

Instructor or Coach? Coaching in the 21st Century.

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All the good Business Books...

- ◆ Good To Great, *Collins*
- ◆ The Fifth Discipline, *Senge*
- ◆ Winning, *Jack Welch*
- ◆ The 8th Habit, *Covey*
- ◆ Primal Leadership, *Goleman et al*

... and the good Sport's Coaches' Books...

- ◆ The Coach. Managing for Success, *Rick Charlesworth*
- ◆ Winning! *Clive Woodward*
- ◆ I've Got Your Back, *Brad Gilbert*
- ◆ One Step Ahead, *Rod MacQueen*

... and even ...



... are saying the same things!



1. It's all about PEOPLE and...
2. Give people ownership of their tasks and decisions to get their best performance



Evolution – things change

Job Recruitment

- ◆ 1970s & 80s – IQ
- ◆ 1990s – Talent
- ◆ 2000s – Attitude & Emotional Intelligence



"You have to cuddle them, rather than kick them. You have to work with the players to get the best out of them because if you try to tell them what to do, they're not used to that, and you can't kick them. I used to be one of those kickers but if I did that now, I wouldn't have a job. We have to try and create an environment that is smarter."



*Graham Henry, All Black Coach
Sunday Star Times, 3rd April, 2005*

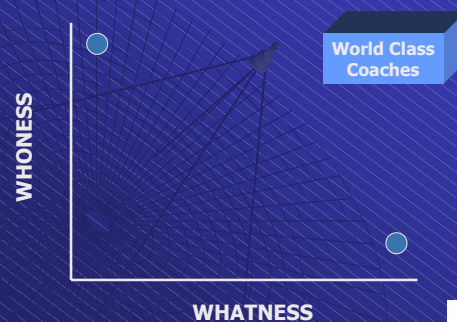


Business v Sport

- ◆ Sport and Business are different BUT...
- ◆ In business, failure can be more catastrophic than sport (\$\$\$)
- ◆ It's still all about people! (Me, you and everyone else!)
- ◆ The "Whoness" of Coaching (EQ)



Whatness & Whoness



Swimming Coach Education



Telling (instructing) an athlete to take responsibility for something does not make him/her feel responsible for it – he/she may feel guilty for not doing it but that is not the same as being responsible and therefore accountable for actions or performance. To feel truly responsible invariably involves choice – for choice to occur, someone needs to ask a question.



So how do you coach?

Sir John Whitmore (Inner Game)

- ◆ Create awareness - this leads to ownership
- ◆ Create responsibility - this leads to accountability
- ◆ Create self-belief - this leads to competence



Creating Awareness

Instruction

- ◆ Watch the ball
- ◆ Reach out further with your arm
- ◆ Pass to the Wing Attack

Coaching

- ◆ Which way is the ball spinning?
- ◆ How far in front of your head is your hand entering the water?
- ◆ Who's available?



Creating Responsibility

Instructing

- ◆ They're beating us down the right flank. Ricky, you've got to get back to cover this.

Coaching

- ◆ They're beating us down the right flank **OR** Where are they beating us?
- ◆ Who's going to take care of that?



Creating Self Belief

- ◆ When athletes take responsibility, they know they can do things
- ◆ Knowing you can do things, creates self belief
- ◆ Self belief gives confidence



The Athlete's Side of Instruction

- ◆ Move your right foot slightly further forward as your left leg turns



- ◆ Either no ownership for athlete **OR** "I can't do this" - ↓ confidence
- ◆ Paralysis by Analysis scenario



Instructing v Coaching

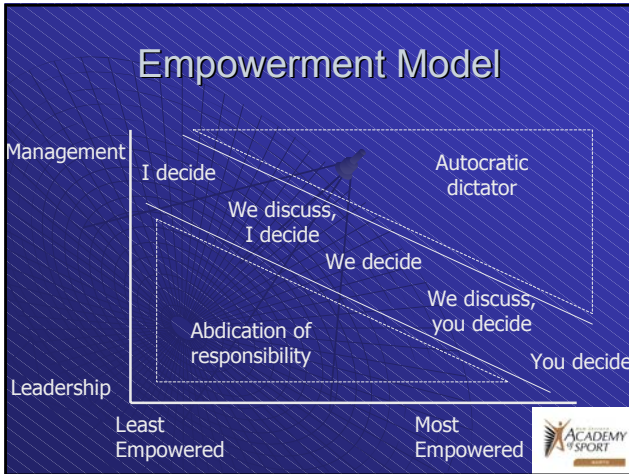
Instructing

- ◆ Coach Owns Process (It's all about the Coach)
- ◆ Coach takes responsibility
- ◆ Little accountability lies with athlete
- ◆ Athlete can doubt him/herself

