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THE EFFECT OF AN OCCUPATION ON INTERPERSONAL RELATIONSHIPS:
THE EXPERIENCE OF CANADIAN NATIONAL TEAM COACHES

By

LOUISE ZITZELSBERGER

Department of Kinanthropology

University of Ottawa

A thesis

submitted to the School of Graduate Studies

in partial fulfilment of the requirements for the

degree of Master of Science

in Kinanthropology

in the School of Human Kinetics



Louise Zitzelsberger, Ottawa, Canada, 1991



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ABSTRACT

The purpose of this study was to explore the effect of occupational demands on partner/family relationships of Canadian elite-level coaches. Twenty full-time national team coaches were interviewed in order to determine the nature of the occupational demands at this level and to examine the perceived impact of these demands on personal relationships. Coaching full-time as a national team coach requires a huge time, energy and travel commitment. Coaches, on the whole, felt that this commitment was necessary in order to perform the job with excellence. Coaching was seen as a passion or an obsession. As a result, coaches did perceive that the demands of their occupation had an effect on their relationships. Effects were described as both positive and negative in nature. Themes such as priorities, family functioning, leaving and returning, role in the family, family involvement in the occupation, partner qualities and the partner relationship arose from the interviews. The underlying question of this study was whether coaches believe that a balance between excellence in their occupation and excellence in their personal lives can be achieved. This question was discussed and recommendations for achieving a balance, through both lifestyle and institutional modifications, were suggested by coaches.

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INTRODUCTION

Although much job-related information exists with regard to the coaching profession, this information focuses mainly on the qualities and skills that characterize effective coaches rather than on the reciprocal relationship, that of the effect of the coaching profession on the individual, particularly at the elite level. That the coaching profession has an effect can be seen indirectly by looking at coaching demands. Theberge (1987) in her preliminary analysis of female Canadian coaches states: "At elite levels, coaching is demanding: work involving intense relationships with athletes, long and irregular working hours and often, extensive time away from home for travel to competitions and training camps" (p.185). Year after year of schedules such as that described above can begin to be reflected in the mental and physical health of the individual, but, also can greatly influence a coach's relationships with his or her family.

It has only been since the early 1980s that sport researchers have begun to study the effects of the accumulation of professional demands over time on the coach. This research has looked at coaches through the perspective of burnout using concepts and scales derived from research conducted in the other helping professions (e.g., police officers, teachers, counsellors). Although the majority of studies conducted examine high school and college coaches where multiple role demands (e.g., duties as both teacher and coach) are main contributors to burnout (Caccese & Mayerberg, 1984; Duda, 1984; Sage, 1987; Weiss & Sisley, 1984), some of the information is transferable to coaches at all levels. Also, all of these studies only touch briefly without going into detail on how demands on the coach influence his or her interaction with the family, specifically with the coach's partner.

One of the few studies to date which has examined the coaching profession from this perspective sampled the perceptions of intercollegiate basketball coaches' wives regarding the effect that their husband's occupation has had upon the marital

relationship (Wentzell, 1986). Wentzell expresses in conclusion, the need for greater understanding of the interaction between occupation and relationships and the need to communicate this information to those who could find it useful.

The perspective of the coach however, is left unsampled. What are the specific job demands that he or she face? How are they able to cope between conflicting work and relationship demands? What could they do to improve personally? What could the Canadian sport system improve? It is the hope that this study will provide some insight into these questions and draw out some recommendations that may improve the experience and lifestyles of national sport coaches and by implication their relationships with partners and interactions with athletes.

REVIEW OF LITERATURE

INTRODUCTION

Literature regarding coaching describes the coach-athlete, coach-fan/media, coach-administration relationship yet only a cursory glance is given to another important relationship in a coach's life, that with his or her partner and/or family. The most common data to be found in this area is self-report data: personal accounts of a coaching career (e.g., The Killer Instinct by Bob Cousy, former NBA player and coach or On The Edge by Curry Chapman, former Canadian national womens' alpine ski coach). There is a dearth of research literature regarding the coach's relationship with his/her family, whether it be from an occupational or from a relationship perspective. The following literature review explores those aspects which may be relevant to an understanding of the effect of an occupation on coaches' family lives including an understanding of coaching demands and those aspects related to family functioning.

THE NATURE OF THE COACHING OCCUPATION

The coaching occupation is multi-faceted. One aspect of the occupation is human relations oriented requiring intense interaction with others and the necessity for the coach to fill a variety of roles. Coaching is also comprised of a competitive component characterized by high expectations of the coach by others and generally him/her self. This expectation to produce winners is often translated into a huge time and energy commitment by the coach.

The role expectations of a coach are very diverse. In its simplest form, the role of a coach is that of a teacher or trainer of athletes. However, athletes are only one of the groups with whom coaches must interact. Sabock (1979) in his description of scholastic coaches (and which applies generally to all coaches) considers a head coach to be a teacher, disciplinarian, salesperson, public relations person, guidance counselor, diplomat, organizer, example, detective, psychologist, judge and jury, leader, mother figure-father figure, dictator, politician, actor, fund raiser, director, field general, equipment manager, trainer, citizen of the school and of the community (p.53-70). Sabock's descriptions list only a coach's professional roles. He or she may aim as well to fill roles other than occupational roles such as parental or partner roles.

It is the interaction with athletes that provides a large percentage of satisfaction associated with the coaching occupation. Coaches are active participants in encouraging and directing personal growth of their athletes and in helping them accomplish personal and team goals. Satisfaction as a result of the occupation is also derived from self growth, meeting challenges and social benefits such as being invited as a speaker, to dinners etc. (Peters & Johnson, 1988). However, it is also from the social arena that coaches experience pressure to succeed.

A coach is faced with a great expectation from the public and the administration

that he or she will produce winners. A failure to produce has led to dismissal of coaches at many levels: in high school, college, professional and amateur sports. Lackey (1986) sent surveys out to Nebraska principals in 1975 and in 1982. A comparison of results showed that in 1975 the top reason for coach dismissal was poor student/player relations while in 1982, the top reason was failure to win. Fuoss and Troppmann (1981) relate this reality to future coaches through the example of the 1977 resignation of University of California basketball coach, Bob Gaillard. Gaillard quit after a successful season with a win/loss record of 29/2 because of intense pressure the subsequent year to finish undefeated.

This win expectation leads to the perception by coaches that a substantial commitment in terms of time and energy is required in order to succeed. This perception is encouraged by at least two factors. The first is that the more hours and effort devoted to the job, the more likely the chance of success. Dick Vermeil, former coach of the Philadelphia Eagles, was described in Fuoss and Troppmann (1981) to have worked such long hours that he would sleep in his office up to three nights a week if he slept at all. The second factor that perpetuates an intense commitment to coaching is that a coaching career is often brief. In a survey of 138 elite Quebec coaches, the average duration of a coaching career was 6.3 years before moving on to another coaching job (Laberge & Turmine, 1988). Bob Cousy, former NBA star and coach sums it up in his autobiography: "In sports, the time you have to make it is relatively short, so you give all your attention to succeeding and there is very little time left over for your family" (p.198). Pressure to succeed is not only perceived as external (administration/ public) but also comes from within. The concept of coaching as an obsession or calling has been expressed extensively in the literature (Fuoss & Troppmann, 1981; Sabock & Jones, 1978; Wentzell, 1986).

