

Coaching & Mentoring

MUADP-4_Level 1 (2024)



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Objectives: Be able to...

1. Explain the meaning of “Coaching” and “Mentoring”
2. Be a Coach & Mentor
3. Using System Concept & Design Thinking for Coaching
4. Give Reflection



Question 1:

Coaching & Mentoring



Coaching

- Coaching is **unlocking a person's potential** to **maximize their own performance**
- It is **helping them to learn** rather than teaching them

John Whitmore, in Coaching for Performance.



Coaching (2)

- Coaching is the art of practice of **guiding a person** from where he/she is toward the **greater competence and fulfillment**

Gary Collins



Mentoring

- Mentoring is an approach to people development that is independent of and takes place outside any line management relationship
- It is about **one person helping another** to achieve something that is important to them

David Kay & Roger Hinds, in A Practical Guide to Mentoring 5th Ed.



Mentoring (2)

- A **partnership** between two people with different levels of experience
 - **A mentor**: provides support and development through activities that help a mentee to understand things better
 - **A mentee**: learns from a mentor in an unthreatening atmosphere

David Clutterbuck, in Everyone Need A Mentor.



Question 2:

How to Coach?



Principle of Coaching

1. Build self esteem
2. Validate understanding
3. Generate options
4. Inspire action
5. Recognize results



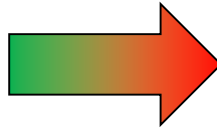
How to Coach?

Aim towards **Task**

Transforming from

A teacher

- Tell
- Teach
- Demonstrate



A Coach

- Ask
to find solution by
the coachee



Coaching by Using System Concept

1. Input

- Coachee → problems, pain points
- Coach → KSA
- Brainstorming Tools → Mind map, Post-it



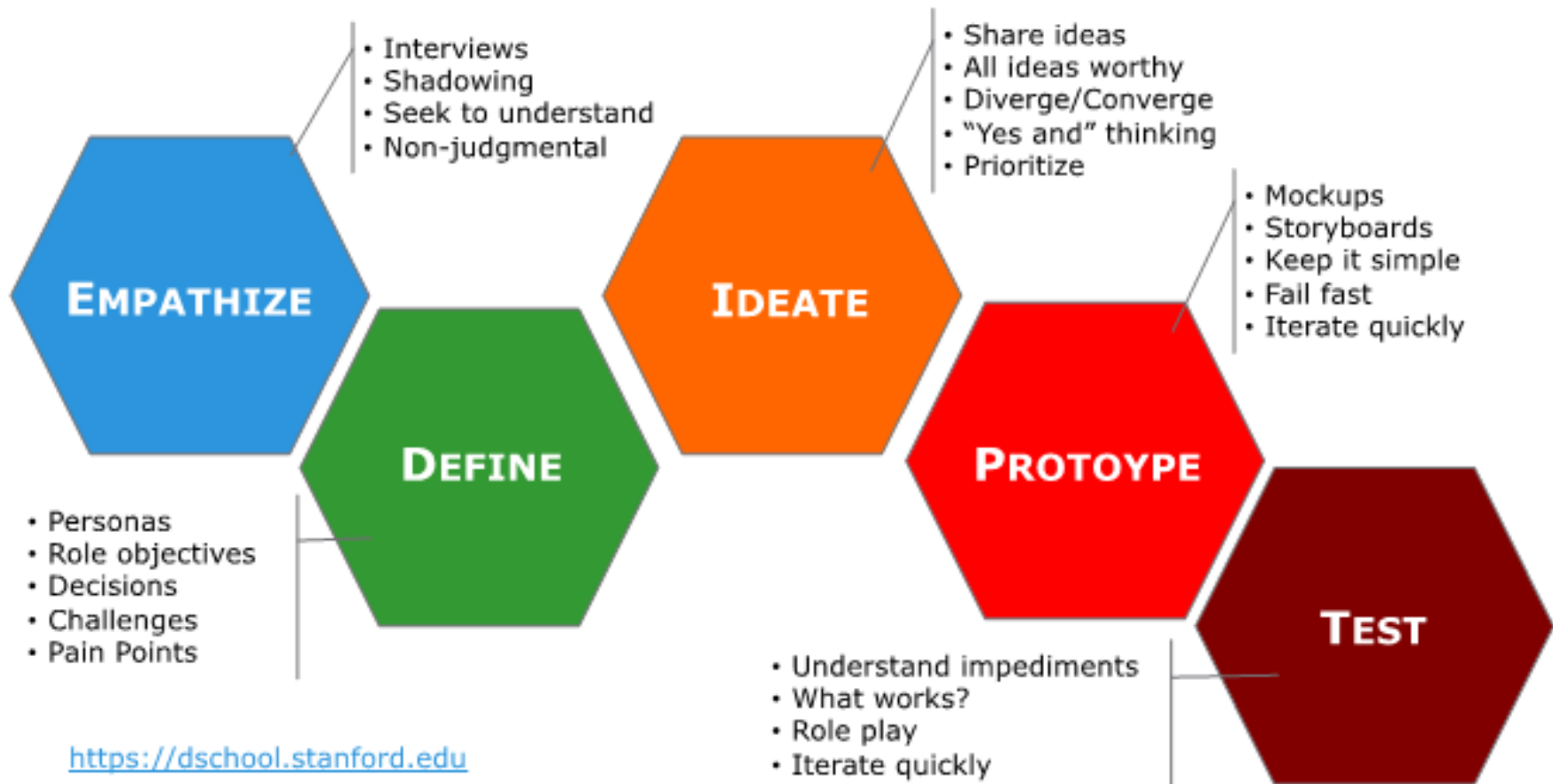
Coaching by Using System Concept (2)

