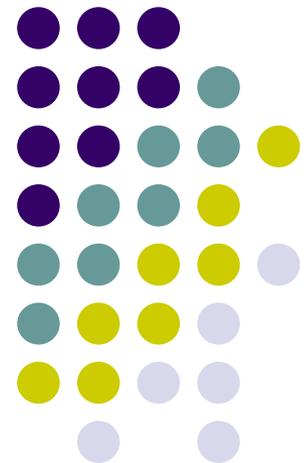


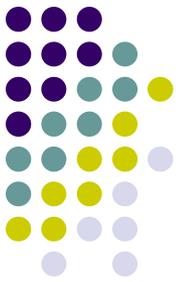
Being Your Best Coach: Mental Recovery and Regeneration Strategies for Coaches

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Agenda

- Best coaching state
- Sources of stress for coaches
- Principles of full engagement
- Sources of energy
- Personal Habits
- Personal Energy Plan

Being Your Best Coach



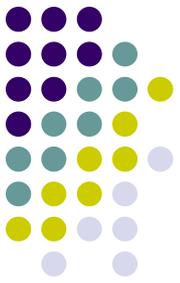
I think my job at the major meets is to be the picture of confidence and composure. That's when the athletes need a source of stability. I tend to get nervous during training—that's when I can get intense. At the meets, you need to keep your cool and go with the flow.

Bob Bowman, Coach (Michael Phelps)

Being process oriented helps in handling the ups and downs you face in the game. I have found that being totally dedicated to preparation and the process keeps me in the present moment. I do not live in the past and do not look too far ahead. I also stress not to get too excited when things are going well and not to get too down when things are going bad!

Mike Candrea (Head Coach, USA National Women's Softball Team)

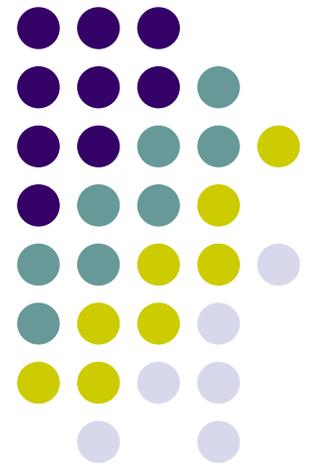
Athlete Perspective



Our coach would mostly tell us that we were ready for this and not pump us up but tell us how good we were. He mostly was just getting our confidence up. He would tell us, “we’ve done all the work, now just go out and do what you have done a hundred times before in practices. It was really good because it was my first time at a big international regatta and it helped me make sure I wasn’t all scared and looking around.

Canadian National Team Rower

**What is your best
coaching state at
training and
competitions?**

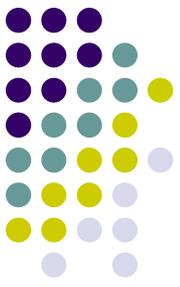


Identifying What Doesn't Work



I used to spend hours and hours watching video and analyzing the competition. I wouldn't sleep much, I didn't eat great, I didn't exercise, and during the games I found myself being more edgy and reactive. I was completely not how I wanted to be. By the end of those trips I would be completely exhausted and usually sick as a dog... I just shake my head now when I think about the things I used to do and how it all affected my ability to coach.

Former Canadian National Team Coach

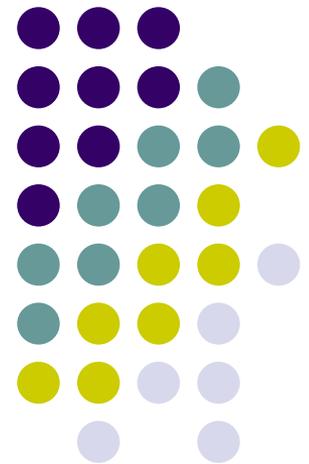


Athlete Perspective

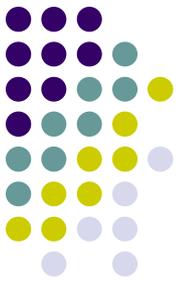
The coaches could do with some psychological counseling as well...the coaches need to take advantage of the sport psychologist and the resources that we have available themselves to deal with the stress, because there is a lot of stress placed on them...their jobs are on the line...the coaches need to learn to deal with those added pressures of the Games and they need to keep things in perspective as well.

USA National Team Athlete

**What lessons have you
learned about what not
to do or how not to be
as a coach?**



Sources of Stress for Coaches



- Personal
- Social
- Organizational



Personal Stressors

- Lack of experience
- An inability to meet personal needs
- Self doubts
- Maintaining physical health
- Inadequate coaching skills

What are your preventative measures and coping strategies for dealing with personal stressors?

