

A photograph of two women in a professional setting. One woman is seated on the left, wearing a teal top, and the other is standing on the right, wearing a white blazer and plaid pants. They are both looking at a tablet held by the seated woman. The background shows a window with a grid pattern.

The state of Coaching and Mentoring

Prepared by:



Table of Contents

Contributors	Page 03
Introduction	Page 04
Mentoring vs Coaching	Page 05
The Importance Of Coaching and Mentoring	Page 06
The Future of Coaching	Page 08
Technology Will Broaden The Potential of Coaching	Page 10
The Development of Team Coaching Will Ramp Up	Page 12
More Organisations Will Develop A Coaching Culture	Page 13
The Future of Mentoring	Page 14
Mentoring Will Be Used To Support Internationalisation	Page 15
Keeping Generation Z Engaged Through Mentoring	Page 16
Supporting Mental Health And Well-being Through Mentoring	Page 17
Conclusion	Page 18

Contributors

This White Paper was produced jointly by PushFar and Sheridan Worldwide, both leading organisations within their industry.



Ed Johnson,
PushFar CEO

Founded in 2019, PushFar is a world leading mentoring and career progression platform, helping thousands of individuals and organisations across the globe fulfil their mentoring needs. Our cloud-based platform lets organisations make the most of their mentoring programmes, helping them streamline the whole process. PushFar currently has over 100,000 professionals on its open network, where anyone can sign up for free to find a mentor, mentor others, network and develop their career.

www.PushFar.com



Founded in 2012, Sheridan Worldwide is an award-winning global coaching and leadership consultancy with expertise in organisational and people change. Sheridan helps individuals, teams and whole organisations tap into their brilliance through a range of services designed to help businesses get the most out of their people and drive lasting, transformational change. We operate on one simple, positive assumption: every individual has the capacity for brilliance and so our mission is to provide a tailored approach to create the conditions for people to realise it.



Caroline Sheridan,
Sheridan Worldwide CEO



www.sheridanworldwide.com



Introduction

To stay competitive, you've got to stay ahead of the latest trends. Throughout this White Paper, we will be discussing the future of coaching and mentoring, and reviewing how they can be used to combat upcoming challenges faced by HR and organisations alike.

The world is constantly changing, from the way we go about our daily lives to the way organisations run. These changes mean that there are always new things disrupting both organisations and the employees who work for them.

Over the last few years, we've overcome big changes, from navigating the challenges that come with remote work to the latest technological advances. But it's now more important than ever that organisations adapt to the latest challenges and trends if they want to keep employees engaged, motivated and satisfied within their roles.

Recently, we've seen a huge increase in the number of organisations implementing coaching and mentoring programmes (sometimes both). There are many reasons behind this, from more awareness of the benefits of these programmes to an increase in the number and variety of challenges faced by organisations across the globe.

As the number of workplace coaching and mentoring programmes continues to rise, it's important to take a look at what the future of coaching and mentoring has in store for organisations.

Continue reading to discover the differences between coaching and mentoring, the importance of these programmes and what the future of coaching and mentoring looks like.

Mentoring vs Coaching

In this section of the White Paper, we will be reviewing the differences between mentoring and coaching. Organisations must understand the differences if they want to use the most effective method to combat their challenges.

When it comes to comparing mentoring and coaching, there are more differences than many people think. First, let's define each.

A mentor is described as an individual who shares their knowledge, skills or experience, to help their mentee develop, progress and grow. By contrast, a coach is an individual who offers guidance to their coachee to help them achieve their goals and reach their full potential from their own resources.

While these sound similar, there are some distinct differences between the two as noted in the table below.

Mentoring	Coaching
Mentoring is longer-term, often lasting 6+ months but can continue for years.	Coaching is often shorter-term. However, some coaching relationships can be longer-term too.
No qualifications or certificates are required for mentoring.	Coaching requires training and formal qualifications are available.
Mentoring is more directive.	Coaching is non-directive.
Mentoring is less structured, but it is recommended to have meeting agendas and goals.	Typically, coaching is structured by line managers or sponsors.
Mentoring is primarily development-driven.	Coaching is performance-driven.

