



**Idaho State
University**

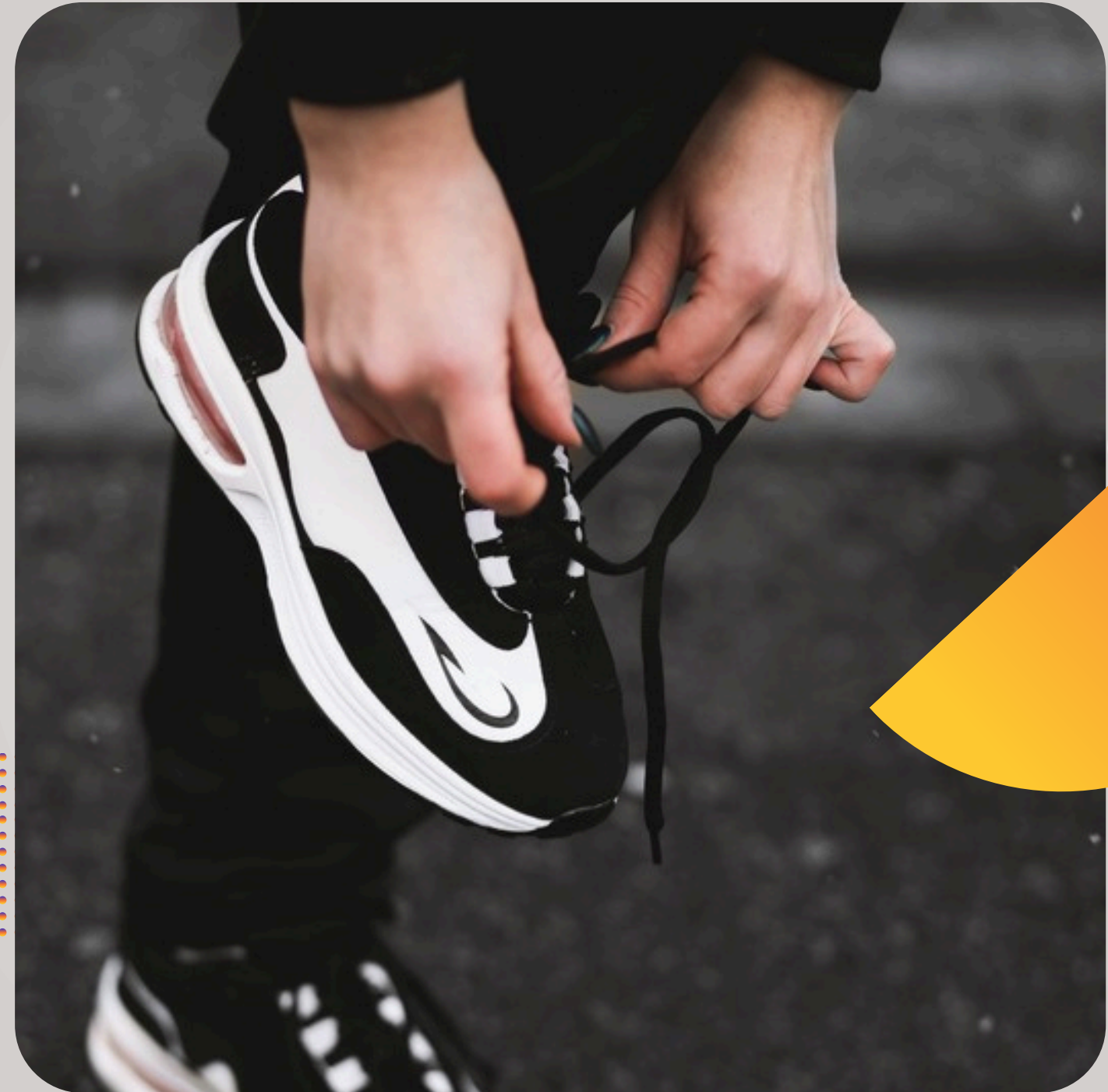
**Human Performance
and Sport Studies**

COACH AS A LEADER

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Presentation Outline

- 1. Sport Coaches as Leaders**
- 2. Followership**
- 3. Leadership Styles**
- 4. Deeper Dive into Styles**
- 5. Team Culture/Dynamics**



