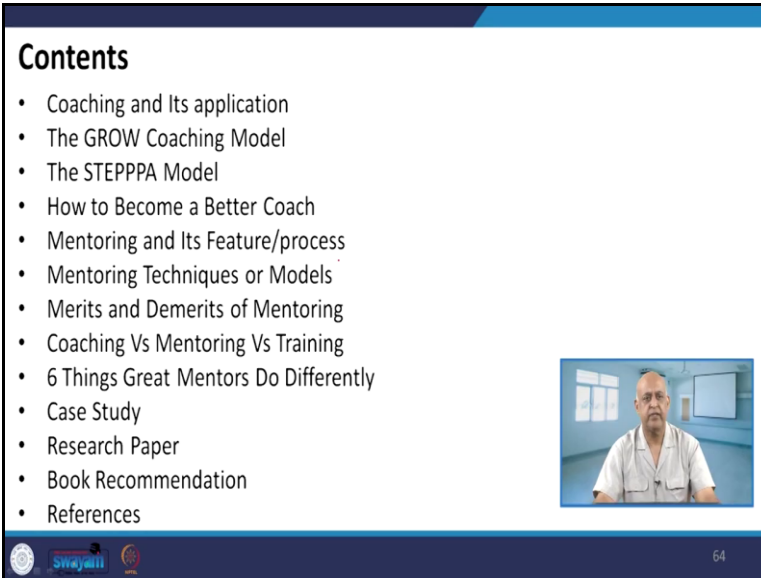


**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 51**  
**Coaching and Mentoring**

As seen in the previous session, coaching and its role in the goal, abilities, standards, and perceptions are important. The question arises that whenever we are talking about effective leadership or team effectiveness, we have to understand how this coaching is applied. So, the Grow coaching model and the Stepppa model are there.

**(Refer to Slide Time: 01:11)**



**Contents**

- Coaching and Its application
- The GROW Coaching Model
- The STEPPPA Model
- How to Become a Better Coach
- Mentoring and Its Feature/process
- Mentoring Techniques or Models
- Merits and Demerits of Mentoring
- Coaching Vs Mentoring Vs Training
- 6 Things Great Mentors Do Differently
- Case Study
- Research Paper
- Book Recommendation
- References

64


Then how to become a better coach, mentoring in its features/process, mentoring techniques or the models, merits and demerits of mentoring, coaching Vs mentoring Vs training, and six things great mentors do differently. We will discuss the case studies, research papers and book recommendations in this particular session.

**(Refer Slide Time: 01:18)**

**Coaching**

- Coaching is a process that is designed to assist motivated individuals in making changes to further their professional development.
- Coaching in a business environment is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.
- Coaching is a commonly used method of employee development that has generated positive business outcomes.

<https://www.slc-coaching.com/wp-content/uploads/2019/04/Human-Resource-Management-Systems-Banner-770x420.jpg>



65

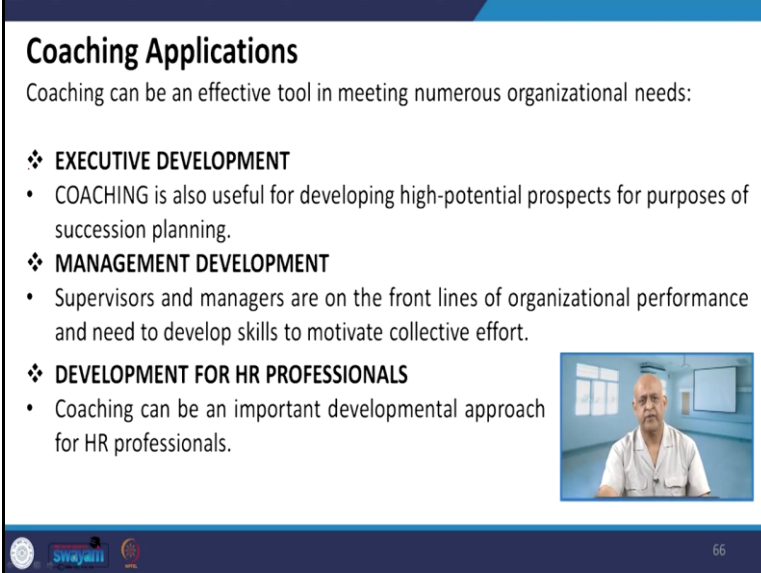
Now the coach, so, in that case, we would like to take the example of three coaches and the mentors. So, we will decide whether they were only coaches or only mentors or coaches and mentors. So, Lord Krishna and Arjuna, similarly, we will see Chanakya and Chandragupta, and then we will talk about the Dronacharier and Ekalaiiva. So, in between, we will take them as an example.

So, therefore it is designed to assist motivated individuals. Now you see, every word is to be carefully understood. Now motivated because many times we create this particular perception that the coaching is not giving any result or why coaching is giving not that many results what we are expecting even after whether the learner has given the 100% or the coach has given the 100% but why then there are not the results as they should be.

So, these are individuals whose motivation level is becoming very important is there. Furthermore, it is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to develop individual skills, performance and career. Now you see even the experienced person when he is sharing simple example I would like to give about in the management institutes you find that is we invite the speakers right and those speakers highly experience.

And then they give the advice and guidance to these MBA graduates, and that is how they can proceed, you know, for their further career development or their job performances right.

**(Refer Slide Time: 03:18)**



**Coaching Applications**

Coaching can be an effective tool in meeting numerous organizational needs:

- ❖ **EXECUTIVE DEVELOPMENT**
  - COACHING is also useful for developing high-potential prospects for purposes of succession planning.
- ❖ **MANAGEMENT DEVELOPMENT**
  - Supervisors and managers are on the front lines of organizational performance and need to develop skills to motivate collective effort.
- ❖ **DEVELOPMENT FOR HR PROFESSIONALS**
  - Coaching can be an important developmental approach for HR professionals.

