

NATIONAL COACHING SYMPOSIUM 2020





Coaching Doublehanded Teams into Cohesive Perfection

How to bring two different personalities and skills levels together and build a collective effort.

What does a cohesive and successful team look like?

Steps to making the pair?

What can undo a cohesive team and what to watch out for?

How to make it last

Managing conflict



Characteristics of a cohesive team

- **Mutual Respect**
 - Built on Trust
 - Understanding
- **Individual Roles and Identity**
 - Clearly defined roles or job description
 - specific division of labor
 - on & off the water
- **Inclusive Team Identity**
 - Team First
 - This is who we are
- **Defined Shared Mission or Goals**
 - Compatible and connected individual goals
- **Commitment**
 - Improving oneself for the betterment of the team
- **Constant Effective Communication**



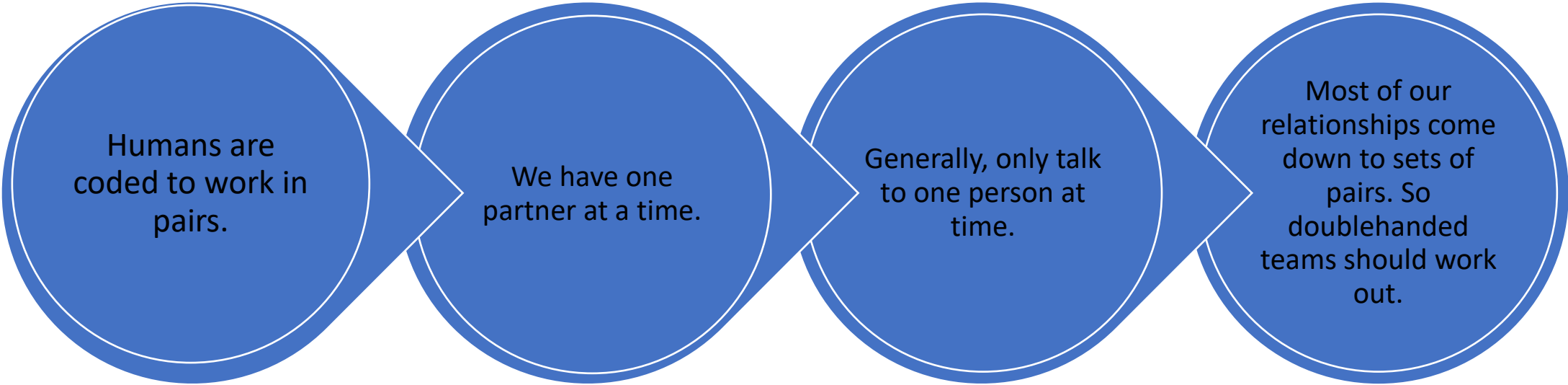
Roblesheasailing.com

Putting together the perfect pair

- What does it take?



Getty Images/iStockphoto



Humans are
coded to work in
pairs.

We have one
partner at a time.

Generally, only talk
to one person at
time.

Most of our
relationships come
down to sets of
pairs. So
doublehanded
teams should work
out.

Steps to lasting partnership

- Define the Need, Seek a solution
 - Not all successful pairs are alike, many pairs are made up of opposites. Look beyond presumed compatibility, some pairs don't fit expectations. Sometimes different talents, skills, character, and attitudes can create a synergetic outcome.
- What are our considerations? Physical attributes, schedule, resources, personality, adaptability
- Coach should establish individual relationships with both athletes based on knowledge, respect, honesty, and integrity. Understand their skills, experiences, competencies, and weaknesses.
- Bring the team together with clear common goals, mission and expectations.
 - identify what each other's strengths and weaknesses
 - Guide the team in identifying roles and responsibilities
 - Acknowledge individual goals and how they will contribute to and support the team mission.



Steps to lasting partnership

- Coach needs to value differences in the individuals.
- Help the athlete appreciate their different experiences and roles.
- Foster Teamwork, manage and promote effective positive communication habits.
- Roles may need to be adjusted as skill gap closes
- Establish Ground Rules and Team Values and Culture

Building and maintaining a team is one of the most important responsibilities of the Coach. Constant guidance and adaptation is called for.



Capsizes

- Misalignment of values or expectations
- Lack of respect
 - One team member doesn't recognize or respect the achievements or skills of the other
- Broadening competency gap
- Inconsistent communication and failure to communicate
- Outside influences
 - Changes to available resources
 - Injury or illness
 - Personal relationship
- Conflict
- Contempt- Disdain rooted in unexpressed anger

Fostering Respect

- Empower the crew
 - Talk to people in the boat.
Coach both!
 - Ask them questions about what they thought, saw, said, or did during the race
 - Hold both accountable for successes and missteps
- Model and teach a communication habit
- Speak positively of the team member
- Give emotional space when needed



Conflict is expected

Conflict shouldn't always be considered a bad thing. High Functioning teams frequently have productive and healthy conflict.

How conflict is managed will determine how successful the team will be overtime.

Common sources of conflict:

- Poor communication
 - Lack of communication and tone
- Misconstrued facts
- Differing points of view
- Poor alignment of values
- Not respecting assigned roles
- Skill gap
- Not understanding criticism timing



Resolution and Management of Conflict

Step 1 – Prep for resolution

- Recognize the issue
- Acknowledge the how it can threaten or impact the team or team's performance
- Agree to process, team first, set ground rules; control, take turns, no interruptions. What the role of the coach is in the resolution process.
- Agree to communicate

Step 2 Understand the situation- hear the points of view

- Bring clarity to the opposing positions.
- Make a list of facts, assumptions under each belief, ask “why” and “why not?” questions to clarify their positions.
- Analyze the facts & assumptions of each position

Step 3 Find Agreement or resolution

- Celebrate and recognize the work that went into the resolving the conflict. (The growth)



Resolution Options

- Limited time resolutions, try and then reevaluate (“let’s try it this weekend”)
- Agree to a contingency, agreeing that if a something happens then an alternative agreement takes effect;
- Non-precedent setting agreement
- Ask the each one to propose a solution that will meet the other’s interests and priorities.
- Team will often agree how to resolve similar issues in the future



Prevention and Management

- Timely addressing and resolving the conflict- avoid ignoring it.
- Being open
- Clear communication- active listening
- Facts aren't personal; don't let it get personal
- Focus on what can be done
- Encourage different points of view
- Express feelings
- Demonstrate respect
- How to make it more productive



Grey Voigt

Any questions?

Mitch Brindley

mbrindle@odu.edu

757-287-1201

