



**Effective Coaching:
More than X's & O's**

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A Quick Story

Why should you listen to *me*?


X Not because I was N.B.A. player (*but I was*).


- I was "Nothing But Average," just a NCAA DI walk-on.

X Not because I won every game I coached (*I didn't*).


- I had great teams, average teams, and teams that really struggled.
- Rec., MS, Travel, HS (2A, 3A, 4A, 5A), NCAA DI (Mid-major & Major).
- Boys & Girls; Public & Private Schools; Rural, Suburban, & Urban.
- McDonald's All-Americans and kids who ate at McDonald's.


Do You Believe This?

 **“Put Your Money
Where Your Mouth Is”**

 **“Put Your Life
Where Your Mouth Is,
Not Just Your Money!”**

Why should you listen to *me*?

 I believe coaches can change the world- they changed mine!

 I listen to coaches from around the world!

- Here’s how much I believe that:
 - Quit my job; sold our house, our truck, and about everything we owned.
 - Moved my wife & infant daughter out of state, to pursue my Ph.D. so I could study and encourage coaches full-time.
 - Presented in multiple countries.
 - Teach Coaching Ed. at Georgia Southern Univ.

Why should you listen to *me*?

- 7 coaches I worked with became DI Head Coaches
- 2 college teammates are DI Head Coaches
- 4 of my ast’s became varsity head coaches
- 2 of my ast’s became HS AD’s
- 1 of my ast’s planted a church

Effective Coaching: More Than X's & O's

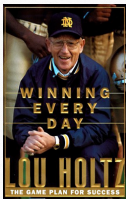


Effective Coaching: More Than X's & O's

- Tell the person next to you the name and the greatest impact on your life.
- Winning and positive impact are not mutually exclusive!**
- Was it the same coach? *It can be!*

Effective Coaching: More Than X's & O's

- I thought X's & O's, drills & schemes- *that* was coaching



"When a coach starts talking about coaching philosophy all the pens go down, but when they draw up a play everyone writes like crazy. They've all got it backwards: your coaching philosophy is more important than the X's & O's"

-Lou Holtz at 1998 NCHSAA Clinic



What Coaches Do

Coaches...

- “play a central role in **promoting** sport **participation** and **enhancing** the **performance** of athletes and teams...”



(I.C.C.E. & A.S.O.I.F., 2012, p. 4)

What Coaches Do

“Contribute to the **development** of athletes as **people**, **teams** as cohesive units and **communities** with shared interests...”



(I.C.C.E. & A.S.O.I.F., 2012, p. 4)

What Coaches Do

“Work with **increasingly diverse** populations and face **heightening demands** from their athletes, their athletes’ parents, administrators and fans”



(I.C.C.E. & A.S.O.I.F., 2012, p. 4)

What Coaches Do

Coaches...

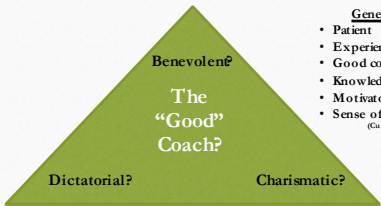
- Promote...
- Develop...
- Increase...
- Help...

These all require leadership to accomplish!



(ICCE & ASOIF, 2012, p. 4)

What is "Good" Coaching?



General Perception

- Patient
- Experienced
- Good communicator
- Knowledgeable about skills
- Motivator
- Sense of humor

(Cushion, Jones, & Potts, 2001, p. 4)

(Cushion, Jones, & Potts, 2001)

What is Effective Coaching?

Coaching Effectiveness



Athlete Outcomes

- Competence
- Confidence
- Connection
- Character / Caring

(Cott & Gilbert, 2008)

What is Effective Coaching?

6 Key Functions of a Coach

1. See & Set the Vision
2. Shape the Environment
3. Build Relationships
4. Conduct Practices & Structure Competitions
5. Read & React to the "Tide"
6. Learn & Reflect

(2002, 2011)

What is Effective Coaching?

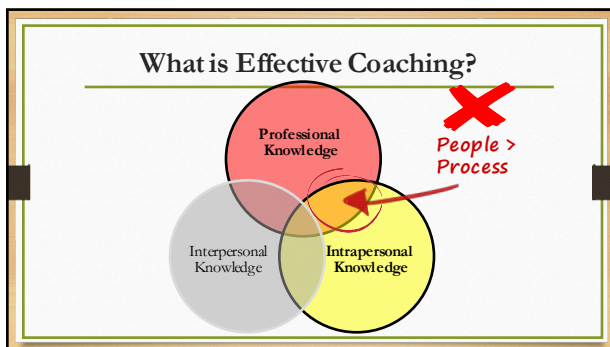
Coaches impact athletes' attitudes, cognitions, and behaviors
(Magowan & Tidwell, 2005; Van de Ven, 1999)

