

# TEAM COHESION

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# Team Cohesion Presentation Outline

- Define team cohesion
- Define a group & group cohesion
- Define a team
- Why one needs to build team cohesion?
- Situational factors that affect team cohesion.
- Personal factors that affect team cohesion.
- Leadership factors that affect team cohesion.
- Team factors that affect team cohesion.

# Why study groups?

- Teamwork is essential to life. It blends the talent and strength of individuals....Pat Riley, Basketball Coach
- Attitude and chemistry are the factors that control winning, no matter what the talent level....Gary Barnett, Football Coach
- The success of the Celtics is based on the philosophy wholly opposed to individualism...Red Auerbauch, Basketball Coach
- You're not going to win with kids who are just All-Americans. The kids must have more than status they must have togetherness.....John Thompson, Basketball Coach
- Talent wins games, but teamwork and intelligence win championships...Michael Jordon, Basketball player
- *The basic assumption is teamwork directly relates to success.*

# Humans Would Do Better Without Groups

- Social Loafing
  - Conformity
  - De-individualizing
  - Group thinking
- 
- These are the negative aspects of group formation.

# JUST WHAT IS A GROUP?

Defined by the way the group members interact among themselves

Based upon interdependency to achieve a goal

# What is team?

- Any group of people who must interact with each other to accomplish shared objectives
  - ◆ Based on interdependency and common goals
  - ◆ *Evolutionary process*, constantly developing
  - ◆ Changes *due to* internal and external factors

# WHAT IS GROUP COHESION

- A process where the group stays together in pursuit of a goal and/or needs (Carron, 1999)
- Defined by the way:
  - members interact
  - interdependency
  - what activity they perform

# Teamwork must be taught!

- ..."Teamwork is taught. You don't just lump a group of people together in a room and call them a team and expect them to behave like one"....Pat Summit, Basketball Coach
- It's easy to find great players. What's hard is getting people to play as a team. That's the selling job....Chuck Daly, USA Basketball Coach



# Sport Setting Research

- Coaches that applied team building principles in their program did enhance cohesion in athletes.
- Holt & Sparkes (2001) study across a soccer season found that team building principles related to developing clear and meaningful rules, team goals, communication, and making personal sacrifices were strongly related to the level of cohesion.

# How does team cohesion relate to team success?

- Widemeyer, et al (1993) review found that 83% of studies reported a positive relation between cohesion and performance.
  - ◆ High cohesive teams are more successful
  - ◆ Cohesion increases performance by producing higher levels of effort (Bray & Whaley, 2001)
- Some studies have found a negative relationship between cohesion and performance.
  - ◆ E.g. New York Yankees in the 1970s

# Why are there inconsistencies in the results about cohesion?

Because different sports require different task interaction:

Interactive sports (e.g., football, soccer, hockey) require team members to work together whereas other sports (e.g., baseball, tennis, track) do not require as much interaction.

Does performance lead cohesion or cohesion lead performance?

With recent hockey studies across a season and female field hockey team....results indicated that cohesion leads to greater performance.

