

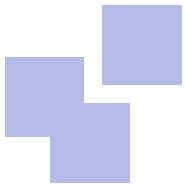
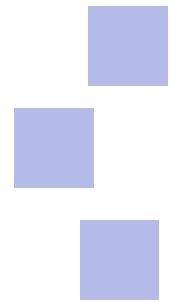


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# Coaching

versus

# Mentoring

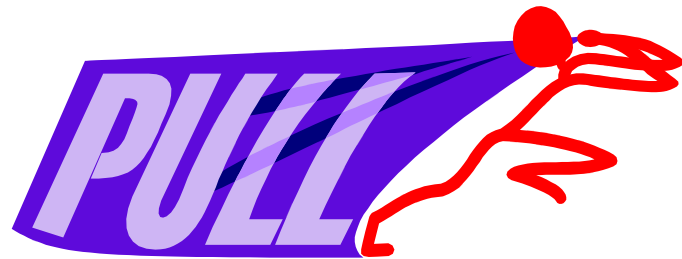


# The difference

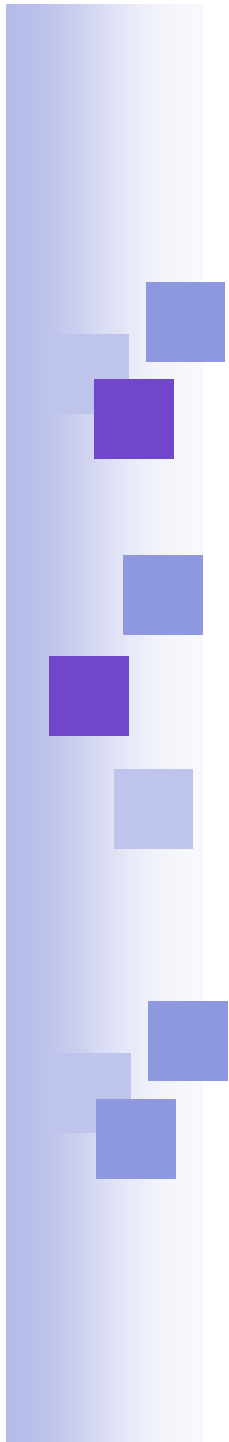
To coach



means



To mentor



# Coaching

*intransitive verb*

~~1 : to go in a coach~~

2 : to instruct, direct, or prompt as a  
Coach

*transitive verb*

1 : to train intensively (as by instruction  
and demonstration) <*coach* pupils>

2 : to act as coach of <*coach* tennis>  
<*coach* a team>

# Participants



The first thing that happens is the formation of the team, you and the coach. This may be you on your own, or perhaps several.

Gymnasts, working on their own have coaches.

Do you get to choose whether you get a coach?

Do you get to choose your coach?

Often there is no consultation at all! Frequently no coach!

# Motivating & re-motivating



Where does motivation come from? To be coached? To coach?  
How well is constructive criticism given and accepted?  
What happens when the going get tough?

# Motivating & re-motivating



Musambini was asked for help - motivation not a factor! What did Musambini ask the runner to do to achieve success? What would have been Musambini's position if the runner had lost? And what if there is another game / race next week?

