

## **MENTORING -VS- COACHING**

In our discussions with clients we are aware that mentoring and coaching are often mentioned in the same breath and, at times, appear interchangeable.

At IDDAS we have a very clear view on the differences and, also, where mentoring and coaching overlap in practice.

### **SO WHAT IS THE DIFFERENCE BETWEEN MENTORING AND COACHING?**

Achieving a clear delineation is easier said than done. The position is not helped as, within the coaching world, confusion exists about what coaching is exactly, and how it differs from other 'helping behaviours' such as counselling and mentoring. Adding to the confusion are the many different types or 'sub-brands' of coaching - executive coaching, business coaching, leadership coaching, performance coaching, skills coaching, developmental coaching, career coaching etc.

Here are some published definitions:

#### ***Mentoring is...***

"...when an older, more experienced individual passes down knowledge of how the task is done and how to operate in the commercial world." David Clutterbuck, *Everyone Needs a Mentor*. Clutterbuck is a director of The European Mentoring and Coaching Council and a highly respected author, academic and consultant in the mentoring arena.

"A person who gives another person help and advice over a period of time and often also teaches them how to do their job." Cambridge On-line Dictionary

#### ***Coaching is...***

"A process that enables learning and development to occur and thus performance to improve. To be a successful coach requires a knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place." Eric Parsloe, *The Manager as Coach and Mentor* (1999) page 8. Eric is a respected author and Director of the Oxford School of Coaching and Mentoring.

"Developing a person's skills and knowledge so that their job performance improves, hopefully leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's private life. It usually lasts for a short period and focuses on specific skills and goals." CIPD Fact Sheet April 2005.

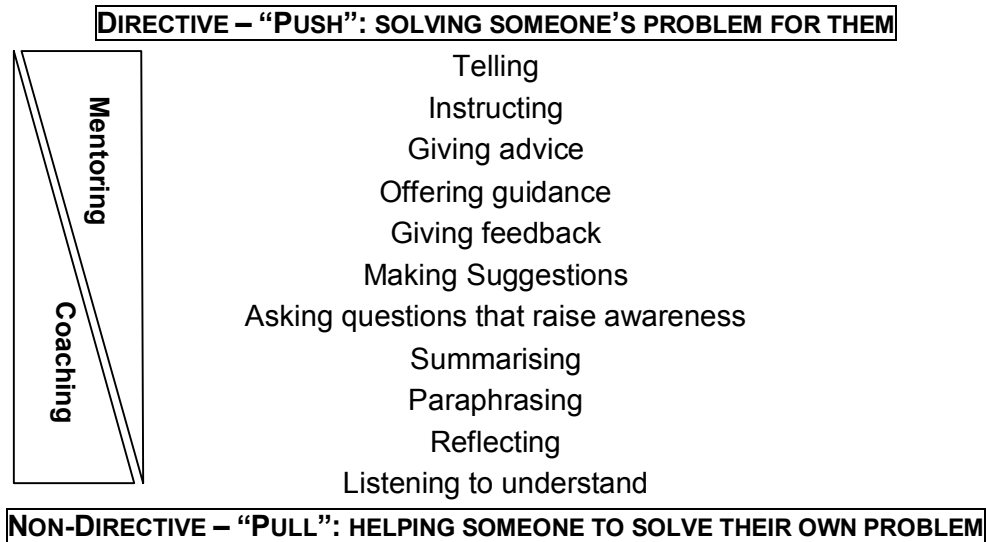
At IDDAS we have the following simple definitions:

***Mentoring:*** Enables an individual to learn and seek counsel from an experienced, usually older and certainly wiser, professional who can pass on relevant knowledge and experience. Mentoring is "directive" and content rich and uses practical experience from the real world.

***Coaching:*** Is about helping clients to explore their own solutions. Coaching does not teach, show or demonstrate how to approach new situations, nor does it give people the answers or solutions to their problems. It is process driven and "non-directive".

Coaches do not need to have direct experience of their client's formal business role. Instead coaches use a variety of tools and techniques from a wide range of theoretical backgrounds, including organisational theory, occupational psychology, psychometrics, learning and counselling. Common tools, models and techniques used in coaching include Kolb's learning cycle, the GROW model, 360 degree feedback, psychometric instruments, goal setting and emotional intelligence models.

## DIRECTIVE -VS- NON-DIRECTIVE



### IDDAS ARE EXEMPLAR MENTORS

We at IDDAS are clear about our core Mentoring offering, and how coaching fits within this.

Our role is to help senior executives succeed by providing them with highly personalised, independent, experience based advice and support to assist them in their careers and enhance their business performance.

IDDAS are Mentors first; however, where appropriate we can and will deploy a coaching approach by:

- Observing, listening and asking questions to understand our client's situation.
- Facilitating the exploration of needs, motivations, desires, skills and thought processes to assist the individual in making real, lasting change. Occasionally this means helping the individual come to terms with the reality of the situation they find themselves in.
- Using questioning techniques to facilitate our client's own thought processes in order to identify solutions and actions rather than taking a wholly directive approach.
- Supporting our client in setting appropriate goals and methods of assessing progress in relation to these goals.
- Creatively applying the coaching tools and techniques mentioned above.
- Encouraging a commitment to action and the development of lasting personal growth and change.
- Evaluating the outcomes of the process, using objective measures wherever possible to ensure the relationship is successful and our client is achieving their business and personal goals.

### AND FINALLY

IDDAS is a team of 25 Mentors who collectively have board level experience in the commercial, public and charitable sectors. We are always pleased to see senior executives for an exploratory meeting. **If you would like to discuss how IDDAS Mentoring can support your organisation and people, please contact us on 020 7436 0101 or email [helen@iddas.com](mailto:helen@iddas.com).**