

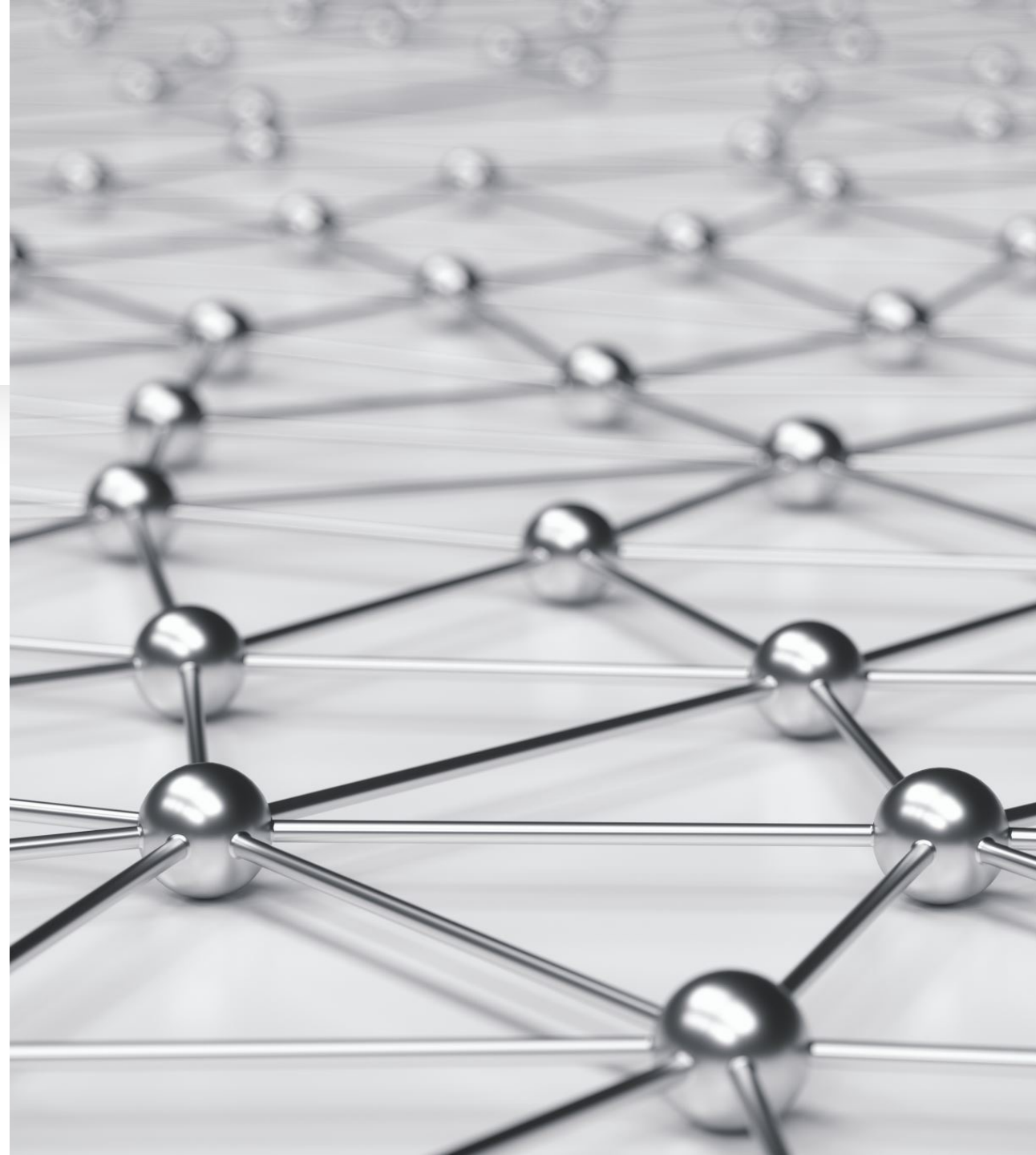
# Sports Psychology

Dr. Neal | KING'S | Team Cohesion



# Team Success

- More than collective individual skills
- Need cohesion
- A unit
- A chemistry



# Jordan

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“We were plugged into one another as a cohesive unit. That’s why we were able to come back and win so many close games. And that’s why we were able to beat more talented teams”

# Rob Murphy Cincinnati Reds

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“We’ve got a funny chemistry here. It’s a strange mixture of guys. They’re all good guys; I don’t have any problems with any of them. They have great talent and good dispositions but the mix – something’s not there.”

