

Team Building in Sports Using Theories, Practical Approaches and Construction Models



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TEXAS TECH
UNIVERSITY.

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Overview

- What is cohesion?
 - Team/Group
- Stages of team development
 - Activity
- How do I know my team's cohesion?
 - Questionnaire
- How do I build team cohesion in different situations?
 - Construction models
 - Coaching strategies

Team/Group Cohesion

Dr. Tao Zhang



What is a Group?

“A group is not a mere collection of two or more individuals...

- a group comprises two or more people,
- involves **interaction** between people, demands an awareness of some form of **common fate or goals**,
- has a **specific structure** such as the role and status of individuals within the group and group norms”

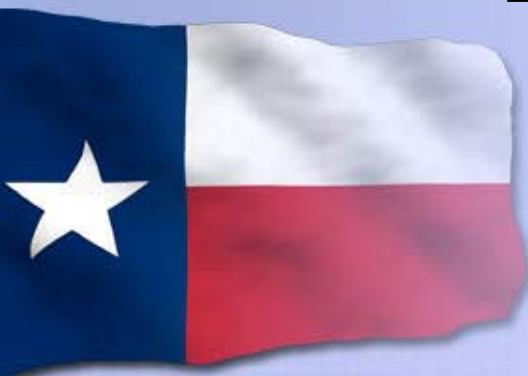
(Hagger & Chatzisarantis, 2005)

What is a Group?

“A group is two or more individuals in face-to-face **interaction**,

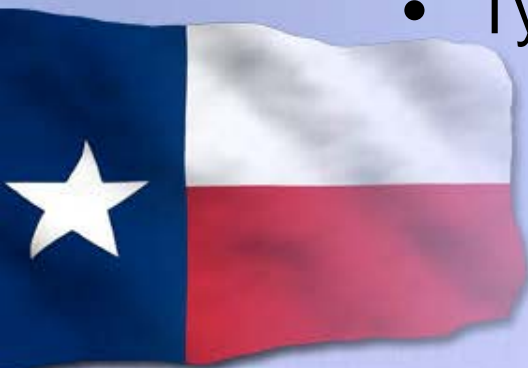
- each aware of his or her membership of the group,
- each aware of the others who belong to the group,
- each aware of their positive **interdependence** as they strive to achieve **mutual goals**”

(Johnson and Johnson, 1987)



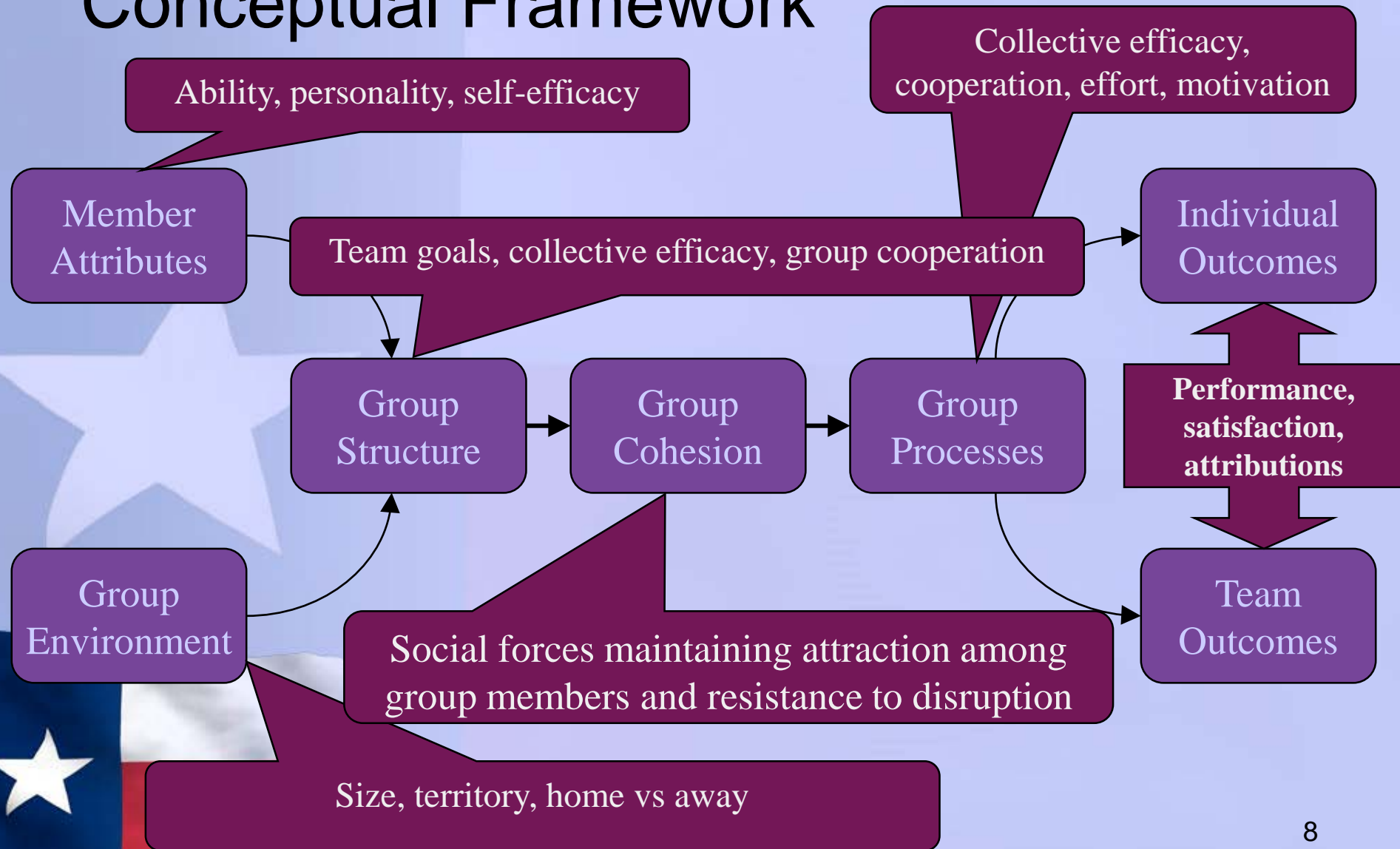
What is a Team?

