

# Cultivating Mutual Trust and Cohesion on Teams

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# Webinar Series Roadmap

1. Building a Leadership Foundation: Finding Your Purpose and Core Values (*January*)
2. Finding Your Leadership Style: Athlete-Centered Approaches to (*February*)
3. Team Dynamics and Leadership: Cultivating Mutual Trust and Cohesion (*March*)



# 42.5





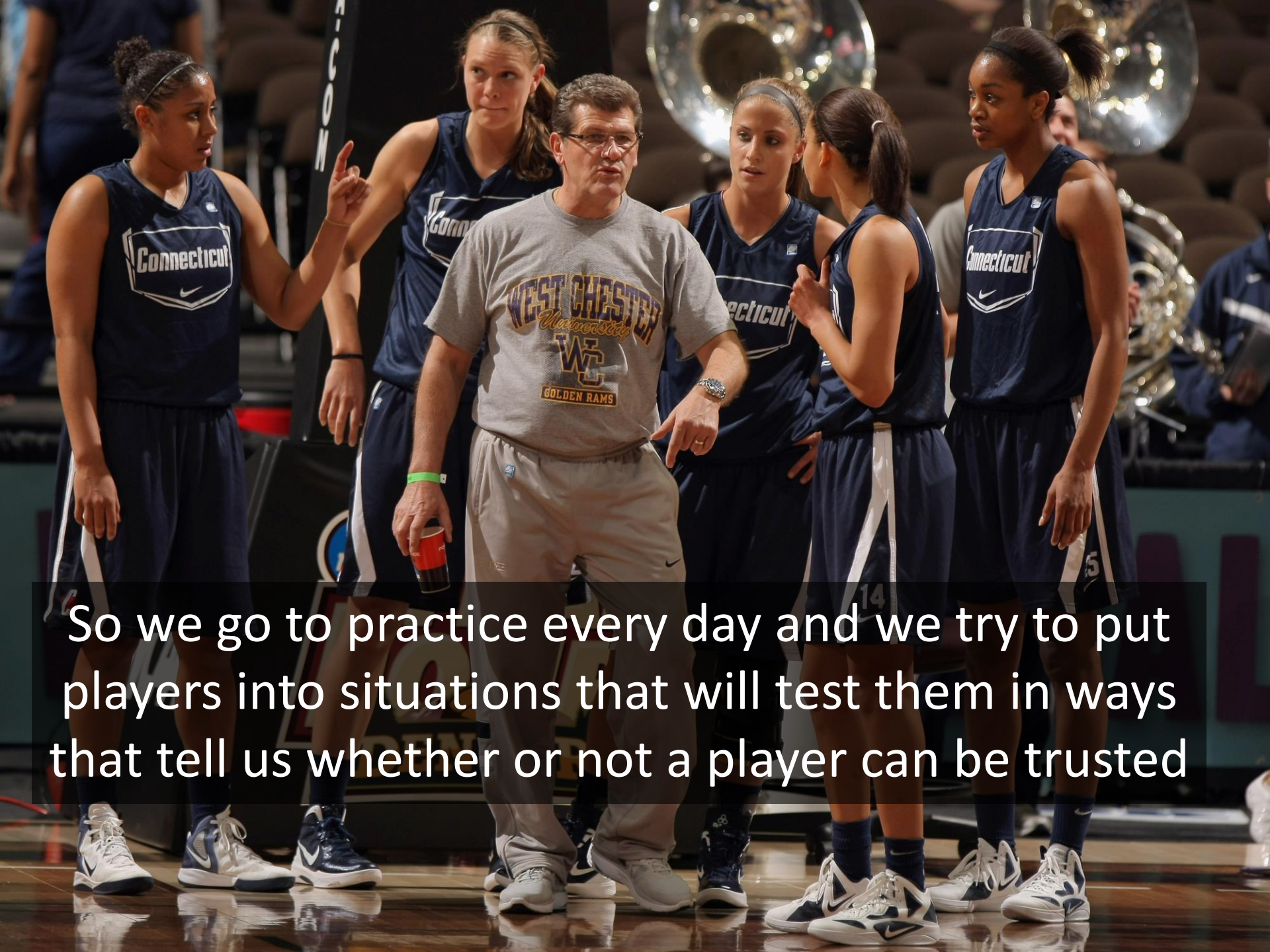






One of the reasons we go to practice is for us to find out who we can trust and not trust. You have two hours every day to earn the trust of the coaching staff and the other players.