66

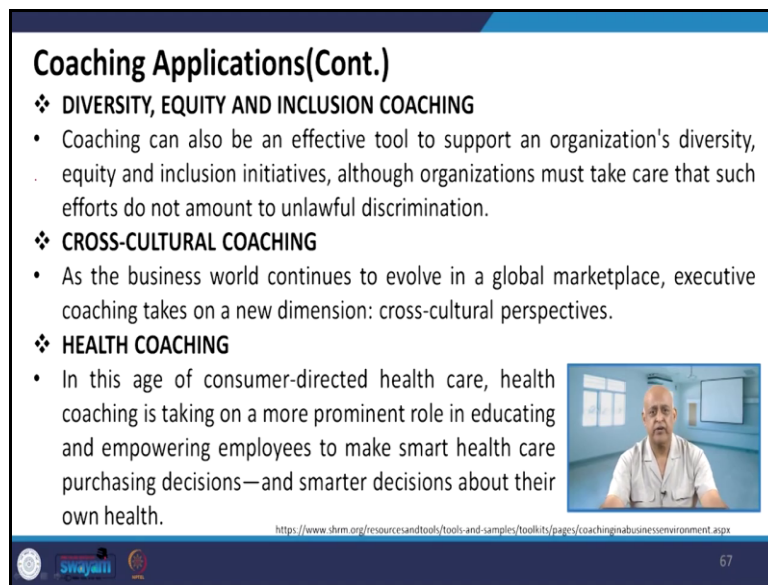
So therefore, in that case, it is essential that whenever we talk about this coaching, the motivated learners are required, and the person sharing that particular experience and knowledge that is becoming a and providing the guidance right plays a critical role. So, there are high potential prospects for succession planning in this executive development.

Moreover, when we see it, that is the always talk about it. Now we have just talked about the goals right, and then the goals and then the there will be the hierarchical organization structure is there, and from that organization structure, everybody wants to go up next level and therefore that particular that succession planning. So, when that person goes up to the next level, either he can perform or is not able to perform.

Because we often see that the people are getting the opportunity to perform, but they fail to perform. Furthermore, there was a high motivation for that particular goal right, and then despite that high motivation, when the goal is achieved, the sustainability of the goal right is becoming challenging. Moreover, in that case, this management development program helps achieve and make it sustainable.

So therefore, developing the skills to motivate the collective efforts are required. Moreover, now this collective, collective means that is about from that particular mentor and mentee or the coach and the learners and therefore that motivation is high motivation is required and here is the role of the HR professionals are there. Now here, I will not say that it is the HR department's right. The HR professionals are the HR professionals, whether finance, marketing, operations, or IT.

**(Refer Slide Time: 05:18)**



**Coaching Applications(Cont.)**

- ❖ **DIVERSITY, EQUITY AND INCLUSION COACHING**
  - Coaching can also be an effective tool to support an organization's diversity, equity and inclusion initiatives, although organizations must take care that such efforts do not amount to unlawful discrimination.
- ❖ **CROSS-CULTURAL COACHING**
  - As the business world continues to evolve in a global marketplace, executive coaching takes on a new dimension: cross-cultural perspectives.
- ❖ **HEALTH COACHING**
  - In this age of consumer-directed health care, health coaching is taking on a more prominent role in educating and empowering employees to make smart health care purchasing decisions—and smarter decisions about their own health.

<https://www.shrm.org/resourcesandtools/tools-and-sample/toolkits/pages/coachinginbusinessenvironment.aspx>

67

However, the person is very good at HR skills. So, a finance manager can also be an outstanding into as an hr professional right a marketing person can also be suitable as an HR professional is there. So, therefore that support. You might not be from the hr, but if you are working in another vertical and then in that vertical, the boss supreme boss has that coaching approach. Now you see that to be a coach also requires a specific ability, right.

And then in that case on those coaches, they are becoming the world-famous coaches, and they are becoming because they are developing the ability to develop right so, that talent right. So, therefore, in that case, it is the initiative, although the organization must ensure that such efforts do not amount to unlawful discrimination. Now you see every model, theory, concept, every practice. Every society has advantages and disadvantages, plus-minus strengths and weaknesses.

So, therefore when the coach is in the position, he should be very judicious. If he is not judicious, he may be involved in unlawful discrimination. As a result, the organization will suffer. So,

cross-cultural coaching is fundamental is there. Nowadays, we talk about the global, not the global I will not talk about the global marketplace. I will talk about it in the Indian context; I would like to say it is a global market in today's context.

Furthermore, therefore, when; we are to do the business globally by remaining locally and therefore for our country right. So, therefore, in that case, we have to understand the culture of other countries, but simultaneously we have to be strong in caring about our culture.

**(Refer Slide Time: 07:18)**

The GROW Coaching Model

- The [GROW model](#) was created by Sir John Whitmore and colleagues in the late 1980s and has become one of the most popular coaching models for setting goals, improving performance, and coaching (Performance Consultants, 2020).

**1. Establish the goal-** Define a goal that is motivating, inspiring, and drives success. Perhaps it is behavior that needs to change or an aspiration to be reached.

The diagram illustrates the GROW model as a circular process with four quadrants: **goal** (top-left), **reality** (top-right), **will** (bottom-left), and **options** (bottom-right). The center of the circle is labeled **GROW**. Each quadrant is associated with specific actions and questions:

- goal:** What do you want? (unite, raise energy, motivate)
- reality:** What is happening now? (resources, environment, values/beliefs)
- will:** What will you do? (commit, define, specify)
- options:** What could you do? (create, innovate, discover)

<https://www.coachingcultureatwork.com/wp-content/uploads/2019/11/GROW-model.jpg>

The slide also features a small video inset of a man in a white shirt speaking, and logos for Swayam and other organizations at the bottom.

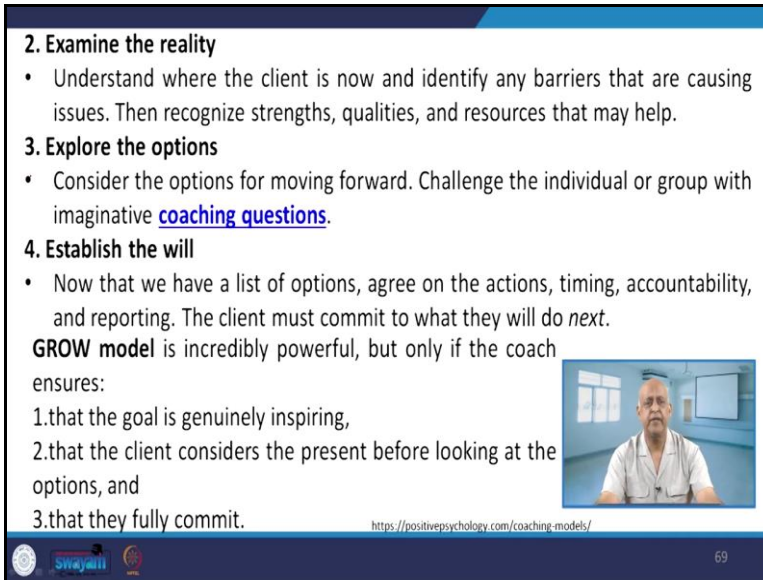
So, therefore when we are working on the cross-cultural aspects of interacting with other cultures and carrying out our Indian culture, it becomes essential that we become the global coaches right. From this book, we have taken this particular model that is the Grow coaching model is correct. So, therefore in that case again, every leader and team's effectiveness depends on the goal of what is the goal is there.