- A specialized, relatively organized, task focused group
 - Features (same as any groups):
 - Interaction
 - Interdependence
 - Structure
 - Goals
 - Cohesion
- Types of teams/groups.....



Type & Subtypes	Function	Examples
Management		
Executive	Plan, direct	Board of directors, city council
Command	Integrate, coordinate	Control tower, combat center
Project		
Negotiation	Deal, persuade	Labor-management, international treaty
Commission	Choose, investigate	Search committee, jury
Design	Create, develop	Research and development team, marketing group
Advisory	Diagnose, suggest	Quality circle, steering committee
Service	Provide, repair	Fast food, auto service team
Production	Build, assemble	Home construction, automotive assembly
Action		
Medical	Treat, heal	Surgery, ER
Response	Protect, rescue	Fire station, paramedics
Military	Neutralize, protect	Infantry squad, tank crew
Transportation	Convey, haul	Airline cockpit, train crew
Sports	Compete, win	Baseball, soccer

Carron and Hausenblas' (1998) Conceptual Framework



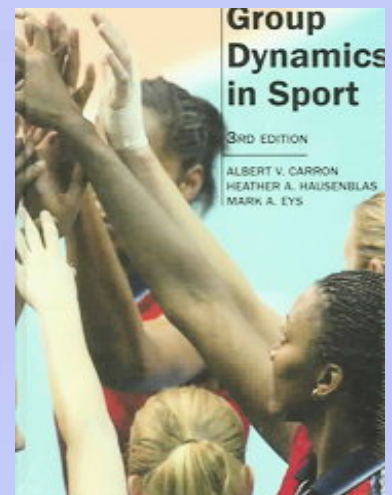
What is cohesion?

- Tendency of a group to stick together
- Whole is greater than sum of parts ($1+1>2?$)
- **DISPOSITIONAL** view – complimentary or clashing personalities
- **SITUATIONAL** view – groups go through stages and people conform



Definitions of Group Cohesion

- Carron, Brawley, and Widmeyer (1998) defined **group cohesion** as
- “a **dynamic** process that is reflected in the tendency of a group to stick together
- remain united in the pursuit of its **instrumental objectives** and/or for the **satisfaction of member needs**”



What is Group Cohesion?

Group cohesion has been conceptualized in many ways

- Cohesion = Attraction: Festinger and his colleagues considered cohesion to be a form of attraction
- Members of cohesive groups tend to like their fellow members
- Hogg: social attraction (depersonalized liking for others in our group) vs. personal attraction (liking for specific individuals)

Carron et al.'s (1985) Conceptual Model of Group Cohesion

Reasons for involvement

Dimensions of cohesion

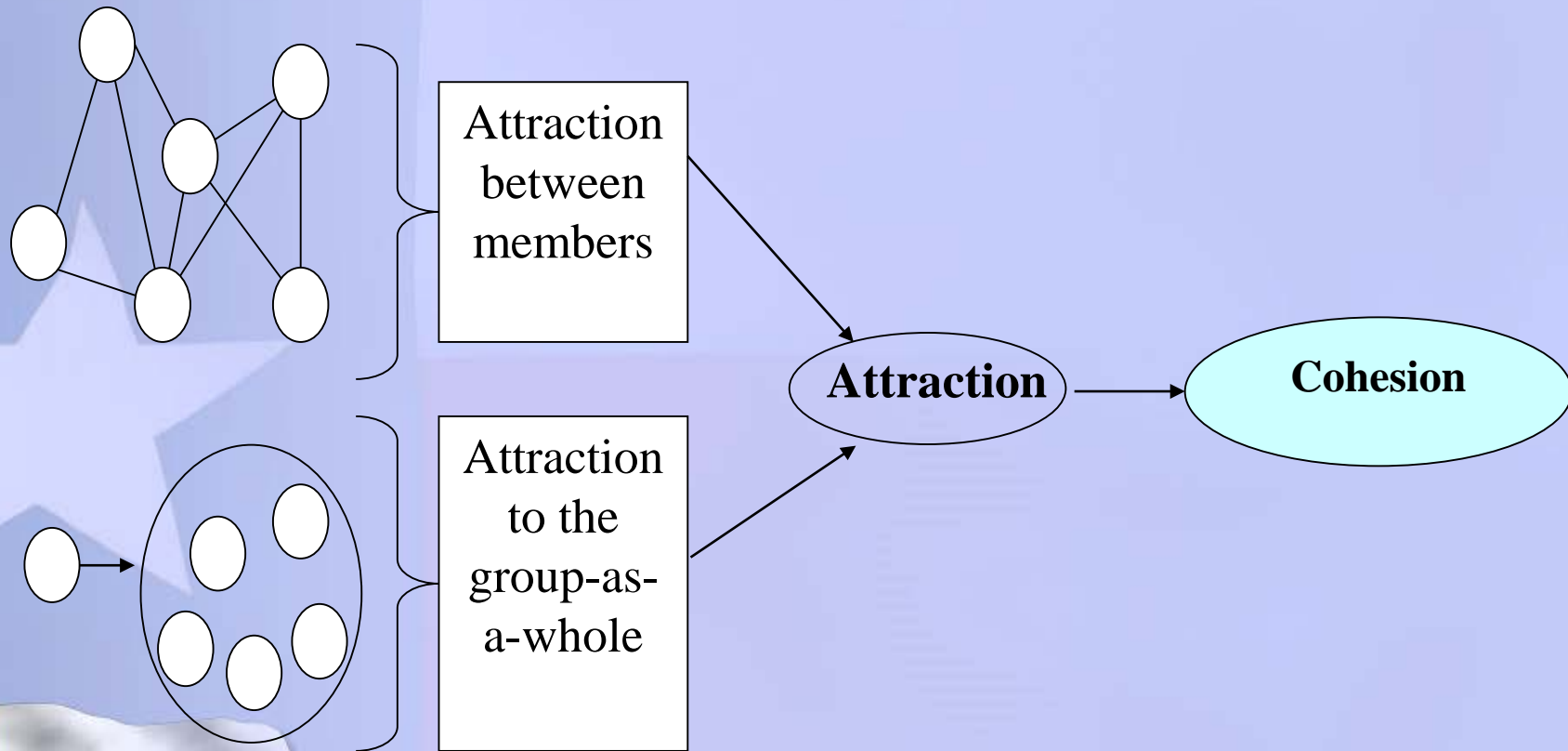
	Task	Social
Individual attraction to group	Individual attraction to group - Task	Individual attraction to group - Social
Group integration	Group integration - Task	Group integration - Social

