

Coaching and Mentoring: Tool for Human Development

LECTURE DELIVERED AT A ONE-DAY PEDAGOGY
TRAINING FOR ACADEMIC STAFF IN THE FEDERAL
UNIVERSITY OF TECHNOLOGY, AKURE

By

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Presentation Outline

- ❖ The Mission
- ❖ Overview
- ❖ Coaching Definition
- ❖ Mentoring Definition
- ❖ Power of Mentoring
- ❖ Essence of Coaching and Mentoring
- ❖ When to Consider Coaching and Mentoring
- ❖ Difference between Coaching and Mentoring

Presentation Outline

- ❖ Coaching and Mentoring Steps
- ❖ Characteristics of an effective Coach/Mentor
- ❖ Challenges with Effective Coaching and Mentoring
- ❖ Guiding Principles for Coaching
- ❖ How to get a Mentor
- ❖ Benefits of Coaching and Mentoring
- ❖ Barriers to Coaching and Mentoring
- ❖ Institutional Focus and Development
- ❖ Some Quotes

Quote

On **our way**, everyman we meet is superior to us in **some way**, and in that we should learn from them.

“Ralph Waldo Emerson”

The Mission of FUTA

What: To Promote Technological Advancement.

How: By providing conducive environment for research, teaching and learning.

Why: To engender development of products that are technologically oriented, self-reliant and relevant to society.

Overview

- ❖ Despite the enormous effort that organizations and institutions dedicate to TALENT/HUMAN development, many institutions are yet to meet the optimal efficiency as they expand and grow.



Purpose of the Training

- ❖ A program like this tend to harness the value of faculty/staff resources for development, which ultimately saves time, cost, and increases overall faculty/staff satisfaction.
- ❖ It also helps in building a culture where young and senior faculty/staff feel emotionally engaged with their work and want to remain, learn, and grow.

Coaching Definition

- ❖ Coaching is about unlocking a person's potentials to maximize their own performance.
- ❖ It is helping people rather than teaching people.



- ❖ It is an interactive process through which coach and coachee aim to solve performance problems or develop coachee capabilities
- ❖ It focuses is on concrete issues, such as managing more effectively, speaking more articulately, and learning how to think strategically.

COACHING



Mentoring Definition

- ❖ When someone helps another to learn something that he or she would have learned less well, more slowly, or not at all if left alone.
- ❖ It is more or less a semi-charitable job. No remuneration
- ❖ Mentorship is not something that is done to you.
- ❖ It is something you do for yourself with the help of other people



When your actions inspire others to:

- ❖ discover and rediscover themselves,
- ❖ to dream more,
- ❖ learn more,
- ❖ believe in themselves and
- ❖ do more in order to become more



Essence of Mentoring and Coaching

- ❖ Motivation
- ❖ Inspire
- ❖ Lead by example
- ❖ Vision
- ❖ Team work
- ❖ Win

When to consider Coaching

- ❖ When seeking to develop employees in specific competencies using performance management tools and involving the immediate head
- ❖ When an organization has a number of talented employees who are not meeting expectations
- ❖ When an organization is introducing a new system or program
- ❖ When an organization has a small group of individuals (5-8) in need of increased competency in specific areas
- ❖ When a leader or executive needs assistance in acquiring a new skill as an additional responsibility

When to consider Mentoring

When seeking to:

- ❖ develop leaders or talent pool as part of succession planning
- ❖ develop diverse employees to remove barriers that hinder their success
- ❖ more completely develop employees in ways that are additional to the acquisition of specific skills/competencies
- ❖ retain its internal expertise and experience residing in its baby boomer employees for future generations
- ❖ create a workforce that balances the professional and the personal



Differences between a Coach and a Mentor

Coach

1. Short Term
2. Task Oriented
3. Skill Focused
4. Open
5. Learning is primarily focused on abilities

Mentor

- Long Term
- Relationship Oriented
- Strategy Focused
- Confidential
- Learning is focused on attitude