And then there is a reality is there, and then there is an option, and there is a will there motivation is there right. So this was created by Sir John Wetmore and their colleagues in the late 1980s and has become one of the most famous coaching models for setting goals. Furthermore, whenever we talk about what you want like we have just talked about in the previous session and about the goals, right.

So, then we talk about the gaps. So, that is the end goals and the abilities, perception, and standards. So, ultimately, what motivates a person establishes the goal right and defines the goal. You often see we ask the people who design your goal and are not very comfortable designing their goal, why? Because it was easy, they led the life the way it was going.

Are they not severe? They are serious about life, but they do not know right because nobody has motivated or inspired them that is the what they were to design and develop a particular goal is to be there.

**(Refer Slide Time: 09:18)**



**2. Examine the reality**

- Understand where the client is now and identify any barriers that are causing issues. Then recognize strengths, qualities, and resources that may help.

**3. Explore the options**

- Consider the options for moving forward. Challenge the individual or group with imaginative [coaching questions](#).

**4. Establish the will**

- Now that we have a list of options, agree on the actions, timing, accountability, and reporting. The client must commit to what they will do *next*.

**GROW model** is incredibly powerful, but only if the coach ensures:

1. that the goal is genuinely inspiring,
2. that the client considers the present before looking at the options, and
3. that they fully commit.

<https://positivepsychology.com/coaching-models/>

69

Now you know you will find it is the how the person will be able to identify that is my goal what should be my goal. The first and foremost question to the guru mentor coach will be what should be my goal, right. So, that fixation of the goal, as we have talked about in the gaps also, there is a fixation of goals will be on the mutual discussion right. Here I would also like to add one more dimension, and it is about happiness.

So, therefore the goals are not to be achieved with many confrontations, many sacrifices if a lot of sacrifices and many confrontations are there. So, even when you achieve the goal, you will be empty hands, and therefore we have to understand the reality and examine the reality right. Moreover, they are causing issues recognizing the strain's qualities and resources that may help. That is what I hope, right.

Therefore, there will be several options and options for moving the challenge. The individuals are a group with the imaginative questions coaching questions will be there that we will see further in this discussion. Then the establish the wheel is there. Now that we have a list of options agree on the actions that are the what. So, I would like to give my example like I was in an industry, and then there was a question of the goal.

And then the answer was academics, and then I shifted to academics when I got the opportunity of academics. So, I inquired about myself within myself right, and therefore, the answer is that I want my goal to be an academician, so I tend to be the academician. So, the 26 years back.

**(Refer Slide Time: 11:18)**

**The STEPPPA Model**

- STEPPPA (2003) is a coaching and mentoring model developed by world-renowned coach and instructor, Dr. Angus McLeod. It acts as a process by which the context and emotion of a situation or issue can be used to define and act towards new goals.
- STEPPPA is primarily utilized as a technique when there are difficult emotions in play which need to be overcome.

The diagram illustrates the STEPPPA model as a staircase with seven steps, each in a red box with a white letter and a label to its right: S (Subject), T (Target), E (Emotion), P (Perception), P (Plan), P (Pace), and A (Action). The steps are connected by a red line that descends from left to right. Below the diagram is a small video inset showing a man in a white shirt speaking in a classroom setting.

[https://www.businessballs.com/pluginfile.php/22735/mod\\_accelerate/attachments/767/Screenshot%202018-11-07%20at%2015.38.33.png](https://www.businessballs.com/pluginfile.php/22735/mod_accelerate/attachments/767/Screenshot%202018-11-07%20at%2015.38.33.png)

70

So therefore, in that case, it becomes very, very important that is the whenever you are deciding about your these goals. And then identifying that is what is the reality is there and then, in that case, it is the what opportunities are options are available to you and based on those options. So, you take the actions that are there. Similarly, there was another model introduced in 2003 by this Stepppa.

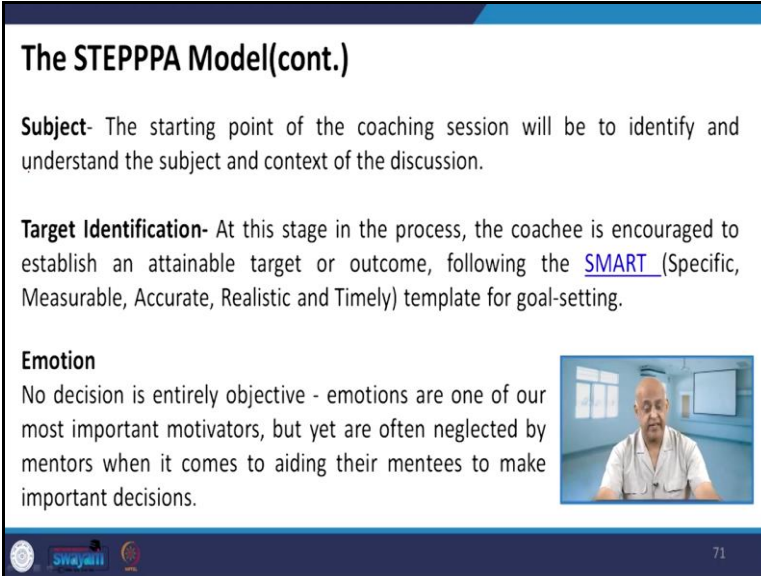
There is a coaching and mentoring model developed, and therefore it talks about the subject's target emotions perception plan, pace, and activity. Furthermore, Doctor Angus Maclaur acts as a

process by which the context and emotion of situational issues can be used to define an act toward the new goals. Now here I would like to have your attention on the new goals.

