

APPROACH

Circle the check mark (✓) beside each of your choices

NOTE: Please use a ball-point pen or pencil and press hard. If you want to change any of your answers, cross out (rather than erase) what you've circled.

- | | Individual | Group | | Individual | Group |
|---|------------|-------|--|------------|-------|
| 1 Demand players are loyal to you as coach and see they obey your instructions. | ✓ | ✓ | 9 Ensure that players know they should adhere to your rules and routines in order to build the conformity that is essential for a team. | ✓ | ✓ |
| 2 In order to get support, listen to what others on the team have to say and include their ideas in your overall plan, even if you don't really accept them. | ✓ | ✓ | 10 Stay detached from the players, because as coach you have to be critical and point out faults. | ✓ | ✓ |
| 3 Set challenges for individuals and the team that make them stretch their abilities. | ✓ | ✓ | 11 Take an optimistic but realistic approach that emphasizes the excitement and satisfaction of accomplishment. | ✓ | ✓ |
| 4 Emphasize to players that you will judge their performance by what they do right, not what they do wrong—largely disregarding mistakes if plays are within the guidelines you have set. | ✓ | ✓ | 12 Tell them that the reality is there are only winners and losers in the game. If they want to enjoy the attention of the media and fans again, they will have to be winners. | ✓ | ✓ |
| 5 Use symbols and rituals to build players' identification with the team | ✓ | ✓ | | | |

GOALS

Circle the check mark (✓) beside your choice

17 With 12 games to go in the competition select ONE of the following goals:

- | | Individual | Group | | Individual | Group |
|---|------------|-------|--|------------|-------|
| Win all 12 games. | ✓ | ✓ | Win nine games. (Estimated 50% chance of success*) | ✓ | ✓ |
| Win six games. (Estimated 75% chance of success*) | ✓ | ✓ | Win three games. (Avoid being the bottom team and the franchise losing sponsorships) | ✓ | ✓ |
| Take each game as it comes. | ✓ | ✓ | | | |

*As estimated by the coach along with the team

SELECTION

Circle the check mark (✓) beside your choice

18 It is necessary to select a new captain—choose ONE of the following:

Individual Group



COACH - Co Achieving

Section One: Approach, Goals and Selection Items Sample

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Key Motivational Points

CONSTRUCTIVE APPROACHES

- Set challenges that stretch individual abilities
- Focus on success (rather than avoidance of failure)
- Be optimistic and realistic
- Emphasize commitment and teamwork

APPROACH

AGGRESSIVE/PASSIVE APPROACHES

- Rely on authority and coercion
- Motivate by appealing to people's egos and competitive instincts
- Seek approval
- Emphasize rules and conformity
- Be detached and critical

CONSTRUCTIVE STYLES

These styles are directed toward the attainment of team goals through individual effectiveness. Managers with these styles have a balanced concern for getting on with the task and

Leadership Styles

The styles referred to in the explanations of the scoring are derived from Human Synergistics' research on leadership and motivation. This research has identified the following 12 styles:

ACHIEVEMENT:

Characterized by a focus on accomplishment, an enjoyment of the challenge, and the ability to set attainable goals.

Managers with this style believe that outcomes are linked to one's effort rather than chance. They think ahead and plan, explore alternatives before acting, and learn from their mistakes.

SELF-ACTUALIZING:

Characterized by an optimistic and energetic approach

HUMANISTIC-ENCOURAGING:

Characterized by a concern with the growth and development of team members.

Managers with this style have a positive regard for others. They put energy into providing support and encouragement.

AFFILIATIVE:

Characterized by a focus on building relationships that are friendly and cooperative.

Managers with this style develop meaningful and



COACH - *Co Achieving*

Section One: Approach, Goals and Selection Approaches and Styles Page Sample

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