

# Ethical Coaching: More That Just Playing Fair

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# Presentation Goals

- Define ethical coaching.
- Identify your coaching competitive orientation.
- Discuss three ethical frameworks.
- Present an ethical decision-making model.
- Discuss coaching dilemmas, what happens. when you have conflicting positive values?
- Present an Integrated Coaching and Sport Education model.



# Alice in Wonderland



“Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” says the cat. “I don’t much care where . . .,” said Alice.

“Then it doesn’t much matter which way you go, says the cat.

– Lewis Carroll



# What is Ethical Coaching?



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# Two Sides of the Same Coin (Gough, 1997)

- *Sportsmanship is a big deal because ethics is a big deal, if ethics isn't a big deal, sportsmanship isn't a big deal (p. 20).*
- *Ethics is a matter of being good (character) and doing right (action) (p. 21).*
- *Sportsmanship is a matter of being good (character) and doing right (actions) in sports (p. 21).*



# Who Sets the Stage?

- THE COACH!
- What happens when your team receives an unjust call?
- How do you react?



# Competitive Orientation

- Which metaphor do you use?
- Partnership or Battle/War?
- Do you –
  - View your opponent as the enemy or a partner?
  - View officials as opponents or game facilitators?
  - Only care about of the result or value the manner in which your team plays?
  - Allow bad calls or plays to create negative emotions or an opportunity to teach self-control and poise?



# Two Mental Maps (Shields & Bredemeir, 2009)

	<b>Competition</b> (Striving <i>With</i> )	<b>Decompetition</b> (Striving <i>Against</i> )
Deep Metaphor	-Partnership	-Battle or War
Goals	-Learning & Mastery -Pursuit of Personal Best	-Domination / Conquest -Pursuit of Superiority
Motivation	-Love of the Game -Joy of Accomplishment	-Use of the Game -Thrill (at opponents' expense)
View of Opponent	-Partner or Enabler	-Enemy / Obstacle
View of Rules	-Rules = Imperfect Guides to Fairness & Welfare	-Rules = Partially Tolerated Restrains
View of Officials	-Officials are Facilitators	-Officials are Opponents
Playing and Winning	-Focus is on Process (contesting)	-Focus is on Outcome (winning)
Emotional Tone	-Positive Emotions Predominate -Play & Seriousness in Balance	-Negative Emotions Predominate -Seriousness Displaces Play
Whose Interests are Served?	-Mutual Interest -The "Common Good"	-The Victor's Interest -Individual Good
Ideal Contest	-Story, drama, uncertainty; -Closely matched competitors	-Dominated Contest -Certainty of Outcome



# Ethical Bases – Three Types of Reasoning (Alberts, 2003)

- Rule based – Non-consequential ethics
  - Strict adherence to the rules.
- End based – Consequential ethics
  - Seeks the greatest good
- Care based – Use of empathy
  - How would you feel in the same situation?



# SPORTSMANSHIP VS. GAMESMANSHIP

- There are two major models of sport based on very different values and assumptions:

the gamesmanship model

the sportsmanship model



# *Gamesmanship Model*

- Under the gamesmanship model, all that matters is winning.
- Gamesmanship approaches adopt the values of the marketplace, encouraging and sanctioning clever and effective ways of bending, evading and breaking rules in order to gain a competitive advantage.
- This is considered part of the game.



# *It's Only Cheating if You Get Caught*

- Gamesmanship coaches and athletes often believe that they have no ethical or sportsmanship obligation to abide by rules because it is the official's job to catch violations and impose penalties.
- The operational standards of gamesmanship are: "If it works it's right," and "it's only cheating if you get caught."



# *No Criteria for What Is Acceptable*

- Gamesmanship coaches and athletes are pragmatists, believing that ethical standards are determined by practical considerations of what works, rather than principles of what's right.
  - PROBLEM: there is no criteria for drawing a line between what is acceptable and what is not.