The Importance of Coaching and Mentoring

Now that you're aware of the differences between mentoring and coaching, it's time to review the importance of organisational mentoring and coaching through the use of statistics and facts.

97%

Research shows that a massive 97% of individuals who currently have or have had mentors in the past feel they are highly impactful and valuable. ([Source](#))

99%

A study uncovered that 99% of individuals and companies who engage a coach are "satisfied" or "very satisfied" with the overall experience. ([Source](#))



86%

of professionals claim that having access to mentoring is a factor in their staying with an organisation. ([Source](#))



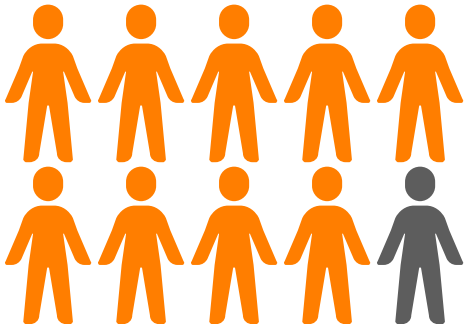
94%

of employees state they would stay with an organisation for longer if it was investing in their careers. ([Source](#))

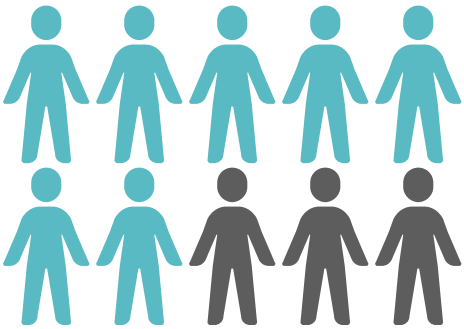


86%

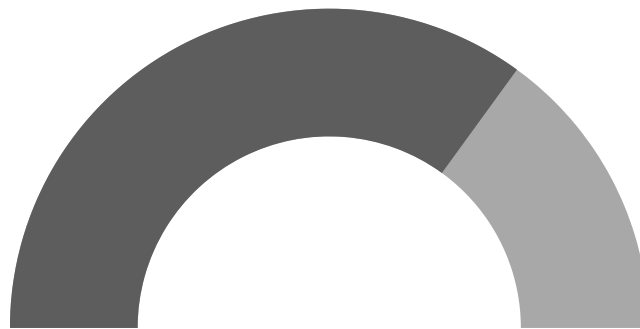
of organisations report that they recouped the investment they made into coaching, plus more! ([Source](#))



9 in 10 workers with a mentor say they feel happier within their career. ([Source](#))



7 out of 10 individuals who received coaching saw benefits such as improved work performance, relationships and communication skills. ([Source](#))



70% of employees would leave their organisation for one that invests in their development and learning. ([Source](#))



71%

Unsurprisingly, 71% of Fortune 500 companies have a mentoring programme in place for their employees. ([Source](#))



4X

When employees don't have proper management skills, they are four times more likely to leave their organisation. ([Source](#))



33%

A third of Fortune 500 companies use executive coaching as standard leadership development practice. ([Source](#))



The Future of Coaching


The current climate has brought an array of challenges to businesses, leaders and managers alike. However, in the face of that uncertainty resulting in new demands for remote working, and disruptions to supply chains, many employers have become more resilient and determined to overcome them.

The cost-of-doing-business crisis, inflation and an unstable macroeconomic environment have not deterred businesses from optimising their operations, taking advantage of new opportunities or looking ahead to a brighter future.

But the current climate is not easy, and so it should be no surprise that in some quarters the demand for business coaching is increasing. Searches for 'business coach' rose by 2,220% between December 2020 and December 2021, while 'executive coach' saw a 1,092% increase ([Source](#)).

Yet while coaches themselves have every reason to feel optimistic about the demand for their expertise – 70% say they are either “somewhat” or “very” confident” about the future ([Source](#)) – the sector is also entering a period of change and challenge.

