

CHAPTER 15 – Groups and goal setting

Exam style questions - text book pages 169 - 170

1) a) What is meant by cohesion in the context of teams?

4 marks

Answer:

- Individuals in a team must have **common goals**.
- Players in a team must **interact** effectively.
- Players in a team must **communicate effectively**.
- **Motives for playing** must be similar within a team.
- **Similarity of interests** or outlook ensures cohesion.
- Social cohesion encourages **cohesion** within the game.

b) Explain what is meant by social loafing by using examples from sport.

3 marks

Answer:

- **Loss of motivation:** for example, an individual does not try very hard in a game of netball.
- **Lack of individuality:** for example, an individual player is 'lost' within a team or does not get recognition.
- **Lack of perceived external evaluation:** for example, a player does not feel that he or she is being judged and therefore is not accountable for lack of effort.

c) What advice would you give a coach of a team to ensure maximum productivity?

5 marks

Answer:

- Encourage **cohesion**.
- By **social mixing** or sharing of experiences.
- Give individuals **encouragement** as well as the team.
- Give **praise** or reinforce success or give incentives or rewards.
- **Attribute failure** to controllable factors.
- **Attribute success** to internal factors.
- Encourage **peer support**.
- Develop coordination through training, for example, small-sided games.
- Develop a **person-oriented leadership** approach (democratic leadership).

2) Elite performers sometimes train on their own and sometimes as part of a group. How would you distinguish between a group and a collection of individuals.

3 marks

Answer:

- A group is a collection of individuals who work together to achieve a **common goal**. For example a hockey team who train and play together in the hope of winning the league.
- Elite performers, such as Mo Farah, have training partners, all of which will have their own individual goals.

3) a) Explain the Ringlemann effect, and its related term, social loafing.

4 marks

Answer:

- The **Ringlemann effect** refers to the fact that average individual performances **decrease** with **increasing group size**.
- **Social loafing** occurs when individuals appear to reduce and hide their effort when in a group, amongst the effort of other group members.

b) How can social loafing be reduced?

3 marks

Answer:

Note there are a number of options:

- **Measure:** if people know they are being monitored, they will conform.
- **Peer Pressure:** if most of the group aren't of similar disposition, then this should help as he or she will probably be ostracized.
- **Feedback:** it is possible that the loafer is unaware of their behaviour.
- Provide feedback, focusing on observations, the impact, and what actions will be taken to remedy the situation.

4) Describe Carron's conceptual model of cohesion.

4 marks

Answer:

The model identifies four kinds of factors which contribute to team cohesion, these are:

- **Environmental** – these are factors which bind members together to a team such as contracts, age, and eligibility.
- **Personal** – these feature characteristics of the team members that are deemed to be important and include motives for taking part.
- **Leadership** – these are factors which are about the behaviour of leaders and coaches. Coaches should use all leadership behaviours to influence different individuals.
- **Team factors** – these are factors relating to the group, including identity, targets, member ability and role, creation of short-term and long-term goals and rewarding individual and group efforts - all characteristics of the group, norms and stability factors.
- Carron differentiated between **task cohesion**, such as the commitment to team goals and performance objectives and.
- **Social cohesion** which covers friendship and affiliation.

5) a) Explain Steiner's model of group performance:

$$\text{Actual productivity} = \text{potential productivity} - \text{losses due to faulty processes}$$

6 marks

Answer:

- **Actual productivity** is a team's level of achievement on a specific task. For example, a rugby team reaching the semi-final of a cup competition.
- **Potential productivity** is the best possible level of achievement of a cohesive team for this rugby team to win the cup competition.
- **Losses due to faulty processes** are coordination and motivation problems the team faces, which reduce the level of cohesion and as a result lower the level of achievement.

b) What factors stop a team ever performing to its true potential?

6 marks

Answer:

- **Coordination** problems.
- **Lack of understanding** of member's roles in the team, for example, team fails to communicate set plays from a free kick.
- **Lack of understanding** of tactics or strategies set by the coach.
- **The Ringlemann effect**.
- **Motivational losses** as team members withdraw effort.
- **Social loafing**.