# Gamesmanship (cont.)

- ***Faked Fouls*** - justifies the tactic of pretending one was fouled even when the player knows he/she wasn't.
- [Best dives ever](#)
- ***Doctoring Equipment*** - no moral qualms about illegally doctoring the field to gain a competitive advantage.
  - Is not cutting the grass or leaving the sprinkling system on gamesmanship or good strategy?



# Gamesmanship (cont.)

- ***Personal Fouls*** -To gamesmanship players and coaches in sports like soccer, water polo, basketball and football, illegally holding, grabbing and pulling are all legitimate tactics.
- ***Physical Intimidation*** – used to justify intentional efforts to inflict pain on opponents to intimidate them.





# *Sportsmanship Model*

- Under the sportsmanship model of sports, the way one plays the game is central.
- Sport is seen as a very special activity where nobility and glory is found, not in winning, but in honorable competition in pursuit of victory.
- ***Good sportsmanship is viewed as a commitment to fair play, ethical behavior and integrity.***



# Commitment to Principles

- The sportsmanship model demands a commitment to principles of scrupulous integrity (including compliance with the letter and spirit of the rules even when one could get away with violations), fair play, respectfulness and grace.
- [Player refuses penalty kick](#)
- [Henry handball](#)



# Disadvantages

- One who plays by the sportsmanship model is often at a substantial disadvantage when competing against others who adopt the gamesmanship theory of sport.
- Gamesmanship coaches may gain advantages by violating eligibility, recruiting and practice rules just as gamesmanship athletes gain an advantage using illegal performance enhancing drugs.



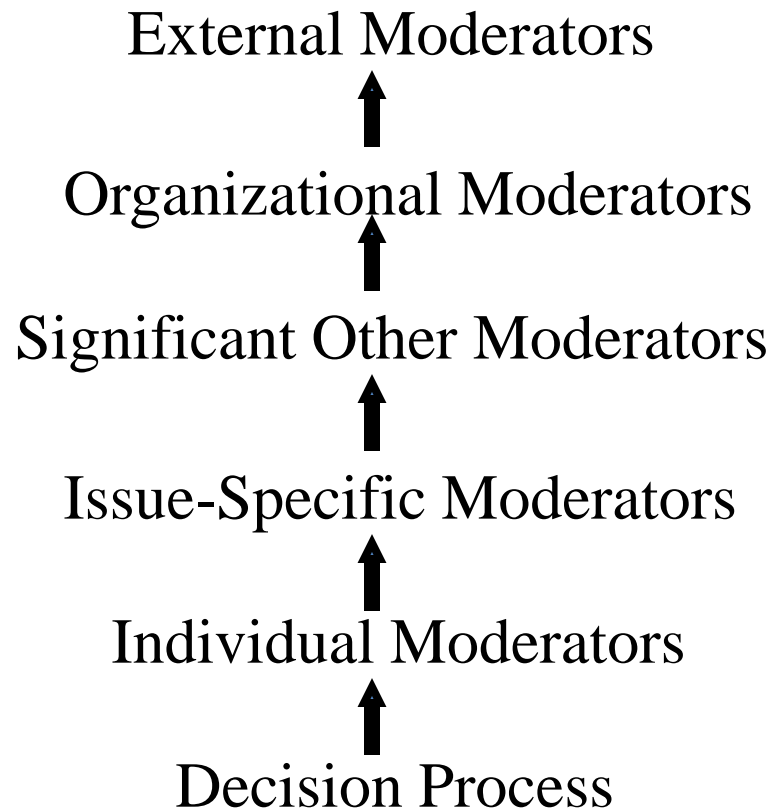
# Must be willing to LOSE

- In sports, as in business and politics, the more important it is to win, the higher the stakes, the harder it is to adhere to ethical standards.
- A true sportsman/woman must be willing to lose rather than sacrifice ethical principles — even when the stakes are high.
- If you are not willing to lose, you have to be willing to do whatever it takes to win.
- A person may cheat at a game or compete, but it is logically impossible for him or her to do both.



