

## PERFORMANCE MANAGEMENT - COACHING DEFINITIONS

Burke and Associates recognizes the common “language” being used to define the coaching process and we want to share with you our understandings (in brief) so that we have a solid benchmark from which to work. We believe there is value in utilizing this tool as a common understanding - as a platform for our further discussion.

	COACHING	MENTORING	COUNSELING	CONSULTING
<b>Scope and Limitations</b>	Focus on performance problems and specific challenges as well as enhancing strengths	Focus on organizational, career, or personal transitions	Focus most commonly is on emotional problems	Addresses organizational issues predominately
<b>Central Focus What is worked on?</b>	Task centered; work is on developing and selecting options for behavior. Again enhancing strengths	Possibility centered works on the interface between the individual’s identity and the bigger picture	Problem centered works on the client’s embodiment of the problem	System centered works on the system, structure, and processes within the organization
<b>Time Frame</b>	Short to medium term  Present to future	Past, present, and future	Past and present	Works on the system, structure, and processes within the organization
<b>Areas for Discussion</b>	How the client behaves; impact at work	The client’s thoughts, feelings and actions	How the client feels	What could be improved What can be enhanced
<b>Who does it?</b>	Executive, Director, Manager or Professional Personal Executive Coach	Professional unconnected to day-to-day life (off-line)	Professional third party	Professional third party
<b>Areas for Potential Benefit</b>	Knowledge, skills, and insights; Leadership skill / competency strengthening	Knowledge, insights, and moral support	Insights	Organizational improvement

This map is provided to establish a common understanding of terminology. At any given time, any or all defined processes are utilized.