Thus, the coaching occupation is a demanding one. Diversified roles, pressure to

win, a requirement to make a time and energy commitment to the job and self-expectations may make it impossible to keep coaching from spilling over into the rest of a coach's life. Coaches, however, are not completely alone in this regard; other occupational groups experience an overlap between job and personal life.

THE EFFECT OF AN OCCUPATION ON THE FAMILY

The following section is drawn from the literature on employee groups who experience some of the same job demands as national coaches. The material provides some insight into the way the occupation may spillover into family life. Those groups with similar occupational demands include business executives, military personnel and celebrities. These groups experience irregular and long work hours, travel away from home and pressure to produce. These groups are also similar in that the family may "have pressure to meet the needs of family members yet the time, interaction and energy needed to build the family as a support system are limited" (Keele, 1984:p.210). Those areas to be covered in the following section are: the effect of husband's role in the family, the effect on the wife's role, problem of exit/re-entry and factors in relationship satisfaction.

At the upper management level, Gullotta and Donohue (1981) state that executives are working ten to twelve hours per day in six day work weeks. As executives move up the corporate ladder, their contribution to the family becomes more financial and less with regard to time and involvement. Executives do not see themselves as deserting their family; they rationalize this dedication (involvement) to work as working harder to support the family. The husband eventually becomes an outsider or guest in his own family (Gullotta & Donohue, 1981).

Mitchell and Cronson (1987) also mention the husband's withdrawal from the family, but in a somewhat different context. In their description of a typical celebrity

family, such as they see in their clinic, they mention that the father may isolate himself from the family under the guise of needing to save energy for the job. The occupation is used as an excuse to avoid the unpleasantness (but also the realities) of family life. The wife may actually play a part in facilitating this withdrawal from the family. Mitchell and Cronson (1987) mention that she may take on the role of enabler, shielding her husband from day-to-day issues and taking over some of his roles.

The withdrawal from the family by the husband, whether intentional or as a result of job demands, creates role ambiguity for the spouse. If roles are blurred (for example, if it is not clear who looks after household economics when the husband is gone on business), it creates conflict for the wife and also, makes it difficult for her to command authority (Mitchell & Cronson, 1987). Thus, the wife not only loses her husband's emotional support, she may take on his role as well in addition to her own (Bey & Lange, 1974; Mitchell & Cronson, 1987).

Shifting role assignments and family boundaries are experienced as well each time the husband exits and re-enters the family after an extended period of time. Wives expressed difficulty in relinquishing authority to their husbands on their return from business travel (Mitchell & Cronson, 1987) or felt resentment in that their husbands had disrupted all the arrangements they had made in order to cope with their absences (Bey & Lange, 1974). Difficulties also arose with respect to a discrepancy between partner expectations upon re-entry. Missile launch officers stated that they would return home after a long duty period exhausted from the tension and irregular hours of their job and wanting only to be alone, to be met by a family eager to see and spend time with them (Corwin, 1980).

Although time away from home does seem to influence normal functioning of family relationships, some research indicates that time away may not be the sole factor with the greatest impact in relationship satisfaction. Both Clark, Nye and Gecas (1978) and

Gullotta and Donohue (1981) indicated that it may be the husband's use of his spare time that determines a wife's satisfaction with the relationship. When husbands gave most of their spare time to the relationship, wives expressed greater satisfaction (Clark, Nye & Gecas, 1978).

Thus, some of the issues that employees (and their families) experience as a result of their unique set of occupational characteristics include: the husband's withdrawal from the family either legitimately under the guise of working harder for the family or under the guise of needing to harbour energy for the job, a blurring of hierarchical roles, problems with husband exit/re-entry and the use of husband's time plus wife's expectations as influencing relationship satisfaction.

THE EFFECT OF THE COACHING OCCUPATION ON THE FAMILY

The available literature on coaches supports the perception that the coaching profession dominates one's life. With 100% commitment, travel, intense work relationships and irregular hours, there would be seemingly little time or energy left for non-job related relationships. There is a deficiency of literature which looks at coaches other than purely occupationally. However, the few studies available regarding a coach's non-job related relationships do offer some insight into the ways in which a coaching career is similar to the other professions in its effects on a relationship.

Much of the literature examines the effect from the non-coaching partner's point of view. Sabock and Jones (1978) surveyed spouses of coaches at the high school level. The three biggest problems that wives felt that they had to handle were the amount of time that the husband spent away from home, their husband's health (e.g., ulcers, exhaustion, anxiety, possibility of a heart attack) and the irregular home schedule (e.g., meals, trips and transportation problems). For husbands of coaching wives, the three biggest problems they experienced were their wives' emotions, late dinners and lack of

time together. Seventy-five percent of wives said that their husbands brought work home and another five percent said that their husbands sometimes did so. The percentage was slightly less as reported by husbands of coaching wives, sixty-eight percent said that their wives brought work home and another fifteen percent said that they sometimes did so.

Thus, with a seeming impossibility to keep the job from coming home either physically (e.g., irregular schedule) or mentally (e.g., coach's mood or focus), Sabock and Jones also asked spouses what advice they would give to individuals marrying high school coaches. Some of that advice included: developing one's own interests, being prepared for long hours away from one's husband, being flexible, being patient and understanding, establishing an open and honest relationship prior to marriage, learning the sport and supporting one's spouse. Advice that spouses would give to coaches marrying non-coaching spouses included: encouraging one's wife to find her own hobbies, being considerate of the time together, getting the spouse interested in the sport and letting the spouse know the time demands prior to marriage.

Thus, the two main categories of advice given by wives to both coaches and potential spouses included encouraging self-sufficiency and independence on the spouses' part (particularly if the spouse was female) and encouraging the spouses' involvement in the sport (Sabock & Jones, 1978). These two areas are echoed by Wentzell (1986). Wentzell conducted in depth interviews with ten women whose husbands were head coaches of varsity teams affiliated with the National Association of Intercollegiate Athletics in the U.S.A.. One of his four main conclusions stated that the wives acquired and maintained a sense of equilibrium through establishing personal identity and self-sufficiency. This included constructing support groups. Theberge (1987) in her examination of the ability of Canadian women to pursue coaching careers stated that the women coaches she spoke to gave little indication of

conflict between coaching and family demands because of good support systems which included their husbands.

