

The Corporate Athlete: Maximizing Your Sport Management Effectiveness

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Sport and Exercise Psychology

The scientific study of people and their behaviors in sport and exercise activities and the practical applications of that knowledge.

What is Sport Psychology and Why Should Sport Management Leaders Care?



Two Objectives of Sport and Exercise Psychology

- 1. Understand the effects of psychological factors on athletic performance.**
- 2. Understand the effects that participating in sport has on psychological development, health, and well-being.**

Typical Sport Psychology Questions Asked

- What are the psychological characteristics of champion athletes?
- How does one build team cohesion?
- Why do some athletes rise to the occasion and play well under pressure and others choke?
- How does anxiety influence performance?
- How does one motivate an athlete/team?
- Does sport build character or characters?

Sport and Work Similarities

- Many Issues Involved in Sport Performance Parallel Those in The Everyday Performance Settings in Normal Business Life.
- How Can We Better Prepare Corporate/Life Performers and Managers (Coaches) Using What We Have Learned in High Performance Sport?

PURPOSES

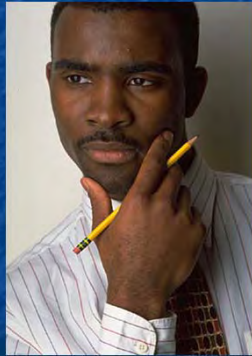
- Discuss Your Role As A High Performer in Non sport Settings
- Convey Performance Enhancement Principles to Use When Taking Part in Your Selected Profession

PURPOSE 1

- Discuss Your Role As A High Performer (e.g., Corporate Athlete)



The Business Manager, Student or Teacher as a High Performance Athlete



Viewing Yourself As A High Performer

In What
Ways Are
You Like an
Athlete?



Sport-Work Performer Compatibility

- Results Focus
- Time Pressured Performance
- Group/Team Performance Required



Sport-Business Compatibility

- | | |
|---|---|
| <ul style="list-style-type: none">■ Athletic Performance Challenges<ul style="list-style-type: none">- perform under pressure- play to win- recover from mistakes- sustain performance over time | <ul style="list-style-type: none">■ Work Performance Challenges<ul style="list-style-type: none">- perform under pressure- play to win- recover from mistakes- sustain performance over time |
|---|---|

The Problem

- Business teaches the contemporary corporate workers to deal with today's challenges using skills in one dimension—planned mental strategies for getting the immediate job done.
- However, one's ability to perform and function effectively is dependent on a number of other not so obvious, but important factors.

Understanding Today's Pressure-Packed Environment

- **Key:** Maintain High Performance in the Face of Increasing Pressure and Constant Change
- Identifying My Major Work Challenges/ Stress Sources

What It Takes To Perform Effectively?

The Ideal Performance State

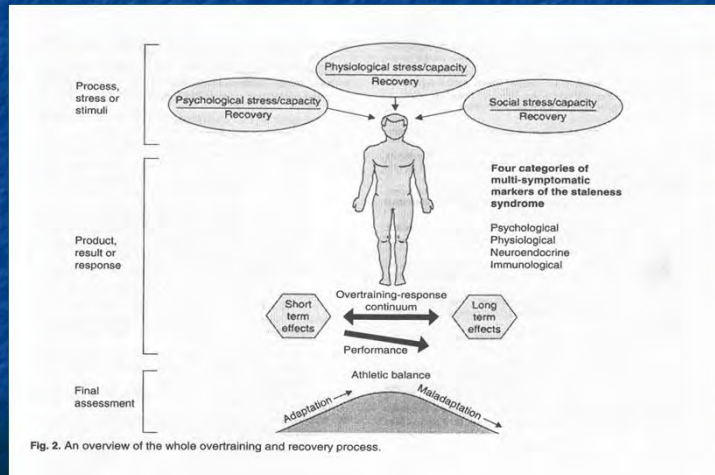


Components of the the Ideal Performance State

(Loehr & Schwartz, 2003)

- **Energy Management** (the ability to mobilize physical and mental energy on demand)
- **Energy Components:** Physical Capacity
Emotional Capacity
Mental Capacity
Spiritual Capacity

Understanding The Training-Recovery Process



Managing Your “Physical” Capacity

- **Physical Capacity & Fitness**
 - nutrition
 - exercise
 - healthy habits
- **Balancing Stress and Recovery**
 - rest/recovery
 - physical rest (benefits of exercise)
 - sleep

Managing Your Physical Capacity Tips

(Loehr & Schwartz, 2003)

- Eat right
- Go to bed early and get up early
- Maintain a consistent bed and wake-up time
- Seek recovery every 90 to 120 minutes
- Exercise regularly