So we go to practice every day and we try to put players into situations that will test them in ways that tell us whether or not a player can be trusted

Just how important is  
trust to success in sport?









Dirks, K. T. (2002). Trust in leadership and team performance: Evidence from NCAA basketball. *Journal of Applied Psychology*, 85(6), 1004-1012.



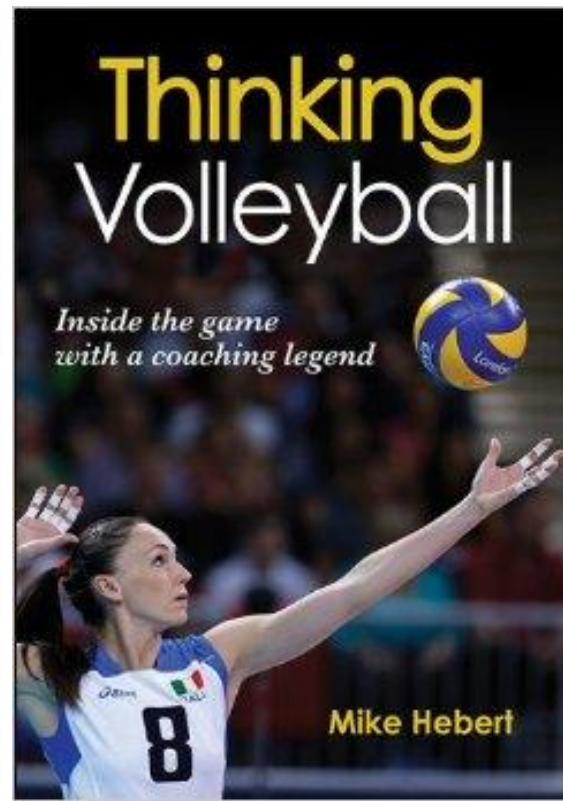
# Trust and Performance

 High team trust = high success rate 

 Low team trust = low success rate 

*As I entered the final years of my career, I realized that I was on the verge of identifying the most important element in building team success. Without it, there can be no journey to the top. No dynasties. No championships. But if you can harness its power, you will find your program on the way to levels of achievement that had been impossible before. The element I am speaking about is **trust**.*





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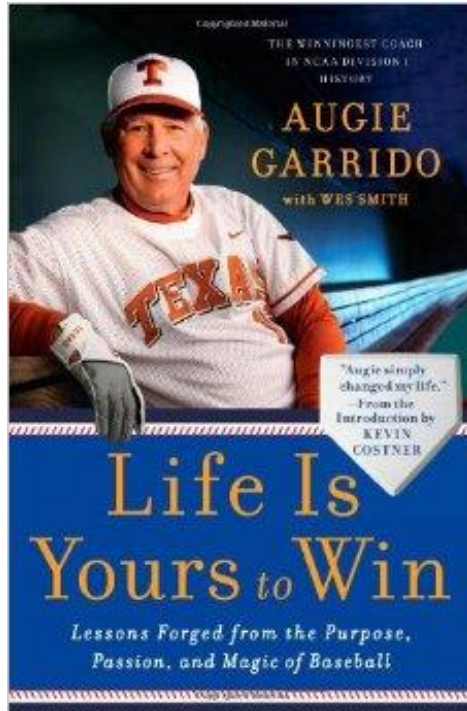
# Our Purpose Today

Present strategies used by  
successful coaches to create a  
culture of team trust

# Coaching Realizations

- All teams and relationships are fragile
- Trust and cohesion are in constant flux
- Trust and cohesion must be strengthened daily





*I don't have a secret receipt for pulling a team together. Sometimes it's a constant battle throughout a season. Then in other seasons, **magic** happens. The quality of the team depends on the strength of player relationships.*



