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Strength Coach, Ask Better Questions! (Plural x Plural)

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Abstract

Strength and Conditioning (S&C) professionals are trained and educated to have the correct answers. However, when attempting to connect with their clientele, S&C professionals must have better questions rather than better answers. The purpose of this article is to provide eight simple questions that will enable the S&C professional to be more interdependent and integrated into the preparation process of the athlete, warfighter, or client.

Introduction

Strength and conditioning (S&C) professionals are greater than the weight room, if they want to be greater than the weight room. If we as S&C professionals want to be limited to the weight room, we quite easily can be. However, if we want to be outside the weight room, if we want to be bigger than the weight room, we can be with great results. If you as an S&C professional are unsure of how you can support performance outside of the weight room, all you need to do is ask better questions.

Maxwell states that "the more questions I ask, the more valuable I recognize them to be" and that "if you want to be successful and reach your leadership potential, you need to embrace asking questions as a lifestyle."[1] Figure 1 shows the value of questions as proposed by Maxwell.[2] The purpose of this article is to provide eight simple questions that will enable the S&C professional be to more interdependent and integrated into the preparation process of the athlete, warfighter, or client. The reader should note that the title is "Strength Coach, Ask Better Questions! (Plural x Plural)" meaning not only should the S&C professional ask numerous questions (plural) but each question should also have follow-on questions (plural x plural), to gain a deeper level of understanding. While S&C professionals are trained to know what the answers are regarding the preparation for performance, we should remember that "good leaders ask great questions" and that questions are "the most effective way to connect with others."[3] As this article is read, it should be noted that each question is possessive (i.e., our vision, our organization, our culture), as we are a part of the organization and need to have the utmost ownership for its failures, stagnation, and ideally, its success.

1. You only get answers to the questions that you ask.
2. Questions unlock and open doors that otherwise remain closed.
3. Questions are the most effective means of connecting with people.
4. Questions cultivate humility.
5. Questions help you to engage others in conversation.
6. Questions allow us the opportunity to build better ideas.
7. Questions can lead to a different perspective.
8. Questions challenge mindsets and get you out of ruts.

Figure 1: Summary of John Maxwell's Beliefs on the Value of Questions.

Question One: What Is Our Vision?

The most powerful way to be bigger than the weight room, whether that is working with an individual athlete, an athletic

team, or a tactical unit, is to ask, "What is our vision?" John Kotter's excellent book *Leading Change* provides us with an eight-step process for creating and sustaining change in an organization, with developing a vision being essential.[4] As stated by Kotter, "In a change process, a good vision serves three important purposes. First, by clarifying the general direction for change . . . Second, it motivates people to take action in the right direction . . . Third, it helps coordinate the actions of different people, even thousands and thousands of individuals, in a remarkably fast and efficient way."[5] Figure 2 summarizes Kotter's view on the common errors factoring into why organizations fail to change, with vision being mentioned in three of the eight errors.[6]

1. Allowing too much complacency.
2. Failing to create a sufficiently powerful guiding coalition.
3. Underestimating the power of vision.
4. Undercommunicating the vision by a factor of 10 (or 100 or even 1,000).
5. Permitting obstacles to block the new vision.
6. Failing to create short-term wins.
7. Declaring victory too soon.
8. Neglecting to anchor changes firmly in the corporate culture.

Figure 2: Summary of John Kotter's Beliefs on the Common Errors on Why Organizations Fail to Change.

True Performance Realization (TPR) uses the DEMAC [Define, Emphasize, Measure, Acknowledge, and Correct] Approach for changing perceived intangible issues, such as culture.[7] When trying to change a culture via the DEMAC Approach, the use of a vision statement is vital,[8] as a good vision aligns efforts, increases commitment, and creates a unifying direction.[9] Kotter states that the characteristics of an effective vision are that the vision is imaginable, desirable, feasible, focused, flexible, and communicable.[10]

As mentioned, each question should have follow-on questions. If an S&C professional were asking the organization's leadership what our vision is—if the organization has a vision—the first question could be, "Why is this our vision?" When making the inquiry, it should not be from a place of arrogance or accusation, but rather a place of discovery and learning. Why-category questions are a powerful tool for deep understanding and discovery. If the organization does not have a good *why* for their vision, it either means that the organization does not understand their vision or that they have a poor vision. In either case, further questions can determine if a new vision is needed or if the leadership needs to better understand their own vision.

