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Strategic development – mentoring and coaching

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Topics for this session

- Self – reflection: what type of leader are you
 - Clarifying some terminology
 - Identifying your style
 - Flexibility of the leader’s style to maximise learning
- The leader/manager as a coach/mentor
 - Power dynamics involved when the line manager is coach
 - Coaching and mentoring in a reporting relationship
 - Sustaining the culture
- Practical tips and resources

Clarifying terminology..... discuss.



Coaching



Mentoring



Counselling

Coaching



- Individual finds their own solution
- Build on strengths an individual already possess
- Individualised
- Coach challenges assumptions
- Allows time for reflection
- Non-judgmental
- Collaborative
- Individual becomes accountable for their progress
- Cyclical process
- Coach may not be the expert in the topic. Focuses on process
- Not limited by the coach's performance level
- Destination point



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Mentoring



- Transfer of knowledge or experience to advance their understanding
- Informs the individual of options to take
- Directive
- No destination point as experiences are on-going
- Individual might be perceived as a protégé
- Limited by the mentor's experience level



Counselling



- Coping with crisis
- Responding to distress associated with living
- Deeply felt need to make changes in one's life
- Dealing with health problems
- Specialist agency

Mutual components

- Based on mutual trust and respect
- Structured, focused interaction
- Focuses on the individual
- Supporting another
- Helping them to learn
- Provides direction
- Discusses the consequences of actions taken
- Tailored development
- Problem solving
- Doesn't fix the problem or give advice
- Taking responsibility for difficulties to begin to resolve them
- Confidential support



Identifying styles



Complete the Clark questionnaire

- What is your strongest preference?
- Does this surprise you?
- What do you experience in the workplace to support this finding?
- Are you like this outside of the workplace also?
- Does your preferred style best lend itself for coaching or mentoring?
- Which one would you focus on for development and why?

Flexing styles

<https://www.youtube.com/watch?v=2g-vLmVxP9Q>

- Find the preferred /strongest style for you
- Flex your style depending on the situation and learner
- Different styles for different people
 - “shouting at him doesn’t work”
- Put it into context so the learner can relate to your language

What does management mean?

- Raise your hand if you are a ‘people manager’
- What do you get ‘paid to do’?



What does management mean?

1. Management is the intervention of getting things done through others.
2. You need your employees more than they need you.
3. You get paid for what your employees do, not for what you do.

Fournies (2000: 12)

- Management has been described as making a profit, planning and achieving objectives, getting results, getting things done through others.

Reasons why people don't do what they're supposed to do...

- They don't know what they're supposed to do
- They don't know how to do it
- They don't know why they should do it
- They think they are doing it (lack of feedback)
- There are obstacles beyond their control
- They think it will not work
- They think their way is better
- They think something else is more important
- There is no positive consequence to them for doing it
- Personal limitation (incapable)
- Personal problems
- Fear of consequences
- No one could do it!



(Fournies 2000: 94)

Manager as a coach and/or mentor

With those around you, discuss the advantages and disadvantages of a line manager being a coach or mentor.

Manager as a coach and/or mentor

Disadvantages

- Not objective, neutral
- Reporting line assumes responsibility of actions
- Might prefer it to be done a particular way
- Might not have the experience to mentor
- Power dynamic might limit the creativity to resolve issues

Advantages

- Already a trusted relationship
- Understands the politics and culture within the business
- Available for support
- Developing the 'team's resource'
- Nurturing loyalty to the business

Internal versus external coaches

Internal advantages

- Cost
- Encourages loyalty to the business
- Develops internal resource as a coach
- Too much workload
- Operational priorities
- Relationship already established

External Advantages

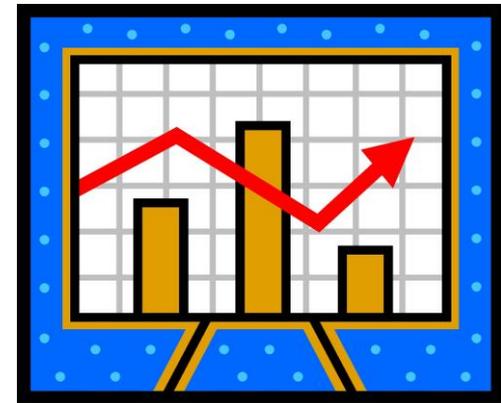
- Qualifications and experience
- Credentials
- Specialist coach
- Objective, outside perspective
- Credibility with senior managers
- Confidentiality

Manager as coach

- Coaching by line manager is rated the 2nd most effective learning and development practice, and nearly three times as effective as coaching by external practitioners (CIPD, 2012).
- Informal coaching is valuable and effective
- Corridor coaching does not happen!
 - Unless the manager is experienced in coaching
- Lack of skill and efficacy often limits the manager as coach
- Fragile psychological contract
- Conflicts of interest may influence managers not to coach
- Prefer a 'command and control' style.
- Time restraints
- Success is related to **time, skill and relationship (trust)**

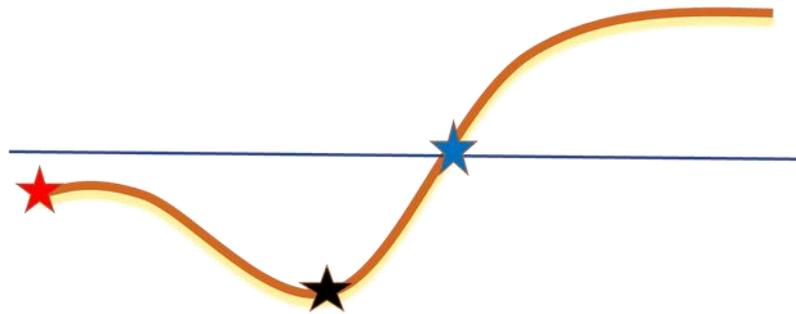
Sustaining the culture

- Develop the self-efficacy of the key players
- Agree and devolve responsibility
- Establish ownership of the roles within the programme
- Invest in developing the appropriate skills with the right people
 - Strength of style
- Always conduct a tripartite contracting session prior to starting
 - Individual, line manager, mentor/coach
- Communicate and embed the processes
- Value the programme
- Share and celebrate role models
- Keep it visible
 - Share success stories regularly
 - Reward, recognition and celebration
- Share best practice amongst mentors and coaches
- Recognise the value of networking and supervision



Embedding a culture

If managers were more confident in their ability to deploy their skills to coach and mentor, they would be more likely to 'take a risk' and develop a difficult individual.



Resources and references

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