Social Stressors - Within team



- **Athletes**

- Handling conflict between athletes
- Managing athlete egos
- Dealing with individual athlete problems
- Satisfying athlete needs

- **Coaching Staff**

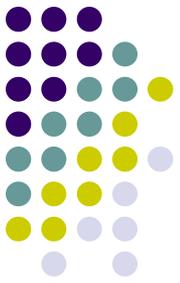
- Coach conflict
- Ineffective distribution of responsibilities
- Poor decision making

- **PET team**

- Staff conflict
- Role clarity
- Managing egos

What are your preventative measures and coping strategies for dealing with social stressors within the team?

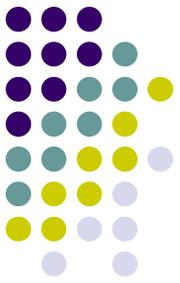
Stressors – Outside the Team



I find myself thinking a lot about my family when I am traveling. I always call or email as much as I can but when you are away for months at a time it just isn't the same. It is hard not being around. My wife is very supportive of my career, but I do think about what I am missing out on. My kids are little and they change so much day-to-day... I hate that I miss some of their first experiences...I love coaching but it is very hard to find the balance with the other important areas of my life.

Canadian National Coach

Social Stressors - Outside Team



- Media
- Fans
- Parents
- Coach's own social network

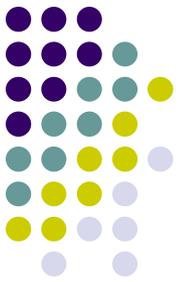
What are your preventative measures and coping strategies for dealing with social stressors outside the team?

Organizational Stressors



I felt a tremendous amount of pressure from the people funding our program last year. They expected results and it affected me more than I realized. I changed the way I was as a coach. I didn't do the things I usually do...I felt the pressure for the athletes to perform and consequently I put that pressure on them. This year I find myself trying to mend my relationship with the athletes because of how I was with them last year.

University Coach

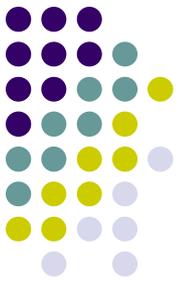


Organizational Stressors

- Long hours
- Lack of organizational support
- Overload of responsibilities
- Administrative difficulties
- Budgetary and other financial problems
- Time pressures
- Team performance concerns

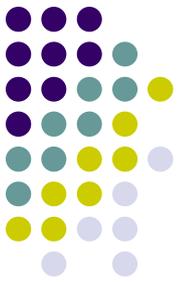
What are your preventative measures and coping strategies for dealing with organizational stressors?

