



Coaching and Mentoring

GLOBAL COURSEWARE

Getting Started

Coaching is a process of relationship building and setting goals.

How well you coach relates directly to how well you are able to foster a great working relationship with your employees.

Workshop Objectives



- Define the GROW model
- Identify benefits of building and fostering trust
- Give effective feedback
- Identify the difference between mentoring and coaching



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*We are all capable of change and growth; we just need to
know where to begin.*

Blaine Lee

MODULE TWO

Defining Coaching and Mentoring

Understanding the difference between coaching and mentoring will help you be clear on your coaching objective.

Often, these two concepts are misunderstood.



What is Coaching?

A coach tutors or instructs a person to achieve a specific goal or skill.

What is Mentoring?

Mentoring is the act of guiding, counseling, and supporting.





Introducing the G.R.O.W. Model

Goal setting

Reality check

Options Developed

Wrap it up

Practical Illustration



- What is Coaching?
- What is Mentoring?
- Introducing the G.R.O.W. Model

Module Two: Review Questions

1. What is coaching?

A. Tutoring or instructing a person to achieve a specific goal or skill

B. Tutoring or instructing a person to achieve general skills

C. Teaching a person how to improve physical abilities

D. Teaching a person how to improve skills using the sport analogy

Module Two: Review Questions

2. Which of the following IS NOT one of the characteristics of coaches?

A. They focus on one or two skills at a time

B. Their interaction is planned and structured

C. They are strict

D. They are tutors and instructors

Module Two: Review Questions

3. Which of the following statements IS NOT true?

A. Mentoring is fundamentally teaching

B. Mentorship is more voluntary than coaching

C. Mentoring is less formal than coaching

D. Mentoring is pretty much the same as coaching

Module Two: Review Questions

4. Which of the following IS NOT included in mentoring scenarios matching your activity?

A. Political strategizing

B. Negotiating

C. Behavioral issues like tardiness

D. Managing

Module Two: Review Questions

5. In the GROW model, letter O refers to:

A. Options developed

B. Organization development

C. Organizing

D. Options revisions

Module Two: Review Questions

6. The GROW model is a:

A. Tutoring model

B. Coaching model

C. Mentoring model

D. Universal teaching model

Module Two: Review Questions

7. The G in the GROW model is what?

A. Growth

B. Gain

C. Goal

D. Grasping

Module Two: Review Questions

8. Understanding the difference between coaching and mentoring will help you be clear on your ____ objective.

A. Mentoring

B. Coaching

C. A and B

D. Neither A nor B

Module Two: Review Questions

9. As an example of coaching, a batting coach only focuses on the mechanics of _____.

A. The player's body

B. The layout of the field

C. Hitting the ball

D. Running

Module Two: Review Questions

10. _____ is more voluntary in nature and is less formal than _____.

A. Mentorship, coaching

B. Goal setting, Coaching

C. Coaching, goal setting

D. Coaching, mentoring



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If you don't know where you are going, you will probably end up somewhere else.

Lawrence J. Peter

MODULE THREE

Setting Goals

Without a goal, your chances of successfully coaching your employee to better performance are low.



