

# Improving Your Coaches Through Evaluation Using an Education-Based Process

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# Change is a Good Thing ...



Ted Lasso: Halftime Team Talk

# Finding Qualified Coaches

## COMMON PROBLEMS:

- Consistently ranked as one of the top concerns amongst HS Athletic Directors.
- Finding qualified coaches to lead our student-athletes have become increasingly more difficult
- Requirements needed in order to coach for a season (state/local)
- AD's would prefer to hire within the walls of your building (silent quitting)
- Hiring more non-teacher coaches
  - Longevity
  - Understanding of education-based athletics philosophy
  - Transactional v. Transformational

“It’s the LITTLE things that are vital. Little things make BIG things happen.”

- John Wooden



In a world filled with ethical dilemmas and gray areas, prioritizing integrity and moral values is crucial. Make decisions based on what is right and fair, not just what is convenient or easy. A strong moral compass will guide you in the right direction and foster respect from your coaches and those in your department.

# Presence

(what does the person in the corner of the room see?)

# Intellectual capability

(how well do you know what you're talking about?)

# Emotion

(can you manage your emotions, not let emotions manage you?)

# Spiritual

(can you keep your core values through hard times?)

When looking at who our coaches are and how they react throughout the season, are we able to hold honest conversations with them and is this something that you as the administrator can hold them accountable for?

- Coaches
  - ◆ Varsity
  - ◆ Sub-Varsity
  - ◆ Paid Assistants
  
- School Administration
  - ◆ AD
  - ◆ Building supervisor (if applicable/needed)
  
- Student-Athletes
  - ◆ Allow student voice
  
- Community (Parents)
  - ◆ Do you allow community to have a say? How do you control this feedback in an appropriate manner?

**Who are you including in your Evaluation Process?**

# Stakeholders Involvement

## COACHES

- Self reflection is KEY to eval process
- EOY reflection with goal setting for next season helps shape the development and direction of program
- What are responsibilities in pre-season, in-season, post-season planning?
- Consistent message and feedback relevant to overall program & department values

## ADMINISTRATOR/AD

- Fair assessment tool
- In-season walkthroughs
  - Shared feedback w/staff
- Assistants & Sub-Varsity positions are as important as your Varsity ones
- Be intentional and purposeful with the time it takes on evaluations
- Relates to an education-based setting (small things lead to big results)

# Stakeholders Involvement

## STUDENT ATHLETES

- What questions are you using?
  - PCA
  - LTI 703 & 704
- Do you provide an opportunity for the student-athletes to ask questions?
- What do you do with this information?
- Athlete survey done on ALL Varsity and sub-varsity programs

## PARENTS/COMMUNITY

- Perception v. Reality
- Format of questions
- How does this get distributed?
- What do you do with this information?



# What does YOUR Evaluation System currently look like?

## Do you have a system in place?

- Online service or create your own?
- Informational only?
- Control the type of feedback
  - How is this used depending on the stakeholder you are receiving it from?

## How do you Communicate this system with your coaches?

- Preseason Coaches Meetings
- In-season “Progress” Conversations
  - Walk throughs during practices and games
- Postseason Reflection

# Everything is B.E.S.T. TOGETHER ...

## **Belief**

When you believe in your coaches: they will do more for your department, be happier, be willing to improve!

## **Be Excellent What's Your WHY?**

We are all in it for the same purpose ... to **SERVE** our student-athletes!

## **Trusting, Respectful and Authentic Relationships**

Coaches are human too and need to know how much you trust, care and value them.



