

INTRODUCTION TO MANAGEMENT COACHING AND MENTORING

Unit Level

5

Good Practice

Unit Number

5014V1

Ofqual Reference

F/504/9055

Credit Value

6

Total Unit Time

60

Guided Learning Hours

40

LEARNING OUTCOMES

ASSESSMENT CRITERIA

GOOD PRACTICE

1

Understand the concept and purpose of management coaching and mentoring

1.1 Describe the purpose of coaching in human resources development

Throughout this unit it is important that you clearly distinguish between the two different processes of coaching and mentoring.

Consider how you would use coaching to develop people or improve their performance. You may want to refer to the research undertaken by Parsloe, Bluckert and Gallwey who address the behavioural aspect of coaching. You may wish to provide examples and state why you have selected coaching as the development method as this demonstrates your knowledge of its purpose. In terms of human resource development you could relate this to the employee life cycle from

				<p>induction, managing performance, learning new skills or tasks, promotion and development, career change, talent management, and redundancy support etc. You may wish to consider the impact coaching can have on assisting people through personal and organisational change. You may wish to consider models such as Prochaska, Zeus and Skiffington and Goldsmith</p>
		1.2	Describe the role of mentoring in management	<p>Consider your role as a manager and your responsibilities for people and explore how mentoring can assist in that role. It would help to demonstrate your understanding if you provide practical examples.</p>
		1.3	Evaluate the difference between coaching and mentoring	<p>To illustrate your understanding, you should be able to compare and contrast the differences between coaching and mentoring, critically appraising the differences and clearly stating why you would select one method over the other to support and develop people. You may find it helpful to use a template for this purpose.</p>
2	Be able to determine the use of management coaching as a tool in human resources development	2.1	Evaluate the benefits of coaching in performance management	<p>In attempting to answer this, it is important to first of all be clear about your understanding of performance management. This will enable you to establish how and where coaching could assist in that process. It would be useful to show that you have considered how coaching supports those who are underperforming as well as enabling high performers to fulfil their potential. You may wish to provide examples of different levels of performance and how coaching may help. It would also be useful to consider the short term and long term benefits of coaching. For example, if one of the purposes of coaching is to help coachees</p>

		<p>2.2 Explain the role of coaching in team learning</p>	<p>develop their own solutions; consider how that impacts on team and organisational performance.</p> <p>It would be useful to consider what constitutes team learning and how the coaching role may assist. It would be useful to provide examples. Witherspoon's coaching continuum may help you to explore how the different ways coaching could be utilised within the team environment. Consider a team development plan which links the business plan and personal development plans, aligning learning for the benefit of team tasks and team members. You could identify what skills and knowledge the team require to achieve results over the next twelve months, what they will need to do to achieve this and the role coaching could take.</p> <p>You may wish to consider the impact of coaching within your own team development and learning or select a different team such as a management development programme as an example.</p>
<p>3</p>	<p>Be able to determine the use of management mentoring as a tool in human resources development</p>	<p>3.1 Evaluate the benefits of mentoring in performance management</p>	<p>A link can be drawn to both 1.3 and 2.1, depending on the depth of your critical appraisal in each case. You will this time need to be clear when you would select mentoring as a tool rather than coaching, and to critically appraise the benefits of mentoring in the performance management process, providing examples from your own experience where possible.</p>
		<p>3.2 Explain the role of mentoring in team learning</p>	<p>It may be useful to consider the skills, knowledge and experience in your own team to explain how that could be used within a mentoring role to support and guide others, as well as how mentoring can play a role in developing the team.</p>

			<p>It would be useful to provide examples. You may wish to make reference to 1.3 and 2.2 to illustrate your ability to select between coaching and mentoring for different learning and performance management needs.</p>
<p>4</p>	<p>Understand the relationship between coaching and mentoring and organisational objectives</p>	<p>4.1 Analyse the role of a manager as a coach</p>	<p>It would be useful to recognise the advantages and disadvantages of the manager operating as a coach. You may want to give examples. Another dimension you could consider is the use of coaching skills as a manager in terms of a leadership style which encourages individuals to generate their own solutions as well as take responsibility and ownership of their actions.</p>
		<p>4.2 Analyse the role of a manager as a mentor</p>	<p>It could be useful to state the differences between the focus of a line manager and the focus of a mentor. For example a managers focus is on the organisation and the delivery of results and a mentor may focus on learners and personal growth and development.</p> <p>You could then draw some conclusions about the differences and similarities. You may wish to develop a template of the manager's role and the mentor's role to highlight the similarities and differences. In your analysis you may want to consider if it is appropriate for a line manager to be a mentor or whether it should be a manager from a different part of the organisation.</p>
		<p>4.3 Explain how coaching and mentoring is linked to organisational objectives</p>	<p>This section asks you to consider how both processes can support the business plan, the team/department plan and individual development plans. It would be useful to consider how this is communicated and supported by senior</p>

management. For mentoring and coaching to be recognised as a means to support the achievement of organisational objectives, it may be worth considering how support and commitment is demonstrated by senior management to help secure buy-in to the process.

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit is about introducing the practice of management coaching and mentoring and the impact on Human Resources Development and performance.