Provided the organization has a good vision and that they understand the vision, the next question that the S&C professional could ask is, "Does everyone in the organization know our vision?" A leader's vision is likely significantly more important to them than it is their followers, which is why in the DEMAC Approach we must routinely and uniquely emphasize the desired current and future state.[11] Kotter believes that undercommunicating your vision is a major error in failing to achieve change in an organization and that "communication comes in both words and deeds," with actions being the most powerful form of communication.[12]

If the organization does not have a vision statement, then through a series of questions the S&C professional can help generate one for the organization. If creating a vision, the organization should not do so in a silo. Kotter believes that, to elicit change, you should have a guiding coalition.[13] In the DEMAC approach, this concept is reflected via a "culture counsel," which consists of those individuals whom you want to empower and lead the change in your organization.[14]

Once the S&C professional truly understands the organization's vision, they can then say, "Here are all the ways that I can support our vision." By knowing the vision, then with each rep, set, and drill, we can reinforce it. Never forget that, as S&C professionals, we have an opportunity that nutritionists, psychologists, and coaches do not have, as we likely have daily

1. They can extinguish intrinsic motivation.
2. They can diminish performance.
3. They can crush creativity.
4. They can crowd out good behavior.
5. They can encourage cheating, shortcuts, and unethical behavior.
6. They can become addictive.
7. They can foster short-term thinking.

Figure 3: Summary of Daniel Pink's Seven Deadly Flaws of Carrots and Sticks.

interaction with our athletes and somewhere between weekly and daily interaction with our clientele. Therefore, we can facilitate the vision of an organization in ways that others cannot.

"Clarifying the direction of change is important because, more often than not, people disagree on direction, or are confused, or wonder whether significant change is really necessary."

—John Kotter

Question Two: Why Should an Athlete Join Our Organization?

A second question that an S&C professional should ask is, "Why should an athlete join our program?" In the day of Name Image and Likeness (NIL), where star athletes are being offered millions of dollars to play in college athletics, this question is quite powerful, especially for organizations that cannot offer millions of dollars. If working in the military setting, where a Service member typically does not have the choice on which unit they are assigned, the question could be modified to *why should the Service member want to be in our unit*? Notably the question of "Why should an athlete join our program?" Naturally leads to the question of "Why should an athlete stay in our program?"—which is equally applicable to the athletic program navigating the NIL industry as it is to the military member who has been significantly invested in by their organization and is questioning transitioning to the civilian sector.

Simon Sinek, in his book *Start with Why: How Great Leaders Inspire Everyone to Take Action*,[15] shows us the power of starting with *why*. Sinek believes that leaders either rely on manipulation or inspiration to influence behavior, with inspiration being the ideal method for positively influencing behavior in an organization. This is in line with Daniel Pink, who, in his book *Drive: The Surprising Truth about What Motivates Us*, believes that providing subordinates with intrinsic motivation by providing them with a purpose, autonomy, and the ability to master their craft increases their commitment.[16] Figure 3 shows what Pink believes are *The Seven Deadly Flaws* of providing extrinsic motivation in the forms of carrots (i.e., NIL to our athletes or bonuses to our military members) or sticks as the primary motivator for our clientele.[17]

Sinek believes that *what* an organization does is external, whereas *why* an organization exists is deeper.[18] Accordingly, as S&C professionals, we need to know our organization's *why*(*s*). If our leaders do know why athletes should be a part of our organization, similar questions can be used as posed in the vision section (i.e., why is this our *why*, does the entire organization know our *why*, etc.), to gain a deeper understanding. Additionally, we should ask, "Do our athletes truly believe in our *why*?" If our organizations do not have a good *why*, or if the athletes do not truly believe in the organization's *why*, we can help create and facilitate one, ideally with a culture counsel.

