Coaching and Leading Effectively
Learning Outcomes

- Interventions - enhance learning & performance
- Use feedback to improve performance
- Create opportunities to communicate
- Deliver clear message & explanations
- Promote group & skill development
- Model a positive image of sport

COACHING AND LEADING EFFECTIVELY
Look for these symbols

Reference Material
pages 1-2

Coach Workbook
pages 1-3
The Five NCCP Core Competencies

- Valuing
- Problem-solving
- Interacting
- Leading
- Critical Thinking
Workshop Topics and Activities

• Identifying leadership practices;
• Leadership challenges;
• Building leadership skills:
  • Working together;
  • Intervention;
  • Listening effectively;
  • Delivering a clear message;
  • Using facilitative approach;
• Your coaching philosophy;
• Developing and reviewing your leadership plan.
Leadership Practices

2.1 Your Best Performance as a Leader

p. 1-4

p. 4-5
Identifying Effective Leadership Practices

• Leadership skills can be learned & improved;
• You can lead from anywhere;
• The more often you apply these actions, the more effective you will be as a leader.
Coaching and Leading Effectively: Connecting to Other Competition – Development Modules

<table>
<thead>
<tr>
<th>Leadership Practices</th>
<th>Help coaches build these skills, which are the components of coaching and leading effectively:</th>
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<tbody>
<tr>
<td></td>
<td>Working Together</td>
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<td>Intervention</td>
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<td>Using a Facilitative Approach</td>
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<tr>
<th>And support coach training in these Competition – Development modules:</th>
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<tbody>
<tr>
<td>Managing Conflict</td>
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<tr>
<td>Leading Drug-free Sport</td>
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<td>Developing Athletic Abilities</td>
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<td>Prevention and Recovery</td>
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<td>Psychology of Performance</td>
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<th>And train coaches to work with:</th>
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<tr>
<td>Athletes</td>
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<tr>
<td>Parents</td>
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<td>Other Coaches</td>
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<td>Administrators</td>
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<td>Officials</td>
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Coaching Philosophy: Reflecting your coaching leadership practices and skills
Leadership Challenges

• The intention of leadership is change;
• Essence of coaching is the coach/athlete relationship;
• A highly skilled technical coach + skilled leader = optimum athlete performance;
• Effectiveness increases with the frequency of application of all five leadership practices.
Applying Leadership Practices to a Challenge

3.1.1 Complete task for assigned scenario
Identifying your Leadership Challenges

• 3.2.1 Complete individually.

• Select one challenge from section 3.2.1 you want to resolve (this challenge is the focus for the workshop).
Leadership Challenges

• Individually, complete the Challenge/Change section of *My Leadership Plan.*

• Select a learning partner to discuss your leadership challenges.

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Building Leadership Skills

Leading effectively isn’t just about the frequency of the leadership practices; it is also about the skill with which actions are taken.
Building Leadership Skills

Focus will be on leadership skills of:

- Working together – facilitating group process;
- Intervention;
- Listening effectively;
- Delivering a clear message;
- Using facilitative approach.
Stages of Group Development

• Each group will prepare a 3 – 4 minute role-play for assigned stage of development;
• Team meeting;
• Everyone uses Scenario #1.
Stages of Group Development

• 4.1.2: Individually complete

• 4.1.3: Individually complete

*My Leadership Plan* on page 31 in CW
Intervention

Any action you take as a coach/leader to facilitate change
COACHING AND LEADING EFFECTIVELY

**Intervention**

Three types of interventions and options:

1. Provide information
   - Repeat instructions
   - Demonstrate
Intervention (cont’d)

2. Adapt the current activity:
   - Explain the expected performance;
   - Start over again;
   - Change practice area or equipment;
   - Reduce difficulty or provide more time to perform.

3. Facilitate group development:
   - Reassure or encourage;
   - Question the athletes.
Factors to Consider

• What is at stake?
• Size of the group
• Who’s involved
• Your experience
• Potential emotional impact
Two Interventions

Each intervention has two phases:

1\textsuperscript{st} intervention:
  - Type, who, and emotional impact.

2\textsuperscript{nd} intervention:
  - Follow-up using a different approach.
4.2.1 Complete table using the Coaching Challenge from *My Leadership Plan*
COACHING AND LEADING EFFECTIVELY

MESSAGE

SPEAKER

Words
Non-verbal
Feelings

LISTENER

Physiological
Psychological
INTERFERENCE

LISTENER

Getting your point across

MESSAGE

LISTENER

Listening to understand

SPEAKER

Getting your point across

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Words
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Getting your point across

Listening to understand
Listening Effectively

- 4.3.1 Individually complete
- 4.3.2 Learning partner
- 4.3.3 Individually complete

p. 12

p. 13-14
Stephen Covey identifies 5 levels of listening:

1. Ignoring;
2. Pretending;
3. Listening selectively;
4. Attentive listening;
5. Listening with empathy.
Introduction to Role-Plays

Two role-plays:

1. Attentive listening
2. Listening with empathy
Role-Plays Allow You To:

• Carry out a thought or action;
• Gauge your skill level;
• Understand that behaviour depends upon context;
• Appreciate the part played by feelings;
• Learn how to control feelings and emotions;
• Understand the value of practice.
Attentive Listening Role-Play

