LESSON TYPE: CORE CURRICULUM LESSON QUIZ FORMAT	*Instructions/tips: Use this template for core lessons in your program. Do not use for intro/summary lessons or summative assessment lessons.* *Do not overwrite any blue text in the template.*
LESSON TITLE	*Instructions/tips: Refer to program outline.*
	Coaching and Mentoring

LEARNING OBJECTIVE	*Instructions/tips: The learning objective should:*
	   1) Match the program outline, and
	   2) Be measurable, specific, and observable.

	In completing this lesson, you will be able to differentiate coaching from mentoring.
OVERVIEW	*Instructions/tips: One high-level paragraph (25-75 words) on what the lesson will cover and why it is important that the learner knows it. It should provide a bird's eye view of what the student will learn; connect the learning objective to the specific skills, topics, or tools the student will practice or use; and/or help contextualize the lesson within the module, course, or program. Note that this field cannot support any special text formatting, citations, links, etc.*
	Coaching and **mentoring** are two different approaches to developing employees in the workplace. Although the terms are often used interchangeably, and there is some overlap between them, they involve two very different approaches to developing your staff and are distinct in their objectives and methods. In this lesson, you will explore the differences between the two and when each approach is most effective in developing employees.
KEY TERMS	*Instructions/tips: As a guide, if it is the first time a new term is introduced, you should define it here. In the finished lesson, the definition will pop up over the term when a student hovers their mouse over it.*
	Coaching: guiding others towards their goals in a task or performance-focused way **Mentoring**: developing and growing others by sharing your knowledge and skills **Upselling**: attempting to sell a customer additional goods or services

Introduction

You've probably heard the words **coaching** and **mentoring** a lot in the workplace. Many times, they are used interchangeably to mean "helping someone with a task or challenge". But in reality, coaching and mentoring involve two different approaches to providing guidance. While coaching is a more structured approach that looks to see more immediate improvement, mentoring involves developing a longer-term relationship that focuses on overall career development and personal growth.

So, why is understanding the difference important to you as a frontline leader, and how does it impact your role at your company? Knowing whether to coach or mentor an employee will save you time and effort in the long run and help address their specific needs more precisely. Frontline leaders typically must do both, but knowing when to implement each one will create a better-supported team that improves productivity and morale.

VIDEO	
Instructions/tips: SMEs/IDs fill out the video title. Media producer populates link when ready.	
Video title	**Coaching: Coaching and Mentorship**
Video link (from Kaltura)	https://cdnapisec.kaltura.com/p/2315191/sp/231519100/embedIframeJs/uiconf_id/45331192/partner_id/2315191?iframeembed=true&playerId=kaltura_player_1683143298&entry_id=1_17hevquk

Coaching

Coaching is a more structured and task-oriented process that focuses on improving specific skills or performance areas. It is often short-term and focuses on specific outcomes. As a coach, you will work with team members to identify specific areas for improvement, set goals, develop action plans, and monitor progress. Coaching is typically initiated by a manager or supervisor and is intended to help employees improve their job performance.

What does coaching look like in the real world? Oftentimes, we see coaching in the real world when we watch sports, help a friend, or assist someone at work. Have you ever seen a coach instructing an athlete on how to perform a certain move? Or have you ever helped a friend write a resume or cover letter? Has anyone at work ever helped you properly perform a task? All of these are examples of coaching.

Let's take a look at the following scenario and see how coaching could be useful.

Scenario: A retail manager is coaching a new employee on the best practices in **upselling** a product when a customer approaches the register. The manager feels that the employee is shy. He then tells the team member to be more outgoing when engaging with customers.

Trying to change the employee's personality is not the way to go here. The manager should focus on the skill in question, **upselling**, and give specific tips on ways to effectively upsell to customers.

Tips for Coaching

- **Be focused**: Coaching is often used to improve a specific skill or performance area, so it is important to identify a specific goal or objectives your team member needs to achieve. Being clear and concise in identifying a specific goal also ensures that there will not be any misunderstanding on what you expect of the team member.
- **Give structure:** A key feature of coaching is the ability to measure progress. This could look like creating a SMART goal, an action plan, or similar methods for achieving a goal. Maintaining a structured approach ensures that you stay on track and that the team member is focused on the specific goal or objective.
- **Provide regular feedback**: As a coach, you should check in to ensure your team members are on track by providing constructive, timely feedback on their progress. Checking in regularly can reinforce positive behavior and allow correcting a team member if they are beginning to get off-track. Regular feedback also fosters open communication between you and your team member. You want to create an environment where your team member feels comfortable sharing their questions or concerns and asking for help.

