

# COACHING & MENTORING TODAY IN UK ORGANISATIONS

# 2022



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# The Authors

Prior to setting up their professional practices as executive coaches and mentors, the authors had successful executive careers - Nicki Holmes as a marketing director in Financial Services and Helen Hughes as an HR director in Pharmaceuticals.

Both are accredited as Senior Practitioners in coaching and mentoring by EMCC Global and hold the ILM Diploma in Executive Coaching & Mentoring.

They work both independently and collaboratively in providing coaching and mentoring services to individuals, teams and organisations.



Nicki  
Holmes



Helen  
Hughes

# Executive Summary

**The authors of this new survey are passionate about the benefits of coaching and mentoring and, in these post-pandemic times, believe it can be even more impactful by empowering and enabling individuals and teams to be the best they can be. But we know that a coaching and mentoring culture is not fully embedded in many UK organisations.**

**This survey is a barometer, gauging the status of business coaching and mentoring today. Potentially an annual or bi-annual survey, the first survey was conducted in May 2022.**

The results confirmed that, whilst coaching and mentoring is becoming established in many organisations as a learning and development intervention, there is still a long way to go before it's potential benefits are fully recognised and embraced by the majority. As respondents to this survey suggested, the ideal scenario would be for coaching and mentoring to be offered to all employees.

Results showed there was no significant difference of coaching/mentoring experience or views held between those working in private and public sector or different types of businesses.

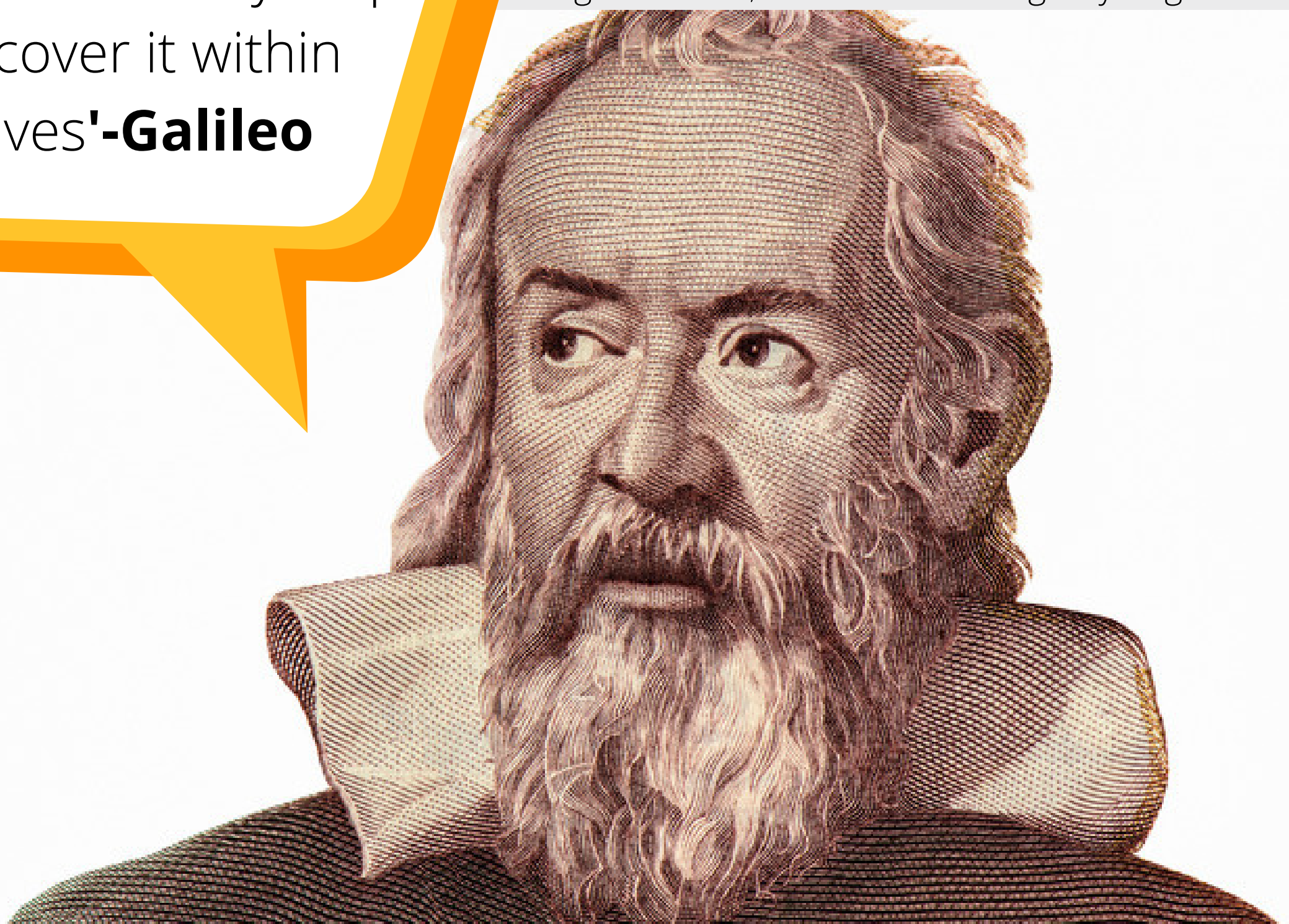
As to the delivery of coaching and mentoring, there is a wide range of 'deliverers' from professional coaches/mentors to line managers and peers. Whilst cost is clearly an indicator in deciding who acts as coach/mentor, it is fundamentally important that the quality of delivery is maintained and protected.