# Emergent Property

The whole is greater than the sum of its parts

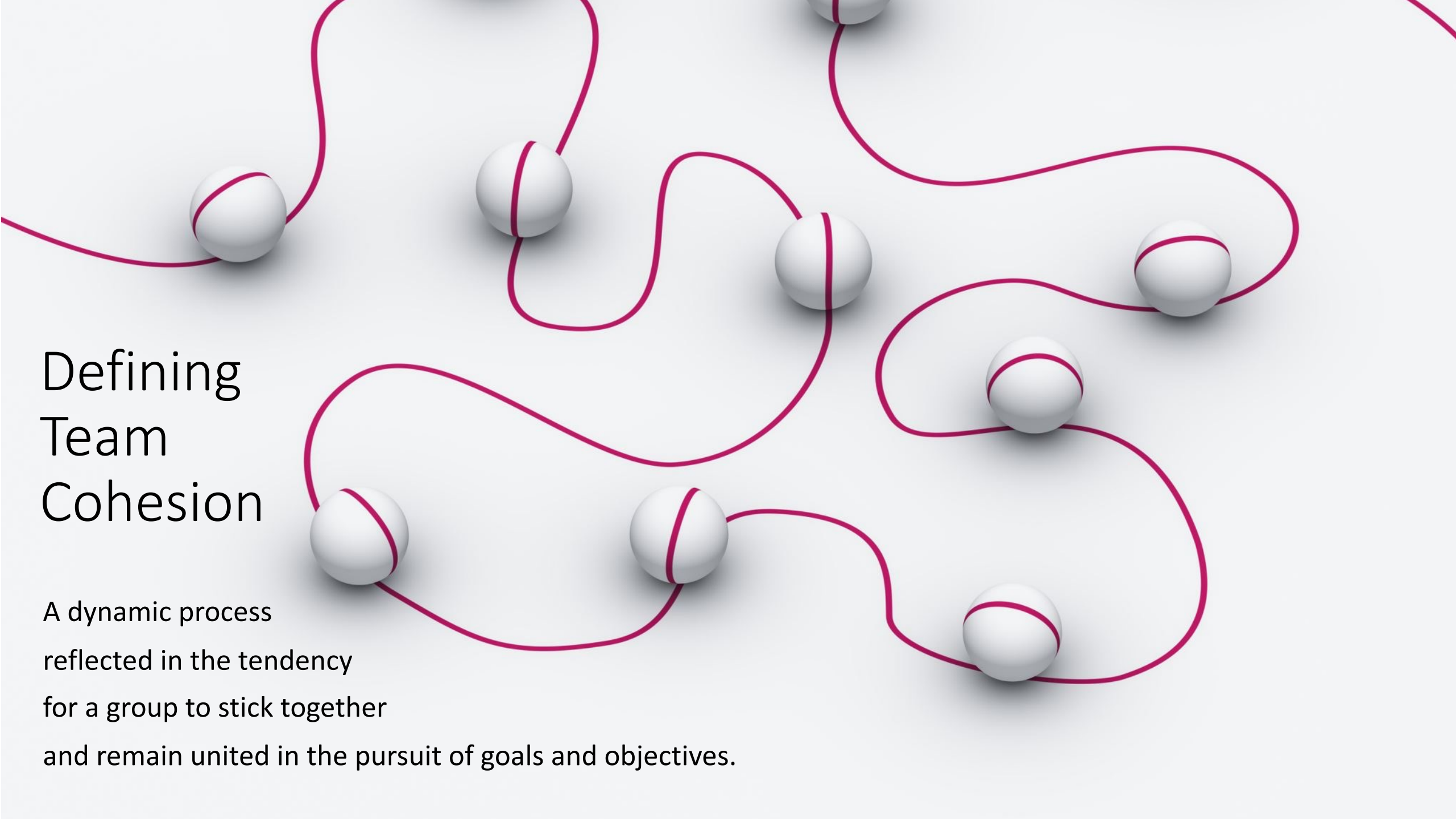
# Teamwork

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- Have to **want** to play together
- Pick one another up
- Make intelligent decisions **together**
- Common goal
- Enhances team performance
- Enhances satisfaction