Proactive and Reactive Strategies for Managing Stress as a Coach



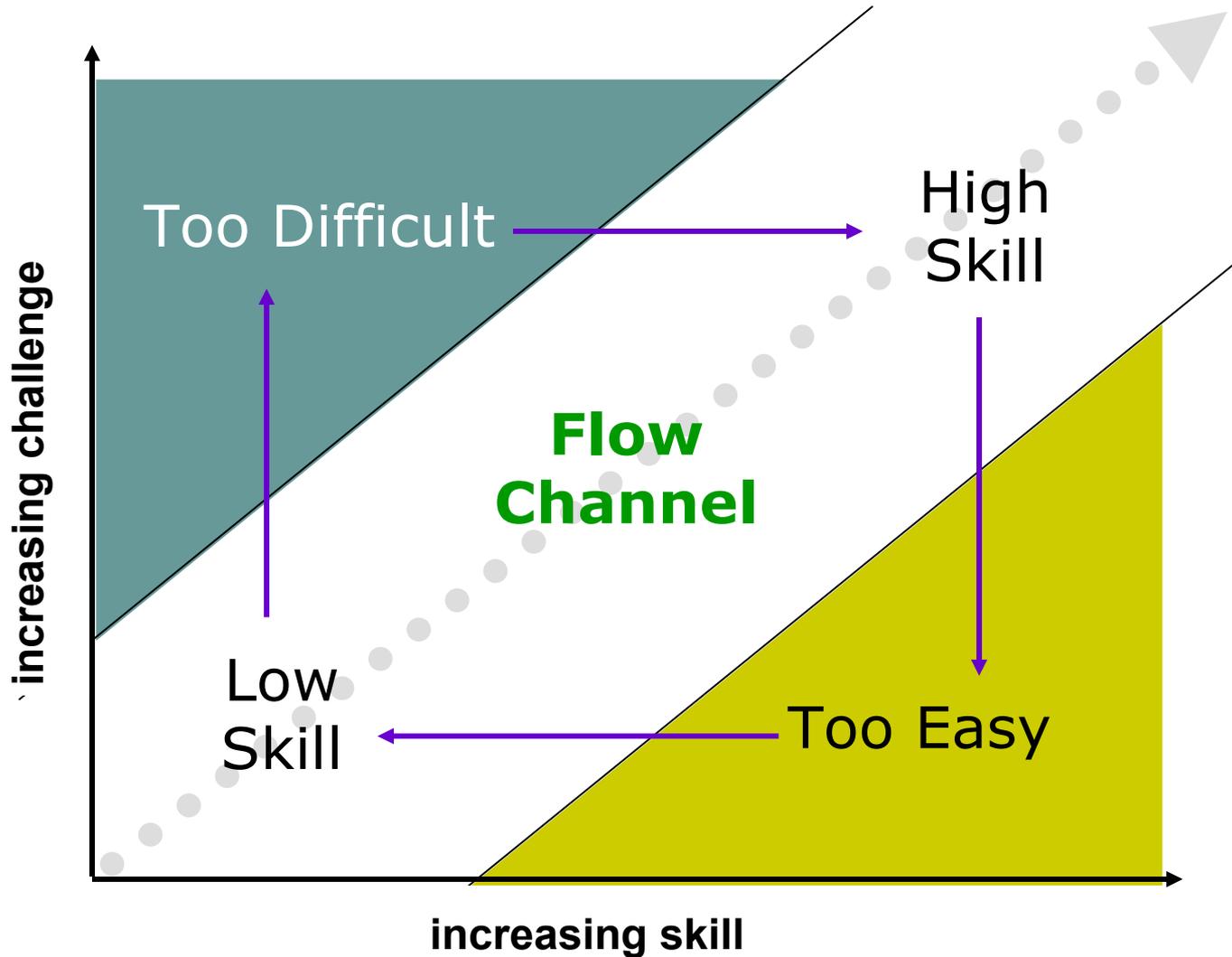
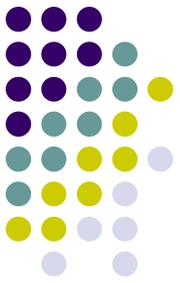
- Outline expectations and goals
- Outline roles
- Establish communication protocol
- Be prepared in all aspects
- Emotional recovery/contingency plans
- Compartmentalizing
- Debriefing
- Know yourself, your triggers and have a plan
- Have a complimentary team
- Know your athletes

Principles of Full Engagement

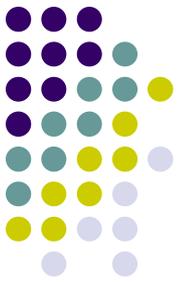


- Managing energy, not time, is key to high performance
- Full engagement requires drawing on four separate but related dimensions of energy
- Because energy capacity diminishes with both overuse and underuse, we must learn to balance energy expenditure with intermittent energy renewal
- To build capacity, we must push beyond our normal limits, training in the same way that elite athletes do
- Positive energy rituals – highly specific routines for managing energy – are the key to full engagement and sustained performance

Engagement

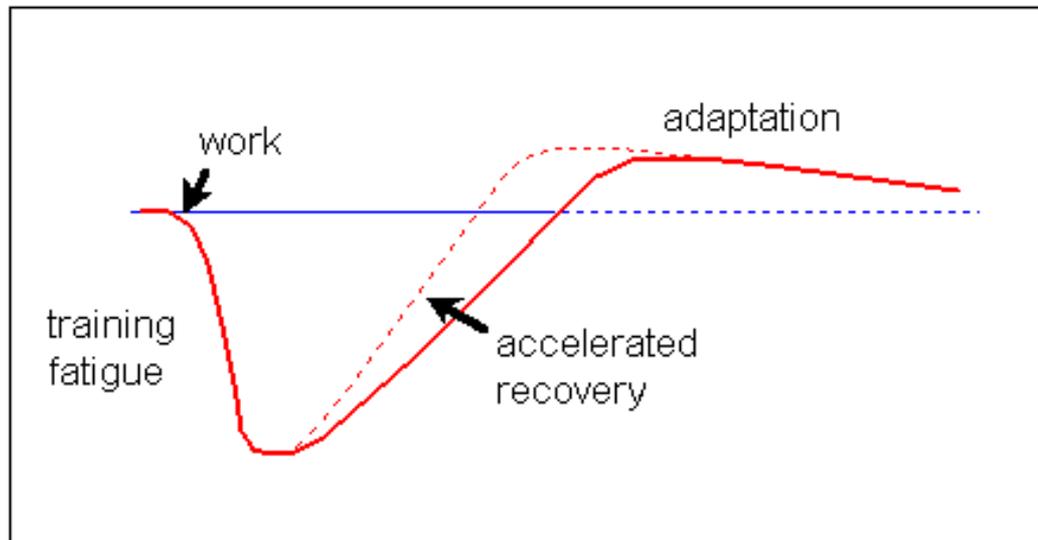


Applying the Concept of Recovery to Coaching

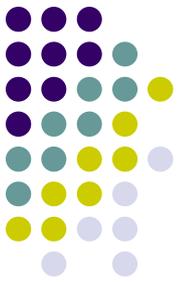


Recovery is a basic principle of training methodology with two primary roles:

- Monitor individual's adaptation to training and stress so that suitable recovery strategies can be established
- Select appropriate recovery techniques and strategies to minimize any residual fatigue from training and competing

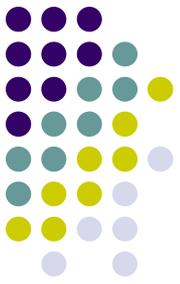


Types of Training and Competition Fatigue



- **Metabolic fatigue**
 - energy stores
- **Neural fatigue**
 - central nervous system (drive / motivation);
- **Psychological fatigue**
 - emotional and social stress factors
- **Environmental fatigue**
 - climate and travel

Balancing Stress and Recovery



Energy is simply the capacity to do work. Our most fundamental need as human beings is to spend and recovery energy....Balancing stress and recovery is critical not just in competitive sports, but also in managing energy in all facets of our lives. When we expend energy, we draw down our reservoir. When we recover we fill it back up. Too much energy expenditure without sufficient recovery eventually leads to burnout and breakdown.

Loehr & Schwartz, 2003



Sources of Energy

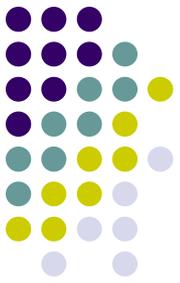
Physical

- Fundamental source of fuel
- Affects alertness, emotional management, concentration, creativity and commitment

The size of our energy reservoir depends on:

- Patterns of breathing
- Food we eat and when we eat it
- The quality and quantity of our sleep
- Intermittent recovery opportunities during day
- Level of our fitness

Sources of Energy



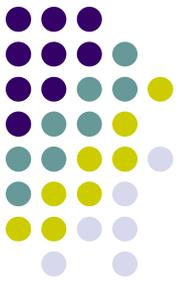
Emotional

- Defines the quality of energy given
- Emotions such as fear, anxiety, anger, sadness are associated with release of specific stress hormones

The size of our energy reservoir depends on

- Our self confidence
- Our ability to self-regulate
- Our interpersonal effectiveness
- Our ability to empathize

Sources of Energy



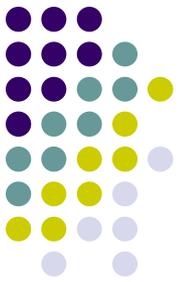
Mental

- Defines the ability to focus our energy
- Allows us to concentrate (sustain focus), move fluidly between broad/narrow and internal/external focus and be creative
- Permits us to have realistic optimism (i.e., seeing the world as it is but moving positively toward a desired outcome or solution)

The size of our energy reservoir depends on:

- Our mental preparation
- Our visualization
- Our positive self-talk
- Our ability to manage our time effectively

Sources of Energy



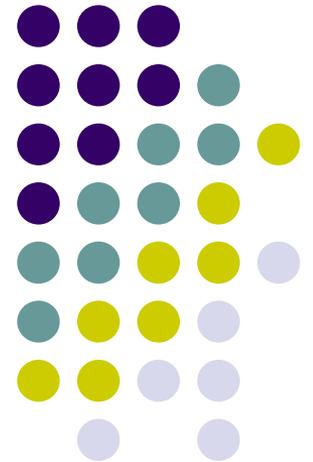
Spiritual

- Energy derived from our connection to our deeply held set of values and to a purpose beyond our self-interest
- Defines the motivation and perseverance to spend our energy
- Sustained by balancing commitment to others with personal self-care

The size of our energy reservoir depends on:

- Our courage and conviction to live by our values
- Our passion
- Our commitment
- Our integrity and honesty

**Who are you when you
are at your best?**



Create Vision Statement: Our Intent on How to Invest Our Energy



I use 3 C's. **The first C stands for competence.** You must stay on top of the game and continue to be active in the education process. This keeps your motivation and enthusiasm at the highest levels. **The second C stands for consistent.** Being consistent with your approach to the process and your management of people creates a quality environment for developing your athletes and team concept. **The third C stands for caring.** I have had the pleasure of coaching both men and women. Men have to play good to feel good, while women have to feel good to play good. Caring about the athlete as an individual is very important to building trust.