# Direction of Causality

Level of Cohesion



Results in level of performance



Better performances bring teams together

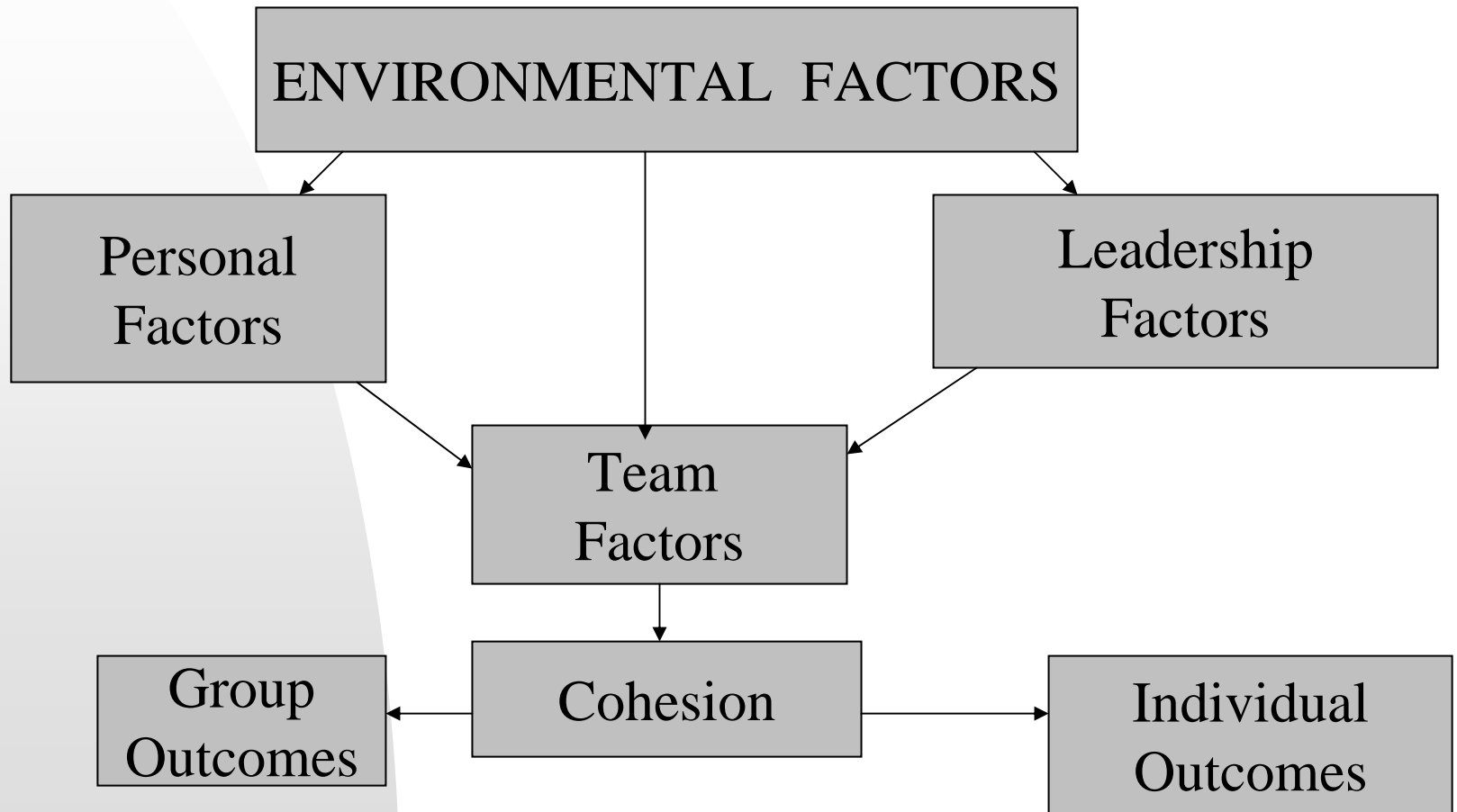


Leads to increased cohesion

# HOW DOES TEAM COHESION RELATE TO TEAM SUCCESS?

- Greater player satisfaction
- Less turn over in the group
- More influence on member's behavior
  - ◆ Teams high in cohesion can better resist disruptions
  - ◆ Teams that stay together tend to be more cohesive which leads to improvements in performance
- More adherence to arriving on time, attend, less likely to drop out, and high level of belief in one's ability (self-efficacy).

# FACTORS OF TEAM COHESION (CARRON)



# KEY ENVIRONMENTAL FACTORS

- Normative factors hold groups together
  - ◆ Contractual responsibilities
    - ★ Scholarships
    - ★ NCAA regulations to transfer
  - ◆ Organization factors
    - ★ Size of the team
    - ★ Distinctiveness from others

# Key Personal Factors

- Individual characteristics of group members
  - ◆ Level of satisfaction was best predictor of both social and task cohesion.
  - ◆ Similar aspirations is another factor.