Group Cohesion

- Four dimensions: ATG-S; ATG-T; GI-S; GI-T.
- The concept of cohesion has been an important factor in the study of group behavior and its significance is often a source of **motivation** for group leaders.
- Cliches such as "**Together We Stand, Divided We Fall**", "**There is No I in Team**", or "**Players Play, Teams Win**" are often used to show individuals the importance of team cohesion.



Cohesion - Attraction, Liking



Antecedents of Cohesion

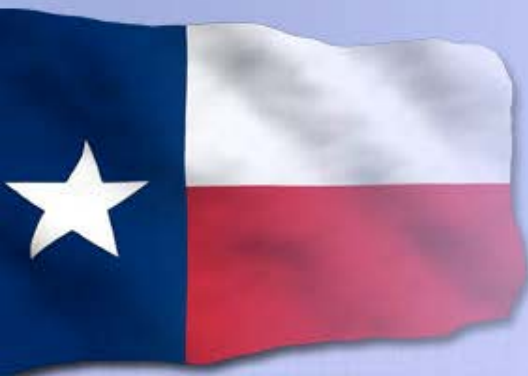
Carron's general conceptual model of cohesion offered four general antecedents of cohesion:

1. Environmental
2. Personal
3. Leadership
4. Team Factors

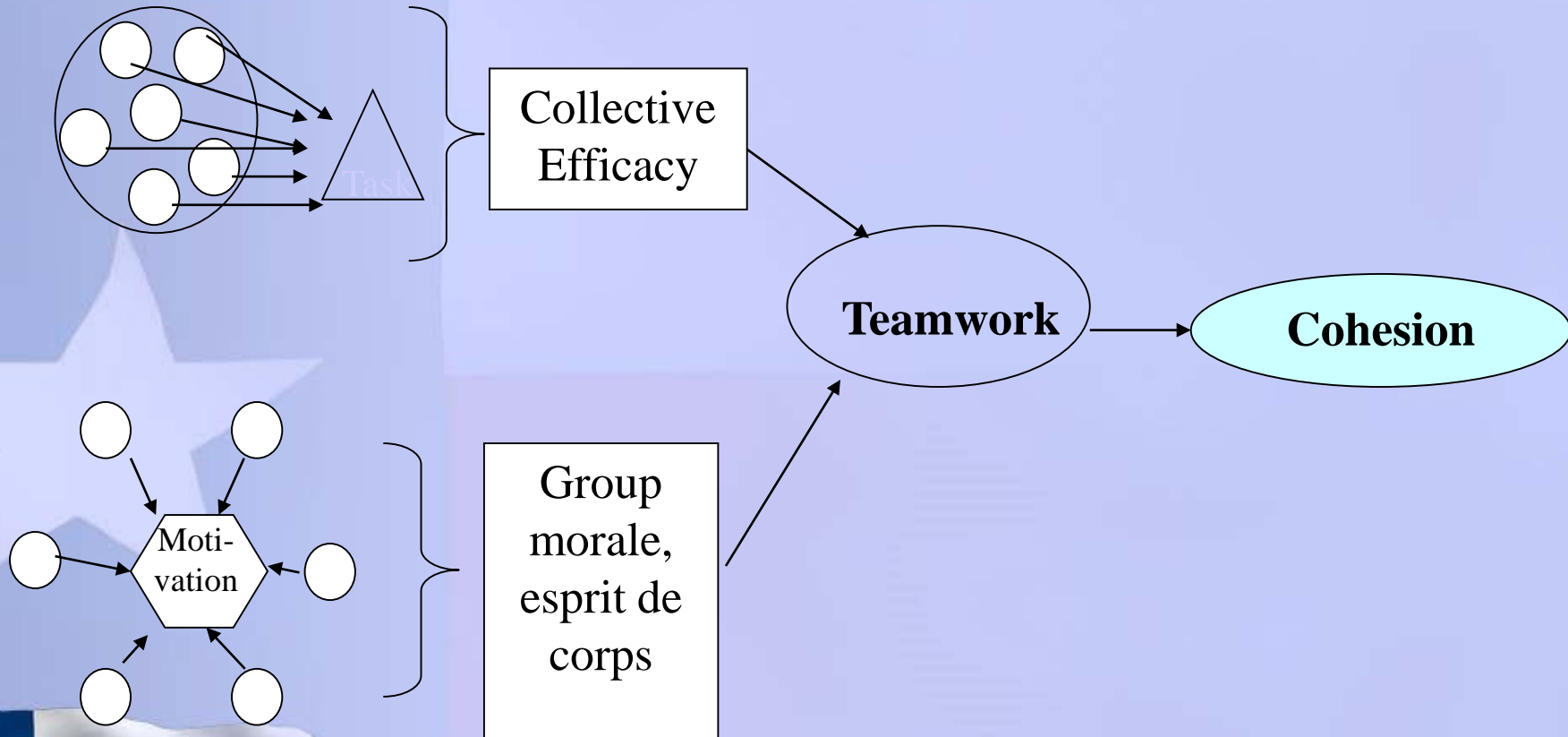


Cohesion - Teamwork

- The combined activities of two or more individuals who coordinate their efforts to achieve goals
- Collective efficacy: a high level of confidence about success at the tasks the group accepts

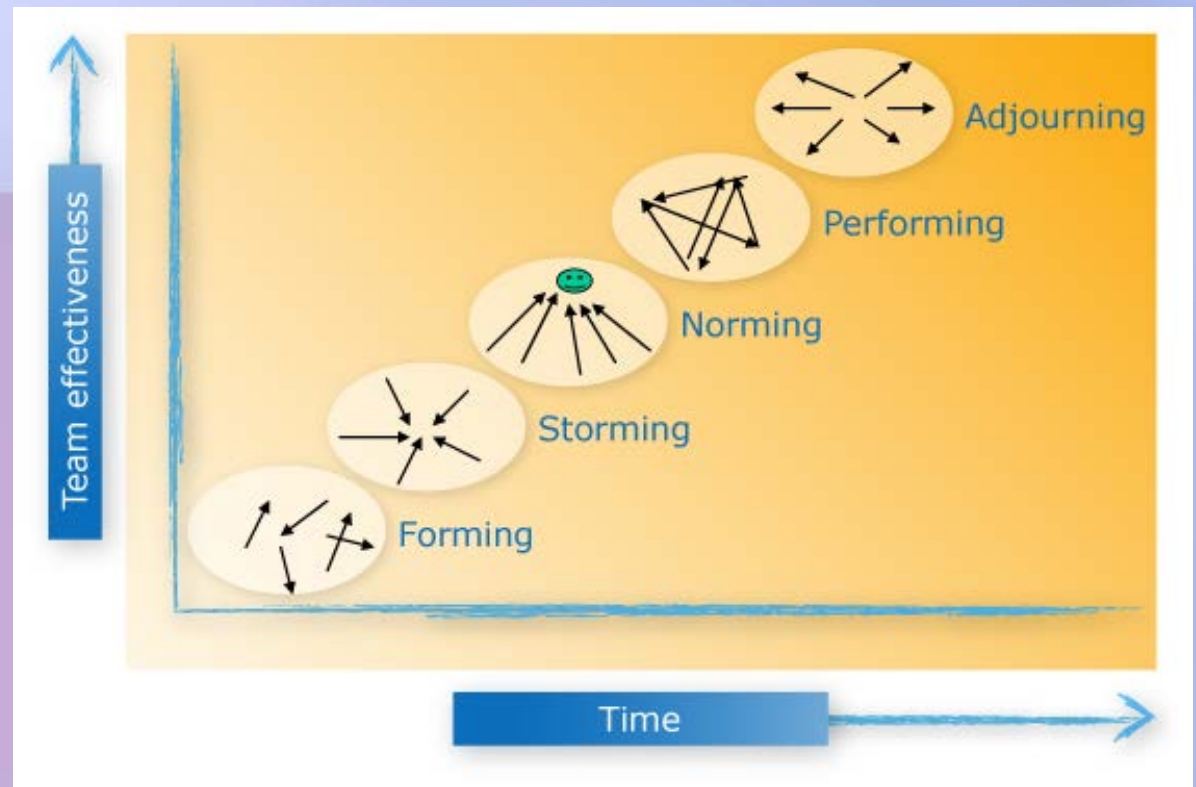


Cohesion - Teamwork



Stages of Team Development

Evelyn J. Gordon



Tuckman's Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning



Forming Phase

- The forming process is the initial stage in which teammates are busy trying to find their niche in the group