Mike Candrea (Head Coach, USA National Women's
Softball Team)
Sellers, 2005

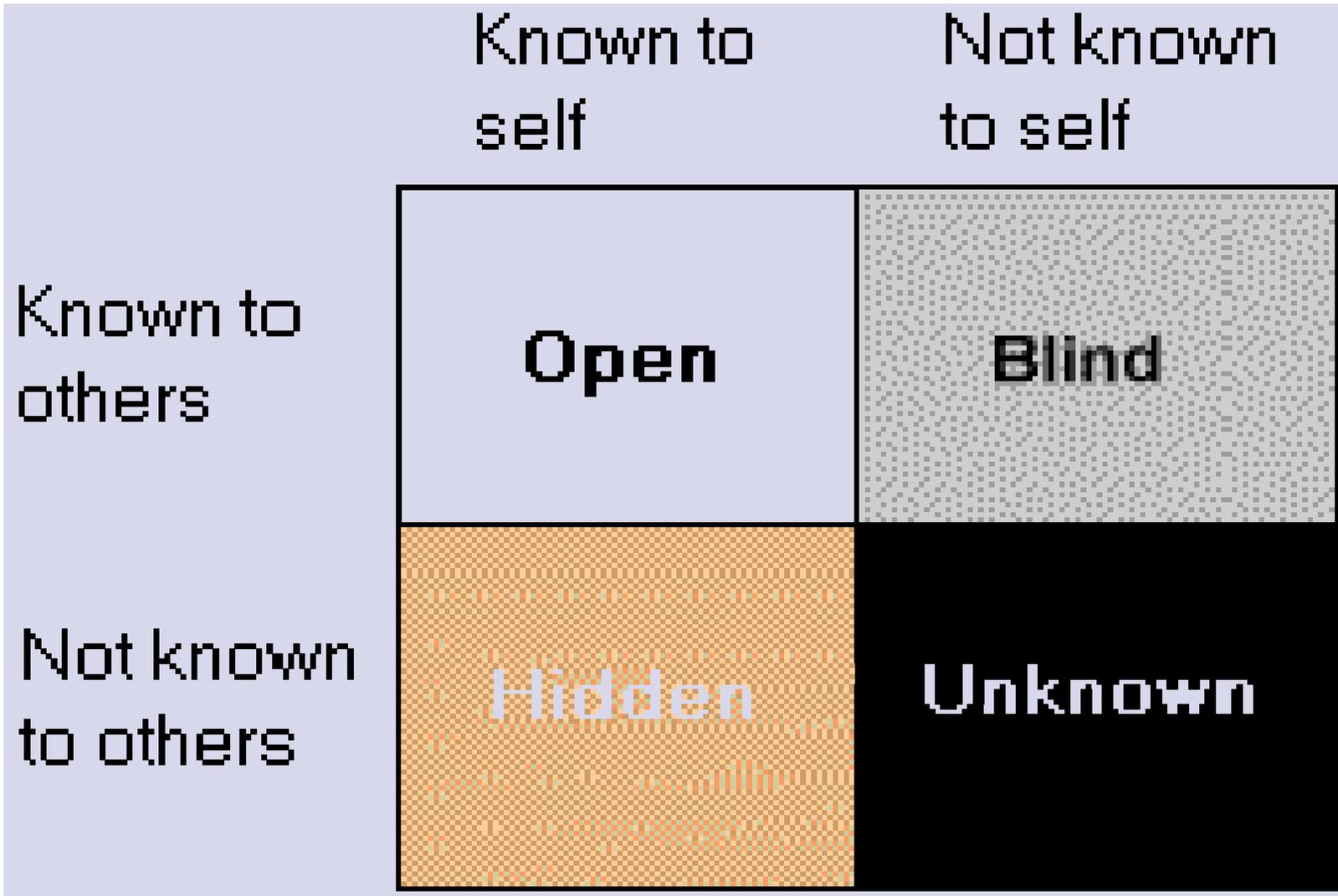
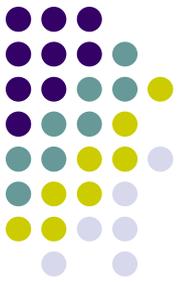
Take a Good Look: How are you Managing Your Energy Right Now?



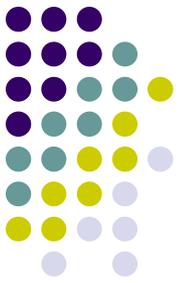
The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice, there is little we can do to change; until we notice how failing to notice shapes our thoughts and deeds.