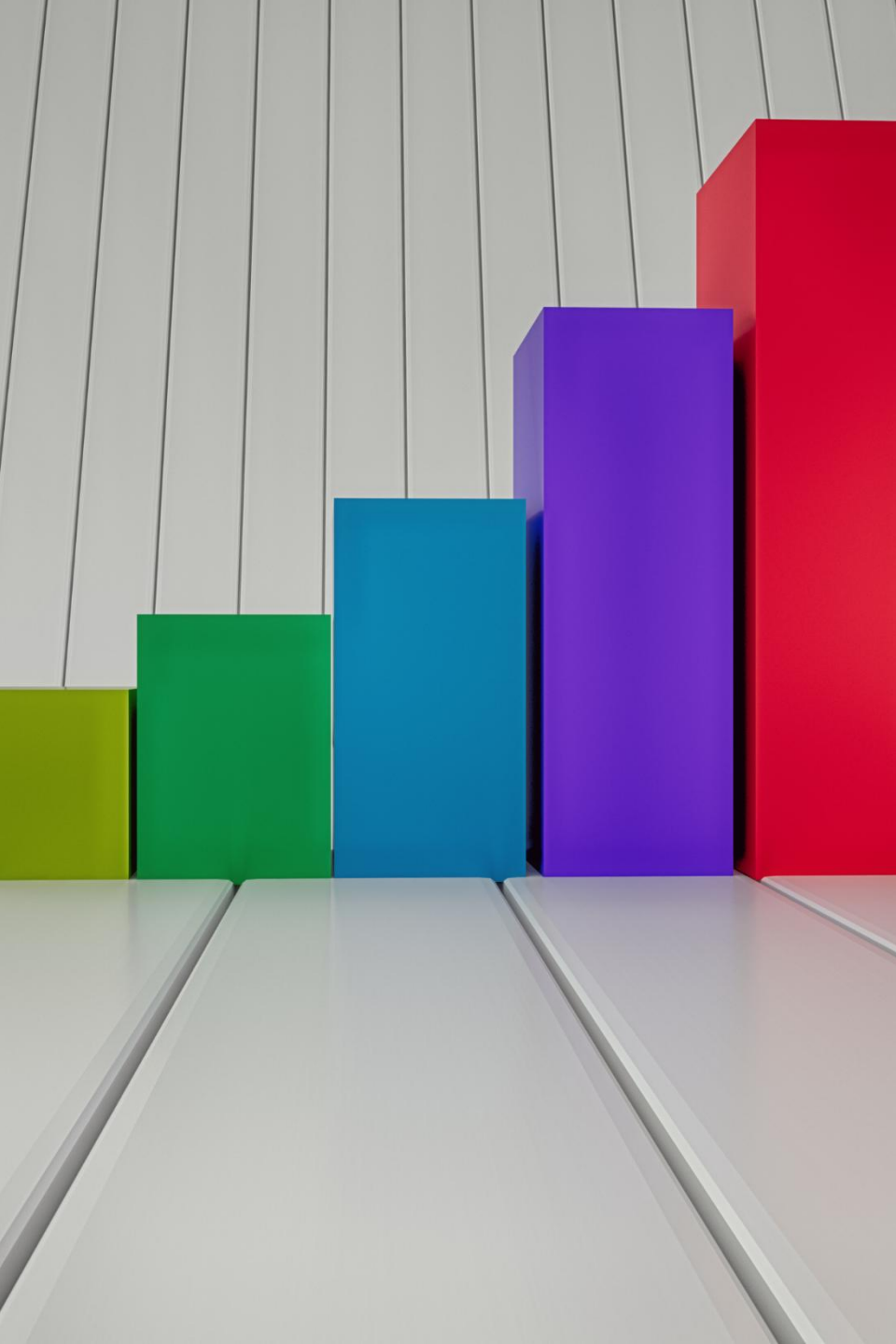
Goals in the Context of GROW

- Coaching time is more efficient
- You are able to plan ahead
- The coaching session is direct
- Your message will come across clear

Identifying Appropriate Goal Areas

- What goals are you working on right now?
- Where are you in relation to those goals?





Setting SMART Goals

Having a clear format and goal development process will enable you to create an effective goal.

Practical Illustration



- Goals in the Context of GROW
- Identifying Appropriate Goal Areas
- Setting SMART Goals

Module Three: Review Questions

1. The key step of the GROW model is:

A. Setting the goal

B. Reality check

C. Options developed

D. Wrap it up with a plan

Module Three: Review Questions

2. Which of the following IS NOT one of the benefits of setting goals?

A. Coaching time is more efficient once goals are discussed upfront

B. The coaching session is direct and avoids meandering

C. The employees work faster

D. Your message will come across clear, instilling confidence in your employees

Module Three: Review Questions

3. Which of the following IS NOT among the common questions that help in setting goals?

A. Where are you in relation to those goals?

B. How will you know you reached that goal?

C. What do you think is keeping you from reaching this goal?

D. How much will the reaching of this goal cost?

Module Three: Review Questions

4. Which of the following statements IS NOT true?

A. Determining what roadblocks are preventing employees from reaching their goals will provide insight into their personal circumstances

B. You will solve all the employee's problems through the questions

C. Allowing your employee to speak more enables you to gather more information

D. You should let your employees know that you are interested more in their personal goals as a way to help them reach goals at work

Module Three: Review Questions

5. In SMART technique, letter S refers to:

A. Smart

B. Strong

C. Specific

D. Steady

Module Three: Review Questions

6. In SMART technique, letter T refers to:

A. Timely

B. Talkative

C. Tolerant

D. Trending

Module Three: Review Questions

7. Without a ____, your chances of successfully coaching your employee to better performance are low.

A. A follow-up meeting

B. Goal

C. A and B

D. Neither A nor B

Module Three: Review Questions

8. Which of the following is a benefit to establishing goals upfront?

A. You and your employee have a better chance of starting in the right direction together.

B. Coaching time is more efficient once goals are discussed upfront.

C. The coaching session is direct and avoids meandering.

D. All of the above

Module Three: Review Questions

9. When coaching, it is a temptation for you to _____.

A. Talk

B. Listen

C. A and B

D. Neither A nor B

Module Three: Review Questions

10. The A in SMART goals is:

A. Approachable

B. Attainable

C. Action

D. Application



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Reality is that which, when you stop believing in it, doesn't go away.

Philip K. Dick

MODULE FOUR

Understanding the Realities

Placing a marker at the starting point of your employee's coaching journey enables both you and your employee to determine and measure progress.



Getting a Picture of Where You Are

- What is happening now?
- How often is this happening?
- When does it happen?
- What is the affect?

Identifying Obstacles

- Identify the obstacle
- Root out the cause
- Antidote given





Exploring the Past

- Goals that were met
- Great behaviors
- Great attitudes
- Problems solved

Practical Illustration



- Getting a Picture of Where You Are
- Identifying Obstacles
- Exploring the Past