Wentzell also concluded that wives attempted to maintain a sense of equilibrium through struggling for intimacy with their partners. Because of the realities of time demands upon their husbands, one solution to increase intimacy was to increase their involvement in their husband's sport. Other conclusions by Wentzell included: that wives were willing to make personal and career sacrifices for their husband (which echoes the concept of the wife as an enabler mentioned in the previous section), that wives viewed the profession as a calling or mission, and that employment as a head coach may lead to over commitment to the job as demonstrated by the time involved and through preoccupation with the job (p.144).

Wentzell (1986) mentions that coaching demands and the coach's individual commitment may tend to "physically and emotionally separate him from being consistently involved in the daily routine" (p.138). However, he states that wives of basketball coaches perceived that their husbands tried "to be available when needed, to establish times for assisting with parenting, and to be supportive in the wife's efforts to be employed outside of the home" (p.138).

In summary, the literature seems to indicate a feeling by wives of coaches that due to the demands of their husbands' occupation, they will be largely responsible for housekeeping and parental roles and that they are willing to make the necessary sacrifices. They also need to develop a sense of independence through outside interests and self-sufficiency through support groups. Sage (1987) states that many of the high school coaches he interviewed felt that it takes a special, understanding wife "to keep conflict between coaching and family expectations from becoming acute" (p.221).

However, on the other side, there is an indication that coaches should attempt to keep their demands in perspective. Many coaches mention in retrospect a regret that they have missed their families growing up (Clary, 1983; Cousy, 1975), left coaching because of role strain arising from inattention to their children (Sage, 1987) or lost their marriage because of inability to resolve role demands (Cousy, 1975; Sage, 1987). Finally, coaches may be susceptible to burnout if the demands of the job are too excessive or if the ability to handle coaching demands is inadequate. Burnout effects the individual in that it lessens job effectiveness contradicting the time and energy spent by the coach on the occupation. Burnout also affects the family.

BURNOUT

Another aspect of the effect of job demands on an individual's family is burnout. Burnout has many definitions but can be generally conceptualized as emotional exhaustion, depersonalization and a sense of reduced personal accomplishment experienced by individuals in the helping professions as a result of conditions of their work (Wilson, Haggerty & Bird, 1987). The effect of burnout had largely been described by its effect on the individual experiencing it, however, the individual's condition has an effect on his/her family life.

Keele (1984), in her discussion of the effect of the corporate career on the family, states that there seems to be a burnout factor that occurs: the more involvement that an individual has in dealing intensely with others on the job, the more likely it is that those skills are not brought home. This is supported by Maslach, a key researcher in the field of burnout.

In a study of 142 police officers and their wives, Maslach and Jackson (1981) reported that a police officer experiencing burnout was more likely to state that he got mad at his wife and children and that he preferred to spend time alone rather than with

his family. Wives of officers experiencing burnout reported that their husbands were more likely to be absent from family celebrations, were less likely to share emotions and were less caring.

Keele (1984) also mentions that corporate executives may see sharing the events of the work day with the spouse as draining. This often hurts the marital relationship, as the wife interprets this lack of sharing as withdrawal from her. The husband justifies the nonsharing as protecting one's family from the unpleasantness of work but in actual fact may be protecting himself through not reliving the day's events (Maslach, 1982). The work day however, is not left at the office. Wilson, Haggerty and Bird (1987) in their list of signs/symptoms of burnout mention that coaches bring coaching home. Thus, the job is not shared with the family but it still may be brought home.

In summary therefore, the effect of burnout on the family is seen in the husband's decreased involvement with the family, increased family conflicts, decreased participation in social functions and decreased sharing of the day's events with the family (Wilson, Haggerty & Bird, 1987). Just as the individual experiencing burnout may not be fully aware of it (Wilson, Haggerty & Bird, 1987), family conflict is not always recognized as resulting from job stress, but is attributed to something wrong in the marital relationship (Maslach, 1982).

RELATIONSHIP SATISFACTION

Effective communication between partners is seen as the single most important factor in relationship satisfaction. Conversely, poor communication is the main cause in relationship failure (Havemann & Lehtinen, 1986; Hendrick & Hendrick, 1983). Boss (1983) views husband and wife as co-executives (co-leaders) in the marital relationship. She states: "Because co-executives must work together, it is imperative that they communicate frequently and clearly with one another, that they understand their tasks

and their relationships with their own parents, their children, with each other and with the outside world" (p.27-8). With Boss's statement in mind, some barriers to effective communication as a result of coaching demands include lack of time that the coach is available to his/her family and role ambiguity.

In order to communicate frequently, partners need to have frequent contact with one another. Wentzell (1986) in his examination of the experiences of basketball coaches' wives states that the quantity and quality of time that a coach had available to interact with his partner/ family was influenced by the amount of time that he was away from home (long hours/travel) and also, by his preoccupation with the job when he was at home (p.136). The wives in the study expressed a struggle to maintain intimacy with their husbands through interpersonal communication. Wives tried to make use of the small amount of time available for communication even if it was just for five minutes as their husbands left for work (p.104). Wives also learned about the communication needs of their husbands. For example, one woman who was a real talker found it difficult to accept her husband's silence after the game and into the morning. They talked about ways that she could be less frustrated and eventually, her husband came to be more open to interacting with her after a game (p. 105).

In order to communicate clearly, it is important for partners to have some skills of communication such as effective listening, an ability to express a message clearly, remaining expressive and giving and receiving criticism well (Orlick, 1986). Aldous (1969) makes the point, however, that these may be skills in which we have no systematic training.

Boss (1983) states that one of the barriers to effective marital communication is a confusion regarding roles: boundary ambiguity. Family boundaries are indicated by who in the family is performing the tasks and who is considered in or out of the family. Conflict is created when roles are not clearly designated. Wives of husbands frequently

away from home or who work long hours generally take over some or all of the husbands' roles in addition to their own. If this is not discussed by both partners, there is confusion each time the husband leaves and each time he re-enters the family. It can also make it difficult for the wife to command authority over the children (Cronson and Mitchell, 1987). Boundary ambiguity should be resolved as it blocks a family's coping processes (Boss, 1983).

COPING SKILLS

Although there are many definitions of coping, Pearlin and Schooler's definition of coping (1978) is appropriate in the context of this study. They define coping as "behaviour that protects people from being psychologically harmed by problematic social experience, a behaviour that importantly mediates the impact that societies have on their members" (p.2). Pearlin and Schooler's research attempted to identify the nature and effectiveness of an individual's coping strategies in a variety of social contexts: marriage, parenting, household economics and occupation through the use of a survey sent to 2300 households in urban Chicago. Their data resulted in a conclusion that the greater the scope and variety of an individual's coping repertoire, the more protection that individual had against social experiences. This should be qualified, however, in that effectiveness of responses varied with the nature of the social experience. In a parenting and marriage context, it was more important what individuals did (their responses) than any personality characteristic they may have (their resources). This was the opposite for a economic/occupational context. Pearlin and Schooler concluded that in the job situation, the most effective forms of coping involved the manipulation of goals and values which distanced the individual psychologically from that goal (e.g., by devaluing it) (p.18). In a relationship situation however, conflict was "best handled by mechanisms in which the individual remained committed to and engaged with relevant others" (p.18).

