

A PICTURE IS WORTH A THOUSAND WORDS

THE COACHING STYLE INVENTORY

Our S.T.A.R. Coaches of Women's Basketball*

Kay Yow, Muffet McGraw, Pat Summitt, Geno Auriemma

Kay Yow, Muffet McGraw, Pat Summitt, and Geno Auriemma have etched their names into the history of Women's basketball. Kay Yow is no longer with us, but has a place in our hearts as well as the record books. Our selected four coaches have different personalities, different philosophies...but deep down they're all the same. They lead... they teach...they motivate...kids play for them... and they WIN.

These four coaches have taken Sports Psychology and Counseling's *Coaching Style Inventory* (CSI). Developed by Dr. Benjamin A. Leibowitz and his staff, The S.T.A.R.* CSI, is a 60 item self-diagnostic tool, designed for coaches to assess and identify their preferred coaching behaviors. It is an integral part of the *S.T.A.R. Power Training Program* which was designed to help coaches *Get the MOST Out of Their Team's Performance*.

The S.T.A.R.* Coaching styles (Searcher, Technician, Analyzer, Relator) is part of every coach's and every athlete's repertoire, but like a dominant hand or eye, we each have a preference for one or more styles. There is no one best style of coaching or learning. Each style has its assets and liabilities. Flexing your style to meet the needs of a particular situation or of an individual athlete, are obviously the best style.

Everyone has preferences. Some are more pronounced than others; some we're aware of others we are not. Behavior is not random or chaotic. If you examine a person's behavior over time you begin to notice a pattern of preference for the way in which they do things.

As a coach you must have the vision to see the alternatives available to you in the game and in the people you lead. You must be able to see the whole picture rather than just part in order to frame your strategies.

Self-assessment is about exploring and understanding our patterns and preferences. Greater self-knowledge is a necessity if you are to increase your personal power. Self-knowledge leads to greater creativity, a less distorted perception of reality, and a greater control over one's behavior. Self-understanding will also help you to better understand and relate to the diversity of individuals you must influence in order to get the most out of their performance.

These patterns or preferences provide us with a frame of reference for how we will interact in different situations. Our patterns are a reflection of our personality which distinguishes us from other individuals. Alfred Adler concluded by the age of five, most

individuals have formed character traits or a "style of life," which is more or less permanently fixed. The more we understand these basic personality types, the better we are able to predict and understand behavior, our own and that of others with whom we interact.

PICTURE YOUR STYLE:

All four functions are inherent in each of us. Yet, because of environmental, familial, cultural and biological influences we develop a preference for one or two styles. As an aid or a mental picture for thinking about style, picture an amoeba on a grid. The amoeba has a nucleus and jelly-like protoplasm that is constantly changing in size and shape. The nucleus can be compared to our dominant style or natural preference and the protoplasm represents the other less preferred styles. When we operate in our dominant style, we are most comfortable and adept. We have a considerable amount of life's energy in this position. When we are asked to operate outside of our dominant style we have to flex or compensate; although the behavior might not be as natural and we will not feel as comfortable or in control. We all possess the ability to operate in each of the 4 styles. In other words, each of us can and does operate in all four styles, but not with equal facility. We cannot change our dominant preferences (Searcher, Technician, Analyzer, Relator style), but we can consciously develop our abilities in the other functions in order to compensate for that which does not come naturally. Below is a graphic which can serve as an aid in visualizing your preferred coaching style suggesting areas of strengths and weaknesses, assets and liabilities.