Module Four: Review Questions

1. Placing a marker at the starting point of your employee's coaching journey is useful because:

A. It enables you to determine and measure progress

B. It enables your employee to determine and measure progress

C. It enables both you and your employee to determine and measure progress

D. It is just a formality

Module Four: Review Questions

2. Which of the following questions is not useful for getting the picture of where you are?

A. How often is this happening?

B. When does it happen?

C. What is the affect?

D. Who is guilty for the problems?

Module Four: Review Questions

3. What is the acronym for three steps process for identifying the obstacles?

A. IPA

B. IRA

C. IDA

D. INA

Module Four: Review Questions

4. Letter A in the acronym of three steps process for identifying the obstacles refers to:

A. Advantages

B. Accidents

C. Antidote given

D. Avoiding problems

Module Four: Review Questions

5. Why is exploring your employee's past performance and development important?

A. You need to know all the 'dirty laundry'

B. It helps you develop the reality of today's performance

C. It can confirm your authority

D. It is not so important – it is optional

Module Four: Review Questions

6. Which of the following IS NOT among the primary things you should know about your employee's past?

A. Great behaviors

B. Problems solved

C. Problems caused

D. Great attitudes

Module Four: Review Questions

7. Placing a marker at the starting point of your employee's coaching journey helps _____ progress.

A. Determine

B. Measure

C. A and B

D. Neither A nor B

Module Four: Review Questions

8. In order to gain acceptance of the problem, it is best to _____.

A. Explain to the employee what the problem is.

B. Let them come to their own realization of the problem.

C. Have a peer explain the problem to them.

D. None of the above

Module Four: Review Questions

9. What is the result when employees realize the impact on their own?

A. More buy-in is created

B. They will feel embarrassed

C. Their chances of success are reduced

D. None of the above

Module Four: Review Questions

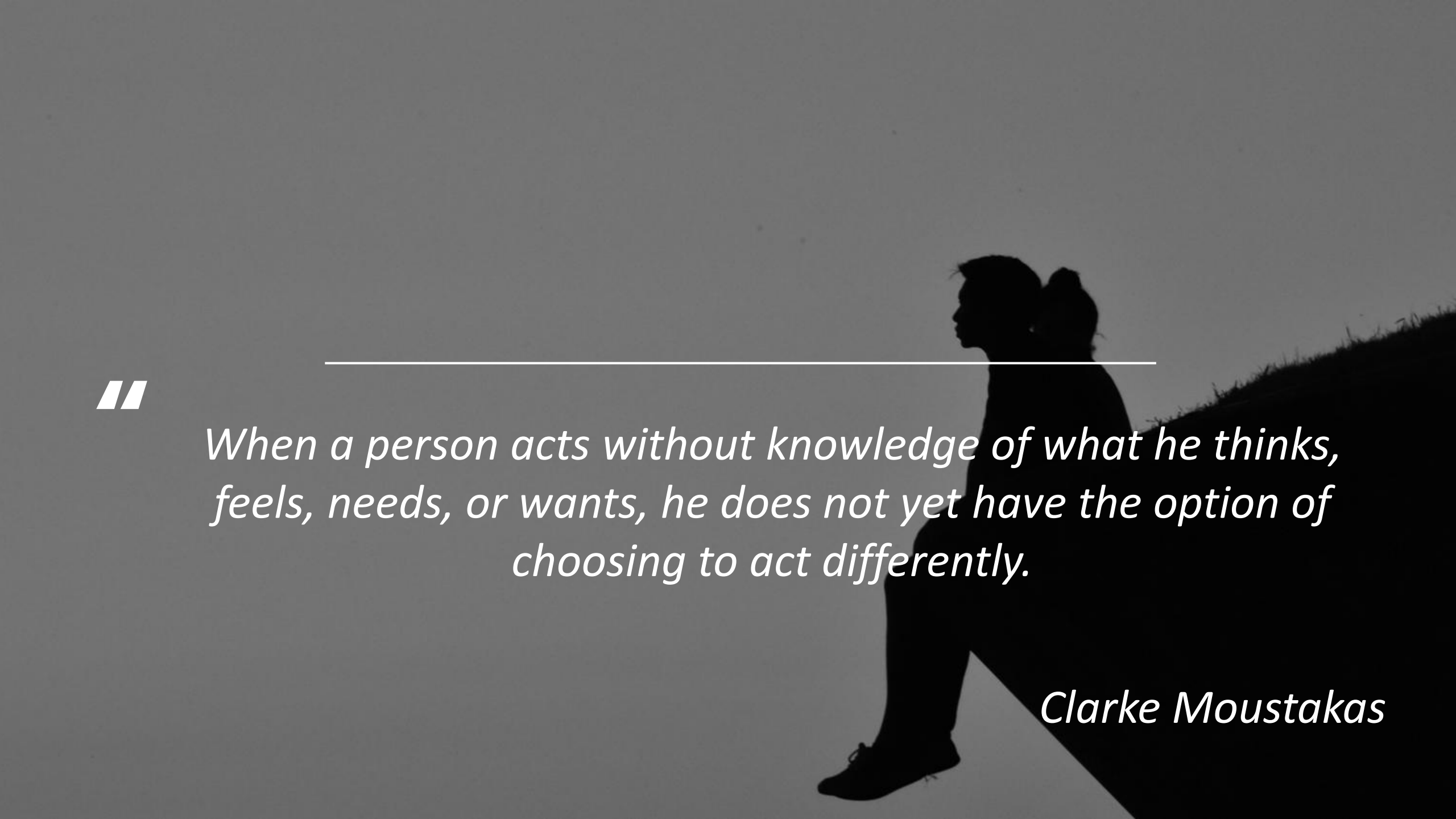
10. Using _____ helps to recap where your employee is at today.

