

# Coaching and Mentoring: Different Approaches

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## A useful mentoring continuum

Instrumental



Developmental

Focus on career/promotion  
Transfer knowledge and expertise

**Sage on the stage**

Focus on broader development  
Guide and support

**Guide on the side**

Would it help if I outlined what I think works?

I've got an approach I find useful. Would it help to go through it?

How helpful would it be to work through a recent application/incident/difficult customer/report together?

May I suggest what may be going on here?

May I suggest a conversation with.....? They're a real expert on this.

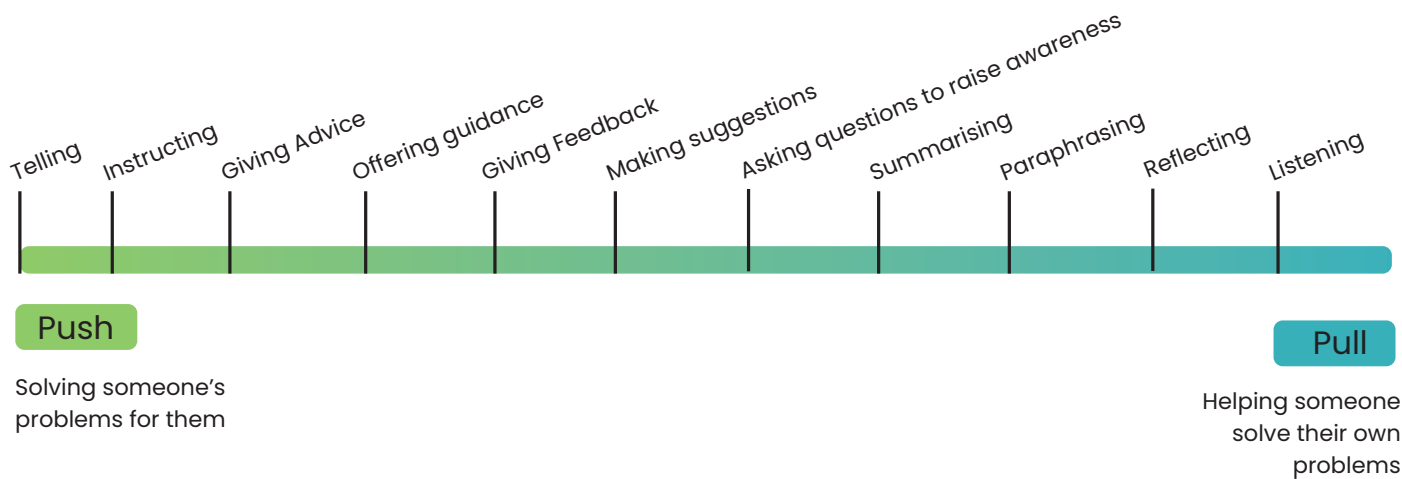
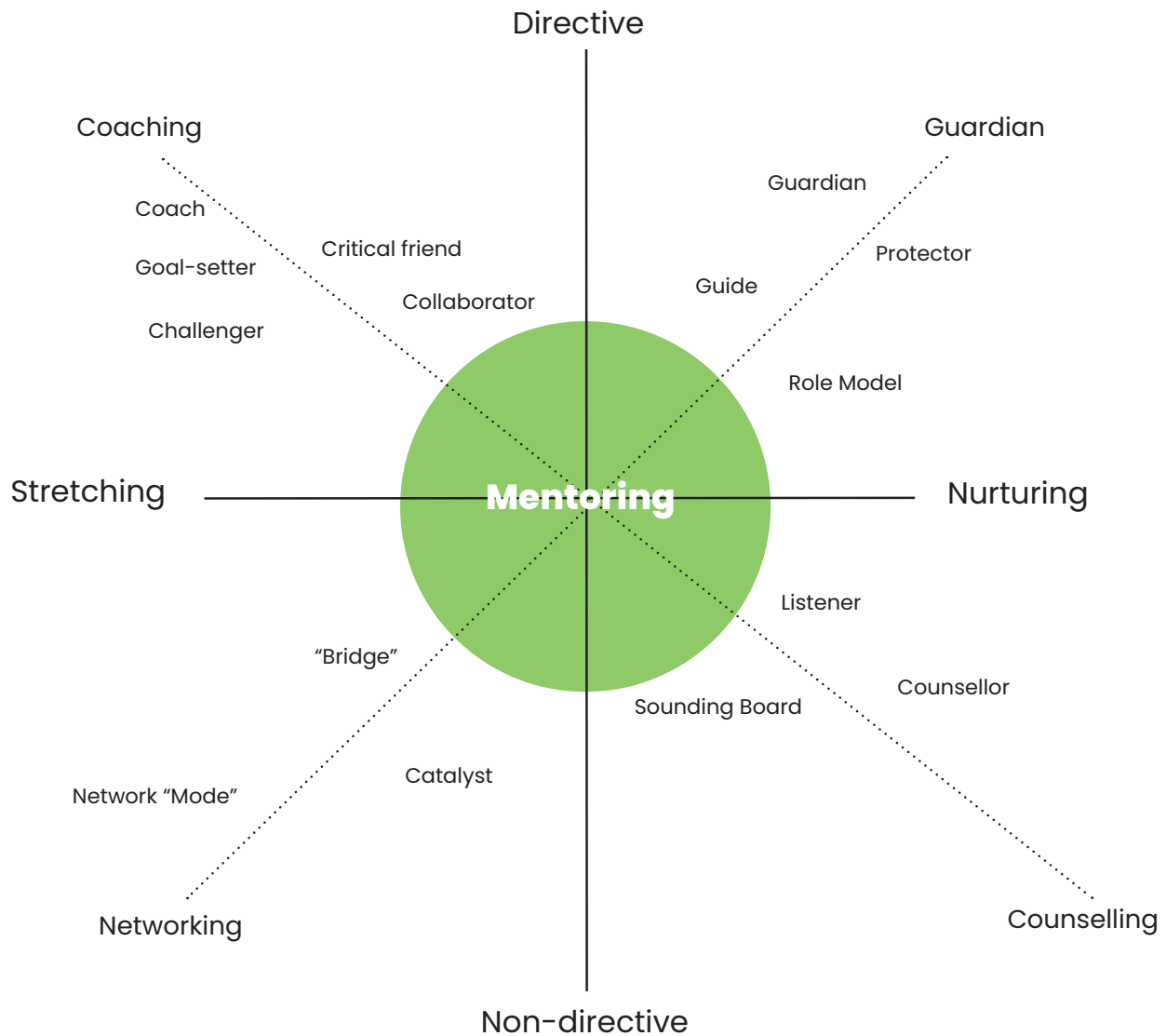
How helpful would it be to outline how you can develop further?