What about when occupation overlaps into home life? Maslach (1982) in discussing coping strategies for handling burnout and O'Brien (1981) in discussing strategies for handling burnout in coaching mention a need to compartmentalize the home life and the work life. Maslach (1982) states that one's private life is taken over each time one thinks about work problems at home, takes work home, works at home or remains on call. Thus, one should attempt to keep the two separate or at least set a limit on how much one will allow work to infiltrate (e.g., setting aside each Sunday for only the family, setting aside an hour each day for oneself).

With regard to coping with the effect of the occupation on the family, a number of studies looked at treatment paradigms and coping patterns of families dealing with the influence of the husband's time away from home (be it long working days or travel). Family therapists who work with corporate families (Gullotta & Donohue, 1981) or with celebrity families (Mitchell & Cronson, 1987) describe a family investment in the current lifestyle whereby the father is enabled to pursue his career by relinquishing his position in the family and his authority to his spouse. Conflict arises because the father would like to be more involved, but the family needs to maintain the structure that allows him to pursue his professional career. Traditional family therapy, whereby the husband is encouraged to play a more active role in family functioning (e.g., to communicate more, to schedule in time with the family) has often proved ineffective because of this need of the family to maintain its structure (Mitchell & Cronson, 1987).

Therapy, therefore, has been focused less on the father and more on improving the coping patterns of wives and children (Gullotta & Donohue, 1981) especially improving external support. Boss, McCubbin and Lester (1979) looked at corporate wives who cope successfully with routine husband absence. They determined three main coping strategies that wives used. The first was titled 'fitting into the corporate lifestyle'. This included being the kind of wife that the corporation and their husband wanted and

taking part in corporate planned activities. The second was the development of the self and of interpersonal relationships, for example, hobbies and friendships. The final category was the establishment of independence and self sufficiency. This included keeping one's problems to oneself, developing a personal separate routine and taking the perspective of enjoying the lifestyle.

These three patterns are similar to those discussed by Wentzell (1986) in the results of his interviews with basketball coaches' wives. Wives, in an effort to increase contact with their husbands and to cope with the effect of his job demands on the family became involved in the sport, established support groups of family and friends, and maintained a degree of autonomy.

Although in the corporate case, therapy has focused less on changing the husbands involvement in the family, there is some indication that in coaching circles, at least, what the husband does, has an effect on his own well-being and his/her family.

Clary (1983) in his anecdotal look at professional football coaches in the States questioned why some pro coaches were being effected by burnout and left coaching while others had extensive coaching careers. Clary mentions that certain coaches who had long careers maintained a life outside of coaching. Tom Landry always had dinner out with his wife every Thursday. Noll and Grant had outside hobbies. Paul Brown made sure that he and his assistants always went home for dinner before meeting back to discuss the team and always stopped working when tired (p.60).

Wentzell (1986) mentioned that wives of university basketball coaches looked forward to the off-season as a chance for the couple/ family to spend time together. Some wives stated that they were able to cope by knowing that the season would eventually end (p. 116). Others saw the period as a buffer zone whereby the family could regain intimacy and re-energize before the season began again (p.140).

The literature on coping mechanisms seems to focus on strategies that wives have employed to deal with the effect of their husbands' occupation on the family. Reference to the husband's coping mechanisms, particularly with regard to coaching, have been second hand and largely anecdotal. Given the demands of the coaching occupation, what are elite coaches doing now? What can they do?

SUMMARY

A review of the literature indicates that an occupation may have a major effect on an individual's family, either directly through how the demands on the individual's time and energy influence his involvement, or indirectly through the response of an individual experiencing burnout.

The literature summarized here indicates that the husband seems to have little involvement in daily relationship or family functioning either because of intense job demands, an emotional withdrawal from the family or a preoccupation with the job when at home. The burden seems to fall on and be accepted by the wives.

With regard to coaching in particular, this perception may be partially due to the fact that those studies dealing with the effect of the coaching occupation on the coach and the family (Sabock & Jones, 1978; Wentzell, 1986) have presented the data from the wife's perspective and not the husband's. It is hoped that the exploration of the coach's perspective on the effect of the occupation on family life will shed some new light on the issue.

METHODOLOGY

OVERVIEW

This study was exploratory in nature. It examined, through the use of an interview format, the demands of a coaching occupation and the perceived effect of those demands on interpersonal relationships. Twenty full-time national coaches were interviewed. Data analysis was qualitative.

RESEARCH DESIGN AND PROCEDURES

Participant Selection

National team coaches vary greatly in terms of their time involvement with teams; for example, some are involved on a part-time basis and hold other full-time jobs. As the focus of this study was on the perceived influence of occupational demands on relationships, it was considered important to sample as homogeneous a population as possible in terms of job demands. Therefore, only those coaches who coached a national team full-time and who were employed full-time by a National Sport Organization were selected for participation. Coaches who fell into this classification and who had similar time and travel commitments related to their positions were identified with the assistance of John Bales, Vice President of the Coaching Association of Canada. Coaches from a variety of Olympic sports and from across Canada were interviewed. Coaches were not preselected on the basis of marital status on the premise that regardless of marital status, each coach would be able to contribute to the topic of the study. A sample of twenty coaches was interviewed.

Instruments

An interview guide was developed through input from individuals who had experience in elite level coaching and on the basis of themes/questions that arose from

the review of the literature. The National Coaches Interview Guide was structured into four areas: an exploration of the demands of the coaching occupation, the perceived effect of the coaching occupation on interpersonal relationships, the perceived family role and recommendations for achieving balance. The majority of questions were open ended. The structure of the interview guide allowed for gathering of specific data yet at the same time allowed the interviewer to remain open to those issues considered important by national coaches (see Appendix B for a copy of the interview guide).

Design

As the sample size is small, an interview format was considered most appropriate for collecting detailed, personal data. An interview format allows the interviewer to follow leads from the interviewee (Wiersma, 1985) and allows both interviewer and interviewee the opportunity to ask for clarification.

Although it is impossible to eliminate all researcher bias even in quantitative research (Bogdan & Taylor, 1975), attempts were made to ensure that bias was kept to a minimum. With regard to data collection, interviewer bias was minimized through the use of the interview guide. Use of the guide ensured that the same topics in the same order were explored with each coach. All interviews were taped with a cassette recorder and transcribed verbatim.

In order to minimize bias in the interview process itself, the interviewer familiarized herself with the interview method. Consulting with athletes and temporary employment as an interviewer for a health study enabled her to become more confident and experienced with the process. As well, one of the pilot interviews using the interview guide was conducted by an experienced interviewer; the researcher sat in and observed this interview.