R.D. Laing, Psychiatrist

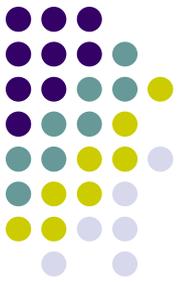
Johari's Window



Coaching Personality



- Learn your stress personality through feedback



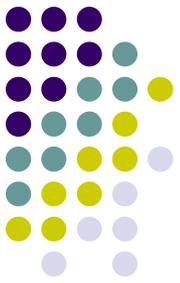
The Stabilizer Coach

Sees and understands facts of the situation.
Needs evidence to change. Likes the tried and true, because numbers to back it up.
Keeps the ship on course.

Under Pressure

- can become rigid and inflexible under pressure, unwilling to change even though it is obvious to everyone around them that a change is necessary.

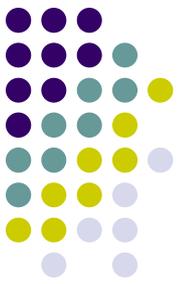
The *Troubleshooter* coach



Good observer of details and technique. Tries new things. Adopts new training approaches, enjoys making changes, and measures impact of changes. Great fixer

Under Pressure

- may keep on fiddling and changing things in response to pressure. It may not be broke, but the troubleshooter sometimes can't resist the urge to fix it anyway.

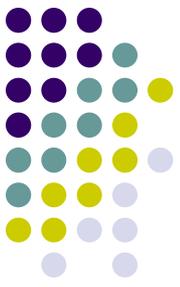


The *Visionary* coach

Big picture coach. Enjoys thinking and acting in new and creative ways. Admires breakthroughs in coaching. Creates new ways to coach in their sport

Under Pressure

- may be unable to accomplish critical little things that matter at big competitions. Under pressure, the visionary may be seen as a dreamer, not grounded in the details, which can erode athlete confidence.



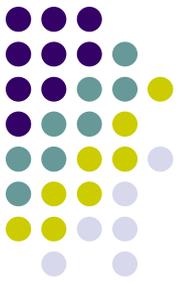
The Catalyst Coach

Creative, energetic, gets athletes excited about a vision. Has a contagious intensity and passion for their sport. Can be a great motivator to group or individual

Under Pressure:

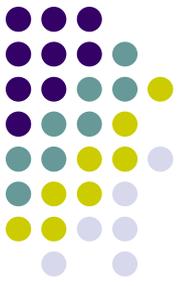
- may become overly emotional under pressure, when cool and calm is called for. The Catalyst can get pulled into people issues, when staying focused on the competition would be more useful.

Know Yourself: Tools for Developing Self Awareness



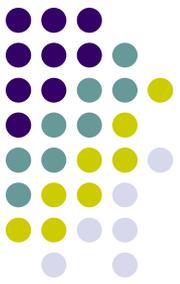
- Learning journals
- Self reflection exercises
- Self projects
- Discussions with, and feedback from, colleagues
- Feedback from athletes
- Performance appraisals
- Behavioural checklists
- Videotaping

Positive Energy Habits



- Are highly specific routines for managing energy that are connected to our values
- Insure effective balance between energy expenditure and energy renewal
- Outline where and when a behaviour will occur which increases likelihood of success
- Designate what specifically is to happen versus what is to not happen.
- Need to be trained in manageable increments (i.e. realistic goals)
- Once trained, become automatic
- The more challenging the situation, the more rigorous our habits need to be

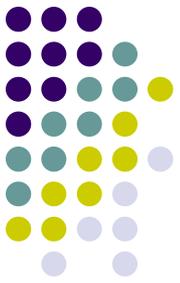
Positive Habits



I have developed a number of strategies that I use when at competitions so I can be at my best. At the beginning of each day, I take about 30 minutes and do some kind of activity like a walk or jog....Before team meetings, I find a quiet space and go over my pre-game talk thinking about key points and how I want to deliver the message.... Before I give feedback to an athlete, I take a deep breath and keep my voice relaxed.

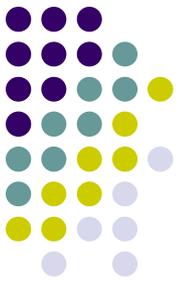
University Coach

Developing Your Personal Energy Plan



- Nutrition and Hydration
- Exercise
- Sleep
- Relaxation (mental/physical)
- Debriefs
- Fun activities
- Undisturbed Breaks
- Transitions
- Emotional support
- Celebrations
- Goals

Recovery is a Hot Topic for Athletes



If there was one single factor that helped this team to perform to the level they did at Atlanta, it was the recovery program that was put in place...and monitored throughout our 1996 program.

