# Contents

Acknowledgements vi

1 Introduction 1

2 Coaching and mentoring: definitions and models 2
   2.1 Some definitions of coaching and mentoring 2
   2.2 Differences between coaching and mentoring 3
   2.3 Coaching and mentoring and links with learning 5
   2.4 Coaching and mentoring and links with effective learning 6
   2.5 What coaching and mentoring is not 9

3 Benefits of coaching and mentoring 10
   3.1 Benefits to the coachee/mentee 10
   3.2 Benefits to the coach/mentor 11
   3.3 Benefits to the organisation 12

4 The roles of the coach and coachee, mentor and mentee 13
   4.1 Starting the process 13
   4.2 The role of the coach/mentor 13
   4.3 The role of the coachee/mentee 14
   4.4 The role of the conversation 15

5 What helps and hinders the process of coaching and mentoring? 17
   5.1 What helps effective coaching and mentoring? 17
   5.2 What hinders effective coaching and mentoring? 19

6 A case study of coaching and mentoring: a programme of staff development and support networks at the Institute of Education, University of London. 21
   6.1 The introduction of coaching and mentoring at the Institute of Education 21
   6.2 How the process operates 22
   6.3 Coaching and mentoring for specific phases and foci 23

References 25

Appendices 27