Now because you see that is the goals, and then last time I have discussed these are the realistic and then flexible also. So, when you start your journey and then in the middle of the journey, you find that you are to uplift your goal right, and therefore there will be the new goals will be there. So, therefore this Steppa is the subject and target emotions perception plan peace, and the action this primary utilizes is a technique when there are the problematic emotions in play which need to be the overcome.

Furthermore, the person that a person has to decide how further he wants to go to achieve this particular goal and, therefore, this particular model that will help right. So, when we talk about the Grow, that is a growing reality and option. So, therefore naturally, we can also develop that is the; what will be our goal we want to achieve.

**(Refer to Slide Time: 13:22)**







**The STEPPPA Model(cont.)**

**Subject-** The starting point of the coaching session will be to identify and understand the subject and context of the discussion.

**Target Identification-** At this stage in the process, the coachee is encouraged to establish an attainable target or outcome, following the SMART (Specific, Measurable, Accurate, Realistic and Timely) template for goal-setting.

**Emotion**  
No decision is entirely objective - emotions are one of our most important motivators, but yet are often neglected by mentors when it comes to aiding their mentees to make important decisions.



   71

The first and foremost step in this Steppa model is about the subject; what does the subject mean? Subject means the starting point of the coaching session will be to identify and understand the subject and context of the discussion is there. A simple example I would like to give is that the goal is to achieve a specific target right. Furthermore, therefore, the target may be verifiable or non-verified, measurable or non-measurable.



For example, I want to achieve a particular position within this period right. So, therefore then it will be measurable, that is, whether you achieve your particular goal. In India, typically, you see that is the age whenever we talk about the goal the people link with the age is there that by this particular age I will be there. The people link with the money that I, by the time of my retirement, this much money I will have.

So therefore, in that case, it is the subject in the context of the discussion and from individual to individual, and then that will be decided based on what the person wants right. So, therefore in their target identification is there; as I mentioned, it is a target that one person wants to achieve. So, an attainable, realistic target is to follow this specific measurable, accurate, realistically and timely is that there is a smart is there.

So, the goal has to be specific; it has to be measurable. It has to be accurate, realistic and timely when the template for the goal setting is there. Here another essential aspect is that the emotions are there; they know what drives a person; it is a motivation, and therefore that particular motivation the motivator that will be decided is the how the person will going by this to achieve this goal on this particular journey.

**(Refer to Slide Time: 15:20)**


### The STEPPA Model(Cont.)

**Perception-** Perception refers to the understanding of the wider context of the mentee's situation and goals – how it will impact the grand scheme of things, how it will impact other people's emotions and goals, and how it will open doors for the next stage of progress.





**Plan-**Once a target and overall path are initially decided upon, it is necessary to develop and systematically organise the first steps along said path.

**Pace-**The pace of the plan should be decided through setting timescales and deadlines for the completion of each individual task within.

**Action/Amend**  
The entire STEPPA process should be reviewed, including each individual decision that has been made.



<https://www.businessballs.com/coaching-and-mentoring/steppa-model/>

    72

Now, this perception refers to understanding the broader context of the mentee situation, and the goal is there. That is how he perceives things is there it impacts other people's emotions. Now you see, especially in an Indian context, that is the social development society deals with development in the society, and that carries many emotions. So, right from childhood, you should take your parents' responsibility.

You understand it is one of your goals to run the family with this, take care of the parents, and maintain this unique relationship in society. So, that is becoming it will open the always there is that emotions that will play no people talk about that is even the young generation the current generation can carry those particular goals and emotions are not.

So, this is the perception of the individual is there, and it will impact the other people's emotions and goals; as I was giving the example of the family similarly will be it will be an example for the organization also. That is, the weather that particular subordinate and the special relationship is there how it will impact these emotions of the each other and then it will be an open door for the next stage of the progress is there.

Furthermore, if it matches that superior-subordinate relationship is good. So, the progress door will be open. Now, whenever we are talking about the plan. So, once your goal is decided, you are emotionally connected, you perceive that yes, I will be able to it is realistic also achievable then definitely, in that case, you will decide that is the necessary development systematically organized the first steps along the set path is there.

Now the pace of the plan should be decided by setting time scales and deadlines for the completion of each task within.

**(Refer Slide Time: 17:18)**

## How to Become a Better Coach

Here are three ways to become a better coach to your team and to yourself:

### 1. Become a better listener

Employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work, according to this Salesforce survey featured in [Forbes](#). Listening is the often-forgotten skill that managers lack.

**2. Reject a Premise, Get a Promise:** We all have a premise, if you will, that reflects how we see the world. That premise (also called a perspective, or point of view) is the reason we move forward, or stay stuck. [Coaches challenge the premise, with the words of Nelson Mandela: "It seems impossible, until it's done."](#)



For example, at the age of 45, I want to be the CEO then definitely, in that case, that pace with the given time that you have to decide whether you can achieve. So, the theory was that becoming a better course for your team and becoming a better listener is right. So, therefore employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work; according to this, the sales force survey featured in this is there.

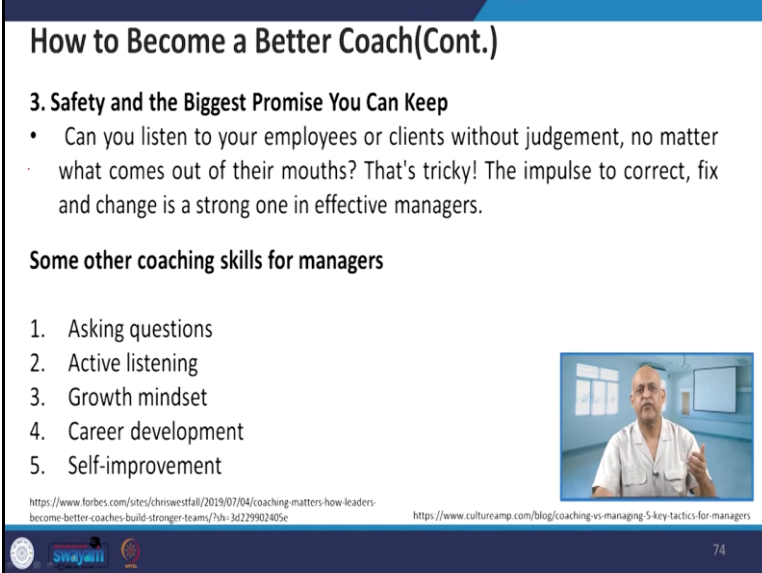
Listening is the often forgotten skill that manages lack. Now you see the person who is in the position now. So, he might have a rich experience, and therefore, the person who is listening in that case, that mentee, is there when he is not that experienced. So, therefore the experienced coach feels that he has better exposure, and therefore, whatever the learner raises, the issues are not realistic.