- Forming is characterized by shyness, uncertainty, and hesitancy within the group. Phase where maintenance should be a concern (Atherton, 2010)



Forming Issues

- Too many extroverted team members (leadership issues)
- Too eager to agree

Aggressive

Passive

Passive-Aggressive



Storming

- During the storming phase, group conflict will arise.
- Conflict arises as the team members become content with each other.



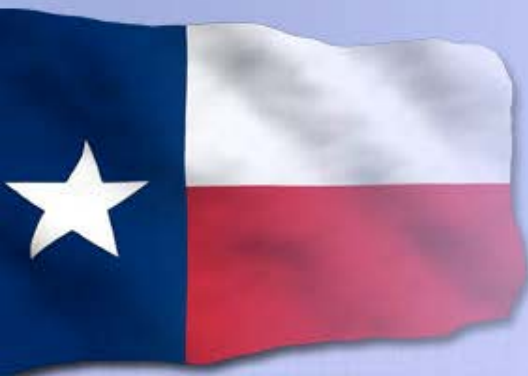
Storming Issues

- Disagreements between
 - Teammate-teammate
 - Teammate-coach
- Lack of communication
 - No clear goals
 - No clear objectives
 - No clearly defined roles



Norming

- Cohesion and harmony occur. Based on past successes, failures, and conflicts, the team's goals are realized and become the basis for the teams' future outcomes (Farrell, Schmitt, & Heinemann, 2001)
- Relationships are established and team member's strengths and weaknesses are made known and recognized by the rest of the team members (Cox, 1998)



Norming Issues

- No true role development
- Communication
- Bad behaviors
- Cliques



Performing

- Characterized by flexible and efficient roles. Focuses energy toward the assignment or main goal (Smith, 2005).
- Competition mode occurs.
- Team is industrious, adaptable, and allows for adjustments in the areas of the team where weakness may occur (Swinton, www.mftrou.com).



