

Mentoring for Change

executive mentoring and coaching, leadership, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

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With best wishes

Mike the Mentor



Guilt is Good for You!

Well, it can be. I have a client who always puts others first – and its ruining his life! He wants to value himself and feel self-confident – but whenever he puts his needs before those of his family, friends or colleagues – or even thinks of so doing – he immediately feels guilty. So I suggested that he first accept that he will feel guilty when he puts himself first - and then choose to put himself first and feel the guilt anyway. Which is fine as far as it goes – but it’s a difficult instruction to follow. No one finds it easy to choose uncomfortable or painful feelings which you may have spent a lifetime trying to avoid.

So here’s the reframe we found which changes the guilt from an enemy to an ally. When he feels the guilt, this is a clear indicator that he is putting himself first – so the more guilt he feels, the more he is achieving his goal! By choosing to hold this way of experiencing his guilt as information rather than emotional state he has been able change his behaviour and then his self-image. And in doing this, the guilt is gradually dissolving in the light of his growing self-confidence.

The Coaching Study 2004

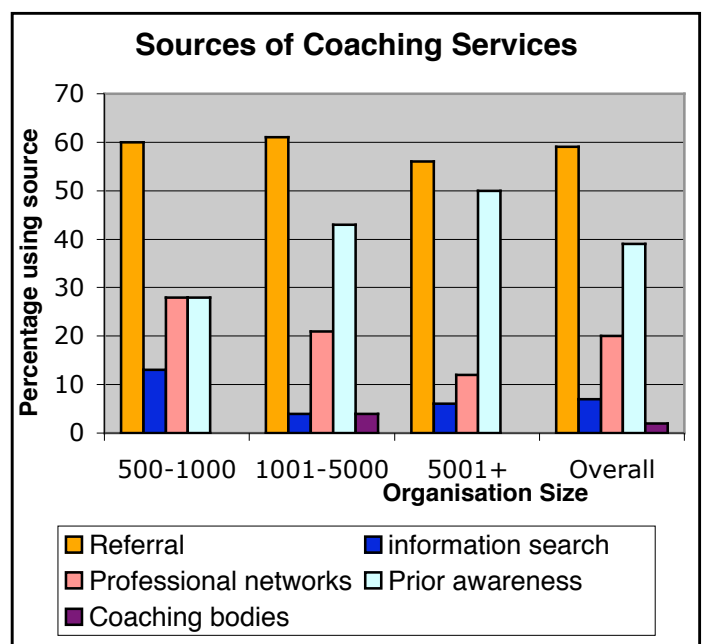
The recently published Coaching Study 2004 reports on research undertaken on the provision of coaching in the UK. 110 organisations participated in the survey including organisations such as RBS, Unilever, Cadbury Schweppes, Bank of England, and MG Rover.

As a provider of coaching services, the following findings particularly struck me:

- The main way in which purchasers source coaching services is through word of mouth – though the chart

(below) would suggest that using known coaches is the preferred options when it exists.

- The research shows that coaching is still seen primarily as a means of supporting individuals’ needs rather than as a strategic intervention – though the results do show that large organisations are increasingly recognising the potential of coaching to support strategic initiatives. The closer integration of coaching with organisational change initiatives is something I believe we will see much more of.
- The selection criteria that purchasers apply in buying coaching are (starting with the most important): coaching experience, track record, personal style,



Classic Models – The Internal and External Model of Development

A recent piece of research on coaching managers explores when coaching is the best choice for management development and what are the developmental areas it targets most effectively. The results are presented as a 3-part model:

- internal qualities - which are essential to on-going growth and development
- external competencies – which are key to creating change at work
- mediating skills – which act as a bridge between internal development and its external implementation.

Internal Qualities

- **Self-awareness** consists of four elements: the ability to understand one's past and learn from it; openness to one's own and other's feelings; the ability to reflect on situations before moving to action; and the ability to make appropriate choices.
- **Confidence**: enables people to bring more of themselves into the workplace, to feel stronger and more rounded, to be more able to link their beliefs and values to their work, and to make 'tough' decisions.

All the managers in the study reported an increase in their own self-awareness and self-confidence.

External Competencies

- **Leadership and Management**: The managers reported changes made across three areas:
 - **Individual Presence and Purpose**: Developing a wider perspective, commanding greater respect, and a greater clarity and motivation.
 - **Team Leadership**: increased openness and honesty and a greater awareness of process and content leading to more effective meetings.
 - **Task Effectiveness**: Better objective setting, more effective leadership skills, increased business performance, and a greater ability to understand systems and analyse situations.
- **Assertiveness**: Managers were more able to understand and describe their needs, skilfully express their opinions, stand up for their beliefs,

culture fit, structured approach, costs, professional standards, knowledge of organisation, issue fit, evidence of CPD, line management experience, experience of the industry, coaching qualifications, scalability, supervision of coach, presentation and materials, and finally geographic coverage.

A summary of the Study's key findings can be found at www.originconsult.com/research.html



and to challenge and accept challenge.

- **Understanding Difference**: Many of the managers reported an increased ability to allow, accept and work with differing ideas and opinions.
- **Stress Management**: The coaching relationship provides a safe environment in which to explore fears and anxieties, to identify coping skills and strategies, and to test out new behaviours. Many managers reported feeling calmer and less angry by the end of the programme.
- **Work/Life Balance**: Managers in this study took more ownership of decisions affecting themselves and close relations, and became more pro-active in managing the various roles in their lives.

Communication Skills

Effective communication is the channel for interactions between inner and outer development. It provides both the language for describing internal and external experiences, and the means of translating human experiences into learning and development. All the managers in the research described significant improvements in their communication skills.

What I like about this model is that it provides a framework for presenting the management development benefits that coaching can offer in a simple and readily accessible way. For a copy of the research contact Suzy Wales on suzywales@aol.com

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