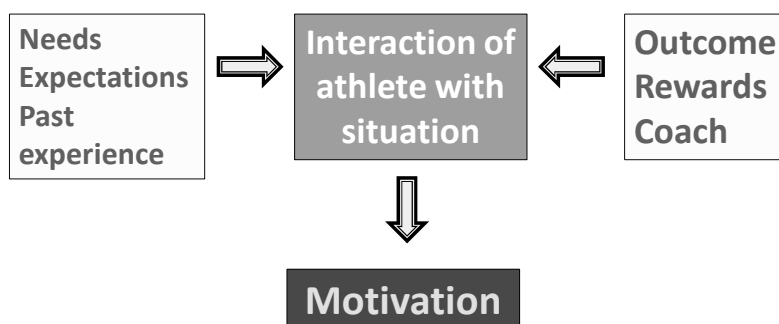


Motivation and Goal-setting

Hilary Quick

The interaction model of motivation

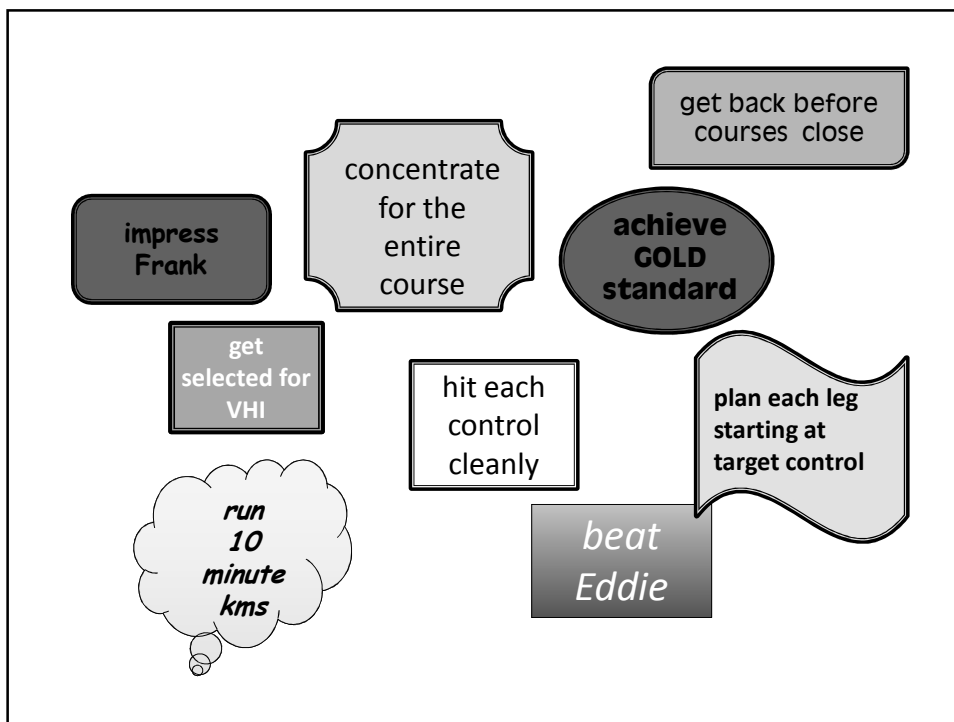


Motivation

- intrinsic – eg. self-satisfaction, achievement
- extrinsic – eg. external rewards
- can vary with time
- not always obvious
- coach strongly influences the “motivational climate”
- usually links with goals

Goal orientation

Mastery	Ego-oriented	Social approval
Trying new techniques & challenges	Being better than others	Receiving praise from others
Overcoming problems	Winning	Making friends, developing relationships



Types of goals

Outcome goals	Process goals
Win a medal	Go straight on bearing from attack point
Get selected	Hit first control cleanly
Achieve silver standard	Do 10 minute kms
Depend on others' performances	More directly under athlete's control

Why have goals?

- focus and direct attention
- help get effort & commitment
- help athletes break large problems down
- boost self-confidence
- encourage increased intrinsic motivation

Goal setting

- must be agreed, not imposed
- success builds confidence & motivation
- winning really isn't everything
- focus on personal achievement
- short-term more effective than long-term
- long-term = ambitions, aspirations
- training goals and competition goals

Success and failure

- not concrete; psychological states brought on by reaching or not reaching goals
- mastery goals often lead to persistence
- ego-oriented goals can cause athletes to drop out sooner

Goals must be...

- **S**pecific
- **M**easurable
- **A**greed
- **R**ealistic
- **T**ime phased
- **E**xciting
- **R**ecorded

Rewards

- extrinsic – trophies, tours, kit
- intrinsic – self-satisfaction, feeling of achievement
- effect depends on motivational orientation
- should enhance intrinsic motivation

Badges & certificates

- BOF age class awards (Championship, Gold etc.)
- SOA colour-coded badges
results based
- SOA courses completed
process based

Process goals in coaching

- 4 star awards
- link with step system
- focus on skills mastery

Further reading

- Motivation and Mental Toughness, Cabral & Crisfield, *Coachwise 1st4Sport, Leeds 2003*
- Sport and Exercise Psychology – a critical introduction, Aidan P Moran, *Routledge, London 2004*