

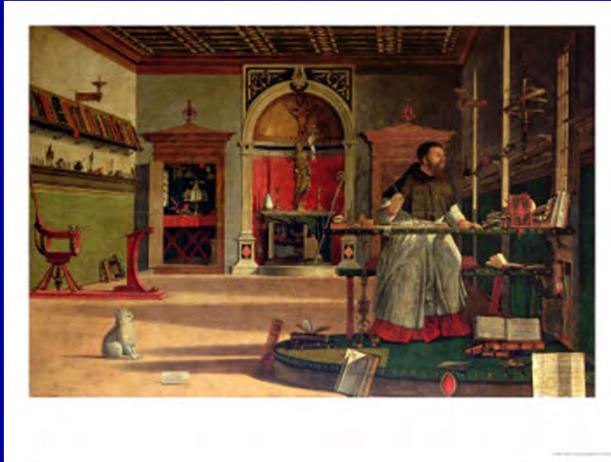
The Performance directive's Mind

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AGM background in this field

- 4 years as a Vicepresident of the University of the Balearic Islands, Sports and Students
- 2 years as a Head of an Administration School of Civil Servants
- 3 years as a Technical Head of a Foundation in charge of the Biomedical I+D+i Research Funds and Grants for the Balearic Islands Government
- 2 years as Directive of the Real Mallorca F.C. (Spanish Soccer First Division)



No academics
No research
No Saint Jerome inside his cell

Work plan

- Motivational climate and leadership
- Talent and Practice
- Team Management
- Miscelanea
- Team Diseases

Motivational
Climate

Team
Management

Talent and
Practice

Miscelanea



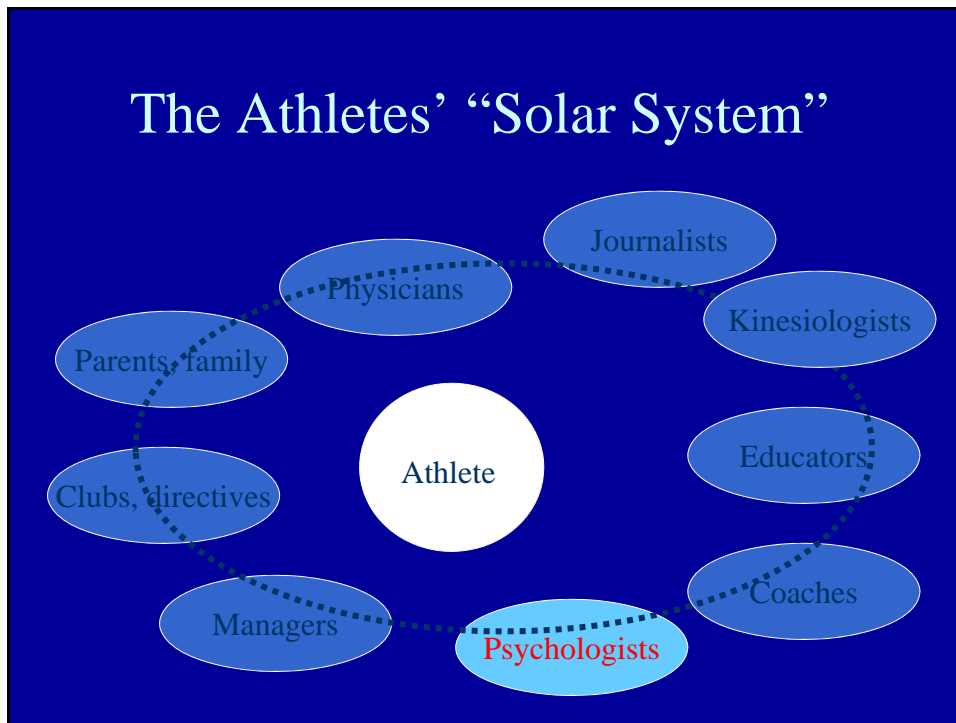
The image shows the cover of the 'AMERICAN PHRENOLOGICAL JOURNAL'. At the top, it says 'KNOW THYSELF.' Below this is a large profile of a human head facing left. The interior of the head is filled with numerous small, detailed illustrations of various scenes, including people in different settings, animals, and objects, representing different faculties of the mind. Below the head, the text reads 'MORI PRÆTER PER OMNIA CONSPIRANT.' followed by '1868.' and 'VOL. X. MARCH. NO. 3'. At the bottom, it says 'O. S. FOWLER, EDITOR.' and 'NEW YORK: FOWLER & WELLS. PUBLISHED FOR THE PROPRIETOR BY RALPH WOODS.' There is also a small note at the very bottom: 'Volume 10 is now ready for sale. Single Copies 5 Cents.'





