Leadership Through Athletic Coaching: Building Cohesive Teams

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INTRODUCTION

Leadership must build cohesive teams in challenging personnel environments - workers seeking alternative work arrangements due to changes in the traditional workplace, technology advancements, demographic shifts and changing labor market conditions.

METHODS

Literature review of studies on organizational culture; teamwork and cohesion; athletic coaching leadership.

Interviews with collegiate and professional coaches and executives to determine strategies and tactics to build cohesive team units, in challenging personnel environments.

Analyzed and organized data into themes and concepts representing attributes essential to successful team building leadership.

RESULTS

• Through detailed analysis of the interview transcripts, 200 concepts were identified representing strategies and tactics participants used in building cohesive teams within their programs.
• Concept references were classified into four themes representing attributes essential to the participants' success in building cohesive teams: Culture; Coaching Style/Strategy; Communication; Relationships.
• Concepts were rank ordered under themes based on the number of references received from participants (minimum of 2 references from different participants).

CULTURE

• Team Building
• Importance of Staff
• Attention to Detail
• Empathy

COACHING STYLE/STRATEGY

• Athlete Development
• Adaptability
• Continuous Learning
• Cultivation

RELATIONSHIPS

• Players as Mentors
• Trust
• Family
• On & Off Court

COMMUNICATION

• Message Delivery
• One on One Communication
• Deliver Expectations
• Regular Interactions

CONTINUAL EVALUATION

IMPLEMENT STRATEGY

DEVELOP CORRESPONDING CULTURE

ESTABLISH ORGANIZATIONAL STRUCTURE

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MAIN LITERATURE CITED


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