

## ***Role of Mentorship and Coaching in Career Progression***

***Priya Sinha<sup>1</sup>, Rajeev Pandey<sup>2</sup>, Sakil Ahmed<sup>3</sup>, Dhananjay Chaurasia<sup>4</sup>***

*Associate Professor, Assistant Professor*

*Department of Center for Organizational Development*

*Skyline College, India*

***Email ID: Priyasinha4@yahoo.com<sup>1</sup>, rajeev45pandey@gmail.com<sup>2</sup>, sakil\_aaa54@rediffmail.com<sup>3</sup>***

### ***ABSTRACT***

*Mentorship and coaching have emerged as pivotal mechanisms influencing professional growth and career progression across industries. While mentoring focuses on long-term guidance and knowledge transfer, coaching emphasizes skill development and performance enhancement. This paper reviews the role of mentorship and coaching in career advancement, analyzing contemporary studies, models, and frameworks. Evidence suggests that structured mentorship and coaching programs contribute significantly to employee retention, job satisfaction, and leadership development. The review also highlights the differential impact of formal versus informal mentorship, one-on-one versus group coaching, and cross-generational interactions on career trajectories. Finally, the study proposes practical recommendations for organizations seeking to implement effective mentorship and coaching interventions.*

***KEYWORDS:*** *Mentorship, Coaching, Career Progression, Professional Development, Organizational Growth, Employee Retention, Leadership Development.*

### **INTRODUCTION**

Career progression has increasingly become a central concern for both individuals and organizations. Rapid technological advancements, changing organizational structures, and a competitive global workforce necessitate continuous skill development and guidance for employees. Mentorship and coaching have emerged as critical tools to facilitate career growth, offering structured support for employees to achieve professional goals.

Mentorship involves the transfer of knowledge, skills, and organizational insights from experienced professionals to less experienced mentees. Coaching, in contrast, is generally more performance-oriented, focusing on enhancing specific competencies through structured feedback and skill development sessions. Together, mentorship and coaching serve as catalysts for professional growth, fostering career advancement, leadership potential, and organizational loyalty.

This paper reviews the role of mentorship and coaching in career progression, integrating findings from empirical studies, theoretical frameworks, and organizational case analyses.

## LITERATURE REVIEW

Mentorship and coaching have been the focus of extensive research over the last few decades, highlighting their impact on career progression, skill development, and organizational outcomes. This section reviews seminal and contemporary studies on mentorship, coaching, and their applications in professional growth.

### 1. Mentorship in Career Progression

Mentorship has been widely recognized as a critical factor in professional development and career advancement. According to Kram (1985), mentorship is defined as a **developmental relationship in which a more experienced individual (the mentor) provides guidance, support, and opportunities for growth to a less experienced individual (the mentee)**. The mentorship relationship encompasses both career-related and psychosocial support, making it a holistic developmental tool.

#### a) Career-Related Benefits

Mentorship provides significant advantages in shaping career trajectories:

- **Enhanced Career Satisfaction:** Mentored employees often report higher job satisfaction, as they feel supported and guided in achieving professional goals (Allen et al., 2004). Mentors help mentees navigate workplace challenges, clarify career paths, and build confidence, which contributes to higher overall satisfaction.
- **Promotion and Salary Advancement:** Studies have shown that employees with mentors are more likely to receive promotions and salary increases. Mentors facilitate visibility within the organization, provide guidance for strategic career decisions, and advocate for

mentees in promotion processes (Ragins & Cotton, 1999).

- **Skill Acquisition:** Mentorship accelerates both technical and soft skill development. Mentors share industry knowledge, best practices, and problem-solving strategies, enabling mentees to acquire competencies that may take years to develop independently.
- **Organizational Commitment:** Mentorship strengthens loyalty to the organization. Employees who receive mentoring are more engaged and committed, reducing turnover intentions and increasing retention rates (Eby et al., 2008).

