

RYP INTERNATIONAL

by David Stewart
How Mentoring and Coaching Differ



Mentoring and Coaching are different. They are not products, but processes which have different dynamics and applications. What follows is an exploration of the differences and applications between Mentoring and Coaching.

Coaching is about performance

Mentoring is about Change & Development

The Coaching context is around the work or team setting

Mentoring has a wider context and encapsulates not just the work or the team setting, but takes into account the wider aspects of a person's life

Coaching is typically performed by someone appointed to a position or in a position of authority

Mentoring requires a two-way appointment between the mentor and the mentee

Coaches focuses on improving the performance of the individual and the team

Mentors focus on building the capacity, confidence and capability of the individual

Coaches have responsibility for a team and hence can demand performance

Mentors are welcomed by a person and their advice is voluntarily accepted or rejected.

Coaches look to optimise the performance of the person and the team.

Mentors look to positively help influence the aspirations and effectiveness of the individual.

Coaching is both 1:1 and inclusive of all the team.

Mentoring is normally exclusively 1:1.

For coaching to be deemed effective the team, or individual, must be seen to either be progressing in their performance, or performance is judged as acceptable

For **Mentoring** to be effective a platform of mutual respect, trust and confidentiality is required.

A **Mentor's** role includes: advisor, sponsor, tutor, advocate, coach, protector, role model, and guide.

Mentees select their mentors and usually have more than 1 mentor over time. Often a Mentoring role is over a much longer period of time and focuses on many of the intangible aspects of a person's life. Coaching is more around the tangible and is linked to performance and the current moment in time



What An Effective Mentoring Dynamic Looks Like:

What are the attributes of a great mentor? This is highly selective and indeed changeable between individuals and the people who mentor them. Mentoring often is voluntary and informal. An individual may have many Mentors influencing their lives such as Parents, Grandparents, Teachers, Colleagues, and trusted Friends to name a few. Some are used for narrow specific purposes and others far more broadly. The person who is being mentored must actually trust, admire and respect their mentor's advice in order for it to be accepted and applied.

Importantly a mentor cannot be just thrust onto someone. It is a two-way dynamic, meaning they must have a chemistry, which is both valued and trusted. Ultimately it comes down to the lived experience on whether a mentor has helped an individual to make a difference.

EFFECTIVE COACHING

Coaching is about performance. As a coach you are either coaching someone's performance/behaviour up or out. Coaching has many components to it and address the following:

- ✓ **How a person conducts themselves:** Their attitude, behaviours, team awareness and their impact on the team.
- ✓ **Individual Motivators:** What drives them, how they learn, the types of feedback loops which impact on them, what inspires or scares them, their personality, and their appetite to improve
- ✓ **The ability to deliver on promises and commitments:** A team members ability to perform, their thinking style, the environment they require to be successful, the acceptance of responsibility, and their enthusiasm and resilience
- ✓ **The Teams Ability to perform:** Their skills, attributes, capability and capacity, levels of confidence and self-belief and permissions

The measure of a coach's impact rests with the performance of the team and the team members they are coaching. The coach may be a Manager or in a Position of Authority and hence have a certain ability to demand conformance or compliance to coaching requests, where a mentor's advice is more of a voluntary nature.

Coaching is Like Teaching, it requires many communication and influencing tools in order to effectively impact and influence performance. The key is to find and apply what is effective for a person. The performance of the person being coached ultimately will be the responsibility of the Coach.

At any given time, a coach must worry about both cultural and capability issues, which effect performance. These include attitude, confidence, motivation, energy, morale, skills, and team dynamics.

We would argue that culture precedes results every time, and hence requires much of the Coaches energy and focus.

MENTORING CREDIBILITY REQUIRES WISDOM AND FAMILIARITY:

"Do as I do, not do as I say" is perhaps the number 1 filter for a Mentor to be deemed credible. The wisdom, insights, skills and attributes and above all their lived experiences are what mentors bring with them to any mentee. It is for these reasons they have been selected to provide advice and support.

Often the benefit of a mentor is to provide an outlet to listen to the circumstances and issues someone is confronting and provide the wisdom of "thinking about thinking!" Rising above the inevitable emotions of life, the successes – milestones – misses and learnings all require critical reflection, evaluation of opportunities and risks and indeed the assessment of making the right decisions. Wisdom and Familiarity are two key elements any Mentor must have to help build their trust and credibility with their mentees. This also requires a degree of context and learnt experiences to any circumstance in order for any advice or feedback to be deemed credible.

10 ROLE MODEL TIPS FOR MENTORS TO HELP BUILD CREDIBILITY

1. **Don't miss what you can't get back.** Success at the expense of your family or health is really failure. You create your own balancing formula.
2. **Have your own 3-year aspirations** and 12 month priorities (don't sweat it, but have some lights on the hill and some filters to influence your own decision making)
3. **Have a progressive agenda....** Every 100 days set three things you are aiming to improve, start and stop. Then every 100 days there should be some things you have achieved, some you have missed, some you have learnt & some new information. Journaling is a good way to capture this
4. **Invest in your well-being.** 'Your first duty in life is to yourself', if you are "broken" you cannot help anyone else
5. **Have your formula for taking your full complement of holidays** every year. It keeps you fresh, balanced and objective.
6. **Explore your creative side** and have your outlets to develop new skills, read, enjoy arts, participate in sport, undertake hobbies and the like. Make sure you find time to exercise (your way)
7. **Smile and enjoy life.** Every successful Mentor has a passion for life and a sense of purpose. Ensure you have your formula. People will take a bit of yours and bits from others for their own use and application.
8. **Have a financial plan.** This is more than just liaising with a Financial Planner. Simple and Practical disciplines are important to apply and share. The old save 30%, spend 30%, use 30% to pay off a mortgage and 10% for a rainy day type approach.
9. **Invest time with friends** and family the old '20-20-60 rule'. 20% of friends and family you will get on famously with (your inner sanctum circle). 20% of friends will be acquaintances that you see spasmodically but always enjoy and 60% will be moment in time relationships.
10. **Fill your life with experiences.** Life writes the best stories, and when we are in our final days on this planet, all we will have are the stories we tell and the memories they leave

FINALLY:

Coaching and Mentoring are different; they have different dynamics and approaches. Often one of the important actions a Coach may take is to help a team member find suitable Mentors(s) to help shape their lives and effectiveness for the better. This is much more than encouraging the "appointment of a mentor," but the actual casting for and successful matching of Mentors with Team Members. This also requires the active participation of the team member, but when a successful pairing occurs, it is more likely effective change and development will take place.



FACTA NON VERBA, DEEDS NOT WORDS

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