Another one of Sinek's books, *Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team*, provides us with recommendations for how to create a *why* for our organization.[19] As stated by Sinek, "The opportunity is not to discover the perfect company for ourselves. The opportunity is to build the perfect company for each other."[20]

Once you discover—or help develop—your organization's why, then as an S&C professional you can say, "Here are all the ways that I can support our why." Sinek believes that the *why* "is just a belief," but the actions you

take to enable it (i.e., the *how*) are highly important.[21] Sinek states that many successful leaders can generate a powerful *why* but need an individual or a group to create the *how*. For example, Dr. Martin Luther King "had a dream, and he inspired people to make his dream their own," but his partner, Ralph Abernathy, knew how to make the dream a reality.[22]

Our head coaches, unit commanders, or athletic department chairs need a *why*, and we can help support it with each training session (i.e., the *how*, which is a facilitator for manifesting the vision). Lastly, when your organization has a strong, unifying, and known *why*, it is easier to get the right people into the organization,[23] as well as keep the right people in the organization. Recruitment, optimal placement, and desired retention for an organization is critical. Jim Collins does not believe that an organization can be great if they have the wrong people in the organization or have people in the wrong position.[24]

Question Three: How Do We Define Performance?

Most every S&C professional is a part of a self-proclaimed *high-performing team*. However, few athletes, coaches, and S&C professionals (among other stakeholders in our industry) can give a definition on what performance is or means. Additionally, those in the same organization rarely ever agree upon what performance is or means. If we cannot define performance (i.e., answer effectively when asked, "What is performance?"), then how can we emphasize, elicit, prepare for, or measure it? Furthermore, if we fail to agree on what performance is, how can we acknowledge actions that support performance and correct actions that do not support performance? The answer is that we cannot intentionally, reliably, or measurably elicit performance when we do not know what performance means to our organization.

Muscular power has been defined as "the rate of doing work,"[25] as "optimal expression of force and velocity to perform a given task,"[26] and as "ability to rapidly express strength."[27] All three definitions of muscular power are accurate, with the author preferring to use the definition of *the ability to rapidly express strength* when working with athletes. The fact that the athletes are not hearing the other provided definitions does not matter, as they are all hearing the same definition for power, which is then emphasized (i.e., the DE in DEMAC). Accordingly, how an organization defines performance should vary in different organizations, but it must be defined, emphasized, measured, acknowledged, and corrected (i.e., DEMAC) in an organization.

Furthermore, just as we can define power in different ways, we can measure power in different ways, such as through the broad jump, vertical jump, and power clean. How we choose to measure power should be specific to the athlete, sport position, and team, and how we measure performance should be specific to the athlete and team. As stated in previous work, "the more clearly defined a trait is, the more easily we can measure it. The better we can measure it, the more easily we can acknowledge success and correct setbacks."[28]

When we fail to define performance, we will have unnecessary variance in the preparation, which leads to suboptimal performance.[29] TPR uses a six-step process to help guide an organization to define performance from within, which will be covered in later issues of the *True Performance Realization Applied Journal* (*TPRAJ*). Regardless of how one defines performance, it must be defined. Thus, S&C professionals must ask the organization, "How do we define performance? Then, following a series of additional questions, the S&C professional should be able to state, "Here are all the ways that I can support our performance," followed by realistic and applicable steps and actions.

Question Four: How Do We Define Will?

TPR believes that the foundation of performance is will, and while will cannot be trained, will can be facilitated, developed, and

nurtured. Akin to how one cannot build an impressive structure on a poor foundation, one cannot build true performance on a poor foundation (i.e., low will). Yet how many of our organizations are defining will for our athletes and organization? Thus, as S&C professionals, we should ask our organizations, "How do we define *will*?"

