



Human Resource Development: Mentoring Versus Coaching

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ABSTRACT

Each organization will have development. The reason for this development is because that every healthy organization will attempt to adjust with business competition. Some cases show that large enterprises which began lose competitiveness they will do improve performance through process re-engineering company, both in the organizational culture, organizational structure, technology and human resource competencies. This suggests that in order to re-organization has high competitiveness, the organization must be supported by HR competencies. So in this case are the responsibility of the company to be able to develop the competence of human resources. Provide coaching or mentoring can be a solution for developing human resources, but implementing of coaching or mentoring can be failed because not fit with development level of organization, organization can do incorrect implement program such as they should implementing mentoring but they instead implementing coaching and they should implementing coaching but they instead implementing mentoring. As a result human resource development cannot be occurred.

Keywords: *Organization Development, Mentoring and Coaching*

Introduction

Economic Asean Community (EAC) will be held in December 2015 (Das, 2015). EAC is free trade integration among of the ASEAN countries. One of the impact from EAC is Free flow of trade in services is one of the important elements in realising ASEAN Economic Community, where there will be substantially no restriction to ASEAN services suppliers in providing services and in establishing companies across national borders within the region, subject to domestic regulations (ASEAN Economic Community Blueprint, 2008).

Free flow of trade will increasing rivalry between companies which come from abroad and inside. Foreign companies can be easier to establish in Indonesia. In other words, the companies from inside must be able to prepare and increase they capacities to able compete with foreign companies.

Global competition requires the availability of qualified human resources. Human Resources is required to have professional skills, high technical and managerial creativity and creativity which are sensitive to changes, keep tighter control system by improving the discipline and work ethic, as well as ready to produce great work with a collective work/team (Udiutomo and Srinovita, 2015).

According to the UNDP report 2010, Indonesian Human Development Index indicators (ranked 111) is still lower than the ASEAN countries such as Singapore (27), Brunei (37), and Malaysia (57), even lower than Thailand (92) and the Philippines (97). Especially when compared to the states "Macan Asia" such as Japan (11), South Korea (12) or Hong Kong (21), (Udiutomo and Srinovita, 2015). Recognising of that, in Indonesia many companies focus to give efforts to handle the competition through human resource



development because with increasing the employee's ability will drive company performance. Based on Global Leadership Forecast 2014|2015, many programs human resource development such as mentoring and coaching is implemented at Indonesia, but unfortunately that programs sometimes failed to drive employee's performance at Indonesia (McCarthy, 2014) and other countries too (Pompa, 2012) and (Clutterbuck, 2014).

Conceptual Framework

Coaching and mentoring cannot be interchanged in practice. Rather, they have their own characteristic efficacy in separate areas of the HRD so they both of them are needed to be adopted as tools of the employee development in their own areas (Cheema and Syed, 2011).

Mentoring systems are designed to promote professional development of an employee by linking him/her with a mentor who will focus on the overall development of that mentoree. It is meant to be transformational and involves much more than simply acquiring a specific skill or knowledge. Mentoring is about a relationship and involves both the professional and the personal. In many ways, mentoring is akin to being a counselor (Petrin, 2013)

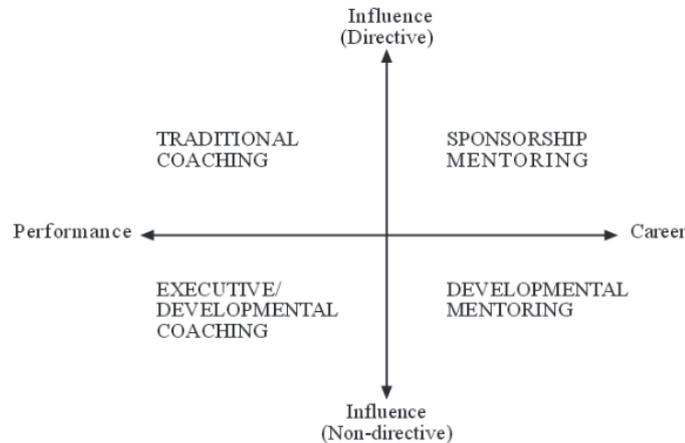
Coaching systems are designed to provide an employee with a content expert who works with that individual in assuring that the skill or knowledge is acquired sufficiently to achieve success on the part of the employee. Coaching is about skills/knowledge acquisition. Although it may involve the personal, the primary focus is professional and on learning new skills/knowledge. In many ways, coaching is akin to being a teacher (Petrin, 2013). Below is table for explaining differences between Coaching and Mentoring:

Table 1
Differences between Coaching and Mentoring (Petrin, 2013)

COACHING	MENTORING
Task Oriented	Relationship Oriented
Short Term	Long Term
Performance Driven	Development Driven
Manager directly involved	Manager involved only indirectly
Feedback by coach to manager about progress in development	No feedback by mentor to manage
Coach operates independently	Mentors operate with assistance from the Mentoring Program Manager
Coaches leave organization when done	Mentors and mentee remain in the organization and can provide ongoing
Content expertise more important in coaching	Interpersonal skills more important in mentoring

The below model given by Clutterbuck comprehensively demonstrates different styles coaching and mentoring can adopt. These different styles have policy implications for the organizations that can apply these styles according to the requirement of the situation. The traditional coaching style also called as directive or 'hands-on' coaching style tends to be most appropriate for new members of staff and those who are unfamiliar with a task or project where the coaches are needed to take decision and give instructions and then closely monitor the coachee to provide support (Cheema and Syed, 2011).

