

# A Coach Approach to Mentorship

Annalisa Teixeira, Ph.D. | [ateixeira@ucdavis.edu](mailto:ateixeira@ucdavis.edu)

# What is Mentoring?

“a **nurturing** process in which a more skilled or more experienced person, serving as a role **model, teaches, sponsors, encourages, counsels** and **befriends** a less skilled or less experienced person for the purpose of promoting the latter’s professional and/or personal development”

(Anderson and Shannon, 1988, p. 40)

# What is Mentoring?

- Psychosocial mentoring (versus instrumental): Focus on personal support, encouragement and advice, relationships, and worklife satisfaction (Kram 1985)
- Formal training in mentorship? We tend to mentor others according to how we have been mentored (Hall & Burns, 2009)

# What is Coaching?

**“Partnering with students in a thought-provoking and creative process that inspires them to maximize their academic, personal and professional potential.”**

*-Adapted from the International Coaching Federation*

# Mentoring

# Coaching

Advice/Wisdom

Personal  
experience/success

"If I were you..."

Asking questions

Active listening

Focus on student  
experience/success

"What would it look  
like if...?"

# Mentoring

# Coaching

Knowledge/Information

Modeling

Shared experience

Goals

Big decisions

Changes/Transitions

Motivation/Mindset

# Active Listening

- 2 minutes each
  - **Coach:** Listen! No questions, comments.
  - **Coachee:** What is a current goal you are working on?

# Discussion

- How did it feel to **listen**?
- How did it feel to **speak**?



# Handout: Powerful Questions

Circle/highlight your three favorite questions from each category

- Awareness
- Exploration
- Actions

*What do you notice about the questions?*

# Powerful Questions

- Open-ended (what, how, when...)
- Simple!
- Awareness/Exploration/Actions
- Positive psychology (Fredrickson, 2001)

# Not-so-powerful Questions

- Why (can create defensiveness)
- Leading (What if you...?)
- Complicated/layered

# Silence

- Trust the silence, be *okay* with it
- Silence = processing, deep thinking
- Hold back from taking the floor too soon

# Coaching Practice

- 5 minutes each
- **Coach:** Contribute through (only!) asking questions
- **Coachee:** Return to your previous goal. Continue to describe your emotions, plans, challenges around your goal.

# Discussion

- How did it feel to **listen/ask questions**?
- How did it feel to **speak**?

# What powerful questions would you use?

1. *“I’m losing motivation to complete my program.”*
2. *“I can’t decide who I’d like as my major advisor.”*
3. *“I’m procrastinating on submitting my fellowship applications.”*
4. *“I am not sure I can pass my quals.”*

# Power of Mentoring

- Shared experience
  - *I went through that before. Would it be helpful to share my experience?*
- Modeling the way
  - *Can I tell you about a strategy that worked for me?*
- Knowledge, tips
  - *Would it be helpful if I explained how this works?*

*What do you think...?*



# Coach Approach to Mentorship

- Let the student **summarize the session.**
  - *What are your takeaways?*
  - *What are your next steps?*


# Conclusion

Coach approach to mentorship: **BEST OF BOTH**

- **Mentoring** - experience, modeling, knowledge
- **Coaching** - student-driven awareness, exploration, planning

# Training – Student Success Coaching

- Thursday, October 24
- 8:30-4:30pm
- 136 Hoagland
  
- Sign up at the UC Learning Center (SDPS)
- [bit.ly/ucdcoach](https://bit.ly/ucdcoach)



Anderson, E. M., & Shannon, A. L. (1988). Toward a conceptualization of mentoring. *Journal of Teacher Education*, 39(1), 38-42.

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory. *American Psychologist*, 56(3), 218-226.

Hall, L.A. & Burns, L.D. (2009). Identity development and mentoring in doctoral education. *Harvard Educational Review*, 79(1), 49-70.

Kram, K. E. (1985). *Mentoring at work*. Glenview, IL: Scott Foresman.

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