**b) Psychosocial Support**

Beyond career benefits, mentorship provides psychosocial support that is equally critical to professional growth:

- **Emotional Support:** Mentors offer encouragement during challenging times, helping mentees cope with workplace stress and setbacks.
- **Role Modeling:** Mentors serve as professional role models, demonstrating effective behavior, ethical standards, and leadership qualities.
- **Networking Opportunities:** Mentorship expands mentees’ professional networks, providing access to influential individuals and organizational resources that support career progression.

*Table 1: Benefits of Mentorship in Career Progression*

Benefits	Description
Skill Enhancement	Provides technical, managerial, and interpersonal skill guidance
Networking Opportunities	Expands professional connections for career advancement
Emotional Support	Offers encouragement during challenging career phases
Career Planning Guidance	Assists in goal-setting and strategic career decisions
Leadership Development	Prepares mentees for managerial and leadership roles

## 2. Coaching in Career Development

Coaching is a **goal-oriented, process-driven approach** designed to improve an individual's performance, capabilities, and personal development within a specified timeframe. Unlike mentorship, which often spans years and focuses on holistic career guidance, coaching tends to be **short-term, structured, and measurable**, with clearly defined objectives and outcomes.

### a) Definition and Purpose

Coaching is typically defined as a **collaborative partnership** where a coach facilitates learning and development, enhances self-awareness, and enables employees to achieve performance and career goals. According to Grant (2017), coaching is not about giving solutions but helping employees discover their strengths, identify gaps, and develop actionable strategies to overcome challenges.

The primary purposes of coaching include:

- **Skill Enhancement:** Improving job-specific competencies, leadership behaviors, or interpersonal skills.
- **Performance Optimization:** Enhancing productivity, efficiency, and task execution.
- **Behavioral Change:** Supporting employees in adapting to organizational culture or managing challenging situations.
- **Career Advancement:** Preparing employees for promotions or new responsibilities through targeted development interventions.

### b) Types of Coaching

- **Executive Coaching:** Focused on senior managers and leaders to enhance leadership capabilities, strategic thinking, and decision-making skills.
- **Performance Coaching:** Targets immediate skill gaps or performance improvements for specific roles or tasks.
- **Career Coaching:** Assists employees in long-term career planning, goal setting, and navigating organizational structures.
- **Peer Coaching:** Employees coach each other, often in teams, to enhance mutual learning and collaboration.

### c) **Key Benefits of Coaching**

Research demonstrates that coaching provides measurable outcomes for both employees and organizations:

- **Enhanced Productivity:** Employees improve efficiency, decision-making, and task completion through structured coaching programs.
- **Increased Confidence and Self-Awareness:** Coaching helps individuals recognize strengths and weaknesses, resulting in higher self-efficacy.
- **Leadership Readiness:** Coaching develops managerial skills such as delegation, conflict resolution, and strategic thinking.
- **Adaptability and Resilience:** Employees become better equipped to navigate organizational change and handle challenges.
- **Motivation and Engagement:** Coaching fosters a sense of investment in personal and professional growth, boosting engagement.

For example, a study by Grant (2017) found that participants in structured coaching programs demonstrated significant improvements in leadership readiness, problem-solving capacity, and task efficiency compared to employees who did not receive coaching. Similarly, organizations implementing coaching interventions reported higher employee engagement scores and lower turnover rates.

### d) **Coaching Methodologies**

Effective coaching relies on structured methodologies, including:

- **GROW Model:** Goal, Reality, Options, Will – used to set goals, assess current situations, explore alternatives, and commit to action plans.
- **Action Learning:** Employees work on real problems with coaching support, fostering practical skill development.
- **360-Degree Feedback Coaching:** Employees receive structured feedback from peers, managers, and subordinates, which is then integrated into coaching sessions to guide development.

### e) **Challenges in Coaching**

While coaching is highly beneficial, challenges include:

- **Time and Resource Constraints:** Coaching requires dedicated time from both coach and

employee.

