

# Coaching and Mentoring for Systems Change

Skill Module  
Joel Cutcher-Gershenfeld

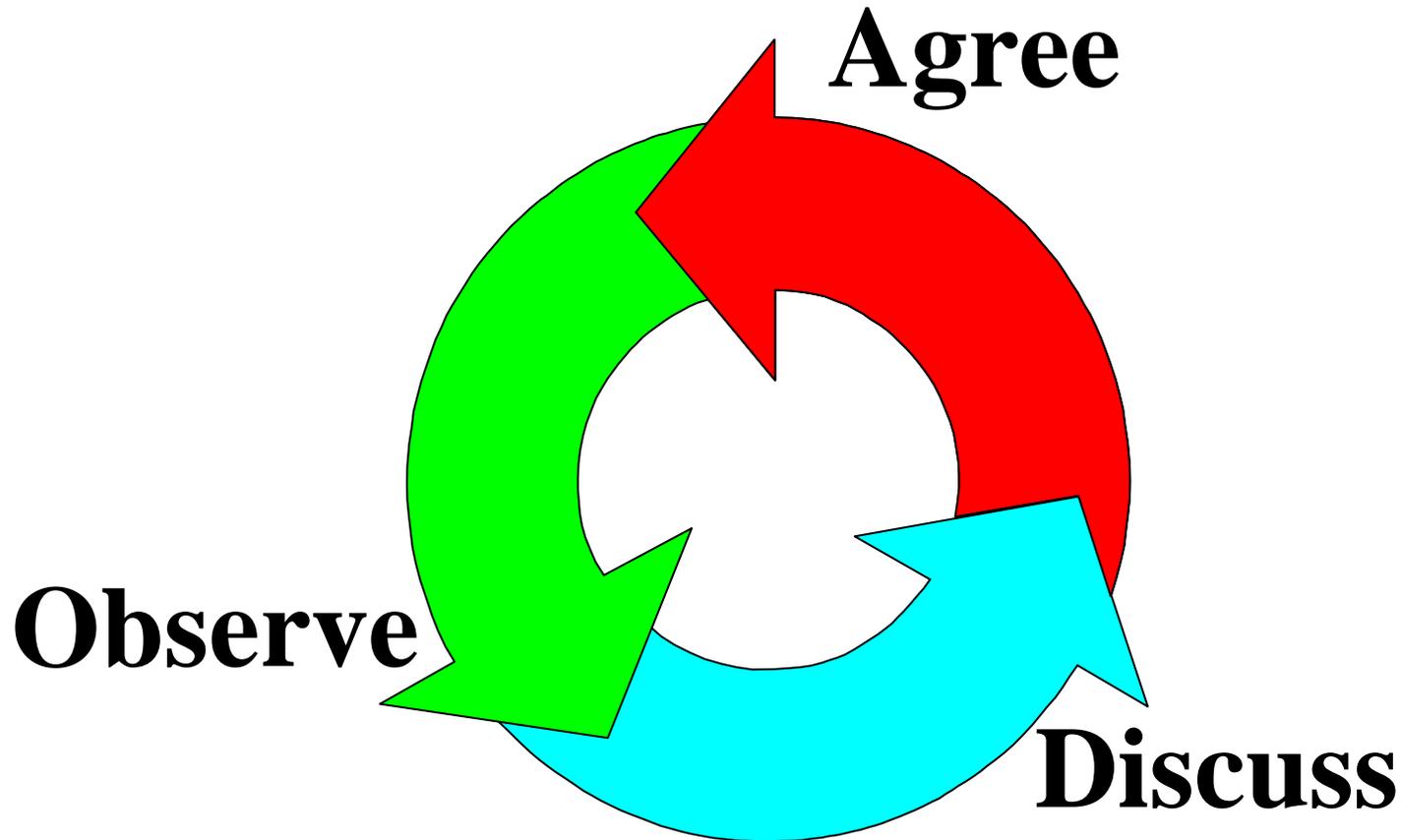
# Design (30-45 min.)