- 6) **A Level.** Discuss and apply to sporting situations, theories that affect formation and development group cohesion. What strategies could a coach use to develop group cohesion? 15 marks

Answer:

- **Group cohesion** arises when bonds link members of a social group to one another and to the group as a whole.
- It is characterised by a **collective identity**, a sense of shared purpose and has structured patterns of communication.
- Carron identified two main elements that affect the formation and development of group cohesion.
- **Task cohesion** is about people who are willing to work together, whether or not they get on personally. Some people are 'made for each other', others are 'chalk and cheese'.
- If people have conflicting characteristics they will never function as a team. Sports teams that require greater interaction, for example basketball, need greater task cohesion than teams where less interaction is required, for example swimming or judo.
- **Social cohesion** covers the notion that teams with high social cohesion, but low task cohesion is less successful.
- For example, all members of a rugby team enjoy each others' company no matter the result of matches, and so remain in the club despite poor results because they share similar values, and attitudes.
- Carron's group cohesion model/theory also identifies four kinds of factors which contribute to team cohesion, these are:
 - **Environmental** – these are factors which bind members together to a team such as contracts, age, and eligibility.
 - **Personal** – including characteristics of the team members that are deemed to be important & include motives for taking part.
 - **Leadership** – these are factors which are about the behaviour of leaders and coaches.
- Coaches should use all leadership behaviours to influence different individuals.
- **Team factors** – these are factors relating to the group, including identity, targets, member ability and role, creation of short-term and long-term goals and rewarding individual and group efforts - all characteristics of the group, norms and stability factors.
- This model also differentiates between **group outcomes**, which include the stability and performance of a team, and **individual outcomes** include member satisfaction and individual performance.
- **Steiner** produced a model/theory to show the relationship between the performance of a team and the individuals.
- **Actual productivity = potential productivity – losses due to faulty processes.**
- **Actual productivity** is a team's level of achievement on a specific task.
- For example, a rugby team reaching the semi-final of a cup competition.
- **Potential productivity** is the best possible level of achievement of a cohesive team for this rugby team to win the cup competition.
- **Losses due to faulty processes** are coordination and motivational problems the team faces, which reduce the level of cohesion and as a result lower the level of achievement.
- **Coordination problems** may arise because individuals do not match up with each other on the day.
- For example, a mistimed pass, a fumbled ball or a poor lineout.
- **Motivational problems** occur when groups tend to make individuals perform below their best potential.
- This is the **Ringlemann effect** which sees average individual performance decreasing with increasing group size and social loafing when individuals can hide their lack of effort amongst other group members.

What strategies could a coach use to develop group cohesion?

- The coach will need to put together a group with **high potential productivity** whilst trying to minimise losses due to faulty processes.
- **Minimising losses** could be achieved by organising practices so that all team members are certain of their role, over learning set plays in order to get the timing right and manipulating the use of rewards to optimise motivation levels.
- Coaches should not just pick the best players for a team, but those who are most likely to get on with each other.
- The coach could measure both group and individual performances within the group.
- If people know they are being monitored, they will conform.
- The coach could use **peer pressure**. If most of the group aren't of similar disposition, then this should help as he or she will probably be ostracized.
- The coach could give **feedback**. It is possible that the loafer is unaware of their behaviour.
- The coach should provide positive feedback, focusing on observations, the impact, and what actions should be taken to remedy the situation.

- 7) According to Carron (1982) the following factors influence group cohesion. For each factor give an example to explain how this happens. 8 marks

a) Environmental factors.

Answer:

- Environmental factors bind a player to a team.
- For example, through contracts, location, age and eligibility restrictions.

b) Leadership factors.

Answer:

- Leadership factors are the behaviours of coaches and captains.
- Leaders can promote **both task and social cohesion**.
- For example, the coach will need to put together a group with high potential productivity whilst trying to minimise losses due to faulty processes.
- The captain can motivate and inspire his players both verbally and playing well.

c) Personal factors.

Answer:

- Personal factors should be recognised as an individual has their own motives for being part of the team.
- These could be the need to win, the need for social cohesion or the need for excellence.

d) Team factors.

Answer:

- Team factors relate solely to the group such as:
 - Group identity.
 - The targets the team sets itself.
 - The ability of the team members.
 - The role of each team member.