Motivational climate

The Athletes' "Solar System"



Ego Climate/Results

- Limitations on the Time Span
 - Short term results
 - Different time schedule from coaches and players
- Method Equifinality
- Knowledge infra-valuation
- Asimmetrical situation in front rest of the organization

Top level player and the directive

Ignacio Belinchón, *HayGroup*

- With their attitudes, most top level players will get fired from any regular company
- If the players' salary were fixed upon their performance, and they get bonus from special goals, their attitude perhaps would be different
- There are always explanations for the bad results of the team and the specific player

The DSM-VII “Athletes’ Narcisistic Personality Disorder”

- Well outside the common norms
- Admiration's seekers, the Task oriented ones too;
- Superb, arrogants (The referee's style)
 - Coping with the risk
- Power PhantasiesFantasías de poder
- Yuri Hanin's Ferrari

Burnout?

- Not burnout, is expensive
- Directives prefer Entrapment (Raedekes')
 - Ugly side of the Commitment (Scanlans')
 - Alternative's Blindness
 - Adherence due to High Investment or High Loses at the Stake
 - Not so much joy, not so much pain
 - Amotivated, but performing

What are looking the players' for?

- To survive
- Security
- Money, rewards
- Identity, pertenance
- Prestige
- Fame, Social *Climbing of the Ladder*
- Personal Self-Realization

The same as the directives:
They are speaking the same language



But, the reality is,
They don't expect
nothing in reward

Talent and Practice

Talent and effort

Carles Rexach (former player, manager and Coach of the Barcelona CF). *El Mundo*, 29 de mayo de 2011

- “The cowards are always running”
- “This player have so much dirt on”
- “Talent is better than effort”

Talent and attention

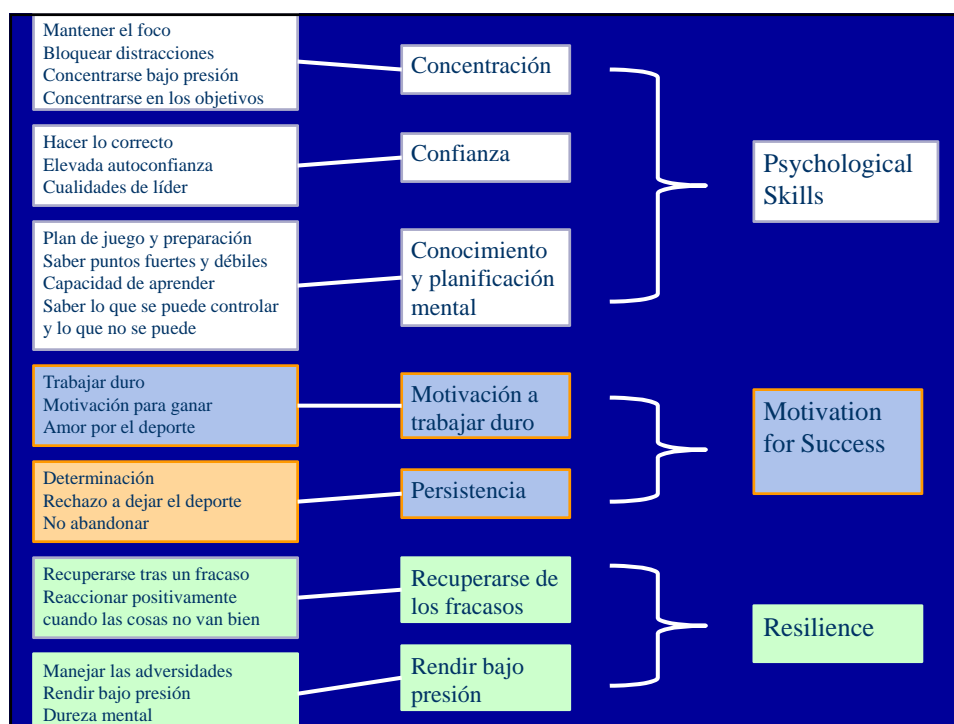
- Actual state, not potential
 - There will be others on charge
 - Coaches are the same: high correlations between “potential” and “actual performance”
- Prominent features
- “I have this player, you don’t”
- The High Maintenance players are well understood