Performing Issues

- May slip back into storming phase if:
 - Teammates are not allowed to have a voice at team meetings.
 - Goals and roles are not being implemented
 - Team commitment is not being emphasized



Adjourning

- The end or moving on of some teammates.
 - (a) an explanation of why the ending has occurred
 - (b) what occurs next
 - (c) the opportunity to express what was learned over the course of the season (reflection)
 - (d) the opportunity to celebrate the team's achievements
 - (e) and recognition of those achievements must occur

(Giesen & Osborne, 2008)

Adjourning Issues

- The adjourning phase can be a scary time for team members with many feelings surfacing:
 - Anger
 - Sorrow
 - Apprehension
 - Lack of closure



(American Group Psychotherapy Association, 2007)

What Can Coaches Do Activity

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning



Practical Construction Models for Cohesion

Alan Chu



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Student number: 000760053

BUL1166-ME1-2013-14 Introduction to Building Environments and Construction

Course Leader: Shaun Murray

CONSTRUCTION MODEL
Staircase and floor
Scale 1:30

Timber stud
Breather membrane
Insulation
Plaster board
Floor finish
Timber floor stud
Stair frame
Tread
Decorative wall
Timber floor stud
Slip sheet
Timber joints and support battens
Insulation boards
Site concrete

My building proposal is observatory tower with a planetarium on the top floor. The detail construction model I choose to do is part of my staircase and how it is connected to the wall and floor, which leads up from my first floor 6 metres above the ground floor to my café area. This café is situated in my observatory tower. Usually you get there by elevator, but you could use the stairs as well.

Basically the stairs are not a fundamental part of the building and they serve as an option in an emergency case. It is open staircase with a stunning light. The structure is made of cut stringers directly in-line with edge of treads. The material that is used for the stairs to be made is timber and the height floor to floor is approximately 2.3 metres. My staircase is connected with one decorative wall made of timber as well and a normal timber wall made of timber frame that gives the designer flexibility in both layout and external appearance. The first layout, breathable membrane is made of high polyethylene fibres for long term protection against all elements, it is wind and water resistant. It is fixed directly to the high levels of thermal insulation, which are incorporated within the timber stud, reducing heating costs and conserving energy.

The first piece of the floor is made of concrete after timber joints and support battens are situated above the first layer. As long as it is not good for timber material to be under heat reduction, there could be glazed another material between the joints to create insulation. Moreover, these insulation boards can improve timber and make the stairs stronger and more resistant to pressure. There are several ways that insulation boards can be installed. The place I choose to put them is on the battens. Also there is an air gap between the site concrete and the insulation boards. The reason of this gap is to reduce the level of heat loss emitted by the insulation boards. I use slip sheet to cover the insulation of the floor before to put the timber floor stud.

This was one of my first ideas for my building, since then I have changed a lot of things in my building proposal, but this model helps me to understand how staircases, walls and floor are constructed.

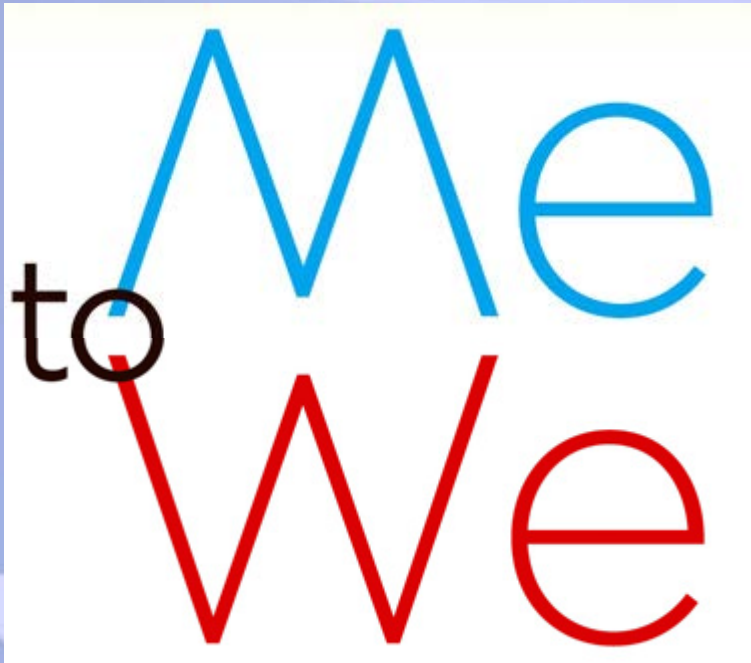
Why Construction Models?

- A coach is the definer, shaper and provider of the sport experience for the athletes

- Teaches goals and purposes of sport
 - e.g. Teamwork
- Philosophy of coaching



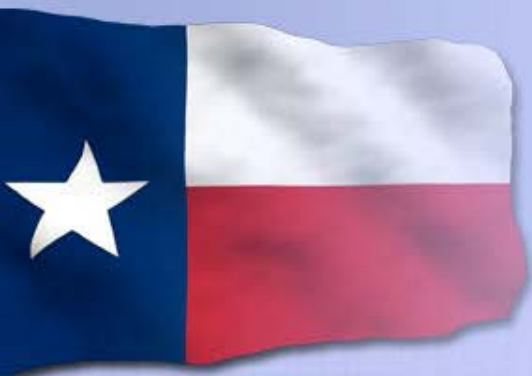
- “Construction Model for Positive Coaching” (McGuire, 2005)
- Help athletes prepare for the upcoming challenges, striving together, supporting and believing in each other



How Do I Use It?