Managing Your “Emotional” Capacity

- Maximize Positive Emotions (staying calm, optimally challenged, being engaged, and staying focused)
- Minimize Negative Emotions (getting frustrated, angry, and impatient, or feeling afraid and stressed)

Managing Your “Emotional” Capacity

- Mental Preparation Routines
- Refocusing/Stress Management Routines
 - 5 minute stress busters
 - centered breathing
 - four f focus technique
- Utilize Social Support Resources
- Focus on Positive Self-Talk and Thoughts
 - thought stopping

Managing Your “Mental” Capacity

- Use mind quieting techniques
- Manage your time wisely
- Build in mental recovery
- Avoid multitasking
- Visualize

Managing Your “Spiritual” Capacity

- Understand your deepest values and beliefs.
 - What are your core values?
 - What is your personal mission?
- Build in think time!

The Bottom Line

(Loehr & Schwartz, 2003)

- *If workers are to perform at high levels for the long haul, the same systematic, multilevel they need to train the same way that world-class athletes do.*
- *Companies can't afford to address their employees' cognitive capacities while ignoring their physical, emotional, and spiritual well-being.*

PURPOSE 2

- Discuss Your Role As A High Performance Coach



Your Role As A High Performance Coach

- In What Ways Are You A High Performance Coach?



Sport-Business Compatibility

- **Sport
“Coaching”
Challenges**
 - Identify Talent
 - Motivate Players
 - Build Trust
 - Communicate
 - Optimally Arouse
 - Get Players to Accept Roles
- Produce Results
 - Please Multiple Audiences
 - Deal With Failure
 - Deal With Success
 - Teach People New Skills
 - Change People's Behavior

Sport-Business Compatibility

- **Business
“Coaching”
Challenges**
 - Identify Talent
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 - Please Multiple Audiences
 - Deal With Failure
 - Deal With Success
 - Teach Employee's New Skills
 - Change Employee's Behavior

You As A High Performance Coach

- Understand Your Role As A High Performance Corporate Coach

What Is The Role of a High Performance Coach?

- Who Was An Effective Coach for Me In My Work Life?
- What Did That Individual Do That Made Him or Her An Effective Coach?

Coaching Communication

Shield Exercise



Role 1: Understanding Steps to Coaching Your Employees/Supervisees



Typical Corporate Coaching Situation

- Fix The Many Problems That Arise In Conducting Day-to-Day Business
- The Dilemma!
 - fix the problem versus teach the supervisee how to fix the problem him or herself

Basic Coaching/Mentoring Skills

- Build Trust
- Set Goals
- Ask Effective Questions
- Provide Feedback

Building Relationships

- The Importance of Asking Questions



Building Relationships

Involving Direct Reports: Asking Questions

- Why is asking questions important?
- Why don't we ask enough questions?
- How does questioning relate to player motivation?

Characteristic 2: Building Relationships The GROW MODEL (Lane4)



Source: Alexander, G.

Examples of useful questions when using the GROW Model – **GOAL** (Lane4)

- What is it you would like to discuss?
- What would you like to achieve?
- What would you like from (to achieve in) this session?
- What would need to happen for you to walk away feeling that this time was well spent?
- If I could grant you a wish for this session, what would it be?
- What would you like to be different when you leave this session?
- What would you like to happen that is not happening now, or what would you like not to happen that is happening now?
- What outcome would you like from this session/discussion/interaction?
- Is that realistic?
- Can we do that in the time we have available?
- Will that be of real value to you?

Examples of useful questions when using the GROW Model – REALITY (Lane4)

- What is happening at the moment?
- How do you know that this is accurate?
- When does this happen?
- How often does this happen? Be precise if possible.
- What effect does this have?
- How have you verified, or would you verify, that this is so?
- What other factors are relevant?
- Who else is relevant?
- What is their perception of the situation?
- What have you tried so far?

Examples of useful questions when using the GROW Model – OPTIONS (Lane4)

- What could you do to change the situation?
- What alternatives are there to that approach?
- Tell me what possibilities for action you see. Do not worry about whether they are realistic at this stage.
- What approach/actions have you seen used, or used yourself, in similar circumstances?
- Who might be able to help?
- Would you like suggestions from me?
- Which options do you like most?
- What are the benefits and pitfalls of these options?
- Which options are of interest to you?
- Rate from 1-10 your interest level in/the practicality of each of these options.
- Would you like to choose an option to act on?

Examples of useful questions when using the GROW Model – WILL (Lane4)

- What are the next steps?
- Precisely when will you take them?
- What might get in the way?
- Do you need to log the steps in your diary?
- What support do you need?
- How and when will you enlist that support?

Building Relationships: Qualities of an Effective Communicator

Thinking of what may have worked for effective coaches in the past:

- What **supporting** behaviors (questions) did they use?
- What **challenging** behaviors (questions) did they use?