Now that we have a better idea of what coaching looks like, let's apply it to the example from before. The manager should focus on the specific goal of employing best practices for upselling. Then, they should propose a *specific* solution, like suggesting the employee offer a similar item to what the customer is buying. Lastly, they should provide regular feedback by setting weekly goals for the employee to reach until they are consistently meeting the larger goal.

INLINE KNOWLEDGE CHECK	
Instructions/tips: Copy/paste this table to add any inline knowledge check to the lesson. Include multiple knowledge checks per lesson (approximately 1 per section, or 1 per key idea that needs to be reinforced). Recommended question types can be reviewed in the resources below this template.	
Question	Which is an example of coaching?
Option A	**Providing regular feedback on how an employee can improve a particular skill.**

Option B	Providing opinions on how an employee performs a task.
Option C	Giving an employee advice on career aspirations.
Distractor Rationale	*Instructions/tips: This text will be displayed when a student submits any incorrect answer or does not attempt the question. This text is the same for every incorrect answer, so do not include the words "Correct" or "Incorrect."*
	A good coach should check in regularly with team members to ensure they are on track and meeting performance objectives, as well as to provide feedback in areas where they should improve.
Note for tech editor: Add Learnosity Activity ID and Item ID added to outline and Contentful.	

Mentoring

Mentoring, on the other hand, is a longer-term relationship that focuses on overall career development and personal growth. Mentors are typically more experienced and knowledgeable than their mentees and provide guidance and advice on a wide range of issues, including career development, work-life balance, and personal growth. Mentoring relationships are often initiated by the employee seeking guidance and can last for several years.

What does mentoring look like in the real world? Maybe at one point, you helped a friend or family member map out their school or career path. Or maybe you have seen a manager support a team member's career aspirations by having the team member shadow them in their management duties. All of these are examples of mentoring.

Now, let's take a look at a scenario and see how one manager approached mentoring.

Scenario: A manager is mentoring an employee on opportunities for growth at their company. The manager instructs the employee to rewrite their resume and check the company's job board regularly for opportunities.

While these are all helpful tips, the manager is neither building a personal relationship with the employee nor are they sharing with the employee their own personal experience of how they moved up in the company.

Tips for mentoring

- Build a personal relationship: Mentoring is a longer-term relationship that is focused on overall career development, so it is important that you build a personal relationship with your team members to understand their strengths, weaknesses, and career aspirations. Work on building trust with your team members. This is essential to allowing open and honest communication between yourself and the team member. A relationship built on trust also motivates team members to work harder and strive for greater things because they know they have your support.

- Provide guidance and advice: As a mentor, you should provide practical guidance and advice on various issues, including career development, work-life balance, and personal growth. Providing guidance may also include identifying areas for a team member's work performance, or identifying skills that a team member may need to gain to advance within the company.
- Share related and relevant experiences: Share your own experiences and insights to help your team members develop their skills and knowledge. As a mentor, you can help a team member understand what is expected of them to meet expectations given your experience in their role.
- Be supportive: Encourage your team to take risks and try new things, even if they make mistakes and be there to boost their confidence along the way. This may also include helping the team member to build relationships with others in the company. You can support the team member in building their professional network and identify new opportunities for their career advancement.

Go-by image: https://www.akabusi.com/latest-news/2016/12/15/coaching-and-mentoring-whats-the-difference

Coaching

- Task-oriented
- Short-term timeframe
- Provides regular performance-based feedback
- Leader-led
- Structured approach

Mentoring

- Career-oriented
- Long-term timeframe
- Provides regular guidance and advice
- Collaborative process between employer and employee
- Comprehensive/holistic approach

Coaching	Mentoring
Is task-oriented	Is career-oriented
Short-term timeframe	Long-term timeframe
Provides regular feedback	Provides regular guidance and advice
Leader-led	Collaborative process between employer and employee
Structured approach	Comprehensive/holistic approach

IMAGE

	2.2.5 Mock Image
Image filename	[048_FL-2-2-5_Custom Graphic_CoachingandMentoring]

Now that we have a better idea of what mentoring looks like, let's take another look at the example from above. The manager could provide the employee with their own experience and insights into how they achieved a management position in the company. The employee clearly wishes to grow their career at the company, so another way the employer mentors this employee is to have an informal conversation with the employee, while asking open-ended questions to see which part or position in the company they see themselves in.