# Key Leadership Factors

- Leadership style is vital to team cohesion
  - ◆ Clear communication
  - ◆ Team goals
  - ◆ Team members' roles
  - ◆ Enhancing feelings of cohesion
  - ◆ Compatibility between coach and athletes

# Key Team Factors

- The task to accomplish (NASA-Going to moon)
- Individual or team sport
- Strong desire to be successful (History of winning)
- Shared experiences of successes
- Team stability (length of time playing together)

# Seven “C’s” of Championship Team Building

- Common goal
- Commitment
- Complementary Roles
- Clear communication
- Constructive conflict
- Cohesion
- Credible coaching

# Theories of Team Development

## Linear Perspective

Tuckman proposed that groups go through four stages forming, storming, norming, and performing

## Life Cycle Perspective

Groups develop similar to life cycle of individuals as the group develops it prepares to breakup

## Pendular Perspective

Shifts occur in interpersonal relationships during the growth and development of groups across a season

Groups do not move in a linear fashion from once it is formed

# STAGES IN BECOMING A TEAM

- 1. FORMING
- 2. STORMING
- 3. NORMING
- 4. PERFORMING

# DURING THE FORMING STAGE

- ATHLETES need to get to know each teammate.
- COACHES need to develop a strong team identification.

# DURING THE STORMING STAGE

- ATHLETE has periods of rebellion, impersonal conflict, and resistance to authority.
- COACH needs to communicate with their players and work on role clarification.

Some team never get out of this stage

# DURING THE NORMING STAGE

- ATHLETES are cooperative, performing as one, and working together
- This is considered to be the stage where they achieve team cohesion.
- COACH should not give star status to only a few and should work on stabilizing the team roles.



# DURING THE PERFORMING STAGE

- ATHLETES roles are defined and the primary goal is team success.
- COACH role during this stage is to provide feedback from the players and assess the team climate to determine what might be needed to maintain performing.

# Team Building Steps

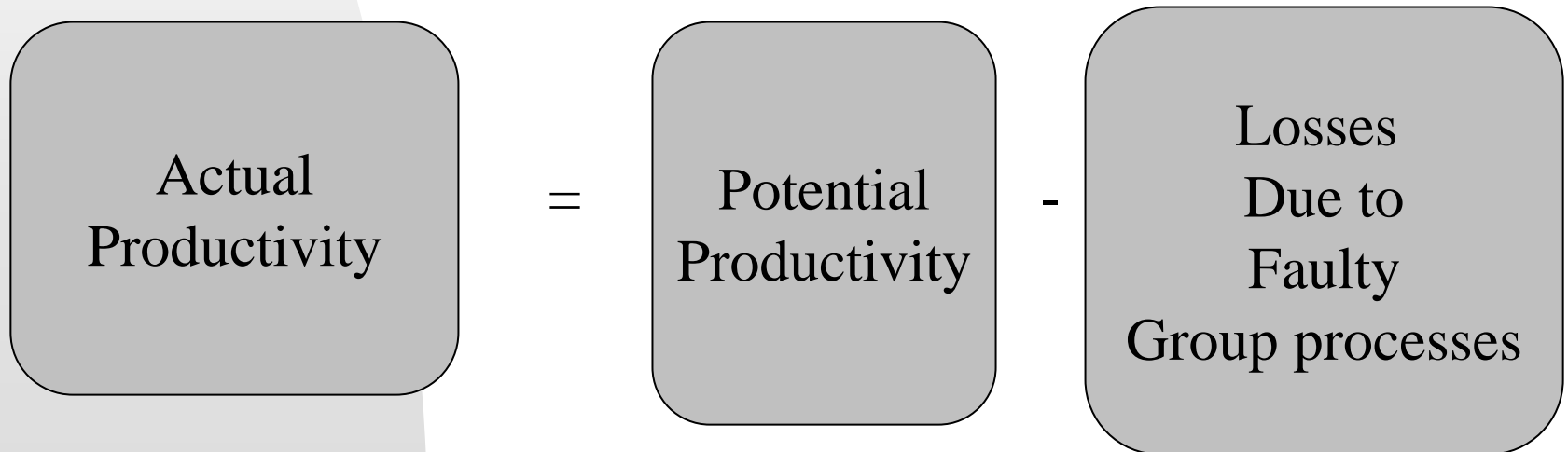
1. Assess- Past team history, team leaders, influential people, player's background, experience, player's trust and respect of the coach.
2. Strategize- Maintain your strengths & improve your weaknesses
3. Implement- Action plan
4. Evaluate- Evaluate you action plan

