

## MENTORING VERSUS COACHING (BY A LINE MANAGER)

### *What is the difference between mentoring and coaching?*

- Coaching targets high performance and improvement at work and usually focuses on specific skills and goals. The process typically lasts for a relatively short period.
- Coaching by the line manager is primarily a top-down process: the coach suggests ways of altering performance to improve results and gives feedback. Coaching is rather task-oriented.
- The mentoring-relationship is a not-hierarchical relation. It focuses on long-term development and on sharing and reflecting together.
- (Coaching can be a sub-component, a kind of tool used to support the larger effect of mentoring.)

### *Should the mentor perform a formal evaluation of the mentee?*

- The line manager/supervisor evaluates and decides on fixed recruitment, promotion...
- The mentor supports and monitors the learning process and its evolution (based on the new employee's individual training plan using SMART learning goals).
- The mentor reports to the line manager about the progress of the learning process.

### *How to reconcile the role of the line manager and the role of the mentor?*

- Define their roles clearly (who does what?).



- Starting up a mentoring relationship does not relinquish the supervisor from their responsibilities in the development team. Rather, it adds another learning resource to the team.
- When the mentoring relationship involves a focus on existing employees, the supervisor can help the employee's mentoring activity by identifying and recommending appropriate mentors, demonstrating interest and support, helping the employee identify development goals, providing rewards for meeting development milestones, respecting the confidentiality.