

# Coaching and Mentoring

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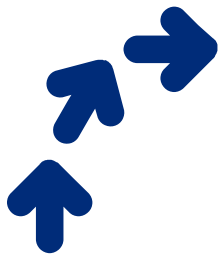
## WHAT'S THE DIFFERENCE?



**Coaching** drives people to change aspects of their leadership, performance, job function or decision-making. Coaching develops individuals through quality feedback and asking direct questions, guiding them into the solution.

**Mentoring** is a wisdom transfer. Perspective, stories and experiences are shared in a way that helps someone make meaning of their own situation. A great mentor has often been in the other's shoes, guides them, and can be more personal than some coaching.

## KEY STEPS TO BECOMING A GREAT COACH OR MENTOR



- Maintain empathy and focus. Nothing changes if you are reactive or distracted.
- Listen to understand: give your attention, suspend judgment, seek clarity.
- What do they want? Manage your bias and help them figure out their goals.
- Meet them where they are. Make it safe to learn and grow.
- Ask great questions: direct, thought-provoking, open-ended, solutions-oriented.
- Allow silence for self-reflection and thoughtful responses.
- Embrace defensiveness and then guide conversation back to solutions.
- Challenge their perspective: how could they be looking at things differently?
- Reference the past: how have they solved similar problems before?
- Reference the future: what is an ideal outcome or solution for them?
- Get commitments and schedule a follow-up: next steps are the key to accountability and change.
- Celebrate success: positive reinforcement motivates permanent performance.