



Leadership Tips

August 2017: Augment Training with Coaching and Mentoring

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Augment Training with Coaching and Mentoring

Multiple Ways to Grow and Groom Your Talent

Training: Tried and True

Supervisors, managers and leaders at all levels recognize the value of training their employees. Effective training builds skills and confidence, enhances productivity and team cohesiveness and reinforces organizational culture. Classroom training remains an effective and efficient way of transferring knowledge to a group of employees at the same time, so they learn and grow together.



AUGMENT TRAINING WITH COACHING AND MENTORING, continued

THE CONSULTING TEAM has spent decades providing communication and leadership training to organizations ranging from police and sheriff's departments to city and county municipalities to non-profit boards and small, medium and large corporations. And the impact has been measurable.

Yet blanket training isn't always the only obvious answer. Training an entire group can often be both expensive and time consuming. Sometimes it's overkill as just a few or several employees may need help, extra attention or concentrated instruction.

The Coaching Dimension: Short-term and Task-based

As effective as group TRAINING is, one-to-one COACHING can often augment or supplant classroom training. COACHING provides concentrated tutelage and support for individual employees. Best yet, it can be tailored to specific areas.

Whereas an instructor is tasked with moving an entire group forward, a coach, in short order, can zero in on the areas of greatest need for an individual employee. Growth and improvement follow rapidly with concentrated attention to skill-building.

In a coach-client setting, time can initially be allotted to assess an employee's strengths and weaknesses, and their skills can be inventoried at the outset to determine the best course of action. COACHING regularly builds skills and confidence in everything from listening skills to dealing with conflict, improving writing or speaking skills, or sharpening facilitation and meeting management skills.

Best yet, coaching doesn't always need to take the form of manager-employee but can include peer-to-peer coaching. In every department there is a time to train and a time to coach. And sometimes they go hand in hand.

*"Tell me and I forget,
teach me and I may remember,
involve me and I learn."*

- Ben Franklin



AUGMENT TRAINING WITH COACHING AND MENTORING, continued

The Mentoring Option: Relationship Oriented Support

Complementing the COACHING alternative to training, many organizations have benefitted from launching a formal MENTORING program within their ranks. Seasoned employees serve as mentors to transfer knowledge and instill confidence in their mentees. For some who were mentored themselves when they first entered the work force, it's an opportunity to give back. For mentees, it's a chance to learn at the feet of a master and benefit from their wise counsel. A mutual accountability takes hold as both parties support each other in this relationship.

Whereas COACHING often tackles specific skill development, the mentor-mentee relationship can often address issues related to career development, communication or leadership styles, or focus more on developing better emotional intelligence, stress reduction or styles of leadership.

Most successful professionals have benefitted from MENTORING at some point in their career. They'll agree that mentors helped them in numerous ways.

Examples include:

- Identifying blind spots in an employee's professionalism, communication style or interactions with team members
- Helping build or restore an employee's confidence after a miscue or mistake
- Teaching and modeling key skills and engaging in role plays
- Helping them develop empathy for others

Over time, the mentor-mentee relationship engenders trust and instills accountability. Mentors review past interactions with their mentees, celebrate successes and dissect failures, set goals and objectives, and nurture growth along the way.

AUGMENT TRAINING WITH COACHING AND MENTORING, continued

The Cumulative Effect of Blending Training, Coaching and Mentoring

For Jonathan, a new city hire, onboarding initially helped him transition from a corporate to a public sector position with a municipality. Subsequent onsite *training* helped him improve his verbal and written communication skills. Yet he was initially perceived as a lone wolf who put himself first. *Coaching* helped him modify his language from “me” to “we.” The subsequent assigning of a *mentor* helped him further understand dimensions of teamwork and how his sarcastic use of humor as a weapon could be replaced with humor that built bridges and thus fostered better teamwork. Soon he was promoted as he adjusted his own needs to further the teams’ goals. Eighteen months later he was coaching others!

Training, coaching, and mentoring are three ways you can strengthen your team and yourself. Learning new skills in group settings, gaining insights into your own thought processes, and working one-on-one with skilled professionals each offers growth opportunities. Taken together, they’re a powerful force in workplace development.

Contact **THE CONSULTING TEAM** to learn more about training in establishing a mentoring program, coaching assistance and also one-to-one training for leaders and employees. Visit www.TheConsultingTeam.com or call (650) 965-3663 for more information.



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