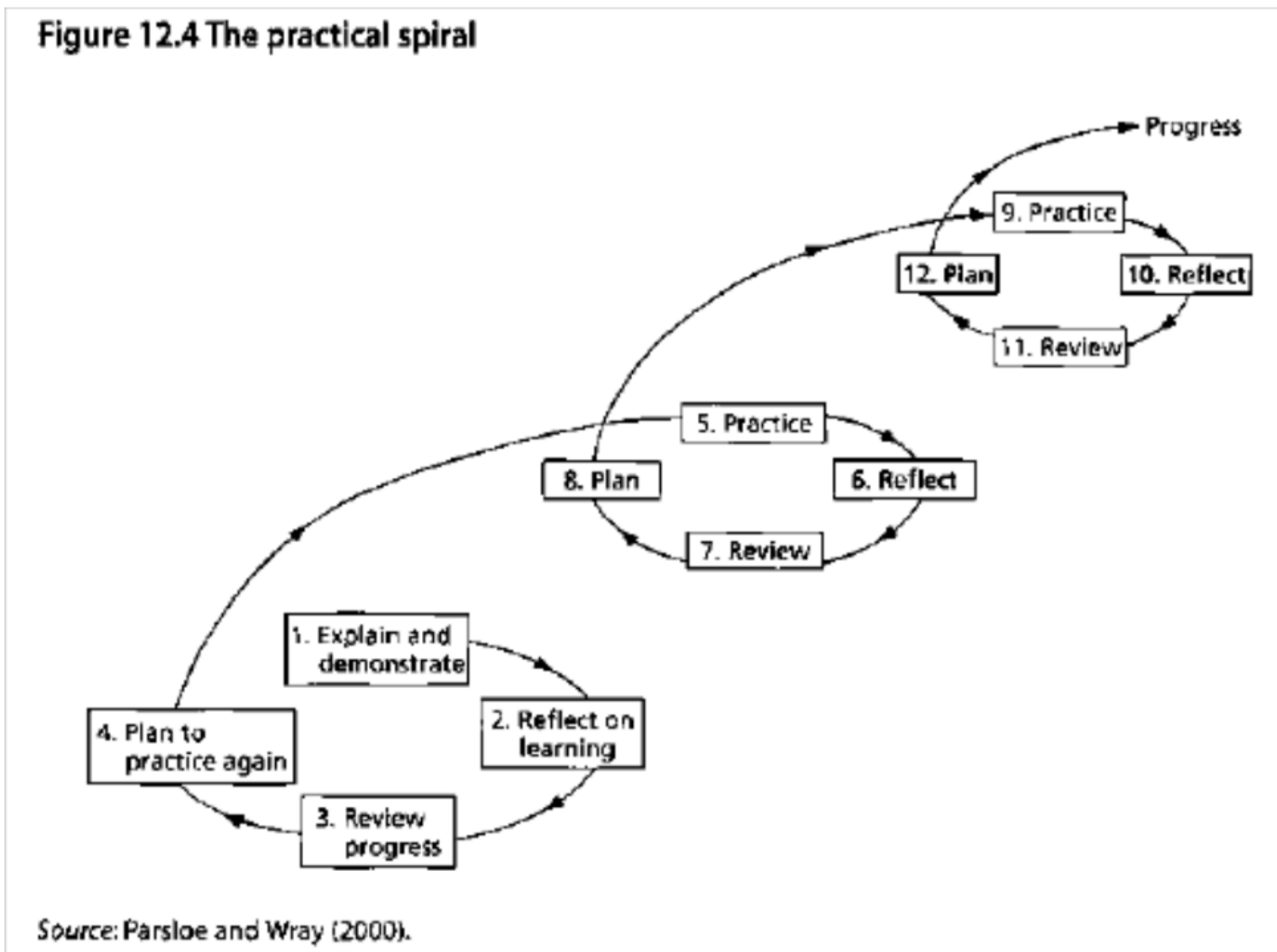


e.g. performance management = linking employees performance to business strategy -> Requires ongoing interaction and not only once a year or quarterly process linked to appraisals

not "activity" but more kind of a "leadership style"

observation, active listening, discussion, challenge, questioning, delegation, timing

coaching competencies



based on Kolbs learning cycle

hands-on

Demonstration & practice models  
coach is the "instructor"