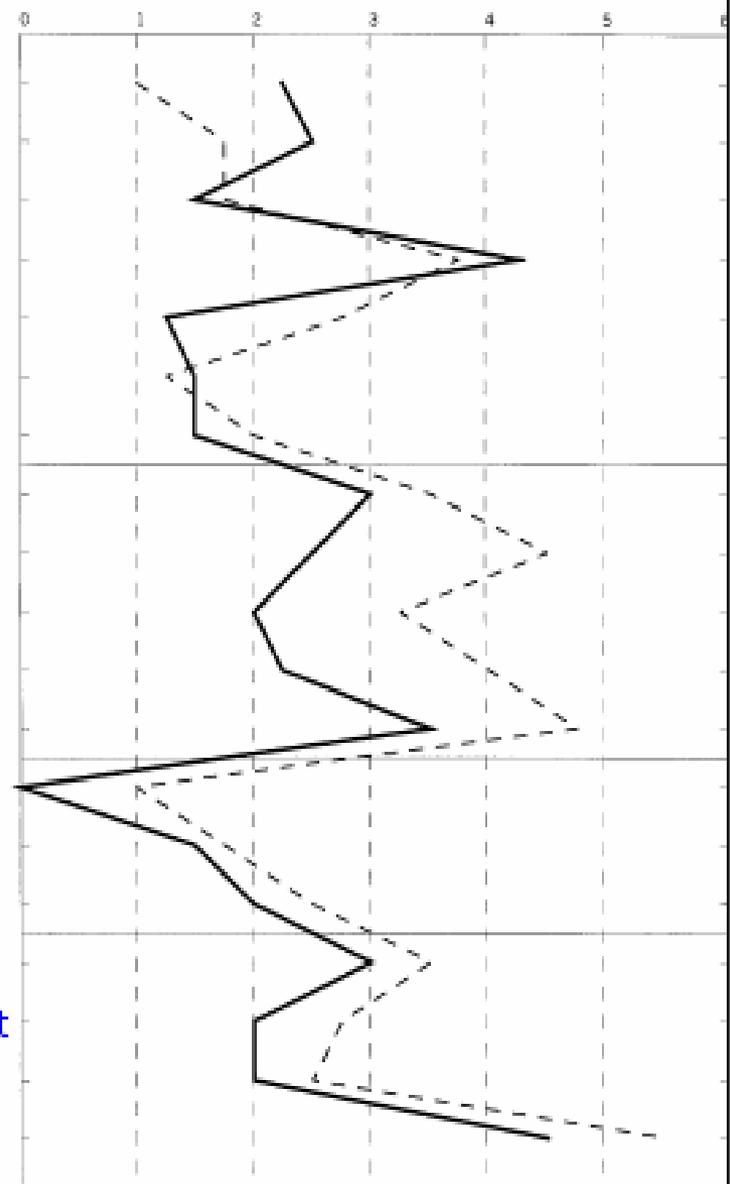
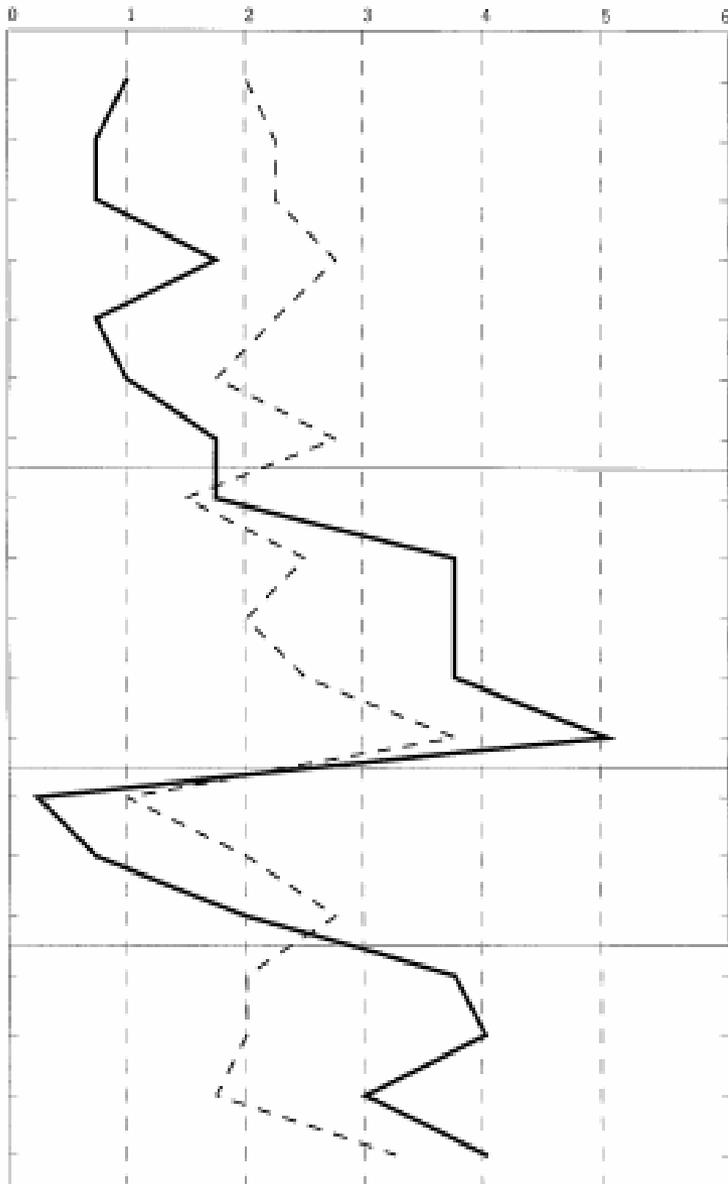
Barry Barnes, Head Coach
Australia Men's Basketball Team

