



知享会  
HR Excellence  
Center

Visiting us at  [www.hrecchina.org](http://www.hrecchina.org)



**Coaching and Mentoring  
for High Potentials and High Performers  
in Total Learning Solutions**

---



## OUTLINE



**1**

**CHALLENGES IN LEARNING AND DEVELOPMENT**

**2**

**ALIGNMENT OF TOTAL LEARNING SOLUTIONS**

**3**

**COACHING AND MENTORING**

**4**

**BENEFIT FOR HIGH POTENTIALS AND HIGH PERFORMERS**

**5**

**CASE STUDY**

- What is missing in Total Learning Solutions for talent development?
- How can Coaching and Mentoring make Total Learning Solutions more effective?
- How can Hi-Potentials and Hi-Performers benefit from Coaching and Mentoring in Total Learning Solutions?

## ALIGNMENT OF TOTAL LEARNING SOLUTIONS

### What's Wrong?



How To Be A Leader

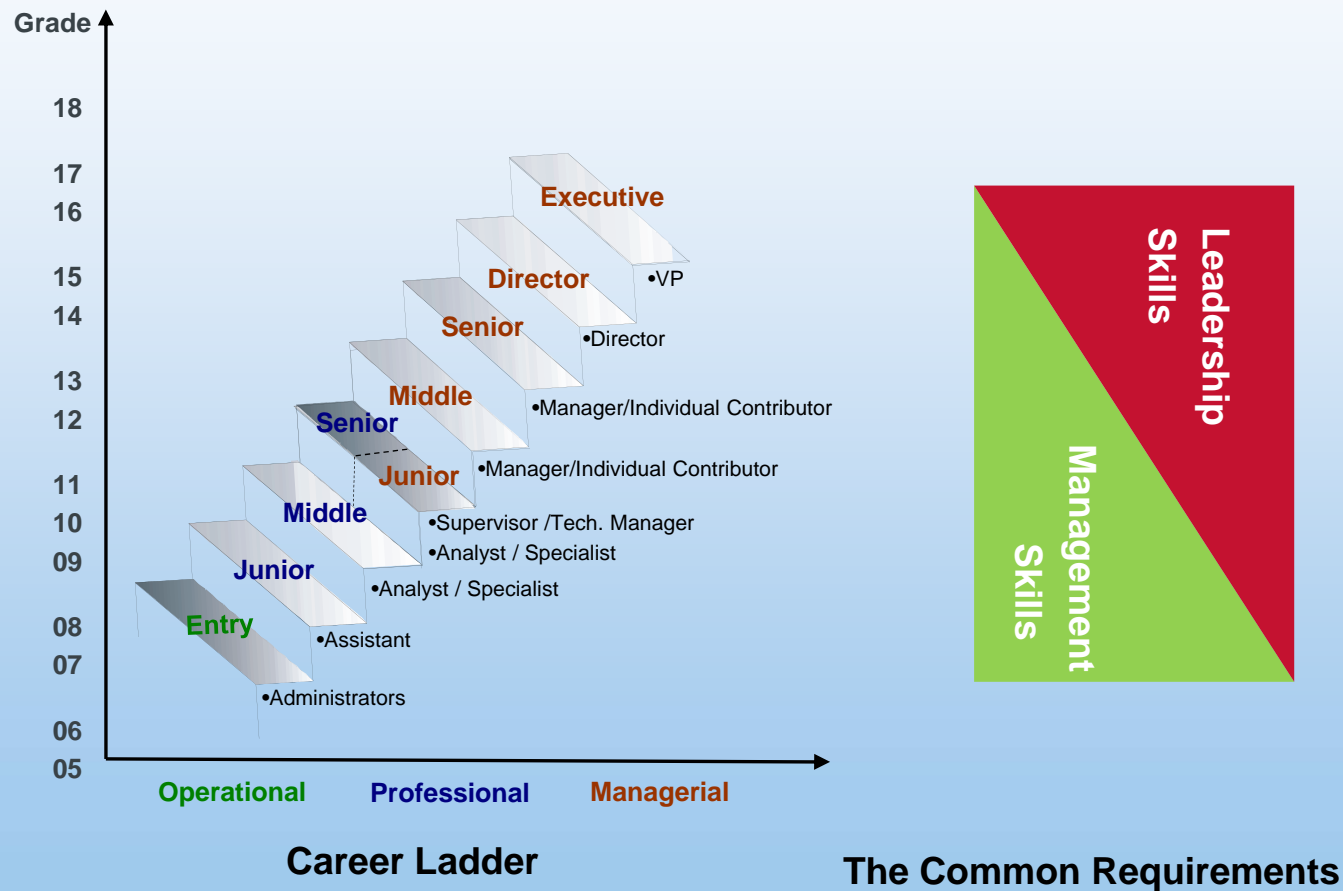
Middle Level  
Management  
Program

Fundamental  
Management  
Program

New Hire  
Orientation

## ALIGNMENT OF TOTAL LEARNING SOLUTIONS

**Where** do Total Learning Solutions come from? – Career Development  
**What** are common requirements cross different levels of a career ladder?



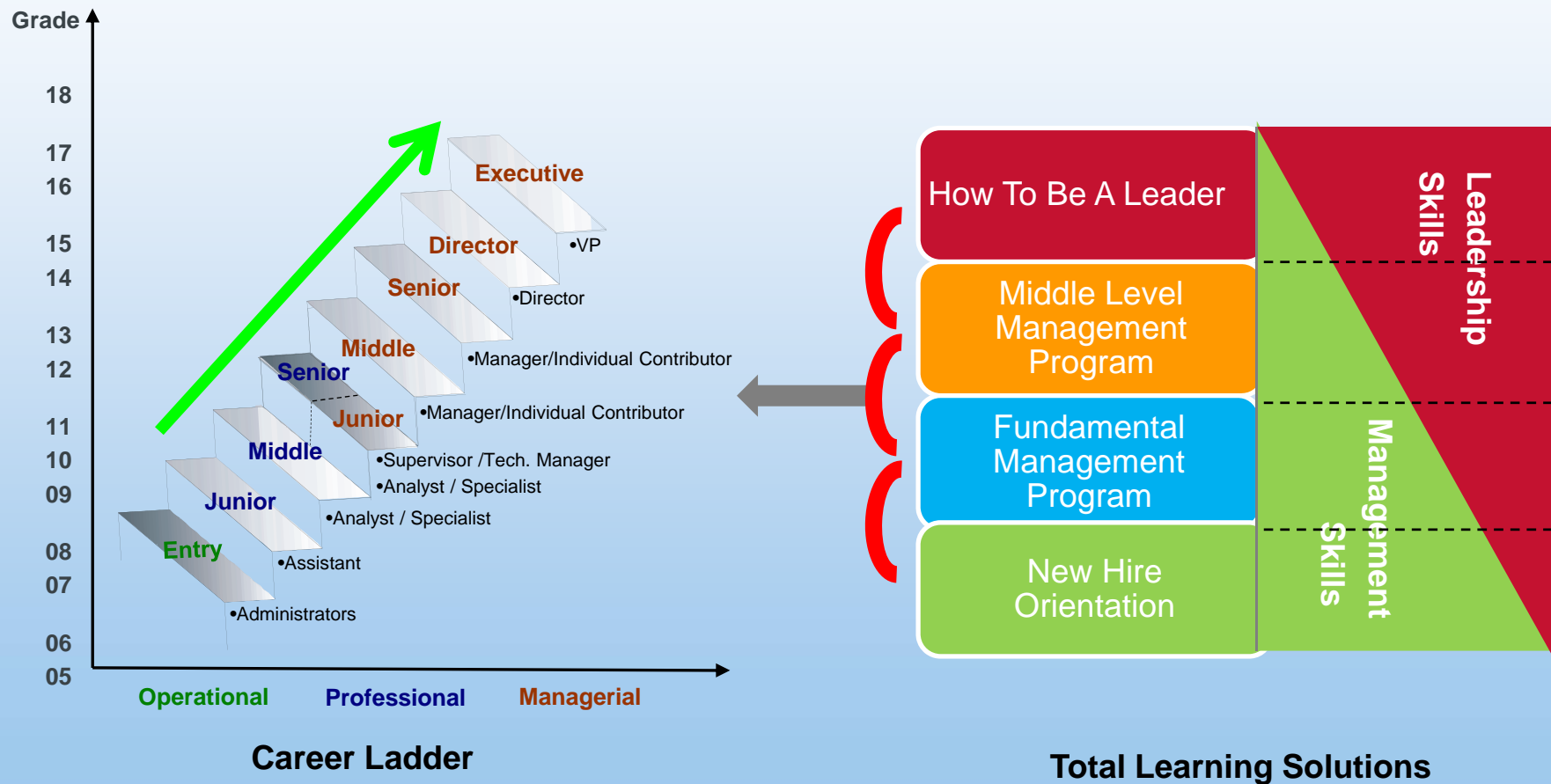
## ALIGNMENT OF TOTAL LEARNING SOLUTIONS

**Learning Solutions** aims at improving individual skill sets to meet the competency requirements of each position in each level of a career ladder