Differences between a Coach and a Mentor

Coaching

6. Technical and Professional Focus
7. Performance Driven
8. May have Personal Agenda
9. May link own success to that of a coachee

Mentoring

- Focus on Personal and Professional Development
- Development Driven
- No Personal Agenda
- Does not link own success to that of the mentee

Differences between a Mentor and a Coach Cont'd

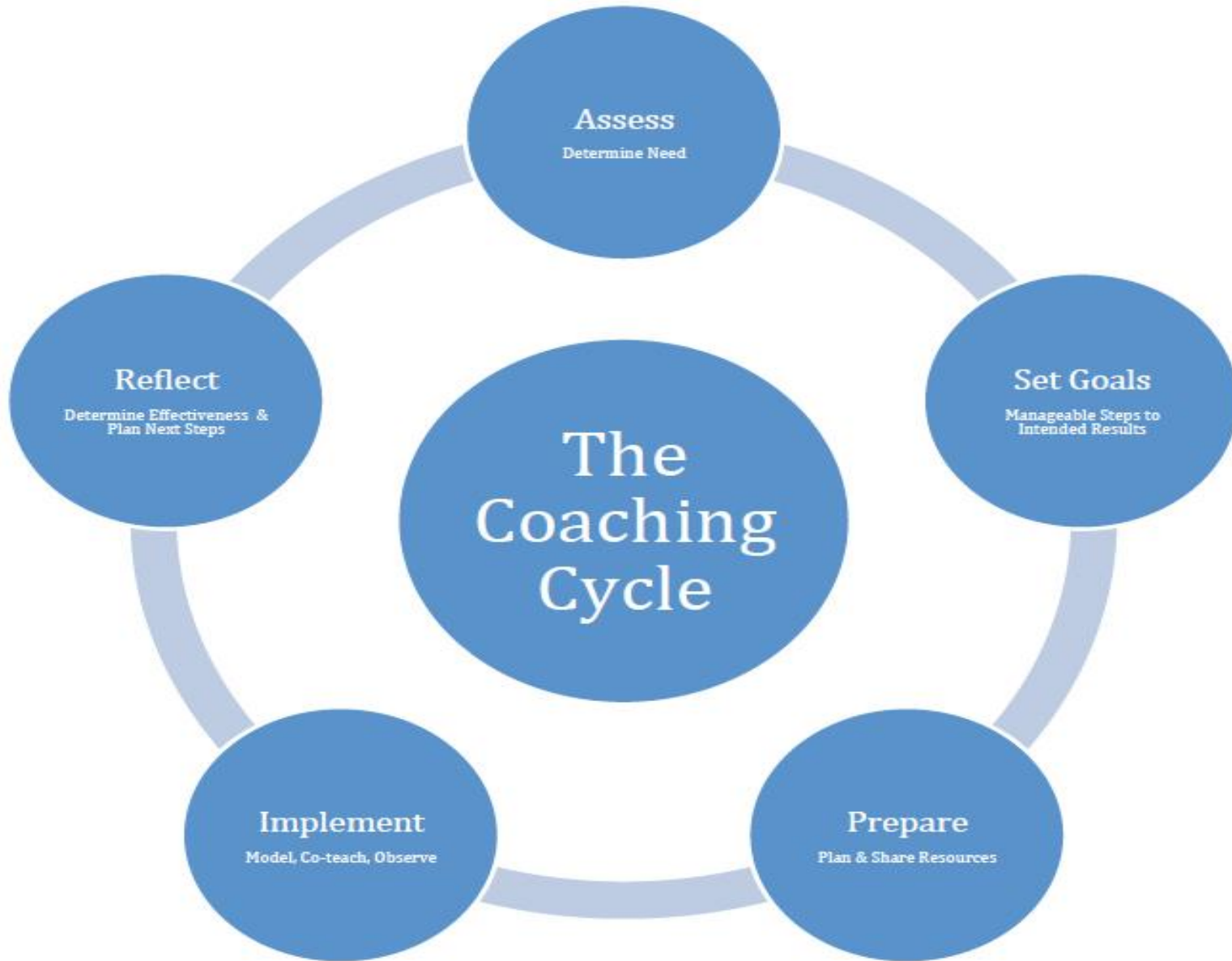
Coach

- 10. Within the line
- 11. Effective use of the protégé existing competencies
- 12. Inspires respect for his/her professional competencies
- 13. Coach may drive it but coachee must want to learn