So, in that case, these listening problems may be there by the coach. Reject a premise, get a promise; we all have a premise, if you will, that reflects how we see the world, and that premise, also called a perspective point of view, is the reason we move towards or stay stuck. So, therefore the coach challenges the premise with the words of Nelson Mandela; it seems impossible until it is done.

A very motivating statement is there, right. Moreover, in that case, it depends on that particular person what is your premises what is your promise to yourself. Now can we extend the

premises? Yes, we extend the boundaries, right, and we extend emotional boundaries that we can extend, and when we extend the emotional boundaries, that is becoming the promise.

**(Refer to Slide Time: 19:20)**



**How to Become a Better Coach(Cont.)**

**3. Safety and the Biggest Promise You Can Keep**

- Can you listen to your employees or clients without judgement, no matter what comes out of their mouths? That's tricky! The impulse to correct, fix and change is a strong one in effective managers.

**Some other coaching skills for managers**

1. Asking questions
2. Active listening
3. Growth mindset
4. Career development
5. Self-improvement

<https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?h=3d229902405e>

<https://www.cultureamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>

74

So therefore, in that case, it is whatever we want to do, the role of emotions and motivations that play a critical role, so what is this ft and the most significant promise you can keep is to without judgment no matter what comes out of their mouths suitable. So, therefore many times, you see other people forget about the difference between the criticism and the feedback. So, no matter what comes out of their mouths, right? No issue is there.

However, the impulse to correct, fix, and change is substantial for ineffective managers. Now somebody is criticizing you. So, how will you respond, right? So, therefore there are two hours to react and respond. Suppose you react to that, then you do not have that effective managerial ship. To have an effective managerial ship, your maturity is to digest that particular criticism, and based on that criticism; you are supposed to take the corrective actions.

When you take the corrective actions, then definitely your impulse to correctives punishment I can punish I can correct what is your thought what you want whether you want to punish others or you want to correct others because things have been gone wrong that I agree. However, the question arises of what your approach is; therefore, the coach should have that that is the corrective actions required.

Some of the coaching skills for managers are asking questions; active listening is their growth mindset is, career development is there, and self-improvement is there, and therefore you see, it is a part of the personality and when in the past part of the personality and the person's mindset. Now you see a critical point: some people are coached because of their bread and butter. Because they had those mark sheets with them, they had those certificates. So, they compete, and nobody can bid on their markets, and therefore they become the coach.

**(Refer to Slide Time: 21:22)**

**Mentoring**

- Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person.
- Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development.
- Mentoring can be formal and Informal.

<https://ieg.worldbankgroup.org/blog/role-mentoring-growing-next-generation-evaluators>

The slide features a diagram of interlocking gears in various colors (yellow, red, blue, green). The gears are labeled with terms: 'MOTIVATION', 'ADVICE', 'SUCCESS', 'COACHING', 'GOAL', 'DIRECTION', 'TRAINING', and 'SUPPORT'. Below the diagram, the word 'Mentoring' is written in a stylized font. A small video thumbnail shows a man in a white shirt speaking in a blue-lit room.

Another critical point is this that is the because of that growth mindset because of the soft skills because of their perceptions, and they are leading now as a coach is there right. So, therefore what from these models, we have understood whether it is a Steppa or the Grow is there. Furthermore, what we understood that is required is that it is required to develop the soft skills also so that we can have proper listening and then develop the individuals.

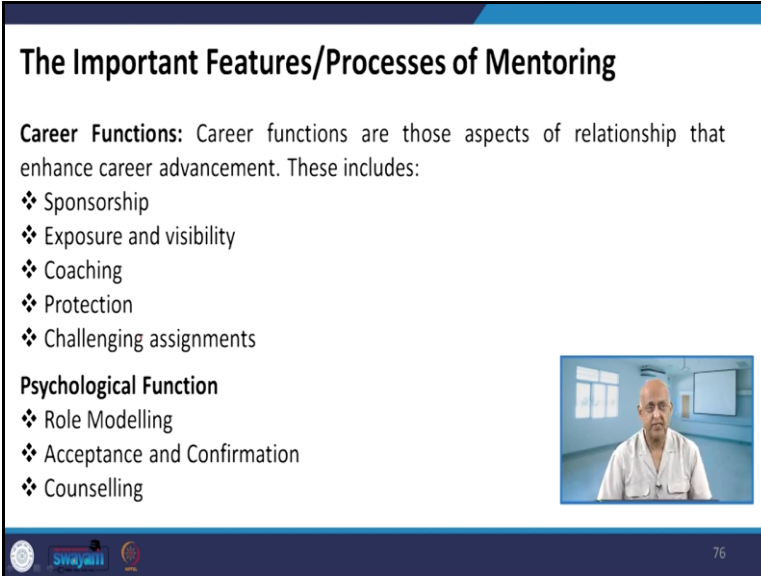
Now we will move to another concept: the coaching is there. So, mentoring is a relationship in which a senior manager assumes the grooming engineer's responsibility. Moreover, therefore I was giving the examples of the Krishna and Arjuna and Chanakya and Chandragupta and Dronachariar and Ekalaiva. So, therefore now it is not only coaching but also a mentoring right.

So, that is a grooming of the personality that plays a vital role because the coaching restricts the development of those particular abilities. However, when you are clubbing, the coaching with the mentoring is there. So, you are developing the overall personality. So, it is not only the knowledge and skills but also the attitude and behaviour that the person perceives from his mentor.

So, mentoring is reciprocal and collaborative will relationship at-will relationship a beautiful word has been used here that is the at-will relationship is there right. So, they have a collaborative at-will is there. Dear friends, whenever we talk about this Steppa of these the mentoring process Chanaki Chandragupta and Sri Krishna, Arjuna, Dronachariar and Ekalaiva right. So therefore, in that case, the motivation level that becomes very important is there.

Moreover, that most often occurs between a senior indigenous employee for the mentee's growth and learning and career development.

