

NCFE Level 2

Certificate in Principles of Team Leading

CUSTOMER SERVICE

MOTIVATION

INFORMATION MANAGEMENT

LEADERSHIP ROLES

SUPPORT

EQUALITY AND DIVERSITY

Workbooks:

11 - Introduction to coaching

12 - Introduction to mentoring

13 - Understand personal development

Section 1: Understand coaching in the workplace

The benefits of coaching

Please read the following as it will help you to answer question 3.

Coaching focuses on supporting teams and individuals to find solutions to their own questions or problems, which makes it a useful tool that can have benefits for the organisation, managers and employees.

Recipient	Benefits
Organisation	<ul style="list-style-type: none">● reduces staff turnover: staff who feel that they are working toward their goals and that they are supported will stay with an organisation● improves productivity● increases staff motivation
Manager	<ul style="list-style-type: none">● helps to build high-performing teams● can be carried out on the job● flexibility: coaching sessions can fit around employees' schedules
Team	<ul style="list-style-type: none">● improves performance● helps build relationships● reduces dependency on other team members
Individual	<ul style="list-style-type: none">● helps develop confidence● improves performance● develops skills

Did you know?

According to the Advisory, Conciliation and Arbitration Service (Acas), it costs more than £30,000 to replace one member of staff, including 28 weeks' pay for a new recruit to get up to speed, advertising costs and HR time.

[Source: <http://www.acas.org.uk/index.aspx?articleid=4857>]



Section 1: Understand coaching in the workplace



Knowledge Activity 1: Think of an area you would like to receive coaching in, and describe it in the space below.

Lined writing area for the activity. A large, faint watermark reading "SAMPLE" is overlaid diagonally across the page.



Section 1: Understand the purpose and benefits of mentoring

This section will help you to understand what mentoring is, including the different types that exist, where it can be used and the associated benefits.

What is mentoring?

Please read the following as it will help you to answer questions 1 and 2.

Mentoring is a process in which an experienced individual – the mentor – shares their skills, knowledge and experience to help a less experienced person – the mentee – to progress professionally.

Mentoring usually involves developing a long-term relationship between the mentor and mentee, but the mentor doesn't provide advice on activities that are part of the mentee's everyday role. Instead they focus on the mentee's overall growth and development at a high level, and change happens over time. Traditionally, mentoring was a one-way process, but today it is believed that mentoring relationships can have personal and professional benefits for both the mentor and the mentee.

Mentoring is not the same as coaching or counselling:

- Coaching involves helping an individual to analyse their current situation and work out a plan to improve performance and maximise their abilities. The coaching relationship usually happens within a set time frame.
- Counselling provides advice and guidance to someone who is unhappy or dissatisfied with their life. Counselling sessions will focus on a particular problem and help the person to find a way of coping with it.

A mentor doesn't tell the mentee what to do; rather, they support the mentee to identify their own goals and help to figure out how to achieve them. Mentoring is a flexible process that is unique to each individual; the process involves the mentor working out how the mentee works and learns and tailoring their methods of communication to help them to the best of their ability.

The role of a mentor involves:

- Providing support and guidance: this can be personal or professional.
- Being a role model: i.e. showing the behaviours the mentee is hoping to develop.
- Providing information: a mentor will provide the mentee with industry-specific information to expand their understanding of their role and support their professional growth.

Section 1: Understand the purpose and benefits of mentoring

- Sharing knowledge: experience is priceless; by sharing their own experience, the mentor can help a mentee to have an advanced knowledge of and insight into their profession.
- Being a critical friend: because mentor-mentee relationships are long term many turn into friendships, but the aim is still professional and/or personal growth. A critical friend will help the mentee to see situations clearly and help them to find solutions themselves.

Types of mentoring

Please read the following as it will help you to answer questions 3 and 4.

Because mentoring doesn't require the mentor to oversee the mentee's everyday job performance, the process can take place in a variety of ways, including one-on-one, in a group and remotely.

One-to-one

One-to-one mentoring requires the mentor and mentee to meet face-to-face for each session.

Group mentoring

This type of mentoring involves a number of mentees and mentors meeting at the same time. Each mentor will have a small number of mentees in their group that they support.

Remote mentoring

Remote mentoring is necessary when the mentor or mentee don't work in the same building or when they both have to travel. These sessions rely on videoconferencing, phone calls and email.

