Coaching & Mentoring Maturity Report

Example Metro Municipality (sample) · Public sector · Assessment date 12 October 2026

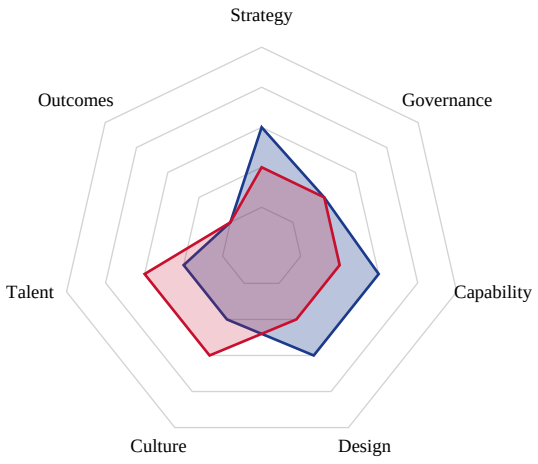
SAMPLE REPORT — fictional organisation and illustrative scores, produced to show what an assessed organisation receives.

COACHING	MENTORING	TARGET
Level 2	**Level 2**	**Level 5**
Emerging · avg 2.3	Emerging · avg 2.1	Optimising

Executive summary

The organisation has a structured coaching offer but mentoring remains emerging. Both streams are held back by **outcomes measurement (Level 1)**, and governance at Level 2 means neither stream can rise above Level 3 until ethics and safeguarding improve — the model never allows an overall level more than one above governance. Priority for the next 6–12 months: formal ethics and safeguarding policy, a standard evaluation method, and linking mentoring to succession for scarce-skills roles.

Pillar profile



Pillar	Coach	Mentor	Evidence
Strategy	3	2	Docs, feedback
Governance	2	2	Docs, feedback
Capability	3	2	Docs, feedback
Design	3	2	Docs, feedback
Culture	2	3	Docs, feedback
Talent	2	3	Docs, feedback
Outcomes	1	1	Docs, feedback

Blue = coaching, red = mentoring. Every score in this report is backed by uploaded evidence; scores without documents are not accepted.

Improvement roadmap to Level 5

Each pillar gets the actions needed to move up one level from where it is today. Lowest pillars first.

Coaching: Move from Emerging to Structured (6–12 months)

Formalise policy, train practitioners and standardise the delivery cycle.

Pillar	Step	Actions	Evidence of progress
Outcomes	L1 to L2	• Define 3–5 success measures • Collect start and end feedback • Record participation numbers	Measures and feedback data 3 months
Governance	L2 to L3	• Approve a formal policy with boundaries and complaints process • Keep a register of practitioners and engagements • Align with POPIA and records rules	Approved policy and register 6 months
Culture	L2 to L3	• Equitable access criteria • Leaders model being coached • Psychological safety questions in surveys	Access data and survey results 6 months
Talent	L2 to L3	• Link mentoring to development plans • Onboarding mentors for new staff • Knowledge-transfer templates	Development plans 6 months
Strategy	L3 to L4	• Embed targets in leadership scorecards • Align programmes to strategic and service-delivery priorities • Build an investment case with outcome data	Scorecards and investment case 12 months
Capability	L3 to L4	• Competency framework with annual review • Regular group and individual supervision • Quality assurance observations	QA reports and supervision logs 12 months
Design	L3 to L4	• Portfolio of programmes by level and need • Digital platform for booking and tracking • Line-manager involvement	Programme catalogue and platform data 12 months

Mentoring: Move from Emerging to Structured (6–12 months)

Formalise policy, train practitioners and standardise the delivery cycle.

Pillar	Step	Actions	Evidence of progress
Outcomes	L1 to L2	• Define 3–5 success measures • Collect start and end feedback • Record participation numbers	Measures and feedback data 3 months
Strategy	L2 to L3	• Approve a coaching and mentoring strategy with targets • Set a multi-year budget line • Report progress to EXCO quarterly	Approved strategy and EXCO minutes 6 months
Governance	L2 to L3	• Approve a formal policy with boundaries and complaints process • Keep a register of practitioners and engagements • Align with POPIA and records rules	Approved policy and register 6 months
Capability	L2 to L3	• Train internal coaches to an accredited standard (e.g. ICF, COMENSA, EMCC) • Set up a supplier panel • Introduce supervision	Training certificates and panel list 6 months
Design	L2 to L3	• Standard needs analysis and matching process • Documented programme cycle • Accessible formats across sites	Process maps and matching records 6 months
Culture	L3 to L4	• Track participation by demographic and level • Coaching skills for all managers • Recognise mentors	Inclusion dashboard 12 months
Talent	L3 to L4	• Integrate with succession and talent reviews • Mentoring for high-potential pipeline • Track readiness of successors	Succession readiness data 12 months

The pathway to Level 5

Level	Stage	What it looks like	Typical horizon
1	**Ad hoc** Individual-led	Informal and inconsistent support with little coordination or evidence.	0–6 months
2	**Emerging** Supported	Leaders see value; pilots exist, but practice is uneven.	6–12 months
3	**Structured** Organisation-wide	Policies, trained practitioners, matching and goals are documented.	12–18 months
4	**Integrated** Strategy-aligned	Embedded in leadership, succession, talent and performance systems.	18–24 months
5	**Optimising** Learning-led	Evidence and feedback drive continuous improvement and innovation.	Ongoing

Public-sector lens applied

Strategy: Mandate, service delivery plans and accountable leadership

Governance: Public accountability, fairness, confidentiality and compliance

Capability: Accredited internal and external practitioners with supervision

Design: Accessible, equitable programmes across regions and levels

Culture: Inclusive practice, transformation and citizen-centred values

Talent: Succession, institutional memory and scarce-skills retention

Outcomes: Service, staff and governance outcomes reported responsibly

What your organisation receives

- Evidence-verified online self-assessment for coaching and mentoring
- Interactive dashboard: radar, heatmap, governance check
- Pillar-by-pillar roadmap to Level 5 with owners and dates
- Facilitated debrief with a Financeium consultant
- Re-assessment after 12 months to track progress

Book your assessment: learn@financeium.com · financeium.com/maturity-model

Note: this is a Financeium proposed framework, not an accredited international standard.