# Defining Characteristics of Team Cohesion

1. United in pursuit of goals/objectives
2. Task cohesion
3. Social cohesion



# Defining Team Cohesion

A dynamic process reflected in the tendency for a group to stick together and remain united in the pursuit of goals and objectives.



# Task Cohesion

Degree to which members of a team work together to achieve a specific and identifiable goal.

# Social Cohesion

- Degree to which the members of a team like each other and enjoy personal satisfaction from being members of the team.

# Conceptual Model



# Four dimensions of cohesion to consider

What is the orientation to the group and what is the perception of the group?

- Group integration (unit) is social = **GI-S**
- Group integration (unit) is task = **GI-T**
- Individual attraction to group (as individuals) is social = **ATG-S**
- Individual attraction to group (as individuals) is task = **ATG-T**

# Measuring Team Cohesion

- Questionnaires
- Dimensions of cohesion on likert scale
- Interview team members

# Measurement of Team Cohesion

- Sport Cohesiveness Questionnaire
- Team Cohesion Questionnaire
- Sport Cohesion Instrument
- *Group Environment Questionnaire*
- Team Psychology Questionnaire

# Determinants of Team Cohesion

- **Personal Factors**
  - Satisfaction
  - Similarity of experience
- **Team factors**
  - Prior success
  - Communication
  - Team goals
  - Value of achieving goals
- **Leadership factors**
  - Effort to develop cohesion
- **Environmental factors**
  - Pressures from outside

# Consequences of Cohesion

- **Group Outcomes**
  - Team stability
  - Absolute performance
  - Effectiveness
  - Relative performance effectiveness
  - Perceived Psychological momentum
- **Individual outcomes**
  - Behaviour
  - Performance
  - Enhanced mood and satisfaction
  - Reduced handicapping excuses for not being prepared
    - (missed practice, injury, distractions)



# Consequences of Team Cohesion (Researched Topics)

- Improved Athletic Performance.
- Direction of Causality for Cohesion-Performance Relationship.
- Improving Team Efficacy.
- Future Participation and Team Stability.
- Homogeneity of Team Cohesion.
- Moderator of Disruptive Effect of Self-Handicapping.
- Perceived Psychological Momentum.
- Enhanced mood, Emotion, and Satisfaction.

# Enhanced Mood, Emotion, and Satisfaction

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- Team Cohesion Leads to:
  - Increased positive mood.
  - Perception that anxiety is facilitative.
  - Increased individual satisfaction.
  - Increased self-determined motivation that leads to positive emotion and satisfaction.

# Improved Athletic Performance



- Research supports the position that team cohesion is associated with improved athletic performance.
- Key **Moderators** include type of cohesion, type of sport, measurement of performance, and sex of athletes:
  - Task Cohesion > Social Cohesion
  - Interactive Sports > Coactive Sports
  - Subjective > Objective measure of performance
  - Male > Female




# Evidence-based Factors in Team Cohesion

1. **Personal satisfaction** is the strongest determinant of team cohesion
2. A personal feeling of satisfaction towards
  - the team
  - team members
3. Team stability
4. Role clarity
5. Team confidence (not just individual confidence)
6. Communication (verbal and non-verbal)
7. As intrinsic motivation increases so does cohesion
8. Collective Efficacy
9. Mastery orientation climate
10. Reduced by ego and hazing

Performance leads to cohesion  
Not just cohesion improving performance

# Direction of Causality



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- Should involve all team members non just starters
  - Homogeneity of entire team>cohesion

# Developing Team Cohesion

# A Common Process

- **Forming**
  - Common goal
  - New relationships
- **Storming**
  - Frustrations with new system/people
- **Norming**
  - Establishing norms
  - Acceptance of standards
- **Performing**
  - Ready to perform





# Direct Intervention Approach

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- Sports Psychologist works directly with players.