A. Goals

B. The past

C. Schedules

D. Peer evaluations

A silhouette of a person sitting on a grassy hill, looking towards the left. The person's hair is tied back. A horizontal white line is positioned above the quote text.

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When a person acts without knowledge of what he thinks, feels, needs, or wants, he does not yet have the option of choosing to act differently.

Clarke Moustakas

MODULE FIVE

Developing Options

This is the pivotal step in the coaching process. If done correctly, you will engage your employee and create a desire for them to improve.



Identifying Paths

- Buy-in
- Innovation
- Growth

Choosing Your Final Approach

- Resources needed
- Cost
- Time
- Return on investment





Structuring a Plan

You and your employee may have agreed that focusing on asking open-ended questions during a sales call is the method they choose to achieve a particular goal.

Practical Illustration



- Identifying Paths
- Choosing Your Final Approach
- Structuring a Plan

Module Five: Review Questions

1. Sharing the development of options will result in:

A. B.A.G. results

B. B.E.G. results

C. B.I.G results

D. B.U.G. results

Module Five: Review Questions

2. In the acronym of the results of sharing the development of options, letter G refers to:

A. Gaining

B. Growth

C. General

D. Goals

Module Five: Review Questions

3. Which of the following IS NOT among the things you should consider when choosing the final approach?

A. Cost

B. Time

C. How challenging it is

D. Disruption of the business

Module Five: Review Questions

4. Which of the following IS NOT something you should consider when you are rating the relevancy of the options to the goal?

A. Does this option require more employees?

B. Does this option build new supporting skills?

C. Is this option measurable?

D. Does this option meet the time requirement of the goal?

Module Five: Review Questions

5. The 3T asking technique DOES NOT refer to what are you going to do:

A. Tomorrow

B. In two weeks

C. In thirty days

D. In three months

Module Five: Review Questions

6. When it comes to the first question of the 3T technique, you:

A. Are going to get the answer easily

B. May need to guide your employee when answering it

C. May need to force the employee to come up with something

D. None of the above

Module Five: Review Questions

7. The “O” in the GROW model is the _____step in the coaching process.

A. Easiest

B. Pivotal

C. Final

D. None of the above

Module Five: Review Questions

8. It is imperative to keep the employee _____.

A. Entertained

B. Excited

C. Engaged

D. Employed

Module Five: Review Questions

9. Once you determine the relevancy, you are able to multiply the feasibility rating with the _____ rating.

A. Relative

B. Relatable

C. Reference

D. Relevancy

Module Five: Review Questions

10. The more time you let pass from the time you coach them, to the time you implement your first action step, the more _____ could be lost.

A. Information

B. Time

C. A and B

D. Neither A nor B



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A good plan today is better than a perfect plan tomorrow.

Chinese Proverb

MODULE SIX

Wrapping It All Up

Finalize your employee's plan in a way that motivates them to take action immediately.



Creating the Final Plan

- Learn
- Apply
- Measure
- Assess

Identifying the First Step

Allowing the employees to learn something new is essential to their overall development.