- **Coach Competency:** The effectiveness of coaching depends on the coach's skill, experience, and ability to facilitate learning.
- **Measuring ROI:** Quantifying the impact of coaching on performance and career progression can be complex.

Despite these challenges, coaching remains a vital tool for developing high-performing employees and enhancing organizational outcomes.

### 3. Mentorship vs. Coaching

Although mentorship and coaching share common goals in professional development, they differ in scope, approach, and outcomes. Understanding these differences helps organizations determine the best interventions for specific employee needs and career stages.

#### a) Choosing Between Mentorship and Coaching

The choice between mentorship and coaching depends on:

- **Employee Career Stage:**
  - Early-career employees may benefit more from mentorship for long-term guidance.
  - Mid- to senior-level employees may require coaching for specific performance improvements or leadership skill enhancement.
- **Organizational Goals:**
  - Mentorship strengthens employee engagement, succession planning, and knowledge transfer.
  - Coaching enhances productivity, skill acquisition, and short-term performance outcomes.
- **Nature of Skills Needed:**
  - Strategic, professional, or leadership skills are best developed through mentorship.
  - Behavioral, technical, or role-specific skills are best addressed through coaching.

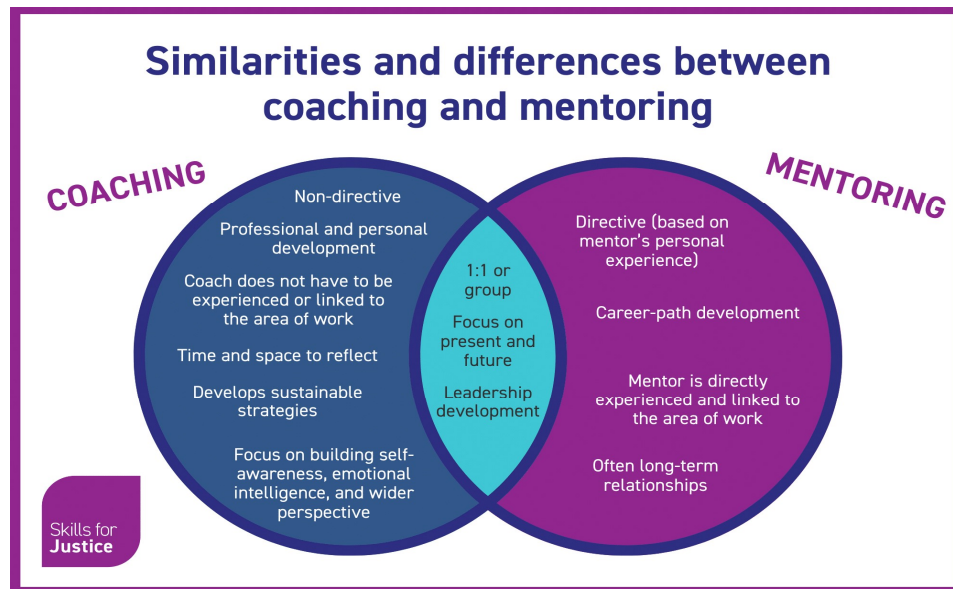
#### b) Complementary Roles

Mentorship and coaching are **complementary** rather than mutually exclusive. Organizations that integrate both approaches achieve a holistic approach to career progression:

- Mentorship provides **long-term guidance, vision, and support.**

- Coaching delivers **immediate skill development, performance enhancement, and goal-oriented feedback.**

By combining these approaches, employees gain both **strategic insight** and **practical skills**, accelerating career growth while strengthening organizational capability.



*Figure 1: Comparison of Mentorship and Coaching*

#### 4. Formal vs. Informal Mentorship

Mentorship can occur through **formal or informal channels**, each with distinct structures, dynamics, and outcomes. Understanding the differences between these approaches is crucial for organizations designing effective mentorship programs.