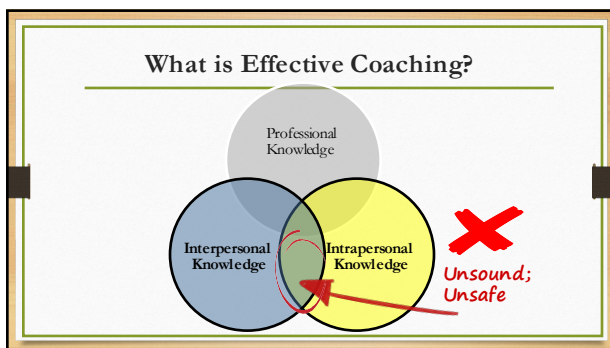
- Demonstrate
 - Empathy
 - High Expectations
 - Advocacy (*in that order!*)(Pattinson et al., 2016)

What is Effective Coaching?

- Often overlooked & under appreciated.
- Intentional, consistent personal reflection beyond X's & O's
- "Know Thyself"
- "To Thine Own Self Be True"
- "Know Who We Are. Do What We Do."









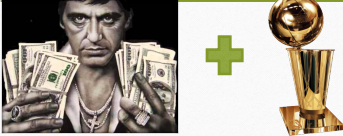
Challenges to Coaching

“Money, or a bottom-line approach, has significantly influenced the decision-making process in sport”
(Linnestad & Hans, 2011, p. 19)

Challenges to Coaching

“If you get fired for cheating, you can get hired right back again,” he said. ‘If you get fired for losing, it’s like you’ve got leprosy...’
(Thomson, 2001, para.3)

Challenges to Coaching



“Sport is fast ceasing to be sport in America, because of the craze for winning which dominates” (Whitney 1903, p. 63)


↑

Challenges to Coaching



↑

What is Your Why?



The rings?
The supplement?
The attention?


What is Your Why?

- **Intrinsic motivation for coaches**
 - “personal enjoyment and achievement,
 - interest in the job, and
 - feelings of challenge” (Jensen, 2017, p. 444)
- **Extrinsic motivation for coaches**
 - “pay,
 - promotions,
 - benefits,
 - job security,
 - work conditions,
 - policies, and
 - supervision” (Jensen, 2017, p. 444)

Higher intrinsic motivation = better athlete relationship & experience

What is Your Why?

- 1st head job- slept in my office.
- Worked for 2 head coaches who set a school record for wins & were fired after the next year.
- Your why must be bigger than basketball



What is Conquest Coaching?

Do you know a “Conquest Coach?”

Conquest coaching
“focuses exclusively on winning
at the expense of all other objectives”
(Wilson & Burdette, 1998)

Conquest Coaching Consequences

- Decreased motivation
- Increased athlete burnout and dropout
- Decreased self-confidence
- Impaired morality and ethical behavior
- Poor performance


(Anshel, 2003; Baley et al., 2013; Scatlin et al., 1993; Hodges & Lombardi, 2003)

What is leadership?

- “Leadership is influence” – John Maxwell

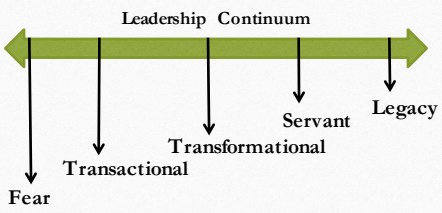
You do not have to wait until you are:

- the captain,
- the head coach,
- the A.D., or
- the Principal!



What is leadership?

Leadership Continuum



The diagram shows a horizontal green double-headed arrow labeled "Leadership Continuum". Below the arrow, five points are marked with downward-pointing arrows: "Fear" at the far left, "Transactional" slightly right of center, "Transformational" at the center, "Servant" slightly right of center, and "Legacy" at the far right.

What is legacy leadership?

- “Intentionally influencing for selfless positive relationships and growth”

(Stedman & Smith, 2006, p. 22)

What is legacy leadership?

- “Intentionally influencing for selfless positive relationships and growth”
- “The legacy of the leader’s influence is perpetuated through the follower’s incorporation of legacy principles into their lives as they become leaders”


(Whittington, Bix, Kogler, and Godwin, 2015, p. 70)

How do you do it?

Motives, Methods, and Measures

- Pure motive

(Whittington, Bix, Kogler, and Godwin, 2015, p. 70)




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- Pure motive
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How do you do it?

Motives, Methods, and Measures

- Pure motive
- Authentic & sincere
- Follower-centered,
not self centered

(Whittington, Bix, Kogler, and Goodwin, 2015, p. 70)



How do you do it?

Motives, Methods, and Measures

- Pure motive
- Authentic & sincere
- Follower-centered,
not self centered
- Affectionate/emotional

(Whittington, Bix, Kogler, and Goodwin, 2015, p. 70)




How do you do it?