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# Mutual Trust Defined

Being comfortable with exposing your vulnerabilities, fears, weaknesses, and needs, with others

# Mutual Trust Defined

Rests on assumption that moral standards and intimate details of a relationship will not be violated



# Trustworthy Coach

Appear more trustworthy if:

- has a past record of modeling core values and respect (reputation)
- is currently modeling core values and respect (performance)
- demonstrates self-confidence, professionalism, and dignity (appearance)

Purdy, L., Potrac, P., & Nelson, L. (2013). Exploring trust and distrust in coaching. In P. Potrac, W. Gilbert, & J. Denison (Eds.), *Routledge handbook of sports coaching* (pp. 309-320). London: Routledge.



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# Build a Trust Bank



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# Build a Trust Bank

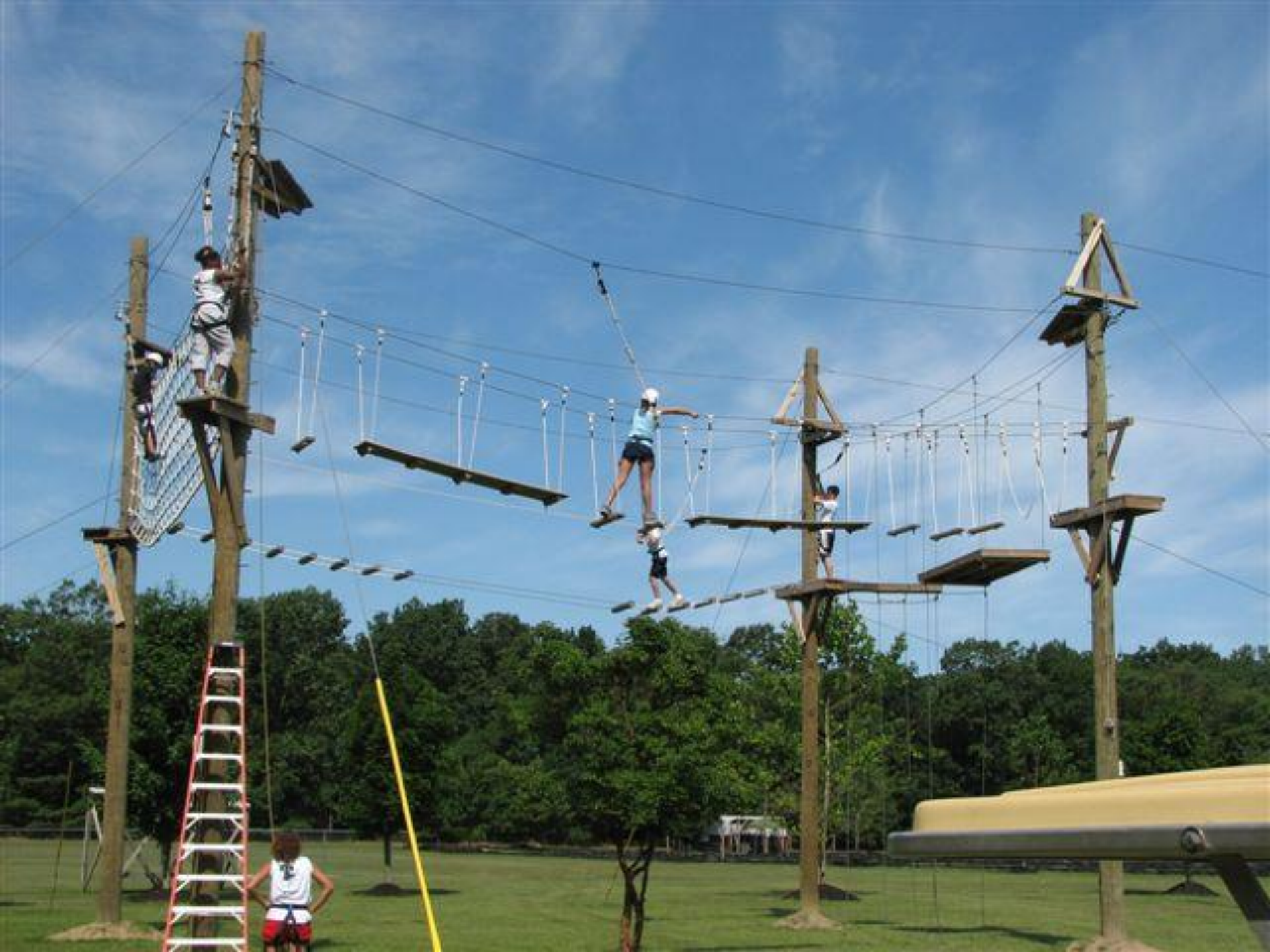


- Becoming a coach = opening a ‘trust’ account
- Successful coaches make regular deposits
- Must counter-balance inevitable withdrawals



# Common 'Deposits'











*Hinch puts psychology degree to work promoting team chemistry (Houston Chronicle, March 14, 2015)*



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# ‘Humanizing’ the Players

- Before each workout, young players Q&A:
  - Where are you from? Where did you go to school?  
Can you tell us a little bit about your career?
- ‘Get to know you’ homework assignments
- ‘50 questions’ and team presentation



*Clubhouse culture is created on trust. It's created on comfort that the person sitting next to you has your back and you have their back.*



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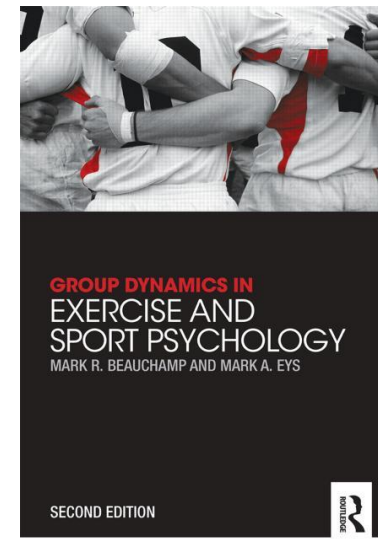
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# Mutual Trust = Collective Efficacy



- Group belief in each other
- Enhanced by, and contributes to, team cohesion
  - Teams that feel more connected to each other and team goals are more confident in team's ability
  - Teams with high levels of collective efficacy consistently outperform teams with low levels