Difficult trading conditions may limit or divert the focus of senior management, and coaching and mentoring budgets make easy targets for cost-cutting in the short-term. Different industries are advanced to different stages in this area, being in no sense the case that this is the preserve of professional services employers. The gentler or more established the career paths within a business, the less need there may be for coaching compared to, say, a leader in a start-up dealing with very rapid growth and the people and other challenges that can bring.



Corporate priorities may be diverted to higher-profile activities around diversity, equity and inclusion (DEI) or environmental, social and corporate governance (ESG). So coaching will have to fight its corner for leadership investment. We are clear that it will do so successfully.

Coaching or mentoring can sound like a luxury purchase but there is increasing awareness that it can make hard financial sense too, potentially more directly than DEI or ESG. If coaching makes a star performer even better or retains respected employees by demonstrating the value their employer attaches to their development, that represents an immediate cash saving in terms of recruitment fees or salary premiums avoided, and an equally immediate side-stepping of the losses potentially caused by disengaged executives, quiet-quitting or resignations.

The following are three trends which [Sheridan Worldwide](#) believes will emerge and develop in 2023 and beyond, with ongoing implications for HR and organisations:

- Technology will broaden the reach of coaching
- The development of team coaching will ramp up
- Organisations will develop a coaching culture

Technology Will Broaden the Potential of Coaching

Technology has changed the way we work, learn and interact. It has revolutionised communication and opened new opportunities for people to connect, collaborate and create. In the coaching space, technology offers the potential to reach more clients.

With the use of social media, coaches can now work with people all over the world, enabling them to connect and help more people than ever before. Additionally, digital tools such as videoconferencing and teleconferencing make it possible for coaches to provide their services to clients who may otherwise be unable to access them, such as those located in remote regions or those with physical disabilities or other specialist requirements.

This has had a significant impact on how coaching is approached and implemented, allowing for access to elevated levels of expertise and increased potential for success. The emergence of virtual coaching platforms will democratise the provision of coaching in 2023 and beyond, moving it beyond the realm of executive coaching and businesses with deep pockets and removing the cost burden of travel, time and accommodation. Managers and other employees can receive cost-effective one-to-one coaching using such platforms, and in time some elements of executive coaching may also be undertaken in this way.

In some ways, this has been forced on businesses by Covid-19. According to The International Coaching Federation's 2021 [COVID-19 Snapshot Survey](#), coaches increased their use of audio-video platforms by 83% during the pandemic, while in-person sessions fell by 82%. Even with the passing of the pandemic in much of the world, those shifts are likely to be permanent to a significant extent.

But the use of technology and platforms is not just about reducing costs. Such platforms allow people to access coaching on demand, providing in-the-moment support at speed, rather than having to wait almost weeks until their next coaching session.

This, in turn, will accelerate another trend we're already seeing: that of specialisation. Technology has enabled coaches to better understand their clients and provide personalised, tailored advice. With the advent of cloud computing and other digital tools, coaches can now access and store data more easily and make it available to their clients. This allows coaches to improve the client experience and help them to reach their goals more quickly.



"I think coaching will also become more globalised, with a more diverse range of clients seeking the help of an equally diverse set of coaches. Coaches can bring great positive impact to a team's ability to work across cultures".
— Brian Lee, Sheridan Worldwide.

Coaches will increasingly be expected to outline their main areas of expertise and position themselves in that space on platforms. At the exclusive end of the profession, specialisms will attract a premium, so must be acquired and demonstrated. Employers, meanwhile, can white-label platforms, helping employees to understand and appreciate more directly the investment that has been made in their career progression.

In addition, technology has enabled coaches to provide easy-to-follow methods and techniques to their clients, such as video tutorials and instructional videos. This allows clients to understand the techniques and methods being used to help them reach their goals, and can help them stay motivated and on track.

Technology will increasingly provide a means for HR teams and employers to get feedback on the coaching they offer, allowing them to measure and monitor the return on investment. This could be as simple as asking someone how they feel after each session, with platforms tracking progress over time.

Other metrics can also be used, including the number of sessions someone has had, the perceived difference coaching has made to a particular job role and wider questions around engagement and performance/conduct. The use of data analysis and analytics, meanwhile, has enabled coaches to better track and measure their clients' progress, providing powerful insights into how to better serve them.