Getting Motivated

- Be consistent
- Be respectful
- Be caring
- Be flexible
- Be a cheerleader

Practical Illustration



- Creating the Final Plan
- Identifying the First Step
- Getting Motivated

Module Six: Review Questions

1. What is the acronym of a process designed to approach the planning activity in a consistent and efficient manner?

A. LAMA

B. LANA

C. LARA

D. LADA

Module Six: Review Questions

2. In the acronym of a process designed to approach the planning activity, the two A's refer to:

A. Applying and advising

B. Applying and assessing

C. Advantages and assess

D. Advantages and assessing

Module Six: Review Questions

3. What is the first step to any developing activity?

A. Practicing

B. Working

C. Learning

D. Each activity has its own first step

Module Six: Review Questions

4. Which of the following IS NOT one of the mentioned benefits of learning?

A. You give a chance for a role model to become a mentor to your employee

B. New skills learned could be shared with other employees

C. Employee feels valued with the investment you are making in them

D. You establish a whole new level of your own authority

Module Six: Review Questions

5. Which of the following statements is true?

A. Motivating by money is usually enough

B. Many times, motivating by money alone is not enough

C. Motivating by money is always enough

D. Motivating by money is never enough

Module Six: Review Questions

6. Which of the following IS NOT one of the five B's for keeping the employees motivated?

A. Be a cheerleader

B. Be respectful

C. Be strict

D. Be flexible

Module Six: Review Questions

7. The M in LAMA stands for:

A. Mastering

B. Measuring

C. Mock up

D. Mindfulness

Module Six: Review Questions

8. The goal in caring for your employees is to:

A. Cheer them on

B. Respect them

C. Guide them

D. Be flexible

Module Six: Review Questions

9. The LAMA assessment date should correspond to the _____.

A. SMART goal

B. Last day of work

C. End of the pay period

D. None of the above

Module Six: Review Questions

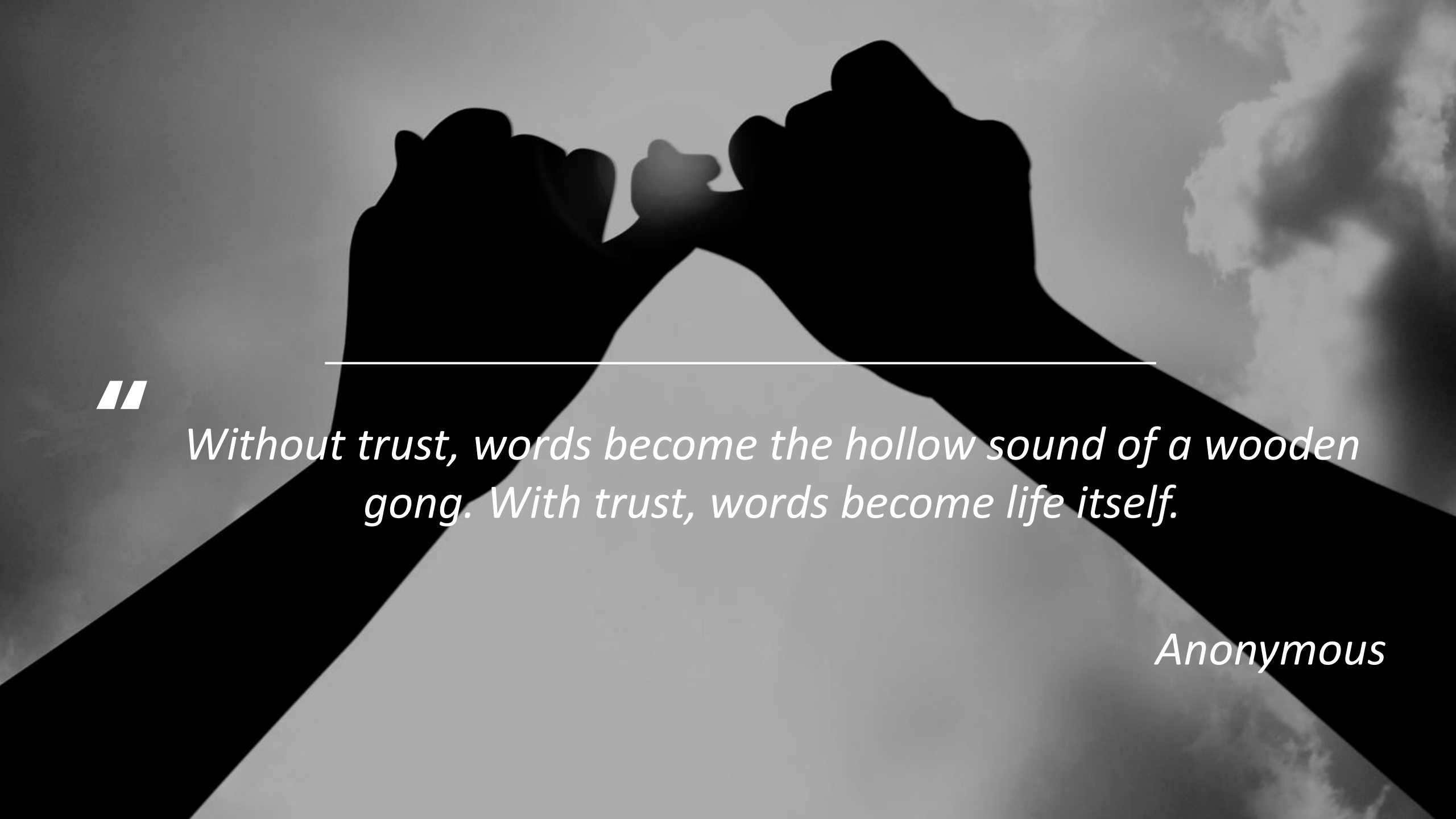
10. Offering your employee time away from the desk is considered being:

A. A cheerleader

B. Respectful

C. Strict

D. Flexible



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Without trust, words become the hollow sound of a wooden gong. With trust, words become life itself.

Anonymous

MODULE SEVEN

The Importance of Trust

In your coaching session with your employees, you will discover many times, things about your employee that are personal and sensitive in nature.



What is Trust?

Coaching should be a time when you and your employee can discuss things openly.

Trust and Coaching

Your coaching session is an opportunity to demonstrate that employees can trust you.





Building Trust

- Maintain positive body language
- Respect your employees
- Be confident

Practical Illustration



- What is Trust
- Trust and Coaching
- Building Trust

Module Seven: Review Questions

1. Building trust must be:

A. Established at least by force

B. A sincere desire in you

C. At least ostensibly if not sincere

D. None of the above

Module Seven: Review Questions

2. Trust is accomplished by:

A. Your thoughts

B. Following certain rules

C. Your actions

D. Force

Module Seven: Review Questions

3. The acronym of things you should avoid when coaching is:

A. DOME

B. DORE

C. DODE

D. DOPE

Module Seven: Review Questions

4. In the acronym of things you should when coaching, letter D stands for:

A. Defending

B. Degrading

C. Dictating

D. Dismissing

Module Seven: Review Questions

5. Which of the following statements IS NOT true?

A. There are nine easy steps for building trust

B. Building trust takes practice

C. You need to be sensitive to employee's needs to build trust

D. All the statements are true

Module Seven: Review Questions

6. Which of the following IS NOT one of the easy steps for building trust?

A. Be confident

B. Maintain positive body language

C. Keep things confidential

D. Taking the authoritative attitude

Module Seven: Review Questions

7. Coaching should be a time when you and your employee _____.

A. Leave the office

B. Maintain positive body language

C. Discuss things openly

D. None of the above

Module Seven: Review Questions

8. Trust is defined as:

A. The ability to instill confidence

B. The ability to instill reliance

C. A and B

D. Neither A nor B

Module Seven: Review Questions

9. Avoid using your coach session as a venue to deliver _____.

A. Accolades

B. Reprimands

C. A and B

D. Neither A nor B

Module Seven: Review Questions

10. Building trust takes _____.

A. Practice

B. Dedication

C. A and B

D. Neither A nor B



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I've learned that mistakes can often be as good a teacher as success.