# Individual and Team Performance in Sport

- Coaches are required to get individuals to play together as a team and understand how individuals interact:
  - ◆ Steiner's model
  - ◆ Ringelmann effect

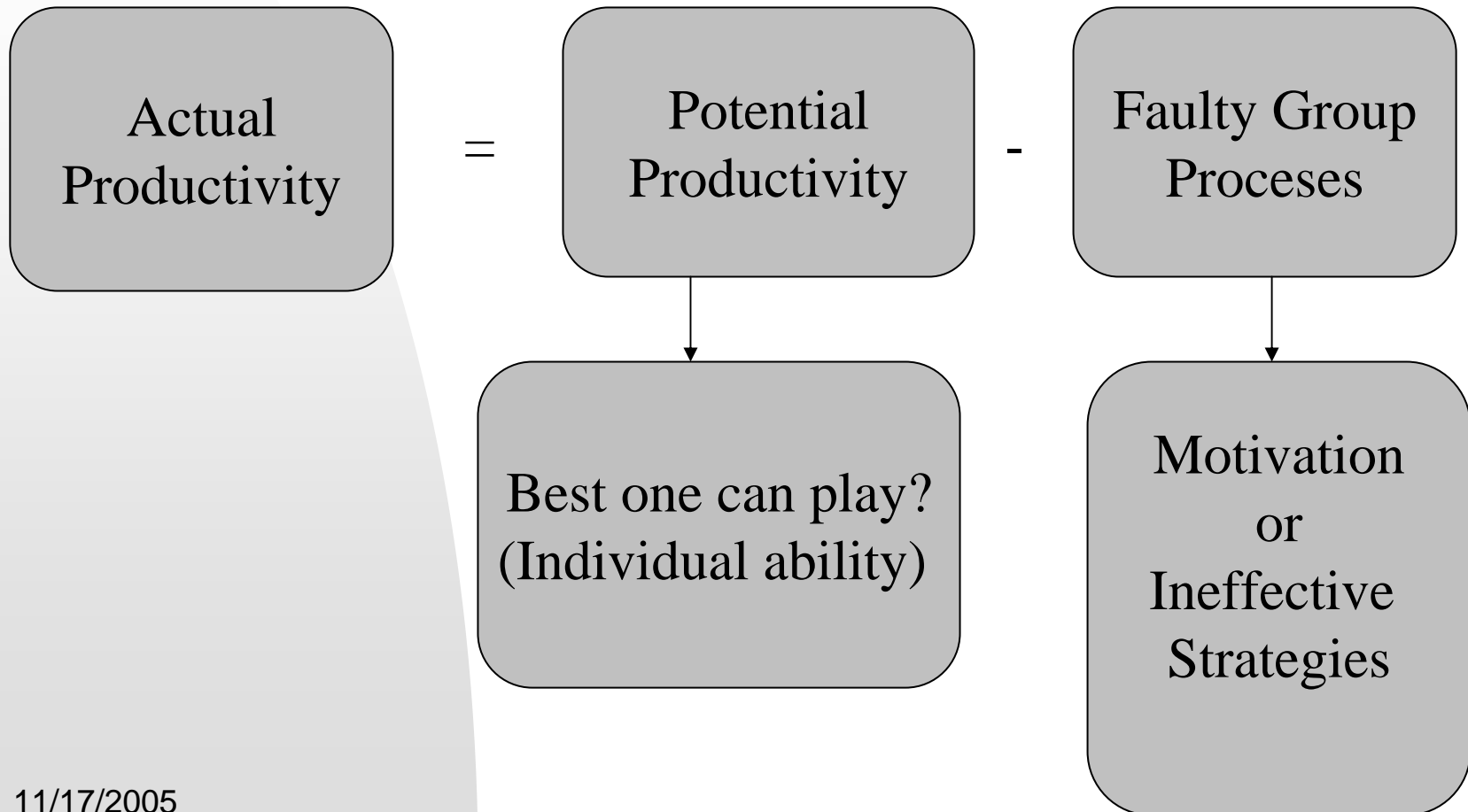
# Steiner's Model

- Relationship between ability and player interaction



# Steiner's Model

Implies that a team's actual productivity does not match their potential productivity



# Ringelmann Effect

- Individual abilities do not sum up to group or team performance
- Rope pulling study by Ringelmann
- As the number of people in the group increase individual performance decreases which is known as the Ringelmann Effect

# How individuals skill relate to group performance!

- Individual skills are only moderately good predictors when two or more people interact in a precise way.
- Jones studies with professional teams and players.
  - ◆ Used statistics of the games to relate to team success across a competitive season
  - ◆ Sports in which more cooperation and interaction are necessary the importance of individual ability decreases and groups processes increases.
  - ◆ The more closer the players are in their abilities the more likely they will fully put to use their combined abilities.