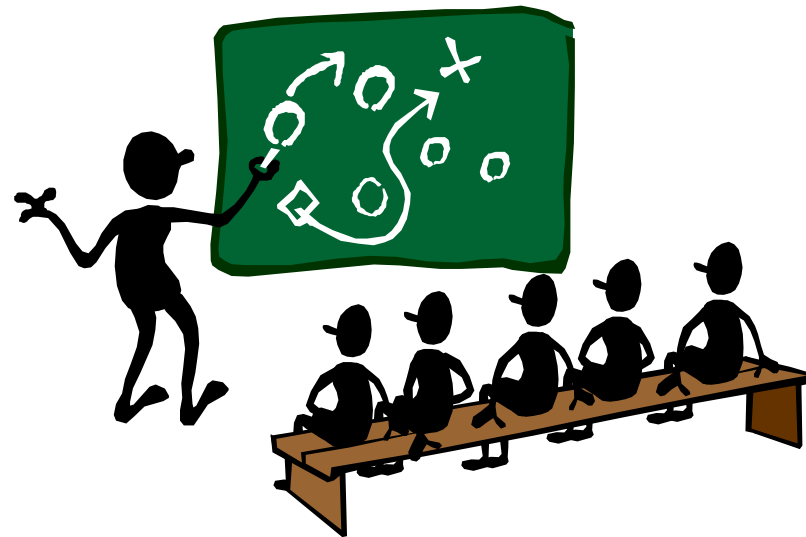
# Motivating & re-motivating



The need for motivation diminishes when the team member(s) accept that the coach knows; he / she is a specialist.

There is still a need to want to change / improve; hence seeking coaching in the first place.

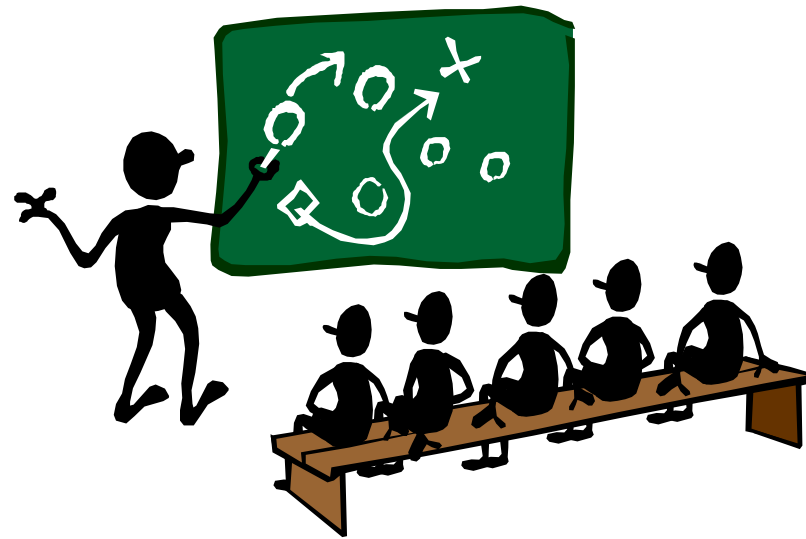
# How are we going to do this?



Assuming coaching is taking place, has it been planned?

If it is only the 'Coach' doing the plan, then buy-in to the plan is difficult. Part of coaching is listening to the team member(s), but ultimately the coach having to make decisions / suggestions.

# How are we going to do this?



Assuming the team member(s) is helping with the plan assumes that the team member(s) knows where they want to be in the future.

This assumes the team member(s) accept that change is inevitable, and he / she (they) know what that means. The coach should be helping with identifying the likely route.

# Calling the shots during the process (game)



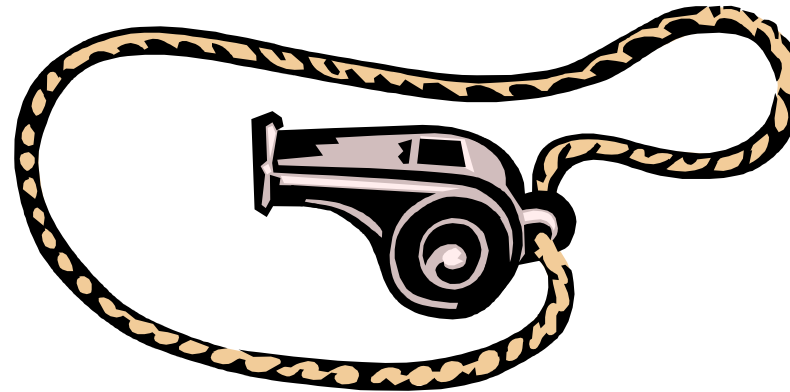
Not taking part in the game as a player, provides the coach (manager) the opportunity to maintain a holistic perspective of the process. What's happening over the whole field (project / PSO) rather than focusing on a particular series of activities or specific processes. This means that the 'coach' can call the plays (changes) from the sidelines when there is a need!

