

Coaching Induction Module “Leadership”

This resource will help you with:

- Defining coaching ethics and codes of practice
- Creating a vision for your team
- Empowering athletes
- Team building and developing a team culture
- Developing a support team and working with other coaches

Basketball specific skill areas covered in this section are;

- ✓ *Dribble penetration.*



COACHES CODE OF PRACTICE

The Code of Practice is designed to promote and protect the image of the game of basketball, of volunteer and professional coaches, and the environment in which we play our game. Coaches should not conduct themselves in a manner that may damage the image or reputation of the sport of basketball or basketball coaches as a collective group.

1. Coaches should involve themselves in continuing education and training, and encourage other coaches to do the same.
2. Refrain from any public or open criticism of other coaches.
3. Do not actively try to disengage any player from the services of other coaches during a competitive season or it's build up. Whenever possible, athletes should be encouraged to play within the boundaries of their residence or schooling.
4. Aim to achieve a balance between the development of your athletes' performance and their individual social, emotional, intellectual and physical needs.
5. Recognise athletes are individuals and may at times have specific needs to be considered.
6. Teach your players to play to the rules within the spirit of the game.
7. Be aware that winning isn't the sole motivation for participation in sport. Aim for success but ensure that the experience is fun and enjoyable, especially with children.
8. Lead by example, showing self control and respect for others, act with honesty, fairness and consistency. Maintain high standards of behaviour and language.
9. Make the sport of basketball challenging and fun, while at all times taking all reasonable steps to ensure the physical and emotional safety of your athletes.
10. Encourage an active lifestyle and healthy practices.

Expectations of Players

A fundamental problem with setting guidelines for what is expected from players, is that not all of your players will necessarily agree with them. An ideal situation would involve the players developing the expectations themselves, with the coach giving guidance to ensure some critical areas have been defined. Alternatively a list of expectations can be given to the players, which becomes in a sense a contract for being part of the team.

Some ideas for expectations of players are;

- Play for the enjoyment of the game – play hard and play to win, but keep the game in perspective.
- Respect all officials and treat them with courtesy. You will never agree with all of the calls made during a game. Leave it up to the coach or captain to clarify interpretation of the rules, if necessary.
- Work together as a team – during trainings, in competition and off the court. Only teams win championships. Show respect for your team mates at all times.
- Show good sportsmanship – acknowledge good play whether from your team or your opponents. Accept the outcome of games gracefully.
- Commit yourself to the requirements set by the team. Be punctual to trainings and games, and attend all team events requested.

Expectations of Parents

A coach can be faced with parents displaying a wide variety of attitudes and behaviours towards sport. It would be unrealistic to assume total responsibility for the behaviours of parents, but there are ways to minimize problems;

- Give parents the opportunity to see how the team has formulated their expectations for the season. If they see the players have been involved in the process and they buy in to the approach set, you'll be less likely to observe disgruntled parents who think they know better.
- Setting the behaviour standards for the players may have an influence on parents' behaviour. If there is a problem occurring with a parent that is disruptive or giving the team a bad name, you might decide to confront that individual. Ensure such a situation is handled tactfully and calmly. If you are worried about the situation you may wish to approach it with another adult to support you.

What's your community?

Any level of competition requires a high standard of behaviour, in order to maintain the integrity of the sport and to support the quality of the competition.

Be aware of:

- The expectations of "opportunity" and positive experiences" within the participation and development communities.
- The expectations to achieve realistic results and the delivery of a high standard of coaching, within the performance and elite communities.



CREATING A VISION

You've put in a lot of hard work to get your team together, there may have been many obstacles along the way. After each year you develop more confidence in what you are doing. You start to develop a picture in your head, a vision of where you think this team should be at, by the end of the season. This vision may slowly, through the course of the season, start to become reality. At some stage though, the true test of leadership, is being able to sell that vision to your players.

Selling the direction and goals of the season

Sometimes the players instinctively pick up the vision through the natural course of trainings and results they achieve. Other times they may become fragmented and start to lack in team commitment. It helps if the team has been involved with setting the goals at the start of the season, but it is never too late to set or modify a goal.

Prompt players with questions, to make them think about the vision. For example;

"What do you want to achieve this year, as individuals?"

"What potential do you think this team has?"

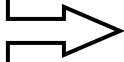
"As a team, what should we be aiming for?"

"How do we make this a reality?"

Believing in your approach

Be positive and believe you are equipping the players with the right tools to achieve their goals. You can't force individuals or a team to aim for the same goals you do. However, if you get them on board, let them know it is achievable and you'll give them what they need to succeed.

Coaching Tip



“Do your homework.”

- Know the level and type of competition your team will face, prior to finalising a team vision.
- Develop the skills and teamwork that will be necessary to be successful against your opponent.

EMPOWERING ATHLETES

Create an environment where the players and coach share their visions, values and principles. Individuals have ownership of clearly defined roles and responsibilities and know the boundaries.