# Common Goal

- Establish a mission & leave a lasting legacy
  - ◆ What *can* you achieve?
    - ★ Taking into account your strengths, past performances, and upcoming opponents...What is possible this season!
  - ◆ What *do* you want to achieve?
    - ★ How motivated are you? The team?
    - ★ Can you commit? Team commit?



# Focus on the Process

- Emphasis on how to get there and not winning.
  - ◆ Daily process (workout, practice, skill development, strategy)
    - ★ Stress the importance of quality practices
    - ★ Practices are where the team improves
    - ★ Little things in practices lead to big goals
    - ★ Set 2-3 major goals for each practice
  - ◆ Break down your mission into manageable chunks( early, middle, late season)

# Commitment

- How to get your players as committed as you are?
  - ◆ Key to commitment is involvement!
  - ◆ Involve them as much as possible in the team's mission.

# Benefits of Commitment

- Higher motivated players
  - ◆ Involve players in the process of determining their success
  - ◆ Need to be in control
- Accountability and ownership
  - ◆ Players feel competent and valued
  - ◆ Players' take responsibility for their success and failures

# Levels of Commitment

- Apathetic-player that does not care
- Resistant- player with their own agenda
- Reluctant-player who does enough to get by
- Existent-player who is on team of other reasons
- Compliant-player will do what is asked but no more
- Committed-player is willing to do what is necessary
- Compelled-player that is totally invested
- Obsessed-goal is the players only focus

# Levels of Commitment

- Championship teams have a majority of their members in the “compliant” through “compelled” categories.
- “Sport require you to commit...You try to play football without having your heart in it, and you’ll end up on your butt, pretty dadgum quick.”
  - Coach Bobby Bowden, Football coach

# Commitment & Discipline Go Hand-in-Hand

- Investing time to involve your players in determining team mission and standards improves discipline on your team

“....the entire aim of our policies at Tennessee is to get our players to discipline each other....

-Pat Summit, Basketball Coach

# Four Levels of Discipline

1. **Personal responsibility-** player accept responsibility for following their rules
2. **Team accountability-** Players owe it to the team to do the right thing.
3. **Team involvement-** Player strays, the players encourage him/her to get back in line.
4. **Coach involvement-** You remind and enforce the team's mission and help resolve conflicts.

# Building Commitment

- Let your player plan a practice from time to time
- Use your players to decide what types of penalties should be administered. These penalties need to be established ahead of time.
- Involve your players.

“....sense of ownership is the most powerful weapon a team can have.”...Pat Summit



# Building Team Cohesion

- Team Building Plan & Commitment to a Common Goal
- Role Acceptance
- Communication
- Constructive Conflict

# Commitment to a Goal

## Foundation of Team Trust



# Team Building Plan

- Effective Practices
- Implement strategies that match the stages of team cohesion
- First team meeting
  - ◆ Create a team mission
  - ◆ End of season banquet
  - ◆ Identify your team pillars of success
    - ★ i.e. fun, dedication, confidence, pride, support, mental toughness, communication, work
  - ◆ Team commitment contracts

# Once the mission is established, focus on the process

- Team Roles
  - ◆ Set of behaviors required or expected of a person that occupy a certain position in a group
    - ★ Formal roles are dictated by structure of team
      - Starter versus non starter
    - ★ Informal roles evolve from group dynamics
      - Enforcers and mediators of the team
- Role clarity
  - ◆ Key to team effectiveness
  - ◆ Understanding what is expected of you
- Bottom line is together everyone achieves more.

# Role Acceptance

- Role Acceptance
  - ◆ Satisfaction of one's role
  - ◆ To achieve as a team, individual sacrifices must be made throughout the season.
  
