

A PICTURE IS WORTH 1000 WORDS: THE Coaching Style Inventory Profile of TOM COUGHLIN

Coach: Do You Know Yourself?

Tom Coughlin has taken Sports Psychology and Counseling's *Coaching Style Inventory* (CSI). Developed by Dr. Benjamin A. Lebowitz 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 *S.T.A.R. Power Training Program* which was designed to show coaches *How to Get the MOST Out of Their Team's Performance*. S.T.A.R. represents the 4 basic styles of coaching and learning: (Searcher, Technician, Analyzer, Relator). All four functions are inherent in each of us, and is part of every coach's and every athlete's repertoire, but like a dominant hand or eye, 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 (D) style or our natural preference and the protoplasm our other or 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; though the behavior might not be as natural and we will not feel as comfortable or in control. 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.

Visit www.coachpsych.net for a complete list of participating coaches.

TOM COUGHLIN IS AN ANALYZER His record: 182-157 .537 W-L% (12th winningest in NFL history)

THE ANALYZER
Believes in logical and objective systems
Provides cool, detached analysis with a sense of organization and detail
Is patient, meticulous and studious
Adept at developing ingenious strategies
Values athletes who can think on their feet and handle the intricacies of his complex plans

His supportive style is that of the TECHNICIAN

The TECHNICIAN is practical, matter-of-fact, and disciplined. His coaching style emphasizes techniques and execution. Hard work and plenty of sweat for the details is a hallmark of this style. There is no substitute for thoroughness and discipline; tends to be suspicious of short cuts and prefers to do things step-by-step. Communication is direct and business-like... what he says is what he means... nothing more, nothing less. TECHNICIAN's liabilities: may be abrupt and overlook people's feelings; inflexible, finds it difficult to change; uncomfortable with ambiguity.

Pictorially it becomes apparent Coach Coughlin's style is not player friendly. Style Flex became an important adjustment in his working with his athletes.

Below are excerpts that represent his coaching style from: *Team to Believe In*, Coughlin, T., with Curtis, D, Ballantine Books, NY, 2008, and *Fazri the Right to Win*, Coughlin, T., with Fisher, D, Penguin Group, NY, 2013.... "Let's just say that this sixty-one-year-old man was willing to change" ... "I took a hard look at myself and demanded that I improve. I was the same coach I had always been, but with a new approach" ... "Over the course of 4 decades never once did I question my approach or my process. I knew one way to coach football and deal with my players and it worked on both levels. It didn't mean I never took a hard look at myself to improve, but I never sought out a new way to interact with players. I simply have never believed that a head coach must be friends with his players or tell them how great they are every day to be successful. Rather my job is to help them be the best they can be, and by doing so win football games." ... "Change is the theme of the 2007 off-season, so why not a change in how I relate to our players and staff?" ... Charles Way our director of player development put it to me this way: 'Be the guy that you are when you are with your children or grandchildren....' In the foreword *EARLY THE RIGHT TO WIN* ... Michael Strahan reflects on *WINNING RELATIONSHIP* ... "I had been playing for the NY Giants for more than a decade when Tom Coughlin was named head coach in 2004...." but at the beginning, our relationship was tough: I hated him. Hate is a strong word, but that's the way I felt. He was hard on everybody; he seemed to be overly concerned about petty things that made no difference, like being five minutes early to every meeting, and much more".... "His attitude was "This is what it is and this is what is going to be, Period".... "After my first season playing for him I didn't know if I wanted to come back".... At the same time Coach Coughlin's ... reflection on... "why not a change in how I relate to our players and staff" became visible to Michael Strahan.... "In making some changes I think it was harder for him than it was for us".... "But he tried. At first it was strange. He would try to crack jokes and fit in. He stood in front of the team and did jumping jacks. We couldn't figure out what was going on; that definitely wasn't the Tom Coughlin we know. But eventually we learned that's exactly who he is. Probably the biggest change he made was to allow his leaders to be leaders. He formed a leadership council and gave us real decision-making responsibility.".... "As a player, when you know that a coach cares about you, you are willing to go above and beyond for him. From a cold and distant figure, he became the man none of us wanted to disappoint".... "He became a team that knew how to have fun, but also one that understood that when it was time to work, it was definitely time to work. Eventually we developed a unity of purpose, a common commitment to success that took us directly to the Super Bowl."

Yes.. Coach: Know Yourself... A Picture Is Worth 1000 Words and STYLE FLEX becoming more a RELATOR had much to do with Coach Coughlin's success from his own admission.

ASSETS	LIABILITIES:
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
Plans carefully and precisely	May lose touch with his athlete's feelings

