

# Transforming Institutional Culture: Reflections on Coaching

Linda A. McCauley RN, PhD, FAAN  
University of Pennsylvania

# Components of the Mentor Role

- Coaching
- Counseling
- Sponsorship

Who are your best mentors? What training is needed for mentors?

# Who are your best mentors?

- *Coaching*: help to develop protégés' skills.
- *Counseling*: provide support and bolster protégés' self confidence.
- *Sponsorship*: Active intervention on behalf of protégés', lobby to get them visible assignments, advocate for getting them recognition/awards.

# What Does it Take to Coach?

Provide support and bolster protégés' self confidence

A coach can be effective, but abusive in a relationship.

- Knowledge of the Sport
- Motivation
- Empathy

Motivation may vary depending on the match.

Is the mentee's success seen as the mentor's success also?

# Downside of Informal System

- Mentors tend to choose protégés' who are similar to themselves (ethnicity, gender, religion, etc.) because those relationships are most comfortable.
- Minorities and others groups less likely to be sponsored in an informal system

# What Type of Coach Are You?

## Cooperative

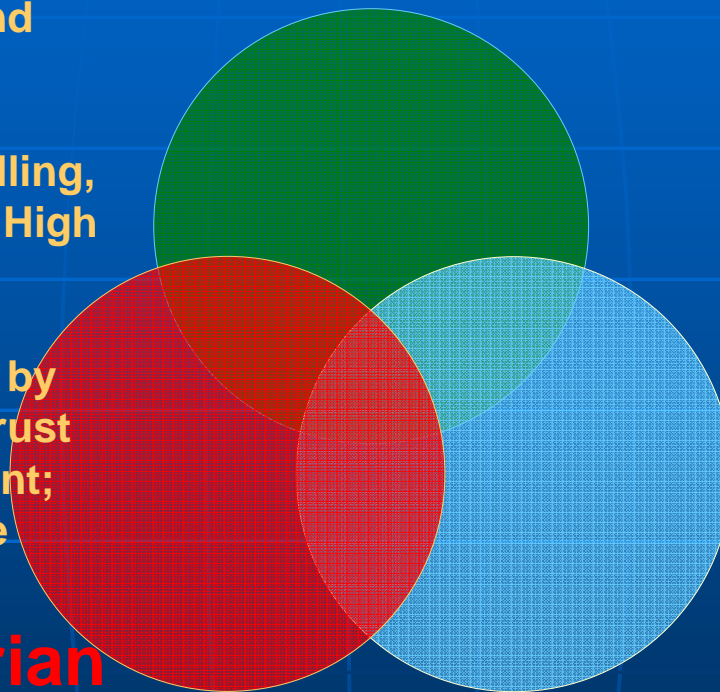
Athlete centered philosophy; Social and Task Objectives; Decisions guided by coach, but shared; Telling, asking and listening; High development in communication; Achievement Judged by coach and mentee; Trust in mentee development; Motivates all; Flexible

## Authoritarian

Win Centered philosophy; Task objectives; Coach makes the decisions; Little or no development in communication; Achievement is defined by coach; Little or no trust in the mentee's development; Sometimes motivates; Inflexible

## Casual

No emphasis; No objectives; Mentee makes the decisions; Listening; No development in communication; No judgement on achievement; Trust in mentee not shown; No motivation



- Athletes (mentees) have to be able to cope with pressure, adapt to changing situations, keep winning and losing in perspective, show discipline and maintain concentration in order to perform well.

# Mentor/Mentee Match

- Leadership Style:

Supporting  
Coaching  
Delegating  
Direction

- Mentee Needs

- High experience and skill
- Experienced and capable, but lack confidence
- Some skills but need help to do the job
- Lacks skills and confidence



- Adopt the right style to suit the mentee's developmental level, work gets done, relationships are built and the mentee's developmental level will rise!

# Key Point

- Coaching is a learned skill.
- “A person who is highly gifted usually makes a poor coach. It's the person who has had to work to develop their skill who understands the process and can therefore teach it.” Kurt Kemp, Atlanta Braves.