  - Teams with high collective efficacy report higher levels of satisfaction and effort, lower levels of anxiety and stress



# One and Done

Long-term value of pre-season team building activities for nurturing mutual trust and cohesion?





# When Was the Last Time You Made a Deposit?



Turman, P. D. (2003). Coaches and cohesion: The impact of coaching techniques on team cohesion in the small group sport setting. *Journal of Sport Behavior*, 26(1), 86-104.

- Frequent praise
- Coach enthusiasm
- Setting team goals
- Playful teasing and joking with players
- Motivational team oriented speeches
- Scheduling quality opponents



# Trust and Cohesion Deposits

- ✓ Frequent and open communication
- ✓ Be a source of positive influence for others
- ✓ Resolve conflict through shared leadership

# Communication trust strategies



Instructions, first person to achieve Bingo (any line) AND person with most spots filled after 10 minutes each win an award. You can only use each person once and you can use yourself once. Print name of person in the grid.



Someone who...

has climbed Half Dome	surname starts with 'H'	owns a motorcycle	has a snake	is a coach	has attended the 'X' games	plays a musical instrument
has visited Canada	has attended Olympic games	has run a marathon	is married	has visited Asia	has same eye color as you	has a horse
is a referee	birthday in month starting with 'J'	has a daughter	enrolled in a different major than you	has a cat	was on the high school track team	has visited Europe
played high school softball	has a dog	has visited Africa	has attended a MLS game	has a tattoo	has a son	is a first generation college student
knows how to snowboard	knows how to ice skate	has done a triathlon	was born in a foreign country	has climbed Mt. Whitney	is a Fresno State athlete	has a brother
has visited Australia	can sing (well)	surfs	can juggle	has attended a MLB game	is bilingual	is an out-of-state student
has at least 5 siblings	played high school soccer	has a sister	has visited Mexico	has an iTunes account	played high school football	was born in Fresno county