Perhaps your organization does not use the term *will*. Dr. Angela Duckworth has devoted her research to understanding grit, which she believes is "the degree of strength and will"; is the relationship of passion and perseverance; and is influenced by purpose, practice, hope, and interest.[30] Pink believes that drive comes from three elements: autonomy, mastery, and purpose.[31] Related, Dr. Rotella states that "athletes and champions decide to take pride in their persistence and patience,"[32] indicating a connection between determination and diligence. Lastly, Dr. Dweck in her seminal book, *Mindset: The New Psychology of Success—How We Can Learn to Fulfill Our Potential*, provides us a framework for increasing the resiliency of athletes via her framework on fixed-versus-growth mindsets.[33]

Thus, if we as S&C professionals are going to elicit will in our organization, we must know what *will* means to our organization. A word of caution to the S&C professional, as we tend to define someone as resilient, gritty, determined, and having high will myopically to the fitness domain; meaning, if an athlete works hard for us in the weight room, they must have a high amount of will—but this is not always the case. This same athlete can have low will in their determination to study the playbook, to work on the skills necessary for performance, to be a leader, or to be a student (if in school), or to be a supportive friend or an essential family member (e.g., a parent). Thus, when we define *will*, it must be comprehensive for what we believe comprehensively influences performance. After the organization defines *will*, as an S&C professional, you can say, "Here are all the ways that I can facilitate it for our athletes and organization."

Question Five: What Is Our Culture?

TPR believes that the DNA of an organization is synonymous with their culture, since both DNA and culture: (1) are the building blocks of an organization, (2) are not easily observed (at first), (3) are initially hidden structures that visually manifest themselves over time, (4) govern and impact potential, (5) represent a few simple "ingredients" that have a huge impact on the outcome, (6) are essential to the optimal sequence that leads to optimal function, and (7) are central to the incorrect sequence that leads to dysfunction.[34] Coyle poses the question, "Why do certain groups add up to be greater than the sum of their parts, while others add up to be less?"[35] In his book, *The Culture Code: The Secrets of Highly Successful Groups*, Coyle expresses that groups that overachieve and groups that underachieve are a direct result of their cultures. As stated by Coyle, "Group culture is one of the most powerful forces on the planet."[36]

As an S&C professional, we should not be the one's determining the culture of an organization in isolation; ideally, we are involved in the creation of an organization's culture. More importantly, we should be directly involved in stimulating the culture—through each rep and set that we get to influence. Thus, we need to ask our organizational leaders, "What is our culture."

"The reader should note that there is a difference between a philosophy and a culture. A philosophy is merely words, but a culture is what truly matters since the culture is the unwritten norms and rules of an organization."[37] The DEMAC Approach was specifically designed for changing a culture of an organization,[38] and will be covered in later issues of *TPRAJ*. Once you as an S&C professional know the organization's culture, you can then say, "Here are all the ways that I can facilitate our culture."

"Culture is a set of living relationships working toward a shared goal. It's not something you are. It's something you do."
—Daniel Coyle

Question Six: What Does Fitness Mean to Us?

Yes, as S&C professionals, we need to ask "What does fitness mean to us." While we have degrees, certifications, and experience, we are not eliciting fitness to be "realized" in the weight room. We are eliciting fitness to be realized on the field, court, or battlefield. How our head coaches or unit commanders view fitness should determine how we prepare our athletes. While we should guide our leaders in what fitness means, we must humbly recognize that we serve our athletes, head coach, and unit commanders. As stated by Maxwell, "Questions give us a different perspective."[39]

Once we define *fitness* for an organization, it should be memorable (even catchy, if possible), made known, and emphasized. For example, a football team's definition of *fitness* could be *power, repeated power, repeated power for four quarters-plus*. Accordingly, as S&C professionals, we can then emphasize, measure, acknowledge, and correct (the EMAC in DEMAC) in each S&C session, as our sessions can replicate *power, repeated power, repeated power for four quarters-plus*.