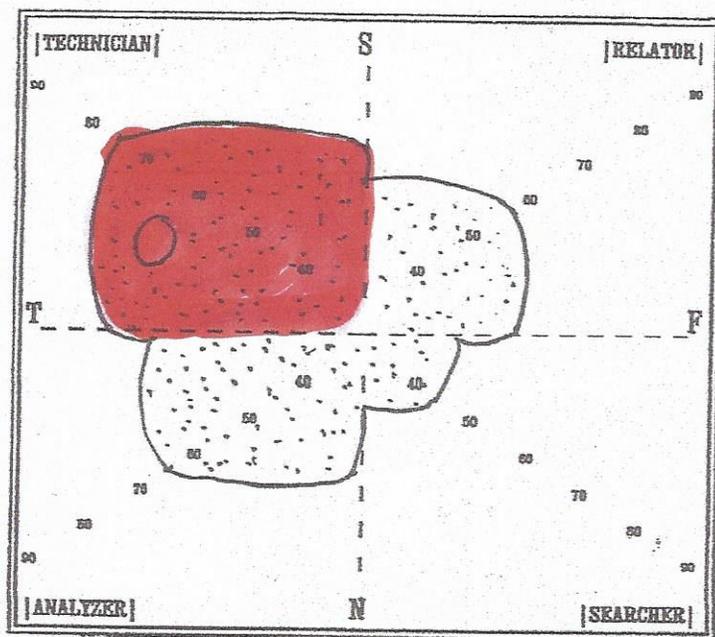


Fig 1

From the graph (Fig 1), we see that the above coach's dominant coaching style is that of the TECHNICIAN with the ANALYZER as their secondary style. An examination might suggest that the coach look at his/her RELATOR and/or SEARCHER style for possible style flex.

Style flex is the temporary adjustment of your behavior to encourage others to act more productively. It involves selecting behaviors that best fit a particular situation; the individuals involved, their styles, the task at hand, its style, and the context in which you are operating. When you flex your style successfully both you and the individuals with whom you are working are empowered. Style flex requires selecting behaviors which sometimes may be challenging and/or supportive of your style and the other people with whom you are interacting. It is important for you to be aware of when your behavior is challenging to another individual's style or supportive of their style. When your behavior is challenging you need to reassure the individual of your support and be responsive to their stress and personal needs. When your behavior supports their style the individual will exhibit greater confidence, initiative and independence. Your role then is to provide them with the distance and freedom to carry out the task at hand.

Our four represented coaches have different dominant coaching styles which suggest that one style and one style alone does not make for a winning or successful coach.

SEARCHER:

"I always wanted to play an up-tempo game against opponents; run the floor in transition as well as or better than anyone else, and that we should exploit our athleticism, on the floor and off the boards. Play hard on defense, and be unselfish with the ball."

Kay Yow

TECHNICIAN:

"Women are supposed to be nurturing and compassionate. That has never been me. I tend to be demanding and direct, which probably surprises a lot of people because I go against the stereotype."

Muffet McGraw

ANALYZER:

"Plan your work, and work your plan. Think big, focus small...you have to focus small, because attention to everyday, ordinary detail is what will separate you from everyone else."

Pat Summitt

RELATOR:

"I want my players to feel like once you are in this family, you are always in this family, and it is a very special club."

Geno Auriemma

KAY YOW

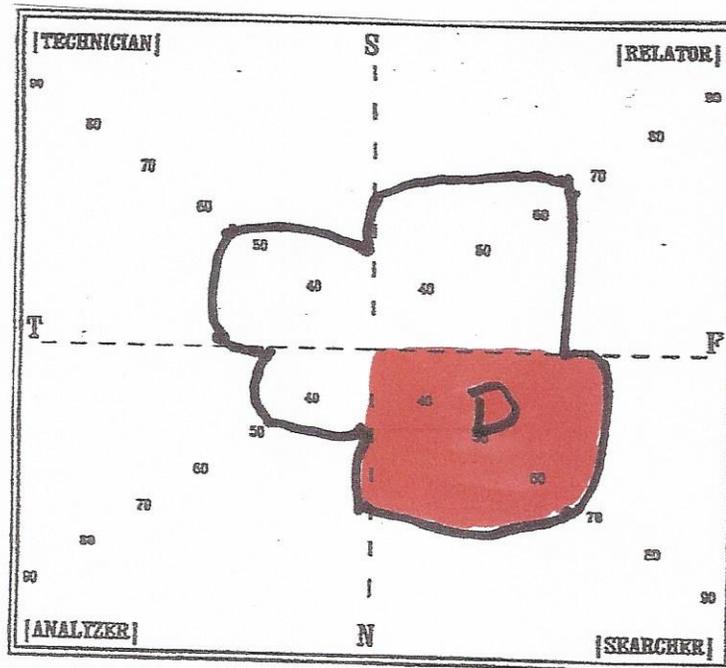
Coach Yow's dominant coaching style is that of the **SEARCHER**

