

# COACHING AND MENTORING

*"I absolutely believe that people, unless coached, never reach their maximum capabilities." - Bob Nardelli*

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## Coaching

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An executive coach draws out the best solutions from within the coachee rather than providing the answers. Coaching creates a great sense of ownership, accountability and commitment from the coachee that enables greater accomplishments in work and life. As each client is responsible for his or her own results each individual experiences unique results.

Professional coaching focuses on setting goals, creating outcomes and managing personal change. Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today's uncertain and complex environment. Coaches honor the client as the expert in his or her life and work and believe every client is creative, resourceful and whole.

Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

This process helps clients dramatically improve their outlook on work and life, while improving their leadership skills and unlocking their potential.

If you were to fast forward six months or one year, would you be fine if things are status quo? If not, you may want to begin making changes now.

I coach and mentor in person or by Skype or phone worldwide. I always offer an initial complimentary call or meeting so we can discuss your goals and explore how we can work together.

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## Mentoring

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A mentor is able to act as a role model and share a great wealth of experience, connections and expertise to teach, advise, guide and support the mentee to achieve accelerated results and growth.

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## Why Coaching and Mentoring?

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Professionals might choose to work with a coach or mentor for many reasons, such as:

- Something urgent, compelling or exciting is at stake (a challenge or opportunity)
- A gap exists in knowledge, skills, confidence or resources
- A desire to accelerate results
- A lack of clarity with choices to be made
- Success has started to become problematic
- Work and life are out of balance, creating unwanted consequences
- Core strengths need to be identified, along with how best to leverage them

# COACHING AND MENTORING

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## Trust

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Confidentiality is integral to my work with clients, and is one of the themes covered in our agreement which will form the basis of our relationship.

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## Therapy vs Coaching

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Therapy deals with healing pain, dysfunction and conflict within an individual or in relationships. The focus is often on resolving difficulties arising from the past that hamper an individual's emotional functioning in the present, improving overall psychological functioning, and dealing with the present in more emotionally healthy ways. Coaching, on the other hand, supports personal and professional growth based on self-initiated change in pursuit of specific actionable outcomes. These outcomes are linked to personal or professional success. Coaching is future focused. While positive feelings/emotions may be a natural outcome of coaching, the primary focus is on creating actionable strategies for achieving specific goals in one's work or personal life. The emphasis in a coaching relationship is on action, accountability, and follow through.

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## Consulting vs Coaching

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Individuals or organizations retain consultants for their expertise. While consulting approaches vary widely, the assumption is the consultant will diagnose problems and prescribe and, sometimes, implement solutions. With coaching, the assumption is that individuals or teams are capable of generating their own solutions, with the coach supplying supportive, discovery-based approaches and frameworks.

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## Mentoring vs Coaching

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A mentor is an expert who provides wisdom and guidance based on his or her own experience. Mentoring may include advising, counseling and coaching. The coaching process does not include advising or counseling, and focuses instead on individuals or groups setting and reaching their own objectives.

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## Training vs Coaching

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Training programs are based on objectives set out by the trainer or instructor. Though objectives are clarified in the coaching process, they are set by the individual or team being coached, with guidance provided by the coach. Training also assumes a linear learning path that coincides with an established curriculum. Coaching is less linear without a set curriculum.

*“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them... we are more like an acorn which contains within it all the potential to be a magnificent oak tree. We need nourishment, encouragement and the light to reach toward, but the oak-treeness is already within” . – John Whitmore*

# COACHING AND MENTORING

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## The GROW Model of Performance Coaching

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What is the GROW Model?

The GROW model of coaching has been designed by Sir John Whitmore and is central to his best-selling book 'Coaching for Performance'. This coaching model can be used to structure coaching and mentoring conversations. It provides a framework to hold coaching and mentoring conversations that enables:

- Ensuring time is being spent on coachee/mentees' goals
- That goals are explored
- Coachee/Mentee's self-awareness and awareness is raised
- Solutions, actions and activities are agreed
- There is commitment from the coachee/mentee to progress their development

## GROW Model of Performance Coaching



- G – Goal setting for the session as well as for the short and long term
- R – Reality checking to explore the current situation
- O – Options and alternative strategies, or course of actions
- W – Will Way Forward - What is to be done, when and by whom and the will to do it

## The GROW Model of Performance Coaching

**Goal Setting** - The first stage is to agree and understand the goal(s) that the coachee/mentee wants to achieve.

Goals should be:

- SMART, PURE and CLEAR
- Specific, Measurable, Agreed, Realistic and Time phased
- Positively stated, Understood, Relevant and Ethical
- Challenging, Legal, Environmentally sound, Appropriate and Recorded

# COACHING AND MENTORING

## The GROW Model of Performance Coaching (cont)

**Reality Checking** - Once the goals are set we explore the facts and feelings around the issue/problem/topic. This exploration is to raise the awareness and self-awareness of the coachee/mentee. Awareness is defined as perceiving things as they really are and self-awareness is recognising those internal factors that distort one's own perception of reality.

**Options** - Once the coachee/mentee is aware of the reality around the situation they need to think about actions, solutions and ideas that will help resolve or move the situation forward. Having options is important as choice enables us to feel in control and empowered. It is even more powerful if those choices are our own and the choice we make is also our own. When asked to think about options for taking an issue forward we can be faced with negativity. This negativity comes from our own limiting beliefs.

**Will Way Forward - What is to be done?** - Once the choices for moving forward have been agreed, it is important that the coachee has a clear action plan in order to feel confident in completing it. During this stage we cover what, when, who (support/involved) and the will to do it. Some questions covered may include: What will be done? When they will be done? Will the action meet the goal? What obstacles might you meet along the way? Who needs to know? What support do you need? How and when are you going to get that support? What other considerations do you have? On a scale of 1-10 how confident are you that will carry out the actions agreed? What prevents it from being a 10? What would make it a 10 for you?

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## Contact

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*"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable." - John Russell, Managing Director, Harley—Davidson Europe Ltd.*