

COACHING STYLE INVENTORY

***A SELF DIAGNOSTIC TOOL FOR COACHES TO
ASSESS THEIR PREFERRED COACHING BEHAVIORS***

PURPOSE

The S.T.A.R.* Coaching Style Inventory is a self-descriptive instrument designed to help you identify your own coaching style and profile . it is based on your preferences for particular behaviors which fall into four basic coaching styles:

Searcher
Technician
Analyzer
Relator

The Styles are analyzed according to the following categories:

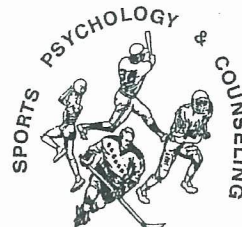
Coaching Values, Coaching Strategies, Coaching Behavior, Preferred Quality of Athletes, Stress and Pressure, Communications, Attitude Toward Change, Satisfaction, How to Win, Motivation, Decision -Making, Working Environment, Problem Solving, and What Makes a Good Coach.

As you read through the behaviors in each category, you might find it difficult to choose the behavior that best characterizes your coaching. This is understandable since every coach operates in a variety of ways in different situations, yet each of us does have preferences for some behaviors over others. Keep in mind that there are no right or wrong answers. All of the choices are equally acceptable. The aim of the Inventory is to describe how you coach, not to evaluate your coaching ability.

Sports Psychology & Counseling, LLC, P.O. Box 335, Oakhurst, New Jersey 07755-0335.
Participant's scores will be entered into Sports Psychology & Counseling's database.

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For scoring and interpretation, complete and return to:
Dr. Benjamin A. Leibowitz, Sports Psychology and
Counseling LLC., P.O. Box 335, Oakhurst, NJ 07755-0355
www.coachpsych.net



NAME _____

DATE _____

Team _____

POSITION _____

DO YOU KNOW YOURSELF?

INSTRUCTIONS:

After reading the descriptions of the four coaching styles, rank which style, (Searcher, Technician, Analyzer, Relator) you believe most represents your characteristic style of coaching, and give it a rank of (1). Review the remaining coaching styles and give the next most characteristic style a rank of (2), next (3) and least like you (4).

Sample:

| | |
|------------|----------|
| Searcher | <u>3</u> |
| Technician | <u>1</u> |
| Analyzer | <u>2</u> |
| Relator | <u>4</u> |

Your rating:

| | |
|------------|-------|
| Searcher | _____ |
| Technician | _____ |
| Analyzer | _____ |
| Relator | _____ |

SEARCHER

The Searcher is imaginative and insightful. S/he is offensive minded and prefers setting up the "big play" to sweating out the details. S/he loves new plays, strategies and techniques. S/he generates many more ideas than s/he will use, and frustrates players and fans with his/he need to add one more wrinkle. S/he sees the aesthetic beauty in a play or strategy. S/he is willing to take risks when necessary, and enjoys improvising. S/he works with bursts of enthusiasm followed by periods of reflection. S/he is flamboyant, colorful and feels comfortable standing out in a crowd. A persuasive speaker, S/he knows how to inspire others by putting his/her own and his/her players' dreams into words. What s/he says is always what s/he means, and always something more.....

TECHNICIAN

The Technician is practical, matter-of-fact, and disciplined. His/her style emphasizes techniques and execution. S/he earns his/her success the old-fashioned way; hard work and plenty of sweat for the details. S/he wants his/her players to do it right and s/he's willing to take the whole day and half the night to get there. Perspiration, not inspiration, is what counts for him/her. There is no substitute for thoroughness and discipline. The Technician is suspicious of shortcuts and prefers to do things step by step. The Technician relies on tried, true and tested methods and may be skeptical of new ideas. The Technician's style of communication is direct and businesslike. What s/he says s/he means..... nothing more, nothing less.....

ANALYZER

The Analyzer is a systems maker. S/he achieves his/her success by constructing a logical and objective system for winning. His/her style emphasizes cool, detached analysis combined with a real feeling for organization and detail. Of all the styles the Analyzer feels most comfortable Using technology and research to support and enhance His/her team's performance. The Analyzer is patient, detached and meticulous when it comes to considering all the options and weighing all the evidence before s/he takes action. S/he is adept at developing ingenious strategies and analyzing the other team's assets and liabilities. The Analyzer values athletes who can think on their feet and handle the intricacies of his/her complex systems. Analyzers commit themselves to a particular theory and follow it through.....

RELATOR

The Relator has an uncanny ability to motivate and persuade others to follow him/her into battle. S/he is adept at getting his/her team ready for the game. The Relator is right in the middle, involved and committed. Team spirit and morale are of primary importance to him/her. S/he is a keen observer of human nature. S/he is aware of other people and their feelings. S/he is adept at getting along with most people and s/he can take a group of individuals and build them into a cooperative team. The Relator communicates on a personal level. His/her concern and caring for his/her players inspires their loyalty, support and cooperation. "We are family," and "our team" are the code words of the Relator. The Relating coach is personable, caring and never removed from his/her players.....