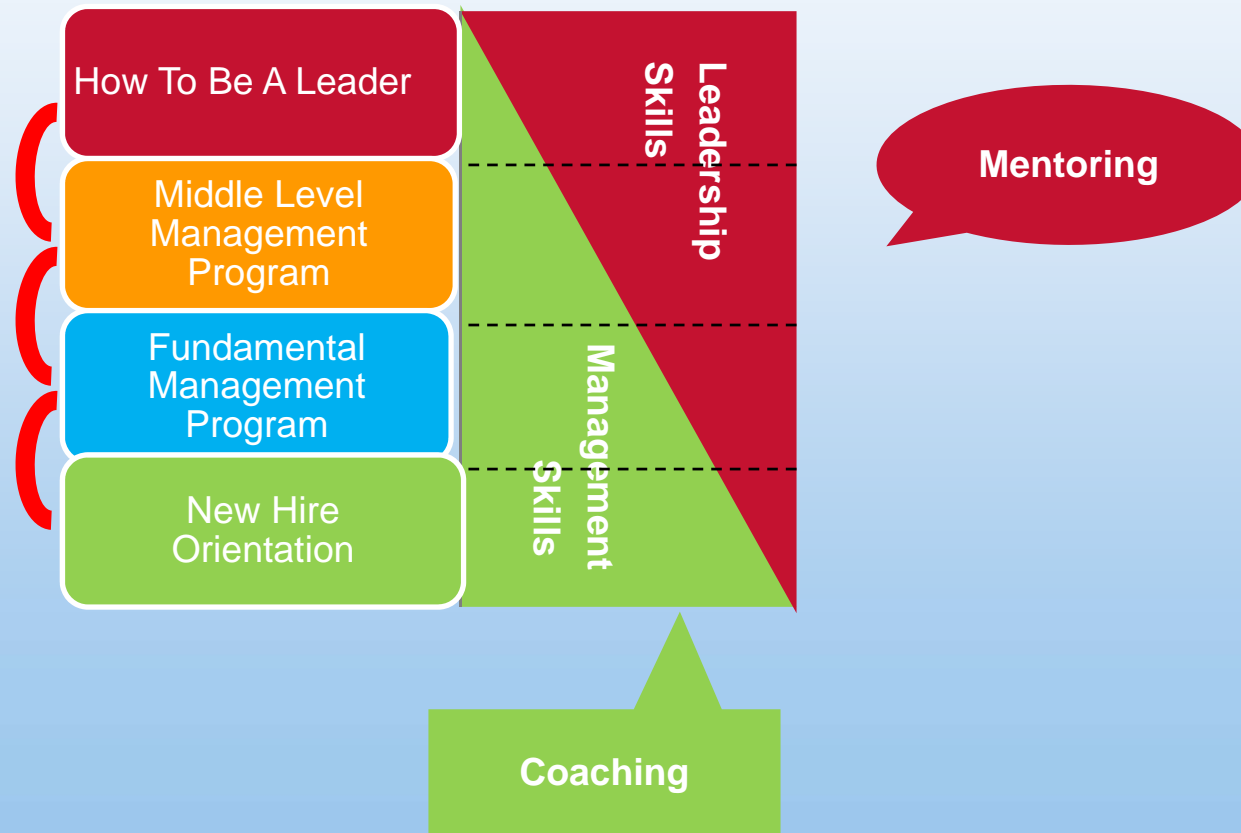
## ALIGNMENT OF TOTAL LEARNING SOLUTIONS

**What is missing?** Alignment between learning solutions across career levels – Management Skills and Leadership Skills.