# People Bingo

## CHAMPIONSHIP TEAM BUILDING

*What Every Coach Needs to Know to Build a Motivated, Committed, and Cohesive Team*

**Jeff Jansen, M.S.**

*"If you want to build a championship team, read this book."*  
Recommended by Patrick Lencioni  
 Head Softball Coach, University of Arkansas  
 Six-time National Champions

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## Cornerstones of Coaching

The Building  
Blocks of Success  
for Sport Coaches  
and Teams



# Team Tuesdays

- Time set aside on Tuesdays for team building
- Athletes responsible for leading the session
- Inspirational story-telling, showing motivational movies, creating team highlight presentations, and writing team chants



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# Positive Touch



Kraus, M., Huang, C., & Keltner, D. (2010). Tactile communication, cooperation, and performance: An ethological study of the NBA. *Emotion*, 10, 745-749.





# Positive Touch



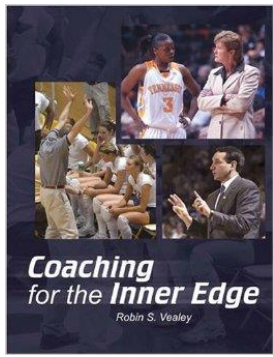
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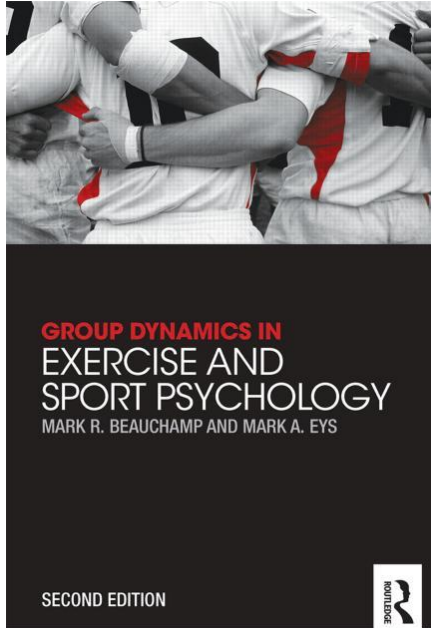
# PITCH it!

- **P**roductive (emotions in control, positive, efficient)
- **I**nformational (specific and relevant feedback)
- **T**imed (close to behavior or event)
- **C**onsistent (alignment with core values, congruency between verbal and non-verbal language)
- **H**onest (no hidden messages or ‘mind games’)



# Positive influence trust strategies

# Role Perceptions



Trust dwindles when there is:

- Role ambiguity
- Role conflict
- Role overload
- Role dissatisfaction

# Clarify and Accept Roles

- What are the responsibilities of this role?
- What behaviors are necessary to fulfill this role?
- How will I be evaluated in this assigned role?
- What are consequences if I do not fulfill this role?

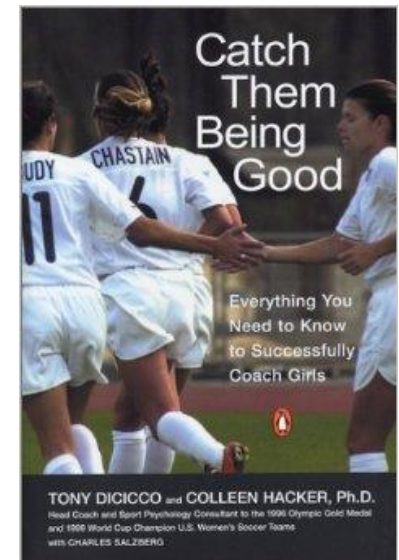
Eys, M. A., Schinke, R. J., Surya, M., & Benson, A. J. (2014). Role perceptions in sport groups. In M. R. Beauchamp & M. A. Eys (Eds.), *Group dynamics in exercise and sport psychology* (pp. 131-146). London: Routledge.





# TRY!

- **T**ake **R**esponsibility **Y**ourself
- Athletes encouraged to repeatedly ask themselves two questions:
  - What is your influence on the team?
  - What is your influence on the game?



