



# Introduction

## COACHES AND MENTORS

### THE COACH'S ROLE

- Tend to focus on developing people in their current roles.
- Tend to be within the person's direct area; they are usually the person's manager, but they can also be peers who have a particular skill.
- May teach organizational reality (the organization's unwritten rules), usually as it relates to the job at hand, and introduce people to their networks.

### HOW TO FIND A COACH

- Identify individuals who can provide you with insights and assistance in the areas in which you would like to develop.
- Identify role models who excel in the areas in which you want to develop.
- Observe the behaviour of role models; show an interest in obtaining guidance/feedback on an informal and regular basis.
- Actively use your manager as a coach for overall feedback on performance and guidance in areas in which he or she excels.

### REQUIRED SKILL SETS for COACHES

The terms "coach" and "mentor" are sometimes used interchangeably because they have similar skill sets and share a common focus in developing people to maximize their potential. Skill sets include:

- **Facilitator:** Taking the time to listen to people.
- **Assessor:** Learning to give constructive feedback regularly, not just during performance appraisals.
- **Forecaster:** Talking about ways in which staff need to prepare themselves for the future.
- **Advisor:** Discussing ways in which people can grow in their current jobs, not only through promotions or lateral moves.
- **Connector:** Exposing people to staff in other parts of the organization.