

Demonstrating Core Values and Clear Purpose in Coaching

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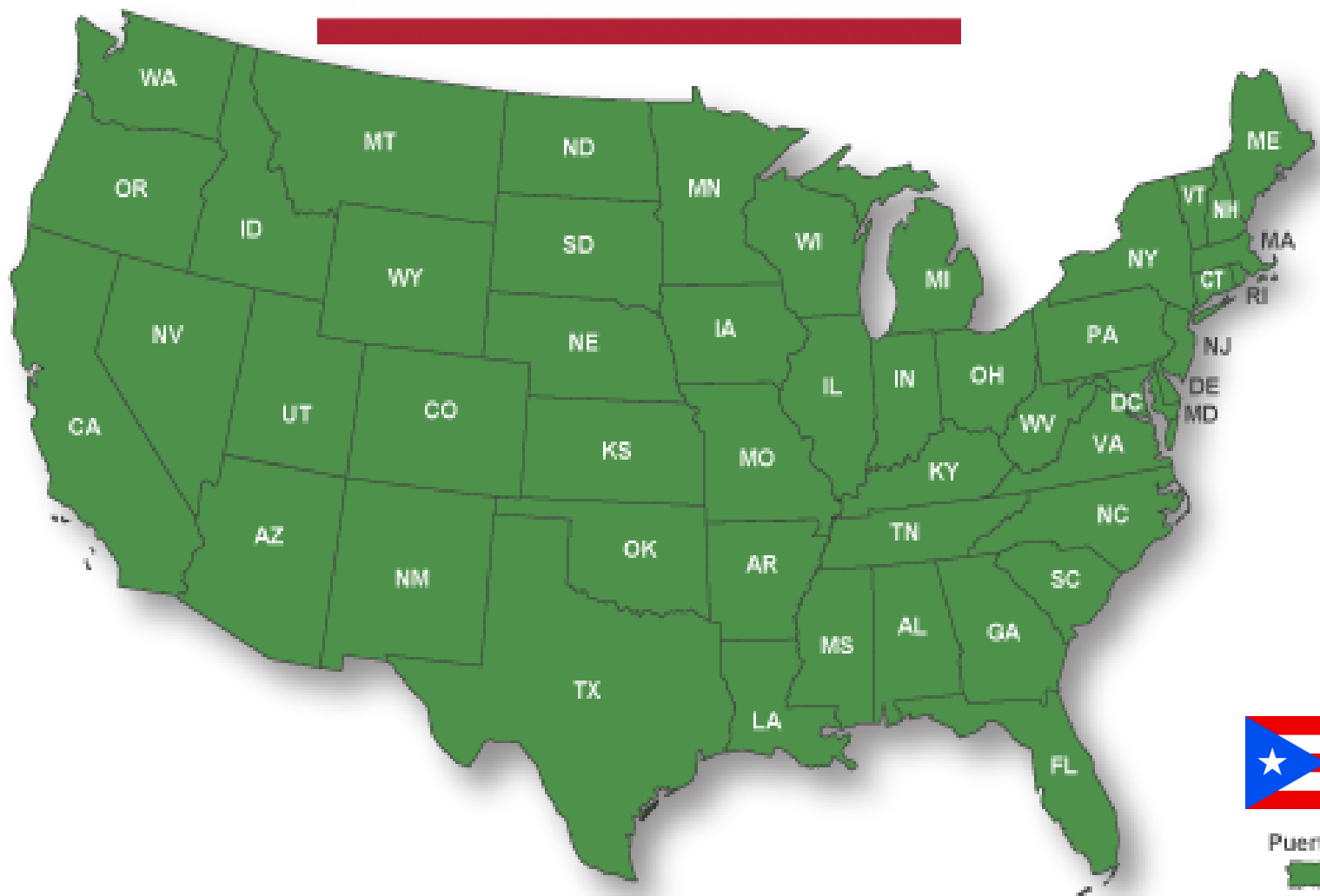


@WadeWgilbert



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Puerto Rico



316 million – 3.6 million

25 million – 8



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316 million – 3.6 million

25 million – 8

73 – 92





October 25, 2005



“A major part of becoming a team is establishment and collective acceptance of your standards.”

