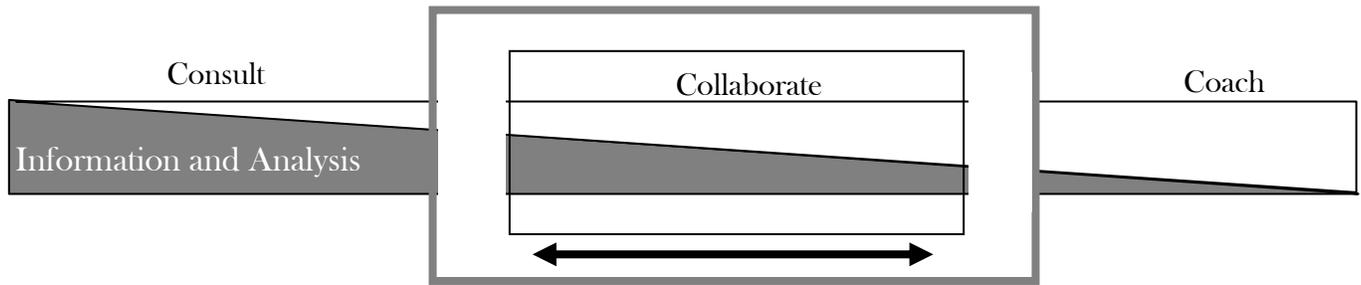


# Three Stances for Offering Support

## Continuum of Interaction



Consulting - I Intentions:	Collaborating - We Intentions:	Coaching - You Intentions:
<p>To share information, advice and technical resources about policies and procedures; learning, learners, curriculum and content; and effective practices. To establish standards for professional practice.</p>	<p>To co-develop information, ideas, and approaches to problems. To model a collegial relationship as a standard for professional practice.</p>	<p>To support the protege's idea production, instructional decision-making, and ability to reflect on practice. To increase the ability of the protégé to self-coach and become a self-directed learner.</p>
Actions	Actions	Actions
<ul style="list-style-type: none"> <li>• Think aloud about your own "What" and "Whys"</li> <li>• Offer a menu of solutions</li> <li>• Produce an idea bank</li> <li>• Conduct a model</li> <li>• Review tapes of teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Brainstorm reasons, ideas, solutions, and interventions together</li> <li>• Co-plan</li> <li>• Co-teach</li> <li>• Become study buddies</li> <li>• Conduct action research</li> </ul>	<ul style="list-style-type: none"> <li>• Listen and respond without judgment</li> <li>• Ask questions to prompt the mentee's thinking</li> <li>• Reflect on goals</li> <li>• Facilitate thinking about solutions</li> </ul>
Cautions	Cautions	Cautions
<p>If overused, the consulting stance can build dependency on the mentor for problem-solving. Advice without explanation of the underlying choice points and guiding principles usually does not develop a protege's abilities to transfer learning to new settings or generate novel solutions on his/her own.</p>	<p>Mentors need to carefully monitor their own actions when they enter the collaborative stance. Their own enthusiasm and excitement for the topic or issues may override the intention to co-create ideas and possibilities. False collaboration then becomes disguised consultation.</p>	<p>The coaching stance assumes that the other party has resources for idea generation. If this is not the case, pursuing this stance can lead to frustration on the part of the protégé. You cannot coach out of someone what is not in them.</p>

Adapted from: Lipton, Laura, and Bruce Wellman. *Mentoring Matters*. Sherman, CT: Mira Via, 2003.