Procedure

Once developed, the interview guide was pretested on three coaches with elite level coaching experience in order to ensure that the questions were clear, appropriate and relevant to this group. Small alterations were made to the guide.

A covering letter was sent by the Coaching Association of Canada to those coaches selected for participation. The letter explained the nature and relevance of the study, ensured confidentiality and indicated to the coach that he or she would be contacted in the near future for an interview (see Appendix C for a copy of the covering letter). Coaches were subsequently contacted and a number of interviews arranged. As some coaches were out of the country at the time of the mailing of the first letter, a follow-up letter was sent (see Appendix D for a copy of the follow-up letter). These coaches were then telephoned until contact was made. A final group of interviews were scheduled during the 1989 National Coaches Seminar in Toronto, Ontario. The first twenty coaches who consented to be interviewed comprised the sample.

Agreement to be interviewed implied consent. Prior to each interview, permission to tape the interview was asked of the participants. In no case was permission denied.

In conducting the interviews, the order of questions in the guide was followed as closely as possible with each coach. However, following the collection of information on job demands, an open ended question asked coaches whether they perceived that the occupation had an influence on their relationships and if yes, they were asked to describe the influence. In most cases, coaches discussed topics related to a number of the subsequent questions. In these instances, the interviewer checked off the question in the guide and continued to try to follow the questions in order as much as possible. At the end of the interview, coaches were encouraged to contact the interviewer if they wished to add, clarify or change any of their interview responses.

Tapes were transcribed verbatim (see Appendices E, F and G for samples of interviews). A number of transcripts were subsequently sent to coaches for confirmation of their accuracy. Coaches indicated that what was recorded was a valid account of their perspectives.

Data Analysis

Analysis of the data was of a qualitative nature. Information related to participant demographics is presented through descriptive statistics (e.g., means, frequencies). Each transcript was read through a number of times and key phrases related to the interview questions were highlighted. These key phrases exemplified what was emphasized by the coach. Key phrases were then aggregated to establish general categories, for example, partner qualities, leaving for extended travel etc.. Reading through the key phrases in the various categories resulted in the delineation of themes common to the majority of the transcripts. The major themes, their relationship to related aspects found in the literature and quotes supporting these themes provide structure for the presentation of results.

In order to establish reliability of category and theme identification, selected interview transcripts were independently read by a second researcher familiar with the interview process and with qualitative analysis. For those transcripts read by both, inter-rater reliability was high, 90%.

RESULTS AND DISCUSSION

This section is comprised of findings from the research. Themes which have arisen out of analyses of the interviews are presented. Themes are illustrated by quotes from the study participants in order to present the subjects' perspectives in their own words. Brackets {} indicate an insertion by the researcher for clarity or to preserve anonymity.

The broad categories which will be discussed include participant demographics, perspectives regarding the demands of coaching at the national level, whether participants perceive the job as affecting their interpersonal relationships and if they do perceive it as having an effect, how it has an effect. Recommendations for both personal and institutional change are also included.

PARTICIPANT DEMOGRAPHICS

Twenty full-time national team coaches employed by national sport organizations were interviewed for this study. Coaches ranged in age from 29-59 years; the mean age being 40.8 years (see Table 1). The majority of coaches were males. Only a small number of females were included (n=4) which reflects the scarcity of women coaching full-time at the national level. Because of small size of the female sample, gender analysis will not be conducted. As a whole, 60% of the group were married at the time of interview with the remainder as divorced or single. One quarter of the sample had experienced a divorce during the course of their national coaching career.

Of the male coaches, eleven were married, three divorced and two single (one of whom had lived with a partner for a lengthy period during his national coaching career). Of the females, one was married and the remainder were single. Coaches were not selected for this study on the basis of marital status with the view that single coaches would also be able to contribute to the topic of interest, for example, whether coaches perceive that their careers have any influence on their current relationship status (see for example, section on Priorities). The majority of married coaches (n=8) had children.

Table 1

Participant Demographics at the Time of Interview

Number of Coaches	20
Age	Range - 29 to 59 Years Mean - 40.8 years Standard deviation - 8.2
Sex	16 Males / 4 Females
Current Marital Status	Married - 60% (n=12) Divorced - 15% (n=3) Single - 25% (n=5)
Children	No Children - 55% (n=11) One Child - 15% (n=3) Two Children - 20% (n=4) Three Children - 5% (n=1) Six Children - 5% (n=1)

With regard to length of time spent coaching at the national level, experience covered a broad range, from one year to twenty years (see Table 2). The mean length of time coaching at this level for the group as a whole was 9.9 years (standard deviation - 5.3). In comparison to the average length of a coaching career (6.3 years) for a sample of elite Quebec coaches, the coaches in this study appear to have been involved in national level coaching as a longer term career (Theberge, 1986).

THE COACHING OCCUPATION

Prior to an examination of whether the demands of the coaching occupation affect interpersonal relationships, an understanding of the actual job demands at the elite level must be gained. A review of the coaching literature indicated that the occupation is a demanding one characterized by role expectations, pressure to win, large time and energy requirements and self expectations (Fuoss & Troppman, 1981; Sabock, 1983). Similar demands are experienced by Canadian national team coaches. Not only the nature of the occupation, but how coaches perform their job were two main themes arising from the interview analyses.

The Nature of the Occupation

This section details actual job requirements discussed in the interviews in terms of duties, time and travel commitments and benefits of coaching.

Table 2

Years Of Coaching at the National Level

Years	Frequency (%)	N
1	5	(n=1)
4	5	(n=1)
5	20	(n=4)
7	5	(n=1)
8	5	(n=1)
9	15	(n=3)
10	10	(n=2)
11	5	(n=1)
13	5	(n=1)
14	5	(n=1)
17	5	(n=1)
18	10	(n=2)
20	5	(n=1)

Job Duties

The occupation of head coach at the national level involves duties that go beyond coaching athletes. During the course of the interviews, coaches described the variety of demands which they were required to fulfil including the highly administrative aspect of their job and role expectations. The majority of coaches interviewed indicated that actual coaching was only one aspect of their duties.

"The administrative aspect must be 80% of coaching. Coaching is what you do the two hours in the gym but what goes on ahead of that...I mean that's what makes the difference between a successful coach and an unsuccessful coach, their ability to administrate." (20:15)

"It could be all paperwork if you let it and the on-hands coaching is probably the most important." (10:2b)

One coach described the duties as: training athletes, organizing tours, people calling in with results, athletes calling to say where they are, speaking to parents and personal coaches of athletes, entering athletes in tournaments, making sure entries are there..."and then I usually have other projects, sort of the bureaucracy of sport, things like the QPP and filing reports. Every tour that we do we have to do a report at the end that goes to the players and their coaches and there's also the expense report, the whole bit." (7:4) (In fact, in the first ten minutes of the interview with this coach, the telephone rang three times. The coach assured me that this was typical.)

