

# Timing is everything

WITH skills in short supply, time is a critical factor in the transfer of learning in South African business. More than ever, experiential on-the-job training must play a greater part in promoting employees to management level.

With transformation becoming increasingly important in all industries, coaching and mentoring provide the ideal means of providing knowledge and training specific to a job or role within an organisation.

Bryan Hattingh, MD of Cycan, says that although the two are complementary, mentoring and coaching are distinctly different.

Mentoring focuses on the transfer of

## **Mentoring and coaching provide knowledge and training that are job-specific**

skills, experience, insight, wisdom and capability through instruction, example and on-the-job shadowing. An effective mentor will challenge the person to think, question, analyse and consider the relevance of the learning in its context.

"Coaching, on the other hand, is the facilitation of posing relevant scenarios and questions that challenge the person to look at themselves and their world, and see the relevance of who they are and what they do from a fresh perspective, inspiring them to raise the bar, overcome self-limiting beliefs, confront their fears and challenge issues," says Hattingh.

Combined, these practices not only provide a powerful way to increase



**DO WHAT I DO:** Bryan Hattingh, MD of Cycan, says the art of mentoring means passing on valuable skills to others

performance and effectiveness, but also tend to have a positive effect on the entire employee body as the accomplishments of those being mentored and coached become evident.

Professor Ben Anderson, CEO of The Da Vinci Institute, sees coaching as the more effective means of experiential training as it leads to a greater awareness of one's self, of others and of the context of the person concerned within the organisation and society at large.

— Linda Doke