# Fixing things where there have been transgressions



Accepting that things do go wrong, a good 'coach', with the team, finds a way to cope with the problems, and continue to move the 'game' ahead; still working to achieve success. Often the transgressions seem insurmountable; that said, winning some games seems to be a miracle! Or is it just good coaching? Or being a good team?

# Whistles and blowing



Good coaches often have to blow the whistle on their own teams, especially when the 'coach' is expected to conform with rules that are nebulous (Sarbanes / Oxley) and not 'enforced' except by the auditors.

This means that inherently 'coaches' are torn between winning, and doing the thing 'right'. This is where good guidance for the team becomes especially valuable.

# Summary

Coaching is getting the best you can from what you have . . . . .

Occasionally you might create a silk purse from a sows ear, but . . . . .

Just because you're a good coach, doesn't mean you will win the game; or is it successful completion.

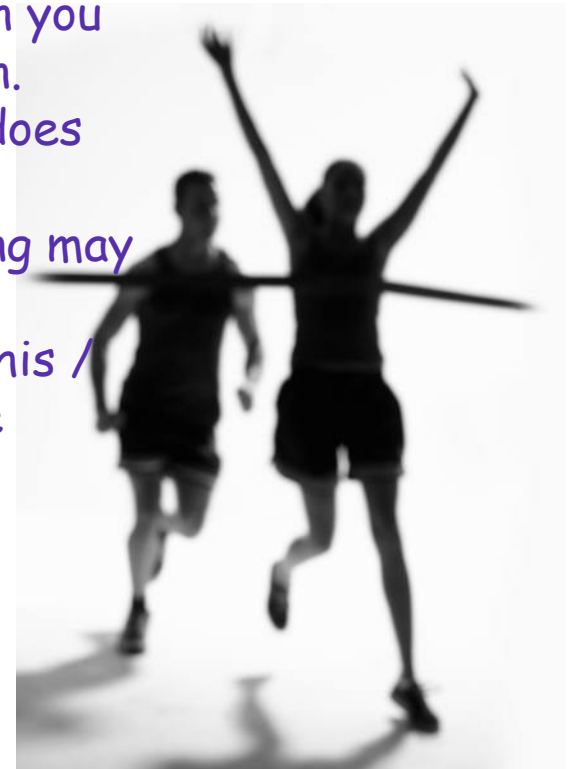
In a project management / PSO environment, does that matter?

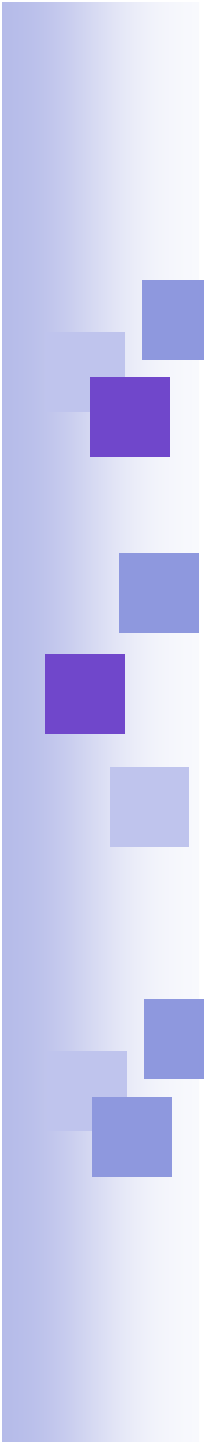
Being first may be important; however, finishing may be all the success that is required.

A good coach knows how and where to expend his / her energy! And, knows that the return will be greater than the investment made.

A good team member is equally astute.

Finally, a question - do you have more control as a coach, or as a mentor?





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