## MMU COACH CORE COVENANTS WHAT IT MEANS TO BE A MMU COACH



Cougar Coach Core Covenants	<b>SERVICE</b> Being a <b>TEAM</b> player	<b>TRUST/RESPECT</b> Sportsmanship is an expectation	<b>EXCELLENCE</b> Giving your best is a Lifestyle, Not An Event
<b>Our Definition</b>	A group of people working together to provide the best experience for all.	Treating people, property and the profession as they want to be treated/cared for	Consistent and never ending pursuit of improved performance in all areas
<b>Covenants Look Like Administratively</b>	<ul style="list-style-type: none"> <li>Proactive communication with teachers, parents, administration, and other coaches about schedules, expectations details of program.</li> <li>Respond quickly to administrative issues and communications with AD</li> </ul>	<ul style="list-style-type: none"> <li>Stay organized with inventory and equipment. Collect all uniforms and equipment within three days of the last game at "the final practice"</li> <li>Meet deadlines with getting paperwork in such as rosters, budget orders, collection of uniforms, calling in games to media</li> </ul>	<ul style="list-style-type: none"> <li>Follow MMU policies and procedures</li> <li>Follow no paperwork, no play policy</li> <li>Hold students accountable for their actions</li> </ul>
<b>Covenants Look Like In The Community</b>	<ul style="list-style-type: none"> <li>Provide youth coaches &amp; player clinics</li> <li>One community service project a year outside of athletics</li> <li>Involved in your sport at the community and state level</li> </ul>	<ul style="list-style-type: none"> <li>Talk positively of other programs</li> <li>Proactive communication with parents</li> <li>Write thank you notes for contributors to your program, volunteers, sponsors, etc.</li> <li>Act as a role model in public</li> </ul>	<ul style="list-style-type: none"> <li>Know the K-12 programs/coaches and invite them into your program</li> <li>Promote your players and staff</li> <li>Coach your coaches at the sub-varsity and youth levels</li> </ul>
<b>Covenants Look Like In Practice/Training</b>	<ul style="list-style-type: none"> <li>Combine F/JV/V for drills and aspects of practice</li> <li>Bring youth and sub-varsity coaches to clinics with you</li> </ul>	<ul style="list-style-type: none"> <li>Be on time for practices / meetings</li> <li>Organized and prepared for practice with a written plan for each day</li> <li>Start and end practice on time</li> <li>Appropriate language and conversation with your team, recognize the power of your words</li> </ul>	<ul style="list-style-type: none"> <li>Game like enthusiasm and tempo</li> <li>Practice uniforms and mouth-guards/equip</li> <li>Attend at least one coaches clinic a year</li> <li>Strength &amp; Conditioning/leadership/character opportunities for your team</li> <li>Be in good physical shape, health and fitness yourself</li> </ul>
<b>Covenants Look Like In Games/Competition</b>	<ul style="list-style-type: none"> <li>Youth teams/coaches in attendance</li> <li>Alumni connections/opportunities</li> <li>Attendance at other teams contests</li> <li>Watch your F/JV/VAR team play/practice</li> <li>JV/Frosh coaches with varsity after their season is complete</li> </ul>	<ul style="list-style-type: none"> <li>Welcome other team and officials to MMU</li> <li>Stand at attention during the Anthem</li> <li>Clean up bench area at home AND on road</li> <li>Shake hands with officials/other team</li> <li>Speak to officials with respect at all times</li> </ul>	<ul style="list-style-type: none"> <li>Self-control at all times – Set the example</li> <li>Compete hard at all times regardless of the competition, score, weather</li> <li>Have a written game plan and strategy</li> <li>Communicate players roles clearly</li> <li>Focus on the things you can control</li> </ul>

A Cougar coach is someone who demonstrates that they are committed to the responsibility and reward of being a coach. You are not a coach because you wear a whistle and can make athletes sweat. You are a coach because you teach life lessons through sport. Lessons that are essential to your student athletes' success in life. As a coach at MMU you will know if you had a successful season not by hanging banners or your win/loss record, these aspects of the sport will take care of themselves if you are pursuing excellence. Your success will be judged by the lasting impact you have on the lives of the student athletes you serve.

# CREATIVITY, INC.



***Ongoing Conversations and Evaluations  
(based on Creativity Inc. by Ed Catmull)***

**How do we do, or how have we done, evaluations to this point?**

**Probably using:**

**Check Lists?**

**Strengths & Weaknesses?**

**Happens after the season?**

**Then place in a file until next year!**

**What are we accomplishing with this process?**

**Was anything learned or improved?**

**If there were negative evals, what did the coach leave with?**

**Did we mentor or offer help, or did we just “check the boxes” and cross another eval off of our long list?**

**Are we developing coaches or just evaluating them?**

**Have you ever not been “honest” with someone on your staff, in your school, or in the District for fear of hurting feelings, fear for your own well-being, or your position?**

**If you allowed your staff to each write 2 things on post it notes (anonymously) that they see as weaknesses of your department, what would they be?**