The **SEARCHER**:

- Believes in creative problem solving
- Is expressive and persuasive
- Open to possibilities
- Responsive and spontaneous

Assets and Liabilities of the **SEARCHER**:

- | | | |
|---------------------------------------|----|-----------------------------------|
| • Open to new ideas | <> | Can be indecisive |
| • Attacks projects with energy & zest | <> | Doesn't always follow through |
| • Generates creative ideas | <> | Easily bored by routine tasks |
| • Expressive and persuasive | <> | Not always clear in communication |
| • Responsive and spontaneous | <> | Can be rash and careless |



Name KAY YOW

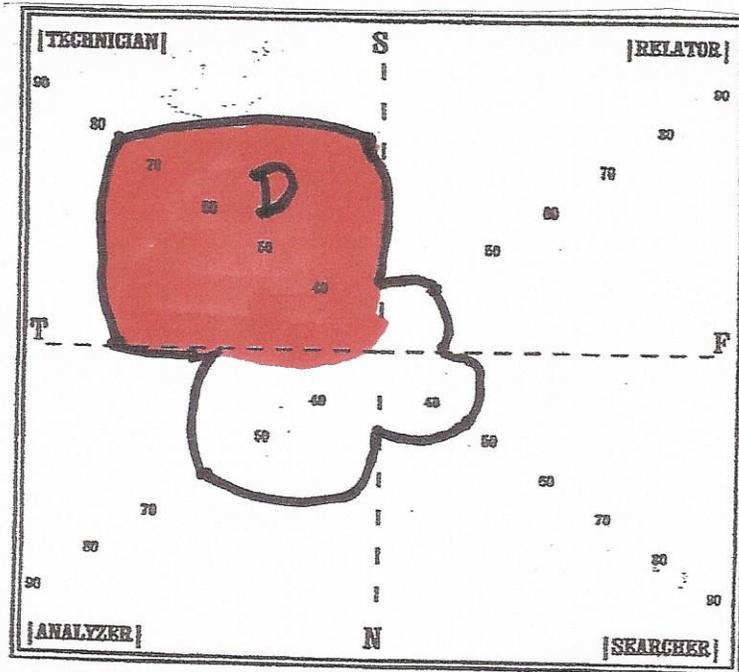
Team North Carolina State University

Score S = 69 T = 55 A = 49 R = 67

Self-Ratings: S = 2 T = 3 A = 4 R = 1

MUFFET McGRAW

Coach McGraw's dominant coaching style is that of the **TECHNICIAN**.



Name MUFFET McGRAW

Team University of Notre Dame

Score S = 48 T = 78 A = 60 R = 40

Self-Ratings: S = 1 T = 2 A = 4 R = 3

The **TECHNICIAN**:

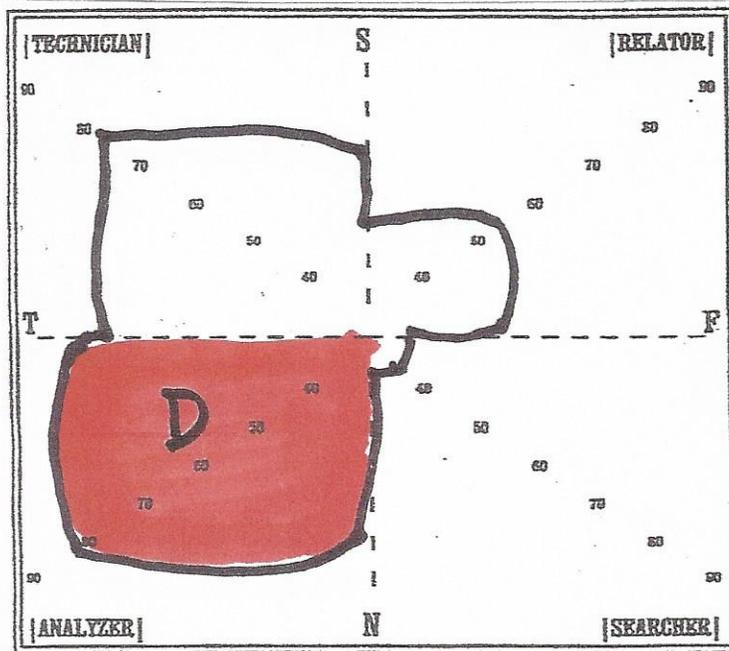
- Is disciplined and methodical
- Believes in tried and proven methods
- Straight forward and to the point
- Tenacious and attentive to detail

Assets and Liabilities of the **TECHNICIAN**:

- | | |
|--|---------------------------------------|
| • Pays close attention to the task at hand | <> Can be unaware of other needs |
| • Very well organized | <> Inflexible to change |
| • Detailed, efficient, and practical | <> Uncomfortable with ambiguity |
| • Speaks directly and to the point | <> Often overlooks feelings of others |

PAT SUMMITT

Coach Summitt's dominant coaching style is that of the ANALYZER.



Name PAT SUMMITT

Team University of Tennessee

Score S = 27 T = 79 A = 81 R = 53

Self-Ratings: S = 4 T = 1 A = 3 R = 2

The ANALYZER:

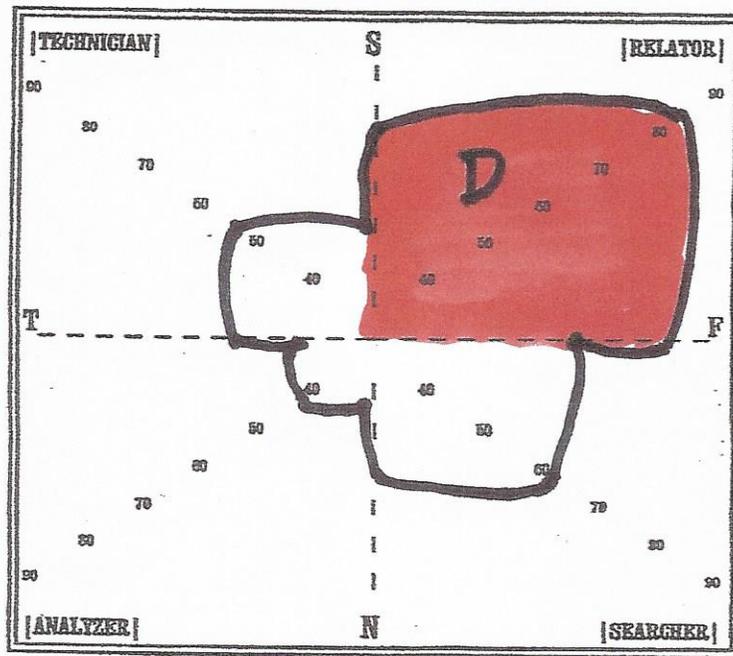
- Believes in logical and objective systems
- Provides cool, detached analysis with a sense of organization and detail
- Is patient, meticulous and studious

Assets and Liabilities of the ANALYZER:

- | | |
|---------------------------------------|---|
| • Comfortable with complex tasks | <> Bored by simple or abstract tasks |
| • Sets very high standards | <> Overly critical of others |
| • Logical, precise and very objective | <> Communication can be distant and robotic |
| • Stands firm in leadership role | <> Little tolerance for those who disagree |

GENO AURIEMMA

Coach Auriemma's dominant coaching style is that of the RELATOR.



