

- ▶ Importance of conveying the right message
- Do we want to be heard?
- Does what we say reach our athletes?
- We will try to address these issues

## COMMUNICATION

- To resolve possible interpersonal conflicts that may emerge in the team.
- To provide information about some element of the game (execution or organization) and how to improve it.
- ▶ To motivate the team or athlete to be energized, to increase or maintain his or her commitment to improve, both in practice and in competition.
- To convey to the athletes/players that they are capable or reaching whatever they aim for, if they are willing to put the required effort.
- To evaluate the behavior of the athletes, both in skill improvement and level of performance.

## COMMUNICATION GOALS

- Empathy, motivation, clarity, effort, commitment, confidence.
  - ▶ They are the foundations of improvement.
- Looks for complicity with the athletes, to help them give their all and commit to reaching a common goal.
- Assertive, communicating with respect to oneself and to the athletes. With clear, organized behavior, following the common norms.
- Directs, but also gives confidence to the athletes, is receptive, values and demands being valued.

## GOOD COMMUNICATION

## Clarity and individualization of message: Non-verbal communication

- ▶ The tone, rhythm and approach of the message are crucial. It is important to combine being clever, cordial and self-controlled when intervening. We must project our best image.
- ▶ Pay attention to What you say, How you say it, to Whom you are saying it, Where you are saying it, When you say it ... and also to what you DO.

- Learn to listen with empathy.
  - It is one of the main qualities of good leadership in coaches. A dialog is a great closeness tool that allows coach and player to learn new viewpoints and recognize the feelings of others.
  - Being able to listen without interrupting and without disqualifying allows for the dialog to take the right focus, improving the group's cohesiveness.

## Bi-directional Dialog

- ▶ Both channels, sending and receiving, must be used in order to increase active and intelligent participation, to take responsibility in complex situations and to encourage decision making from the player's perspective, this way the team will be able to connect with one another.
- Quick decision making during a game requires a balance between intuition and deliberate thinking that is only achieved through practice.

## CHARACTERISTICS (3)

#### Positive and Coherent

- Positive reinforcement is best because people tend to repeat behaviors that have been reinforced. This improves confidence and promotes the search for efficient game solutions, instead of focusing on avoiding maladaptive behavior.
- In general, negative expectations decrease efficacy probabilities.
- ▶ Model consistent, clear messages, avoiding contradictions.
- Clear, simple, direct and consistent messages, accompanied by a straight gaze and a smile generate a climate of great safety, confidence and credibility that reinforces the content of the messages and strengthens the persuasiveness of the coach.

## CHARACTERISTICS (4)

## Group Synergy

- It stimulates cohesiveness and team work, when the outcome depends on everyone, identifying each player's role at each time.
- Self-confidence is important, but confidence in others is even more important, being able to help when they make mistakes. This helps teammates improve their performance and give optimal effort.
- Assign everyone in the group equal value, because all are important and rely on each other.

## **CHARACTERISTICS (5)**

- A good example to use when a player has made an error: (Smith, Smoll and Hunt, 1977).
  - When a player has made an error, the first response tends to be defensive, expecting a negative comment from the coach. So the player may "disconnect" and not listen. It may be due to high emotional reactivity, perceiving it as a self-esteem threat, or simply because the player has not developed a good attitude. The best strategy is:
  - ▶ To get his attention in a positive way.
  - Give him or her the necessary instructional feedback.
  - End with a positive comment to reinforce confidence and minimize the negative impact of the error.

## THE SANDWICH METHOD

- When a player misses a pass
  - "Good move getting yourself open Alex, next time make sure to control your position. You'll get it next time."
- When a player executes poorly:
  - "That was a good decision George, next time make sure to look around you to see who else is there. You are improving, keep going."

- When we plan certain actions and for whatever reason they do not happen as planned, it is important to be able to redirect our focus and show flexibility and the capacity to adapt.
- ▶ To get angry and remain upset during the whole week only increases the contagion of negative feelings to the rest of the team.
- Our responsibility as leaders is to look for solutions and minimize the impact that certain weaknesses may generate both in training and in competition.

# GIVE A POSITIVE RESPONSE TO ADVERSITY/OBSTACLES