# Work Involves

- Empower them
- Develop shared vision
- Unity of purpose
- Collaborative teamwork
- Individual and team accountability
- Team identity
- Open and honest communication
- Trust at all levels
  - Affective
  - Cognitive trust
- Physical team challenges
- Mutual sharing
- Team goal setting

# Indirect Intervention Approach

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- Sports Psychologist teaches coaches and managers to team build



# Consequences of Team Cohesion (Research Topics)

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# 4 Stages of Developing Cohesion

1. **Introduction** > general benefits of cohesion
2. **Conceptualization** > teach on cohesion
3. **Practical** > develop strategies
4. **Intervention** > implement and assess

EX.

- Role clarity
- Conformity to team norms
- Co-operation
- Team sacrifices
- Application to real situations

# Specific Interventions

- See handout

## Dr. Neal Sports Psychology

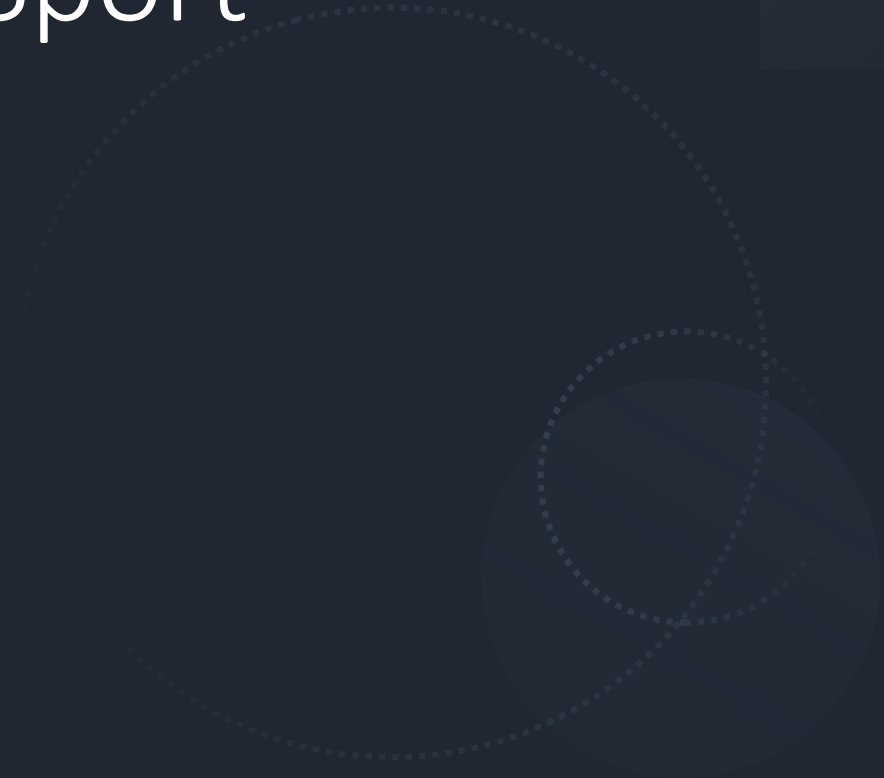
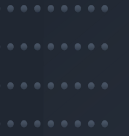
### Team Cohesion: Specific Interventions

1. Responsibilities of other players: play other positions during practice
2. Learn something personal about teammates
3. Develop pride within subunits
4. Develop ownership – ‘their’ team, shared power and decision making
5. Set regular team goals for sense of direction
6. Role clarity – individual accountability, each player has unique role – what is it
7. If even one player feels disconnected this will affect team unity and cohesion
8. Do not expect complete social tranquility – interpersonal conflict normal
9. Avoid cliques
10. Are player needs being met
11. Team drills which encourage co-operation – not just skill development
12. Highlight team success even when lose
13. Develop collective efficacy
14. Reduce unhealthy competition among teammates which can ~~very~~ impact cohesion
15. Reduce jealousy among teammates
16. Build motivation



End of Slides

# Team Cohesion in Sport Extra



# Team Cohesion in Sport

- Defining Characteristics of Team Cohesion.
- Conceptual Model of Team Cohesion.
- Measurement of Team Cohesion.
- Determinants of Team Cohesion.
- Consequences of Team Cohesion.
- Developing Team Cohesion.