The Gold Standard

Building a World-Class Team



MIKE KRZYZEWSKI

National Bestselling Author of *Leading with the Heart* and *Beyond Basketball*

WITH JAMIE K. SPATOLA

“Standards are the things that you do all the time and the things for which you hold one another accountable.”



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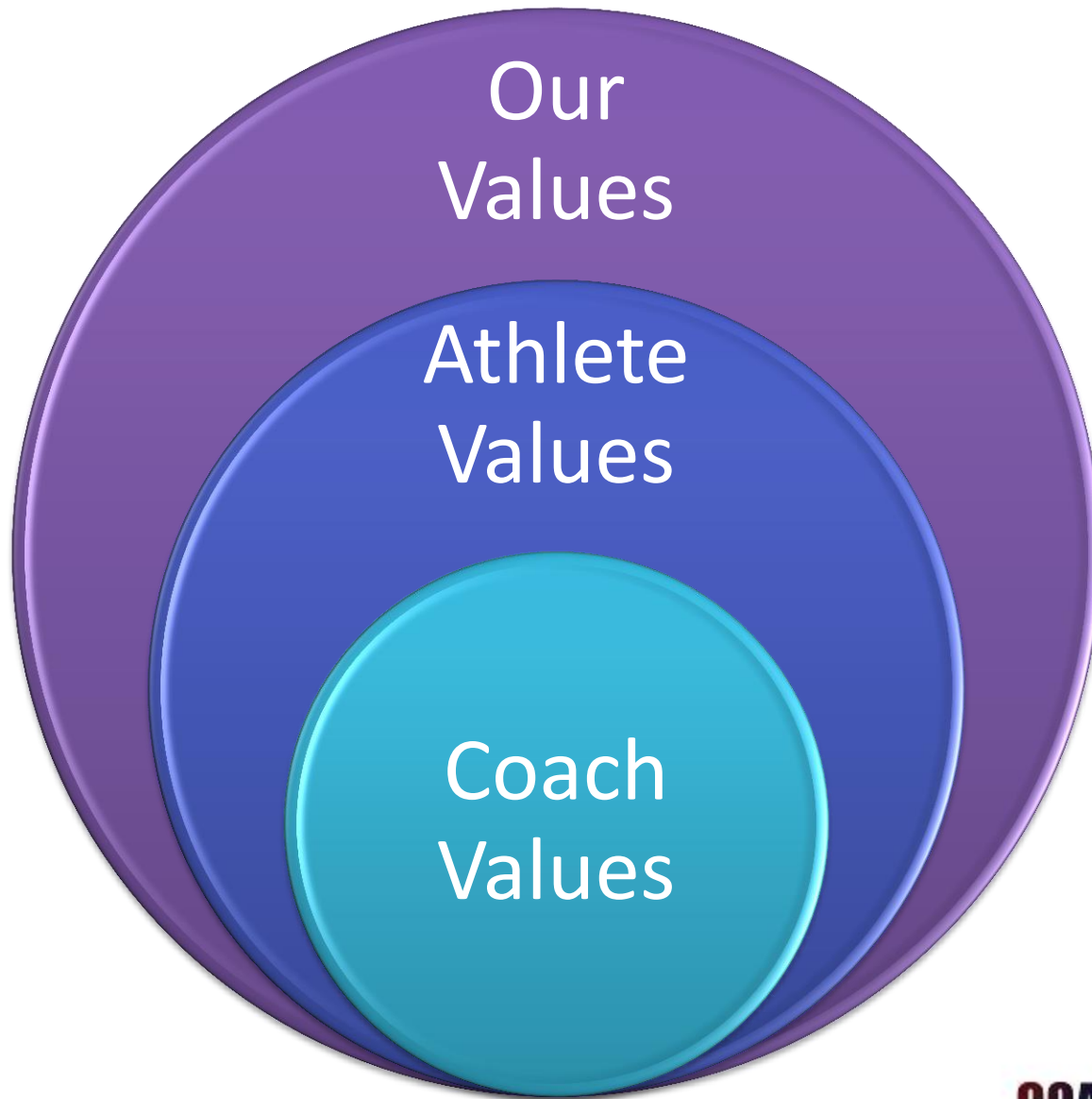


Purpose and Core Values

Enduring standards that serve
as stable guiding principles

Our Purpose Today

To share examples of how successful coaches identify, articulate, and use their purpose and core values to create a strong foundation for leadership



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Coach Values

What matters to me?