# Moderators Influencing Ethical Decision Making

- A Comprehensive Approach



# Kidder's Moral Decision-Making Paradigm (as cited in Alberts, 2003, p.60)

- Types of Decisions
  - Right versus Wrong
    - Acts that are illegal, dishonest, or immoral.
  - Right versus Right Decisions
    - Truth versus Loyalty
    - Individual versus Community/Team
    - Justice versus Mercy
    - Short-term versus Long-term



# You're the coach – would you?

- Knowingly use an ineligible player?
- Attempt to take a throw-in when you know it is not your ball?
- Intentionally physically or psychologically abuse a player?
- Use profanity during a game or practice?
- Show disrespect to an opponent or official?



# You're the coach – what would you do?

- **Ethical Dilemma #1:** You have been making substitution rotations all season where players play a variety of positions, you are in your last game, score is 1-1. It is near the end of the game and you realize you have not played one of your weaker players who should be going in at forward.
- Do you play the forward and hope for the best, or do you keep the player out of the game in the hope that your starting forward will score?



# You're the coach – what would you do?

- **Ethical Dilemma #2:** Your team is in the playoffs and win the first game. Following the game one of our starters tells you that his rock band rented a recording studio and won't be at game 2; you win game 2.
- What do you do with your aspiring rocker?
  - The DOC wants you to dismiss the player.
  - You have injuries and need the player.
  - Do you show mercy or administer justice?





# You're the coach – what would you do?

- **Ethical Dilemma #3:** Your club has two teams competing in the same age division. Team-A (clearly stronger) has already qualified for the playoffs. Team-B needs one more win and they are scheduled to play each other. The coaches get together and decide that Team-A is going to give a less than all-out effort and lose the game.
- What are we teaching?
- What messages are we sending?



