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F. COACHING AND MENTORING

HINTS AND TIPS



The participants of the 19th meeting of the Security Sector Reform (SSR) Working Group and 4th meeting in collaboration with the Education Development Working Group (EDWG) of the PfP Consortium of Defense Academies and Security Studies Institutes titled “Gender-Responsive Evaluation for Military Education - 4th Workshop on Teaching Gender to the Military”¹ provided the following hints and tips on coaching and mentoring.²

WHAT MAKES A GOOD COACH OR MENTOR?

- Availability, including in the long run
- Constructive, creative and open-minded attitude
- Depth of experience
- Feels they also benefit from coaching/mentoring
- Good listening and communication skills
- Good people skills - empathy, humility and respect
- Good personal fit with the person they are coaching/mentoring, able to bring out their best
- Informality
- Knowledge and the ability to pass it
- Motivated to coach/mentor, understand and learn
- Personal charisma and a wide professional network
- Prioritises the goals of the person they are coaching/mentoring

TIPS AND TECHNIQUES FOR COACHING AND MENTORING

- Be an active listener:
 - Be patient, do not interrupt
 - Demonstrate understanding by summarizing what they have said and asking follow-up questions
 - Encourage the speaker with verbal and non-verbal gestures (face the speaker, nod, voice agreement or empathy, ask questions)
- Be honest in your responses
- Bear in mind that coaching is different from negotiating
- Do not expect the person you are coaching or mentoring to always agree with you or follow your advice exactly
- Encourage and empower the person you are coaching or mentoring
- Have a well-designed plan
- Propose solutions and remain solutions-oriented

¹ Full after action report is available at <http://www.dcaf.ch/Event/Gender-Responsive-Evaluation-in-Military-Education-4th-Workshop-on-Teaching-Gender-to-the-Military>.

² Further resources on mentoring are available from the Gender Equity Project, drafted by Virginia Valian at the Hunter College of the City University of New York: <http://www.hunter.cuny.edu/genderequity/resources/equitymaterials>.