Talent and attention

- Self fulfilled Prophecy
- All decisions are of high Risk
- Stable characteristics, not variables

Coaches' views of mental toughness and how it is built

R. Weinberg, J. Butt and B. Culp (2011)
International Journal of Sport and Exercise Psychology, 9 (2), 156-172



Relevant Psychological Variables for the Performance

Escudero.J.T., Balagué, G. y Garcia-Mas, A. (2002). Comportamientos que influyen en el rendimiento deportivo de jugadores de baloncesto: una valoración de los entrenadores. *Psicothema*, 14(1), 34-38.

-Basketball Spanish League and National Team Coaches (27)

-Results:

-Stables features: aggressivity, volition, resilience

-Personality Traits

-NOT trainables

Directives are always looking for...

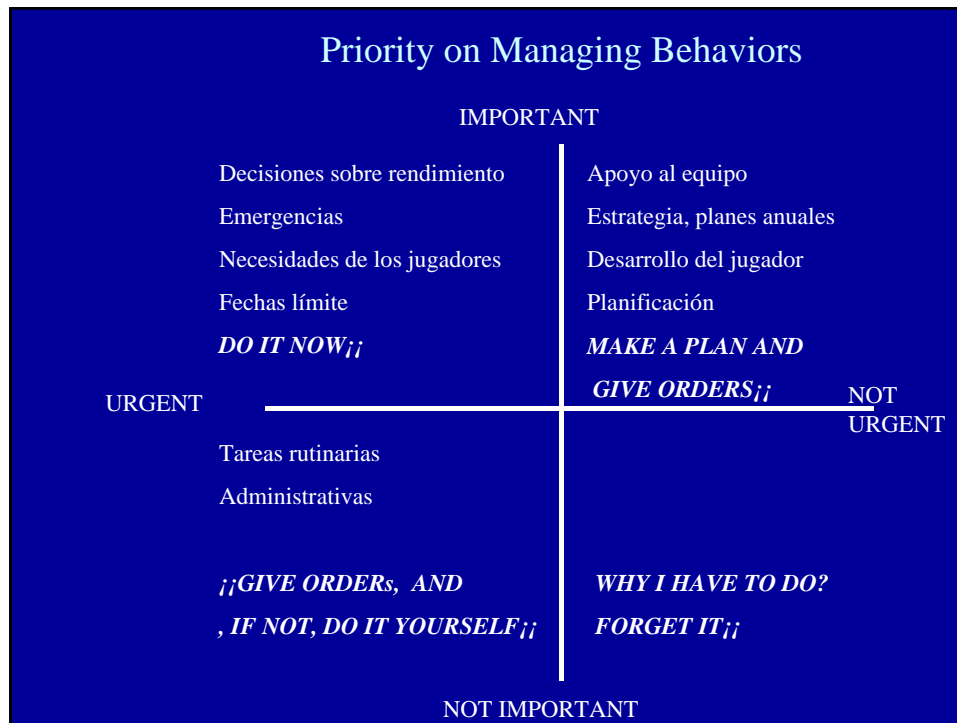
-Reliability, behavioral stability, in coaches and players

-No surprises, indeed are for good

Directive as a Leader

- Research:
 - The only one Personality Trait which correlates with Chelladurai Leadership is the Dynamism, Vitality

Team management



Teams and Decision Making under Pressure

Gladstein, DL y Reilly, NP (1985) Group decision-making under threat: The Tycoon Game.
Academy of Management Journal, 28, 613-627.