**(Refer Slide Time: 23:22)**




**The Important Features/Processes of Mentoring**


**Career Functions:** Career functions are those aspects of relationship that enhance career advancement. These includes:

- ❖ Sponsorship
- ❖ Exposure and visibility
- ❖ Coaching
- ❖ Protection
- ❖ Challenging assignments

**Psychological Function**

- ❖ Role Modelling
- ❖ Acceptance and Confirmation
- ❖ Counselling





76

So, these are in the organization's context, but we can see the analogy with our established mentors is there. Now the career functions non-career advancement is that is sponsorship is there the exposure, the visibility is there coaching protection, and the challenging assignments are there. Now, you see, this is a professional role because these are functions that the position of that organization has used.

Now you see that is many times who are the mentors, CEOs are the mentors and who is the mentee? A mentee is just a graduate; does the postgraduate passed person is the mentee is there. Now the question arises: how coaching will be done by such a busy person right for that particular refreshment is there. So, therefore what is required is that the coach should be easily accessible.

Moreover, therefore then, it is not only the knowledge and experience but also the ability to connect with the mentee. The psychological functions of role modelling are that acceptance and confirmation are there, and counselling is essential. So, therefore, in that case, that mentee looks at the role model as the mentor that one day I will be like this right, and that motivates a person.

So, therefore if the mentee when is attached to a mentor and finds that he is my mentor, he is highly frustrated and not happy, and then he is saying why you are coming to this particular role and all this thing. So, how he can be the role modelling and the person is learning under that particular mentor right. So, this is a big challenge is there.

**(Refer Slide Time: 25:22)**

**Mentoring Techniques or Models**

**One-on-One Mentoring:** This type of [mentoring](#) is the most traditional of all the types of mentoring. Only the mentor and mentee are involved in this type of mentoring.

**Group Mentoring:** In this model, one or several mentors work with a group of mentees.

**Peer Mentoring:** Participants in this model are from the same role or department or have shared or similar experiences, whether in their professional or personal lives.

**Distance or E-Mentoring:** With such advanced technology, the mentorship relationship no longer has to be face-to-face.

<https://627b8illm3ty8.cloudfront.net/70/45/314b4074f3ac0273046695c1fc/mentoring-cloud-glossary-graphic.jpg>

77

Furthermore, in that case, we have to understand that that relationship and fixing the mentor's mental relationship is becoming significant. Now here it is the mentoring the one on one mentoring is there, and therefore this the mentoring is the most traditional of all the types of

mentoring is; there only the mentor and mentee involved in this type of mentoring is there, and therefore, in that case, I think that is the this is becoming a very, very important process of mentoring right.

So, mentoring is there when but if it shifted to the group. Now one or several mentors work with a group of mentees are there, and then, in that case, it will be a more complex mentoring because then you have to identify the CEO in that particular group. Therefore, several mentees are there, and then you have to find out who is the right mentee because that one-to-one mentee relationship that will develop by selecting from this group mentoring is there.

So, for the whole group, if they are going through the process, it is a group process, not one-to-one mentoring. So, peer mentoring is there the same role or department or has shared similar experiences and whether in their professional or personal lives are there. Furthermore, typically what do the people do? People compare themselves with the contemporary their peers and therefore the peer learning is becoming very important.

So, therefore in many times, they develop positive strength, develop that special relationship with their peers, and learn from each other. So, peer learning that is becoming very, very important simple example is in the school days, you find that your friends are there, the schoolmates are there, and they are learning from each other because there is no ego. There is no hesitation. That is how I can learn from my pair itself, right. So therefore, in that case, peer mentoring that is becoming very important is there.

**(Refer Slide Time: 27:33)**



## Mentoring Techniques or Models(Cont.)

**Speed Mentoring:** This type of mentoring is a play on speed dating and usually occurs as part of a corporate event or conference. The mentee has a series of one-on-one conversations with a set of different mentors and usually moves from one mentor to the next after a brief meeting.

**Reverse Mentoring:** This mentoring relationship is flipped from the traditional model. Instead of a senior professional mentoring a more junior employee, the junior employee mentors a more senior professional. This relationship is usually for the younger or more junior professional to teach the skills or a new application or technology to the more senior one.



<https://www.td.org/talent-development-glossary/terms/what-is-mentoring>



78

Now when you are talking about the mentoring techniques of the models, speed mentoring is there, and speed dating usually occurs as a part of the corporate event or the conference is right. Moreover, that is why now this participation in the conference. So, when you talk about peer mentoring, is there right. So, therefore in that case, if you give the mentee a series of one-on-one conversation with a set of different mentors and usually moves from one mentor to the next after a brief meeting is there.

So, therefore these conferences have this importance. Often, you find it is for the recess scholars that publication of the papers is compulsory. Moreover, in that case, it is even seen there is a wish conferences they have attended because when they attend the conference, they see the number of mentors. They interact with them or even the person they do not interact with. They find that there are mentors who are giving them different messages.


Moreover, when he returns from the conference, he has collective wisdom. Reverse mentoring is there whenever we are talking; recently, I conducted one training program on reverse mentoring for one PSU. Furthermore, therefore, in that case, the senior professionals mentoring a major junior employ junior employment as a more senior professional.

Furthermore, it is common nowadays in the area of technology is concerned. Therefore, the senior executives do not know how to operate or understand many softwares or technological

aspects, and the juniors who are joined to them have much better knowledge than the seniors, and therefore, they give the training to them. For the younger or more junior professionals to teach the skills or the new application or technology to the more senior one is there, and therefore, the reverse mentoring is there.

**(Refer Slide Time: 29:22)**

Merits and Demerits of Mentoring	
Merits	Demerits
There is an excellent opportunity to learn.	It may create feeling of jealousy among quickly through continuous interaction. Other workers who are not able to show equally good performance.
Constant guidance helps the mentee advantage.	If mentor form overly strong bonds with to be on track, using facilities to good trainees, unwanted favouritism may result. This can have a demoralizing effect on other workers, affecting their work performance in a negative way.



<http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>

79

Now the merits and demerits of mentoring are an excellent opportunity to learn. It may create feelings of jealousy quickly through continuous interaction, and other workers who cannot show equally good performance are there, and therefore, in that case, it is always. However, I feel that it is an excellent opportunity to learn. Moreover, now because of this type of feelings at the learning stage at the beginning of the stage, this may be there.

However, with a period, this can be balanced and then they understand that mutual learning is there. So, it will make it will not go during the process of man after mentoring it may go up to a certain extent but I do not think that is in the process of the mentoring if the mentor is capable enough he will control on this type of the issues, and the team building will be developed. So, through continuous interaction, people cannot show equally good performances there.


