

The Athletic Director as the Mentor of Mentors

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Athletic Administrators have Numerous Responsibilities

- Long days, much to do
- One of 14 legal duties – provide training for coaches
- Mentoring would fall under professional training
- How many new coaches do you hire in a year including head coaches, assistants, junior varsity, etc.?



Considering Time Constraints

- Do you have time to individually mentor all new coaches?
- An alternative – delegate and use experienced coaches
- However, the AD is still ultimately responsible!
- The AD has to organize & guide the mentoring effort



What is involved with Mentoring?

- Consists of an experienced individual helping, guiding & providing advice
- Provides assistance to a new, inexperienced staff member
- Means that there is a 'mentor' and 'mentee'
- Has the objective of helping new coach to assimilate into program & be successful



Mentoring is a Proactive Effort to:

- Review
- Remind
- Advise
- Guide
- Point out
- Encourage
- Listen
- Support



To Accomplish Goal of Mentoring

- More is involved than pairing an experienced coach with a new one
- It needs to be organized & not haphazard
- An athletic director must plan & direct the effort
- As an athletic administrator, you are the Mentor of Mentors



Not All Coaches are suited to be Mentors

- Experience is not enough
- Certain qualities are needed: patience, understanding, nurturing, helpful, willing ... etc.
- First step – AD needs to list the qualities desired
- A job description (another term: guidelines, expectations) – even if this is a non-paid volunteer position



Qualities Desired

- Embrace the concept of education-based athletics
- Is supportive & nurturing
- Serves as positive role model
- Follows district & state rules & regulations
- Willing & able to help
- What else do you want from your mentors within your setting?



An Athletic Administrator prepares & leads All Coaches by using:

- Pre-season meetings
- Written materials – handouts, handbooks
- E-mail reminders
- Memos
- Individual conversations
- Mentors help remind, advise, etc. one-on-one
- ... and an AD mentors the mentors



When & How do you Plan your Mentoring Initiative?

- During the summer!
- Don't you edit/revise handbooks & other materials during this time?
- Summer has more flexible, uninterrupted time
- An opportunity to create expectations, guidelines & materials
- You are then ready for the fall



Guidelines for Mentors

- When & how to meet with mentee
- Topics, aspects or situations to be covered
- Unexpected calls for help
- AD should be contacted with unusual, unanswerable items
- Anything to make mentees adjustment easier – in your setting



General Classifications for Mentoring Topics

- Conceptual & philosophical foundations
- Organizational aspects
- Communication skills
- Game Management responsibilities
- Safety & risk management
- Legal responsibilities
- Professional growth & development



Good Resource for Mentoring Topics

- National Standards for Sport Coaches
- Developed and can be found on the SHAPE America website
- Features domains and 40 plus benchmarks



Sample Mentoring Topics

(not an All-inclusive List)

- Completing paperwork
- Sportsmanship expectations
- Dealing with problematic parents
- State rules & regulations
- Creating practice plans
- Instructional methods
- Acceptable motivational techniques
- Supervision of locker rooms & buses
- Dealing with media
- Time management & organizational skills
- Injury protocols
- Chain of Command

Workshop to prepare Mentors

- Schedule during teacher orientation days prior to student arrival
- Cover & distribute list of guidelines
- Answer questions
- Use this session to guide & assist your mentors



Meeting with Mentee

- Prior to the start of the season
- Once a week: At lunch, during prep-period ...
- When best for both mentor & mentee
- Meet also to help with an unexpected problem
- Phone calls or e-mail should also be considered between meetings



Develop Rapport

- AD conducts orientation meeting with mentors
- AD hosts 'fun' event – bowling, golf, picnic
- Mentors meet & interact with mentees
- Mentors & mentees decide when they will meet during week



Athletic Director's Continuing Role

- Prepares guidelines for mentors
- Sends e-mail reminders – example: help mentee with 1st eligibility form
- Provides updates with latest developments – example: new legislation
- Stays in touch to monitor mentoring program



Use 'Specialist' Mentors

- Do you have coaches who excel with a particular aspect of coaching?
- For example: practice plans, communicating with parents
- Have new coaches, who need help, get mentoring from these specialists

Total Time	Drill Time	Drill
0:00	5 M	Stretch
0:05	5 M	Base Release-Collapse x 5 L&R v RS and OH
0:10	15 M	Butterfly Passing Half Serves x 10 Forearm Half Serves x 5 Overhead Full Serves x 10 Forearm Full Serves x 5 Overhead
0:25	5 M	Arm Warm-Up
0:30	5 M	Half Serve 3 Person Serve Receive OH and RS 2's/9's
0:35	5 M	Half Serve 3 Person Serve Receive OH and RS if don't pass 1st tempo
0:40	15 M	Cross Court Hitting Ball Control 1 setter both sides
0:55	2 M	Blocking Footwork Self Toss and Hit to MB Vs OH
0:57	2 M	Blocking Footwork Self Toss and Hit to MB Vs RS
0:59	30 M	Playing 2 v 2 Half Court Games to 15
1:30	15 M	Serve to Zone or Run Team 3 in a Row to score a point 5 points to finish

[Go to Main Page...](#)

[Go Practice Plans...](#)

A Successful Mentoring Initiative

- Is not laissez faire
- Takes time, planning & oversight
- Requires prepared & suitable mentors
- Serves the needs of new, inexperienced coaches
- Works best when the AD is the 'Mentor of Mentors'



References:

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Deming's 14 (7 ½) Principles of Quality Management

- Create constancy of purpose for improving products and services.
- Improve constantly and forever every process for planning, production and service.
- Institute training on the job.
- Drive out fear.
- Break down barriers between staff areas.
- Remove barriers that rob people of pride of workmanship .
- Institute a vigorous program of education and self-improvement for everyone.
- Put everybody in the company to work accomplishing the transformation.