- The team suffering:
 - Situational Crisis
 - Time pressure for coping with
- It happens:
 - Decrease of internal discussions
 - Decrease of the information processing within the team
 - Less use of the formal and informal information channels
- The crisis will shape the team style of decision taking, speeding up the team and group formation

Erwin Von Rommel

- “The bad generals are worried by the strategy, the mediocres are occupied with tactics, but the better ones are just thinking about logistics”
- “I always maintain a high pressure over my subordinates, don’t let to think so much, when they have finished something, they must work immediately on something new”

Ambiguity of roles in sportive teams

Eys, Carron, Beauchamp y Bray (2003) Role Ambiguity in Sport Teams. *International Journal of Sport Psychology*, 35, 37-59.

- Boundaries of responsibility
- Evaluation of the performance
- Insatisfaction from expectatives failed

- No consequences for NOT to achieve expectatives



But They still are
mananging the Club

Miscelanea

Media

- Cooperation with the media
 - Buying time
- “Closing” the club from researchers and informers
 - Leaking information as a weapon against coaches, players and coalitions from within
 - Few players’ *pro bono* behaviors: get focused
- Create your own enemy

Newest is better than older

- Directives create new trends for designing policies
 - Research
 - Sport and iX?
- Directives creates new conditions for the behaviors in the fields
- Directives assigned funds for specific programs
- Always, “top to bottom”

The psychological explanations

- When managerial skills fails, directives often blame the “mental” or the “psychological” side of the teams and players
- Always when the team go bad, never when thing are running well
- Priority on the explanations:
 1. Managing, good player's and coach choices, organization
 2. Physical and technical performance
 3. Tactics, coaches
 4. Players' Mental Attitudes and Motivation

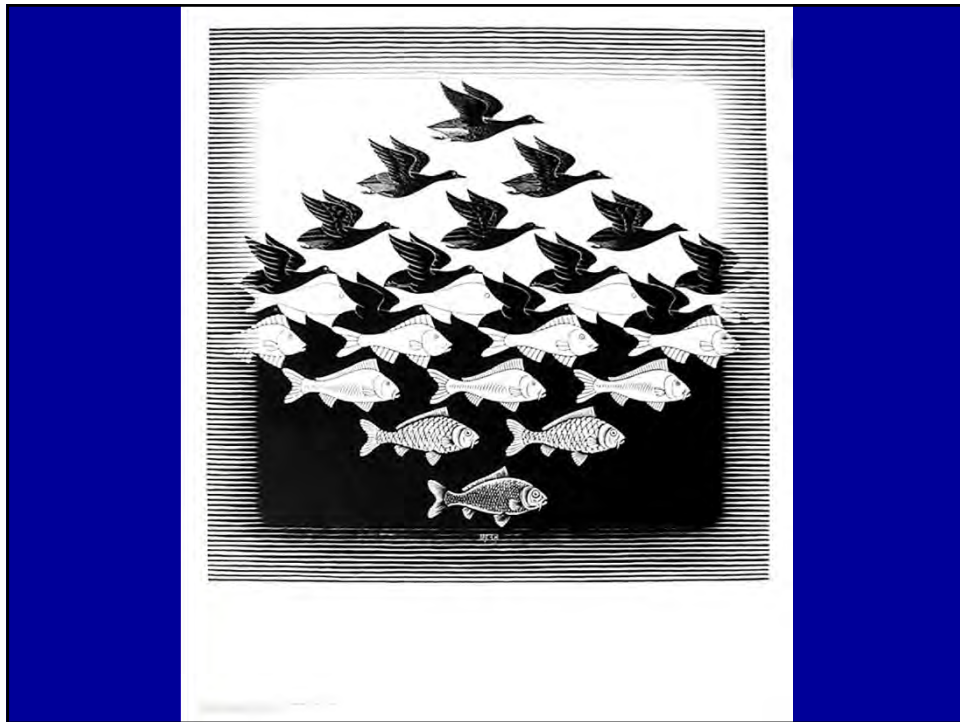
Team “Maladies”

What Disease suffer your Team?

Based on *Estado de Salud de la Empresa en España*, Tatum Consulting Group e Interban Network, 2009

- Stress
- Osteoporosis
- Blindness
- Arthrosis
- Squizizophrenia
- Anemia
- Autism
- Deafness
- Hemiplegia
- Depression
- Anorexia
- Obesity
- Impotence
- Terminal disease
- Asthma





Traitors or Heroes?

- Historical and Social Context
- Results
- Personal gain
- Personal Sacrifice
- Personal Appearance Level
- Trust

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