

Coaching and Mentoring

2nd Edition

By Steven M. Bragg

Table of Contents

Chapter 1 – Coaching	1
Learning Objectives.....	1
Introduction	1
The Reason for Coaching.....	2
Forward-Looking Coaching.....	3
The Coaching Difference	3
The Difference between Teaching and Coaching.....	4
Investigating the Need for Coaching	4
Goal Setting for Coaching Sessions	6
Coaching Sessions.....	8
Coaching Models	9
Coaching Inquiries.....	10
Probing Questions.....	11
Coaching Observations	12
The Transition to Action Steps.....	13
Breaking Out of the Box	13
When Responses are Questionable	14
Role Playing.....	14
Dealing with Silence	14
Open Door Policy	15
Coaching Feedback	15
Coaching Session Preparation	15
Coaching Session Prep Form	15
On-the-Spot Coaching.....	16
Executive Coaching.....	17
The Ideal Coach.....	18
The Poor Coach.....	18
The Outside Coach	19
Coaching Mistakes.....	20
Signs of Coaching Problems	21
Lack of Time to Coach.....	21
The Efficient and Effective Coach.....	22
The Role of Coaching in Employee Rankings	23
Summary	23
Review Questions	24
Review Answers.....	25
Chapter 2 – Mentoring	27
Learning Objectives.....	27
Introduction	27
Mentoring.....	27
Goals.....	29
Ground Rules	30
The Mentoring Agreement	32

Table of Contents

The Mentoring Work Plan	33
Meeting Pointers.....	33
Feedback.....	34
Boundaries	36
Closure	36
Role of the Mentee	38
The Apprenticeship Model.....	38
Role of the Mentor.....	39
Role of Human Resources.....	41
Mentor Benefits.....	41
Mentee Selection	42
The Poor Mentee	43
The Ideal Mentor	44
The Poor Mentor	46
The Boss as Mentor	46
The Mentoring Program.....	47
Informal Mentoring	48
Mentoring Enhancements.....	49
Potential Mentoring Failures	49
Cultural Context	51
Power Context.....	52
Virtual Mentoring.....	52
The Mentoring Network	53
Reverse Mentoring.....	53
Peer Mentoring.....	54
Summary	55
Review Questions	56
Review Answers.....	57
Glossary	59
Index.....	61