Using a ground combat arms military unit as an example, the definition of *fitness* could be: *get to the objective, impose your will on the objective, and then be ready for the next objective*. Thus, our S&C sessions can mimic the Service members *getting to the objective* (e.g., running, swimming, rucking, crawling), *imposing their will on the objective* (e.g., ground fighting, weight training, circuit training, marksmanship drilling, conducting casualty evacuations, magazine reloading, rocket battle drilling), followed by *next-objective readiness* (e.g., more running, rucking, crawling, ground fighting, weight training). The concept of moving to the objective, imposing your will on the objective, and advancing to the next objective can be repeated throughout the session, moving from station to station; thereby repeatedly emphasizing the definition of *fitness*, while increasing the unit's manifestation of it. Once you know your organization's definition of *fitness*, you can say, "Here are all the ways that I can facilitate our fitness."

> *"Any leader who asks the right questions of the right people has the potential to discover and develop great ideas."*
>
> —John C. Maxwell

Question Seven: What Do We Value?

Successful organizations have values. Thus, as an S&C professional, we need to know our organization's values. If our organization does not have any, then we can facilitate the creation of the organization's values, and, through the DEMAC Approach, ensure that they are not just words, but part of the organization's DNA (culture).

A fantastic book on an organization with values is *Legacy: What the All Blacks Can Teach Us about the Business of Life*, by James Kerr. Throughout his book,[40] Kerr shows how the New Zealand national rugby team, the All Blacks (named after the color of their uniforms), have completely dominated their sport, a feat which has nothing to do with talent, recruitment, or money. Rather, the All Blacks's success is attributable to a winning culture that is demonstrated through character, learning, preparation, authenticity, language, rituals, and other core values.[41] In his book, *The Captain Class: The Hidden Force that Creates the World's Greatest Teams*, Sam Walker sets out to determine the greatest sports teams of all time, with eight teams being classified as Tier 1 (the greatest of all time) and 106 being classified as Tier 2 (to include the 1990 Chicago Bulls, who won six championships during the 1990s).[42] Notably, only the New Zealand All Blacks were classified as a Tier 1 team twice in sports history (circa 1986–1990 and 2011–2015).[43] This level of victory over recent decades cannot be separated from the team's many positive inputs, including their values. As an S&C professional, once you know your organization's values, you can say, "Here are all the ways that I can facilitate our values."

Question Eight: In One Year, Where Should Our Team Be Holistically?

As an S&C professional, you should strive to know where the coach, manager, or unit commander wants to be holistically in the long term. The term holistically is used because we should be concerned with more than just the fitness domain, and can easily incorporate motor skills, knowledge, decision making, leadership, and much more into our S&C sessions. In the HBO documentary *Belichick & Saban: The Art of Coaching*, Coach Nick Saban (who won seven collegiate football national championships) thanked coach Bill Belichick (who won six National Football League Superbowl championships) for clearly clarifying what his job was when Coach Saban worked for Coach Belichick during their tenure together with the Cleveland Browns (circa 1991–1994).[44] Both Coach Saban and Coach Belichick were notorious for saying, "Do your job!" However, how can our athletes do their job when they do not know what their job is?

Thus, we should know where our coaches desire our athletes to be in the long term (i.e., what is their job, where should they be in the long term). Does a college head football coach expect each athlete to know the playbook the first day of training camp? If so, then we as S&C professionals can facilitate reaching this bar in our preparation strategy. Additionally, do certain players need to know their job, as well as the job of other players in case a fellow player becomes injured? If so, again, we can facilitate this throughout our preparation. Within the military setting, where does each Service member need to be prior to deployment in various domains (fitness, cognition, skills, abilities, leadership)? As an S&C professional, once you know where your organization wants to be in one year, you can say, "Here are all the ways that I can facilitate where we want to be in one year."

Final Thoughts

This paper mentioned eight simple questions for S&C professionals to be bigger than the weight room and more interdependent and integrated with the entire preparation process. Based off the environment, organization, and organizational leadership, S&C professionals are encouraged to provide additional questions to enable their efforts to elicit performance. For example, if working with a military unit, a question that the S&C professional should pose to the leadership is, "What is lethality?" If their view of lethality is known, then, based off the identified view, the S&C professional can better prepare the military personnel to be lethal. However, if the military leaders do not have a resilient, unifying, and proper definition of lethality, then the S&C professional can help the leadership create a definition of lethality to prepare the unit for combat.