Participants can help shape future development, providing feedback on what they feel has worked well and what else they would like to see. Online platforms allow coaches to create and manage digital communities, helping their clients connect and exchange ideas with other like-minded individuals. Platforms will also increasingly tie in with other packages such as HR systems or LinkedIn, ensuring employees can access all their resources in one place.

Traditional executive coaching, though, will still have a place in the new world order. We see the more senior end of the market requiring and expecting a greater degree of personalisation and more of a direct relationship than can currently be provided virtually. Where online platforms will mainly come into their own is for positions that previously would not have had access to coaching at all, on grounds of cost, time or administrative burden, so allowing organisations to offer it more broadly. The challenge for organisations and providers will be to find the right blend.

In conclusion, technology has greatly broadened the potential reach of coaching and enabled coaches to provide an even more personalised and tailored experience for their clients. Through the use of digital tools, coaches can now reach more clients, provide more value for their services, and gain better insights into how to help their clients reach their goals. Their challenge will be to stand out on the platforms they use, since the increased access to coaching that these platforms offer can only come with an increased number of coaches on them. Greater choice for clients means greater competition for coaches, but the rewards for success are likely to be high.

The Development of Team Coaching Will Ramp Up

With more teams now working virtually for some or all of their week, it's become harder to ensure these continue to operate as cohesive units.

Team coaching has become more established over the past two years, and will continue to grow in 2023. We define this as “a process where a coach works with a group of individuals to improve the effectiveness and collaboration of the team”. This type of coaching is different from individual coaching, as the focus is on the collective dynamics of the team and how they can work together to achieve their goals. Technological advances mean that remote or geographically-dispersed teams no longer need to be brought together at great cost and disruption to benefit from that collective coaching. By embracing team coaching, businesses can develop well-trained and highly functioning teams that can progress from good to great, and great to outstanding.

- **Personalise learning and development**

Team coaching allows businesses to personalise their learning and development too. If there's a particular gap in a team, they can develop sessions to improve skills in that area. Emotional intelligence and softer skills around communication, for instance, are very much in demand for both leaders and employees more generally.

- **Diversity**

This is being driven by a greater understanding in organisations of the benefits of having input from a diverse range of backgrounds and perspectives, which can create challenges around cultural nuances and how messages are perceived. But organisations can also identify what works best for particular teams or employees, whether that's coaching, mentoring or a combination of the two.

- **Progression**

Team coaching will also engender a greater understanding within businesses and teams of the need for people to develop and progress. This should include – and encourage – an appreciation of when it is right for an employee to move into a different role, whether internally or externally, in order to progress. Managers need to learn to let good people go in the knowledge that, treated well in the process, they may one day return with more experience and skills.

- **External providers**

The emergence of team coaching also means organisations and providers need to adapt the traditional coaching model. Bringing in external partners regularly across entire teams is likely to be prohibitively expensive. We're likely to see new models emerge, where internal coaches work with external providers to shape an offering, and greater use of online coaching to complement in-person sessions.

More Organisations Will Develop A Coaching Culture

Partly as a result of the first two trends, we believe more businesses will start to develop coaching cultures, where the value of coaching is more understood and appreciated by employees and leaders alike. If everyone were prepared to be coached and to seek out support when required, there's potential for this to transform entire businesses, indeed industries. This will represent a significant step onwards for those organisations where coaching initiatives are driven by one or two converts in the senior leadership team only, leaving the progress made as a result vulnerable to changes at the top. To be at its most effective, coaching requires to be embedded across the business, not something picked up and dropped as leaders come and go.

Where such a culture exists, new joiners, for instance, could approach a manager in confidence, highlight an area in which they are struggling and seek support around that. That may not involve coaching at all, but guidance or mentoring from a manager or someone else in the business. Managers and employees will become open to helping others, while the recipients can see how they are developing in their career. While this may happen naturally to some extent, employers can speed the process by introducing some coaching and mentoring responsibilities as part of the annual performance appraisal, so ensuring that good practice in these areas is seen to be recognised and rewarded.