2. Process → Design Thinking

- Empathize
 - Active listening / Deep listening
- Define goal
 - Powerful open questions → Goal setting
- Ideate solutions → Visualization
- Prototype → Action planning
- Test → Reflection → Reframe

Design Thinking

Stanford d.school Design Thinking Process





Coaching by Using System Concept (3)

3. Output

- Mastery: IQ, EQ, MQ
 - Improved Knowledge & Skill
 - Increased Attitude: Confidence & Motivation
- Prototype → Action planning
- Test → Reflection → Reframe



Coaching by Using System Concept (4)

4. Feedback

- Self-Reflection
- Reflection → Feedback to coachee
- Reframe / Continuous Improvement
- Celebrate small success



Coaching by Using System Concept (5)

5. Environment

- Trust & Rapport
- Safe & supportive space
- Minimize distraction



Coaching Tips

1. **K**nowledge / **C**ognitive Domain
2. **S**kill / **P**sychomotor Domain
3. **A**ttitude / **A**ffective Domain



1. Coaching Knowledge

- Bloom's Taxonomy

Sensory Memory



Working Memory



Long Term Memory



How to coach knowledge

- Ask...
 - what is...?
 - How does it work?
 - How to solve...?
 - What is the difference of...?
 - How do you evaluate the condition...?
 - How can you do it better...?
- How to promote and enhance memory?



