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Standard Focus— *Developing Leadership  
in your athletes*

Book Review of

*The Team Captain's Leadership Manual*

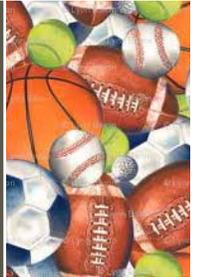
VHSL news

Ask The Experts



A Quarterly Newsletter for Coach Development

# Coaches Corner



## current topics >>>

### Focus on the AAHPERD National Coaching Standards

The current issue focuses on the National Coaching Standard in Domain 4—Coaches should provide athletes with responsibility and leadership opportunities as they mature.

As written in the National Standards for Sport Coaches published by AAHPERD. The coach should engage athletes in opportunities that nurture leadership and teamwork that can be learned on the field and exhibited in life.

For more information on the National Standards for Coaches go to [www.aahperd.org](http://www.aahperd.org)

## Recommendations for Developing Team Captains

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Recently, Gould, Voelkers, and Griffes (2013) interviewed high school coaches on how they cultivated leadership in their athletes. Based on the results of the study, current leadership theories, and what is known about youth leadership development the authors provide the following recommendations for developing team captains.

1. Develop a coaching philosophy that places importance on developing captains as leaders.
2. Create a trusting team motivational climate. Make it clear that players can come to the coach with issues they want to discuss.
3. Be intentional in cultivating youth leadership in captains. Recognize that all young people can learn to lead.
4. Discuss what leadership involves in general. Captainship is more than wearing a "C" on a jersey.
5. Determine the method of selecting your team captains. If player input is involved, be sure to explain to the team that being a captain is an honor that involves a number of roles and duties.
6. Explain to captains what their roles and duties involve and the approach that will be taken when working with them
7. Help your captains learn to lead. First, help captains develop their transactional skills such as learning to feel comfortable talking to a group, thinking about ways to motivate their teammates, and the importance of listening.
8. Hold regular meetings and provide feedback to captains.
9. Recognize that young people will make some mistakes as leaders. Giving captains responsibility is fundamental to their development as leaders.
10. Discuss with your captains how the leadership skills they learn can transfer beyond sport.



# Becoming an Effective Captain

Printed with permission from the Michigan State University Institute for the Study of Youth Sports\*

## Be positive and encouraging.

Great peer leaders help their teammates believe they can do things they didn't think were possible. Hold yourself and your team to high standards of performance and behavior, while focusing on teammate strengths and catching them doing things right.

## Be a good listener.

Leadership is not just about giving speeches and encouraging remarks. Listening and identifying team concerns and needs is critical! Teammates don't care what you know until they know you care.

## Guide your teammates in goal-setting.

Developing 3 or 4 general team goal statements at the start of the season helps teams achieve their mission and purpose. Use everyone on your team to set daily and weekly practice goals, as well as small and large performance goals.

## Be the example.

You are someone your teammates will look to emulate. Be an example of the athlete you want your teammates to become. Behave in ways that would make your family proud, and do it both off and on the field!

## Talk to your coaches

Ask your coaches questions about their expectations for their ideal team captain. Be sure to share your leadership goals and vision with the coaches and ask for feedback on your leadership behaviors.

## Recognize there will be tough issues

As a leader it's important to know that you will come across difficult decisions and issues that you are required to respond to. Lean on your team's goals and mission to help cultivate the right decision and seek help from your coach, mentor, parents, and administrators if necessary. A good leader tries to fix problems, but a great leader knows when they need help to problem-solve.

**A good leader tries to fix problems, but a great leader knows when they need help to problem-solve.**



## Coaches Education Program Accredited

In June 2013, the VHSL Coaches Education Program received re-accreditation from the National Council for Accreditation of Coaching Education (<http://www.qualitycoachingeducation.org/>).

During the re-accreditation, first granted in 2005, the VHSL's entire program was evaluated. Coaches completing the program will have been instructed in all of the required content included in the National Standards for Sport Coaches, which all competent coaches are expected to be familiar with.



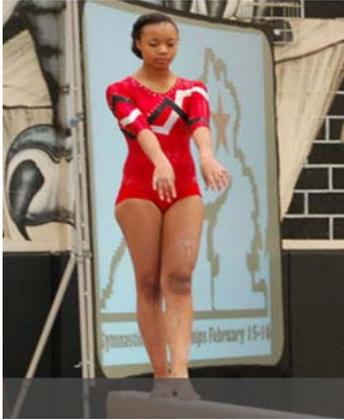
\*ISYS staff members have been working with the Michigan High School Athletic Association to hold leadership training workshops for current and future captains across the state for over five years. From their research and outreach efforts, they have identified several tips to help student athletes make the most out of the captaincy experience.

To find out more about ISYS and its research and educational efforts, please visit [www.youthsports.msu.edu](http://www.youthsports.msu.edu)