##### a) Formal Mentorship

**Formal mentorship programs** are **structured, organization-driven initiatives** designed to pair mentors and mentees with defined objectives, timelines, and evaluation criteria. Organizations implement formal programs to ensure that mentorship opportunities are **accessible, measurable, and aligned with strategic goals.**

##### Key Features:

- **Structured Matching:** Organizations match mentors and mentees based on skills, experience, and career goals, rather than leaving pairings to chance.

- **Program Goals:** Clear objectives are set, such as improving leadership skills, promoting diversity, or preparing high-potential employees for advanced roles.
- **Training and Support:** Both mentors and mentees receive orientation or training to enhance the effectiveness of the relationship.
- **Monitoring and Evaluation:** Progress is regularly reviewed, with feedback mechanisms to ensure the relationship meets expected outcomes.

**Examples and Benefits:**

- **Corporate Programs:** Large multinational companies often implement formal mentorship programs to groom future leaders and support succession planning. For example, a bank may assign senior managers to mentor high-potential mid-level employees for a 12-month period, focusing on leadership, strategic decision-making, and organizational awareness.
- **Equitable Access:** Formal programs ensure that mentorship is available to a wide range of employees, including those who may not have natural access to mentors due to hierarchy, department, or demographic factors.
- **Organizational Alignment:** Formal programs align mentoring outcomes with organizational strategy, such as talent retention, diversity initiatives, or leadership pipeline development.

**Challenges:**

- Can feel rigid and bureaucratic, limiting the natural rapport between mentor and mentee.
- Program success depends on organizational commitment and resource allocation.

**b) Informal Mentorship**

**Informal mentorship** emerges **organically**, without formal organizational intervention. It is based on mutual interest, trust, and shared goals, rather than assigned pairings.

**Key Features:**

- **Voluntary Relationships:** Mentors and mentees choose each other, often based on personality compatibility, shared interests, or professional admiration.
- **Flexible Structure:** Informal mentorship is less constrained by schedules or program rules, allowing the relationship to evolve naturally.

- **Focus on Personal Connection:** Emphasizes trust, support, and guidance that is tailored to the mentee's specific needs.

#### **Examples and Benefits:**

- **Peer or Cross-Level Mentoring:** A senior engineer informally guiding a junior colleague through technical challenges and career navigation.
- **High Engagement and Motivation:** The voluntary nature fosters genuine interest and personal investment from both parties.
- **Adaptive and Responsive:** Informal mentorship can respond to real-time challenges or opportunities, allowing mentees to learn from immediate experiences.

#### **Challenges:**

- Access is uneven; not all employees may find a willing or compatible mentor.
- Lacks formal evaluation, making it difficult for organizations to track outcomes or integrate with strategic initiatives.

### **METHODOLOGIES IN MENTORSHIP AND COACHING RESEARCH**

Research on mentorship and coaching employs both **quantitative** and **qualitative approaches**, often combining both to gain a comprehensive understanding of their impact on career progression. The methodologies are designed to capture not only measurable outcomes like promotions or salary growth but also qualitative aspects such as job satisfaction, confidence, and organizational commitment. Key methodologies include:

#### **1. Surveys and Questionnaires**

Surveys and questionnaires are among the most widely used research methods in studying mentorship and coaching. These tools are designed to collect data from a large number of participants efficiently, making them particularly useful for identifying patterns and correlations.

- **Purpose:** Surveys assess factors such as mentee satisfaction, perceived skill improvement, career advancement, and retention intentions. They also evaluate mentor and coach effectiveness, frequency of interactions, and the quality of guidance provided.
- **Design Considerations:** Questionnaires may include Likert-scale questions (e.g., rating satisfaction from 1 to 5), multiple-choice items, and open-ended questions to capture

detailed experiences. Some surveys also integrate demographic data to explore how mentorship effects vary across age, gender, experience level, or industry.

- **Example Application:** A study by Allen et al. (2004) used questionnaires to examine the career benefits of mentorship, revealing that mentees with mentors were significantly more likely to report promotions, salary increases, and higher job satisfaction compared to non-mentored employees.
- **Advantages:** Provides statistical evidence; can analyze correlations between mentorship/coaching participation and career outcomes; scalable for large organizations.
- **Limitations:** Self-report bias may occur; surveys may not capture the full depth of qualitative experiences; the timing of data collection can influence results (e.g., immediately post-mentoring vs. years later).