Coaching

- ◆ Athlete Owns Process (It's all about the Athlete)
- ◆ Coach creates responsibility
- ◆ Athlete is accountable for his/her performance
- ◆ Athlete has more self-belief



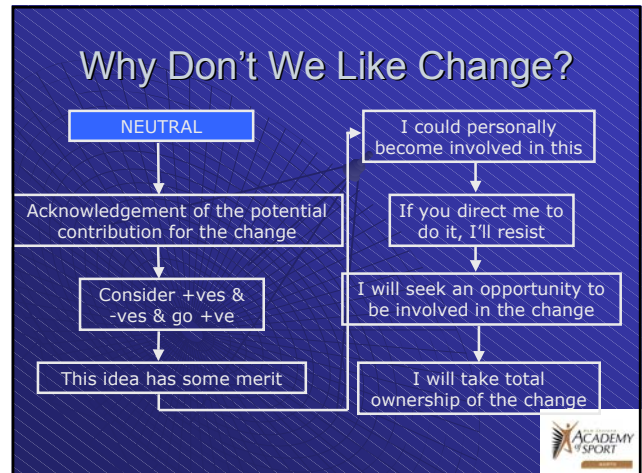
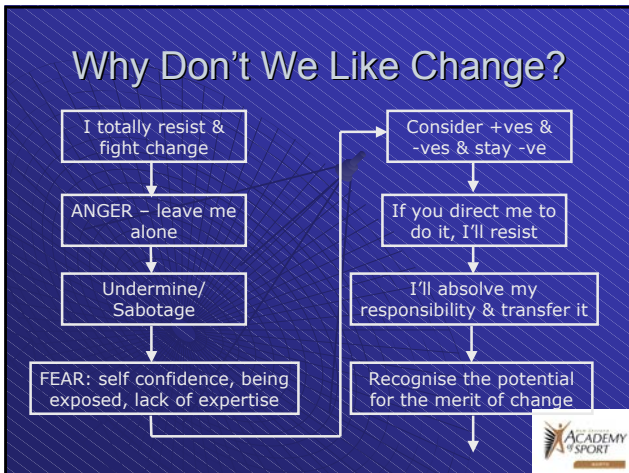


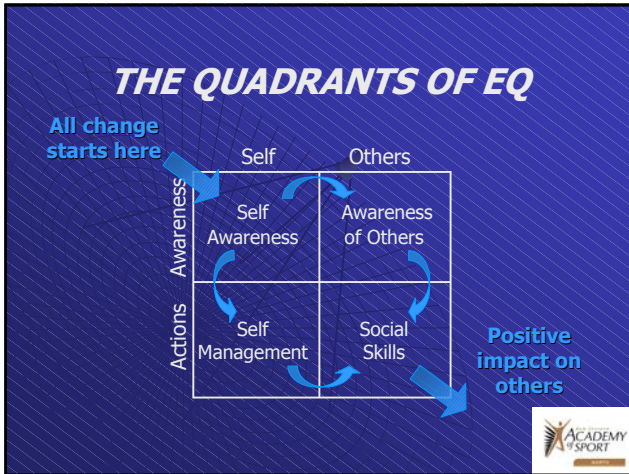
“Player Power” v Empowerment

- ◆ Athletes make decisions to suit themselves
- ◆ Athletes don't need any knowledge (and often don't have it!)
- ◆ Coach needs to create structure around athletes
- ◆ Athletes cannot become empowered without knowledge

Two quite different dimensions – like red and water!

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The Coaching Approach

The Toolkit

AIM: Create awareness & responsibility

- ◆ Use the "right" questions – very subtle (what, who, where, how much etc). Avoid why & how.
- ◆ LISTEN well!!!!
- ◆ Use a scale system: get athlete to rate "effectiveness" OR
- ◆ Force comparisons & then follow up with "right" questions
- ◆ Encourage two-way conversations

WARNING: THIS IS HARD WORK IF YOU'VE ALWAYS BEEN AN INSTRUCTOR

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It's Absolutely Not About Me!
This is Coaching in the 21st Century.

If you want to know more...

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