- Role acceptance is directly related:
  - ◆ Opportunity to use specialized skills
  - ◆ Receive feedback and recognition
  - ◆ Role significance
  - ◆ Opportunity to work independently

# Clearly Defining One's Role

Individual meeting with each player

Team define roles for each other

Coach recognizes and let all players know how much they are appreciated.

- ◆ point at them during play
- ◆ Nails Award/Glue Award

Invest the time to develop team leaders

- ◆ team leaders set the standards on a team

# Coach-Player Communication

Open door policy

- ◆ Paraphrasing (active listening)
- ◆ Line of regard
- ◆ Better to be vocal rather than silent

Proximity

“Open, honest communication is the most important element in building trust with in program”.....Pat Summit (Basketball Coach)

Poor communication usually results in conflict

# Player-Player Communication

Players have a need to communicate in most sports to achieve common goals.

Poor player communication is another source of conflict.



# Performance Communication

Needs to be quick, short, and focused.

- ◆ Focus on effort and results, not just results!
- ◆ Frequent early, less later

Feedback can be interpreted as criticism.

Understand the difference between a poor performance and mistake!

Foster risk taking or be Captain Hook!

Sandwich Approach

# Team Conflict

- Team norms
  - ◆ Level of performance, pattern of behavior or belief.
  - ◆ Expectation of rookies, veterans, starters, nonstarters, head coaches, assistant coaches.
  - ◆ Expected behaviors that fall below or above this level is not acceptable by the group
    - ★ Ball hog and shoots to much
    - ★ Doesn't hustle or come to practice
- Many players outwardly profess they are team players, inwardly hope the person starting in their position plays poorly.....*A common goal is a means that players will pull for each other!*

# Team Conflict

- Role conflict is a major source
  - ◆ A goal is blocked due to lack of ability, motivation, time or lack of understanding to achieve the goal
  - ◆ Reward team success instead of individual statistics, honors, and awards.

# Why Some Athletes do not give 100%

- They are called SOCIAL LOAFERS
- Causes
  - ◆ Coaches do not recognize their importance
  - ◆ Players seem anonymous
- Solutions
  1. Recognize
  2. Evaluate performances
  3. Form sub-groups (such as defensive backs, offensive lineman, or receivers in football)

# Effective Team Climate

Coaches have the greatest influence on team climate but it is the players perceptions that sets the team's climate.

Team climate is how thing are done on the team.

# Factors of Team Climate

- Social support
  - ◆ Positive impact on performance
  - ◆ Linked to team cohesion and team climate
  - ◆ Mutual support and respect (Krzyzewski, Duke Basketball coach)
- Proximity
  - ◆ Being near to each other
  - ◆ Locker rooms, residence halls, trips, fund raisers, training tables

# Factors of Team Climate

- Distinctiveness
  - ◆ Feeling distinct
  - ◆ Team uniforms, mottoes
  - ◆ T-shirts: UMD Bulldogs, Nebraska Cornhuskers
- Fairness
  - ◆ Degree of compatibility between the coaches and players assessments of the players' skills and contributions
  - ◆ How the coach communicates their views to the athletes
  - ◆ Athlete's perceptions that the coach is trying to help them improve and be happy (Anshel, 1994)

# Factors of Team Climate

- Similarity
  - ◆ Commitments, attitudes, aspirations, and goals lead to positive team climate
  - ◆ The most successful team are players who possess the same skill level and have similar goals.



# Next Period

- Using the players and assistant coach
- Giving constructive feedback using the sandwich approach
- Ways coaches can develop team cohesion!

# Ways coaches can develop team cohesion (credible coaching)!

- Attract, recruit, and select good people who are team players
- Show concern for players as people
- Build trust
- Give your players credit
- Stay in touch with your team
- Avoid coddling your superstar or negative players
- Know your stuff

# Ways coaches can develop team cohesion (credible coaching)!

- Create a cohesive coaching staff
- Define and appreciate roles
- Be consistent
- Work hard but have fun and avoid burnout
- Avoid excessive competition within the team
- Be a positive role model
- Establish a mission and process to attain your common goal
- Involve the players and hold them accountable