WHAT IS GAME MANAGEMENT?

- A CRITICAL FACTOR TO BEING A SUCCESSFUL OFFICIAL IS YOUR GAME MANAGEMENT OR ‘PEOPLE’ SKILLS.
- DESPITE YOUR GOOD INTENTIONS, SOMETIMES THERE WILL BE DISAGREEMENTS BETWEEN PEOPLE INVOLVED IN THE GAME, AND HOW WELL YOU HANDLE THESE AT AN EARLY STAGE WILL HAVE A DIRECT IMPACT ON STOPPING THESE SITUATIONS FROM ESCALATING.
WHAT IS GAME MANAGEMENT?

• **HOW SOLID YOUR GAME MANAGEMENT SKILLS ARE CAN PLAY A HUGE ROLE IN YOUR ACCEPTANCE AND ABILITY TO BE A LEADER ON THE COURT.**

• **LOOK AT THE MOST SUCCESSFUL PEOPLE IN OFFICIATING AND LIFE, AND THEY WILL HAVE THIS COMMON TRAIT – THEIR ABILITY TO HANDLE PEOPLE IN A RESPECTFUL MANNER. YOU EARN RESPECT BY GIVING RESPECT.**
AN IMPORTANT PART OF OFFICIATING IS GOOD COMMUNICATION. THE OFFICIAL’S COMMUNICATION WITH PARTICIPANTS AND OTHERS IS UNDERTAKEN IN A RANGE OF WAYS WHICH INCLUDE:

• VOICE - COMMUNICATING DECISIONS/RULINGS
MANAGEMENT SKILL - COMMUNICATION

• WHISTLE - COMMUNICATING TO PARTICIPANTS TO DO SOMETHING

• GESTURES/SIGNALS - COMMUNICATING A DECISION NON VERBALLY

BODY LANGUAGE - COMMUNICATING A FEELING/EMOTION.
COMMUNICATION SKILLS

- Communicating with participants and coaches
- Communication styles
- Listening skills
COMMUNICATION SKILLS

• THE IMPORTANCE OF BEING ASSERTIVE

• LEADERSHIP

• WRITING REPORTS

• EMOTIONAL INTELLIGENCE FOR SPORTS OFFICIALS
COMMUNICATION – ENGLISH IS THE FIBA LANGUAGE
• **THERE ARE TIMES WHEN THE OFFICIAL NEEDS TO TAKE AN ASSERTIVE APPROACH TO A SITUATION E.G. WHEN THE GAME IS GETTING ‘HOT’, OR WHEN A PARTICIPANT IS QUESTIONING A DECISION IN A DEMONSTRATIVE MANNER.**

• **AT OTHER TIMES, THE OFFICIAL WILL USE A LESS ASSERTIVE AND CALM APPROACH E.G. WHEN THE GAME IS BEING CONDUCTED IN A GOOD SPIRIT**
GAME MANAGEMENT - COMMUNICATION
COMMUNICATION - THE USE OF YOUR VOICE

• VOICE IS USED BY THE OFFICIAL IN A RANGE OF SETTINGS:

• INTRODUCTIONS TO PARTICIPANTS, COACHES AND OTHERS PRIOR TO THE GAME
COMMUNICATION - THE USE OF YOUR VOICE

• EXPLAINING AN INFRACTION OF THE RULES TO PARTICIPANTS DURING THE GAME

• THE TONE OF YOUR VOICE IS AN IMPORTANT TOOL
GAME MANAGEMENT - COMMUNICATION
• Often the whistle is used to intervene during the game:
• To award a penalty or penalise an infraction during play
• To end a period of play
• To indicate the start of a new period of play
• To stop the game when the situation demands
• The whistle gets everyone’s attention
• **REFEREES HAVE OFFICIAL SIGNALS TO COMMUNICATE DECISIONS**

