

# PRINCIPLES, SKILLS AND IMPACT OF COACHING AND MENTORING

**Unit Level**

3

**Good Practice**

**Unit Number**

3011V1

**Ofqual Reference**

M/504/9049

**Credit Value**

7

**Total Unit Time**

70

**Guided Learning Hours**

30

## LEARNING OUTCOMES

## ASSESSMENT CRITERIA

## GOOD PRACTICE

1

Understand the principles of coaching and mentoring

1.1

Define coaching and its purpose

1.2

Define mentoring and its purpose

In addition to defining coaching and mentoring it is useful to consider the differences between them. You may also consider how you would use each of these interventions. There are many definitions for each so you may wish to consider how you would explain them to a potential coachee or mentee to ensure their understanding.

Provide examples of when you think each intervention could be used such as in development or managing performance. The

		1.3	Describe the role of a coach	coaching continuum model by Witherspoon helps to outline the different roles and assists the coachee to identify their learning needs. Short term and long term goals should be taken account of. It is useful to consider how it may assist individuals or teams to acquire knowledge, skills or change in behaviour or attitude.
		1.4	Describe the role of a mentor	<p>In determining the role and expectations of each you may wish to consider which is non-directive and directive by explaining your reasoning.</p> <p>Downey developed a spectrum of coaching skills model which outlines the different skills involved moving from directive to non-directive.</p> <p>You may provide examples of why you adopted mentoring or coaching and how you ensured that the coachee or mentee understood the difference to help them determine which will meet their individual objectives.</p> <p>You may wish to explain the role in a similar manner to a job description which outlines the tasks you would expect each to fulfil. This would link to 2.1 when you begin to think about the qualities of a coach or mentor.</p>
2	Understand the skills required of a coach	2.1	Discuss the communication skills required of a coach	You may wish to consider how you create the environment and conditions to allow the coachee to feel comfortable to undertake the learning. List the skills that are relevant to creating effective relationships. You may wish to explore the impact

of:

- Questioning skills
- Listening skills
- Body language
- Tone of voice

You may wish to provide examples of good questions, how you demonstrate good listening skills and appropriate body language as well as tone.

You may wish to consider how the ratio of speaking and listening at each of the process might vary.

It may be useful to consider the impact of communication by looking at the research by Mehrabian.

Outline why this is important in building the relationship. It is useful to consider how you will establish ground rules at the outset of each process and explain how you would achieve this with the coachee or mentee. The European Mentoring and Coaching Council provide useful guidance.

Consider how you will prepare for giving feedback to ensure that it is constructive rather than destructive. You could identify three methods of providing feedback. You may wish to consider

**2.2** Describe the need for sensitivity and confidentiality in a coaching relationship

**2.3** Identify methods of feedback and support for a coachee in a coaching relationship

			how you currently provide feedback providing examples. There are a number of methods which may involve written or verbal feedback.	
<b>3</b>	Understand the skills required of a mentor	<b>3.1</b>	Discuss the communication skills required of a mentor	You may wish to consider the skills required of a coach and determine if the same skills are required of a mentor, and whether there are additional requirements. It is important that you consider why the skills are important to mentoring. You could achieve this by providing examples.
		<b>3.2</b>	Describe the need for sensitivity and confidentiality in a mentoring relationship	In providing examples you may wish to illustrate how you would ensure that sensitivity and confidentiality are maintained. You may wish to pay particular attention to establishing the ground rules at the onset of the relationship but also address how you would maintain it throughout the relationship.
		<b>3.3</b>	Identify methods of feedback and support for mentee mentoring relationship	You may want to compare this to coaching and consider any differences. Again to demonstrate your understanding you may want to provide examples of when you have provided feedback.
<b>4</b>	Understand the impact of coaching on individual, team and organisational performance	<b>4.1</b>	Identify the benefits of coaching for an individual	You may wish to develop a template to highlight the benefits of coaching covering the individual, team and organisation. It is useful to reflect on the benefits in your own organisation. In terms of

		<b>4.2</b>	Identify the benefits of coaching for a team	individual benefits you may want to think about some of the outcomes coaching presents such as
				taking responsibility to solve problems. You may then want to identify the benefits to the team of this such as enabling the team to develop solutions finally stating the benefit to the organisation of having individuals and teams involved in problem solving. Another benefit could be higher motivation levels identifying the benefits of this to the individual, team and organisation.
		<b>4.3</b>	Identify the benefits of coaching for an organisation	
<b>5</b>	Understand the impact of mentoring on individual, team and organisational performance	<b>5.1</b>	Identify the benefits of mentoring for an individual	It is important that you make the distinction between coaching and mentoring so that you draw out and separate the benefits of each. You may want to develop a template to demonstrate the benefits of mentoring to an individual, team and organisation. You may want to consider the benefits to motivation and engagement, performance management and resource implications etc.
		<b>5.2</b>	Identify the benefits of mentoring for a team	
		<b>5.3</b>	Identify the benefits mentoring for an organisation	

## ADDITIONAL INFORMATION ABOUT THIS UNIT

### Unit Aims

This unit is about the core principles, skills and impact of coaching and mentoring on individuals and teams.