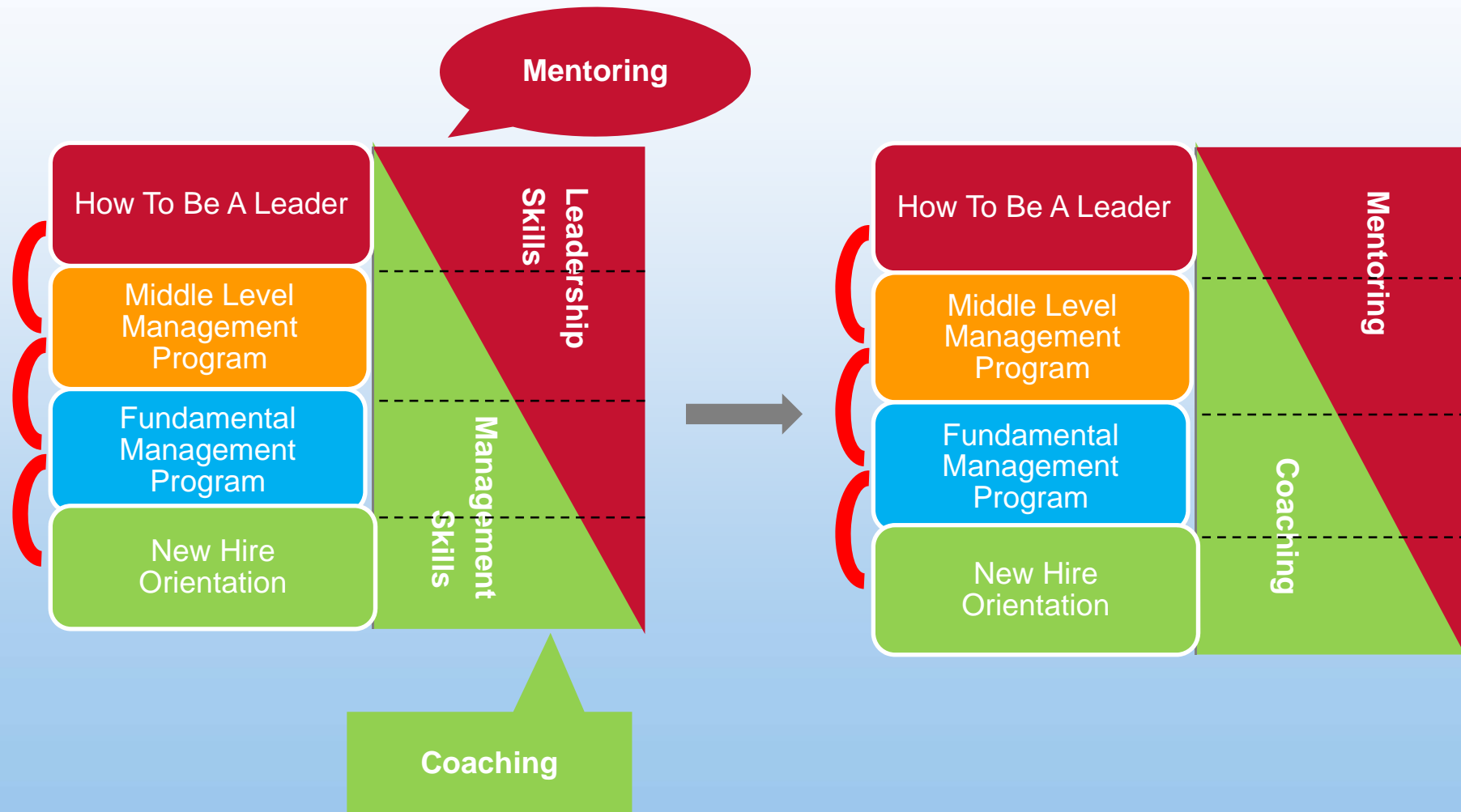
## COACHING AND MENTORING

**How to develop Management and Leadership Skills?** Coaching and Mentoring as key learning strategies are able to effectively develop Management skills and Leadership skills accordingly.



## COACHING AND MENTORING

**Coaching and Mentoring** as learning strategies should be embedded into Total Learning Solutions across the levels of the programs.



## COACHING AND MENTORING

**Coach:** To train or instruct (a team player)

**Mentor:** To advise or train (someone, especially a younger colleague)

Category	Coaching	Mentoring
Orientation	Task-Oriented	Relationship-Oriented
Focus	Specific Skill Sets; Performance Goals	Strategic Thinking; Extended Resources; Fresh Perspectives
Role	Subject Matter Expert	Expert in field (Tech.) Role Model
Tenure	Short Term	Medium to Long Term

### References:

Eaton John and Johnson Roy. Coaching Successfully. Dorling Kindersley Limited., 2001.