Jack Welch

MODULE EIGHT

Providing Feedback

Although building trust is a personal investment you must make, you are still required to provide both negative and positive feedback.



The Feedback Sandwich

The Feedback Sandwich is a method of introducing feedback surrounded by praise.

Providing Constructive Criticism

Avoid addressing multiple issues. This will only cause confusion and frustration.





Encouraging Growth and Development

- Develop a peer mentorship process
- Use your internal training department
- Use your team meeting as a venue for team learning

Practical Illustration



- The Feedback Sandwich
- Providing Constructive Criticism
- Encouraging Growth and Development

Module Eight: Review Questions

1. Which of the following statements is true?

A. You are required to provide only the positive feedback

B. You are required to provide only negative feedback

C. You are required to provide both positive and negative feedback

D. Feedbacks are not required, they are optional

Module Eight: Review Questions

2. A method of introducing feedback to your employee surrounded by praise is called:

A. The feedback stew

B. The feedback sandwich

C. The feedback doughnut

D. The feedback pizza

Module Eight: Review Questions

3. The method of introducing feedback starts with:

A. Reviewing a positive aspect your employee is currently demonstrating

B. Reviewing a negative aspect your employee is currently demonstrating

C. Casual conversation for breaking the ice

D. Accusing the employee for the mistakes

Module Eight: Review Questions

4. The feedback session should be closed in a:

A. Warning note

B. Neutral note

C. Positive note

D. Serious note

Module Eight: Review Questions

5. Providing constructive criticism is a skill that requires you to focus on:

A. Everything at once

B. The key areas

C. A couple of topics

D. None of the above

Module Eight: Review Questions

6. Which of the following statements IS NOT true?

A. Providing constructive criticism requires you to focus on being timely

B. Providing constructive criticism requires you to focus on one issue at a time

C. Providing constructive criticism requires you to focus on observable actions or behaviors

D. Providing constructive criticism requires you to focus on anything you want at the moment

Module Eight: Review Questions

7. Understanding how to structure feedback ____.

A. Is not imperative

B. Is essential

C. Is up to the employee

D. Is up to everyone

Module Eight: Review Questions

8. How should you begin the Feedback Sandwich?

A. By describing all the issues you have with your employee

B. By briefly reviewing a positive aspect of the employees behavior

C. A and B

D. Neither A nor B

Module Eight: Review Questions

9. When providing constructive criticism, focus on _____.

A. What you will say

B. Observable behavior

C. Specific actions of the employee

D. B and C

Module Eight: Review Questions

10. As managers, we should foster an environment of _____.

A. Working

B. Discipline

C. Learning

D. None of the above



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*Obstacles are those frightful things you see when you take
your eyes off your goal.*

Henry Ford

MODULE NINE

Overcoming Roadblocks

It is common to encounter roadblocks during the coaching process, but they should not spell an end to the coaching process.



Common Obstacles

- Lack of confidence in coaching
- Fear of confrontation
- Fear of losing job
- Lack of confidence reaching the goal

Re- evaluating Goals

You want to check in to see where the employee is with respect to the goal set.





Focusing on Progress

Tell your employee that you see progress and that you believe that they are able to meet their goals.

Practical Illustration



- Common Obstacles
- Re-evaluating Goals
- Focusing on Progress

Module Nine: Review Questions

1. Which of the following IS NOT listed as the common obstacle we, as managers, create?

A. Feels awkward

B. Fear of confrontation

C. Denial there is anything wrong

D. Afraid employee will not respond

Module Nine: Review Questions

2. The basics of all needs are:

A. The physical and the safety needs

B. The physical and the social needs

C. The safety and the social needs

D. The physical and the growth needs

Module Nine: Review Questions

3. Which of the following IS NOT one of the steps you should take when re-evaluating your goals?

A. Determine if the time remaining before the goal date is adequate to fulfill the goal

B. Revisit the starting point

C. Changing the goal

D. Determine what has been accomplished

Module Nine: Review Questions

4. If there is enough time for accomplishing the goal, you should:

A. Set smaller goals to help the employee move towards the established general goal

B. Make the general goal more complicated and challenging

C. Congratulate the employee and wait for the goal to be accomplished

D. Not do anything

Module Nine: Review Questions

5. If you find yourself with an employee struggling with reaching their goals, you should:

A. Focus on the negative aspects to detect the problems

B. Focus on the progress

C. Change the goals

D. Modify the goals

Module Nine: Review Questions

6. Which of the following IS NOT one of the benefits when you focus on progress?

A. Building trust

B. Increasing motivation

C. Establishing the faster tempo of working

D. Increasing the communication

Module Nine: Review Questions

7. According to the information in this module, _____ is a two-way street.

A. Goal-setting

B. Coaching

C. Overcoming obstacles

D. Progress

Module Nine: Review Questions

8. Which of the following is considered an obstacle for an employee?

A. Home/life issues are blocking progress

B. Fear of losing their job

C. Denial there is anything wrong

D. All of the above

Module Nine: Review Questions

9. If not enough time is left to accomplish the goal by the goal date, then _____.

A. Start over

B. Set a new goal

C. A and B

D. Neither A nor B

Module Nine: Review Questions

10. The root of obstacles typically comes from a personal deficiency in real life situations.

A. True

B. False



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The reason goals are not reached is that we spend time doing second things first.

