

# 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 Restrictions
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.)

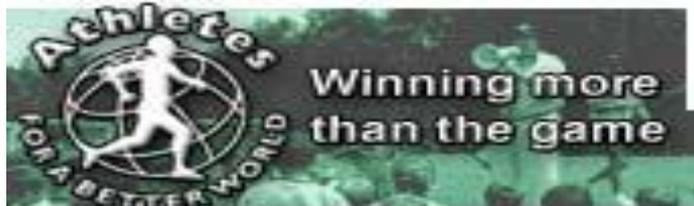
- ***Faked Fouls*** - justifies the tactic of pretending one was fouled even when the player knows he/she wasn't.
- [Best dives ever](#)
- ***Doctoring Equipment*** - no moral qualms about illegally doctoring the field to gain a competitive advantage.
  - Is not cutting the grass or leaving the sprinkling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



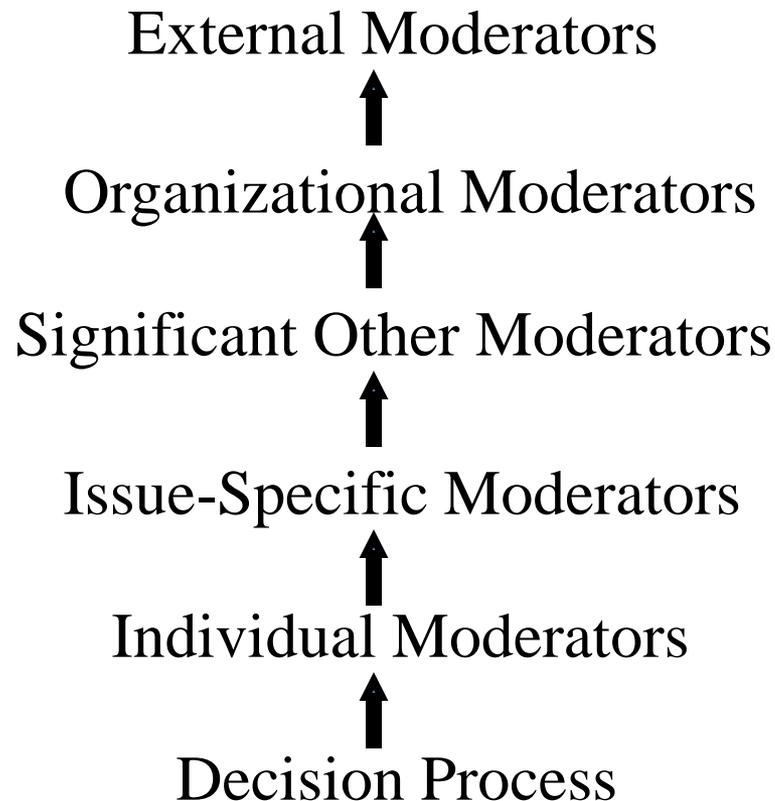
# Must be willing to LOSE

- 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



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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