Mentor

- Outside the line
- Helps the protégé realize his/her potential
- Is a role model
- Mentee drives the relationship

Step by Step Coaching



Those that need to get a Mentor

- ❖ New Faculty/Staff
- ❖ Promoted Employees
- ❖ Those who are mentor ready
- ❖ Employees who are more career oriented
- ❖ Employees who are self-aware.

Character of an Effective Coach/Mentor

- ❖ Excellent Communication Skills
- ❖ Motivated
- ❖ Enthusiastic
- ❖ Goal Oriented
- ❖ Creative
- ❖ Patient

Challenges with Effective Coaching/Mentoring

- ❖ Failure to communicate effectively
- ❖ Getting involved with individual personal problems
- ❖ Ignoring Performance Gaps
- ❖ Treating Mentee and coachee unfairly
- ❖ Failing to build a sound foundation
- ❖ Displaying a lackadaisical Attitude

Guiding Principles for coaching and Mentoring

- ❖ A coach is a leader and teacher NOT a controller or commander
- ❖ Coaching is about creating an impossible future NOT filling leadership competency
- ❖ Coaching is about creating a winning game plan NOT fluffy mission statements
- ❖ Coaches focus on the score board NOT pie in the sky
- ❖ Give criticism constructively
- ❖ Give praise effectively
- ❖ Develop an environment that encourages the use of feedback

Guiding Principles for coaching and Mentor Cont'd

- ❖ A coach should be very sensitive to the individuals and their needs
- ❖ Should allow an individual to correct their own mistakes, but monitor closely
- ❖ Do not jump in and try to help too quickly, but do not allow the problem get out of hand
- ❖ Do not set yourself up as a “know it all”
- ❖ Do not stand idle while an individual is making a mistake

How to get a Mentor

- ❖ One mentor is not enough – you need a network
- ❖ Mentors are sometimes hard to find
- ❖ Know yourself- what are you good at?
- ❖ What you are good at is what you are bringing into the relationship
- ❖ Reflect on who to reach out to – who do you admire?
- ❖ Connect with courage (Linked in and others)

Benefits of Mentoring

- ❖ It improves communication and personal skills
- ❖ Reinforces your own study and skill set
- ❖ Develops leadership and managerial qualities
- ❖ Increase in confidence and motivation
- ❖ Enhances your resumee

Barriers to Coaching and Mentoring

- ❖ Incorrect matching of mentors and mentees/ Coaches and coachee
- ❖ Creation of false promotional expectations
- ❖ Credibility of internal coaches and mentors
- ❖ Over dependency of the mentor/mentee
- ❖ Gender issues
- ❖ Blurring of Role boundaries
- ❖ Lack of commitment from learner
- ❖ ²⁶Resentment felt by those not involved