# Role Acceptance



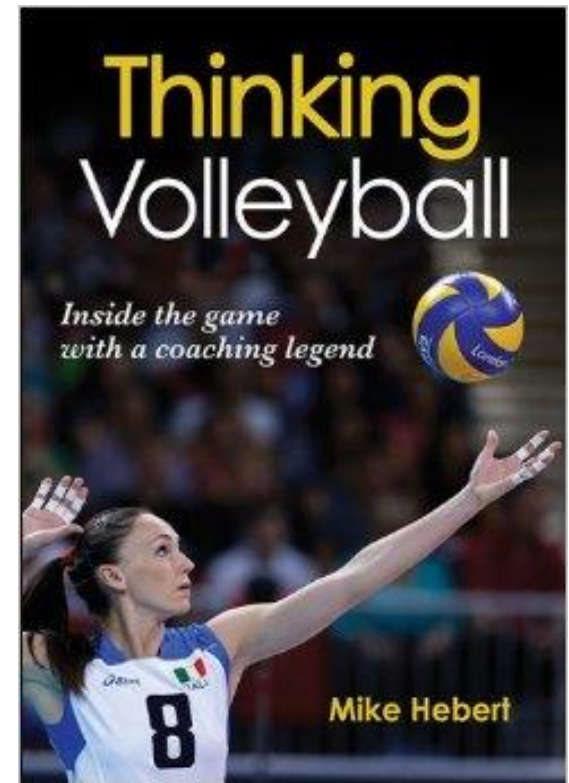
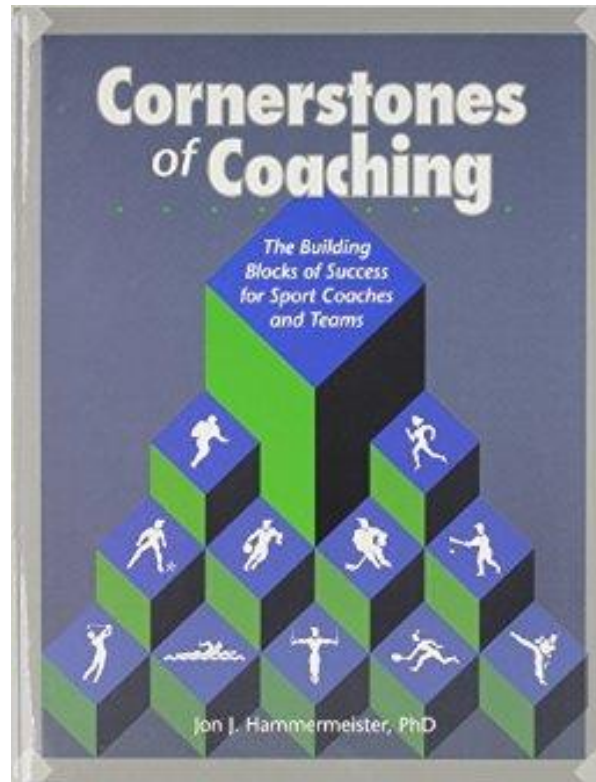
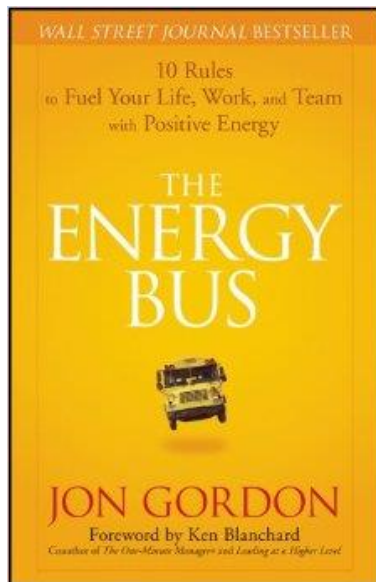
# Role Acceptance

*I was determined to be a dependable teammate. I've had my chances to start and be a major contributor ... [late in my career] I've found that sometimes the best way I can be reliable is to come off the bench and encourage our starters or give the team a boost of energy.*



