



# The State of Coaching & Mentoring 2021

How to improve organizational culture by developing and hiring better coaches and mentors.

When done well, coaching and mentoring can help organizations prepare employees for future challenges and positively impact business performance.

We surveyed 326 professionals to understand the state of coaching and mentoring in 2021, the findings of which are shared below.

## The findings

**1** Coaching and mentoring will maintain and increase in importance over the next two years.

52% of respondents agree that coaching is currently critical to their organization.

50% agree that mentoring is currently critical.

**2** Despite the importance, the majority of respondents say that coaches and mentors are not highly effective.

38% say that more than half of the coaches in their organization are highly effective.

**3** Most coaches and mentors lack a high level of effectiveness across eight key skill areas.

25% of respondents consider their coaches to be very effective when it comes to holding difficult conversations, and

21% say the same about mentors in their organization.

## The **key skills** for coaches and mentors:



**4** Many organizations contain elements of a strong coaching and mentoring culture, but there are key factors that are lacking.

67% of respondents agree or strongly agree that managers help others grow professionally.

62% of employees welcome feedback from others.

**5** Insufficient time is a top barrier to effective coaching.

76% of respondents say not devoting enough time to coaching and mentoring due to other priorities is the top challenge hindering coaching and mentoring.

**6** There are key differences in who delivers coaching and mentoring.

Coaching and mentoring share similarities but are **ultimately two different processes**. The most common source for coaching is direct supervisors, while the most common source for mentoring is colleagues/peers.

## Defining coaching and mentoring



### Coaching:

A form of development in which an experienced person, called a coach, provides a structured and focused interaction with a learner or client (coachee), using tools and techniques to help create positive change for the benefit of the coachee and possibly for other stakeholders.



### Mentoring:

A relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person via advice, opinions, strategies and policies focused on career or life advancement.

**7** Providing guidance to help others is the top driver for using coaching and mentoring programs.

42% of respondents said **providing guidance to help others** realize their potential.

42% said **preparing a pool of talent** to fill future critical roles.

39% said help create a more **diverse, equitable and inclusive** workforce.

**8** The pandemic has changed the coaching and mentoring landscape with an increase of **34%** in **coaching** and **30%** in **mentoring** efforts

71% of organizations are relying on remote coaching and mentoring at least to some degree due to the pandemic.

**However, only** 14% consider virtual coaching to be more or much more effective than face-to-face coaching or mentoring.

**9** Coaching and mentoring have a positive impact on both individual development and organizational performance.

Of respondents agree or strongly agree that coaching leads to:

73% of respondents agree that coaching leads to improved individual development.

68% agree that it leads to improved organizational performance.

**Companies with a larger percentage of effective coaches and mentors are:**

- more than twice as likely to say both coaching and mentoring are currently important practices
- more than four times as likely to say coaches in their organization receive specific skills training, and are nearly four times as likely to say the same about mentors
- more likely to be very effective in all key coaching and mentoring skills

Whether formally or informally, some form of coaching or mentoring is most likely taking place in your organization.

To learn more about how coaching can help your business to challenge and inspire your leaders to perform at their personal best and drive success, visit: LHH Reach.

## About the Research

We gathered 326 complete and partial responses from HR professionals in virtually every industry vertical. Respondents are located all over the world.