



## “Better Players, Better People”

### The Positive Coach

Our vision is a football culture in Scotland where young players are developed in a positive, safe environment, where they learn to win through effort and where valuable life lessons are developed. Through the Positive Coaching Scotland programme we are driving change.

The PCS programme can help coaches;

- Create a more enjoyable football experience for all involved
- Support the teaching of life lessons and character development
- Foster better performance
- Keep kids in football and sport longer

As a coach, you are one of the greatest influencers in, not only in the young person's football experience but in equipping the young person to become successful in life.

Positive coaching has two goals;

- The first goal is teaching young people vital, character building skills through football. Skills that will equip them for life.
- The second goal is winning. Learning to compete effectively is a necessity in all areas of life. We want to win, just not at all costs, but through applying concerted effort to achieve set goals.

The following three positive coaching principles guide our coaching methods to help coaches, parents, and players work towards achieving these two goals.

#### **Honour Our Game:**

Teach everyone involved how to honour the rules, opponents, officials, team-mates and themselves.

Rules - Obey and uphold the rules and play the game with honesty

Opponents - Respect your opposition and show great sportsmanship

Official - Value a referee's role and always show respect

Team-mates - Work together with your team-mates to develop strong team bond

Self - Lead by example by your manner and behaviour on and off the pitch

#### **Redefine Winning**

Move the focus from the scoreboard to succeeding and winning through effort. Focus on getting better rather than simply winning games and recognise that winning is one of the outcomes of improvement. Through effort, learning and bouncing back from mistakes a young person is provided with a mind-set to grow as a player and to achieve in whatever they chose to do in life beyond the playing field.

To help our players get the most out of football, we expand what it means to be a “winner” to encompass players who:

- Make maximum effort.
- Continue to learn and improve.
- Refuse to let mistakes (or fear of making mistakes) stop them.

This is called a Mastery Coaching. If our players keep these things in mind, they will develop habits that will serve them well throughout their lives. Players who are coached with a Mastery Orientation tend to have reduced anxiety and increased self-confidence and when players feel less anxiety and more confidence they will work harder, stick to tasks longer and improve quicker.

#### **Fill the Emotional Tank**

Positive coaches utilise relentless positivity to build confidence in young people no matter what the coaching situation.

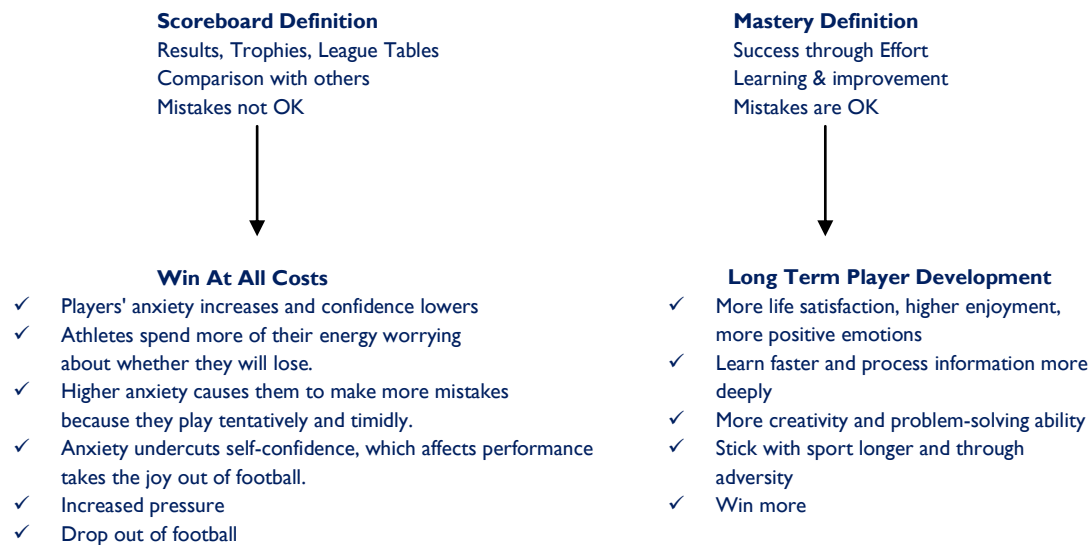
A positive coach compliments, praises, and encourages and understands the importance of giving truthful and specific

- Give positive encouragement of effort irrespective of outcome or result
- Encourage young players to be confident and don't be scared to try things
- All players get nervous - praise, listen and support players to build confidence
- Model the good behaviour you want to see in your players through positive verbal and non-verbal communication on the pitch

# Redefine Winning: Mastery Coaching

A Mastery Coach doesn't solely focus on match results and league positions. A Mastery Coach understands building confidence; focusing on effort, valuing sportsmanship, encouraging resilience and motivating young players will ultimately develop better football players, produce better results and leave young people with useful life skills.