RESTQ-Sport scales and sample items

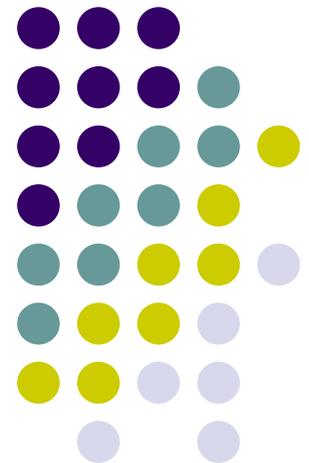
| Scale | Example |
|-----------------------|---------------------------------------|
| 1 General Stress | ... I felt down |
| 2 Emotional Stress | ... I was in a bad mood |
| 3 Social Stress | ... I was angry with someone |
| 4 Conflicts/Pressure | ... I felt under pressure |
| 5 Fatigue | ... I was overtired |
| 6 Lack of Energy | ... I was unable to concentrate well |
| 7 Physical Complaints | ... I felt uncomfortable |
| 8 Success | ... I finished important tasks |
| 9 Social Recovery | ... I had a good time with my friends |
| 10 Physical Recovery | ... I felt at ease |
| 11 General Well-being | ... I was in a good mood |
| 12 Sleep Quality | ... I had a satisfying sleep |

RESTQ-Sport scales and sample items

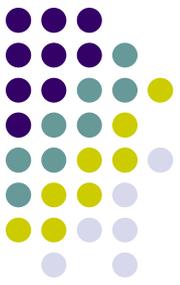
| Scale | | Example |
|-------|-------------------------|--|
| 13 | Disturbed Breaks | ... too much was demanded of me during the breaks |
| 14 | Emotional Exhaustion | ... I felt that I wanted to quit my sport |
| 15 | Injury | ... my performance drained me physically |
| 16 | Being in Shape | ... I was in a good condition physically |
| 17 | Personal Accomplishment | ... I dealt very effectively with my teammates' problems |
| 18 | Self-Efficacy | ... I was convinced that I had trained well |
| 19 | Self-Regulation | ... I prepared myself mentally for performance |



**Recovery should be a
hot topic for coaches
too!**



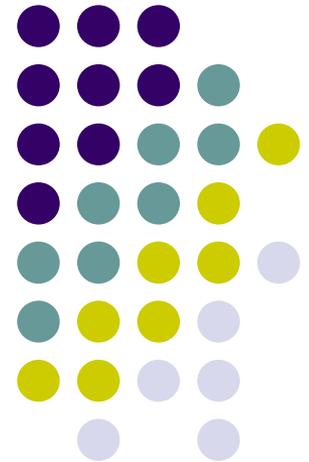
Being Your Best Coach Can Make All the Difference



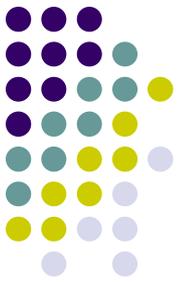
Mary Harvey, goalkeeper on the U.S. Women's Soccer Team, who won the 1991 World Cup, gave up an "easy" goal just before halftime of the championship game, which tied up the score 1-1. Instead of berating her or questioning her about what happened on the goal, Coach Tony DiCicco simply talked to her about the upcoming second half and what she should focus on to prepare for the next half of play. A year later, Harvey told her coach: "I never told you this, but at halftime, when you didn't mention the mistake I made and simply told me what I needed to do in the second half, well, that had an unbelievable impact on me. It gave me a lot of confidence and allowed me to focus on the second half"

Questions?

Thank you!



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