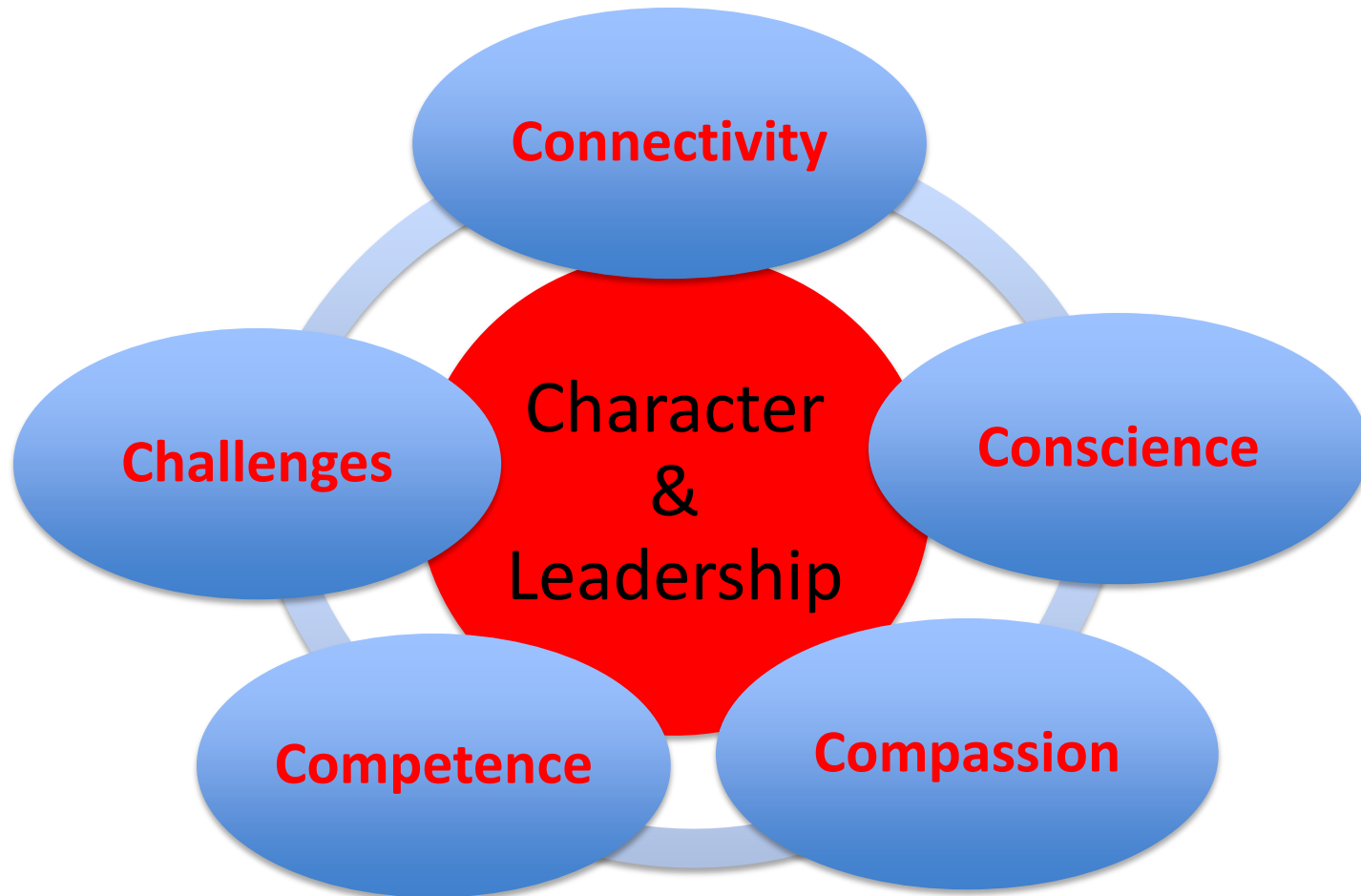
# Coaching for True Competition

<b>Mental Map</b>	<b>of Competition</b>	<b>COACHING GOALS</b>
Deep Metaphor	-Partnership	
Goals	-Learning & Mastery -Pursuit of Personal Best	<b>PROMOTE EXCELLENCE</b>
Motivation	-Love of the Game -Joy of Accomplishment	<b>ENHANCE ENJOYMENT</b>
View of Opponent	-Partner or Enabler	
View of Rules	-Rules = Imperfect Guides to Fairness & Welfare	
View of Officials	-Officials are Facilitators	
Playing and Winning	-Focus is on Process (contesting)	<b>DEVELOP CHARACTER</b>
Emotional Tone	-Positive Emotions Predominate -Play & Seriousness in Balance	
Whose Interests are Served?	-Mutual Interest -The “Common Good”	
Ideal Contest	-Story, drama, uncertainty; -Closely matched competitors	

# Three Goals / Nine Strategies

<b>COACHING GOAL</b>	<b>STRATEGIES</b>
<b>DEVELOP CHARACTER</b>	<ol style="list-style-type: none"><li><b>1. Promote a Values-Based Team Culture</b></li><li><b>2. Talk about What Matters</b></li><li><b>3. Practice ‘Good Character’</b></li></ol>
<b>ENHANCE ENJOYMENT</b>	<ol style="list-style-type: none"><li><b>4. Support Intrinsic Motivation</b></li><li><b>5. Minimize Fear of Failure</b></li><li><b>6. Encourage Enthusiastic Effort</b></li></ol>
<b>PROMOTE EXCELLENCE</b>	<ol style="list-style-type: none"><li><b>7. Focus Attention</b></li><li><b>8. Set Appropriate Goals</b></li><li><b>9. Support Foundations of Excellence</b></li></ol>

# Integrative Coaching and Sport Educational Model (Quinn, 2008)



# What is Ethical Coaching?

Wherever we go  
and whatever we do  
let us live with this  
remembrance in our hearts  
that we are family



*Christie Red Kruger*  
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Where ever we go and whatever we do, let us live with this remembrance in our hearts that we are family.



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# Ethical Coaching is Coaching



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