Coaches are not only involved in a wide variety of activities but also are involved with a wide variety of people. Coaches in this study expressed that one aspect of their job was interacting with diverse groups. A coach not only interacts with athletes but must also deal with "parents, live-ins, husbands, boyfriends, whatever the situation is, personal coaches and provincial associations." (19:3b) Each of these groups has

different expectations of the coach. Dealing simply with the athletes appeared at times to be an arduous task; elite athletes are described by national coaches to be demanding.

"...it's amazing how much an elite athlete will call on their support staff coaches or whatever to get themselves tuned properly." (12:4b)

One coach is based in Eastern Canada while a number of national team athletes are based in the West:

"The athletes want you to live there. They feel you should be around them 24 hours a day. The athlete wants that constant input which I understand to an extent but you have to have a life too."(11:4)

Aside from the experience of demands common to all coaches, specific situations increased the demands of some coaches. First of all, coaches in the lower profile sports (n=4) perceive their demands to be even more wide ranging than those of coaches in the higher profile sports. Lower profile sports generally have fewer support and administrative staff which translates into more work for the coach.

"In the first three years of the job, I had virtually no help at all. I was dealing with anywhere from 32 down to 18 athletes and dealing with all the logistics of moving them as well as the logistics of coaching them as well as ensuring that their physical and mental needs were being met in the competitive situation."(14:1)

"When you're in the office, you are answering everybody else's questions or doing everybody else's job. As a national coach in a small sport where there's not a lot of expertise, you're not really getting done what you want to be getting done. I understand their needs to have me in the office because they get a lot

more done and it's more efficient for the sports association but it's not as efficient for me as a coach or my personal life."(11:3)

"When I took over the team, there were 30 athletes and basically just me called head coach but I was everybody's coach supposedly and it was just a tremendous overload at that point in time."(1:1)

Secondly, some coaches (n=5) expressed that the more they gained experience and recognition in their job, the more they were required to do.

"...you get the pat on the shoulder that says you're doing a good job, a great job and even more expectations are piled on you and even more commitments."(19:1)

"There's nothing like success to give you more work or kick you out, one of the two!" (20:1)

Some of these increased demands were unwelcome to coaches.

"When you're the national coach, everybody wants you. They think, well, you're not with your team now so everybody wants you to go to their province, everyone wants you to go to their clinic, to go to their tournament, to see that player play...I don't think people understand the amount of work you have administratively as a coach."(6:9)

"...there's other things like seminars, symposiums and the more successful you become, the more you're asked to attend those or speak at them or clinics or what have you. And if you don't do it, you feel guilty, you feel as though you're not giving back something to the sport but by the same token, it's just more of your time that's given up for {the sport} that you could be using for yourself."(18:2b)

As described by national team coaches, therefore, the coaching occupation at the elite level is not simply coaching. Administration comprises a major part of the workload. The occupation is also characterized by interaction with diverse groups and with demanding athletes. Finally, as coaches gained in expertise, expectations on their time increased; some of those expectations were seen as draining on the little time outside of the job that they had.

Time Involvement

One demand common to all coaches interviewed was the time commitment involved in doing the job. The time commitment was referred to in terms of the irregularity of hours, the sheer volume of time that the job involved and the flexibility of the coach's daily schedule.

Irregular Hours

When coaches were asked what kind of a commitment their occupation required, it became evident that coaching at this level is not a 9:00 to 5:00, Monday to Friday occupation. Coaches described their work schedule as follows:

"The whole concept of an evening disappears and of course, with competitions, the concept of a weekend disappears....Travelling is a real demand but lots of people travel. I think the real demands are day-to-day; there's crazy hours in Canadian coaching."(10:1)

"You are usually involved, in my case, 12-14 hours a day..."{during the season}.

(6:1)

"...at 11:00 last night I was trying to hire a new coach."(3:7)

"...we'd all be down there, coaches playing away all night with a boot to adjust

it properly for the athlete.”(12:5b)

“Chances are that if you care about what you are doing, you’re likely to have an athlete call you up at 11:00 pm because you’re the only one who can help him with a problem. And you should not be looking forward to that, but you should expect it and you shouldn’t feel like you’re being pushed.”(15:16)

Volume of Time

As well as the irregularity of the coaching schedule, the sheer volume of time put in by coaches was massive, as expressed in the interviews.

“Unless it’s holidays, there’s something going on all the time. It’s just amazing the amount of stuff.”(3:6)

“...a few years ago an administrator in the office, if he ever worked on a Saturday, would take the next day off and{would take hours off} for every hour he worked overtime. So I got angry one year and I decided to keep track of the hours and I came in the springtime and said, ‘I’m taking the next 11 weeks off!’ because I figured that was what was owed to me for all the extra time...because there’s no days off and from the time you wake up to the time you go to bed, it’s like a doctor, you’re on call.”(2:2)

“Once you hit the international scene the trouble starts at home; short term or local competitive things don’t take that much time. But when you do something internationally...it’s a commitment because of the time change and it’s usually a ten day commitment.”(8:1)

“I just looked at the schedule for next year after we worked on it; I sat down with a cup of tea and had a little cry actually. I thought to myself, ‘My God, look what I’m getting myself in for. Can I do all this and still grow as a

coach?."(19:4b)

Certain time periods or situations involved greater time commitments on the part of coaches. Three coaches mentioned that as the Olympics approach, the time demands increase and the job becomes all consuming. Also, some coaches are involved with a number of athletes each on different training schedules. When schedules overlap, the coach is unable to have a break.

Flexibility

Although the occupation is demanding in terms of the job requirements and time commitment, coaches appreciated the flexibility it allowed them at times with respect to scheduling work and family time.

"...the only part I regret is not having enough time {personal time} but with the extra time off after I'm away, it sort of makes up for it. Then I have full days or weeks I can spend with my family and then my spouse can also organize the schedule so that we have time off at the same time. So in a way it works out, it's just in the weeks when I'm working where it's really busy and there's not a lot of spare time. Every minute is programmed."(7:15)

"I guess to some extent in the winter months there is a fair amount of freedom to take time whenever during the day. I don't have to be in the office by 9:00. I can get up with kids in the morning and let my wife sleep in and if I get in the office at 10:00, I get in at 10:00. A lot of times if I am working on a report, I can do that at home."(4:3b)

Coaches were aware, however, that this flexibility did not always make up for the time they spent away from home travelling with the team.

"In that respect {regarding the flexibility}, you get to spend more time at home

and have the freedom to do those things during the day that have to get done...but it probably doesn't balance out the time you are away from home."(4:3b)

"...most people that work may only get a couple of hours in the evenings during the week but I'm a little luckier, I get that time plus some time in the morning {referring to family time}. But that counteracts the fact that the family suffers in the summer when I'm away for extended periods of time or even during that period {off season} when I'm away on weekends for three or four days at a time."(6:2b-3)

Travel

Another demand common to coaches at the elite level was travel away from home. Coaches were asked to give an example of a typical yearly breakdown of their schedule in terms of time at home and time away. Examples of some of these schedules (see Table 3) follow in order to illustrate the travel demands involved (see Appendix A for further examples). Although schedules of time away from home and time at home differed for each coach depending on their competitive schedules, the total time away and the total time at home were similar for all of the coaches interviewed.