Complete the *COACHING STYLE INVENTORY* and see if your self rankings match your inventory scores.....

DIRECTIONS: In each of the following sets, rank the four behavioral descriptors in order of your first preference (7), your second preference (5), your third preference (3), your fourth preference (1). Please do not make any ties. Be sure to assign different numbers (7,5,3,1) to each of the four descriptors according to those which best describe you, i.e. your preferred coaching behaviors.

I. COACHING VALUES

As a coach I value most:

1. ___ cooperation and teamwork
2. ___ technique and execution
3. ___ strategy and organization
4. ___ innovation and inspiration

II. COACHING STRENGTH

I am at my best as a coach when:

5. ___ conceptualizing and planning what needs to be done
6. ___ building an "esprit de corps" among my staff and team to win
7. ___ organizing and directing what needs to be done
8. ___ searching for new strategies or techniques to win

III. COACHING BEHAVIOR

As a coach I tend to be:

9. ___ insightful, inspirational, & creative
10. ___ personable, persuasive, & tactful
11. ___ analytical, serious, & thorough
12. ___ pragmatic, efficient, & businesslike

IV. QUALITY OF ATHLETES

I prefer athletes who are:

13. ___ disciplined, hard working & consistent
14. ___ serious, able to think for themselves & can handle complexity
15. ___ enthusiastic, insightful & able to improvise when necessary
16. ___ cooperative, personable & team player

V. STRESS AND PRESSURE

In high stress situations, I am most likely to get:

17. ___ so involved in the details that I lose sight of the big picture.
18. ___ carried away with new ideas that I ignore the immediate details
19. ___ so involved in an idea or plan that I fail to recognize interpersonal needs, my own and those of others
20. ___ so enmeshed in my own feelings that I may fail to think things through thoroughly

VI. COMMUNICATIONS

When communicating, I tend to:

21. ___ rely on interpersonal contact and talk face to face
22. ___ be direct and use a minimum amount of words
23. ___ be persuasive and colorful
24. ___ express my ideas logically & in detail

VII. ATTITUDE TOWARD CHANGE

My attitude toward change is one of:

25. ___ enthusiasm: I am open to new ways of doing things & always searching for new plays, techniques, or strategies to win
26. ___ realism: I look at what is proposed & what can be achieved, analyze the alternatives carefully & identify compelling reasons to change
27. ___ healthy skepticism: I prefer tried, true & tested ideas & techniques & may be skeptical of new ideas. I first need to see that it works & can make a difference
28. ___ optimism: I believe that things are always being improved, but am most concerned with how the people involved in the change will feel and react

VIII. SATISFACTION

I am most satisfied when:

- 29. ___ I am taking action on what needs to be done
- 30. ___ thinking through what needs to be done
- 31. ___ inspiring & motivating others to perform
- 32. ___ discovering a new idea or technique to put into action

IX. HOW TO WIN

The most important ingredient for winning is:

- 33. ___ hard work and plenty of sweat for details
- 34. ___ keeping ahead of my opponents with new & different techniques & strategies
- 35. ___ motivating players and maintaining high team morale
- 36. ___ building an organization and a logical coaching system

X. MOTIVATION

The most effective way to motivate is to:

- 37. ___ show concern for athletes as individuals & to praise them for a job well done
- 38. ___ provide individual incentives & tangible rewards
- 39. ___ have each athlete establish personal goals which challenge their performance
- 40. ___ provide opportunities for each athlete to grow & reach their potential & take pride in their performance.

XI. DECISION-MAKING

As a decision maker I most value:

- 41. ___ flexibility
- 42. ___ thorough analysis
- 43. ___ compassion
- 44. ___ decisiveness

XII. WORKING ENVIRONMENT

The working environment that I most prefer is:

- 45. ___ an innovative & autonomous one in which new ideas & approaches are appreciated
- 46. ___ an intellectually stimulating one in which I am challenged to think
- 47. ___ a warm, friendly supportive environment in which we work as a team
- 48. ___ an organized, systematic, well-directed environment in which everyone is clear about what he has to do and what is expected of him

XIII. COACH EVALUATION

In evaluating a coach's performance I would emphasize:

- 49. ___ how well he related to and communicated with his players
- 50. ___ how well his players executed what he coached
- 51. ___ how well he was able to solve problems and adjust to game situations
- 52. ___ how enthusiastic & imaginative he was in carrying out his tasks

XIV. PROBLEM SOLVING

My approach to problem solving emphasizes:

- 53. ___ thinking about the problem, examining it from different perspectives, and analyzing what needs to be done, & selecting the most logical solution
- 54. ___ looking beyond the immediate facts to the broader picture trusting my intuition in deciding what needs to be done.
- 55. ___ getting in the middle of the problem and finding out how I & others feel; choosing a solution which feels right to me & which will be accepted by others
- 56. ___ doing things step by step & relying on tried, true, & tested methods from my past experience & choosing a solution which is pragmatic & down to earth

XV. THE MAKING OF A GOOD COACH

A good coach must be:

- 57. ___ enthusiastic
- 58. ___ decisive
- 59. ___ systematic
- 60. ___ persuasive