Institutional Focus and Development

Academic Structure

Roles and Responsibilities

Strategic Plan of the University

Quality Assurance Matters of the University



Some Quotes

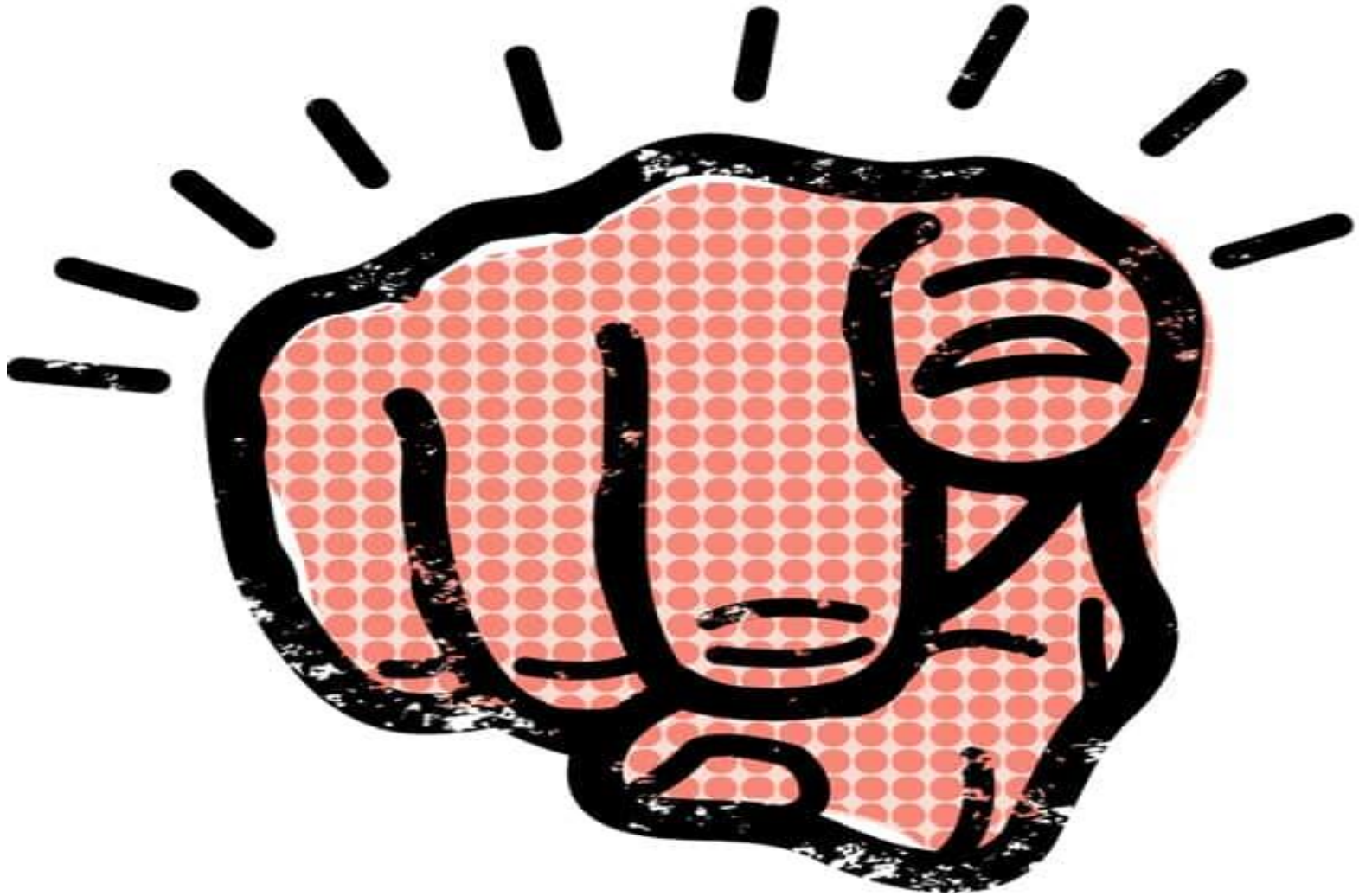
“I was once afraid of people saying; Who does she think she is? Now I have the courage to stand and say, “This is who I am.” [Oprah Winfrey](#)

“Be sincere with yourself and Identify the Gifts and Talents within you”
[David Olukanni](#)

Nothing is lost in life. However, most things are hidden.

“It is the Glory of God to conceal a thing and it is the honor of kings to search out a matter”
[Proverbs 25:2](#)

It is Time to Develop the Values in



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Thank You