- Why am I motivated to coach?
- Why is coaching important to me and the type of contribution I want to make with my life?
- How will I approach my role as a coach?
- How will I ensure that I am being true to my purpose and core values?

Athlete Values

What matters to my athletes?

- What motivates my athletes to play?
- Why is [sport] so important to them and the type of life they want to live?
- How are current cultural values impacting their views on sport and life?



PewResearchCenter



U.S. POLITICS

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RELIGION

INTERNET & TECH

HISPANICS

GLOBAL

PUBLICATIONS

TOPICS

DATA

INTERACTIVES

FACT TANK

EXPERTS

MILLENNIALS

A PORTRAIT OF GENERATION NEXT

The Millennials: Confident. Connected. Open to Change.

24 Feb 10 | Generations, like people, have personalities, and Millennials – the American teens and twenty-somethings currently making the passage into adulthood – have begun to forge theirs: confident, self-expressive, liberal, upbeat and receptive to new ideas and ways of living. pewsocialtrends.org

[Executive Summary](#) | [Full Report \(PDF\)](#) | [Event Video & Transcripts](#) | [Quiz](#)

[COMPARING GENERATIONS](#)[AGE TIMELINE](#)

ABOUT THE RESEARCH

America's newest generation, the Millennials, is in this coming-of-age phase. Who are they? How are they different? How are they being shaped by their moment in history? And how might they reshape America in the [future](#)? The Pew Research Center sets out to answer these questions in a yearlong series of original reports that explore the behaviors, values and opinions of today's teens and twenty-somethings.

[Read more about the Millennials](#)

MULTIMEDIA

Latino Youth Optimistic, Beset by Problems

DEMOGRAPHICS

Country of origin: Hispanic or Latino American

Explore new [national](#) survey data on young

Our Values

What matters to both of us?

- Where do our motives overlap?
- How can I use my understanding of their motives and values to help teach them about my values and our program values?
- Who are my athlete leaders who can serve as models, and help teach, our values?





CORE VALUES	DEFINED
NO EXCUSES	we have what it takes to win
GREAT DEFENSE	this is the key to winning the gold, we do the dirty work
COMMUNICATION	we look each other in the eye, we tell each other the truth
TRUST	we believe in each other
COLLECTIVE RESPONSIBILITY	we are committed to each other, we win together
CARE	we have each other's backs, we give aid to a teammate
RESPECT	we're always on time, we're always prepared
INTELLIGENCE	we take good shots, we know the scouting report
POISE	we show no weaknesses
FLEXIBILITY	we can handle any situation, we don't complain
UNSELFISHNESS	we're connected, our value is not measured in playing time
AGGRESSIVENESS	we play hard every possession
ENTHUSIASM	this is fun
PERFORMANCE	we're hungry, we have no bad practices
PRIDE	we are the best team in the world, represent the best country

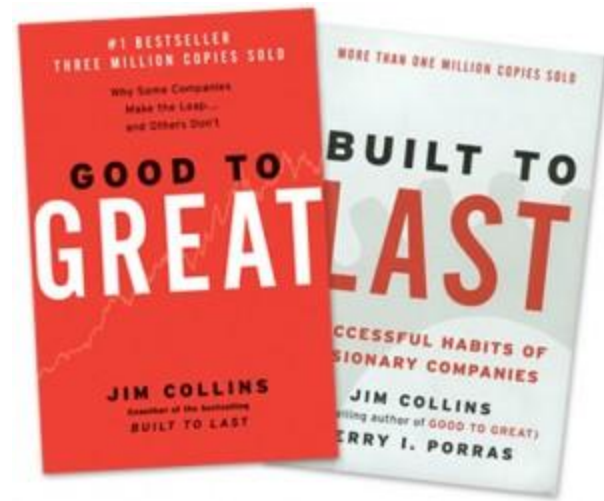




Non-negotiable values

- Work ethic
- Positive attitude
- Commitment to team

- The Science of Identifying and Instilling Purpose and Core Values



ARTICLE

An enduring
corporate vision guides
you through change.

