

SCOUTING REPORT

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There are many books in the local bookstores that provide coaches with information that could make a difference in how they coach their team. Some offer innovative drills and/or techniques to improve player performance. Others offer a system for running a specific offense or defense that a particular coach used in winning a championship. Whereas, others tell you what you need to do to motivate your players. While these books are “hyped” as containing something that is “new or innovative,” they are mostly “repackaged” ideas or philosophies of something that has already been done. So, what makes this book different from the rest?

This book is not so much about coaching as it is about *organizational culture change*. It will challenge you to change or modify the paradigm for how you coach your team. While you wear many hats as a coach, this book will challenge you to view your team as an organization, you being it’s CEO or Chief Operating Officer, your fellow coaches are the management team and your players are the employees. From this perspective, you will be able to close the gap between your team’s formal organization (what is supposed to happen) and the *informal, or normative organization* (what really happens) by using the simple, but powerful normative skills.

Your organizations’ informal, or normative culture, can be diametrically opposed to the stated goals and objectives that you set for your team. Like any leader who manages an organization, if you don’t know how to manage your culture, you will be at its’ mercy rather than its’ architect. Bottom line - your ability to lead your organization in creating a strong, positive winning culture will be reflected not only in the won/loss column, but also in the “on and off the field” behaviors of your players.

This book offers a basic *leadership operating system* for addressing your team’s culture. No earth-shaking secrets. No complicated formulas. Just a common sense system that good leaders have used intuitively throughout history in managing their “teams.” The beauty of this system lies in its simplicity and ability to be integrated into *any* organizational culture - including sports teams.

In Chapter 1, I present an overview of my experiences as a football player in high school and college. As a neophyte to organized football, I had to learn to adapt to the existing culture on the teams, but eventually became an individual who was able to help change the culture and be a part of an undefeated, National Championship Team. After a successful athletic career, my path then took me to graduate school where I learned the dynamics of how to change an organizational culture - the same skills my coach intuitively used at Duquesne University in turning the program around in four short years into a National Champion. Upon graduation, I followed my mentor and applied these normative skills in turning a residential program for troubled youth into an international model for excellence in residential treatment.

Chapter 2 offers a foundation for the use of the simple, but powerful normative skills. Helpathy is the philosophy that guides the use of the Normative Leadership skills that all leaders have used throughout history in leading their group, team, organization or nation.

Chapter 3 sets a foundation for understanding both group and individual behavior. As a coach, you must deal with each of these dynamics. Being more perceptive in seeing the “bigger picture” when it comes to individual behavior, groups and peer pressure, gives you an intangible edge in recognizing and treating the real problems you face on the team and not just treating the symptomatic behaviors.

Chapter 4 provides the simple, but powerful Normative Leadership skills. This is the “how to” operating system you will use in creating, changing and managing your team’s organizational culture.

Chapter 5 helps you to change the paradigm for how you coach. The Xs and Os are a very important part of your role as a coach. However, if your team culture is filled with on and off the field problems, you will have difficulty winning games. The Normative Coach model challenges you to think like the CEO (Chief Executive Officer) of your team organization. Business leaders use these skills to turn around businesses that are failing. Going beyond the Xs and Os and adapting your style to integrate and apply these principles, will take your team to the next level. As the coach goes, so goes the team. You must go beyond you!

Chapter 6 offers a Normative Game Plan for applying these concepts in turning around your program. The Control Phase strategies help you to set the foundation for change.

The Addendum Section presents you with a historical synopsis of the four-year turnaround process I experienced as a wide receiver on the Duquesne University Club Football Team. It chronicles my individual transition, as well as the team’s, as we grew from a grass roots program to a National Championship Team in four short years.

The Exhibit Section provides you with samples of documents for your use.

The culture of sports, in many ways, is a reflection of the culture of society. We have seen the effects of societal norms that have spawned organizational cultures, in all professions, that has reinforced the entitlement mentality, a lack of personal accountability, the condoning of unacceptable behaviors that range from dysfunctional to criminal and “leaders” who talk the talk, but fail to walk the walk. These are behaviors that managers must deal with in the work place. These are also behaviors that have been exhibited by athletes at the high school, collegiate and professional levels. These behaviors might be part of your team’s organizational culture.

As a *Normative Coach*, you will know **how to** apply the normative leadership concepts to your “organization” in order to build a strong foundation for change and success. So . . .

Learn the System . . . Build Your Team’s Culture . . . Cultivate a Winning Program . . . and . . .

Develop Normative Leaders for Life!