

# Coaching

## Coaching

### INTRODUCTION

Coaching is a development process for individuals, teams and organizations, that seeks to unlock people's potential for personal and professional growth and transformation in order to achieve a higher level of performance.

#### Is Coaching the same as Mentoring?

**No.** Coaching is led by an experienced coach who focuses on the future goals and actions of the coachee. Mentoring is typically provided by an expert in a specific topic. See the comparison below for further illustration.

**Mentoring** is a relationship where a Mentor shares their knowledge, skills, and experience in some field with a Mentee in order to support their development. It is a good way of efficiently transferring valuable competencies from one person to another, and can motivate individuals and teams to learn and grow, expose them to learning opportunities, and provide support for their learning and growth.

For more information on **Mentoring**, [click here](#).

Coaching	Mentoring
Short-term for a set duration	Long-term, no set duration
Conversation	Advises on what to do
Asks powerful questions	Shares, models, teaches
Partners	Teacher and student
Intuitive feedback	Explicit feedback
Participative	Directive

### COACHING

#### How do I know if Coaching is right for my employee?

To help you decide whether to invest in coaching, consider the following questions:

- What other options besides coaching have been, or should be considered for their development? How will the coaching process change the current situation?
- Have I been giving regular feedback to this team member?
- Coaching encourages coachees to explore their mindsets and behaviours, but it is not a 'quick fix' for any potentially damaging mindsets or behaviours. Is the individual open to exploring new behaviours and ways of thinking about workplace challenges?
- Is there time to invest in coaching? Coaching is a long-term time investment including time spent with a coach and additional time to reflect on coaching sessions.
- Coaching promotes greater self-awareness. A goal is to shift any more negative underlying behaviours and improve accountability. Is the individual ready to be accountable for goals set? A coach will support them to find the answers, but the coachee is responsible for taking what they have learned and applying it within the workplace environment.
- Does the individual know what they want to get out of coaching? Organizations should know what they want to get out of coaching in terms of measurable business results, while coachees must align with their managers on what they need to get from coaching in terms of business impact and personal development.

If you can answer 'yes' to each question, coaching may be the right step for the individual.

#### What is the process to request a coach for one of my employees?

- **The Manager initiates the process by contacting Syensqo's Coaching Coordinator.**
- The Coaching Coordinator and the Manager meet for a briefing session to discuss the individual's needs.
- The Manager completes an intake form to start the coaching process;
  - In Executive Coaching, the coachee interviews potential coaches to select the right coach ("chemistry interviews");
- The employee may complete a 360 assessment at this stage.
- The coaching process begins.

- In Executive Coaching, three separate meetings are held between the Coach, Coachee, and Leader over the course of the coaching process to : 1) Set objectives, 2) Validate the action plan, and 3) Conduct a final evaluation.

The total time commitment for a coaching relationship is a minimum of 12 hours to a maximum of 20 hours over a period of 6 months.

## **Coaching Options**

**Ezra** is our global provider for external coaching. We support individual external coaching requests and also offer personalized external coaching as part of our comprehensive leadership development programs. External coaching is a significant investment and is offered as a strategic initiative to address specific business needs. Criteria for participation are always communicated in advance with Strategic HR Business Partners.

Date last updated: 16 Oct 2024

---