### Case Studies

Case studies are qualitative research tools that provide a **detailed, context-rich analysis** of mentorship and coaching programs within specific organizations or sectors.

- **Purpose:** Case studies help understand how programs are designed, implemented, and evaluated in real-world organizational settings. They reveal the practical challenges, successes, and innovative practices that may not be evident through surveys alone.
- **Design Considerations:** Case studies often involve interviews, focus groups, observation, and document analysis. They may explore aspects such as mentor-mentee matching processes, coaching methodologies, and organizational support structures.
- **Example Applications:**
  - **Tech Companies:** Peer coaching programs in technology firms often use informal mentorship circles, where employees learn collaboratively through project-based guidance. Case studies reveal that such programs improve knowledge sharing, creativity, and teamwork.
  - **Multinational Corporations:** Formal executive mentorship programs in global organizations pair senior executives with mid-level managers to foster leadership skills. Case studies show that structured guidance accelerates leadership development and prepares successors for strategic roles.
- **Advantages:** Provides deep insights into contextual and organizational factors; identifies best practices and pitfalls; helps in theory-building.
- **Limitations:** Findings may not be generalizable; resource-intensive; subjective

interpretation can affect conclusions.

## 2. Longitudinal Studies

Longitudinal studies involve **tracking participants over an extended period** to examine the sustained effects of mentorship and coaching on career progression.

- **Purpose:** These studies assess long-term outcomes such as promotions, salary growth, leadership development, retention, and overall career satisfaction. They are particularly useful for understanding whether mentorship or coaching interventions have lasting impact beyond the immediate program duration.
- **Design Considerations:** Longitudinal research may involve repeated surveys, interviews, and performance evaluations at multiple time points (e.g., 1 year, 3 years, 5 years after program participation). Researchers must account for attrition, as participants may leave the organization or change roles.
- **Example Application:** A 5-year study of mentorship programs in a healthcare organization tracked nurses who participated in structured mentoring. Results demonstrated that mentees not only advanced more quickly but also showed greater confidence and engagement in leadership roles compared to non-mentored peers.
- **Advantages:** Provides evidence of causal relationships and long-term effectiveness; identifies patterns in career trajectories; reduces recall bias compared to retrospective studies.
- **Limitations:** Time-consuming and costly; requires commitment from participants and organizations; results may be affected by external factors (e.g., economic conditions, organizational restructuring).

## 3. Mixed-Method Approaches

Many contemporary studies combine **quantitative** (surveys, performance metrics) and **qualitative** (interviews, case studies) approaches to capture a holistic view of mentorship and coaching outcomes.

- **Purpose:** Mixed-method research allows researchers to quantify the impact of programs while exploring the underlying mechanisms and personal experiences that contribute to success.
- **Example Application:** A study of a corporate coaching program might use pre- and post-coaching surveys to measure skills improvement (quantitative) and in-depth interviews

with participants to understand perceived value and challenges (qualitative).

- **Advantages:** Balances numerical evidence with rich contextual insights; strengthens validity and reliability of findings.
- **Limitations:** More complex to design and analyze; requires expertise in both quantitative and qualitative methodologies.

## APPLICATIONS IN CAREER PROGRESSION

Mentorship and coaching play a critical role in shaping employees' career trajectories by enhancing skills, fostering leadership, improving retention, and enabling knowledge transfer. These applications not only benefit individuals but also strengthen organizational performance and culture.

### 1. Skill Development

Mentorship and coaching are instrumental in **enhancing both technical and soft skills**, which are essential for career advancement.