It's not too hard to dictate your views and wishes to your players, but what type of player will that approach develop? By giving guidance to your players, to encourage them to think for themselves and contribute to the development of the team – those players are more likely to think and work together during a game.

Fill in the chart below, to suggest ways to encourage players to think and contribute, relative to the given scenario.

<i>Scenario: Your team is short with no true height. A number of your players can handle the ball okay, and display good speed.</i>	
<i>Vision – to base the way we play the game, around extended pressure defence and dribble penetration on offence</i>	
Questions	Possible Approaches
What questions can be asked, to enable players to figure out for themselves, a style of pressure defence and dribble penetration?	<ul style="list-style-type: none"> As a team we aren't very tall, but what are our physical strengths?
How could you create a challenging activity, to develop players' ability to cover as much ground as they can on dribble penetration.	<ul style="list-style-type: none">
Describe two activities that will allow the players to figure out what options are available once they reach the keyhole on dribble penetration (relating to how the defensive team has played).	<ul style="list-style-type: none"> Four versus three with a bonus point for scores that come from dribble penetration into the keyhole.
How can you trigger all players at the same time to commit to an aggressive and extended defence?	<ul style="list-style-type: none"> Develop a cue word that players relate to aggressive defence.

TEAM BUILDING AND CULTURE

It is often said that the best team wins and there are constant examples of teams that are stacked with talent that fall short of expectations. Developing comradeship and a team unity within a team will surely have a positive influence on performance.

Team building often involves challenging activities and extended periods of time together as a team. External activities such as confidence courses and rock climbing are commonly used, but team building exercises can be performed at your training session, with little or no expense.

Complete the chart below, assuming that the activities can be run at your training facility, using only gear that is readily available or easy to obtain.

<i>Team Building Activities</i>	
Core Component of Activity	Activity Explanation
Physical challenge	<ul style="list-style-type: none"> • •
Problem solving	<ul style="list-style-type: none"> • Spread players along a straight line, with the four players in the middle of the line holding a ball each. Players are to totally reverse the order in which they are standing. The balls must stay in the same order, they may not cross each other. Each player must have at least one foot on the line at any time. •
Trust	<ul style="list-style-type: none"> • •

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A basketball culture generally extends beyond the team, involving more people and perhaps built up through a series of teams. The culture is often reflective of the organization or the results of a basketball programme. Coaching a team that is part of a positive basketball culture can be a lot of fun, as certain expectations and standards already exist.

Take for example the culture of basketball within a particular school. You might see a large number of students playing basketball during the breaks, but what are they doing? Are they actually playing pick up games with scoring and do they have a structure for enforcing the rules, or are they simply running around firing the ball at the hoop on mass?

Within a school setting, how could you encourage the development of a positive basketball culture? A culture where many students are playing self directed pick up games, playing to compete and following a set of self regulated rules.

Coaching Tip

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“Play the game!”

- Players want to play the game, they want to compete.
- Teach fun and challenging games that players will want to do in their own time.



DEVELOPING A SUPPORT TEAM

Coaching a sports team can be a difficult and time consuming task, especially if you are working in isolation. An experienced leader will build a support team around themselves. A large and helpful support staff, allows the coach to direct more focus on the actual coaching of the players.

The obvious target group to fill the support staff roles are parents, or possibly the friends of players. If you are lucky enough to be part of a large organization, there is the potential to recruit younger members into support roles.

Volunteers can be cautious about committing to a role, therefore provide opportunities for non-threatening jobs or responsibilities. It's better to have a number of people contribute in small ways, than have nobody step up to fill a bigger role.

No matter who you have in support roles, make sure that their contribution is regularly acknowledged. Encourage the players to acknowledge the roles of support staff and any related officials.

Assistant coaches.

Recruiting somebody into the role of assistant coach, can be very useful. Assistant coaches are usually someone with less experience, but there is no harm in teaming up with someone who has similar experience. Establish with

your assistant coach, a system or structure that will help maximise the coaching process, the running of games, the development of individual players. An assistant coach should not be in a role where they stand around, don't say anything, clap occasionally and collect all the balls at the end of practice!

Possible Assistant Coach Roles	
<i>Activity Area</i>	<i>Contributing Role</i>
Pre training	<ul style="list-style-type: none"> • Court set up – equipment, floor surface, hoops. • Direct the team warm up activity •
Training	<ul style="list-style-type: none"> • Reinforce skill development to individuals, allowing coach to focus on the flow and intensity of training. • Run game session, to allow coach to observe and identify performance issues. •
Post training	<ul style="list-style-type: none"> • Take selected individuals for short add on sessions, to improve a particular skill weakness. • Post training analysis with coach, what didn't work well, what needs to be worked on for next training. •
Game	<ul style="list-style-type: none"> • Keeping a note on the foul situation with players, watching the score to detect any mistakes when they happen. • Arrange players quickly in a time out, ensure they are seated and have their water bottles. Quickly compliment the positive behaviour on court. Coach has then had a brief moment to assess the situation and can come in to give the players strategy advice. •

Fill in any other roles you can think of for an Assistant coach.