
Leadership for Coaches and Athletes

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Leadership

- **Motivation** - Leadership is the ability to motivate a group of people toward a common goal (Stodgill)
- **Vision** - Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential (Bennis)
- **Have followers** - The only definition of a leader is someone who has followers (Drucker)
- **Decisive** - Be willing to make decisions. That's the most important quality in a good leader (Patton)
- **Vision** - Leadership is the art of getting someone else to do something you want done because he wants to do it. (Dwight Eisenhower)
- **Active** - Leadership is action, not position. (Donald H. McGannon)

- Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal. (Vincent Lombardi)

Coaching Leadership

- What are the functions of leaders?
- How does coaching leadership work?
- What are styles/orientations of coaching styles?
- What factors determine effective leadership?

Coaching Leadership

- What are the functions of leaders?
 - Knowledge
 - Direction
 - Motivation
 - Develop a culture
 - Organization
 - Develop leaders
 - Develop players
 - Develop people

Coaching Leadership

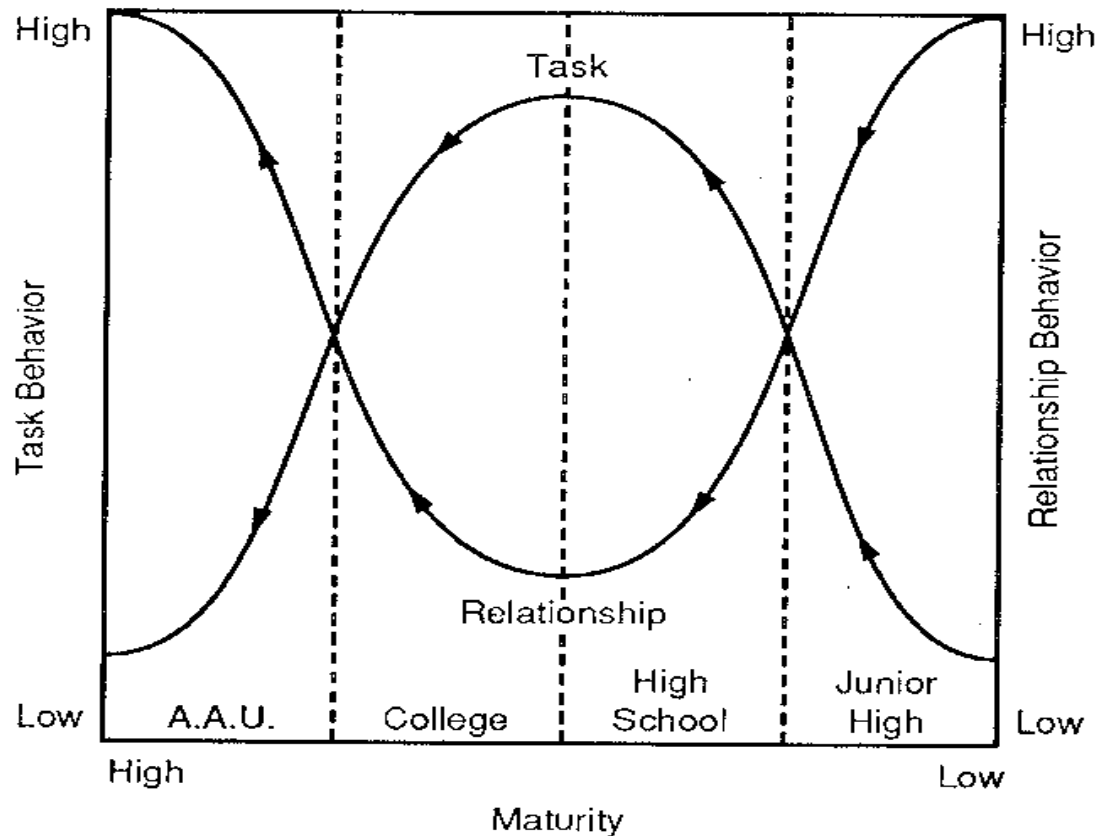
- How do leaders work?
 - Theories
 - Traits
 - Stage/Developmental/Relationship
 - Situational
 - Style

Coaching Leadership

- Great Man theory
 - Great coaches share traits
 - Intelligence
 - Achievement orientation
 - Responsibility
 - Participation
 - Status (Stodgill, 1948)
 - Sage (1975) concluded weak evidence and support for “Great Man Theory” in sport

