

Philip Atkinson Notes to accompany the Training input from SLACIAG Conference June 10/11 2013 West Park, Dundee

Explanatory Notes are outlined beneath each of the PowerPoint Slides. For further information on Coaching you will find a variety of articles on this web link – <http://www.philipatkinson.com/coaching-business-mentoring-b2b-client-acquisition.htm> note the articles and issues running down the left hand column on this web page. Good luck

“Coaching & Mentoring for Internal Audit”

Philip Atkinson

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Introduction

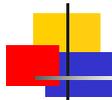
There is very little distinction between Coaching & Mentoring in terms of content. Mentoring normally refers to technical or career issues but could just as easily refer to non-technical performance issues – such as personal development. Organisations often have formal mentoring programmes for new graduate trainees who are mentored and fast tracked by Senior Managers.

Coaching usually refers to being Coached by someone outwith the function – often provided by trained individuals outwith the normal function of IA. What is important is that any Coaching should be delivered only by accredited individuals who have a great deal of experience in personal development.

However, there are issues when others, such as HRD professionals provide Coaching to people within the larger organisation. These issues relate to trust, objectivity and whether information will be shared with others, such as people in HRD, or through your own functional organisational structure.

For these reasons Coaching is often not taken seriously – it is more likely to be effective when an external agency is chosen by the Coachee. Mentees may also prefer to work with a ‘trusted associate’ or mentor from another organisation.

In 2010 the IIA set up a similar scheme originally designed and delivered by Philip Atkinson but it was Dave Reynolds and Aidan Allcock who made it a breathing reality, with about 20 mentees going through the process in the first few years.



Coaching & Mentoring

- Socratic dialogue
- The process
- Coaching & Mentoring
- Occupational vs. organisational
- Method, structure, skills
- Chemistry

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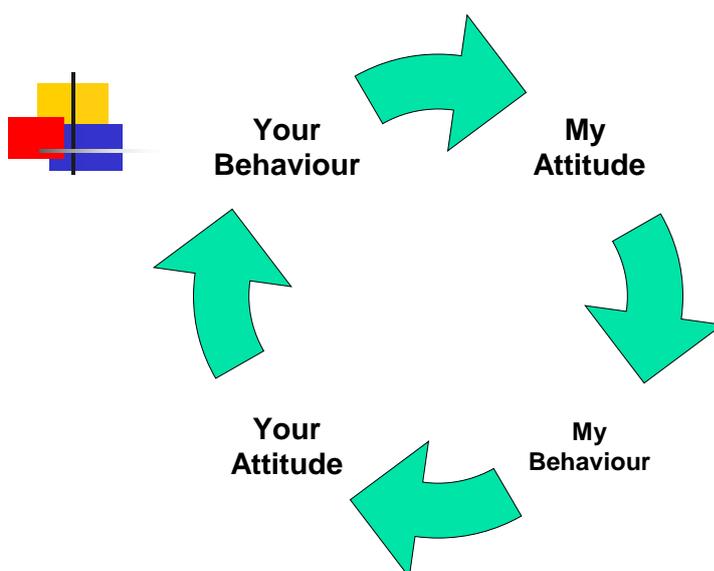
Socratic Dialogue – suggests that we are clever enough to devise the right questions: all the answers are within us all – so the emphasis in Coaching & Mentoring is to be objective, non judging supporting others to think through their own issues and take ownership of the process for personal change.

The Process starts with the Coachee having issues to resolve –managers will then draw staff to opportunities for their own growth.

The distinction between Coaching & Mentoring is drawn out under the first slide.

Occupational C&M is focused usually on providers other than the employing organisational vs. occupation which is driven by the employer or professional institution or organisation.

Chemistry between Coach and Coachee is critical to developing an effective relationship.



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To develop rapport and trust one has to be aware as a Coach that my attitude influences my behaviour, which in turn will influence the attitude of others and then their behaviour. This implies that the Coach's attitude is central to an effective coaching relationship. You might want to assess your attitudes and how they impact your relationships with others whom you are trying to influence.



Coaching & Mentoring

- Method, structure & skills
- GROW
 - Goals
 - Reality
 - Options
 - Withdraw

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This is one of several Coaching models with the acronym explained above.



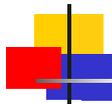
Barriers to Coaching

- Plan
- Send
- Receive
- Understand
- Accept
- Response

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This outlines the Communication process between individuals. First one has to plan what one is to communicate, then send it etc right the way through to responding. There are numerous barriers which can impact the effectiveness between these stages and it is the Coach's responsibility to remove or minimise these.