• **AS A GENERAL RULE, COMMUNICATION WILL BE MOST EFFECTIVE FOR EVERYONE WHEN THE OFFICIAL USES MORE THAN ONE METHOD OF COMMUNICATION TO CONVEY A MESSAGE E.G. VERBAL AND A VISUAL SIGNAL**
COMMUNICATING WITH SIGNALS

- VIOLATION-TRAVELLING
- STOP
- SIGNAL
- DIRECTION
COMMUNICATING WITH SIGNALS – OVERKILL?
COMMUNICATION – SELLING THE CALL

• A CONFIDENT AND DECISIVE VERBAL COMMUNICATION STYLE INCLUDES THE OFFICIAL USING:
• A CLEAR VOICE
• APPROPRIATELY CHOSEN WORDS
COMMUNICATION – SELLING THE CALL

• A FIRM MANNER

• LOOKING AT THE PERSON – DIRECT EYE CONTACT

• SUFFICIENT STRENGTH OF VOICE TO CONVEY THE MESSAGE SO THAT PARTICIPANTS ARE ABLE TO HEAR THE DECISION.
COMMUNICATION – SELLING THE CALLS
• IT IS OFTEN SAID THAT HOW AN OFFICIAL ‘SELLS’ THEIR DECISION IS THE MOST IMPORTANT THING. PARTICIPANTS AND COACHES ARE LOOKING FOR AN OFFICIAL WHO COMMUNICATES IN A CONFIDENT AND DECISIVE MANNER. THIS SHOWS A PERSON IN CONTROL OF THEMSELVES AND THE GAME.

• THE OPPOSITE STYLE CONVEYS UNCERTAINTY.
• THERE ARE TIMES ON GAME DAY WHEN THE PLAYER OR COACH HAS A REQUEST OF THE OFFICIAL. THIS MIGHT BE PRIOR TO A GAME, FOR EXAMPLE, SEEKING INFORMATION REGARDING THE RULES, OR A PLAYER NOT HAPPY WITH A DECISION DURING THE GAME.
COMMUNICATION - ANSWERING QUESTIONS

• WHEN PARTICIPANTS OR COACHES APPROACH AN OFFICIAL WITH A PROBLEM OR QUERY, IT PROVIDES A BRIEF OPPORTUNITY TO ENGAGE IN DISCUSSION AND SEEK A GREATER UNDERSTANDING OF EACH OTHERS POSITION, VIEWS AND CONCERNS.

• RESPECT AND CONTROL BREEDS RESPECT.
COMMUNICATION - LISTENING

• THE STRONGEST INFLUENCE ON THE OUTCOME OF ALL COMMUNICATIONS IS THE ABILITY TO LISTEN EFFECTIVELY. WHEN THE OFFICIAL LISTENS EFFECTIVELY, THEY CAN RESPOND APPROPRIATELY.

Effective Listening Skills
◆ Give individual attention
◆ Avoid interrupting
◆ Respect right to share
◆ Repress emotional responses
◆ Pay attention to nonverbal messages
• LISTENING ENABLES THE OFFICIAL TO PUT MEANING TO THE SOUNDS THEY HEAR.

I'M LISTENING.

• LISTENING IS THE ABILITY TO RECEIVE, ATTEND TO, INTERPRET AND RESPOND TO VERBAL MESSAGES AND OTHER CUES, LIKE BODY LANGUAGE, IN WAYS THAT ARE APPROPRIATE TO THE GAME.
COMMUNICATION - LISTENING SKILLS

• THE FIRST STEP TO LISTENING IS REMEMBERING TO STOP TALKING. THE OBJECTIVE HERE IS TO RESPECT THE PLAYER’S NEED BY “LISTENING AND RESPONDING” NOT “TELLING AND WALKING”.