Reverse mentoring

In this type of mentoring, a younger, less experienced employee will provide support to an experienced member of staff, usually to help them navigate learning a new skill.

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Where mentoring is used

Mentoring uses one person's experience, knowledge and skills to support someone without as much experience, which means it can be used in almost all workplaces. The process is particularly useful to support a new employee or someone new to a particular role, e.g. following a promotion.

For example, teachers are often given mentors throughout their training and during their first year of teaching to help them deal with and understand how to be the best they can be. The mentor will help their mentee to navigate difficult situations and help them understand how to deal with parents, colleagues and students. In return, the mentee can provide their mentor with insight that can help their personal and professional lives.

In a professional environment, a senior manager may become a mentor for a junior employee who has just been promoted to a team manager position. In this situation, the mentor would provide the mentee with support as they get used to their new role. The mentee will be able to ask their mentor questions when they need help or go to them to help them work through a new or tricky situation.

The benefits of mentoring

Please read the following as it will help you to answer question 5.

Mentoring has benefits for the organisation, mentor and mentee. Read the information in the following table to learn about the benefits for each group.

	Benefits
Organisation	<ul style="list-style-type: none">● Staff retention: mentoring helps high-quality employees to feel happy and valued, which means they will stay with the company● Improved productivity: happy, fulfilled employees are likely to be more productive● Increased staff motivation: staff who feel supported are more motivated to do a good job
Mentor	<ul style="list-style-type: none">● Increased confidence: mentoring requires a specific set of skills, and using them can help the mentor to feel more confident about their abilities outside of mentoring● Increased motivation: supporting another person can make the mentor feel excited about what they're doing, which in turn bolsters their motivation● Develops communication skills: as you've learned, communication is key in mentoring, and working with different mentees can really help develop communication skills

Section 2: Understand how to produce a personal development plan

Personal development plans can help you to focus on what you want to achieve and are used to map out how to succeed. In this section, you will look at how to identify your existing skills and any gaps in your knowledge or skills. You will also learn about producing a personal development plan and reviewing progress against objectives.

Using a skills audit to identify areas for development

Please read the following as it will help you to answer questions 4 and 5.

A skills audit is the first step in creating a personal development plan. It helps you to identify any gaps in knowledge or skills required for the desired role or goal. You can then move on to explore what actions you can take to reach your goal.

Step 1

Setting a goal – to start the process of self-development, you must have a goal in mind; for example, to become a social worker, or to take part in a triathlon. If you aren't sure what you would like to do, you can ask yourself questions, such as:

- Where do I want to go?
- What am I interested in?
- Where do I see myself in five years?
- What do I need to learn to get to where I want to be?

You could also do a personal SWOT analysis, in which you will look at your:

- Strengths – i.e. areas in which you are especially skilled
- Weaknesses – i.e. areas where you feel others can perform better than you can
- Opportunities – i.e. things you can use to help you to achieve your goal
- Threats – i.e. things that might stop you from achieving your goal

These techniques should help you to get a clear idea of where you want to be, why and by when, which brings you to step 2.

Section 2: Understand how to produce a personal development plan

Step 2

Creating a plan – now that you have decided on a goal, you need a plan to achieve it. This stage is vital to the success of your self-development because it helps you to identify exactly what you need to do to achieve your goal.

For example, if your goal is to become a social worker, you will need to know what skills/qualifications are required. You will then need to list the skills/qualifications you already have and the ones you don't. Next to the ones you don't have, you can list the training or qualifications available, how long they take, and what they cost. You can then decide which are realistic.

Your plan may include a number of smaller aims you would like to achieve to get you to your final, large goal. The key here is not to feel overwhelmed. Instead, you should prioritise each one, which means choosing which is the most important and aiming to work on that one first.

To prioritise your goals, you can ask yourself:

- How essential is it to achieve this goal now?
- How long will this goal take?
- Do I have the skills needed to achieve this goal now?

Step 3

Put the plan into action and demonstrate progress – choose one goal and focus on it. Decide how you will measure progress in your selected area. For example, you could:

- keep a log that tracks your progress
- make a list where you can cross goals off as you achieve them
- set out a plan for dealing with lack of progress, such as reviewing goals to see if they are too large or ambitious



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