- 8) a) Identify five characteristics of goals which a performer might set to achieve an aim. 5 marks

Answer:

5 marks from 5 of:

- Specific.
- Measurable.
- Achievable/realistic.
- Accepted.
- Challenging.
- Agreed/ Negotiated.
- Timed/Progressive from short-term to long-term.
- Performance orientated.
- Evaluated/Reviewed.

b) Explain how outcome goals and performance goals can affect motivation, anxiety and stress. 4 marks

Answer:

- If when using outcome goals, the performer successfully completes the goal, their motivation will increase.
- On the other hand, if the performer does not successfully complete the goal, their level of anxiety and stress can increase.
- When using performance goals, if the performer achieves the realistic goals set, they will experience lower anxiety and stress, alongside increased motivation.

9) a) Show what is meant by short-term goals and long-term goals by using examples from sport. 4 marks

Answer:

- *Short-term goals* are **process** oriented.
- Which affect aspects of performance.
- For example, the goal of following through into court after a serve in tennis.
- *Long-term goals* are **product** oriented.
- Which affect the result or future aim.
- For example, to beat your personal best in athletics or to win the league at soccer.

b) What are the main positive effects of setting goals in sport? 2 marks

Answer:

- Raising **motivation** levels.
- **Controlling anxiety** or stress.

c) As a coach how would you ensure that your goal setting was as effective as possible? 6 marks

Answer:

6 marks for 6 of:

- Goals must be **attainable**/within your reach.
- Goals which are **challenging** are more **motivating**.
- Set goals which are **positive** rather than negative.
- Goals should involve individual as well as team **targets**.
- Goals should be **measurable**.
- **Target dates** are important so that the performer is accountable.
- Goals should be **negotiable**.
- Goals should have shared **ownership**.
- Goals should be a **mixture of process and product**.

d) How does performance profiling assist in goal setting? 3 marks

Answer:

- Performance profiling enables a performer to be aware of **when goals** are achieved.
- Performance profiling is **assessment** by both **performer** and **coach** as to the achievement of the various factors involved in the sport.
- Such as speed, strength, focus, concentration, level of skill and so on.
- Which are a mixture of **fitness components** (measured against standard tests), and **psychological** factors.
- Hopefully the **coach's perception** of the current status of performance will **match** that of the **performer**.
- **Discrepancies** between performer and coach perception of a performance can be highlighted and discussed.
- **Goals** to narrow the gap between perceived and actual performance can then be set.

10) Explain the meaning of the acronym S.M.A.R.T.E.R. in relation to goal setting. 7 marks

Answer:

- S = **specific** – goals are directly related to a sporting situation and should be clear and concise.
- M = **measurable** – progress can be measured.
- A = **achievable** – by both performer and coach.
- R = **realistic** – challenging but within the capability of the performer.
- T = **time** – dates set for completion for both short-term and long-term goals.
- E = **evaluate** – assessed by the coach and the performer.
- R = **recorded** – written down.

11) Explain the many important factors that have to be taken into account when setting goals.

12 marks

Answer:

- Goal setting involves the development of *an action plan* designed to motivate and guide a person or group toward a goal.
- Goal setting can be guided by goal-setting *criteria* (or rules) such as **SMARTER** targets:
 - **Specific** as it is directly related to a sporting situation. Goals should be focused on the aims of training.
 - **Measurable** so that progress can be assessed.
 - **Achievable** by the performer, coach and manager.
 - **Realistic** - challenging but within the capability of the performer.
 - **Time-bound** phased so that there is a date for completion in which the goal should be achieved.
 - **Evaluated** – progress towards goal achievement should be tracked by the coach and performer.
 - **Recorded** for the record.
- For example, the SMARTER goal of running a 400 metres in 48 seconds. This would be realised after 5 racing attempts, assessed at an 80% success rate, providing an exciting challenge, with a record of training and racing times.
- **Long-term goals** are the main aim of the athlete but they do not provide a pathway for successful achievement of a goal.
- **Medium-term goals** can be used to provide a pathway from short-term goals to the achievement of long-term goals.
- **Short-term goals** are concerned with skill development and so give the individual the skills that are required to achieve their long-term goal.
- Goals can either be **outcome orientated**. For example the end result of the training programme is to win the National Championships.
- Goals can be **performance orientated**. For example, how well the performer did, based on previous performances.
- Goals can be **process orientated** which is concerned with improvements in technique.

What effect does goal setting have on performance?

- Setting goals has a positive effect on performance which include:
 - Giving the performer an aim or **focus**.
 - Increasing motivation when the **goal** is accomplished.
 - Increasing **confidence** levels.
 - Controlling **arousal/anxiety** levels.
 - Focusing **efforts** in training and game/competitive situations.