Adams, Joe. Coaching v. mentoring. Training Journal, Jan. 2010

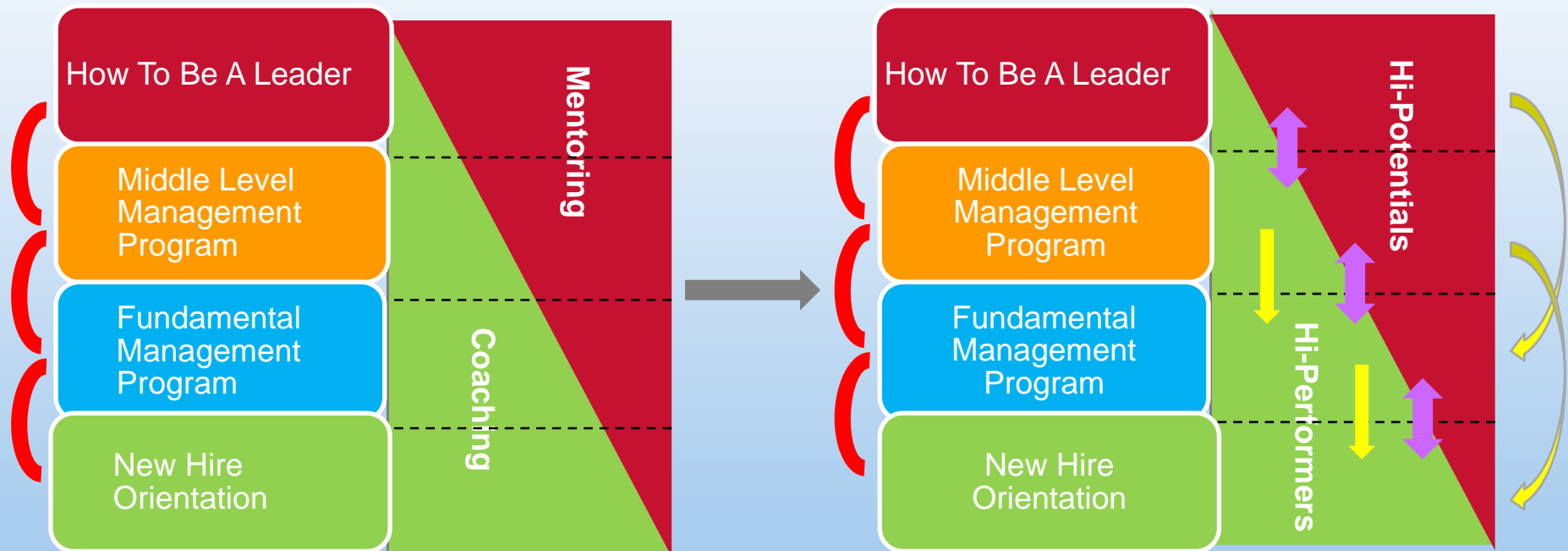
Hadden, Richard . Mentoring and Coaching. Leadership Excellence. April, 1997.

Glenn Martin MEd (Online Education), BBus (Hons), FAITD, CAHRI

New Oxford Dictionary of English.

## BENEFIT FOR HIGH POTENTIALS AND HIGH PERFORMERS

**Hi-Potentials and Hi-Performers** can benefit by both providing and receiving in a coaching or mentoring program.



## SUMMARY



## Case Study: Coaching Program for New Employees

### Objectives

- Organizational Level
  - Enhance productivity from new employees
  - Improve collaboration within a function
  - Develop Hi-Performers for a future leadership team
  
- Managerial Level—Hi-Performers
  - Help Hi-performers develop their facilitation and coaching skills
  - Help Hi-performers establish their reputation in the team
  
- Professional Level—New Employees
  - Accelerate new employees to adapt to company culture and team culture
  - Accelerate new employees to develop their technical skills for their positions
  - Accelerate new employees to expand their networks within the company

## Case Study: Coaching Program for New Employees

### Criteria

- High performers in each function
- Tenure more than six months
- Potential successors for either the first line managers or the second line managers

### Schedule

- Time length: 6 months program for each new employee
- Schedule: early 2012
- Target: all functions in China

## Case Study: Coaching Program for New Employees

### Coaching Program for New Employees