Done well, the benefits of such an approach will swiftly develop their own momentum as they filter down the business. Employers may find it most effective to plant the coaching seed in departments where the results will be most evident most quickly and the benefits clearest and most measurable empirically – customer service or sales, for example, where improvements in employee performance will move the needle straight away.

Alongside this, organisations will look to develop more formal internal coaching, based on continuous professional development. Here, we see a partnership approach with external providers, where organisations may partner with one or two coaching businesses to identify key themes, drawing on insights from organisational data, which can then be used to develop internal coaches on a group basis. External providers will need to offer support to these people, ensuring they can learn and take their coaching skills to mastery.

Technology can help here, too. Coaching platforms can include options to seek advice or sessions from internal coaches as well as external providers, creating a one-stop-shop for an individual's or team's development. This will only encourage the democratisation and personalisation of coaching, which will ultimately benefit more people and businesses.



The Future of Mentoring

Mentoring is regarded as one of the leading and most effective ways to help develop individuals both professionally and personally, becoming with each year passing a more popular technique across the globe.

From better employee retention to improved diversity, equity and inclusion across the board, the benefits that can come from mentoring are endless. The more we learn about mentoring programmes within an organisation, the more we're able to see how impactful they can truly be.

But what does the future of mentoring look like? And how will it be used from 2023 onwards? In this section, we explore what the future holds for mentoring and how organisations will be employing it to help combat future challenges. In the last few years, we've seen drastic changes that have completely altered how organisations operate on a day-to-day basis. Every year, new business challenges present themselves in unexpected ways and that's why organisations must stay on top of hurdles they may face and the latest trends to give themselves a competitive advantage.

There are three different ways we believe mentoring will be used in the next few years. The first is the introduction of more global mentoring programmes, used to unite individuals from all over the world within a single organisation. The second is that mentoring will be used to help effectively introduce Generation Z into the workforce. Lastly, we predict that mental health and well-being will be one of the leading reasons more organisations will implement mentoring programmes, to offer a new level of support to their employees.

In the next section of the White Paper, we will be exploring these challenges in more depth and revealing how mentoring can be used to help combat these concerns.

Mentoring Will Be Used to Support Internationalisation

With the pandemic came the introduction of a new way of work. Due to these new changes, more organisations can now operate on a fully global scale. With former barriers related to geographical locations now being eliminated, organisations now aim to attract and retain new and existing employees from all over the world.

With any new changes come new challenges. With this new way of working altering many traditional working processes, organisations are now adapting to these new circumstances. Some of the biggest issues being faced by organisations that operate globally are now the management of an international team, effective talent acquisition, successfully communicating, cultural differences and the onboarding process.

Organisational mentoring used to be face-to-face, through manual input from programme administrations. New developments in technology have allowed for online mentoring platforms such as [PushFar](#) to create a virtual space where all employees, no matter where they are in the world, can log in to develop, connect and grow in their careers. Mentoring platforms are beneficial for global organisations that want to support the development and progress of their employees, whilst creating an engaging learning culture that shows their employees that they are invested in their careers. Visible career advancement and development are extremely important, and something more organisations are now prioritising.

Research from LinkedIn reveals that 94% of employees would be more inclined to stay in their role if they felt their careers were being invested in. ([Source](#))

As mentioned, cultural differences are one of the key challenges faced by organisations. Mentoring will be used to help participants explore new perspectives and cultures, playing an important role in helping develop diversity, equity and inclusion in the workforce. Another issue commonly faced by international organisations is onboarding employees and effectively communicating. Mentoring programmes create a channel of communication that can be used to help support the overall learning objectives and processes of the organisation.

Organisations that provide a strong and effective onboarding experience improve new hire retention by 82%, with an impressive 70% improvement in productivity. ([Source](#))

Keeping Generation Z Engaged Through Mentoring

Generation Z is taking the world by storm and undoubtedly changing the way organisations run. But who are Generation Z? Gen Z, also known as Zoomers, Post-Millennials, The Internet Generation, are the generation of individuals that were born between 1997 and 2012, so from just 10 years old to 25.

Due to the pandemic impacting both the education and early careers of Gen Z, even some of the eldest are only now truly starting to make their way up the corporate ladder, so many organisations are interested in the impact they will have and what can be done to meet the demands and wants of these employees.

