

# Model, Mentor, & Coach, Oh My!

## Paving the Way for Others

### Research and Resource Guide

#### *Introduction*

This research and resource guide summarizes lessons from the session, provides additional topical resources to further develop your application of the topic, and offers research to expand your knowledge.

#### *Lessons from the Session*

**Model, Mentor & Coach, Oh My!** breaks down modeling, mentoring, and coaching for staff support, skill development, and even role advancement. The techniques covered in the session include:

**Modeling** - Modeling is the first and the simplest approach to support new staff skill development. There are two ways to model. Explicit modeling is a demonstration of a specific skill. This is more of a traditional teaching approach. It intentionally demonstrates a skill or behavior and explains what they are doing and why. Implicit modeling is a more informal way to support staff. Staff learn through observation and reflection. This happens when you demonstrate behaviors or skills without formally naming or teaching them, but staff learn from observing them over time.

**Mentoring**<sup>1</sup> - Mentoring is relationship focused. It is typically longer term highly personalized to the mentee. The mentor – mentee pairing is important. In a mentoring relationship, mentees should take the lead and ask questions while the mentor serve as a sounding board and use their experience and expertise to guide their mentee. One framework that can be used for mentoring relationships is GROW (goal setting, relationships building, options and solutions, and way forward).

**Coaching**<sup>2</sup> - Coaching is a more formal relationship and performance focused. Coaching concentrates on specific skills, behaviors, or performance improvements. Coaches take the lead, beginning with observation and using questions to help staff

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<sup>1</sup>The GROW Framework discussed in the session as been adapted for OST. *The GROW Framework – Coaching for leadership*. (n.d.). <https://wp.nyu.edu/coaching/tools/grow-model/>

<sup>2</sup> O'Connor, S., Starr, E., Schleyer, K., & National Institute on Out-of-School Time. (2020). *Coaching for Quality in Out-of-School Time: A How to Guide*. National Institute on Out-of-School Time.

[https://www.niost.org/pdf/pdf/Coaching\\_Guide.pdf](https://www.niost.org/pdf/pdf/Coaching_Guide.pdf)

discover their own solutions to problems, ideas for improvement, and talk through strategy and implementation.

### *Resources and Tools*

- [Coaching for Quality in Out-of-School Time: A How To Guide](#)<sup>3</sup>
- [Coaching and Mentoring Factsheets](#)<sup>4</sup>
- [How to Structure a Mentorship Program: A Complete Guide](#)<sup>5</sup>

### *Research and Readings*

- [Creating High-Performance Afterschool Programs](#)<sup>6</sup>
- [Mentorship and its Impact on the OST Profession](#)<sup>7</sup>
- [Coaching with Powerful Interactions: A Guide for Partnering with Early Childhood Teachers, Second Edition](#)<sup>8</sup>

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<sup>3</sup>Woo, K. W. (2021b, October 8). Coaching for Quality in Out-of-School Time: A How to Guide. National Institute on Out-of-School Time. <https://www.niost.org/coach>

<sup>4</sup>CIPD | Coaching and mentoring | Factsheets. (2022, December 29). CIPD.

<https://www.cipd.org/en/knowledge/factsheets/coaching-mentoring-factsheet/>

<sup>5</sup>How to structure a mentorship Program: A complete guide. (2025, February 14). Together Mentoring Software. <https://www.togetherplatform.com/blog/how-to-structure-a-mentorship-program-a-complete-guide>

<sup>6</sup>Conley, E. (2022b, September 12). *Creating High-Performance Afterschool programs*. National Institute on Out-of-School Time. <https://www.niost.org/Afterschool-Matters-Spring-2019/creating-high-performance-afterschool-programs>

<sup>7</sup>Bosco, A. (2023b, March 13). Mentorship and its impact on the OST profession. *News & Press: Professional Development and Leadership*. <https://naaweb.org/news/634487/Mentorship-and-its-Impact-on-the-OST-Profession.htm>

<sup>8</sup>*Coaching with Powerful Interactions: A Guide for Partnering with*. (n.d.). NAEYC.

<https://www.naeyc.org/resources/pubs/books/coaching-powerful-interactions-second-edition>