In terms of the volume of travel involved, coaches expressed some of their feelings as follows:

"I kind of look at paying rent and I go 'What's the point?' (19:2)

Table 3

Samples of Yearly Schedules

Month	Summer Sport Coach	Winter Sport Coach
January	Rookie Camp/Senior Camp	Away January 5 Through to April 10
February	Away Beginning of February Through to End of April	Away
March	Away	One Week Break
April	Returned End of April	Returned April 10 Debriefing Meetings
May	Europe - 6 Weeks	Camp - 10 Days
June	Returned Mid June	International Seminars
July	Pan Am Games/Canada Games	Camp
August	Canadian Championships World Championships in August/September	Camp - 10 Days
September	Return from Worlds	Europe - 3 Weeks
October	Meetings Away-October/November	Office Work
November	Office Work	One Week Camp
Total	Away 250-290 Days/Year	Away 200-250 Days/Year

"I can't believe I was away ten months in two years!" (5:18)

"We spent so much time on the road, it was easy to justify it {not having a home}. As we're gone 11 months of the year, we're only going to live in a place for a month; why waste 11 months?" (14:10)

"I remember in the early days, we did travel too much and if I had to do it over again and if I had the knowledge of it, I would travel a lot less." (16:4)

Other coaches accepted the travel as a necessary part of their job.

"...the glamorous parts aren't there, you see the course, the waxroom and the trails, that's about it." (2:5)

"It's part of the job. You have to be there, you have to make contact, make friendships with other coaches, countries, federations." (13:4)

"...the travel, I just see it as to get to my office, I have to get on a plane and my office a lot of the time is someplace else." (3:1)

One coach saw the travelling as a benefit of the occupation.

"Certainly being in the world of the international elite was lots and lots of fun and perhaps the best aspect of it is the travel because you do get to see some pretty amazing places in the world. We've {coach and coaching spouse} been to a lot of places and it's an advantage because it certainly broadens your outlook" (8:5).

Pleasures of the Job

Although the demands of the occupation were often expressed in negative terms or gave a sense of being perceived as negative by coaches, these were counterbalanced to some degree by the positive aspects of the job. An opportunity to help others achieve their goals and a sense of self-fulfillment were two pleasures mentioned by coaches which resulted from their occupation.

"For me, I feel personally really motivated and excited about the athletes I'm working with and psyched about what I'm doing and where I'm going with the athletes, helping them reach their potential...It can be a reward just to see the gains they've made." (19:20)

"I think I'm the most fortunate person in the world, I'm being paid to do my hobby." (9:16)

"I love working with people and I really love working with the younger kids and seeing them develop." (18:3)

The nature of the coaching profession as it currently stands in Canada requires national team coaches to bear responsibility for the workings of the elite program including training of athletes and extensive administration. The nature of elite sport as it currently stands (e.g., international competition, emphasis on medals) requires the national team coach to make a time and travel commitment that goes far beyond a typical work schedule. The time and energy involvement of national coaches in their profession, however, is balanced to some extent by the flexibility and the pleasures they experience in their job. An examination of how coaches perform their job makes it evident that for these individuals their occupation is viewed not simply as an occupation but is viewed as a passion.

How Coaches Do Their Job

This section is concerned not with job demands per se but rather with what coaches perceive as necessary to do the job effectively and also how they perceive their occupation. Always thinking about the job, an extensive time commitment and a strong personal commitment to (or obsession with) the job were the three main factors discussed by national coaches.

Always Thinking About the Job

Five coaches (25%) reported that the job was always or almost always on their minds.

"You never stop worrying about things."(18:2)

"You're never really able, especially in the competitive season, to put it away for a period of time where you can forget about it....Things just pop into your mind and sort of bring you back to the job, it doesn't matter what the situation is."(4:2-2b)

"You are always thinking...in the morning, in the afternoon, at night. This is part of your life, it IS your life I think."(13:9).

Even during the off season, on days off or while away on vacation, some coaches reported either thinking about the job or bringing work with them.

"I have Sundays to myself; I don't have to come in here but quite often I'll end up here {club}...you start to feel guilty that you're not doing something, or you're so used to coming in."(18:2)

"You can take weekends off but there's always a couple of hours where you come over to training on a Saturday morning."(4:2)

"I may not work today or tomorrow {during off season} but I'm still thinking about the job, on the phone or doing other things."(2:2)

"I usually take something with me {on annual holiday} and I work on it down there."(18:2)

One coach described his first vacations with his new girlfriend {later his spouse} as follows:

"...this was the one week to ten days that we can actually say we had time just for each other and that was it. And even on those I always took a full briefcase. The first one I remember, I used to work. She'd be down by the pool and I'd be up in the room. She'd just shake her head and go, 'This guy's weird!'. I got better. But it was true I used to take a full briefcase at least the first three to four years."(12:10)

The Need To Put The Time In

Coaches were asked during the interview how they felt about the amount of time they spent at work versus at home. Coaches for the most part accepted the huge time commitment as a requirement of the job.

"I know the commitment is much more than a 9-5 job but I don't ever really feel guilty about it outside of the extended travel."(4:7)

"I think I understood it right from the beginning; I understood the parameters of the job."(3:15)

"I would certainly like more time at home now just because {son} is so young. However, I also understand that with the type of job I have, it's not possible right

now.”(7:15)

“I think you have the guilt feelings but I’m also a realist. There’s no way in the last few years that we wasted any time. In other words we were away from home as little as we could and we justified every day away from home. But early on I made very bad decisions and that’s a matter of growing as a coach. I think you always have a little bit of guilt feeling about being away from home but that urged me to work harder while I was away.”(16:5)

Only three coaches mentioned that they would like to have more time at home or for themselves.

Over and above an acceptance of what the job requires, almost half of the coaches (45%) expressed that they felt a need to put in as much time as they did in order to achieve their goals.

“In terms of real energy, 99% went into the job and I didn’t do anything else. I’d come home and I’d crash and then I’d come in here {office} and I’d work until 10:00 at night and go home and then take off to somewhere because I felt I just had to be everywhere and do everything.”(12:7)

“I thought that I had to work as hard as I did in order to have the quality of results that we got. And then for me to spend more time with {partner} I would have to work less and therefore, the quality of coaching and the team and everything else would have been much less. At the moment I’m considered among the top three coaches in the world and I wouldn’t have accomplished that if I couldn’t have had anything less than the effort that was put into it.”(15:13)

“As any elite athlete, elite coaches are always trying to make things better and I

don't think you'll reach perfection so the result is that you are always working extremely hard."(6:3b)

"There's a lot of time restraints you put on yourself because you want to do the best coaching job you can."(11:8)

"The workload is huge and you are goal oriented so you certainly don't 9 to 5 it."(17:6)

Some coaches came to realize over the years that quality coaching rather than quantity coaching gave as good if not better results and gave the coach a more balanced life.