Name GENO AURIEMMA

Team University of Connecticut

Score S = 61 T = 53 A = 41 R = 85

Self-Ratings: S = 2 T = 3 A = 4 R = 1

THE RELATOR:

- Holds an uncanny ability to motivate and persuade others
- Believes team spirit and morale are of primary importance
- Inspires loyalty and cooperation through effective communication

Assets and Liabilities of the RELATOR:

- | | |
|--|--|
| • Motivates and persuades other | <> Loses credibility with each mistake |
| • Works well in the "heat of battle" with large groups | <> Poor at planning and working alone on mundane tasks |
| • Shows emotions readily | <> Easily hurt by the actions of others |
| • Communicates with passion | <> Communication often missing substance or logic |

STYLE FLEX

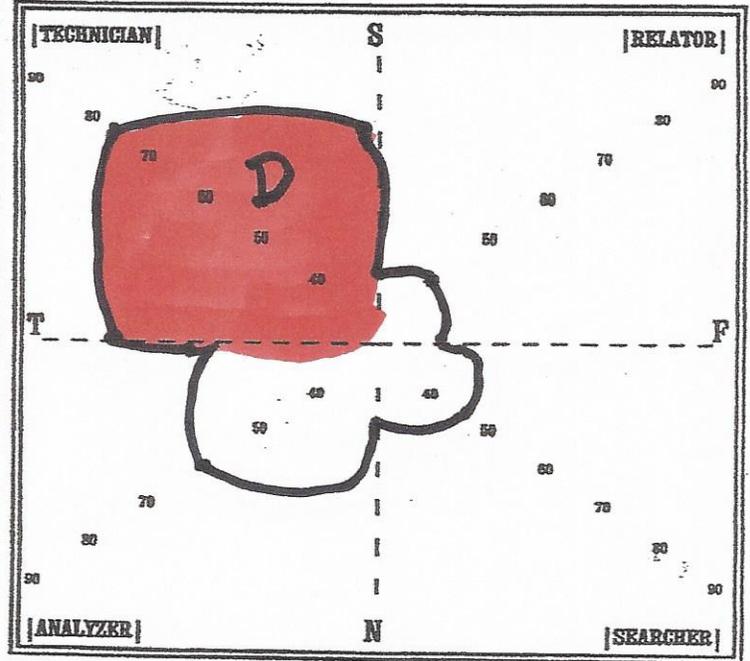
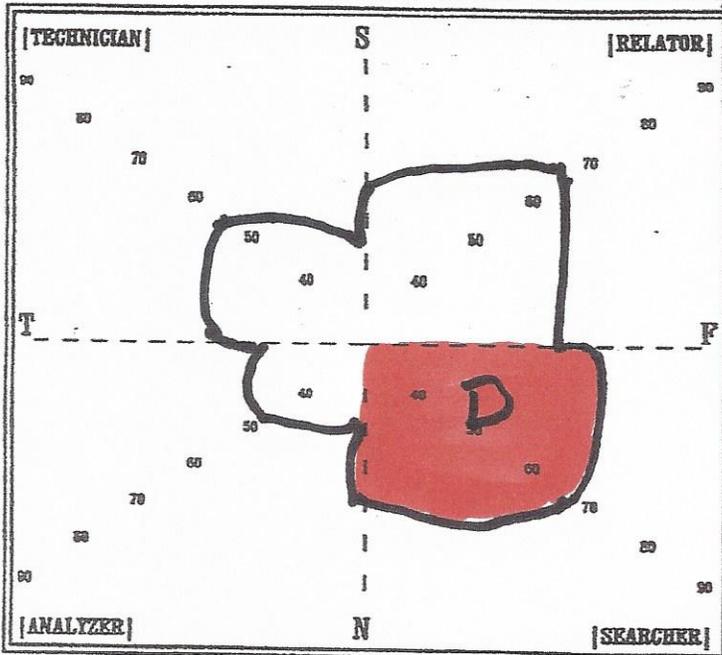
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When **FLEXING YOUR STYLE**, you must.....