# Direct and Indirect Measurement of Cohesion

- Indirect measurement approach
- Direct measurement approach

# Indirect Measurement Approach

- Sociogram.
- Team members are asked to indicate how they feel about other team members.
- Summed scores represent a measure of team cohesion.

# Direct Measurement Approach

- Athletes are asked direct questions about how much they like playing on the team (individual attraction), and how well they feel the team functions as a unit (group integration).

# Conceptual Model of Team Cohesion

- Athlete's Perception of Team
  - Group Integration
  - Individual Attraction
- Group Orientation
  - Social
  - Task



# Dimensions of Team Cohesion

- Group Integration – Social (GI-S)
- Group Integration – Task (GI-T)
- Individual Attraction to Group – Social (ATG-S)
- Individual Attraction to Group – Task (ATG-T)





# Group Environment Questionnaire (GEQ)

- Primary inventory of choice among sport psychologists.
  - Composed of 18 items which measure four dimensions or sub-scales.
  - Based upon the Conceptual Model of Team Cohesion
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# Psychometric Issues and the GEQ

- Schutz et al. (1994) failed to confirm the hypothesized four factor structure of GEQ.
- Factorial integrity of GEQ may be improved by eliminating negatively worded items.
- Youth Sport Environment Questionnaire (YSEQ) developed to measure task and social team cohesion. The developers recommended that the YSEQ be used instead of the GEQ with youth participants.

# Research on Determinants of Team Cohesion

- Personal Satisfaction – shown to be a critically important determinant.
- Communication Between Team Members – A critical determinant of cohesion in sport generally and in dyadic sports specifically (e.g. beach volleyball).
- Dyadic Self-Determination – Summed individual self-determined motivation between the two members of a dyadic team.

# Future Participation and Team Stability

- Other consequences of team cohesion include future participation in sport and team stability.
  - Future Participation – Athletes who belong to cohesive teams tend to continue their participation in subsequent seasons.
  - Team Stability – Teams high in team cohesion are more likely to remain together.

# Homogeneity of Team Cohesion

- Successful athletic teams are characterized by high levels of team cohesion among both starters and nonstarters.



# Moderator of the Disruptive Effects of Self-Handicapping

- Self-handicapping behavior has a disrupting influence on an athlete's preparation for future competition.
- Seriousness of disruption is higher on cohesive teams as opposed to teams low in team cohesion.
- Consequently, team cohesion has the effect of discouraging self-handicapping.

# Perceived Psychological Momentum

- Teams that enjoy high levels of team cohesion are more likely to enjoy the benefits of psychological momentum.



# Team Building

- Definition
- Approaches to team building





# Definition of Team Building

- A process designed to “promote an increased sense of unity and cohesiveness and enable the team to function together more smoothly and effectively.”
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# Approaches to Team Building

- Direct intervention approach – Sport psychologist works directly with athletes for team building activities.
- Indirect intervention approach – Sport psychologist teaches coaches and managers team building principles who then work with athletes.

# Specific Interventions Designed to Enhance Team Cohesion

1. Acquaint players with responsibilities of other players.
  2. As coach, learn something personal about each athlete.
  3. Develop pride within subunits of large teams.
  4. Develop a feeling of ownership among the players.
  5. Set goals and take pride in accomplishments.
  6. Make sure each player learns and appreciates his role.
  7. Do not expect complete social tranquility.
8. Discourage cliques and their formation.
  9. Develop team drills that encourage team cooperation.
  10. Highlight areas of team success even in the face of failure.
  11. Work to develop collective self-efficacy in the team.
  12. Develop a mastery motivational climate for the team.
  13. Educate the team as to the destructive effects of jealousy and how to avoid it.