The Importance of Mentoring in the Development of Coaches and Athletes

GORDON A. BLOOM*, NATALIE DURAND-BUSH**, ROBERT J. SCHINKE***, and JOHN H. SALMELA**

* California State University, Fresno, USA.
** University of Ottawa, Canada.
*** University of Alberta, Canada

Mentoring has been considered an increasingly important element of coaching development programs. It occurs when a teacher willingly invests time in the personal development of a student or athlete, when a trusting relationship evolves, needs and interests are fulfilled, and imitation of behavior takes place. The purpose of this study was to examine the mentoring experiences of expert team sport coaches. More specifically, the intent was to determine if any of the coaches were mentored through their development as athletes and subsequently as coaches, and if in turn they mentored other athletes and coaches during their careers. Open-ended semi-structured interviews were conducted with 21 coaches. The data were analyzed inductively using qualitative procedures outlined by Côté and colleagues (1993, 1995). Results revealed that most coaches were mentored by more experienced coaches during both their athletic and early coaching careers. As a result, they gained valuable knowledge and insights that helped shape their coaching philosophies and enhanced all facets of their performance. Once they reached a level of expertise in their field, they themselves began to mentor athletes and younger coaches. The benefits of establishing structured mentoring programs for developing coaches and athletes are highlighted throughout the article.

KEY WORDS: Coaching, Mentoring.

Mentoring is a process that requires further research and is believed to lead to high levels of success in both personal and professional endeavors (Merriam, 1983). In sport, it is evident that the role of the expert coach entails more than teaching individuals how to shoot correctly or how to dribble
When coaches teach their athletes sport skills, these athletes must develop precise technical movements in order to produce peak athletic performance. Such movements, along with the demands placed on athletes’ muscles when accelerating, decelerating, or changing direction, increase the risk of injury (44). Sports nutrition has come a long way from the “take a salt tablet” days. We now understand the importance of specific nutrients and when and how they need to be ingested, as well as how much should be consumed. A good place to start is the standard food guide pyramid (43). While the pyramid as we know it has been modified over the last decade, the principles of a well-balanced diet remain the same. Sports coaches assist athletes in developing to their full potential. They are responsible for training athletes in a sport by analyzing their performances, instructing in relevant skills and by providing encouragement. But you are also responsible for the guidance of the athlete in life and their chosen sport. Consequently, the role of the coach will be many and varied, from instructor, assessor, friend, mentor, facilitator, chauffeur, demonstrator, adviser, supporter, fact finder, motivator, counselor, organizer, planner and the Fountain of all Knowledge. In relation to sports, the role of t