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## Coaching versus mentoring

### Your coach should . . .

Focus on performance improvement or skill development

Work with you to set clear, performance-based goals you can realistically meet in a short amount of time

Ask questions that prompt you to discover your own solutions

### Your mentor should . . .

Provide career guidance, protection, and (ideally) sponsorship within the organization

Invite exploration and discovery, often over a longer period of time

Model, teach, advise, motivate, and inspire

Adapted from *The Center for Creative Leadership Handbook of Leadership Development* (Jossey-Bass, 2010).

## PERCENTILE RANKING

LEADERS WITH  
NO OUTSTANDING  
STRENGTHS

**34**

LEADERS WITH ONE

**64**

...TWO

**72**

...THREE

**81**

...FOUR

**89**

...FIVE

**91**

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	YOUR COMPETENCIES	YOUR PASSIONS	ORGANIZATIONAL NEEDS	TOTAL
<b>1. DISPLAYS HONESTY AND INTEGRITY</b>				
<b>2. EXHIBITS TECHNICAL/PROFESSIONAL EXPERTISE</b>	X			<b>1</b>
<b>3. SOLVES PROBLEMS AND ANALYZES ISSUES</b>	X			<b>1</b>
<b>4. INNOVATES</b>		X	X	<b>2</b>
<b>5. PRACTICES SELF-DEVELOPMENT</b>				
<b>6. FOCUSES ON RESULTS</b>	X			<b>1</b>
<b>7. ESTABLISHES STRETCH GOALS</b>				
<b>8. TAKES INITIATIVE</b>		X		<b>1</b>
<b>9. COMMUNICATES POWERFULLY AND BROADLY</b>			X	<b>1</b>
<b>10. INSPIRES AND MOTIVATES OTHERS</b>	X	X	X	<b>3</b>
<b>11. BUILDS RELATIONSHIPS</b>			X	<b>1</b>
<b>12. DEVELOPS OTHERS</b>		X		<b>1</b>
<b>13. COLLABORATES AND FOSTERS TEAMWORK</b>		X		<b>1</b>
<b>14. DEVELOPS STRATEGIC PERSPECTIVE</b>	X		X	<b>2</b>
<b>15. CHAMPIONS CHANGE</b>				
<b>16. CONNECTS THE GROUP TO THE OUTSIDE WORLD</b>				