To build **team cohesion**,

- What I will NEVER do
- What I will do GENERALLY
- What I will do WEEKLY
- What I will do DAILY



Components

WOODEN ON LEADERSHIP™

PYRAMID OF SUCCESS

"Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable."

John Wooden, Head Coach

COMPETITIVE GREATNESS
"Perform at your best when your best is required. Your best is required each day."

POISE
"Be yourself. Don't be thrown off by events whether good or bad."

CONFIDENCE
"The strongest steel is well-founded self-belief. It is earned, not given."

CONDITION
"Ability may get you to the top, but character keeps you there – mental, moral, and physical."

SKILL
"What a leader learns after you've learned it all counts most of all."

TEAM SPIRIT
"The star of the team is the team. 'We' supercedes 'me.'"

SELF-CONTROL
"Control of your organization begins with control of yourself. Be disciplined."

ALERTNESS
"Constantly be aware and observing. Always seek to improve yourself and the team."

INITIATIVE
"Make a decision! Failure to act is often the biggest failure of all."

INTENTNESS
"Stay the course. When thwarted try again; harder; smarter. Persevere relentlessly."

INDUSTRIOUSNESS
"Success travels in the company of very hard work. There is no trick, no easy way."

FRIENDSHIP
"Strive to build a team filled with camaraderie and respect: comrades-in-arms."

LOYALTY
"Be true to yourself. Be true to those you lead."

COOPERATION
"Have utmost concern for what's right rather than who's right."

ENTHUSIASM
"Your energy and enjoyment, drive and dedication will stimulate and greatly inspire others."

12 LESSONS IN LEADERSHIP

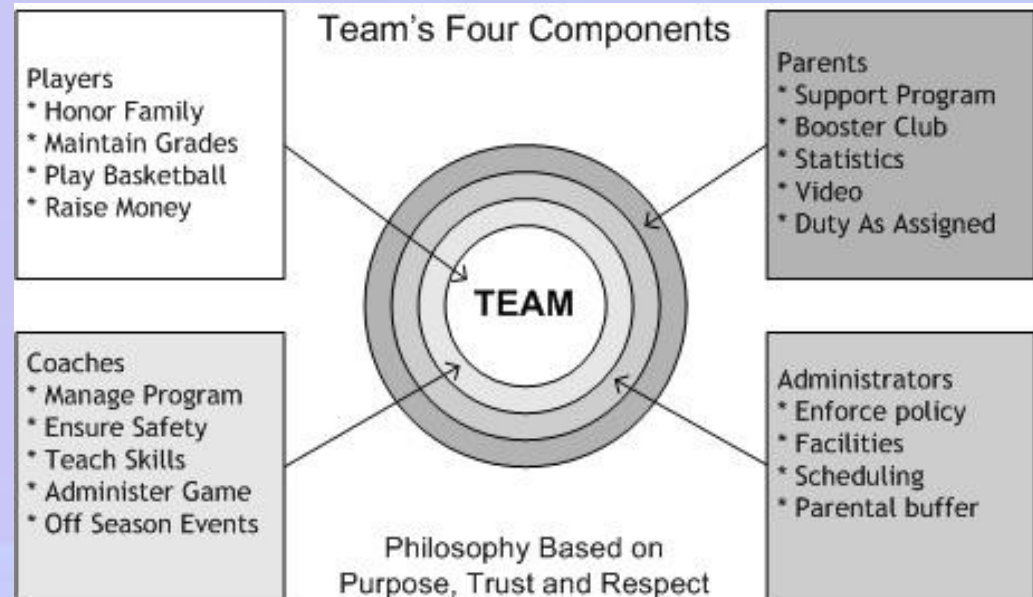
1. Good Values Attract Good People
2. Love Is The Most Powerful Four-Letter Word
3. Call Yourself A Teacher
4. Emotion Is Your Enemy
5. It Takes 10 Hands To Make A Basket
6. Little Things Make Big Things Happen
7. Make Each Day Your Masterpiece
8. The Carrot Is Mightier Than A Stick
9. Make Greatness Attainable By All
10. Seek Significant Change
11. Don't Look At The Scoreboard
12. Adversity Is Your Asset

www.CoachJohnWooden.com

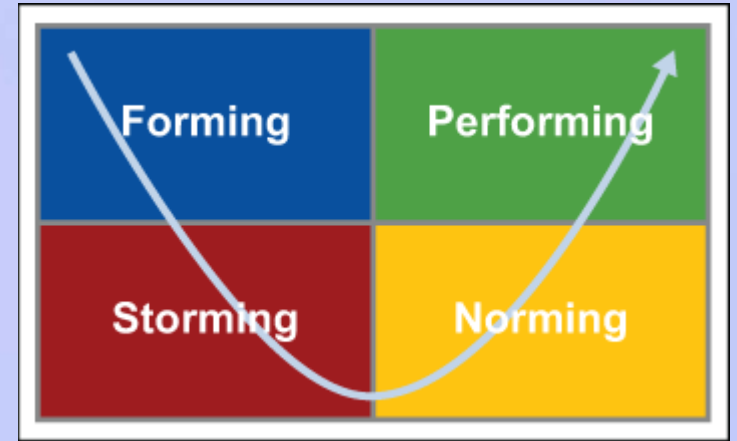
- Respect
- Work ethic
- Leadership
- Communication
- And many more...you name it

How Do Construction Models Fit In?