3 in 4 of Gen Z are more likely to switch career paths entirely, to find a role that suits their values, offers better financial initiatives or the opportunity to develop their skills. There has also been a 134% increase in this generation switching jobs relative to before the pandemic, compared to a 24% increase in Millennials doing so.

Due to this, organisations are going to be investing more in keeping this generation engaged in the workforce. Whilst this generation may seem more demanding overall than the last, there are a few things that are particularly important to them. 76% view upskilling and learning as a key component in career advancement with 61% looking for more opportunities for career advancement and development. Over the next few years, we are going to see mentoring become an important part of building loyalty with this generation and helping them get what they want from the workplace.

We predict that reverse mentoring is going to be used increasingly by organisations to meet the needs of this generation. Reverse mentoring is where a more senior employee is paired with a less experienced employee, and the rules of traditional mentoring are reversed. It is typically used in conjunction with an organisation's DE&I strategy. With Gen Z being more racially and ethnically diverse compared to the previous generations, organisations are now looking for more effective ways to improve DE&I in the workforce.

83% of Gen Z state that an organisation's commitment to DE&I is essential when choosing an employer, with 86% reporting that they plan on participating in DE&I committees, resource groups or the DE&I strategy.

Supporting Mental Health and Well-being Through Mentoring

Over the last few years, there has been a growing demand for action to help combat mental health issues and improve well-being, not just in the workplace but in all aspects of our lives.

Globally there has been a 25% increase in anxiety and depression cases in 2022 compared to previous years. 92% of individuals view mental health as being at least as important as physical health for their well-being.

Mentoring can help improve the mental health and well-being of employees with numerous studies showing the benefits that both professional and personal development can have on these matters. One of the most common issues for those suffering from mental health issues is fear of the future. Mentoring is a way to build hope, resilience and capability amongst employees and give them something to work towards rather than fear.

Mentoring programmes aren't just a learning tool but something that can create a culture where employees can express their thoughts and opinions in a safe environment, without fear of being judged. With 54% of employees feeling uncomfortable talking to leadership within their organisation about mental health and 61% of employees feeling lonely in the workplace, we expect to see mentoring being used more as a networking tool, not just as a technical or professional measure but as a way to help combat loneliness. Allowing participants to gain support, make connections and feel comfortable discussing the challenges they face can bring great advantages in retention and engagement at a relatively limited cost.

A shocking 36% of employees feel as though their organisation isn't doing enough to support burnout. [\(Source\)](#)

Unsurprisingly, workplace stress, burnout and anxiety are not only detrimental to the well-being of employees but directly correlate with the success of the business. We predict that mentoring programmes will be used to increasingly help combat workplace stress.



Conclusion

As touched upon throughout this White Paper, we predict that there will be substantial changes in the future for workplace coaching and mentoring programmes. In the current business climate, mixed with the continuous changes we see throughout our lives, there's no surprise that coaching and mentoring programmes are going to grow in popularity with organisations and employees alike.

In coaching, we expect to see technology playing a huge role, broadening the potential reach of workplace programmes and allowing organisations to make coaching more accessible for their employees. We also expect to see more companies opt for team coaching, especially with the increase in the number of virtual teams. Team coaching will increasingly be used to help employees operate cohesively, and improve team collaboration and skills. As a result, we believe that more businesses will start to develop coaching cultures, creating awareness around coaching and forming a workplace where the value of coaching is understood and genuinely appreciated. We do not believe that this will be 0 - 100 overnight - instead we think that employers will prefer to dip their toes in the water with team coaching initially limited by numbers or duration (a half-day taster first, perhaps). But even if team coaching is a little slow out of the blocks over the next year or so, we are confident that its day is coming.

For mentoring, we have three predictions. First, we believe that mentoring will be used to support internationalisation. With more organisations able to operate on a global scale due to remote work, mentoring will be used to help develop global teams, create better communication and help employees understand different cultures. Secondly, mentoring will be used to help Generation Z adapt to the world of work. Lastly, that it will be used to help support employee well-being within the workplace.