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)?