- Team building not only with athletes, but also
 - Parents
 - School teachers
 - Administrators
- All together build the team!



Develop Your Own Model



- Groups of 3-5
 - Similar team development stages
- Components
 - Individual attraction to group – Task
 - Individual attraction to group – Social
 - Group integration – Task
 - Group integration – Social

So... What does this mean
to me as the **COACH**?

Review and Strategies

Dr. Karen H. Weiller-Abels



I Joined the Team because...

- **I expect to receive certain outcomes**
 - Group will stick together
 - Group will pursue its goals
 - My affective needs are being met
- **The value of the outcomes for me if I join and continue with this team (Attraction to Group – ATG)**
 - *Why will I stay in the group (on the team?)*
 - *Motives to stay – group attractiveness to me*
 - *Why might I leave – attractiveness of other teams*
- Individual vs group (*member's perception of the group – group integration*)
- Task concerns vs social orientation (*individual attraction*)

(Carron et al, 1998; Cartwright, 1968) 38

Group Cohesion

Group Integration

Individual Attraction to Group

Social

Task

Social

Task

Integration – degree of group unification
Attraction – why I would remain in the group

(Carron & Brawley, 1985) 39

Task Cohesion – exists when group unites around task it was organized to perform

Social Cohesion – exists when group unites around social (nontask) functions (Mikalachki (1969)

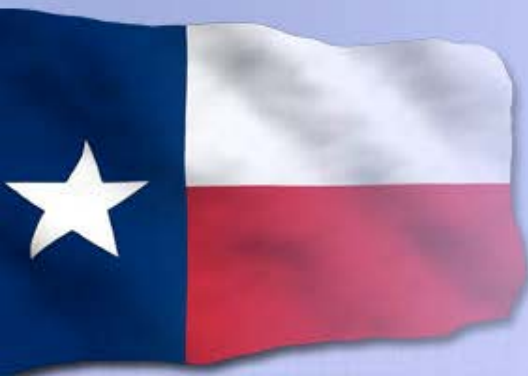
ATG – T- how attractive is this team and its goals for me?

ATG – S – how I feel about my personal acceptance and social interaction with team

GI –T - What is my perception of the similarity & bonding with our team as a whole?

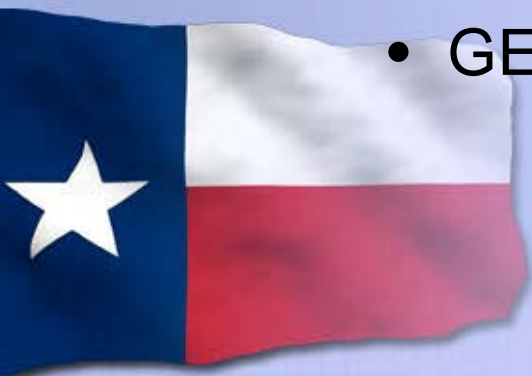
GI – S – How close is our team as a social unit?

(Anderson, 1975, Carron, et al., 1985)



Measuring Group Cohesion

- **Sports Cohesiveness Questionnaire (SCQ)**
 - Rainer Martens (1971)
 - Focus on social cohesion
- **Group Environment Questionnaire (GEQ)**
 - Albert Carron (1985)
 - 18 Likert-scale items
 - Individual and group scores for task and social cohesiveness
 - GEQ has strong reliability and validity



GEQ Scoring

* Reversed
score items

- Individual attractions to group – Task
 - 2*, 4*, 6*, 8*
- Individual attractions to group – Social
 - 1*, 3*, 5, 7*, 9
- Group integration – Task
 - 10, 12, 14*, 16, 18*
- Group integration – Social
 - 11*, 13*, 15, 17*

ACTIVITY

Divide into 4 groups

- ❖ Middle school
- ❖ High School
- ❖ Collegiate
- ❖ Club/select/higher

Identify who you think you have on your team via GEQ

- ❖ Team environment- develop of “we”
- ❖ Team roles –responsibilities of each player
- ❖ Include team leaders in decision making
- ❖ Develop team norms
- ❖ Team processes



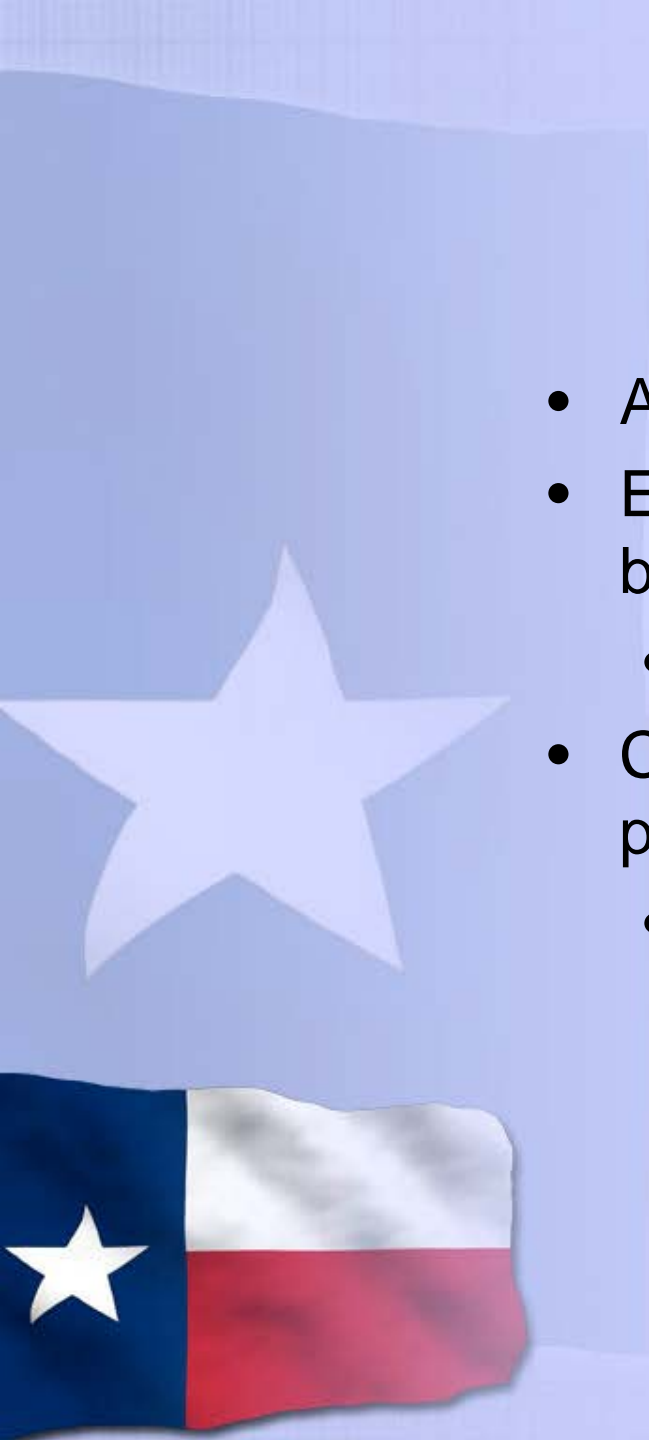
Do you?