- **Mentorship for Strategic Skills:** Mentors provide guidance on strategic thinking, decision-making, and organizational navigation. By sharing personal experiences, industry insights, and career advice, mentors help mentees understand complex business environments and prepare for higher responsibilities. For example, a senior project manager mentoring a junior manager may provide insights on managing cross-functional teams, stakeholder communication, and long-term project planning.
- **Coaching for Performance Skills:** Coaching is typically performance-focused and targets specific skills or behaviors. For instance, a coach may help an employee improve presentation skills, time management, conflict resolution, or leadership behaviors. Unlike mentorship, coaching often involves structured sessions, measurable objectives, and feedback loops.
- **Combined Impact:** The synergy of mentorship and coaching allows employees to acquire both strategic understanding and practical competencies, creating well-rounded professionals ready for promotion. Research indicates that employees participating in mentorship programs report higher confidence in decision-making, better problem-solving abilities, and stronger interpersonal skills (Eby et al., 2008).

## 2. Leadership Development

Mentorship is particularly effective in **grooming future leaders**, preparing them for managerial roles and strategic responsibilities.

- **Guidance from Experienced Leaders:** Mentors, often senior leaders, provide mentees with insight into leadership challenges, organizational politics, and ethical decision-making. This exposure enables mentees to anticipate and navigate managerial responsibilities more effectively.
- **Accelerated Leadership Readiness:** According to Ragins and Kram (2007), employees with mentors are more likely to occupy leadership positions, demonstrating the positive influence of mentorship on managerial readiness. Mentors help mentees develop confidence, critical thinking, and decision-making capabilities necessary for leading teams.
- **Coaching for Leadership Behaviors:** Coaching complements mentorship by targeting specific leadership competencies such as communication style, delegation, and performance management. Leadership coaching programs often include 360-degree feedback assessments, role-playing exercises, and measurable leadership development goals.
- **Organizational Impact:** Structured mentorship and coaching programs build a **robust leadership pipeline**, ensuring that organizations have qualified leaders prepared to manage change, drive innovation, and achieve strategic objectives.

## 3. Employee Retention

Mentorship and coaching significantly impact **employee engagement and retention**, as employees who feel supported are more likely to remain with their organizations.

- **Sense of Value:** Mentorship demonstrates an organization's investment in employee growth. Mentees who receive guidance and career advice feel valued, supported, and motivated.
- **Coaching for Professional Growth:** Coaching provides a structured pathway for skill development, goal achievement, and career progression, enhancing job satisfaction and commitment.
- **Evidence of Impact:** A study by Allen et al. (2004) found that employees who participated in mentorship programs were less likely to leave their organizations, with retention rates improving by up to 20% in some companies.
- **Organizational Benefit:** Reduced turnover translates into cost savings in recruitment,

training, and productivity. Moreover, long-term employees contribute to organizational knowledge, culture, and client relationships.

#### 4. Cross-Generational Knowledge Transfer

One of the most strategic applications of mentorship and coaching is the **transfer of knowledge across generations**, ensuring organizational memory, continuity, and innovation.

- **Mentorship for Knowledge Transfer:** Senior employees, who possess experience and institutional knowledge, mentor younger employees, sharing insights about processes, best practices, organizational culture, and industry trends. This helps preserve critical knowledge within the organization, particularly as experienced staff retire or transition to new roles.
- **Coaching for Modern Skill Adaptation:** Coaching addresses contemporary skill gaps and helps employees adapt to changing business environments. For example, coaching may focus on digital literacy, agile methodologies, or leadership competencies required for modern organizational challenges.
- **Combined Outcome:** By pairing traditional mentorship with coaching, organizations achieve both preservation of organizational knowledge and development of new, relevant skills. This dual approach ensures **continuity and adaptability**, critical factors in maintaining competitive advantage.