INLINE KNOWLEDGE CHECK	
Question	Which is an example of mentoring?
Option A	An employer providing weekly feedback on how an employee can improve
Option B	**An employer sharing personal experience with an employee who wishes to achieve a management position**
Option C	An employer providing yearly performance reviews
Distractor Rationale	
	Mentoring should help develop a personal relationship in which the leader is sharing their own experiences and insights with the employee to help achieve long-term goals.

Conclusion

In summary, coaching is a focused and short-term process designed to improve specific skills or performance areas for an employee, while mentoring is a longer-term relationship focused on overall career development and personal growth. As a frontline leader, knowing which skill to implement and when will help you to better address the needs of your team members and improve the productivity of your team.

Additional Resources

- [Coach vs Mentor – What are the Differences?](#) (Article)

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END-OF-LESSON KNOWLEDGE CHECK (QUIZ FORMAT)
(ASSESSMENT COMPONENT IN CONTENTFUL)

Instructions/tips: Below is the end-of-lesson "assessment" content. For end-of-module lessons, an autograded assessment is recommended. This template has the quiz format knowledge check.

Quiz format: Quizzes will be a series of questions and mirror the format of the inline KCs. Use the table; add one table for each question.
- *Your questions do not need to have four answers. Write N/A if there's no answer for that line.*
- *If you want to add a Rich Text Essay question (ie, a short answer), add that to the answer field.*
- *For more information on the recommended question types, see the resources below.*

TYPE	Autograded
FORMAT	Quiz
INSTRUCTIONS (ASSESSMENT INSTRUCTIONS IN CONTENTFUL)	*Instructions/tips: Rarely used for quizzes. Note that you will have summarized what was covered in the lesson in the* Conclusion, *and that should not be repeated here. Add instructions only in the following cases:* • *If the student would not otherwise understand how to proceed* • *To provide specific steps (enumerated or bulleted) on how to complete or context for the whole assessment* • *To provide a file, demo video, or exemplar needed to complete the assessment successfully.*
	Once you complete the assessment below, you will see a button allowing you to submit your answers and move on to the next lesson. Please click **Start** when you are ready to begin the activity

Note for tech editor: Add Learnosity Activity ID and Item ID added to outline and Contentful. Additionally, for any Rich Text Essay question, feel free to add a sentence encouraging students to save a copy for themselves. "Be sure to keep a copy of this answer on hand for yourself, too."

Which of the examples below best demonstrate mentoring and coaching? Drag each example to the appropriate column.	
Coaching	**Mentoring**

A cashier working at a makeup store is struggling to meet the goal for signing up customers for free rewards cards, an important performance metric measured at this company. These cards are typically used by customers to track their purchases and qualify them for free samples. **The sales manager creates an action plan of signing up one new customer per day until they meet their weekly goal.**	**A line cook has been working at a regional chain restaurant for 8 months, but is feeling stagnant. They consistently meet performance standards and their dishes have been distinctly praised multiple times by customers.** **The restaurant manager, a former cook, decides to sit down with the cook and share their experience and career strategy for moving up in the company.**
A grocery store cashier is consistently praised for her positive attitude, both from colleagues and customers, but is ringing up fewer customers per hour than the recommended number. **Her Department Lead recognizes that this employee excels in many metrics, but needs help meeting a short-term goal. Therefore, they give the cashier a strategy for using one to two personalized greetings to maintain rapport while speeding up the transaction.**	**A new warehouse worker is talking to his lead about opportunities to grow within the company. He was recently laid off as a software developer and is working this job during the day while operating as a ride-share driver at night. The worker appears happy to be at the company but is unsure of what it can lead to.** **The Warehouse Lead speaks to the worker to identify his career aspirations, share his own experiences, and identify potential roles that use his skills .**

A cashier working at a makeup store is struggling to meet the goal for signing up customers for free rewards cards, an important performance metric measured at this company. These cards are typically used by customers to track their purchases and qualify them for free samples.

The sales manager creates an action plan of signing up one extra new customer per day until they meet their weekly goal.

Answer: coaching

A line cook has been working at a regional chain restaurant for 8 months, but is feeling stagnant. They consistently meet performance standards and their dishes have been distinctly praised multiple times by customers.