# Culture

- Honesty vs **Candor**

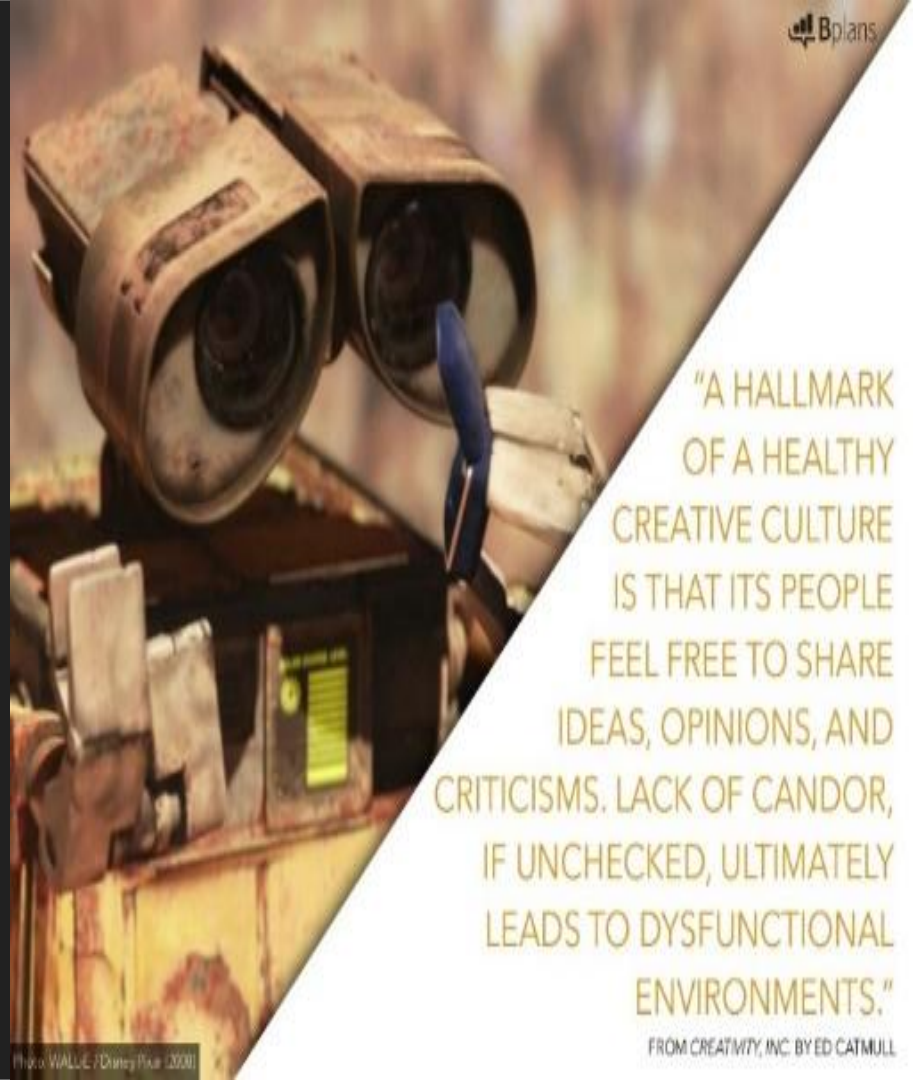
Willingness to Receive

You can't challenge  
without being willing to  
be challenged!

- **What is our job?**

*How have the last few years changed students,  
parents, coaches and us?*

*Should we go back to status quo? OR..*



"A HALLMARK  
OF A HEALTHY  
CREATIVE CULTURE  
IS THAT ITS PEOPLE  
FEEL FREE TO SHARE  
IDEAS, OPINIONS, AND  
CRITICISMS. LACK OF CANDOR,  
IF UNCHECKED, ULTIMATELY  
LEADS TO DYSFUNCTIONAL  
ENVIRONMENTS."



# What is an Ongoing Conversation?

- It maintains a “fertile” environment where **ideas** matter
- Communication structure vs. Organizational structure (Conference Room Table Idea)
- **Trust** the people – helps to get the **right** people in the right seats
- Assembly line mentality (Toyota Way)
- Get smarter - ideas from anyone
- “Fail as quickly as we can!”



“DRIVING THE TRAIN  
DOESN'T SET  
ITS COURSE.  
THE REAL JOB  
IS LAYING  
THE TRACK.”

FROM CREATIVITY, INC.  
BY ED CATMULL

## *What are the benefits?*

Goals - Progress, obstacles, next steps

Empowerment - Engagement in process

Course Corrections - Fix issues in real time

Relationship - Build, build, build

Value Investment - Investing in people

**Building all year and not just at the end!!**

# What does it look like?

"WE BELIEVE THAT  
IDEAS ONLY BECOME  
GREAT WHEN THEY  
ARE CHALLENGED  
AND TESTED."

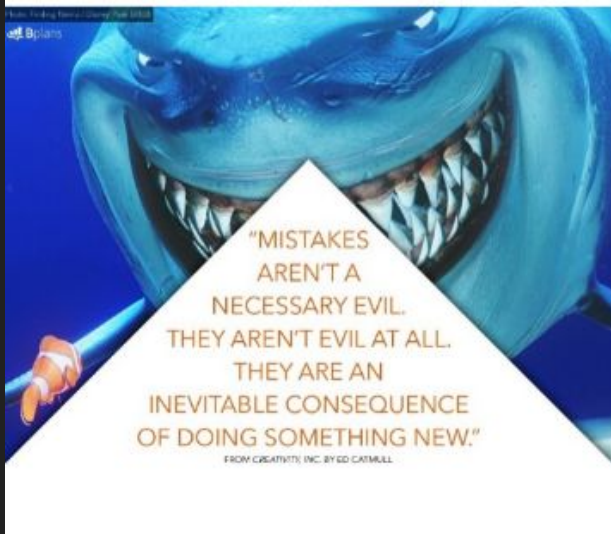
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**Gather key data and  
info, but in a  
collaborative  
atmosphere without the  
pressure of the old  
formal evaluation.**