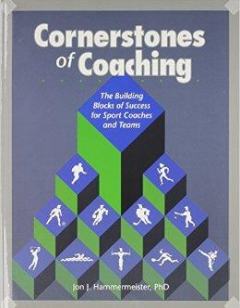


# Energy Giver Teammate



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# The 'E-File'

- Teammates write 3 things they admire about each member of the team
- Place completed sheet in folder for each athlete
- Coach reviews, add own statements
- Return 'ENTHUSIASM' file to athletes
- Review as needed to strengthen trust & confidence



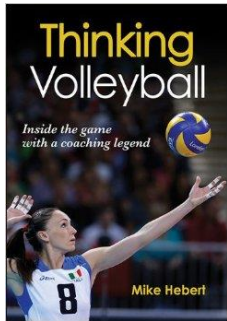
# Teammates vs. Complainers

## Teammates

Are open to change.  
Have "can do" orientation.  
Build on successes and strengths.  
Look for the challenge in situations.  
Take responsibility for their actions.  
Think in terms of new possibilities.  
Are good listeners.  
Have a continuous supply of energy.  
Make decisions easily.  
Feel in control of their environment.  
Are driven to excel by challenge and risk.  
Work hard all the time.  
Enjoy inner calmness.  
Are present- and future-oriented.  
Learn and grow from mistakes.

## Complainers

Resist change.  
See reasons they cannot do things.  
Focus on finding problems to fix.  
Are overwhelmed by problems.  
Avoid blame or responsibility.  
Are limited by what worked in the past.  
Are poor listeners.  
Run out of energy quickly.  
Wimp out in the face of tough decisions.  
Feel victimized by their environment.  
Are afraid to take risks or face challenges.  
Work hard only when they feel like it.  
Suffer excessive inner stress.  
Cannot let go of the past.  
Are devastated by failure.







*I was so thankful that I got the chance to be around him and see how he works and approaches the game. His whole attitude -- it was really special to be a teammate of his last year.*





*I simply want people to remember me as a competitor and a great teammate. That's it. Those are the two most important things.*



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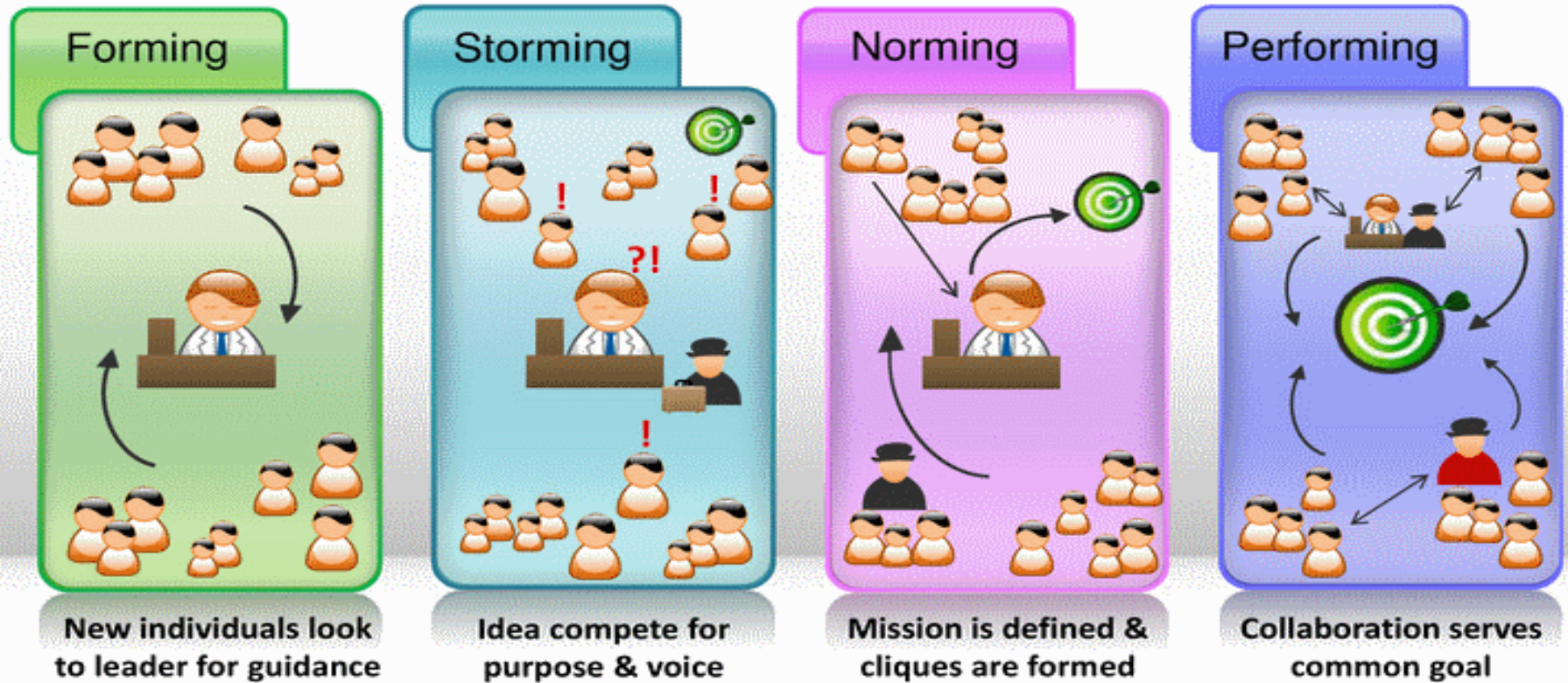
# Teammate Tribute Activity