Motives, **Methods**, and Measures

(Whittington, Bix, Kogler, and Goodwin, 2015, p. 70)

- Worthy of imitation




How do you do it?

Motives, **Methods**, and Measures

(Whittington, Bix, Kogler, and Goodwin, 2015, p. 70)

- Worthy of imitation
- Influence without exerting authority



How do you do it?

Motives, **Methods**, and Measures

(Whittington, Bix, Kogler, and Goodwin, 2015, p. 70)

- Worthy of imitation
- Influence without exerting authority
- Vulnerable/transparent




How do you do it?

Motives, Methods, and **Measures**

(Whittington, Pitts, Kogut, and Goehin, 2015, p. 70)

- Changed lives




**THE BOTTOM
LINE**

You *will* influence the people in your program one way or the other *even if you are not trying to*, so why not intentionally seek to make a positive difference?

How do you do it?

- Your legacy must be *intentional*
- Your coaching philosophy/leadership style must be based on your core values



CoachingBasketballWisely.com/vision

WOODEN ON LEADERSHIP™

PYRAMID OF SUCCESS

"Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable."
John Wooden, Head Coach

12 LESSONS IN LEADERSHIP

1. Good Values Attract Good People
2. Learn To Be A Moral Person
3. Call Yourself A Teacher
4. Bounce In Your Boney
5. It Takes 10 Hours To Make A Basket
6. Little Things Make Big Things Happen
7. Make Each Day Your Masterpiece
8. The Current Is Stronger Than A Block
9. Make Greatness Attainable By All
10. Don't Significance Change
11. Don't Look At The Scoreboard
12. Adversity Is Your Asset

Pat Summitt's Definite Dozen

1. Respect Yourself and Others
2. Take Full Responsibility
3. Develop and Demonstrate Loyalty
4. Learn to be a Great Communicator
5. Discipline Yourself so No One Else Has To
6. Make Hard Work Your Passion
7. Don't Just Work Hard, Work Smart
8. Put the Team Before Yourself
9. Make Winning an Attitude
10. Be a Competitor
11. Change Is a Must
12. Handle Success Like You Handle Failure

Reach for the Summit

Win Forever
Working to Maximize Your Potential

Performance

KNOWING
You're going to win

Environment

CONFIDENCE
You can win

Practice
It's everything

Central Theme

COMPETITION
Always Compete

Philosophy
You're either competing or you're not. It's a selection process of a competitive edge.

Beliefs
It's about the ball
Everything counts
You're never done

Beliefs
Great effort, great contribution, great toughness, play smart

2. Rules
1. Always protect the team
2. No holding or oversteering the coaches
3. Be ready

IF YOU WANT TO WIN FOREVER, ALWAYS COMPETE

Win Forever

COACHING TEAM BASKETBALL



Core Values

1. Integrity
2. Respect
3. Responsibility
4. Unselfishness
5. Loyalty
6. Tenacity

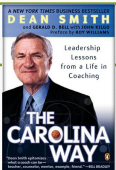
THE NATIONAL BESTSELLER LEADING WITH THE HEART



Core Values

1. Communication
2. Trust
3. Collective Responsibility
4. Caring
5. Pride

DEAN SMITH



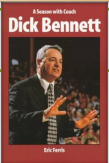
Coaching Philosophy

1. Play hard
2. Play smart
3. Play together

“The most important thing in leadership is truly caring” (Smith, 204, p. 3.)

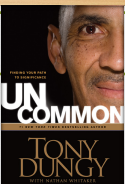
Core Values

1. Humility
2. Passion
3. Unity
4. Servant Attitude
5. Thankfulness



Core Values

1. Character
2. Honesty & integrity
3. Humility & stewardship
4. Courage



Leadership Ideas

- Leadership Councils
 - Class/position group representation
- Scaffolded Leadership
 - 12th to 10th, 10th to 8th
 - 11th to 9th, 9th to 7th
- Leadership Development
 - Jeff Janssen's Materials
 - <http://www.janssenreport@a.dcehip.com/>



Other Tips

- **Coach *all* your kids**
 - Me, Haislip, & Pat Sammitt
- **Connect *every* day**
 - Warmups, Form Shooting, Ron Rivera
- **Celebrate together**
 - Jimmy V nets
 - Doc Wayne Circle Ups
- **Use sandwiches**
 - Right/ wrong/ right (Wooden)
 - Praise/ correction/ praise
- **Season awards**
 - Academic, Shaw Smith Award, (Mascot) Award
- **Game awards**
 - Hulk Hands, Hand hat, WWE belt, Stuffed animals, sticker boards, social media
- **Team culture reinforcement**
 - Lockerroom, website, social media, team handbook, parents meeting, practice plans

Thank you for what you do!

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