• FAILING TO LISTEN WILL LEAD TO MISUNDERSTANDINGS AND ASSUMPTIONS OF BIAS ON THE PLAYER/COACHES PART.
COMMUNICATION - LISTENING SKILLS

• EFFECTIVE LISTENING INCLUDES:

• HEARING – INTERPRETING – ASSESSING - RESPONDING
COMMUNICATION SKILLS
COMMUNICATION – EFFECTIVE LISTENING SKILLS

- ANTICIPATE WHERE THE PLAYER/COACH IS GOING
- MENTALLY SUMMARISE THE MESSAGE
- FORMULATE A RESPONSE
- READ BETWEEN THE LINES (BODY LANGUAGE)
- USE SILENCE
COMMUNICATION – LISTENING SKILLS

• AVOID ANNOYING HABITS SUCH AS:
• DISAGREEING OR INTERRUPTING
• INVASION OF PERSONAL SPACE
• BEING DISTRACTED E.G. HAVING CONVERSATIONS WITH OTHER PLAYERS AT THE SAME TIME, WANDERING EYES
• OVERDOING ACKNOWLEDGMENT
• SHOWING OFF PERSONAL KNOWLEDGE OF THE RULES
LISTENING HABITS TO DEVELOP:

• BE PATIENT

• MAKE MENTAL NOTES IF INCIDENT IS SERIOUS

• AVOID PREJUDICES
COMMUNICATION – LISTENING SKILLS

LISTENING HABITS TO DEVELOP:

• DON’T JUMP TO CONCLUSIONS

• PARAPHRASE COACH/PLAYER COMMENTS

• CONFIRM AND CLARIFY
GAME MANAGEMENT – MANAGING CONFLICT

• THE OFFICIATING ENVIRONMENT CAN BE CHALLENGING AND POTENTIALLY HOSTILE. DEALING WITH CONFLICT CAN BE TOUGH FOR A CONFIDENT OFFICIAL, LET ALONE AN INEXPERIENCED ONE.

• GOOD OFFICIATING RELIES ON DEALING WITH CONFLICT PROFESSIONALLY AND POSITIVELY.
GAME MANAGEMENT – MANAGING CONFLICT
MANAGING CONFLICT

• CONFLICT IS LIKELY TO ARISE IN A NUMBER OF SITUATIONS. THESE INCLUDE:
• DISAGREEMENT FROM PARTICIPANTS OVER A DECISION

PERCEIVED BIAS SHOWN BY THE OFFICIAL IN THE EYES OF PLAYERS/COACHES
MANAGING CONFLICT

- FRUSTRATION SHOWN BY PARTICIPANTS AS A RESULT OF THEIR LEVEL OF PERFORMANCE OR THE GAME RESULT

- MISUNDERSTANDING OF INSTRUCTIONS OR RULINGS FROM AN OFFICIAL

- TRASH TALKING BETWEEN PARTICIPANTS
MANAGING CONFLICT
MANAGING CONFLICT - PREVENTION

• PREVENTION IS ALWAYS BETTER THAN CURE! IF ACTION IS TAKEN EARLY IN THE GAME, CONFLICT IS LESS LIKELY TO OCCUR

MAKE COMPETITORS AWARE OF YOUR PRESENCE BY REACTING IMMEDIATELY TO RULE INFRINGEMENTS (WHEN APPROPRIATE)

• REMAIN OBJECTIVE, NO MATTER WHAT PRIOR KNOWLEDGE OF PARTICIPANTS/TEAMS AN OFFICIAL HAS
MANAGING CONFLICT - PREVENTION

• BE DEFINITE AND FIRM WITH DECISIONS AND COMMUNICATION

• LOOK SHARP AND ACT SHARP. THIS WILL GAIN RESPECT AS AN OFFICIAL.

• DON’T TAKE CRITICISMS PERSONALLY. REMEMBER THAT COACHES AND PARTICIPANTS ARE SEEING THE GAME FROM A DIFFERENT PERSPECTIVE TO THE OFFICIALS.