It also spells out
what will *never* change.

Building Your Company's Vision

by James C. Collins and Jerry I. Porras





International Journal of Sports Science & Coaching

- Voight, M., & Carroll, P. (2006). Applying sport psychology philosophies, principles, and practices onto the gridiron: An interview with USC football coach Pete Carroll. *International Journal of Sports Science & Coaching*, 1(4), 321-342.
- Gilbert, W. D. (2006). Commentary: An interview with USC Football coach Pete Carroll. *International Journal of Sports Science & Coaching*, 1, 343-345.

Coach Carroll Purpose and Values

- Figure out who you are and what you're about
 - Zeal (genuine)
- Team standards
 - Protect the team
 - No whining, no complaining, no excuses
 - It's all about the ball
- Distinctiveness and contrasts...

Keep Saying and Living the Message

- *We're not like them. They do things that way. We're like ourselves.*
- *We do things this way. There's nobody quite like us. We're different.*
- *Our expectations are beyond anyone else's. Nobody can go where we're going. We're unique. We think and act differently, and we respond differently to situations.*

The International Journal of

Sport and Society

A Core Value of Pride in Winning
The All Blacks' Team Culture and Legacy

TOM JOHNSON, ANDREW JOHN MARTIN, FARAH R. PALMER, GEOFFREY WATSON, AND PHIL L. RAMSEY



“All Blacks rout U.S. rugby team 74-6”

Core Values

- ✓ Pride in Winning
- ✓ Pride in All Blacks Legacy
- ✓ Willingness to Evolve



Artefacts and the All Blacks: RITES, RITUALS, SYMBOLS AND STORIES

Sporting Traditions, vol. 30, no. 1 (May 2013), pp.43–59.

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Changing Team Culture: The Perspectives of Ten Successful Head Coaches

Academic journal article **By Schroeder, Peter J.**

Journal of Sport Behavior , Vol. 33, No. 1 , March 2010



- 10 coaches (7 male, 3 female)
 - Men's and women's team sports
 - Hired to lead unsuccessful teams
 - Won championship within 5 years
- 'the way we do things around here'*

1. Define and repeatedly articulate desired values

- Improve communication channels
 - increase in number of meetings with individual athletes, use of social media tools, and sharing of wide range of performance/behavior statistics

2. Create teaching tools to help athletes understand core values

- **Most effective teaching tool**
 - Model behaviors by all members of coaching staff that exemplify core values
- Other teaching tools
 - Regular assignments that distributed leadership across team, lectures, guest speakers and sharing of anecdotes and stories

3. Identify and attract athletes who share the same core values

- Define desirable attributes sought in potential athletes (e.g., passionate, mature, coachable)
- Unwilling to let talent override personal attributes when selecting athletes
- Observe athlete in challenging situations
- Must be vetted by current team for fit
- Always willing to wait to find athlete with profile that matched core values



4. Implementing reward and punishment systems to reinforce core values

- Common rewards and punishments such as playing time and symbolic rewards (e.g., helmet stickers, special shirts)
- Regardless of reward or punishment, to be effective must clearly reinforce core values
 - If core values are ‘responsibility and respect’ and coach notices team left room full of litter, then require them to complete a ‘trash collection’

TAKE HOME POINT

- Purpose and core values are achieved through authentic coaching

Alignment between what you believe, how you personally behave, and the way you design the sport environment



International Sport Coaching Journal, 2014, 1, 61-74
<http://dx.doi.org/10.1123/iscj.2013-0021>
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**International
SPORT COACHING
Journal**

www.ISCJ-Journal.com
ORIGINAL RESEARCH

The Authentic Coaching Model: A Grounded Theory of Coaching

Steven C. Barnson
University of Nevada, Las Vegas

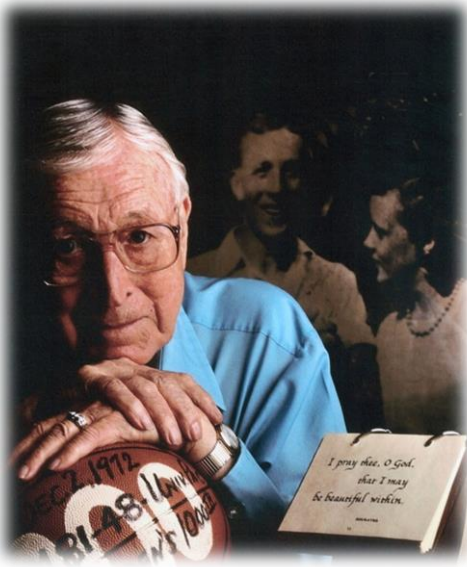
USA Hockey's American Development Model: Changing the Coaching and Player Development Paradigm

Ken Martel
USA Hockey

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You are the Message!