The restaurant manager, a former cook, decides to sit down with the cook and share their experience and career strategy for moving up.

Answer: mentoring

A grocery store cashier is consistently praised for her positive attitude, both from colleagues and customers, but is ringing up fewer customers per hour than the recommended number.

Her lead recognizes that this employee excels in many metrics, but needs help meeting a short-term goal. Therefore, they give the cashier advice on keeping a positive attitude while speeding up the process.

Answer: coaching

A new warehouse worker is talking to his lead about opportunities to grow within the company. He was recently laid off as a software developer and is working this job during the day while operating as a ride-share driver at night. The worker appears happy to be at the company but is unsure of what it can lead to.

The warehouse lead speaks to this warehouse worker to identify his career aspirations, share his own experiences, and identify opportunities for career growth.

Answer: mentoring

Classification

Which of the examples below best demonstrate mentoring and coaching? Drag each example to the appropriate column.

Coaching	Mentoring

⠿

A cashier working at a makeup store is struggling to meet the quota for signing up customers for free rewards cards, an important performance metric measured at this company.

The sales manager creates an action plan of signing up one extra new customer daily until they meet their weekly goal.

⠿

A line cook has been working at a regional chain restaurant for 8 months but is feeling stagnant. They consistently meet performance standards and their dishes have been distinctly praised multiple times by customers.

The restaurant manager, a former cook, decides to sit down with the cook to share their experience and career strategy for moving up.

⠿

A grocery store cashier is consistently praised by colleagues and customersfor her positive attitude, but is ringing up fewer customers per hour than the recommended number.

Her lead recognizes that this employee excels in many metrics, but needs help meeting a short-term goal. Therefore, coaching the cashier to improve on a short-term goal would be the best strategy to employ in this instance.

⠿

A new warehouse worker is talking to his lead about opportunities to grow within the company. He was recently laid off as a software developer and works this job during the day while operating as a ride-share driver at night. The worker appears happy to be at the company but is unsure of what opportunities to grow within the company.

The warehouse lead decides to speak to them to help identify opportunities for career growth.

# [END OF MANUSCRIPT]

REFERENCE: ADDITIONAL INFORMATION AND RESOURCES

Links and resources
- Sample program
- Multiple-choice questions: Best practices
- Recommended question formats
- Info on formative and summative assessments

Formatting and styles

Refer to [Special fields and formatting templates](#) for examples of all special fields and text formatting allowed in lessons.

- For blockquotes and tips, insert content on a new line, with "BLOCKQUOTE:" or "TIP:" at the start of the line.
- For notes, insert content on a new line, with "*Note:*" at the start of the line.
- To add a "key terms card" (below): insert "KEY TERM CARD: [term]: [definition]" on a new line. More information is provided in the link above.
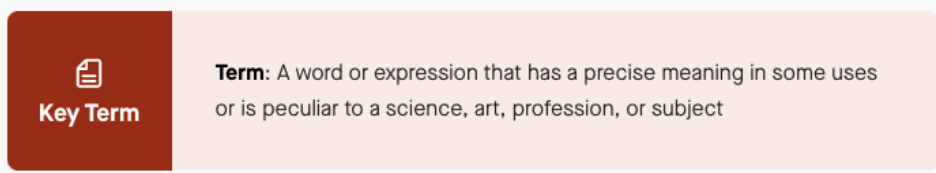
- Ordered and unordered lists, tables, and hyperlinks can be accommodated. Insert these as you would in any Word document.

KCs, Images, Videos (extra tables to copy above)

INLINE KNOWLEDGE CHECK	
Question	[Insert question here.]
Option A	[Insert possible answer here. **Highlight and bold if correct.**]
Option B	[Insert possible answer here. **Highlight and bold if correct.**]
Option C	[Insert possible answer here. **Highlight and bold if correct.**]
Option D	[Insert possible answer here. **Highlight and bold if correct.**]
Distractor Rationale	[Insert DR here.]
Note for tech editor: Add Learnosity Activity ID and Item ID added to outline and Contentful.	

IMAGE	
Link to image	[Insert link to the image.]
Image filename	[Insert image filename.]

VIDEO	
Video title	[Insert video title, and **highlight/bold**.]
Video link (from Kaltura)	[Insert video link. Leave this boilerplate here until video link is ready.]