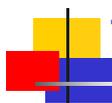
Skills

- Structure
- Rapport
- POWER questions
- Listening

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This outlines the activities associated with developing a trusting Coaching relationship.



The Process

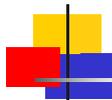
- Climate
 - Mutual Trust
 - Managing Difficulties
- Structure
 - Opening
 - Concerns & Issues
 - Agreement & Ownership
 - Close and Follow up

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Here there are two major activities. Before one can get the structure right of flowing from activity through the Coaching relationship, you first have to establish a positive climate based on mutual trust and agreeing how you will manage difficulties should they arise in the Coaching relationship. This is harder to achieve than one might imagine.

Structure – this is relatively easy, moving from opening and defining objectives, examining issues for resolution, coming up with a plan which is created and owned by the Coachee and then agreeing how you will assess progress.



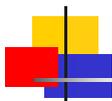
Questioning

- Normal – Closed & Open
- Disclosure
- Nature Open Q's
- Hypothetical
- Rapport
 - Paraphrasing
 - Echoing
 - Clarifying

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Most of us in IA have been trained in interviewing techniques – here we draw a distinction between different types of interviewing and how these yield powerful results for all.



Listening

- Hearing & Active
- Empathy vs. Judge
- Listen at 3
- Interest vs. Retention
- WPM
- Need stimulation
- Listen on Phone
- Quality of Q's = listening
- Attention Curve

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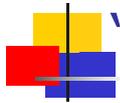
Listening is an active process and more difficult to practise than most people realise. One should build rapport and not judge others – they decide what is best for them based on the goals they have committed towards achieving.

We listen at three levels: to what is said, what is not being said, and that which cannot be stated without some form of questioning and clarification prompted by the Coach.

Not all information we listen to is interesting so there may be a tendency to switch off and there are numerous opportunities to be distracted by WPM – our ability to listen to, respond and think at the number of words spoken per minute (WPM)

We find we listen effectively if stimulated to do so, our listening on the phone is different because we don't have visual cues to confirm our understanding, and the quality of

questions as well as our attention rate will determine what we really listen to, as opposed to what we hear.



'Power Questions

- What outcomes do you want to achieve?
- What specific information do you want?
- Have you worked the Q's out in advance?
- Have you tested them with your colleagues?
- Have you rehearsed them with self and others?
- Which ones work better than others?
- Soften them and REHEARSE

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A list of powerful questions should be compiled by the Coach and practised by the Coach – don't leave rehearsals for Coaching to the real event – you can become confused – not to mention tongue tied.



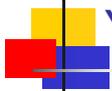
Mentoring Process

- Flexible vs. rigid
- Comm.'s – initiate - pilot
- Bank of mentors
- Mentees matching
- Structure outline process
- Questions - notes
- Log

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Here we suggest key issues to address before setting up mentoring projects. They can be formal or informal, you should run a few pilots to assess, what went well and what you need to work on before you go live. Develop criteria for effective mentors before you create a bank of them and ensure they meet the criteria. Match mentee to mentor and ensure that both keep logs on their progress in their roles.



You as Coach & Mentor

- Identity & style
- Personal signature
- Your SWOT
- Learning style

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Before you launch into being a Coach, it is wise to reflect that you do have a huge responsibility because you are influencing the path of others in terms of their development. You cannot over train yourself as a Coach and you should have followed an accredited series of events or employ known Coaching professionals. It is unlikely that two-day weekend Life Coaching course will equip one with the skills to become an Executive Coach!

Assess your strengths, weaknesses, opportunities for growth as well as threats that imply that you should be aware of going to too far too soon and putting you and others at risk. To be a Coach, you really should be formally Coached yourself and have your own Bank of Mentors for your own development. Personally, I have several who remind me or introduce me to aspects of self, which it is in my interest to develop, explore and improve.



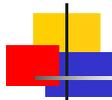
You as Coachee

- Clarify your Objectives
- Choose your Coach
- Commit to the Process
- Learning Log

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We all need development – create a team of mentors and Coaches from whom you will learn more about your real motivations and drives, how you function and can evolve.



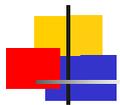
Summary

- Structure vs. Process
- GROW
- Mentoring process – initiate – log
- Your preferred style
- Practise – Q's

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Note the many articles available and should you need support and help you can always contact me below. I am happy to help in your growth and development as an IA professional and as a person.



Philip Atkinson
Atkinson Consulting
4 Shandon Terrace, Edinburgh, EH111QQ
Tel 0131-3461276 Mob 07779-799286

Downloads, published articles available below
Email: AtkinsonConsult@aol.com or philip@philipatkinson.com
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