The survey probed more deeply into areas of responsibility, budgeting and consideration of return on investment by asking additional questions of those whose role was CEO/HRD, given that these are usually the individuals responsible for the set up and delivery of this type of intervention. There is considerable evidence from a range of other sources that coaching/mentoring is most successful when sponsored by senior leaders in the organisation.

Whilst 2/3rds of respondents had considered ROI for a potentially costly intervention - when set-up and ongoing management, use of professional coaches/mentors and/or the time taken by internal coaches are considered - a large number had not. If coaching and mentoring are to take their rightful place as a key L&D tool alongside other interventions such as training, consultancy or counselling, it will need an assigned budget together with ways of evaluating its effectiveness and justifying its cost, through demonstrating the benefit to individuals and the organisation.

In summary, whilst there is currently a lot of support for coaching/mentoring in UK organisations, there is still a long way to go.

'You cannot teach a person anything. You can only help them discover it within themselves'-**Galileo**





# Who Responded To This Survey ?



- The majority - nearly 40% - of respondents worked in smaller organisations of up to 100 employees with a further 13% working in organisations of 101-250 employees and 33% worked in larger organisations of 1000+ employees

- Over 70% of respondents worked in the private sector - with 40% of those being in listed as opposed to unlisted companies; 14% were in the public sector with the remainder in either not-for-profit, charities or other such organisations

- The business sectors most represented were the sciences: pharma/healthcare/biotech (38%), financial services (28%), info tech (18%), industrials/manufacturing (12%) and communication (11%)

- 57% of respondents were in director or head of function roles - of which 15% were CEO/MD and 11% HRD/Head of HR; 22% were managers and 18% in non-managerial roles

## Definitions of Coaching & Mentoring

The terms coaching & mentoring are often used interchangeably in the workplace. Whilst they may be used to deliver similar learning and development outcomes, such as enhancing skills, knowledge and performance of individuals and teams, they are recognised as different disciplines.

**Mentoring** - The purpose of mentoring is to share the greater knowledge and skills of a more experienced mentor with a less experienced mentee.

**Coaching** - coaching uses processes and tools to enable the coachee to develop their own answers. The coach does not need to have similar knowledge or experience as the coachee.



## **Views on coaching and mentoring**

Respondents were first asked about their views on the potential benefits of coaching and mentoring.

### **In what circumstances would coaching or mentoring be beneficial?**

When asked in what circumstances they felt coaching or mentoring would be beneficial to their organisation and/or to themselves individually, respondents thought it was most beneficial for personal or career development (16%), closely followed by when stepping up to a more senior role and for succession planning/developing skills and dealing with everyday challenges. Dealing with organisational change was still considered important, but less so (11%).

Team coaching or mentoring was considered most beneficial for team development (15%), slightly above improving team performance (12%).

### **Who should be offered coaching & mentoring?**

A key finding of this survey was that the majority - 71% - when asked who should be offered coaching or mentoring said 'All Employees'.

Whether respondents had experienced coaching/mentoring themselves made little difference to their response to this question.

When asked why they thought this, 64% felt that everyone should be open to benefit from this form of support and 18% thinking it should be offered to those employees who could benefit the most.

Limited budgets/resources was given as a reason to limit who should be offered coaching or mentoring (12%).