So, here then peer mentoring, we have talked about appearance mentoring. So therefore, in that case, I would this demerit that can be compensated by the peer mentoring is there. Constant guidance helps the mentee's advantage, is there right. So therefore, in that case, the mentor is

always available. From overly strong bonds with beyond track using facilities to good trainees, unwanted favouritism may result.

So, if he has a powerful bond with a particular mentee, then definitely, the more benefits will be given to him. This can have a demoralizing effect on other workers and negatively affect their work performance. So, therefore in that case, what happens often is like relationships. So, therefore the relationships, whether it is the blood relationships or the mental relationship, are there.

**(Refer to Slide Time: 31:22)**

Coaching Vs Mentoring		
Basis	Coaching	Mentoring
Meaning	Coaching is mostly based on the present as the goals set by a coach are based on things you can do at present.	A mentor can be your father, mother, a friend or a person who is more experienced than you at a particular thing.
Orientation	Task	Relationship
Emphasis on	Performance	Career
Time Horizon	Short Term	Long Term
Specialization	A coach who imparts coaching has expertise in the concerned field.	A mentor is a person having good knowledge and experience.
Type	Formal	Informal



<https://keydifferences.com/difference-between-coaching-and-mentoring.html>

80

If it is developed, then that will be the demerit. So, the meaning is that coaching is mainly based on the present at the goal set by a coach or based on things you can do at present. The mentor can be your father, mother or friend or a person who is more experienced than you at a particular thing is there right. So therefore, in that case, the coaching is coming more towards professional skills development.

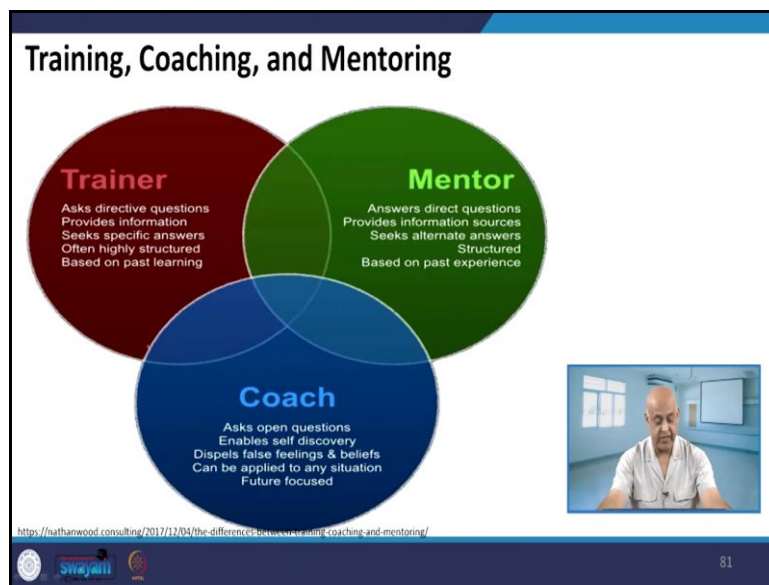
While the mentoring is done, it is more towards the social responsibility orientation is the particular task in the coaching it is the mentoring that is the relationship between the mentor and mentee is essential. Emphasizing the coaching is on the performance because he has to deliver the task and achieve the goals, while mentoring is about the career there is a growth, growth, and development.

Furthermore, the time horizon is the short term mentoring is for the long term is there. Specialization: A coach who imparts coaching has expertise in the field mentor's concern and has good knowledge and experience. So, therefore the coaching is becoming a more formal relationship with the learner, while when talking about the mentoring, it is becoming the more informal relation informal type of the mentoring because that is a relationship is developed.

Moreover, it is not just for the one time is there in the coaching; it is the one time the that the learner is developing the relationship and then he has that particular task is accomplished and then the there will be the no relationship is there but in the case of the mentoring, but the coach can be mentor also, and mentor can be the coach also right. So, therefore please understand that it is not in isolation that one is the coach. Another is mentor right.

So, one can be the coach inventor both also and, therefore, ah. So, what will happen is that the merits of both will be applicable, and the demand of one that the merit of the other will compensate is concerned.

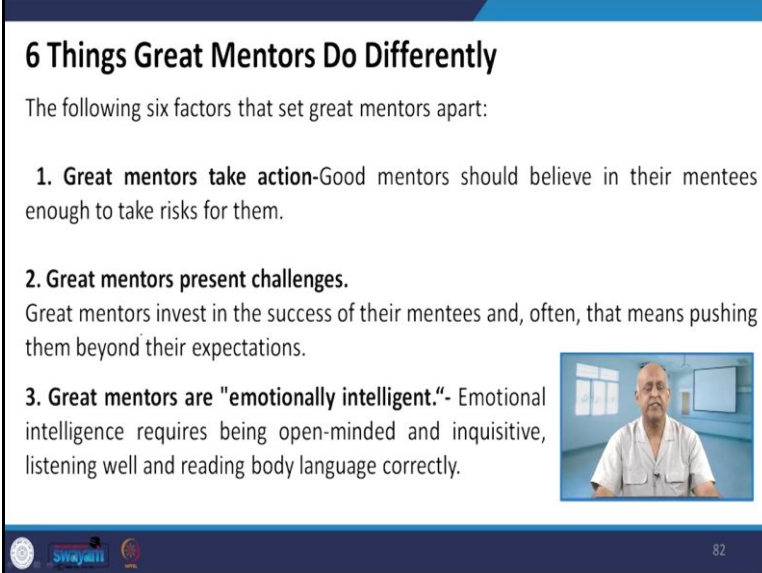
**(Refer to Slide Time: 33:22)**



So, training coaching and mentoring are concerned that asking directive questions provides information specific answers that are often highly structured. The mentor is the direct questions, provides the information sources and seeks that alternate answers structured based on the past

experiences. Ask open questions to enable self-discovery to dispel false feelings and beliefs that can be applied to any situation that is the future focused.

**(Refer to Slide Time: 33:51)**



**6 Things Great Mentors Do Differently**

The following six factors that set great mentors apart:

- 1. Great mentors take action-**Good mentors should believe in their mentees enough to take risks for them.
- 2. Great mentors present challenges.**  
Great mentors invest in the success of their mentees and, often, that means pushing them beyond their expectations.
- 3. Great mentors are "emotionally intelligent."**- Emotional intelligence requires being open-minded and inquisitive, listening well and reading body language correctly.

