



The Safety Zone

The Newsletter of the AHA Workers' Compensation Self-Insured Trust

Coaching vs. mentoring

One expert explains how to tell the difference

Susan G. Weinberger, PhD, president of Mentor Consulting Group (www.mentorconsultinggroup.com), gives the following guidance.

The American writer George Matthew Adams once observed that “many moments of personal success and fulfillment in an individual's life come about through encouragement from someone else.” No doubt you can remember those who impacted your life when you were young, during the school years, involvement in community activities, at your first job and, perhaps, the job you hold now.

Whether the support came informally or through a deliberate, formal program, helping you personally or professionally, there is no doubt that others can be easily identified who influenced and shaped your future. Those were or are your mentors. However, it is easy to get confused about the differences between coaching and mentoring. The purpose and expected outcome of each is distinctly different; although at times, some overlap exists. For example, coaching, which provides specific feedback, can be used within mentoring.

With **coaching**, an employee serving as the “coach” assists another colleague, known as the protégé(e), in order to improve his or her job performance. Often the purpose is to work with the protégé(e) toward the goal of climbing the ladder of success and getting ahead.



Some companies even offer reverse coaching. That is, a senior employee who, perhaps, has been in the company for several decades is coached by a newer, junior employee in areas such as computers

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news & notes

COACHING CRISIS

North American employees report two-thirds of managers fail to actively engage in their career development.

As talent shortages persist and employee retention becomes increasingly important, employers have an opportunity to make career development a priority by enabling their managers to coach and mentor their teams, advises Right Management.

“High-performing talent is a competitive differentiator, and organizations should be doing everything they can to build the careers of their top talent to keep them engaged and onboard,” said Bram Lowsky, executive vice president of Right Management.

According to the poll, only 17 percent of employees report their managers are actively engaged in their career development, while 15 percent say their managers are sometimes engaged. Sixty-eight percent of managers are not engaged in their employees' career development.



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Coaching vs. mentoring (Continued)

and advanced technology. Research informs that these kinds of formal coaching efforts improve career success and employee morale and retention.

Mentoring, on the other hand, is far more personal and friendship-based, offering nonjudgmental support as a positive role model and focusing on a mentee's longer term personal development. The mentor makes suggestions. The relationship is neither formally evaluated nor connected to job advancement but rather to personal improvement.

Many companies do not choose between implementing a coaching or mentoring program. They often implement both programs to meet different employee needs. When Jack Welch, former chairman of General Electric, stated that a strong mentor/mentee relationship is the basis of forging tomorrow's leaders, I suspect that he recognized this as an outcome of both internal coaching and mentoring programs.

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Got News?

Do you have news that needs to be circulated or have a subject you would like for us to address? Let us know by emailing the newsletter editor at tcreel@arkhospitals.org.

AHA Workers' Compensation Self-Insured Trust Program is administered by Risk Management Resources (RMR), a division of BancorpSouth Insurance Services, Inc. www.bxsi.com. In March 2003 the AHA Workers' Compensation Self-Insured Trust was established. The program provides workers' compensation coverage to AHA members.

Risk Management Resources, the administrator for the program, assists members in the areas of claims management, safety and loss control. Tina Creel, Vice President of AHA Services, Inc., is the Group Manager of the Trust and provides oversight of the day-to-day operation of the Trust.

The Board of Trustees provides oversight of the overall operation of the Group Trust.

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