*Table 2: Organizational Benefits of Mentorship and Coaching*

Organizational Benefit	Impact
Improved Retention	Reduced turnover rates by up to 20%
Enhanced Productivity	Improved task efficiency and performance
Leadership Pipeline Development	Increased number of employees ready for leadership roles
Employee Engagement	Higher job satisfaction and motivation
Knowledge Retention	Continuity of expertise across generations

## CHALLENGES AND LIMITATIONS

Despite the advantages, mentorship and coaching programs face challenges:

- **Resource Constraints:** Effective programs require time, effort, and financial investment.
- **Mismatched Pairing:** Poor mentor-mentee or coach-coachee pairing can limit program effectiveness.
- **Cultural Barriers:** Organizational culture may influence participation and acceptance.
- **Measurement of Outcomes:** Quantifying the impact on career progression remains complex.

Organizations must address these challenges through careful program design, regular evaluation, and fostering a supportive culture.

## FUTURE TRENDS

Emerging trends in mentorship and coaching include:

- **Virtual Mentorship and Coaching:** Digital platforms facilitate remote guidance, especially in global organizations.
- **AI-Driven Career Coaching:** Artificial intelligence can provide personalized coaching recommendations based on employee data.
- **Peer Mentoring:** Employees mentor each other, enhancing collaborative learning and mutual support.
- **Diversity and Inclusion Focus:** Mentorship programs increasingly target underrepresented groups to ensure equitable career advancement opportunities.

## DISCUSSION

Mentorship and coaching serve complementary roles in career progression. While mentorship provides strategic guidance and long-term vision, coaching hones specific skills necessary for immediate performance improvement. Organizations that integrate both approaches see measurable improvements in employee satisfaction, performance, and career advancement.

The success of mentorship and coaching programs is contingent on:

1. **Structured Program Design:** Clearly defined objectives, training, and evaluation mechanisms.
2. **Supportive Organizational Culture:** Encouragement from leadership and peer recognition.

3. **Effective Matching:** Aligning mentees with mentors/coaches based on skills, experience, and personality.
4. **Continuous Feedback:** Regular monitoring and adjustment of goals and strategies.



*Figure 2: Integrated Mentorship and Coaching Model*

## CONCLUSION

Mentorship and coaching are vital tools for career progression, offering both strategic guidance and performance-focused support. Organizations that invest in these programs benefit from enhanced employee engagement, retention, leadership development, and productivity. While challenges such as resource constraints and measurement difficulties exist, careful program design, cultural alignment, and continuous evaluation can maximize effectiveness. Future trends, including virtual mentorship and AI-driven coaching, promise to further enhance career development opportunities. Ultimately, fostering a culture that values mentorship and coaching is critical to sustaining professional growth and organizational success.

## REFERENCES

1. Allen, T. D., Eby, L. T., Poteet, M. L., Lentz, E., & Lima, L. (2004). Career benefits associated with mentoring for protégés: A meta-analysis. *Journal of Applied Psychology, 89*(1), 127–136.
2. Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Glenview, IL: Scott Foresman.
3. Grant, A. M. (2017). The third ‘generation’ of workplace coaching: Creating a culture of quality coaching. *Coaching: An International Journal of Theory, Research and Practice, 10*(1), 37–53.

4. Ragins, B. R., & Kram, K. E. (2007). *The handbook of mentoring at work: Theory, research, and practice*. Sage Publications.
5. Crisp, G., & Cruz, I. (2009). Mentoring college students: A critical review of the literature between 1990 and 2007. *Research in Higher Education*, 50(6), 525–545.
6. Garvey, B., Stokes, P., & Megginson, D. (2018). *Coaching and mentoring: Theory and practice*. Sage Publications.
7. Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & DuBois, D. L. (2008). Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals. *Journal of Vocational Behavior*, 72(2), 254–267.
8. De Janasz, S., & Sullivan, S. (2004). Multiple mentoring in academe: Developing the professional network. *Journal of Vocational Behavior*, 64(2), 263–283.
9. Clutterbuck, D. (2004). *Everyone needs a mentor: Fostering talent in your organisation*. CIPD Publishing.
10. Passmore, J., & Fillery-Travis, A. (2011). A critical review of executive coaching research: A decade of progress and what's to come. *Coaching: An International Journal of Theory, Research and Practice*, 4(2), 70–88.