• Read attentive listening section
• Form trios for role-plays
• 4.3.4: Select a topic from the list
• Review Do’s and Don’ts of Listening
Attentive Listening Role-Play

Time frame for role-play:
• Get set - \( \frac{1}{2} \) min.
• Role-play - 2 min.
• Immediate reaction - \( \frac{1}{2} \) min.
• Feedback from observer - 1 min.
• Feedback on feedback - 1 min.
• Rotate roles and repeat twice.
Attentive Listening Role-Play
Listening with Empathy

Introduction

All the skills of listening attentively, with these behaviours as well:

• Restate speaker’s words;
• Rephrase speaker’s words;
• Reflect the emotions you hear;
• Control defensive reactions.
Listening with Empathy

Avoid these behaviours:

- Judging the person speaking;
- Deciding if the speaker is right or wrong;
- Sharing your ideas and opinions;
- Turning the conversation to your point of view;
- Giving advice.
Listening with Empathy
Role-Play

- Read reference material
- 4.3.5 Complete individually
- Reform trio and review the Do’s and Don’ts
- Read Giving Feedback in RM
COACHING AND LEADING EFFECTIVELY

Listening with Empathy
Role-Play

• Get set - 2 min.
• Role-play - 3 min.
• Immediate reaction - ½ min.
• Feedback from observer - 2 min.
• Feedback on feedback - ½ min.
• Rotate and repeat twice more.
• Complete 4.3.5 after you finish role-play.

p. 15,16
Listening with Empathy Role-Play
Listening Effectively

• 4.3.6 Complete individually then go to My Leadership Plan

p. 16, 32
COACHING AND LEADING EFFECTIVELY

How Am I Doing?

• Review Core Competencies
• 4.4.1 Assess learning within Core Competencies
• Reflect with learning partner

p. 36, 37
Delivering a Clear Message

Two Parts:

1. Speak for yourself in leadership situations.

2. Applying the skill of speaking for yourself in the context of providing instructions or a demonstration.
Delivering a Clear Message

Speaking for yourself.

Clear messages have these 4 parts:

• I SEE
• I THINK
• I FEEL
• I NEED
Speaking for Yourself

• Read Reference Material;
• Partner with someone new;
• 4.5.1 Complete your assigned scenario;
• Role-play your message by each coach making the statements to your partner;
• Pairs read their statements to the group.
Speaking for Yourself

Common Errors:

- Using thoughts or conclusions as facts;
- Using “I feel that” instead of “I feel”. 
Delivering a Clear Message

Providing instructions or a demonstration

- Read Reference Material
- Individually complete:
  - 4.5.2, 4.5.3
- My Leadership Plan

p. 21, 22, 33
p. 22-23
Facilitative Approach

• Facilitation means to enable or make easy.
• A coach can’t adopt the neutral stance of a facilitator, but they can use the facilitative approach to leadership.
Facilitative Approach

Benefits of using the facilitative approach are:

• Increased commitment to decision or solution;
• Enhanced sense of self-control and self-esteem of the team members;
• Improved understanding of others’ perspectives, needs, and goals.
Facilitative Approach

Two methods of facilitation:

1. Nominal group technique;

2. Using the experiential cycle.
Nominal Group Technique

Step 1: Write down ideas.

Step 2: Facilitator goes around group until all ideas are presented.

Step 3: Discuss the ideas, eliminate duplications, and sort into categories.
Nominal Group Technique

Step 4: Develop a set of criteria and rank the ideas.

Step 5: Apply common sense & good judgement to select aspects to focus on next.

Step 6: Summarize what the group has concluded.
Nominal Group Technique

- Read Reference Material
- Read Case Study
Nominal Group Technique

- Groups of 6 or 7 coaches;
- One head coach;
- Head coach leads the nominal technique;
- Groups role-play the technique;
- Individually complete section 4.6.1.
Experiential Cycle

- Groups can learn from their experiences: good or bad;
- Facilitation of an experience is called a debrief;
- Debriefing is based upon the experiential cycle.
Experiential Cycle

Technique is based on 3 simple questions:

1. What?
2. So what?
3. Now what?
Experiential Cycle

- Read Reference Material;
- The focus of the debriefing will be the nominal facilitation you just experienced;
- Form groups of five or six;
- 4.6.2: Complete.
Using the Experiential Cycle

- Select one coach to facilitate the debriefing;
- Use questions the group has developed;
- Complete the debrief;
- Complete 4.6.2 and 4.6.3 individually.

p. 24-25
Your Coaching Philosophy

• 5.1.1 Complete individually
Your Coaching Philosophy

Complete individually:
• 5.2.1
• Read Reference Material
• 5.2.2
• 5.2.4
• My Leadership Plan

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p. 27-29, 35
Reviewing Your Leadership Plan

• Individually, complete sections 6.1.1 and 6.1.2.

• In pairs, complete sections 6.2.1 and 6.2.2.
How Am I Doing?

Relate your learning to the five NCCP core competencies:

- Problem-solving
- Valuing
- Critical Thinking
- Leading
- Interacting
Action Card and Great Ideas

• Individually, complete the *Action Card*

• Individually, complete *Great Ideas*

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Resources

Coaching Association of Canada:
www.coach.ca

Coaching and Leading Effectively
Reference Material
Coaching and Leading Effectively