- 1** Figure out the style of the person with whom you are communicating.
- 2** Look at the task at hand and the message you wish to communicate.
- 3** Explain the message with their style in mind.
- 4** Expect understanding and performance.

YES ONE PICTURE IS WORTH A THOUSAND WORDS

S.T.A.R. Coaching Style Profiles



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Team North Carolina State University

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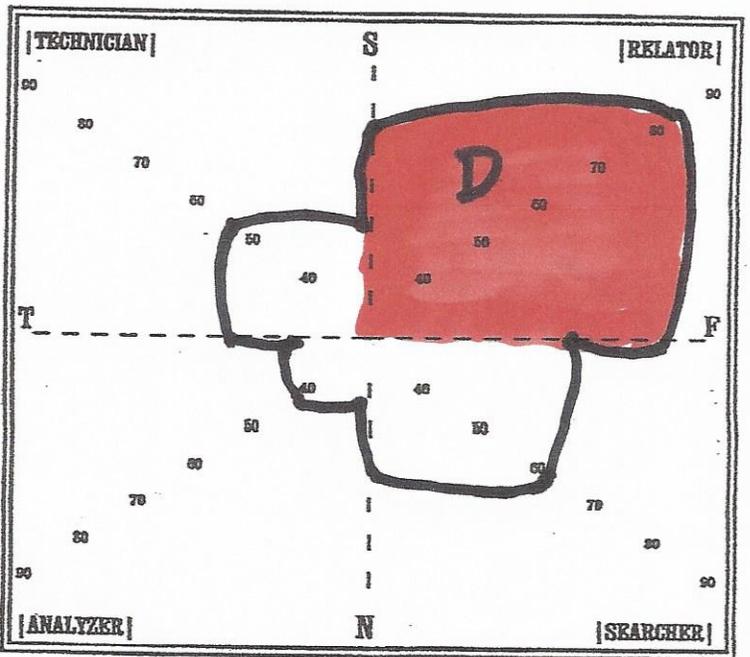
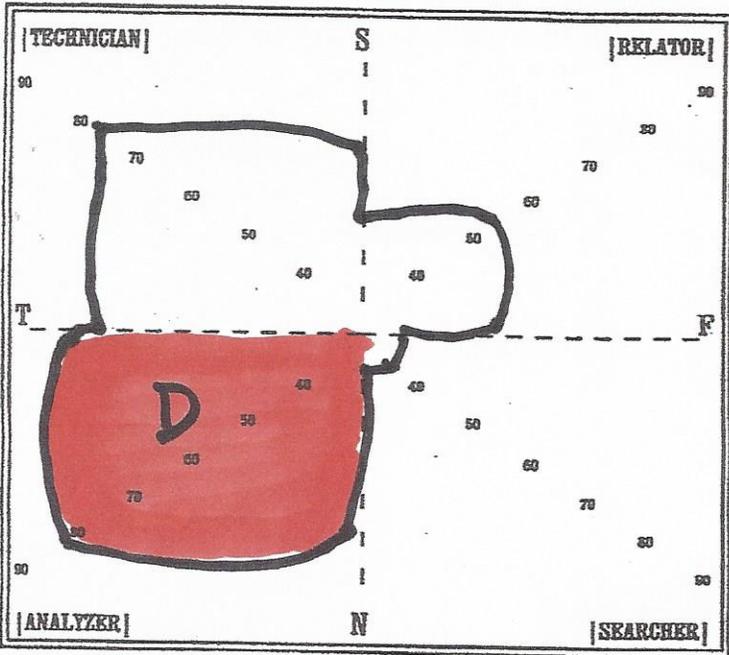
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