### **Who should deliver the coaching or mentoring?**

The survey went on to consider how best coaching and mentoring could be delivered: this question allowed respondents to select all options they felt to be appropriate, as it was likely to vary according to the coaching requirement.

#### **Who should deliver coaching?**

For coaching, 60% thought it could be delivered by an internal coach - either a senior/more experienced colleague or their manager, although a significant number thought it could be best delivered by an external qualified coach (40%).

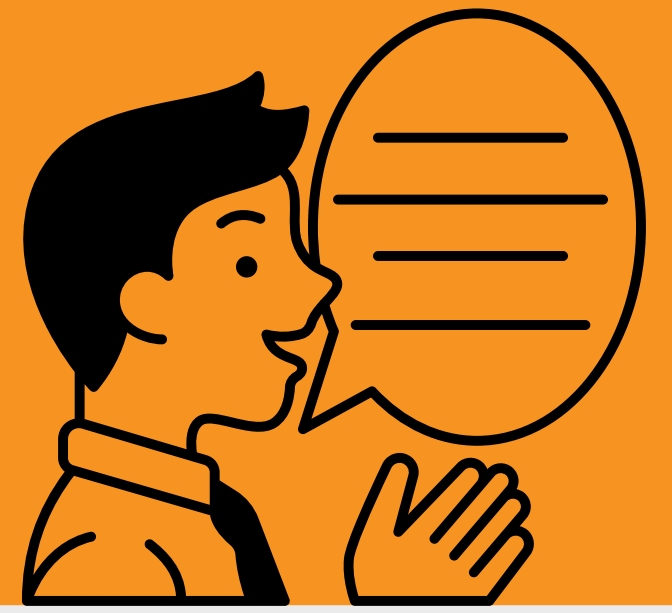
#### **Who should deliver the mentoring?**

When considering the same question for the delivery of mentoring support, the majority (78%) of respondents felt this could be delivered by internal mentors. However, they were specific about who should do the mentoring.





# Soundbites



## Coaching

'The need of the coachee should dictate the coach'

'Using a flexible approach for different situations. Coaching conversations in regular meetings with manager supports professional growth but some people may benefit from a more formal coaching partnership with more experienced colleagues in the business or an external coach'

'This is a large diverse organisation and external and internal support is appropriate'

'I think it is useful for a coach to be someone from outside of our own organisation - definitely not the line manager. Mentoring and coaching should be specific to the person and not have a bias from a line manager.'

## Mentoring

'I think mentoring should be someone that is neutral (doesn't work with you on daily basis), so that the focus is on questions, meant or actually challenged'

'The mentor would have no preconceived ideas on capability or behaviours'

'I think that the act of mentoring someone is a development opportunity for the mentor as well as the person mentored'

"Mentoring can be in reverse too - junior staff can provide a new/refreshed view for more experienced colleagues. However, train the trainer is important to provide a realistic pragmatic objective approach"

'Mentoring requires experience'

# Personal Experience of Coaching or Mentoring

***The survey went on to identify those who had personally received coaching or mentoring and to find out more about their views and experiences.***

## **About those with coaching/mentoring experience**

When asked whether they had personally experienced coaching or mentoring, a large number of respondents had or were currently being coached or mentored in their current company (42%) and a further 35% had been in a previous company.

When these figures were analysed by role, it was interesting to note that there was very little difference between CEO/MD, other directors/heads of function, managers and non-managerial.

There also appeared to be little difference between those working in the private, public or charity/not-for-profit sectors when it came to likelihood of having experienced coaching or mentoring. But nearly a quarter (22%) had no experience of coaching or mentoring at all, either in their current company- in their current or a previous role- or in a previous company.

## **Who was it offered to?**

Of those who had experienced coaching or mentoring, 38% said it was offered to all employees with 33% saying it was to senior management only - the rest (29%) saying it was offered to other selected individuals.

When asked who they thought coaching/mentoring should be offered to, a large majority (71%) said all employees and there was little difference in this view between those who had experienced it themselves compared with those who had not.

## **Mix of coaching and mentoring**

There appears to be a high acceptance of the role of both coaching and mentoring, with 53% having been given a mix of mentoring and coaching as opposed to 27% coaching only and 20% mentoring only. This finding points to the recognition of the two disciplines as overlapping and complimentary.

The majority (66%) had been individually coached or mentored with just 18% experiencing it as a group and 15% within a team. Given that team coaching is currently a growing area of business coaching this finding is not surprising but again points to the potential opportunity for teams and groups to benefit from coaching and mentoring interventions.