# The Team Captain's Leadership Manual

by Jeff Janssen

BOOK REVIEW BY LORI GANO-OVERWAY, Ph.D., BRIDGEWATER COLLEGE



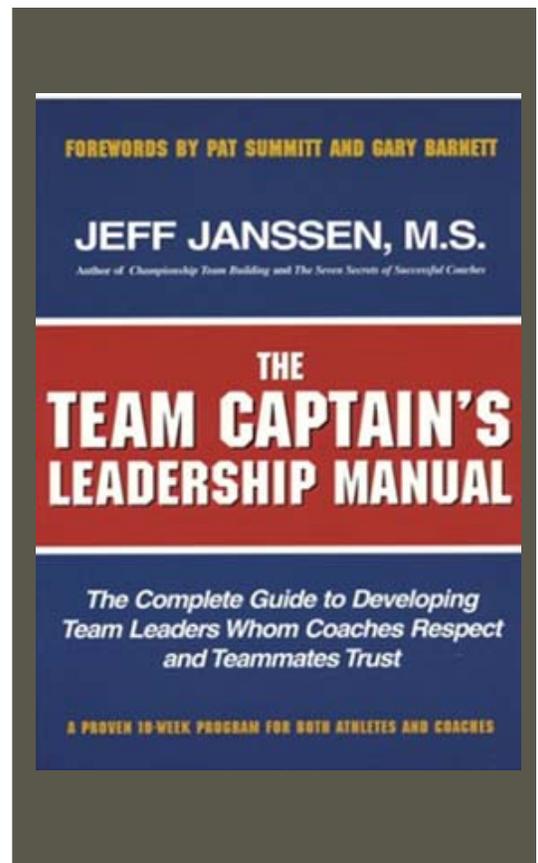
lights the need to develop one's commitment, confidence, composure, and character. To be a vocal leader, he focuses on becoming an encourager by engaging in servant leadership, becoming a confidence builder and team builder, and developing an ability to help the team refocus. Vocal leadership also requires the athlete to learn how to be an enforcer through managing conflict and having productive confrontations.

If you are looking for a resource to help in the development of your future team captain's leadership skills you cannot go wrong with Jeff Janssen's *Team Captain's Leadership Manual*. The book begins with a coaches' overview that provides practical strategies for building leadership among athletes, some general advice about choosing captains including useful criteria to guide teammates in voting for captains.

Janssen then lays out a Leadership Model that identifies key skills for team captains to develop. The model focuses on developing a leader who can both lead by example and be a vocal leader. In developing an athlete that leads by example, Janssen high-

Each chapter focuses on a leadership skill for the coach and captains to work on together. Janssen introduces the skill in an easy to understand way along with some inspirational quotes. He then asks captains to ponder their strengths and weaknesses. He concludes with some activities to build the leadership skill as well as conversation starters for the athlete and coach.

Overall, the book provides coaches useful exercises and ideas to develop leadership among all athletes on the team and encourages athletes to reflect on their own journey in becoming a leader. I would highly recommend it as a resource for coaches.



## Other Leadership Resources

**The Team Captain Network -**

<http://www.teamcaptainsnetwork.com/public/292.cfm>

**The Triple Impact Competitor**

<http://www.positivecoach.org/our-tools/tools-for-athletes/>

**The High School Sports Leader**

<http://highschoolsportsleader.com/>

ask the experts >>>

**Q:** Where do you find professional development beyond the VHSL courses?

**A:** Many courses relevant to the high school coach are available thru ASEP, ASEP.com, and NFHS, nfhslearn.com. Courses include sport specific topics on tactical and technical skills, sports first aid, coaching principles, sports training and conditioning, concussion awareness, dealing with parents, heat illness, nutrition and sportsmanship. Many of the short courses from NFHS are free.



## Mark Your Calendar!

Fall Practice Starts—Aug. 5 or Aug. 1 for football

Winter Dead Period—Nov. 11–20

Winter Practice Starts—Nov. 11

For more information go to  
[www.vhsl.org](http://www.vhsl.org)



# final thoughts...

This newsletter is brought to you thru collaborative efforts of the VHSL Coaches Education Committee and the Virginia Colleges and Universities that support the positive professional development of scholastic coaches throughout Virginia.



## This year's theme for the NCC is Long-Term Coach Development.

Coaching skills are developed over time through, among other things, engaging in the sport environment, working with other coaches, formal education experiences and the use of reflection. Therefore, a model for long-term coach development is necessary. This conference will aid in moving coaching education in the United States in that direction. There will be two main tracks at this year's conference:

**The Coach Track:** These sessions will appeal to coaches at all various levels of sport participation—youth through elite—in the United States. Each session will provide practical application of evidence-based practice that coaches will be able to add to their "Coaches Toolbox".

**The Coach Educator Track:** The sessions should provide coach educators cutting-edge information that directly relates to the National Standards for Sport Coaches (NASPE, 2006) and clearly demonstrates how to develop and deliver programs and resources that are beneficial to coaches. Sessions will focus in one of the following areas:

- current research on coach development
- paths of coach development across sport, gender and competitive level
- critical topics in coach education

*"It is critically important that we promote quality coaching education and a system of continual coach development to consistently meet the changing needs of all athletes at all levels of sport."*

AAHPERD Chief Executive officer  
E. Paul Roetert, Ph.D.

Hear from the top experts in the coaching field, network with your fellow coaches, apply these ideas into your program during the upcoming year and help us celebrate the coaching profession and help promote and continue long-term coach development.

Go to [www.aaahperd.org/ncc2014](http://www.aaahperd.org/ncc2014)  
for more information and to submit a presentation proposal.



The National Coaching Conference is hosted by AAHPERD in association with the United States Coaching Coalition.

Contact us at **434-977-8475**

[www.vhsl.org](http://www.vhsl.org)



1642 State Farm Blvd.  
Charlottesville, VA 22911

Virginia High School  
League



coming soon >>>

## In The Next Issue

*Focus on Standard—Risk Management*

*Becoming a Certified coach*

*VHSL News*

*Book Review—"Gym to Jury"*

## VHSL News

■ **2014 VHSL Student Leaders Conference**

■ **Dates:** April 4-5

■ **Location:** Salem High School  
1993 SunDevil Drive  
Virginia Beach, VA

■ **Save the date and plan to attend.**

■ **More information available at**  
<http://www.vhsl.org/activities.page232>  
as the event approaches