

**#BounceBack**  
**#AnHourADay**

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# Coaching Background

- Coaching was only really established or accepted as a skill in the late 1800's long after we started to teach.
- Coaching has though been an integral part of sport since then
- The coach is critical to the quality of learning that takes place in the coaching environment
- The coach is now regarded and respected in all levels of sport and commercial life with the position of a 'coach' being a highly reputable and accepted career in industry.



# Coach with Style

- It is not unusual for coaches in the early stages of their career to be primarily concerned with what to coach.
- As coaches develop their ability to decide what to include in a training session, how to link these sessions together and how to be able to construct their programmes,
- The focus should start to move towards the way in which they coach and to start to reflect on how they are coaching and not just on what they are coaching



# Varying Styles

- Employing a variety of coaching approaches is important because different types of content require different approaches of instruction.
- For example
  - Coaching groups V Coaching individual players
  - Coaching adults V Coaching juniors
  - Coaching for different age groups



# Coaching Styles Explored

- There are many different ways to coach and these styles are sometimes taken up and practiced as pure methodologies but more often than not the coaching we experience and even the coaches we become are a mixture of these styles. It is important nevertheless to identify what these styles are so what follows is an analysis of the various coaching styles in existence.
  - Autocratic
  - Democratic
  - Laissez-fair
  - Transformational



# Developing a Style

- Although there are many approaches or styles of coaching as they are often referred to, there has been a tendency for coaches especially early in their careers to use more of an authoritarian approach to coaching.
- The background of this approach originated from the early twentieth century, when physical educators used a military style approach to 'discipline the masses'.
- Indeed in some developing countries it is still not unusual to see a 'military' approach to teaching PE in schools.



# Autocratic Coaching

- **What is Autocratic Coaching?**
  - Autocratic coaches expect obedience
  - The coach is the ruler and they make all the decisions
  - They rely on threats and negative enforcement to get things done.
- This style of coaching, though, has been criticized terribly in the past few decades as the players has started to want more input.



# When is Autocratic Coaching Appropriate?

- Despite the overwhelming amount of negativity surrounding this style of coaching there are certain instances when it can be the best suited option.
  - When people are largely untrained and inexperienced
  - When there is limited time to get results
  - If there is a real need for consistent standardised methods
  - You are working with a large group





# When is Autocratic Coaching Inappropriate?

- In most instances, autocratic coaching must be taken in smaller doses.
  - This style probably won't work for an extended period
  - The style does not encourage or facilitate players to learn to make their own decisions
  - It can eventually create fear which is counter-productive and may discourage people from continuing to play



# Democratic Coaching

- **What is Democratic Coaching?**

- Democratic coaching can be described as the polar opposite of autocratic coaching. It is sometimes referred to as a participative style because it is characterized by a more of a bottom-up approach.

- **The method:-**

- Empowers players to establish goals and even to evaluate their own performance.
- Creates greater commitment from the player
- Involves the players in decision making so they are more likely to try to make sure they succeed.



# When is Democratic Coaching Appropriate?

- Democratic coaching styles come in handy when:
  - There are a number problems to be addressed and several different perspectives have help to achieve a result
  - The player has enough knowledge to have a realistic input
  - A focus on team work is required



# When is Democratic Coaching Inappropriate?

- This coaching style can seem particularly attractive so it might be hard to think of situations where it would not be useful but there are some times when it isn't always the best option
  - If the player does not have the level of experience necessary to make decisions
  - If making the wrong decisions is too high a risk
  - The basis of the decision making is flawed



# Laissez-faire coaching

- **What is Laissez-faire coaching?**
  - Laissez-fair coaching calls for the coach to allow the players to make their own decisions and choose the path they think is best.
    - The coach takes direction and advice from the player
    - The experienced player may analyse their own performance and arrive at a decision.
- Laissez-faire coaches should not choose this as a path to laziness but rather they must have extreme trust in their players or team.



# When is Laissez-faire Coaching Appropriate?

- Laissez-faire coaching is only ever appropriate when the players are knowledgeable and experienced to be able to make the decisions independently and without the input from the coach team.
- It is only usually adopted at the highest level of play and even then it is very rare



# When is Laissez-faire Coaching Inappropriate?

- Laissez-fair coaching should not really be used stronger in coaching in general. It may be used infrequently in the first lesson with some adults who may come to a coach for a specific reason i.e. *“I would like some help with my serve”*. In this case this would make sense. It is though important to remember that a coach should give the player what they want before they can give them what they need!

It is not an excuse to mask coaching incompetence.



# Transformational Coaching

## What is Transformational coaching?

- Transformational coaches are:-
  - Always looking to lead by example
  - Willing to take charge by inspiring those who look up to them to perform in ways that are always reaching for excellence.
  - Coaches seek to bring about some sort of change so they are characteristically passionate and energetic.
  - Usually charismatic,
  - Strong believers in themselves and is able to project that onto others,
  - There to sell belief in the process and highlight that everyone needs to be involved to achieve change.





# When is Transformational Coaching Appropriate?

- Adopting this style of coaching is great when there is a need for a change leader.
- If the situation calls for conversion of ideas and processes towards a different way of achieving a goal or target, nothing is more appropriate than a transformational leader.



# When is Transformational Coaching Inappropriate?

- The danger of transformational coaching is the sacrifice of substance for style.
- Transformational coaches need to depend on a heavy dose of charisma to convince their players into accepting the change
- There needs to be a solid vision and plan of action to back-up their claims otherwise they may make their players to disillusioned.



# Choosing a Coaching Style

- After careful analysis of just a few of the major coaching styles it is clear to see there are several to choose from.
- In deciding what approach to adopt the coach should consider the intended learning outcomes of the training session and then consider which style or approach to coaching they will need to adopt during the session.
- A high level coach will also be able to change between the different styles during a single session be able to make the session fun and enjoyable.
- The final choice must be based on a match between the coach, the level of experience of the players and the preference and limitations of the player.



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