Robert J. McKain

MODULE TEN

Reaching the End

Identifying the end of the coaching process is a step that helps both you and your employee acknowledge you have both reached a particular goal.



How to Know When You've Achieved Success

If you fail to recognize success, you could hurt your coaching program.

Transitioning the Coachee

Making the transition clear tells the employee they achieved success and are ready to take on new challenges.



A close-up photograph of a person's hand with bright red nail polish, holding a silver ballpoint pen and writing on a white notepad. The person is wearing a dark suit jacket. The background is a soft, out-of-focus grey.

Wrapping it All Up

- Employee's profile
- List of achievements
- List of positive behaviors
- List of areas for further development

Practical Illustration



- How to Know When You've Achieved Success
- Transitioning the Coachee
- Wrapping it All Up

Module Ten: Review Questions

1. Which of the following statements IS NOT true?

A. Determining if success is achieved is a crucial element to the coaching process

B. If you fail to recognize success, you could hurt your coaching program

C. Taking inventory of your employee's accomplishments helps you to determine how well your employee has achieved success

D. Regardless of the success, your employee should move into the next level after the coaching program

Module Ten: Review Questions

2. Which of the following IS NOT among the areas you should review when taking inventory?

A. The behaviors your employee demonstrated during the coaching progress

B. Your employee's strengths

C. Your expectations compared to how well your employee meets or exceeds your expectations

D. Your employee's speed of learning

Module Ten: Review Questions

3. Which of the following IS NOT a good step for making a transition?

A. Making a statement of success

B. Overview of accomplishments given

C. Mentioning the employee's weaknesses

D. Engaging the employee with the next level of development

Module Ten: Review Questions

4. The transitions need to be:

A. Clear

B. Fast

C. Slow

D. Perfect

Module Ten: Review Questions

5. Which of the following statements IS NOT true?

A. Wrapping it all up is just a matter of organizing your employee's coaching file and transitioning the file to the next manager for reference

B. Even if you do not plan to transition your employee over to a new manager, you should wrap up the coaching file and keep it accessible for future use