## **Delivery of coaching or mentoring**

For those who had received coaching or mentoring, the most likely form of delivery (46%) was by an external coach or mentor, then by a senior colleague (26%), with only 7% by their manager and 6% by a peer. Interestingly, there appeared to be little difference between the use of external coaches/mentors for those whose current role was CEO/MD (47%) vs those in any other role, including non-managerial (43%).

53% said coaching/mentoring was delivered face-to-face, 17% saying it was virtual only - the rest (30%) saying it was a combination of virtual and face-to-face.

The majority of respondents (39%) said they were contracted to have between 4 and 6 sessions with their coach or mentor so this seems to be the most popular arrangement, but 15% said they had between 7 and 10 sessions, and 29% having more than 10 sessions, meaning that 83% of respondents to this question had more than 3 sessions with their coach/mentor. Only 17% said they had just 1-3 sessions.

76% said that their coaching/mentoring period lasted more than 7 months, with 25% saying that it lasted more than a year.





## How could their experience have been improved?

There were a number of reasons people said that the coaching or mentoring could be improved, with the top reason being the frequency of sessions (31%) followed by setting of goals (23%) and duration of the coaching/mentoring contract (16%). 11% said it could have been improved by better matching of mentor/coach – demonstrating the importance of matching well.

## Benefits of Coaching and Mentoring

62% of those who had experienced coaching/mentoring rated the benefits highly - scoring as 8 or more on a scale of 1-10. Only 8% rated it less than 5. This supports the view that coaching/mentoring has a beneficial impact - when carried out properly.



## Is there a coaching/mentoring culture in your current organisation?

The survey went on to explore whether there was a coaching/mentoring culture in the respondents current organisations. These questions were asked of all respondents, irrespective of whether they had personal experience of coaching/mentoring.

Nearly 60% of respondents felt there was a coaching/mentoring culture in their current organisation. That said, more than a third (36%) felt there wasn't. When those respondents were asked whether it should be offered in their current organisation, an overwhelming majority (87%) answered Yes - demonstrating significant opportunity for improvement.

Further analysis explored the potential difference between those who had no previous experience of coaching/mentoring with those who had. Of those with no experience, 55% thought there was a mentoring culture in their current organisation and 37% said there was not but overwhelmingly felt there should be (84%) - so there was no significant difference between those with and those without personal experience of coaching or mentoring.





# Additional questions of CEOs/HRDs



The survey asked specific, additional questions of CEOs/HRDs about the implementation of a coaching/mentoring culture.

## Accountability

In the majority of companies (88%) either the CEO, HR or L&D team is accountable for L&D interventions - including coaching/mentoring.

When it comes to developing 'rising stars' 44% of respondents say that it's the CEO who is accountable for the implementation of their learning and development interventions.

## Implementing a coaching/mentoring culture

The great news is that 35% have already implemented a coaching/mentoring culture, although 9% say that it does need some more investment or improvement.

A further 45% said they wished to implement a coaching and mentoring culture as part of their learning and development strategy. So, encouraging news all round as coaching/mentoring appears to be high on the agenda.

## Help Needed

Over half the respondents - 52% - said they would need or would have needed both internal and external help to set up a coaching or mentoring scheme, with 32% reporting that they didn't need any external help.



## Budgets and Return on Investment

70% said that Central HR holds the budget, where one exists.

However, of the remaining respondents, 63% were unsure what budget they would require – suggesting that a large number of those organisations considering implementing coaching and mentoring may need expert help in order to set it up.



When asked whether they had considered ROI on the investment made, 33% of CEOs and HRDs said they have not considered it. However, most (67%) think this is a really important factor when investing in coaching and mentoring.

**The challenge of how to prove ROI is going to be a key consideration for anyone considering implementing coaching and mentoring for their organisation.**



# Conclusion

In conclusion, the findings from this barometer survey have demonstrated that coaching/mentoring is widely used as a Learning & Development intervention and that there is no marked difference in its use between business sector or role level. Those who had experienced it felt that they had benefited significantly.

That said, there is clearly a long way to go before it is fully embedded within the majority of UK organisations and offered to all employees, with a number of challenges to overcome along the way.

For further information, advice or guidance on any aspect of coaching or mentoring, please contact Nicki Holmes or Helen Hughes

Helen Hughes  
helen@HIHSolutions.uk  
07907 705444

Nicki Holmes  
nicki@h-m-l.co.uk  
07957 285286