How could you best make progress?

How helpful would it be to download everything I know and have experienced?

I remember an experience that may be useful. How helpful would it be to run through it?

# Mentoring and coaching: a wide perspective



# Vary your coaching style: Caring Boot



## Caring Boot Questions

May I ask something provocative?

May I ask a naïve question?

May I offer another perspective?

Can you look at this from a completely different perspective?

What else could you do?

What are you avoiding?

What is the most radical thing you could do in this situation?

What would it take for you to...?

What would a man do?

What previous career ambitions have you left behind?

What's stopping you moving forward / taking action?

What's holding you back?



# Vary your coaching style: cognitive behavioural

This is a way of helping a coachee to recognise patterns of unhelpful thinking.

PITS – Performance Interfering Thoughts	PETS – Performance Enhancing Thoughts
This presentation is going to go badly.	It will be at least ok.
I'm terrible at presenting.	Some have gone ok, some less well, but overall I'm reasonable at presenting.
I've visions of freezing and being laughed at.	I've visions of presenting with a mistake or two, but overall it'll be ok.
The audience will be bored.	How do I know? I haven't even given the presentation yet.

## ABCDEF approach



## Vary your style: going around the circle

This involves checking where a coachee is by asking similar questions and seeing if you get a different response.



# Vary your coaching style: language generates reality

## Listening and playing back is critical

As a coach, you're listening intently to what the coachee is saying and picking up on the language they're using.