82

Six things the great mentors do differently is that good mentors should believe in their mentees enough to take the risk for the right. Furthermore, in that case, this is the very important point that the mentees can also take the risk for them. Great mentors present challenges and success to their mentees, which often means pushing them beyond their expectations. So, if you remember, we talked about the premises. We have talked about the promises we will talk about that are the emotional premises.

So, therefore the great mentor, what he does, he extends those premises. So, if the person believes that no one can go up to this extent, only then does he extend the good mentor extends him beyond the boundaries that have been created by the mentee oneself. The great mentors are emotionally intelligent. So, therefore open-minded and inquisitive, listening well and reading the body language correct correctly right and therefore in that case because they create the perception.

As you see, the ten mentees are there, and from the body language you develop, who will be the right mentee for this particular mentor is there.

**(Refer Slide Time: 35:04)**

## 6 Things Great Mentors Do Differently(Cont.)

### 4. Great mentors have the experience their mentees want.

On the surface, this one probably seems obvious. But where I think many mentees go wrong is looking at this in a general sense, rather than focusing on the specifics.

5. **Great mentors don't sugarcoat their failings**-When you're in a mentorship role, it can be tempting to be the "all-knowing, all-powerful" being your mentee sees you as.

6. **Great mentors say "No"**- Especially in forced mentorship situations, mentors may find it difficult to set boundaries. But in all circumstances, it's the ability to say no that makes a mentor truly effective.



<https://www.entrepreneur.com/article/289021>



83

Have they experienced what their mentees want on the surface? This one probably seems obvious; I think many mentees go wrong in looking at this in a general sense rather than focusing on the specifics. So, therefore, in that case, mentors know it is what their mentee wants great mentors to do, not on these sugarcoat their failings. When you are in a mentorship role, it can be tempting to be the all-knowing all-powerful and then being your mentee is you are right.

So therefore, in that case, he understands that there is a solution for every problem. My mentor's great mentor says no enforce mentorship situation may find it challenging to set boundaries, but in all circumstances, it is the ability to say no that makes a mentor genuinely effective. So, many times, the mentor should learn that is this is not possible, and whenever he says that this is not possible, he has to understand that is how he can develop that tendency.


The mentee will not be into the wrong impression, and the mentor will say can say no.

**(Refer Slide Time: 36:16)**

**Case study: Lost business due to lack of leadership depth**

Fuel Learning's client, one of Europe's largest logistics and supply chain organizations, lost a £160 million (\$251 million) contract as a direct result of the fact that the organization had no leadership development initiative in place. Their prospect cited it as a deal breaker: because they did not see evidence that the logistics and supply chain organization had strong leadership management, the prospect became concerned that if they signed the contract, the logistics company would simply promote unqualified employees to fill the necessary leadership roles as they came into existence.

The organization who did win the contract, on the other hand, had a strong talent development program in place. The logistics organization recognized that this was not only an unsustainable path, but a noncompetitive one. Among the steps Fuel Learning helped them take were:



84


So, this is all about what we have talked about. The coaching and mentoring are there. So, a leader develops that special relationship with the mentee as a coach and mentor. So, then who can stop them from having excellent team effectiveness.

**(Refer to Slide Time: 36:43)**

**Case study: Lost business due to lack of leadership depth**

- This should not be the case. Fuel Learning's client found that many high-potentials at all levels of the organization have managed to leapfrog levels due to having had good mentoring to drive and support their development. These were individuals who would usually take a few years to be promoted to higher levels of leadership.

Furthermore, mentoring is a knowledge-sharing method, which makes it especially valuable for organizations developing leaders for their succession pipeline. Fuel Learning's client specifically chose mentoring as a development method, as opposed to the more traditional options of coaching and training, in order for mentees to gain an understanding of not just the skills, but also the relationships, processes, and culture related to their career trajectories within the company.



86

As usual, these are the case studies we talk about.

**(Refer Slide Time: 36:44)**

**Research Paper**


Journal of Management Development  
Vol. 36 No. 7, 2017  
pp. 930-939  
© Emerald Publishing Limited  
0262-1711  
DOI 10.1108/JMD-06-2016-0092

**The impact of leadership coaching on leadership behaviors**

Erica L. Anthony  
*Department of Business Administration, Morgan State University,  
Baltimore, Maryland, USA*

Received 11 June 2016  
Revised 8 December 2016  
Accepted 9 December 2016

**Purpose**  
Leadership coaching has received increased popularity over the past decade; however, there is a paucity of research that has examined its impact on leader behaviors within organizations. Drawing upon transformational leadership theory, the purpose of this paper is to understand the benefits provided to followers when leaders experience leadership coaching.



88

And then you can go through this. This is the research paper on leadership coaching on the leadership behaviour right.

**(Refer Slide Time: 36:52)**

**Book Recommendation**

**The Leader's Guide to Coaching & Mentoring: How to Use Soft Skills to Get Hard Results**

**Authors:** Fiona Dent  
**Publisher:** FT Publishing International; 1st edition (10 September 2015)  
**Language:** English  
**Paperback :** 256 pages  
**ISBN-10 :** 1292074345  
**ISBN-13 :** 978-1292074344

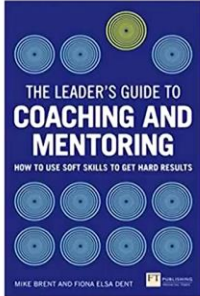




Image Source: [https://images-na.ssl-images-amazon.com/images/I/51UU5MDjetl\\_SX318\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/51UU5MDjetl_SX318_BO1,204,203,200.jpg)

91

This paper you can refer to, and this book will help you understand more about the coaching and mentoring concerns and be a practical guide.

**(Refer to Slide Time: 37:02)**



## References

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/coachinginabusinessenvironment.aspx>
- <https://positivepsychology.com/coaching-models/>
- <https://www.businessballs.com/coaching-and-mentoring/stepppa-model/>
- <https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh=3d229902405e>
- <https://www.cultureamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>
- <https://www.td.org/talent-development-glossary-terms/what-is-mentoring>
- <http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>
- <https://keydifferences.com/difference-between-coaching-and-mentoring.html>
- <https://www.entrepreneur.com/article/289021>



Moreover, as usual, these are the references for this particular study material and your further studies. So, it is all about being a great coach and mentor; thank you