Developing Transformational Leaders

- The first quality a Transformational Leader needs is to have is charisma (not to be confused with narcissism)
- The TL should offer INDIVIDUAL CONSIDERATION
 - Applies empathy to each person's individual situation
 - Understands that mistakes are made but correctable
- The TL should apply INSPIRATIONAL MOTIVATION
 - Maintain high standards
 - Positive attitudes regarding meeting goals
- The TL should have IDEALIZED INFLUENCE
 - Ethics is stressed
- The TL must offer INTELLECTUAL STIMULATION
 - This is difficult for coach to player but not for head to asst.



Mentoring Millennials and Their Children

- 1981-2001 Dates that will live in infamy
- Pragmatic vs. Idealistic
- With Idealism comes sense of entitlement and narcissism
- Ironically, the children they will coach are the pragmatists
- Social disconnect and lack of team building are two items of concern
- Adversity is a cue to avoid and move on for millennials
- Work to empower them to empathize with their athletes
- Become familiar with advanced technology and communication for all generations
 - Websites
 - Social Media
 - Registration Systems, Evaluation Software, etc.

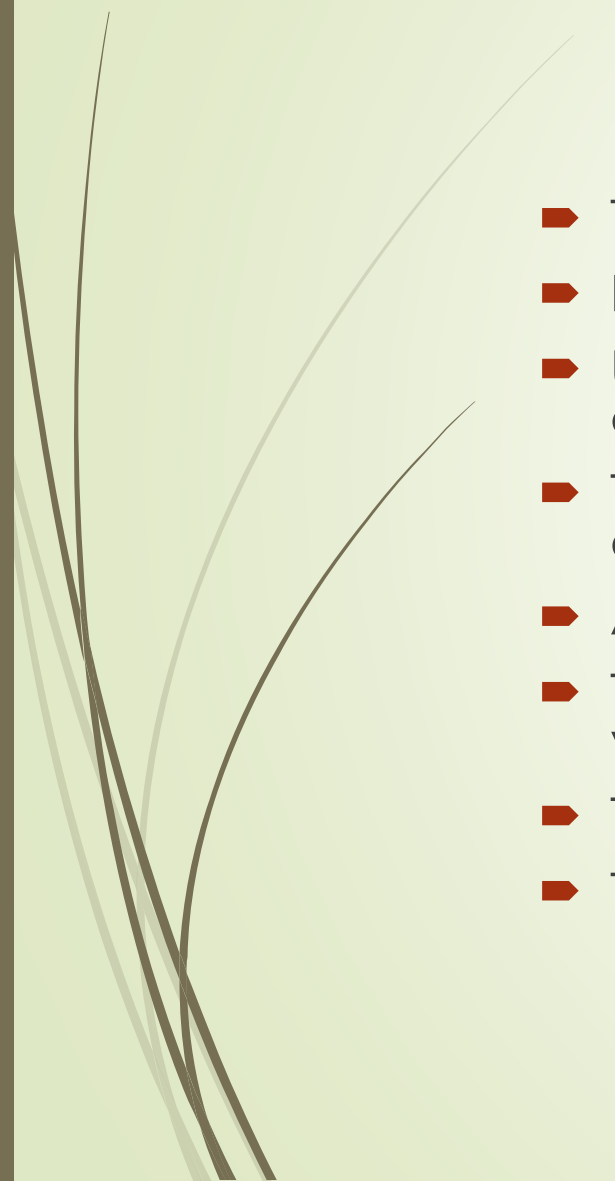


Getting to Yes, Everything is Negotiable (Win-Win)

- What's the biggest hurdle for a new coach to overcome?
 - Parents.....
- What's the complaint? (Remember that these parents are probably Millennials)
 - Playing time
 - Bullying
 - Recognition
 - Discipline issue (grades or behavior)
- How do we get to YES?
 - Become a listener
 - Drop the defense barrier
 - Validate the complaint
 - Is there middle ground?



What's the Bottom Line?

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- There are constants that each young coach should have from their AD
 - Knowledge of rules and policies
 - Understanding that they have specific duties to perform administratively
 - That their athletes will have varied learning styles although skills may be equal
 - A sense of responsibility and ownership of their program
 - That they have a responsibility to protect the school district from vulnerability to litigation
 - That they have multiple resources available to them for help
 - The ability to develop a leadership style that fits them

Thank You for Attending