When the priority of a young age team is winning, it fails in its most important role of player development. When winning becomes the focal point, it is hard to create a positive learning environment due to the stresses created from the need to win. Through Mastery coaching we prepare kids to win through skill development and a positive learning environment. Research shows that by applying a mastery approach you will improve players quicker and you will win more on the scoreboard



Sports psychology research shows that teams and players who take the Mastery approach (giving 100% effort, constantly learning, and bouncing back from mistakes) consistently win more matches. By moving your team's focus off their scoreboard results and on to their effort, you'll have happier, more self-confident players, and the wins will come.

## Coaching Tools for Mastery

The Positive Coaching Scotland programme and the Scottish FA promotes the use of a number of tools to help you as a coach to get the best from young people by implementing the Mastery approach

### **Tool 1. Effort Goals vs. Outcome Goals**

Effort Goals are a powerful tool for a coach. An Effort goal is achievable if the young person works hard and puts in appropriate effort to achieve and can easily see when progress has been made. Outcome goals tend to focus on the end result and do not take into account any of the effort which was made to achieve them. They can provide motivation, however solely focussing on the result can lead to increased anxiety and lowered self-confidence. Effort goals set at the correct level will allow players to progress towards their outcome goals.

<u>Effort Goals</u> (Player in Control)	Vs.	<u>Outcome goals</u> (Player Not in control)
Sprint after all 50-50 balls		Gain Possession of the ball
Shoot on sight Follow up rebounds		Score a Goal
Play short passes Movement off the ball		Keep the ball from the other team
Deliver as may crosses as you can		Assist a goal from a cross ball

## Tool 2. Individual Learning Goals

Setting goals creates a path for players to follow to master skills. It is an effective motivational technique that boosts skill learning as well as performance in competition. Players tend to be more focused and committed to training when goals are clearly established and they know unquestionably when they have achieved them.

In your team each player should have an individual goal that they aim to achieve two weeks from now

These should be set a little beyond what individuals think they can achieve, but are achievable with effort through time. Whether individuals achieve them or not, it will motivate a young player towards a target. Goals should be carefully monitored to ensure they are not too ambitious and discourage. When Individual goals are properly set, they become Just-Right Challenges' those individuals are excited to achieve. A good example is if a player can get 10 keep ups! The stretch goal you might set would be 15 keep ups. This would give the player a target to work hard at to achieve.

## Tool 3. Praise and Reward Effort

All coaches reward players who have performed a good play such as scoring a goal or making a great pass but to maximise team effort, reward players who try hard and show great attitude, dedication and resilience to improve.

As a coach look for moments that the player has worked hard and praise the player's effort. For example a player may dribble past two defenders but shoots the ball high over the crossbar and they will instantly be disappointed. You as a coach can praise the effort he/she has shown to make the play and the success he/she had in getting past the defenders to shoot. This promotes that you as a coach notices effort no matter what the outcome and in turn motivating your team to work hard and show resilience.

## Tool 4. Mistake rituals

Mistakes are what young players worry about most. Once a player makes a mistake on the pitch or in training it can have a negative impact on their confidence and often lead to them giving up easily and not trying again

A mistake ritual is a powerful sports psychology tool. It can be a gesture and a statement that coaches and players use to transform the fear of mistakes. A mistake ritual allows players to quickly 'reset' for the next play without beating themselves up for making a mistake. Using key words or actions you can get your players to respond in a positive way and keep trying new challenges.

- **"Stamp it out"** A quick stamp on the ground and move on to next play
- **"Bounce Up"** Anytime a player finds themselves on the ground (Tackled, tripped etc.) They immediately "bounce up" off the ground as quickly as they can. This signals them to get up, move on quickly, and get ready for the next play, as opposed to languishing on the ground and lamenting the mistake
- **"Double Clap"** - Often when players make a mistake they put their head in their hands in frustration and/or use expletives. A "double clap" ritual punctuated with a "Come on!" helps them keep their head up and focus on what's next

"Remember – it's not the mistake that matters, it's how you respond to it! FOCUS FORWARD!"

## Tool 5. Growth & Fixed Mind-set

Mind-set can affect the goals that young people pursue, the responses they have to difficulties and how they perform in sport and in life. Carol Dweck of Stanford University identified that players can possess 2 different mind-sets and this has implications for coaches. These mind-sets are directly linked to the mastery coaching concept.

Fixed Mind-set – Players see ability as set, afraid of making mistakes and compare themselves to others.

Growth Mind-set – Players believe they can grow and improve, focus on effort, welcome challenges and learn from mistakes

As coaches when you give feedback if you focus purely on praising their talent this harms motivation and it hinders performance. Praising the talent alone leads young players towards the fixed mind-set.

As coaches, praise the effort/hard work they have given to achieve a set task, as this will focus the player on the importance of hard work and move them towards a growth Mind-set. Your praise of effort will keep their confidence and motivation high and they will improve quicker and perform better.

"Great game. You are so talented = Fixed Mind-set"

"Great game. I see all of your hard work is paying off = Growth Mind-set"

For further information on Positive Coaching Scotland please contact Stuart Grieve, PCS Football Programme Manager on 07944962061 or email [stuart.grieve@winningscotlandfoundation.org](mailto:stuart.grieve@winningscotlandfoundation.org)

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