Mentoring – Making it Happen

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What is the problem you are trying to solve?
Outcomes

During this session delegates will:

• Define mentoring in different contexts
• Describe the evolution of mentoring within sport
• Summarise core principles of mentoring
• Discuss experiences of mentoring
• Interpret current knowledge into action
Questions?

• What is your definition of Mentoring?

• What are your expectations of a mentoring programme?

• What are your expectations of your mentees?

Keep answers short, use key words!
Definitions
what the research says....

Mentoring

- interactive process (Carmin 1988)
- Trusted Advisor (Field et al 1994)
- Intense Caring (Griffiths 2010)
- Relationship of mutual trust (Clutterbuck 1991)
- Challenge & encourage (Field et al 1994)
- dynamic reciprocal relationship (Weaver et al 1999)
- Supporter & Guide (Merriam 1983, Fletcher 2000)
Other Industries..

Teaching

Business

Nursing
Coach Learning

- **Observation**

- **Experience**

- **Conversation**
  - Gilbert & Trudel (2001)

- **Practice**
  - Cushions et al (2010)
A Case for Mentoring

Coach education programmes should include mentoring in a variety of context, to enable coaches to consider differences, make mistakes, learn from them and try again. This should provide coaches with multiple opportunities to test and refine knowledge and skills.

Mentoring Programmes
Guidelines of Good Practice (Jones et al 2009)

• Formalise the relationship
• Identify needs of mentee
• Provide challenge to both
• Ensure flexibility in formality
• Training provision

• Support for the mentor
• Appreciate the fluid environment
• Take care with assignment
• Build mutual trust
• Facilitative and nurturing
Principles of Mentoring (DfES 2005)

1. A Learning Conversation
2. A thoughtful relationship
3. A learning Agreement
4. Combining Support
5. Growing self direction
6. Setting goals
7. Understanding different approaches
8. Acknowledging benefits
9. Experiencing and observing
10. Using resources effectively

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Matching
Structured, Formal and Assigned

- Gender
- Age
- Cultural background
- Mutual Interest
- Proximity
- Availability
- Personality
- Goals
Matching
Unstructured, Informal and Self-selected

• Natural pairing in social settings
• Generally initiated by the mentee
• Associated with a mutual endeavour
• Involve social practice/situated learning
• Shared experience
Review - Questions?

• What is your definition of Mentoring? – has it changed?

• What are your expectations of a mentoring programme? – has the cloud lifted?

• What are your expectations of your mentees? – Can you explain these?
References


Jones, Robyn L., Harris, Richard and Miles, Andrew (2009)'Mentoring in sports coaching: a review of the literature', Physical Education & Sport Pedagogy,14:3,267 — 284


‘Cross-sport mentoring project’

David Smyth
Sport Northern Ireland
‘Cross-sport mentoring project’

• Rationale
• The sports involved – why?
• Role of Sport Northern Ireland
• Approach to the pilot
• ‘Making it happen’...Ulster Rugby
MENTORING

— A PRACTICAL STUDY WITH RUGBY UNION COACHES IN ULSTER.

Alistair Brown
Coach Development Manager
IRFU (ULSTER BRANCH)
Irish Rugby Football Union (Ulster Branch)

- Why mentoring?
- Key considerations when developing a mentoring programme
- Managing the programme
- Impact – monitoring & evaluation
- Questions?
IRFU (ULSTER BRANCH) COACH DEVELOPMENT PATHWAY

LTPD STAGE 1
MINI RUGBY
COACHING
CHILDREN 7-11 YEARS

LTPD STAGE 2
FOUNDATION
RUGBY(15-A-SIDE)
COACHING
CHILDREN 12-15 YEARS

LTPD STAGE 3
IRFU LEVEL ONE
COACHING
OPEN GRADE
(YOUTH + ADULTS)

LTPD STAGE 4
IRFU LEVEL TWO
COACHING
OPEN GRADE
(YOUTH + ADULTS)

LTPD STAGE 5
IRFU LEVEL THREE
COACHING
HIGH PERFORMANCE

RETRIEVAL & RETENTION
TRAIN TO WIN
TRAIN TO COMPETE
TRAIN TO TRAIN
LEARN TO PLAY
& PRACTICE

FUNDAMENTAL
• The Problem
  • Development of Rugby in Ulster
    » Changes in the Game
    » Changes in Coach Development in Ulster
    » Age Profile of rugby coaches in Ulster
    » Strong tradition of School’s involvement
    » Broadening the base

• The Solution
  » A means of passing on accumulated wisdom
  » Accelerated development of coaches
CONSIDERATIONS

– Aims of the scheme
  – What does your NGB want out of mentoring?
  – What do your coaches & mentors get from the scheme?

– Selecting the “Right” people
  • The Mentors
    – Profile of a potential mentor
    – Recruitment and training of mentors

  • The Coaches
    – Criteria for engagement in the scheme
    – Training Needs Analysis
    – Personal Development Plans
KEY TASKS

- Recruitment of coaches & mentors
- Identification of coaches development needs
- Developing a shared understanding of the process
- Pairing off coaches and mentors
MONITORING AND EVALUATION

TIMELINE

• Pilot commenced September 2010
• Mentors and coaches were “paired off” in February 2011
• Rugby season ended April 2011
• Is mentoring taking place?
• Generate feedback from coaches and mentors
QUESTIONS?