

Analyse the role of a manager as a coach and mentor

[Profession](#), [Manager](#)



Analyse the role of a Manager as a Coach and Mentor. (5014 3. 1) Manager - Somebody who is responsible for directing and controlling the work and staff of a business, or of a department within it. Encarta Dictionary English Version. As the Officer Commanding (OC) the Mountain Leader and Intelligence, Surveillance, Target Acquisition and Reconnaissance (MLISTAR) Company I am responsible for managing the implementation of new ideas, training design and continuous improvement throughout the company.

I manage the Combat Intelligence (CI) section, the ML vocational training Section and the training of ML students. I also manage the resources (time/equipment and manpower) held in the Coy to support training. I command one officer, one WO1, 5 C/Sgts, 3 Sgts, 2 JNCOs and 8 Mnes. When ML and CI courses are running I can have up to 100 people under my command. The term manager is very much a civilian term that needs to be augmented by Leader and Commander when in a military TCM context, although each of these terms has their own definition and connotations.

In the military it is rare to be one without the necessity to be the others. As the OC of a company that trains Royal Marines and other elements of the Armed Forces it is very important that my instructors are as educated as possible and aware of the best methods of imparting information, this is inline with the view of the Commandant of CTCRM and the Teach, Coach, Mentor structure. " As an elite training organisation, we use Teach, Coach Mentor (TCM) philosophy to develop knowledge, skills and an attitude fundamental to maximising the potential of our people" Pg 3 Coaching and Mentoring Handbook.

Comdt CTCRM 15 Sep 2010. To further enhance the ethos within the ML specialisation I have created a mnemonic to support the development of a positive attitude towards the TCM construct. Resilience - Physically and mentally strong, flexible and agile. Operational Capability - Decision Making, problem solving, measured decisiveness and specialist knowledge. Personal Qualities - Integrity, Moral Courage and always Keen. Excellence - Proactive and always a positive influence

This mnemonic is aligned with the commando ethos and that of the TCM methodology. Using the CTCRM TCM mission statement, coaching policy and this mnemonic the student is better served by the instructor, both know what is expected of them and therefore have a better chance success. Team effectiveness has always been and continues to be essential to the success of military missions. Human Behaviour in Military Contexts. National Research Council. Ch3. Pg 27.

As the OC I find that I can get involved in all parts of training where I wish to have an influence or take an interest. I am also invited to observe and intervene in training as part of the command team when things are going either very well or very badly. It is during these times that I have to use my own TCM technique to assess and overcome the problem or to implement new procedures. The RS coaching sequence is my normal model, although I did not know this.

I have used this model to coach students in overcoming climbing and skiing difficulties. I have also used this model to assess weaknesses in the ML

curriculum, by listening to end of course external validations, questioning the students about these areas before issuing direction to amend the course.

The military Manager should be a Coach and Mentor, this creates efficiencies by meshing many disciplines into one role, but each skill enhances and informs the others.