*Allow for constant growth all along the way  
rather than just looking back at the past.*

# Timing of Meetings (Check-Ins)

*(at the least)*

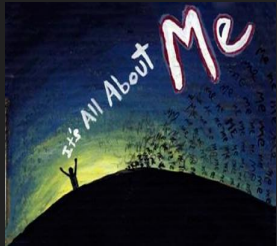


- Pre-season
- 1-2 times In-Season
- Post-Season
- Not tied to a set length of time
- Let the conversation flow naturally and it will end when the purpose is fulfilled

We always want to try to mentor and help people, but they must be a WIT (Whatever It Takes) and not a WAM (What About Me). WAM's will not make your team or your culture better or stronger.

*“Be accountable to your assignment, but be dedicated to the mission.”*

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How many WAM's do you have?

# Are you the A.D. for all coaches or are you the A.D. for just the head coaches?

## □ Key things to review for yourself if you are considering this process:

*•How often do you meet with assistant coaches currently in your process?*

*•You need to be **INTENTIONAL** in making time to speak to every coach in your department and every person in your athletic office.*

*•Are you developing the assistant coaches into future head coaches with your own mentoring, as well as being sure your head coaches are mentoring them?*

**Time is short for all of us, so where are you spending your time?**

# In these “Ongoing Conversations”, what is the end game?

- You will need to answer this based on your own program and philosophy. For me, it is to take chances on potential, hire and work with coaches for what they CAN BE and not what they are now.

*•I want head coaches that want to TAKE MY JOB!*

*•I want assistant coaches that WANT THE HEAD COACHES JOB!*

**Take a chance on BETTER, even if it is a threat! That is how you make the entire system stronger!**

# Reflection Questions

*What is your programs North Star?*

*How are we going to get there?*

*What are some possible hurdles?*

*What are the biggest challenges we can prepare for, as well as what we can't ?*

*What a coach can expect from me:*

Drop-ins \* See practices \* Early Team Meeting \* Listen to the message \* Help

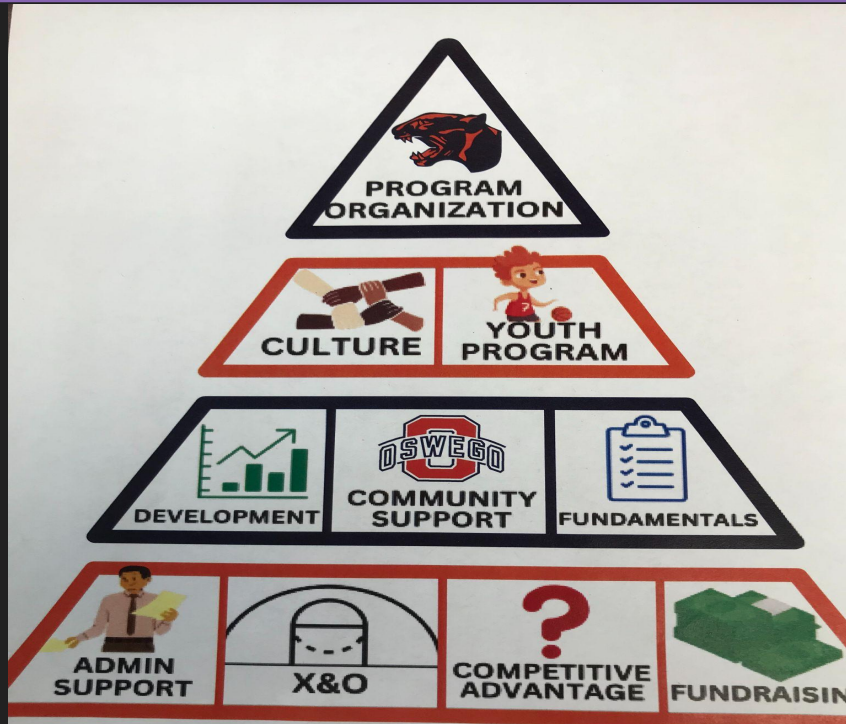


# Player & Parent Surveys

- Perception is reality, but depends on where you are looking from and what you are looking for.
- Data used to see where you should concentrate your focus with each sport and sometimes each level
- Even the negative or untrue feedback is useful information
- Current methods may not be getting the results you think they are
- Player survey each season, each year
- Parent survey each season, every 2 years

# An added tool to help the “Ongoing Conversations”

*Panther Program  
Pyramid allows  
Coaches to rate  
Each section of their  
Program in order  
To focus on the  
Weaker areas  
For overall  
improvement.*



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Please Call or email with any questions.  
Thank You!