Coaching Leadership

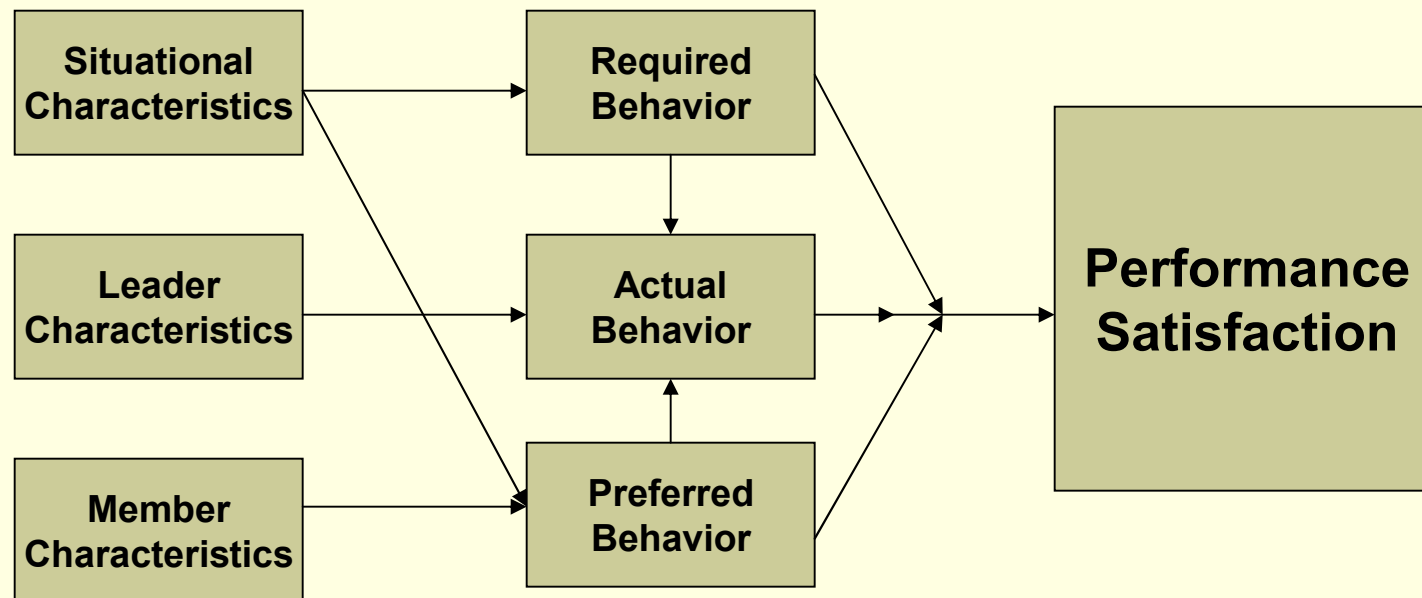
■ Stage/task versus relationship orientation



(Case, 1987)

