

IMPROVING BOTTOM LINE PERFORMANCE THROUGH COACHING & MENTORING




Coach & Mentor,
Lisa Spencer-Arnell

In the area of people development, Coaching & Mentoring are possibly the fastest growing trends and according to many of the UK's top organisations, they are becoming essential elements of their learning and development strategies. Having said all of this, what is the actual link to organisational performance?

Let's start the discussion by looking at what Coaching and Mentoring actually are:

WHAT IS COACHING & WHAT IS MENTORING?

The two terms Coaching and Mentoring are often used interchangeably within organisations, and yet there is a clear distinction according to accredited Coach & Mentor, Lisa Spencer-Arnell, Director of CCS Coaching Ltd. Non-directive coaching assumes that the individual (coachee) is the expert in their life and subsequently has the answers within, meaning the coach's role is to facilitate the discovery/learning of the individual

to find their own solutions. A mentor generally has more experience/knowledge than the mentee and therefore the nature of the relationship is more about passing on information/knowledge/advice.

WHO'S USING COACHING & MENTORING & HOW ARE THEY BEING USED?

CIPD conducted a piece of research in 2005 which looked at the subject of 'does coaching work?' As part of a paper documented, they looked at who's using coaching and at how it is being used in organisations. It appears that organisations from all sectors, from councils to major retailers, from utility companies to high street banks. Indeed at last years CIMA Training Conference, the key note speakers from Barclays and Jaguar Land Rover both mentioned the importance of coaching/and or mentoring in their people development strategies.

Coaching & Mentoring are being delivered by Line Managers, by external Coaches/Mentors, by internal Coaches/Mentors, and by members of the HR Department, with pros and cons for each method.

Organisations are using coaching and mentoring in the areas of:

- Achievement of key business performance indicators
- Increase sales performance
- Skills development
- Personal Development Plans/Appraisals

- Career Planning
- To support strategic initiatives
- Supporting leadership development
- As part of a culture change
- To embed training
- As part of a change process
- To improve individual and team performance and develop individual and team capability

THE LINK BETWEEN COACHING & MENTORING AND ORGANISATIONAL PERFORMANCE

The link has been confirmed by research carried out. Effectively managed Coaching & Mentoring improve employee performance (in terms of motivation, skills, ability etc) which drives organisational performance, and ultimately delivers business performance outcomes.

The 2005 CIPD research shows that 96% of individuals receiving coaching rate coaching as having a positive impact on performance, and 87% state a positive impact on organisational performance.

SUCCESS FACTORS

When implementing a coaching/mentoring intervention into an organisation. There are some key aspects which need to be taken into account in order for it to be successful, such as:

- Buy in from the top of the organisation
- Transparent communication about the purpose and intention of introducing coaching/mentoring into an organisation to all concerned

- Having clear objectives of what the coaching/mentoring process will achieve
- Considering how the effectiveness of the intervention will be measured
- Appropriate time and resources dedicated to the intervention
- Consideration of how the transfer of learning/embedding the learning will take place

IN SUMMARY

Today's business world is complex and constantly changing. People are a key resource and an important source of competitive advantage, and so developing the workforce is important both for improved bottom line performance. Coaching & Mentoring are a proven way to address this.

The interactive workshop I am running at the CIMA Training Conference on 11 October, at the CBI Conference Centre, London, will address the impact they have on the bottom line, including the crucial measurement/Return on Investment factor. To book your place, and to take a look at the programme visit www.cimaglobal.com/cimatrainingconference or contact Imogen Cooper on 020 8849 2265, or email Imogen.cooper@cimaglobal.com

To find out how Coaching & Mentoring could bring specific benefits to your organisation, contact me at CCS Coaching Ltd: lisa@ccs-coaching.co.uk