- In pre-season, have each athlete write 1-page teammate tribute about themselves
- At the end of the season, what would my teammates would say about me?
- Revisit during the season as a reminder

# Resolving conflict trust strategies



# Tuckman's Group Development Stages









<https://lecturehub.files.wordpress.com/2013/10/tuckmans-group-development-stages.png>



# Shared Leadership

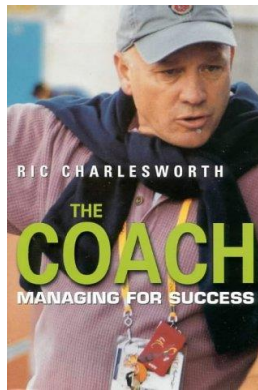
*Montreal Canadiens to play 2014-15 season without a captain*



		DIV	GP	W	L	OT	P
1	 NY RANGERS	M	71	46	18	7	99
2	 MONTRÉAL	A	73	46	20	7	99
3	 ANAHEIM	P	74	46	21	7	99
4	 TAMPA BAY	A	73	45	21	7	97
5	 ST. LOUIS	C	73	45	21	7	97







*The best teams have a critical mass of leaders and at any one time a bunch of them must demonstrate it. By having no designated captain, I believed we would get more out of the players.*

## Widen the Leadership Base



Turman, P. D. (2003). Coaches and cohesion: The impact of coaching techniques on team cohesion in the small group sport setting. *Journal of Sport Behavior*, 26(1), 86-104.



# Team Unity Councils

- Two senior athletes from each position on the team formed the unity council
- Responsible for bringing team issues to the coaching staff
- Most effective when hold meetings at frequent and regular intervals (proactive)





# Resolving Conflict

Don't	Do
Do not label, accuse, or insult the person.	Do describe the other person's actions and behaviors. Focus on issues and on behaviors that can be changed and not personality issues.
Do not view conflict as a win-lose situation.	Do view conflict as a problem to be mutually solved.
Do not describe the other person's action in a general way.	Do define the conflict and describe their behaviors in a specific and limited way as possible.
Do not expect the other person to be a mind reader.	Do describe your feelings and reactions to the other person's behavior.
Do not expect the resolution to fall only on the other person's shoulders.	Do describe your actions (what you are doing and failing to do) that contribute to the conflict and what you can do to help resolve the conflict.



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# Build a Trust Bank

- ✓ Frequent and open communication
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# Are You a Trustworthy Coach?

- Would I want and like to play for me?
- Will I be the best that I can be under me?
- Why would I want to train under me?





*Strive to be the coach you always wanted to play for.*



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