C. You should have all your coaching documents related to your employee placed in a file folder

D. All the statements are true

Module Ten: Review Questions

6. Which of the following IS NOT something that Wrapping it up outlines?

A. List of achievements

B. Your recommendation

C. List of employee's negative traits

D. List of goals your employee would like to achieve

Module Ten: Review Questions

7. When reaching the end of the coaching process, who has achieved the goal?

A. You, the manager

B. Your employee

C. A and B

D. Neither A nor B

Module Ten: Review Questions

8. Determining if _____ has been achieved is a crucial element to the coaching process.

A. Transitioning

B. Success

C. A pay raise

D. A lateral movement

Module Ten: Review Questions

9. You want to ensure that you and your employee are _____.

A. Compatible

B. On the same page

C. Meeting weekly

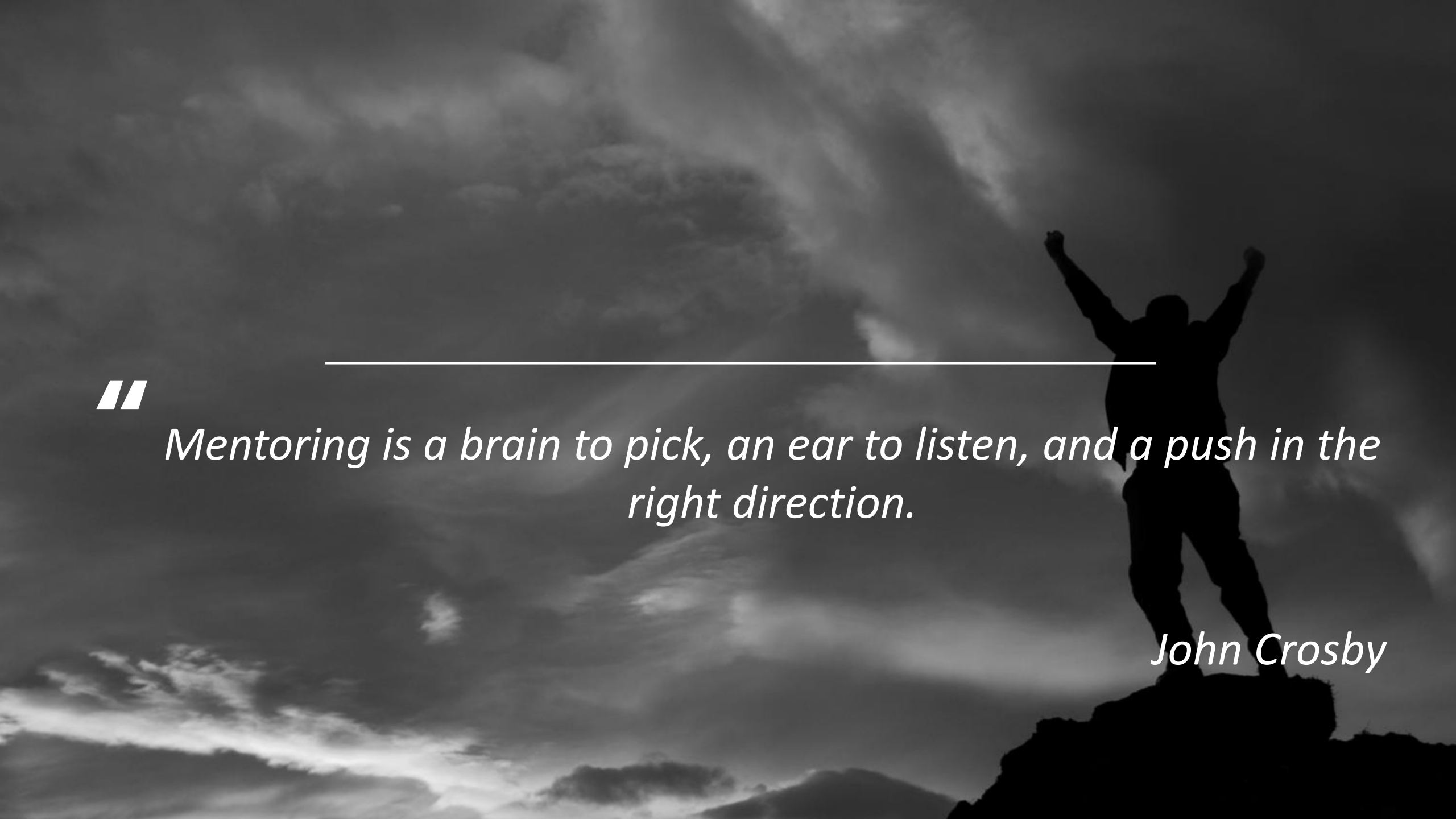
D. None of the above

Module Ten: Review Questions

10. Failure to transition may frustrate the employee over time.

A. True

B. False



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Mentoring is a brain to pick, an ear to listen, and a push in the right direction.

John Crosby

MODULE ELEVEN

How Mentoring Differs from Coaching

Use the GROW model when you are mentoring your employee and focus more on building relationships.



The Basic Differences

There are differences between coaching and mentoring. Each typically has goals to accomplish, but the methods are vastly different.

Blending the Two Models

You may want to combine the characteristics of coaching with mentorship.





Adapting the GROW Model for Mentoring

Goal

Reality

Options

Wrap it up

Focusing on the Relationship

The coaching relationship is hierarchal: you are driving the process and the employee must respond.



Practical Illustration



- The Basic Differences
- Blending the Two Models
- Adapting the GROW model for Mentoring
- Focusing on the Relationship

Module Eleven: Review Questions

1. Which of the following IS NOT a characteristic of coaching?

A. The interaction usually is for a set amount of time

B. Interaction is usually voluntary

C. The goal is to produce a more immediate change or result

D. The interaction is structured and meetings are typically confined to scheduled meetings

Module Eleven: Review Questions

2. Which of the following IS NOT a characteristic of mentoring?

A. The focus is on a particular job function developmental issue

B. The goal is to develop areas that the protégé deems necessary for their development for future roles

C. Interaction is less structured with more causal than structured meetings

D. Relationship is usually long-term over an extensive period of time

Module Eleven: Review Questions

3. Which of the following statements is true?

A. Coaching and mentoring never combine

B. Coaching and mentoring always combine

C. Coaching and mentoring can be combined

D. It is not good to combine coaching and mentoring

Module Eleven: Review Questions

4. Which of the following can be the result of combining coaching and mentoring?

A. Decreased flexibility

B. Confusions about further development

C. Losing authority

D. Greater satisfaction for both you and your employee

Module Eleven: Review Questions

5. What is the acronym of the model used as a guide for the coach to structure their dialogue with their employee?

A. GRAW

B. GREW

C. GROW

D. GRUW

Module Eleven: Review Questions

6. What does the letter R in the acronym of the model used as a guide for the coach presented in previous module?

A. Rationalization

B. Reality

C. Reasoning

D. Randomization

Module Eleven: Review Questions

7. Basically, coaching and mentoring are very similar.

A. True

B. False

Module Eleven: Review Questions

8. The Coach is an expert on the coaching topic.

A. True

B. False

Module Eleven: Review Questions

9. _____ is used as a guide to questioning the protégé on which development path they want seek.

A. Coaching

B. Mentoring

C. GROW

D. None of the above

Module Eleven: Review Questions

10. There is no _____ answer when determining which characteristics you want to combine.

A. Right

B. Wrong

C. A and B

D. Neither A nor B

MODULE TWELVE

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Coaching and Mentoring is just beginning.



Words From the Wise

If you're not making mistakes, then you're not doing anything. I'm positive that a doer makes mistakes.

- John Wooden

I have found that being honest is the best technique I can use. Right up front, tell people what you're trying to accomplish, and what you're willing to sacrifice to accomplish it.

- Lee Iacocca

I don't wait for moods. You accomplish nothing if you do that. Your mind must know it has got to get down to earth.

- Pearl Buck

I don't look to jump over 7-foot bars. I look around for 1-foot bars that I can step over.

- Warren Buffet