Conclusion

As S&C professionals, we often believe that we need to have the best answers. However, more important than having the number-one answers, we need to have better questions. By asking meaningful, intentional, and structural questions, we can be bigger than the weight room, more interdependent and integrated into the preparation process, and elicit higher levels of performance. In conclusion, *Strength coach, ask better questions!*

Author's Biography

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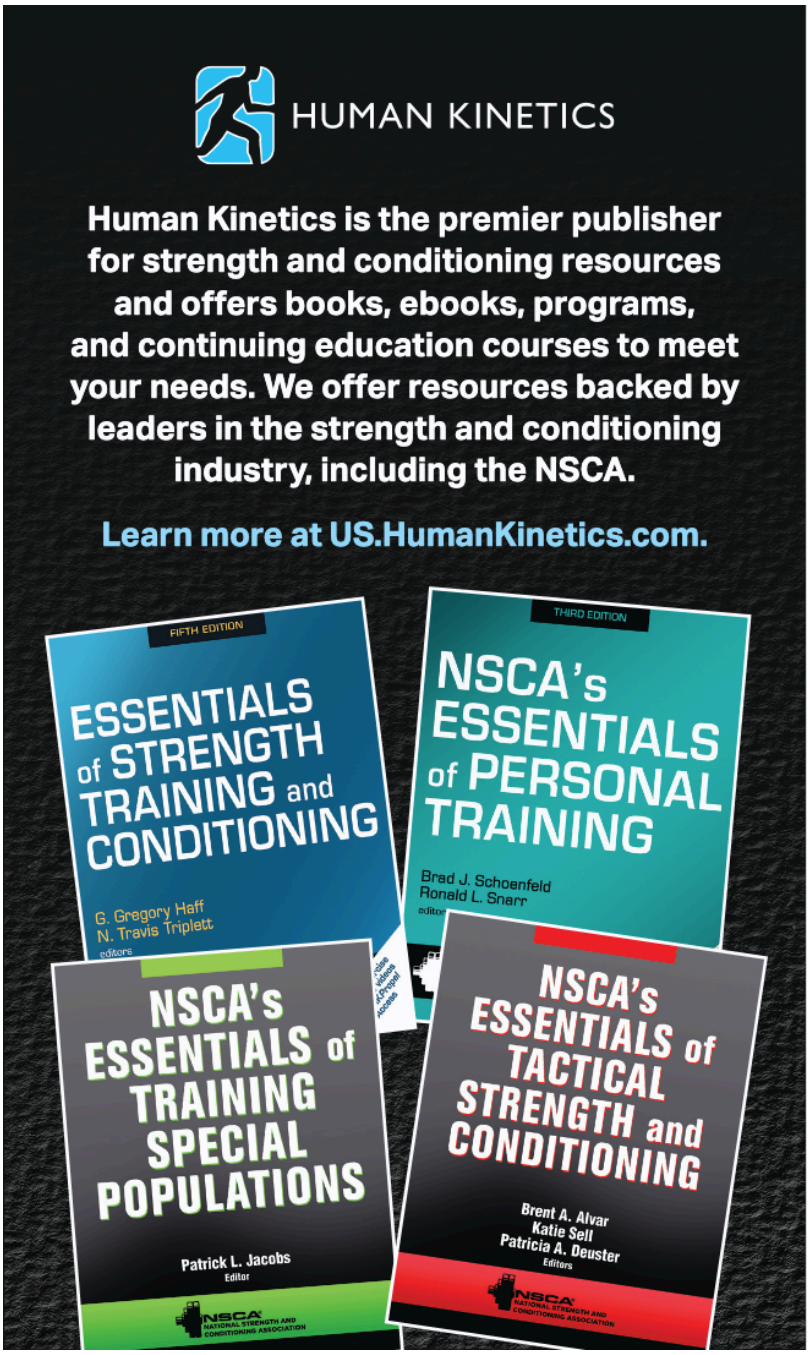
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