- 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

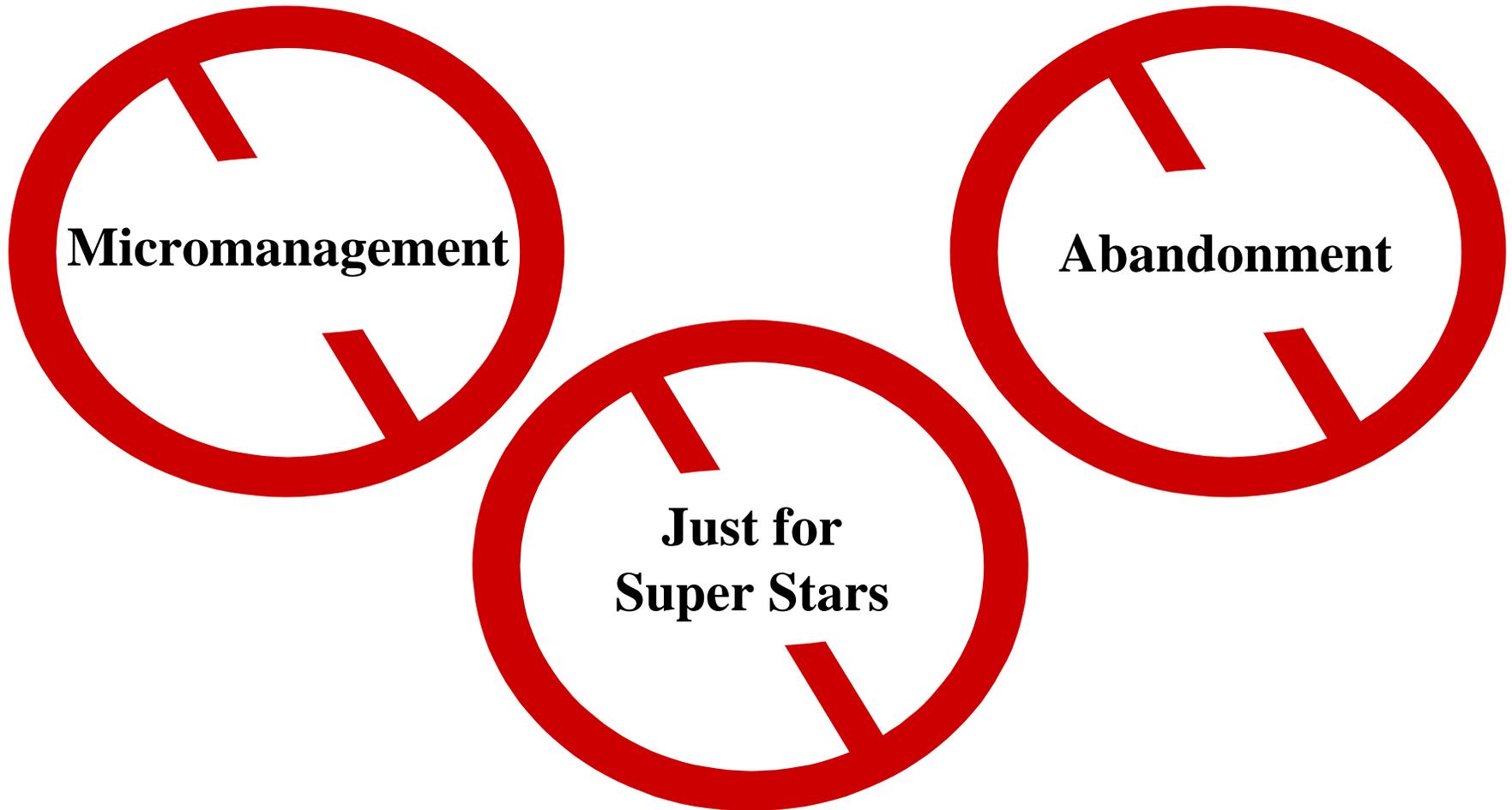
- What does the term “coaching” mean to you?
- What does the term “mentoring” mean to you?