- *No written word, no spoken plea can teach our youth what they should be.*
- *Nor all the books on all the shelves, it's what the teachers (coaches) are themselves.*



Examples from My Own Work



1. Passion for sport and competition
2. Achievement of goals and championships
3. Respect for self, others and game of golf

Passion

Achievement

Respect





Purpose and Core Values Across a High School Athletics Program?



Fresno High School Athletics



What Matters

Participate

Engage

Compete

What We Do

We create sport programs that are accessible and inclusive

We create sport programs that are enjoyable and result in skill development, inspiring participants to continue

We develop consistently competitive sport programs and student-athletes

How We Know

Participation Rate
(# of participants, rosters)

Retention Rate
(# of returning participants, rosters)
Student-athlete feedback
(questionnaires)

Competitive Readiness
(coach reflection cards)
League Statistics
(team and athlete achievements)

It Works!

- Participation up 10%
- Player engagement is up
- Record achievements 100+ years



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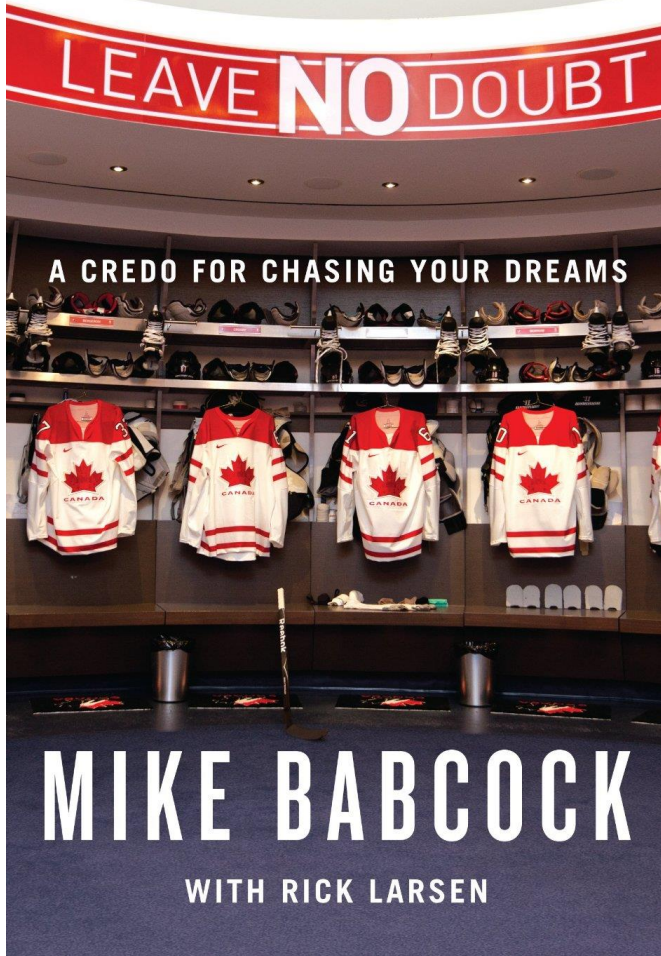


Identifying Purpose and Core Values

Enduring standards that serve
as stable guiding principles



"Combining the visionary and practical, Mike Babcock's points, stories, and lessons are applicable to all. Absolutely and powerfully Canadian."
Gen. (Ret.) Rick Hillier



It represents my approach to life, to competing, and to chasing dreams. It's an approach that I've embraced as an everyday commitment.



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- **LEAVE NO DOUBT** for your athletes, coaches, and program stakeholders about the purpose and core values that define who you are and guide your pursuit of excellence



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