Peer Coaching Exercise



Basic Coaching/Mentoring Skills: Building Trust (A Coaching Relationship)

- Listen with full attention
- Be constructive
- Be aware of a person's needs and feelings
- Have an open mind and avoid making judgments
- Show genuine interest in the person's development

Basic Coaching/Mentoring Skills: Asking Questions

- *Tell me and I forget. Ask me and I remember because I understand!*

Basic Coaching/Mentoring Skills: Asking Questions

- Ask about the desired outcome
- Ask about different options
- Ask what is happening now
- Ask about what the person will do

Basic Coaching/Mentoring Skills: Providing Feedback

- Reflect back on the person's situation
- Focus on the behavior, not the person
- Focus on the person's good points
- Praise improvement
- Be precise
- Looked them in the eyes
- Check for understanding

Basic Coaching/Mentoring Skills: Providing Feedback

- Discuss the matter in private
- Pick your time carefully
- The vast majority of the impact of feedback is from non-verbal communication

Basic Coaching/Mentoring Skills: **Setting Goals**

- Agree on specific focus
- Agree on time frame
- Agree on goals
- Agree on a review process

Role 2: Coaching To Learn Versus Coaching To Perform

- Coaching to Learn
 - *purpose is not to achieve peak performance, but learn to develop skills needed to perform well or how to perform well*
- Coaching to Perform
 - *purpose is to help the performer achieve a peak performance*

Role 3: Establish Key Core Values Early and Reinforce Them Often

- Collins & Porras (1997)
Built to Last
Core Values Finding

■ Implications

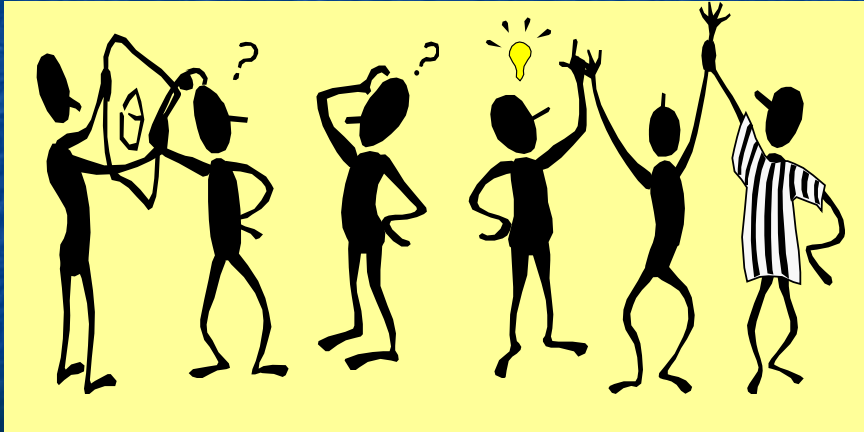
- identify and establish core values
- work to infuse core values into your organization

Role 3: Establish Key Core Values Early and Reinforce Them Often

- *What Are Your Organization's Core Values?*

- *What Can You Do to Reinforce and Emphasize These Core Values*

QUESTIONS



THANK YOU



PURPOSE 3

- Convey Performance Enhancement Principles to Use When Corporate Coaching



Principle 1: Understand Employee Motives and Work To Satisfy Them

- What Are the Major Motives of Employees/ Supervisees
- Ways You Can Satisfy Employee/ Supervisee Motives

Principle 2: Creating the Right Motivational Climate

- A motivational climate is the physical, social and psychological environment individuals function within
- Possible Components of a Motivational Climate Include:
 - tasks assigned
 - comm. patterns
 - recognition systems
 - time pressures
 - outcome vs. process goals

Principle 2: Creating the Right Motivational Climate

- *What Type of Motivational Climate **do** you Create?*
- *What Type of Motivational Climate **Can** you Create?*

Principle 3: Setting The Right Kinds of Goals



Principle 3 Corollary: Setting Goals Does Not Mean You Will Achieve Them

- Everyone sets goals
- Not everyone knows how to set effective goals

Principles of Goal Setting

1. Set specific goals.
2. Set difficult but realistic goals.
3. Set long- and short-term goals.
4. Set performance and process goals, as well as outcome goals.
5. Set practice and competition goals.
6. Record Goals. *(continued)*

Principles of Goal Setting

7. Develop goal-achievement strategies.
8. Consider participant's personalities and motivations.
9. Foster an individual's goal commitment.
10. Provide goal support.
11. Provide evaluation and feedback about goals.

