

**ACCA**

**The coaching and  
mentoring  
revolution – is it  
working?**



# Coaching and mentoring

# Changing but Demanding External Environment

Cross Functional Working

Increased regulatory

Coaching and mentoring

Coaching – unlocking hidden potential

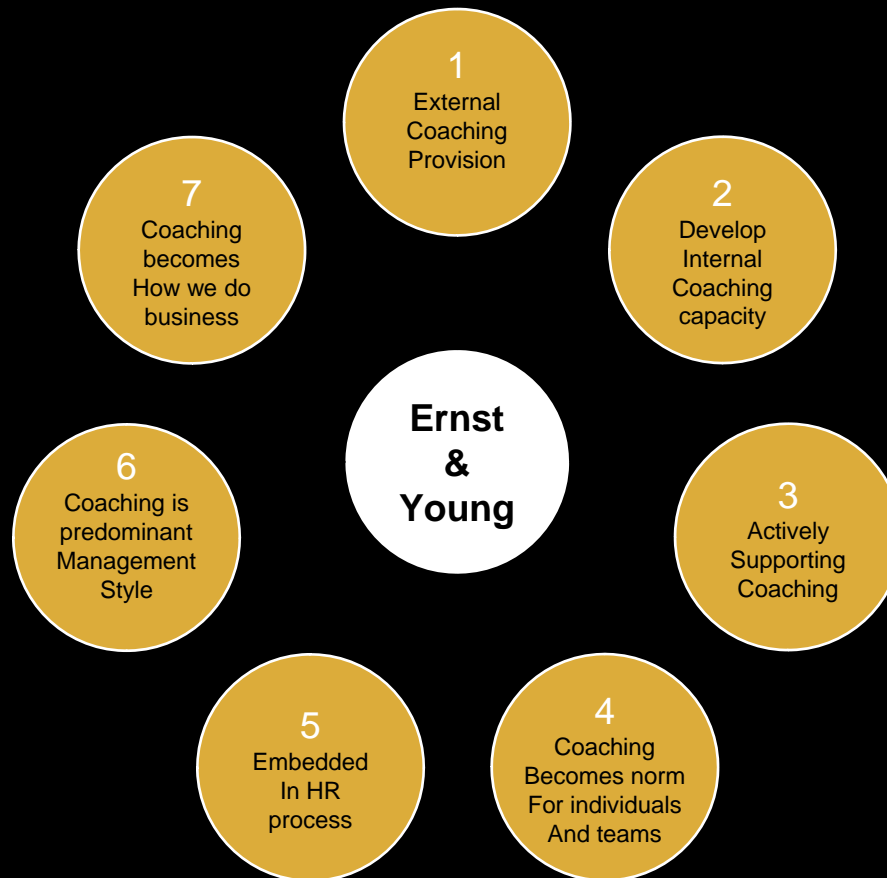
Mentoring – passing on wisdom and  
knowledge (apprenticeship)

The coaching culture is critically important

“My tax partners know that in teaching tax technical skills they can instruct using the I will tell / show you” technique, or they can use the “Here’s a problem – what do you think is the solution?” approach. The former may be more time efficient, the latter may lead to deeper understanding”.

Bridget Allen, Head of Coaching, KPMG

# Steps in the evolution of a coaching culture



# Objectives

Changing external environment

Attributes, styles, behaviours?

Optimism? Flexible? Visionary?



**Objectives, Costs,  
Benefits?**

# Costs and benefits

Fees? Lost Time?

Formal ROI measurements?



**Where are we  
today?**

# The development model

## DEVELOPMENT REQUIREMENTS

Adoption of strategic and leadership behaviours and attitudes

Consolidation of technical skills, awareness of communication & management techniques

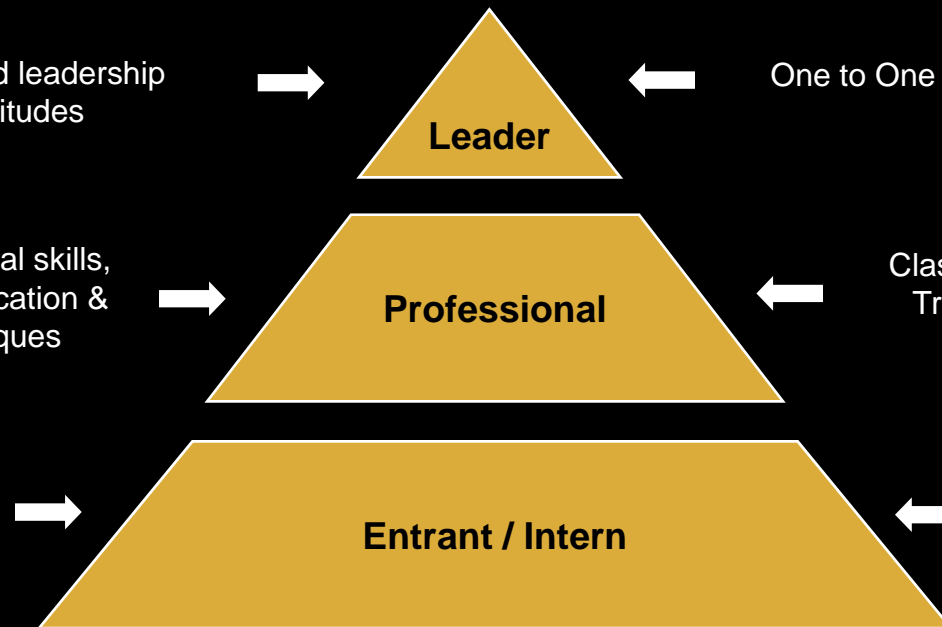
Awareness of financial rules, regulations, methods

## LEARNING METHODOLOGY

One to One coaching, peer project work

Classroom, group, project Training. Management Courses

Distance learning, E-learning, Self Study Pre-Classroom Prep



# Where are we today?

## Key findings

Coaching is provided as an explicit development tool to senior management only

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The success of coaching is “often” monitored

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An internal coach is as valuable as an external coach – but is a “fixed cost”

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The cost of coaching will be increasingly scrutinised

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The “manager as a coach” is an evolving role

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The “coaching culture” remains an aspiration for most

# Successful coaching

- 1 Build awareness and responsibility
- 2 Strong coaching environment
- 3 Emotional intelligence

# The Future: 3 key recommendations

- 1 Develop finance professionals as coaches, and include coaching as part of the training available to all finance professionals
- 2 Establish an effective mentoring system, and make coaching and mentoring processes available to all. Identify key mentors across finance functions.
- 3 Establish an external and / or internal coach faculty. Formally appoint and accredit coaches, establish objectives, methodologies, milestones and measurable outcomes. If this is successful, coaching should become a “way of doing business”.

# Further information?

Visit ACCA's Managing Human Capital Microsite and insights research programme at

[www.accaglobal.com/mhc](http://www.accaglobal.com/mhc)

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