Models

help coachee to resolve issue by himself

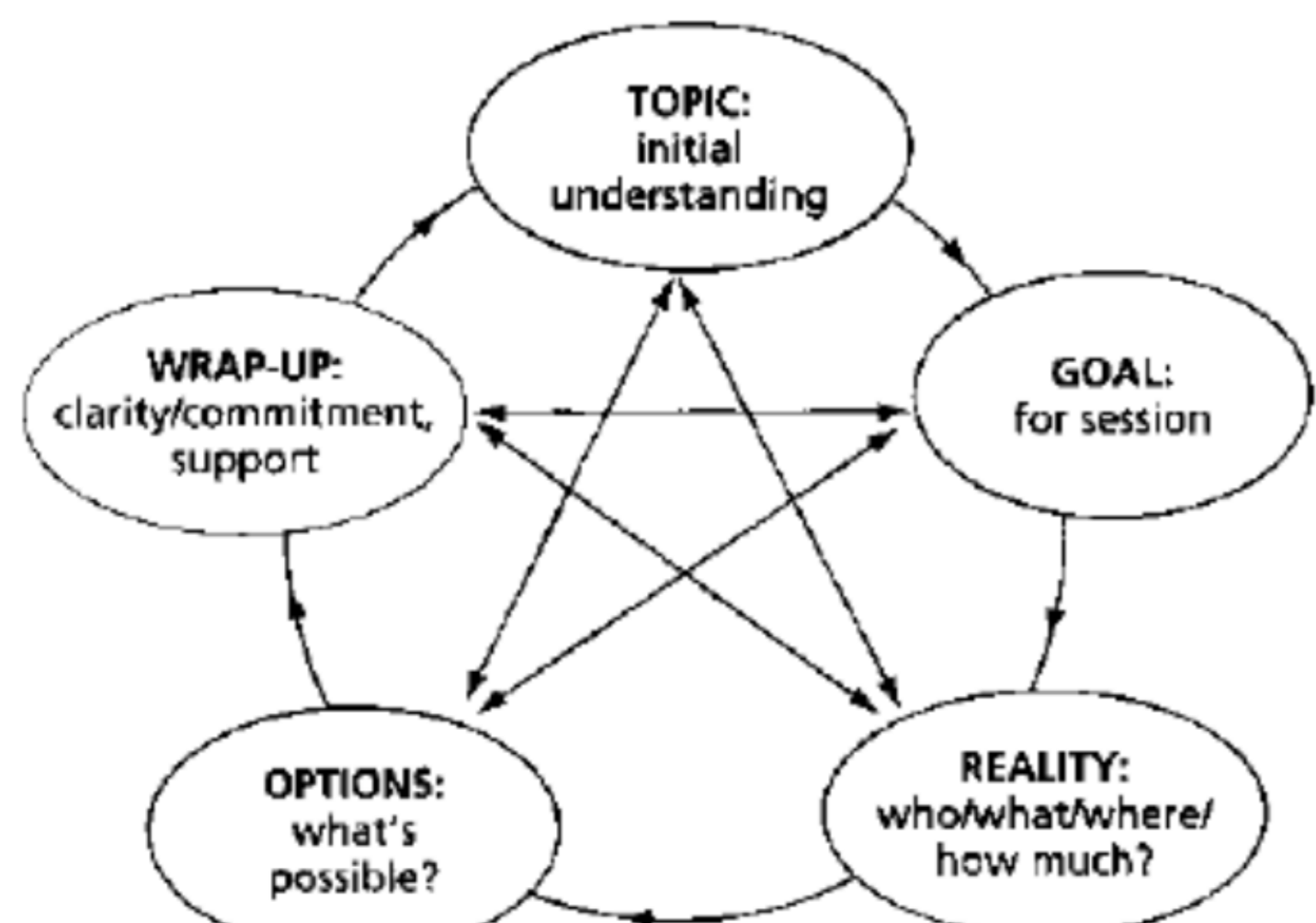
hands-off

Goal focussed models

show the coachee possibilities

role of the coach is not directive but more listening and questioning

**Figure 12.5 The GROW model**



Source: Downey (2001).

## Mentoring & Coaching

McBain, R (2004) Coaching and mentoring: an overview

## Mentoring

On the job and off the job techniques for HRD (Human resource development)

shift from off the job to **on the job**

- Learning from other
- Learning from tasks
- Learning with others

theories of learning

- lifespan psychology: life long change, stages of life one must pass
- Social exchange theory: cost / benefit of exchange, mid-manager are willing to pass their knowledge on
- Social cognitive theory: self-efficacy
  - experiences
  - observe competent others
  - social & verbal persuasion
  - psychological arousal

focussed on the development of the mentee

more experienced & trusted person provides support

voluntary, informal, wide scope, intense personal quality

forms of mentoring

- formal and informal
- mainstream or classical & primary: up to 10 years
- learning or secondary: last max. 1-2 years
- open mentoring: support from a variety of persons
- peer mentoring: in flatter organisations

must be holistic

USA vs. EU

- Mainstream mentoring: career focussed
- learning mentoring: aim specific (personal goals etc.)

4 phases of mentoring relationships

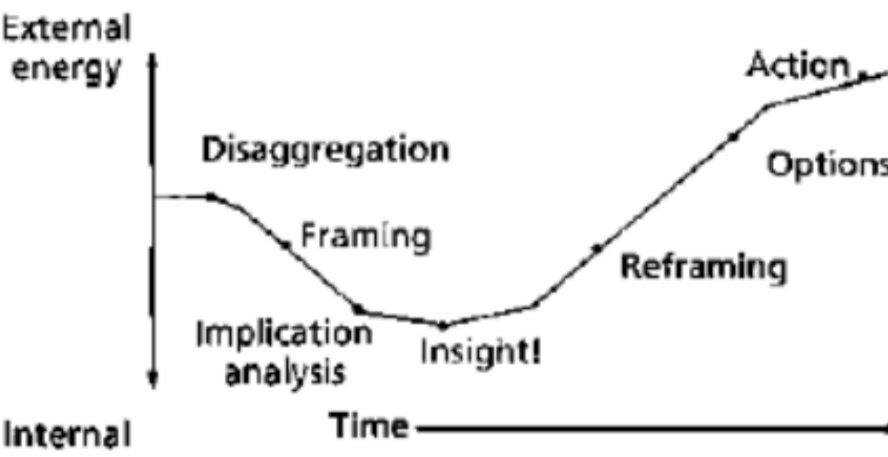
- Initiation
- Cultivation
- Separation
- Redefinition

Mentoring session

GROW

Reflective space model

**Figure 12.3 The dynamics of reflective space**



Source: Clutterbuck and Megginson (1999).