*You've used the word 'disaster' four times. What does a disaster look and feel like to you?*

**Picking up on actual words used and feeding them back.**

*'Maybe it wasn't to be', 'Oh well, there are always other opportunities',*

*'I probably wasn't ready for it'.*

**Probing a core assessment of a situation.**

*What did you really feel about not getting the job?*

*'I just think I might possibly give it a try'.*

**Picking up the hedge words and digging deeper.**

*How committed are you to taking action?*



# Vary your coaching style: strengths

*What do you really enjoy doing?*

*Of all the things you do well, which two or three do you do best?*

*What things come naturally to you?*

*What activities do you pick up quickly?*

*What activities give you the most satisfaction?*

*When you were at school what did you like doing most?*

*What things do you find easy that others find hard?*

*What are your strengths? Do you play to them enough?*

*How can you use your strengths more?*



# Vary your coaching style: additional techniques

## Moving up the scale

### **Basic inquiry**

*How are you seeing things in the team?*

### **Diagnostic**

*Tell me more about where you see conflict? Why do you think it's festered for so long?*

### **Accountability**

*What could you do to ease team tensions?*

## Using numbers

*How would you rate your effectiveness as a leader on a 1 – 7 scale?*

*You say, you're a 4. What does that look like?*

*What would it take to move to a 6?*

## Options

*Give me three ways you can move forward?*

*You've mentioned you work with three colleagues. What would each of them do if they were in your situation?*

*If there weren't any restrictions or barriers, what would you do? What else?*

## Self-awareness

*How would you define your style / personality/ mindset?*

*On a Monday morning, after a great weekend, how do you feel about coming to work?*

*When did you last feel – that was a good job well done?*

*How would your colleagues describe you?*

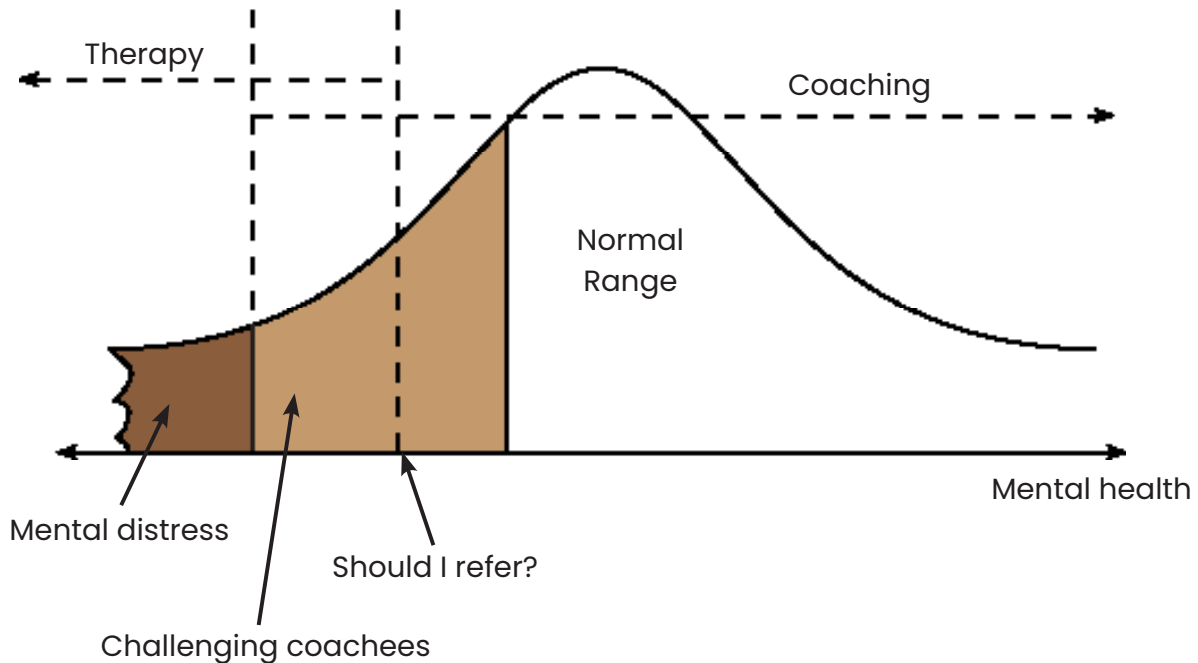
*What's in your power to change and what isn't?*

*When do you feel: this is me at my best?*

*What's holding you back?*



## When to refer



## Bibliography

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# Thanks for coming!

**From The Training Practice team – Hilary, Kristen, Jesse, James, Oli and Paucha**

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