Coaching Leadership

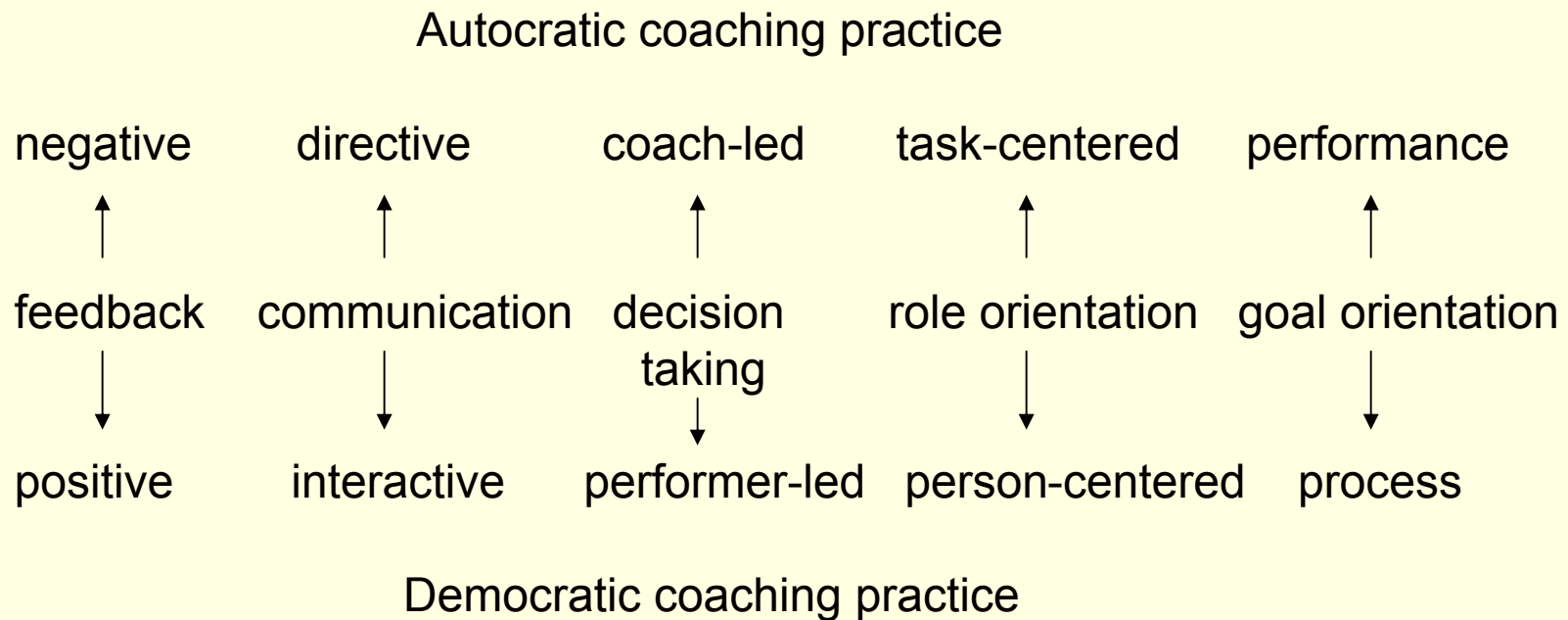
■ Situational model



(Chelladurai, 1984)

Coaching Leadership

■ Stylistic factors



Lyle, 2002

Coaching Leadership

- **Styles** (adapted from Tutko & Richards, 1971)
 - **Authoritarian**
 - **Pro's**
 - Well organized, good spirit in victory, physically well prepared
 - **Con's**
 - Defeat taken badly, sensitive performers not handled well, anxiety high in performers
 - **Intense**
 - **Pro's**
 - Coach supports hard work, coach works very hard, prepared for competition
 - **Con's**
 - Performers put off by demands, emotional outbursts from coach, less motivated performers overlooked

Coaching Leadership

■ Styles

■ Easy going

■ Pro's

- Little pressure within team, performers receptive to suggestions, performers feel independence from coach

■ Con's

- Coach criticized as not interested, pressure not handled well, performers may not be in top physical condition

■ Business-like

■ Pro's

- Performers up to date on technique, sound and organized strategy, performers have confidence in coach

■ Con's

- Performers feel like pawns, team spirit not emphasized, emotionally motivated performers may be overlooked

Coaching Leadership

- Styles

- Nice Guy

- Pro's

- Cohesive team, relaxed atmosphere

- Con's

- Coach may be seen as weak, socially inhibited performers overlooked

Coaching Leadership

- Factors

- Coach

- Communication

- Honesty
 - openness

- Knowledge

- “Leadership and learning are indispensable to each other.” (JFK)

- Values

- “Leadership is a combination of strategy and character. If you must be without one, be without the strategy.” (Schwarzkopf)

Coaching Leadership

■ Factors

■ Coach

■ Perception

■ Motivation

- “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

(J Q Adams)

■ Gender

■ Energy

- “I am certainly not one of those who need to be prodded. In fact, if anything, I am the prod.” (Churchill)

■ Others?

Coaching Leadership

- A good coach is 3 dimensional:
 - Thinking dimension
 - Emotional interaction dimension
 - Technical dimension (Cratty)
- A coach is a blend of these. What is the make up of great coaches (Wooden; Smith; Knight; Dorrance; Yeagley)?
- What is your make up of these?

Coaching Leadership

- Development of coaching factors
 - Communication
 - How do we develop communication?
 - Knowledge
 - How do we gain knowledge?
 - Values
 - How do we express our values?
 - Motivation
 - How do we motivate players?
 - Perception
 - Are what we think the same as what they think?
 - Energy
 - Where will we get all this required energy?

Players on Coaches as Leaders

- Players enjoyed Coaches who:
 - Are nice people
 - Develop skills
 - Are stimulating figures
 - Designate leader roles
 - Engage in mature conversations

Players as Leaders

- Defined

- “. . . Individuals who are primarily responsible for defining team goals and for developing and structuring the team to accomplish these missions” (Zaccaro, Rittman, & Marks, 2001)

Players as Leaders

- Characteristics

- Allen Iverson
- Shaq

- Development

- The function of leadership is to produce more leaders, not more followers (Nadar)
- Provide opportunities to lead
 - Examples?