Principle 4: Social Loafing Can and Does Occur-More Is Always Not Better

- **Social Loafing** is the phenomenon where individuals within a group put out less than 100% effort due to losses in motivation
- How to Eliminate Social Loafing?
 - *provide individual feedback*
 - *make individual performance highly identifiable*

Principle 5: Build Team Cohesion

- Understand the Cohesion-Perf. Relationship
- Types of Cohesion
 - *Task Cohesion*
 - *Social Cohesion*

Guidelines for Building Team Cohesion

Leader-Coach Strategies

- Communicate effectively.
- Explain individual roles in team success.
- Develop pride within subunits.
- Set challenging team goals.

(continued)

Guidelines for Building Team Cohesion

Leader-Coach Strategies

- Encourage team identity.
- Discourage formation of social cliques.
- Avoid excessive turnover.

(continued)

Guidelines for Building Team Cohesion

Leader-Coach Strategies

- Conduct periodic team meetings.
- Know the team climate.
- Know something personal about each group member.

Principle 6: Helping Your People Get and Stay In the “Flow” Zone



Flow: A Special Case of Intrinsic Motivation

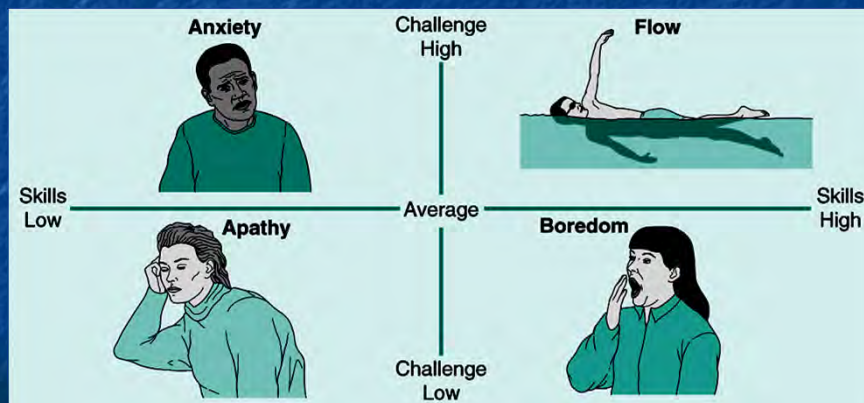
Flow: A holistic, intrinsically motivating sensation people feel when they are totally involved in an activity or are on “automatic pilot.”

The Flow Model: Essential elements of flow

- Balance of skill and challenge
- Complete absorption in the activity
- Merging of action and awareness
- Total concentration

(continued)

The Flow Model



Flow: How to Achieve It

- Use precompetitive and competitive plans and preparation.
- Achieve optimal physical preparation and readiness.
- Experience optimal environmental and situational conditions.

(continued)

Flow: How to Achieve It

- Exhibit confidence and a positive mental attitude.
- Have positive team interaction (positive play and shared purposes).
- Feel good about performance.

Principle 7: Self-Talk is Critical



Self-Talk

- **Self-talk:**
any self-statement or thought.
- **Appropriate self-talk** helps one focus on the present and keeps one's mind from wandering.

How Self-Talk Works

Event

Missing an important shot in a tennis match

Self-talk

“Keep your eye on the ball— this match isn't over”

Response

Better concentration, optimism, calmness

Uses of Self-Talk

- Skill acquisition
- Breaking bad habits
- Initiating action
- Sustaining effort

Self-Talk

- Self-talk and performance enhancement

Positive self-talk improves performance.

- Techniques for improving self-talk

Thought stopping: identify negative thought, stop the thought, focus on task-relevant thought.

Changing Negative Self-Talk to Positive Self-Talk

Negative

“He robbed me on the line call—that ball was in.”

Positive

“There’s nothing I can do about it. If I play well, I’ll win anyway.”

Principle 8: Imagining Success-Seeing the Big Picture!



IMAGINE SUCCESS AND ACHIEVING IT

- *See and Feel
Yourself
Being
Successful!*



Imagine Success and Achieving It!

- “ You want to make up your mind before you raise the gun that this shot is going to go extremely well , so I imagine firing. I see myself, shooting in regular motion. I can feel the initial pressure of the trigger, and then I’ m looking at the sight, and then the shot goes off itself.”

- Gold Medal Olympic Shooter

Imagine Success and Achieving It!

- If I make a mistake in my mind I rewind, go back and just see myself doing it right from start to finish. Actually, I don't watch myself, I visualize it as if I am doing it."

- Olympic Medal Winner

SUMMARY-CONCLUSION

- Discussed Your Role As A High Performance Corporate Athlete
- Discussed Your Role As A High Performance Corporate Coach
- Conveyed Performance Enhancement Principles to Use When Corporate Coaching Those In Your Organization

What Key Things Did I Learn Today?

1.

2.

3.