Sport Coaches as Leaders



- 1. Greatest influencers of athletes:**
 - a. parents, coaches, teachers**
 - i. Schroeder (2000)**
- 2. Coaches are Role Models/Mentors**
- 3. Head and assistant coaches are leaders of the team**

Role of Followers

- **As a leader, there are **NO** subordinates:**
 - **Coaches are appointed leaders, BUT**
 - **Athletes are **NOT** your subordinates**
 - **They are FOLLOWERS:**
 - **Active participants in pursuit of team goals**



Leadership Styles

- 1. Great Man Theory**
- 2. Trait Theory**
- 3. Situational Leadership**
- 4. Transformational Leadership (Transactional)**
- 5. Servant Leadership**

Great Man & Trait Theory

- **Great Man Theory**

- a. **Leaders are born, not made**

- **Trait Theory**

- a. **Based on the traits a leader possesses**



Situational Leadership

1. Authoritarian

a. Total decision-making power, control over athletes

2. Democratic

a. Actively involving the athletes being led, still making the final decision

3. Laissez-faire

a. Allowing followers to make own decisions, hands-off

i. e.g., Country Club



Transformational Leadership

- **Motivating followers to change themselves**
- **Align followers' goals to the team's goals**
- **4 Is of Transformational Leadership (Bass, 1985)**
 - **1. Idealized influence: charismatic behaviors (why they follow the leader) and emotional motivation**
 - **2. Inspirational motivation: set high expectations and help followers reach them; commitment to shared goals**



Transformational Leadership

- **4 Is of Transformational Leadership (Bass, 1985)**
 - **3. Intellectual stimulation: stimulate followers' creativity and innovation; encourage followers to challenge assumptions**
 - **4. Individual consideration: create a supportive environment; provide environment to support need for growth and achievement**

Servant Leadership

- **Definition:**

- **“The servant-leader is a servant first. [Servant leadership] begins with the natural feeling that one wants to serve. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? Then conscious choice brings one to inspire to serve” (Greenleaf, 2002, p. 27).**



Servant Leadership

- **Priority on followers' moral development and empowerment (Greenleaf, 1977)**
- **Servant Leadership Dimensions (Liden et al., 2015):**
 - **1. Emotional healing: priority on followers' well-being and personal challenges**
 - **2. Creating value for the community: encouraging followers to proactively serve in their communities**

Servant Leadership

- **Servant Leadership Dimensions (Liden et al., 2015):**
 - **3. Conceptual skills:** leader competency in recognizing a team's objectives
 - **4. Empowerment:** helping and inspiring followers to a) identify challenges and b) create strategies to overcome them

Servant Leadership

- **Servant Leadership Dimensions (Liden et al., 2015):**
 - **5. Helping followers grow and succeed:** genuinely caring as a supporter and mentor
 - **6. Putting subordinates first:** prioritizing followers' (assistant coaches and athletes) satisfaction (i.e., fun with the sport)
 - **7. Behaving Ethically:** showing honesty, trustworthiness and integrity

Team Culture

- **What is team culture?**
 - **The way things are (unwritten rules)**
- **Keeping/Changing Strong Team Culture:**
 - **Verbal/Written Cues:** short phrases
 - **Symbols & Actions:** team logo and body language
 - **Storytelling:** stories to instill values
 - **Artifacts/Rituals:** statues, facilities; team huddle/cheer
 - **Team Systems:** reinforcing team values and norms through policies/rules
 - **New Coaches/Athletes:** hiring coaches, new coach/athlete training





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Thank You

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