

Coaching versus mentoring

Coaching	Mentoring
<p>Coaching is a formal one-on-one relationship, in which the coachee and coach collaborate to assess and understand the coachee and his or her leadership developmental tasks, to challenge current constraints while exploring new possibilities, and to ensure accountability and support for reaching goals and sustaining development</p>	<p>Mentoring is the long term passing on of support, guidance and advice, through a professional relationship between two colleagues. It is particularly applicable for newly appointed leaders where the mentor can offer advice and guidance based on his or her own experience whilst supporting the mentee in analysis, reflection and determining appropriate action.</p>
<p>Coaches need not have first-hand experience of the coachee's line of work. The coach can be an independent external professional with expertise in coaching, or an internal coach who has received coaching training. Line managers can use coaching techniques successfully in the management and development of team members.</p>	<p>Mentoring is customarily a planned pairing of a more skilled or experienced person (usually in the same field of work) with a less experienced person. Ideally mentors have no line management relationship to the mentee.</p>
<p>A skilled coach uses questioning, listening and feedback to help develop a greater awareness of the challenges the coachee might be facing and how these might be changed. They do not offer or give advice. The coach does not generate ideas for the coachee or teach specific skills and procedures, but draws the solutions out of the coachee.</p>	<p>Mentors will often provide direction and advice based on their past experience and knowledge of situations that mentees are encountering. They may share examples of strategies that may support the mentee. They may also open organisational doors for mentees by helping them develop their networks with other colleagues.</p>
<p>Coaching assures total confidentiality and is more likely to be delivered as a service which ties in with the organisation's objectives.</p>	<p>Mentors can provide a neutral sounding board, assure total confidentiality, and have no agenda other than assisting their mentees in their development and to reach their goals.</p>
<p>The assumption is that the coachee knows their situation best, and that he or she will learn best from generating their own solutions and seeing how they work in practice.</p>	<p>The assumption at the start is that the mentor has skills and experience that it would be useful to pass on, but this must not be in a way that develops dependency. The purpose is to build the mentee's confidence, competence and independence.</p>
<p>Effective coaching is intended to help coachees to learn for themselves rather than by teaching them. By engaging with an experienced coach, the coachee will develop insights leading to enhanced effectiveness.</p>	<p>Mentoring involves helping mentees to develop their career, skills and expertise often drawing upon the experiences of the mentor in the process.</p>