2. Coaching Psychomotor

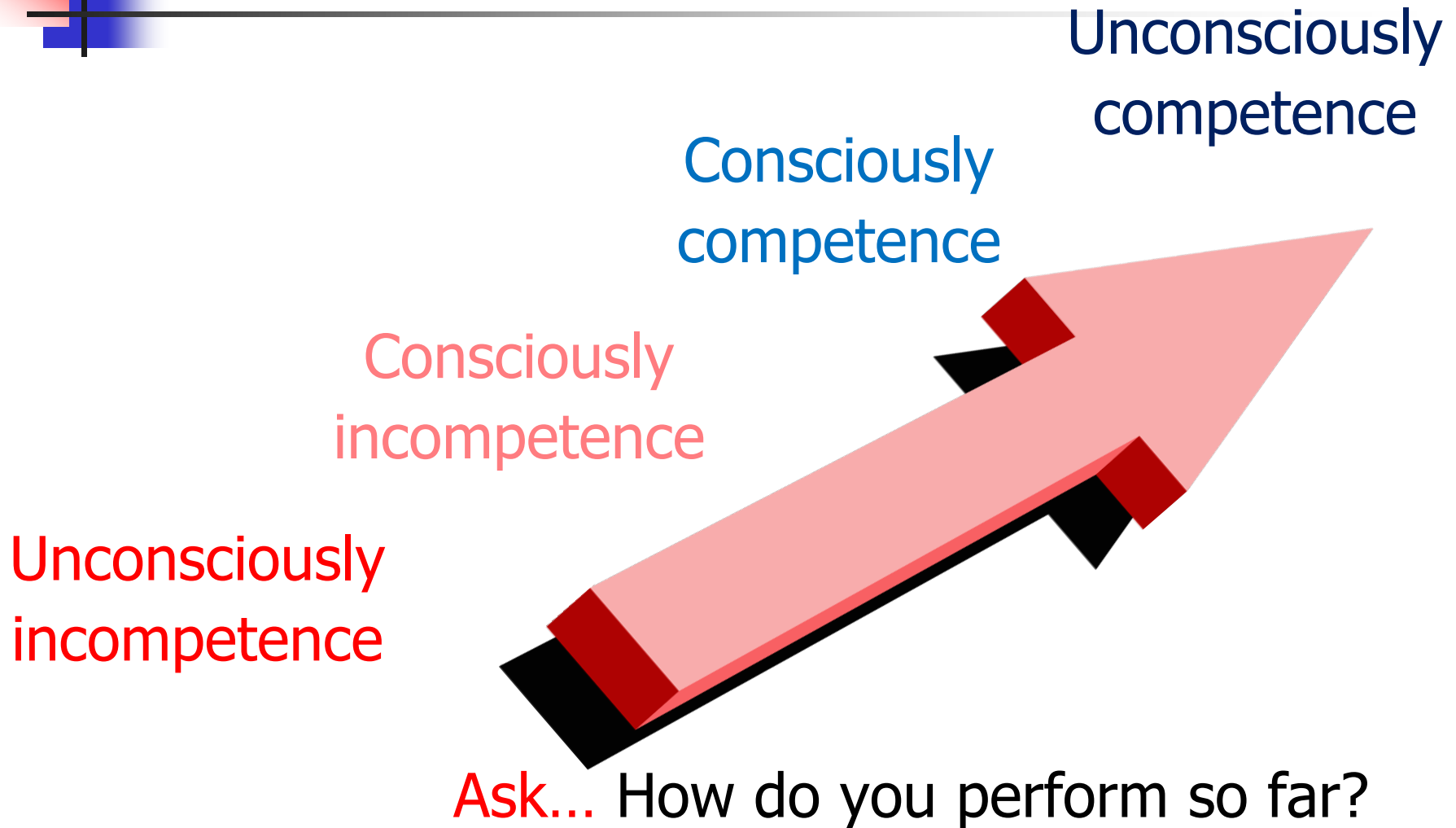
- Deliberate Practice → Micromastery
 1. Break it into chunks
 2. Slow it down
 3. Repeat it
 4. Feel it
- Coach...Giving feedback or reflection



2.1 Break it into chunks

- **Divide** whole material into **smaller chunks**
- **Memorize** 1 chunk at a time
- **Practice** 1 chunk repeatedly before moving to the next chunk
- **Connect** the 2 chunks...
- **Ask...**How is your first performance?

2.2 Slow it down





2.3 Repeat it

- **Attention is critical**
- Practice in a “**learning zone**”
(a bit more than “comfort zone”)
- **Distributed** and regular practices
- **Ask...**how do you feel the fluency...?



2.4 Feel it

- **Reflect...** the difference between the goal and the actual performance
- **Ask...**
 - How do you feel the difference?
 - How to improve the level of current performance to the goal level



3. Coaching Affective

1. Role modeling
2. Classical conditioning: ways of thinking
3. Operant conditioning: reinforcement
(rewards & punishment)
4. Persuasion: reflection & internalization



Coach's character

1. Positive Attitude
2. Good Listener, Facilitator & Reflexivity
3. Great Relationship:
 - Time availability
 - Caring



Reflection / Reflexivity (4R)

1. Reporting: describe what you experience
& Responding: give observation & feeling
2. Relating: to experience
3. Reasoning: according to theory
4. Reconstructing: plan/apply for future use



Mentoring

- Mentor
 - Happy to help
 - Transfer experience
- Mentee
 - Trust and believe
 - Feel the sincerity and care



Principle of Mentoring

1. A confidential partnership
2. A positive developmental activity
3. Built on understanding and trust
4. Aim to develop self-reliance and self-confidence



Role of Mentor

1. Transfer Passion
2. Inspire & Motivate
3. Coach
4. Reflexivity
5. Challenge
6. Support
7. Professionalism
8. Role model



Challenges

Shall we become a **Coach**?

About the speaker



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