EMPATHISE
MANAGING CONFLICT - PREVENTION

• AT THE BEGINNING OF THE GAME, PROVIDE STRUCTURE AND GUIDANCE, BUT ALSO START A DIALOGUE WITH THE PARTICIPANTS. ACKNOWLEDGE THE PARTICIPANT’S ABILITIES AND EXPERIENCE, AND INVITE CONSTRUCTIVE VIEWPOINTS FROM SOME PARTICIPANTS.

SPEAK CLEARLY AND FIRMLY IN HEATED SITUATIONS. THIS WILL INDICATE CONFIDENCE IN MANAGING THE SITUATION.

KEEP COOL - *IF IT STARTS TO GET A BIT HOT* ...
MANAGING CONFLICT ??
MANAGING CONFLICT - RESOLUTIONS

**BE PROFESSIONAL**: SPEAK CLEARLY AND STAY COMPOSED IN HEATED SITUATIONS. THIS DEMONSTRATES CONFIDENCE IN MANAGING THE SITUATION. AVOID ARGUMENT OR DEBATE, AND DON’T TRY TO BLUFF THROUGH WITH UNJUSTIFIED RULINGS.

**REMAIN CALM**: DON’T OVER-REACT. STAY RELAXED AND ADOPT A LOW-KEY POSTURE/BODY LANGUAGE. USE OBJECTIVE, NEUTRAL LANGUAGE.
MANAGING CONFLICT - RESOLUTIONS

- **ADDRESS THE PROBLEM - NOT THE EMOTIONS:**
- **TRY TO PUT ASIDE THE EMOTIONS OF ALL PARTIES. EMOTIONS INEVITABLY INFLAME THE SITUATION. BY DEALING WITH THE FACTS AND THE AVAILABLE EVIDENCE, THE OFFICIAL IS MORE LIKELY TO BE SEEN AS MAKING A FAIR AND APPROPRIATE DECISION.**
• **FOCUS ON THE PERSON:**

• PEOPLE ARE NOT OBJECTS, AND THEY DON’T LIKE BEING TREATED AS SUCH. ACKNOWLEDGE A PARTICIPANT WITH EYE CONTACT AND USE THEIR NAME IF POSSIBLE. RECOGNISE THAT THEY HAVE SOMETHING TO SAY, AND DON’T JUST DISMISS THEM.
MANAGING CONFLICT - RESOLUTIONS

• **BE FAIR**: AVOID PERCEIVED TEAM OR INDIVIDUAL BIAS AT ALL COSTS. DEMONSTRATING INTEGRITY IS ONE OF THE GREATEST ASSETS OF AN OFFICIAL.

• **BE CONFIDENT AND OPEN**: DON’T BE DEFENSIVE OR TRY TO JUSTIFY ACTIONS. CLARIFY DECISIONS WHEN APPROPRIATE, BASED ON THE FACTS AND THE EVIDENCE PRESENTED.
MANAGING CONFLICT - RESOLUTIONS

**BE FIRM:** DEAL WITH UNACCEPTABLE BEHAVIOUR FIRMLY AND QUICKLY. SET BOUNDARIES IN A POLITE, PROFESSIONAL AND ASSERTIVE MANNER.

REMEMBER THAT 90% OF CONFLICT OCCURS NOT BECAUSE OF WHAT WAS SAID, BUT THE TONE AND MANNER IN WHICH IT WAS SAID!
GAME MANAGEMENT - SUMMARY

- WE HAVE LOOKED AT THE MAJOR PSYCHOLOGICAL ASPECTS OF GAME MANAGEMENT:
- COMMUNICATION SKILLS
- DEALING WITH CONFLICT
- WE HAVE NOT DISCUSSED LEADERSHIP, TEAMWORK, MECHANICS OR CRITERIA, FEEL FOR THE GAME.
- EACH ONE IS A PRESENTATION IN ITSELF.
SUMMARY – REMEMBER TO LEARN ENGLISH
THANK YOU...... Q & A
STANDARD QUALITY
GLOBAL CONNECTION