# Coaching/Mentoring Cycle



**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)

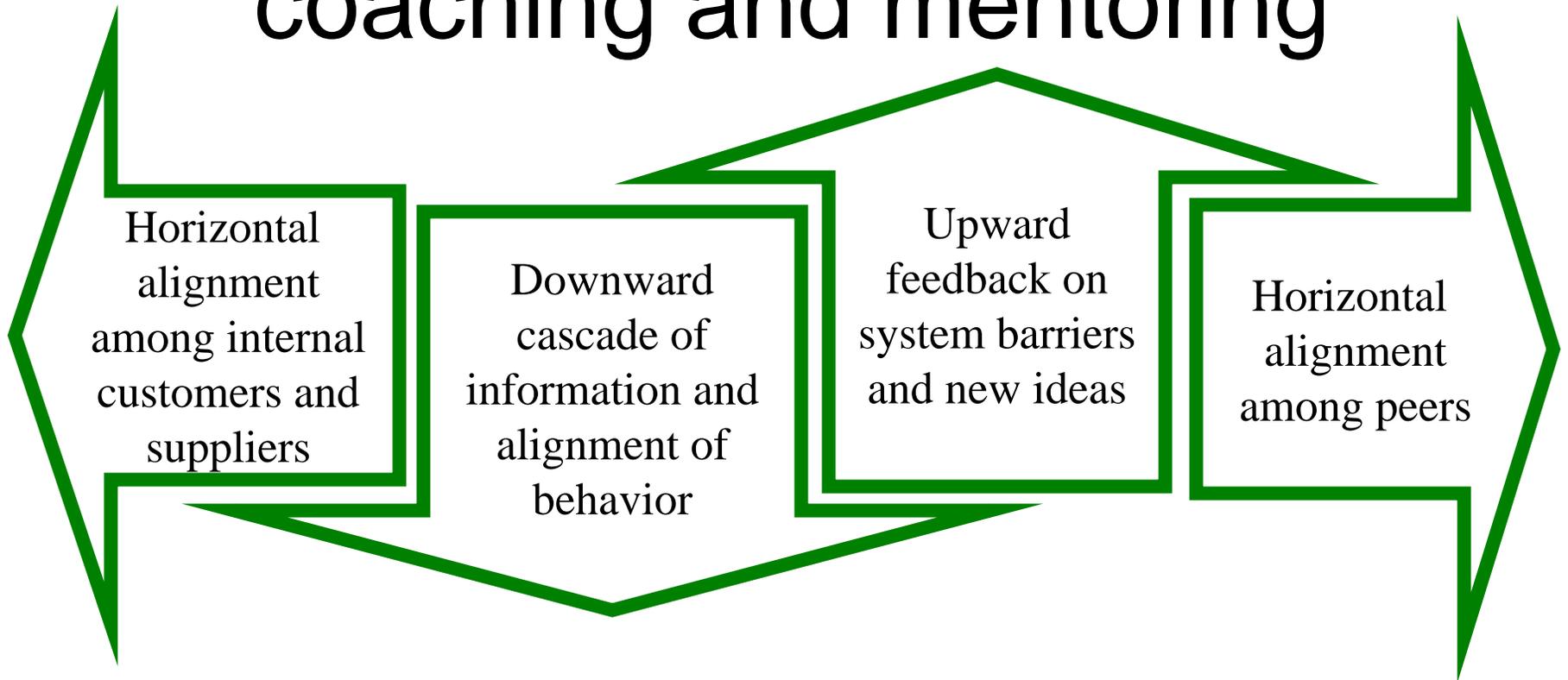
# What Coaching and Mentoring Are Not



# 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)?