- Provide team building activities/games?
 - What are some examples?
- Provide specific positive and corrective feedback?
 - What are some examples?
- Allow players to have 15 minutes prior to practice to “socialize?”
 - How do you do this?
- Allow for peer support and praise during practice/game?
 - Examples?

Some things you can try

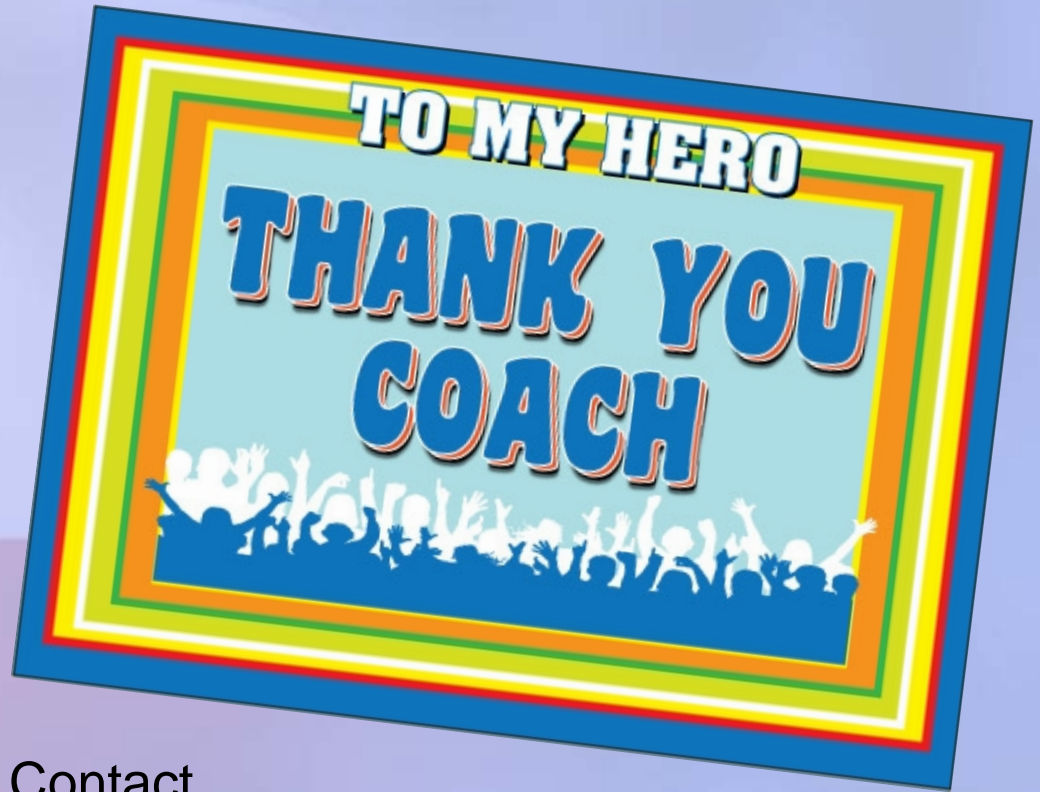
- Social/cohesion activities
 - 30 second conversation between pairs of athletes with prompt question to help athletes get to know each other.
 - High 5, fist bump for good effort (coach can stimulate – all doing good job – give fist bump to teammate!)
 - Appreciation circle – end of practice
 - Acknowledge support of teammates
- Task-oriented activities
 - Cooperative learning or group goals (not starter vs non-starter)
 - All working toward mastering new skill



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- The background of the slide features a large, light blue Texas state flag with a white star on the left side. In the bottom left corner, there is a smaller, more detailed image of the Texas state flag, showing its characteristic blue, white, and red vertical stripes and a white star on a blue field.
- Athletes volunteer to demonstrate a skill
 - Explain why a technique or strategy is being used
 - All positions are important
 - Challenge athletes to improve on THEIR prior performance
 - Not “pitting” athlete against athlete

In closing...

- Cohesion is a vital component in team development.
- Team cohesion is a process that develops and takes time and careful implementation.
- The use of construction models can ensure cohesion takes place not just with the “team,” but with multiple individuals involved.
- As a coach and educator, having a plan of action can facilitate team cohesion and success.



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