Picture 1
COACHING AND MENTORING STYLES
(Cheema and Syed, 2011).



Executive/developmental coaching style also called as participatory or 'hands-off' coaching style is more appropriate when the coach is coaching the experienced people who require only general guidance and monitoring, focussing more on joint problem-solving and providing general guidance rather than giving instructions (Cheema and Syed, 2011).

Similarly, sponsorship mentoring that is a paternalistic style of mentoring is appropriate at the 'telling' stage of the mentoring supposed to be for the rookies as against the developmental mentoring style normally for the managers.

Coaching and mentoring are both effective strategic approaches to talent development within an organization. A company's need and purpose should be what guides the company in electing which option to choose. Making the right decision for the right reasons will ensure that the outcomes are what were sought. Because of that every company must know when they should consider coaching and when they should consider mentoring, and below explanation the time when to consider coaching and mentoring.

When to consider coaching (Petrin, 2013):

- 1) When a company is seeking to develop its employees in specific competencies using performance management tools and involving the immediate manager
- 2) When a company has a number of talented employees who are not meeting expectations
- 3) When a company is introducing a new system or program such as TQM
- 4) When a company has a small group of individuals (5-8) in need of increased competency in specific areas
- 5) When a leader or executive needs assistance in acquiring a new skill as an additional responsibility

When to consider mentoring (Petrin, 2013):

- 1) When a company is seeking to develop its leaders or talent pool as part of succession planning
- 2) When a company seeks to develop its diverse employees to remove barriers that hinder their success
- 3) When a company seeks to more completely develop its employees in ways that are additional to the acquisition of specific skills/competencies



- 4) When a company seeks to retain its internal expertise and experience residing in its baby boomer employees for future generations
- 5) When a company wants to create a workforce that balances the professional and the personal

Discussions

However, just because more coaching and mentoring is happening doesn't mean that it is always set up for success. In many organisations, coaching and mentoring occurs as a scattered and disjointed series of activities, rather than as part of a coherent and integrated strategy (Clutterback, 2014) or in simply way we can say that mentoring and coaching programmes are not aligned to the overall business strategy of the company, and it is therefore not surprising that they are not seen as adding any value to the organization so because of that actually the reason, why mentoring and coaching implementation could be failed.

There are the main organizational paradigms/development (Laloux, 2014) such as (Impulsive) Redorganizations, (Conformist) Amberorganization, (Achiever) Orangeorganizations, (Pluralistic) Greenorganization, (Evolutionary) Tealorganizations, each organization has characteristics and will explain by table 2 below:

Tabel 2
Charateristic Each Organizational Paradigms/development (Laloux, 2014)

Organizational Paradigms/development	Charateristic	Leadership Style	Key Breakthroughs	Considering mentoring/coaching
(Impulsive) Red organizations	<ul style="list-style-type: none"> - Constant exercise of power by chief to keep troops in line. - Fear is the glue of the organization. - Highly reactive, short term focus. - Thrives in chaotic environment 	Predatory	<ul style="list-style-type: none"> - Division of labour - Command authority 	none
(Conformist) Amber organization	<ul style="list-style-type: none"> - Highly formal roles within a hierarchical pyramid. - Top down command and control (what and how). 	Paternalistic-authoritativ	<ul style="list-style-type: none"> - Formal roles (stable and scalable hierarchies) - Processes (long term perspective) 	Mentoring



	<ul style="list-style-type: none">- Stability valued above all through rigorous processes.- Future is repetition of the past			
(Achiever) Orange organizations	<ul style="list-style-type: none">- Goal is to beat competition; achieve profit and growth.- Innovation is the key to staying ahead.- Management by objectives (command and control on what; freedom on the how).	Goal-and task-oriented, decisiv	<ul style="list-style-type: none">- Innovation-Accountability- Meritocrac	Coaching
(Pluralistic) Green organization	<ul style="list-style-type: none">- Within the classic pyramid structure, focus on culture and empowerment to achieve extraordinary employee motivation.	Consensus oriented, participative, service	<ul style="list-style-type: none">- Empowerment- Values-Driven culture- Stakeholder model	Mentoring
(Evolutionary) Teal organizations	<ul style="list-style-type: none">- Self-management replaces hierarchical pyramid.- Organization is seen as a living entity, with its own creative potential and evolutionary purpose.	<ul style="list-style-type: none">- Distributed leadership, with inner rightness and purpose as primary motivator and yardstick	<ul style="list-style-type: none">- Self management- Wholeness- Evolutionary purpose	Mentoring



With aware and acknowledge these characteristics from each organizational paradigms/development, actually the organization will get the way should be considering mentoring or coaching as the way to develop they talent (develop human resource), and they will fit with culture and their strategy. So before implementing human resource development through mentoring or coaching, first get to know in which paradigm/stage the type condition of organization now.

Conclusion

Many organizations do mentoring or coaching just because they saw it all as a "trend" that occurs. If they look at to the competitors do it, so they will be followed in order not to be lose, but in reality it will only make mentoring and coaching programs fail because it is not based on the strategy of the company, but only seen as mere seasonal program. Another thing that also can lead to mentoring and coaching programs fail is because organization can do incorrect implement program such as they should implementing mentoring but they instead implementing coaching and they should implementing coaching but they instead implementing mentoring. As a result human resource development cannot be occurred. So get it know in which paradigm/stage the type condition of organization now and do human development as needed, mentoring or coaching.

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