



## **Mentoring, Coaching**

Learning Outcomes and Course Outline  
(4 - 16 hours)

Managers and supervisors play a key role in coaching all types of employees in all kinds of situation, but few have had formal training in the process or understand the benefits. Coaching (and mentoring) suggests a supportive/collaborative approach rather than a directing or controlling approach. For many employees, this may be the most effective way to boost performance, harness competitive energy, or defuse problems. This course introduces the basic elements of coaching and mentoring, discusses the appropriateness and benefits of each approach, and provides specific application techniques for a variety of personality types and work circumstances.

### **Learning outcomes**

Participants will be able to:

- Effectively coach employees to enhance their performance
- Determine performance objectives and communicate expectations
- Identify when situations go beyond coach/mentor and require counseling

### **Course Outline**

Introduction of people and topic (activity)

Critical Skills for Coaching and Counseling

Understanding Styles

Understanding Diversity

Understanding Communications Skills

Defining, Managing, Coaching and Counseling

Coaching (*Expectations Profile* Recommended)

The Differences between Coaching and Managing

Coaching Characteristics

Coaching Peers

Coaching Difficult Employees

The Art of Feedback

Qualities of Effective Feedback

Appropriate Feedback Topics

- Subjective

- Objective

When Coaching and Feedback moves to Counseling

Preparing for a Coaching Session

Modeling the Coaching Process

Action Planning

Summary and Evaluation