

MANAGEMENT OF COACHING AND MENTORING

Unit Level	5	Good Practice
Unit Number	5015V1	
Ofqual Reference	J/504/9056	
Credit Value	6	
Total Unit Time	60	
Guided Learning Hours	45	

LEARNING OUTCOMES

1	Understand the impact of coaching and mentoring programmes on an organisation
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ASSESSMENT CRITERIA

1.1	Identify how coaching and mentoring is used by an organisation
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GOOD PRACTICE

You could highlight examples of how coaching and mentoring are used within organisations. It could be useful to ensure you provide a breadth of examples to identify how C & M programmes might support business plans, team plans and personal development plans. You may find it helpful to look at the research undertaken by CMI and CIPD which examines how organisations use coaching and mentoring.

It might be useful to consider why coaching and mentoring are selected to assist an individual. This could help you to highlight the

1.2 Evaluate the organisational and human resource implications of using coaching and mentoring

benefits of each type of programme to an organisation.

Providing examples would demonstrate understanding. When the command verb 'evaluate' is used, this indicates that you are required to critically appraise the subject. This means that a longer and more detailed answer would be expected, and which looks at the subject from a range of perspectives.

Taking into account that you are required to conduct a critical appraisal, you could as part of this work consider the wider and longer term organisational impacts of C & M programmes such as talent management and succession planning, employee engagement, leadership development, organisation culture, self-development, staff retention etc. It might also be useful to show you have considered wider implications relating to morale, motivation, styles of leadership etc. You may want to consider a number of theorists to provide a framework to assist the evaluation. Clutterbook has examined the impact of C&M programmes on talent management and succession planning. In relation to Leadership development you may want to explore the impact of a coaching and mentoring style of leadership espoused by Goleman and Hersey and Blanchard. For employee engagement and communication the work by Beverley Alimo Metcalf as well as David Macleod will assist in appraising a development approach to organisational performance

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Be able to determine the use of management coaching as a tool in human resources development

2.1

Evaluate the impact on an organisation of establishing a coaching and mentoring culture

It could be useful firstly to clarify your understanding of what is meant by a coaching and mentoring culture, and provide examples of what that might look like to different organisational stakeholders. You may have informal or formal processes to measure the impact which you could use as examples, or you may need to research case studies, coaching organisations or institutes like the CIPD to establish how this is conducted in other organisations. Formal processes may include staff surveys, coaching and mentoring feedback, or analysis of absences, grievance and discipline cases etc. Informal could involve improved working relationships, anecdotal feedback etc. It could be helpful to show you have considered a range of qualitative and quantitative measures, and from a selection of different stakeholder perspectives.

2.2

Identify barriers to change which impact on coaching and mentoring

You may wish to list the factors which contribute to the resistance of change and determine the effect on coaching and mentoring. This could be individual change or organisational change. It would be useful if you are able to give examples from your own experience. You may wish to use behaviours cited in the Kubler Ross change curve and state why this could be problematic for individual change. You may also want to reference the Johari window in terms of individuals' levels of self-awareness which impacts on their ability to change. At an organisational level you may want to consider a range of barriers such as resources,

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Be able to monitor and evaluate the operation of coaching and mentoring within an organisation

2.3 Explain how to overcome organisational and individual resistance to the implementation of coaching and mentoring

2.4 Develop a plan to support individuals in the adoption of change

3.1 Develop a plan to implement coaching and mentoring programmes within an organisation

lack of understanding of the purpose of coaching and mentoring etc. The use of Kurt Lewin's Force Field Analysis might also prove useful here.

You may wish to develop a template detailing the barriers at 2.2 alongside the proposed solutions. Wherever possible it would be useful to illustrate this with real-life examples.

You may wish to consider using as an example a plan to support an individual to acquire greater knowledge, learn and develop a new skill or change a behaviour or attitude. You could use a template to demonstrate the steps in your plan. Factors to consider in the plan may include goals, timelines, review dates and measures of success, as well as activities to help individuals overcome the emotional aspects of change.

This section might be answered by means of an example implementation plan. It could be helpful to state how you secure the support and buy in of senior management to the adoption of coaching and mentoring. You may want to consider how this relates to other plans such as your business plan or your learning and development plan. You may want to include in your action plan objectives/tasks, links to organisational objectives, key stakeholders, measurements, and timescales.

		<p>3.2 Establish processes and mechanisms to record and monitor the impact of coaching and mentoring within an organisation</p> <p>3.3 Review the implementation strategy to ensure continuous improvement</p>	<p>Provided that the above plan is written using SMART objectives it should provide a systematic means of monitoring the impact of coaching and mentoring. It is important to establish who has responsibility for the plan and how the impact will be reported upon. You could also discuss the processes and tools you would use firstly to record outputs and then to monitor the outcomes and impact of the programme/s, including frequency and levels of reporting.</p> <p>Reference should be made as to how and when you would review the strategies in the plan against the reality of the implementation and reflect on how you would adapt these to incorporate opportunities for improvement to ensure the plan continues to reflect organisational need. Reference to the principles of total quality management would show a broader understanding of the improvement cycle</p>
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ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit is about the value management coaching and mentoring and its operation within an organisation.