Players as Leaders

- Athletic leaders tend to score high in the areas of:
 - Dominance
 - Self-acceptance
 - Responsibility
 - Maturity/experience
 - Ability

(Savin-Williams, 1979)

Players as Leaders

- Descriptors
 - Determined
 - Positive
 - Motivated
 - Consistent
 - Organized
 - Responsible
 - Skilled
 - Confident
 - Honest
 - Leader
 - Respected

Players as Leaders

- Research looking at athletic ability as the leading criteria for peer leadership has had mixed results
- Peer leaders had both instrumental (task-oriented) and expressive (relationship-oriented) qualities

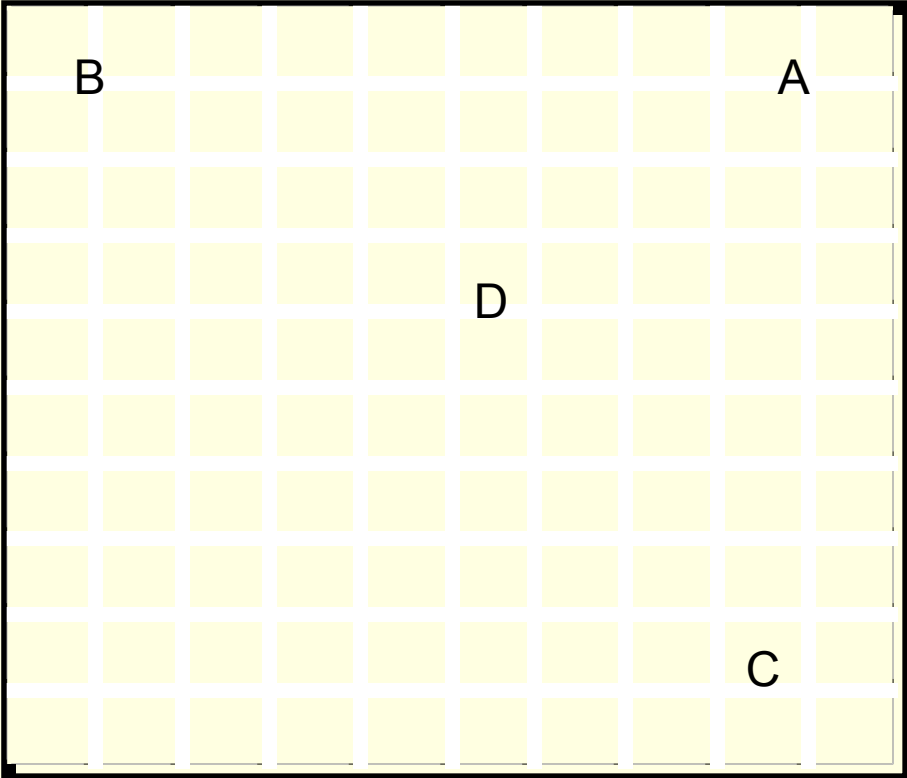
Our Considerations

Concern for results

1 2 3 4 5 6 7 8 9 10

Concern for players

10
9
8
7
6
5
4
3
2
1



Our Considerations

Gould et al study of National Team Coaches strategies for enhancing self-efficacy

<u>Strategy</u>	<u>frequency of use</u>	<u>% of sample using this strategy</u>
enhance performance via drills	4.61	66
act confident yourself	4.34	53
encourage positive talk	4.32	50
liberal use of reward statements	4.22	45
employ hard physical conditioning	4.20	46
set specific goals	4.02	35
verbally persuade	4.02	35
emphasize technical improvement	3.96	36
downplay outcomes		
imagine success	3.93	31
reduce anxiety via relaxation tech.	3.80	28
emphasize anxiety is not fear	3.61	17
but readiness		
emphasize lack of effort, not lack of ability, for failure	3.48	21
identify similar athletes who have achieved	3.46	20

Our Considerations

- Developmental Stage
 - Soccer stage
 - Physical stage
- Roster
- Traditions
 - Positive/negative
 - Maintain/change
- Situation
 - High stress vs. low stress moments

Our Considerations

- The Followers
 - Characteristics
 - Motivation
 - Goals
 - Long term
 - Short term

Take Home

■ Coaching leadership

- A blend/synthesis of your style/personality
 - Communication
 - Knowledge
 - Values
 - Perception
 - Motivation
 - Energy
- An awareness of the team's
 - Developmental Stage/Maturity
 - Goals
 - Task(s)

Take Home

- Player leadership
 - Seek out players who demonstrate
 - Important roles (not necessarily central roles)
 - Good ability
 - Share your values
 - Share team values
 - Have positive relationships with many team members

Leadership

- “Only one man in a thousand is a leader of men -- the other 999 follow women.”
(Marx)