"I think in the same way an athlete can overtrain, a coach can overwork...I think that you have to make sure you take time....It's a conscious decision you have to make but if you do it on a regular basis and the quality of effort you put in is better than before, I think the {athletes} will recognize that."(5:21)

Some coaches also came to realize that taking time for themselves was highly important. (See Self Care section in Recommendations for specific quotes related to this aspect)

Personal Commitment To (or Obsession with) the Job

The coach's personal commitment to the occupation was on aspect which stood out very clearly in many of the interviews. Not only was it demonstrated in terms of the amount of time devoted to the job but also in the ways that coaches themselves spoke about it.

"It's like being on drugs I guess, the highs make you keep wanting it and coming back."(5:6)

"Coaching at the elite level, the devil's got to have a hold on you....I was totally obsessed with the thing for the first three or four years."(12:2/7)

"It's like a race, I'm too competitive trying to get to the top of the pole."(4:2)

"I think that coaches tend to be so enthusiastic and motivated about the job that everything else tends to lose out."(19:7)

"It's a passion. I think almost everyone who's involved in athletics is involved in it as a passion. It's the greatest thing you can have but it is also be the greatest curse because it's something that can take control over other parts of your life and actually wreck havoc on it if you don't keep an eye on it."(14:14)

"I think a lot of problems with a lot of coaches is that they are selfish, selfish in that we are so goal oriented, we have to get the job done. If it means putting things on the back burner to get the job done, we'll do it. Like the opening statement, What's more important?'. The family should be but it's not always. You put the job ahead of it and I think that's because of us, that we are a little selfish. Selfish with our time too in the sense that would you rather be having a casual conversation with your wife or working on a project? A casual conversation like the weather? To me at that time that might not be important but for her it might be. So selfish in time in that I don't have time now, I've got to get on this because I know this is important, this is where I want to go."(6:8b)

Coaches also described how their commitment to the job influenced their behaviour.

"Sometimes when I'm highly motivated, I might get up in the middle of the night because I can't sleep, my mind is going and I start working."(19:2b)

"On the Sunday before Christmas, one of the task forces met in Ottawa and we said,'There's something wrong with us!' We shouldn't be sitting here, we should

be home with our families'." (8:8)

"It just got way out of hand to the point where I was doing everything. I'd be off the hill and right in and doing paperwork. We'd go out to eat and a lot of times I'd eat and be sitting there eating and reading the paper and trying to catch up on the other things I wanted to see in my life...to the point where you're just going 100% all day long and you're not sitting down and looking at the other person in the eye and just kind of being there. So that kind of got way too far away from where it should have been."(14:10)

The perspectives expressed in this section indicate that because of their passion for the job, coaches found themselves thinking quite frequently about the job and felt overall that the amount of time directed towards the occupation was necessary. It can not be determined from the data collected in the interviews whether having so strong a personal commitment helps coaches effectively meet the heavy demands of the occupation or whether this commitment actually results in coaches putting more time and energy into their job than is required. However, more insight into this question of balance may be found in examining how these coaches view the relationship between their occupation and other aspects of their life, specifically their interpersonal relationships.

THE COACHING OCCUPATION AND INTERPERSONAL RELATIONSHIPS

This section explores the main focus of this study: whether the coaching occupation affects interpersonal relationships and if so, how they are affected. A range of themes concerning the relationship are explored. The question of interest which underlies all of the themes is whether coaches feel that there can be a balance between excellence in a coaching career and excellence in the other aspects of their life,

particularly in their interpersonal relationships.

Priorities

Coaches were asked what they perceived their priorities to be, both professionally and personally, in order to gain an understanding of what coaches considered to be important aspects of their life. Most coaches presented their priorities in rank order without prompting but if they did not, they were asked to rank them in order of importance.

All of the single coaches (as well as one coach who is now divorced) indicated that the coaching occupation is their first priority. Single coaches expressed that coaching was essentially all that they did in their lives.

"I see myself as someone who is immersed in my sport and that has little interest outside of it."(15:5)

"I can say that when I enjoy my work, it's the main objective, so everything is towards the job."(13:5)

Whether the importance of the job ranked first because of the lack of a current relationship or whether the job made a relationship impossible was not determined in this study. Single coaches mentioned, however, that because of the job it is difficult to establish a relationship. As one coach explains:

"I've had one or two relationships but...nobody seems to understand that 'No, I can't go out tonight because I have to get up early in the morning and I'm getting tired' or 'I'm going to be away again this weekend' or 'Sorry, I just got a call, I've got to go to Ottawa' or 'I'm going to be away for a week' or 'I'm going to Europe next week.'"(18:4)

Three out of the five single coaches mentioned that this emphasis on the job as primary importance must change in the future and that time and energy must be spent on other aspects of their life.

"You know sometimes I'll be standing on the deck, talking to myself and wondering what the hell I'm doing. Sure I love the sport and sure I love coaching, but that's not everything. And I'm starting to question that more and more."(18:5b)

"So my personal side, it's just coming into play now where I feel a little need to look after my personal end, say free time. I think I discovered after a couple burnout sessions I have to question the type of commitment to this job: the number of hours, the wage and where I'm going long-term. I don't own a car. I don't own a house. Can I see myself ten years from now doing this? What will my needs be then, so maybe I have to start doing some preplanning."(19:4)

Single coaches also recognize the effort that it will take to change their situation.

"It's easy to sit there and say 'Heh, you have to do something for yourself, you've got to get some other outside life other than {the sport}'. It's easy to tell yourself that but what do you do? You can't just walk out there and say 'Here I am!' So I think I'm just going to have to force myself to go out and join some club, maybe totally outside of sport. That's not easy. It's easier to go home and read a book because you're too tired to have a decent conversation with someone." (18:4)

Having a relationship or having children gave many coaches a focus outside of the job. Nine of the twelve married coaches indicated that both their job and their family are important. For these coaches, there was some difficulty in saying which of the two: family life or the job, was more important. However, if it came to a choice between the

job and the family, four of the married coaches mentioned that the family would definitely come first. In fact, two of the coaches interviewed for this study left national level coaching in order to take a job which allowed them more time for their families. Only one married coach reported that the job required so much energy that his wife was often low down on the priority list.

An interesting finding resulting out of this question regarding priorities is that for many of those coaches interviewed, the occupation was at one time their primary priority, however, that priority changed over time in conjunction with certain events occurring in their lives. The events which caused coaches to alter their priorities can be grouped into two main areas: relationship events, and occupational events. Having a child (n=3), beginning a relationship (n=2), or facing a marital separation (n=3) caused some coaches to reconsider their priorities.

"...once I found out that I was pregnant and having the baby, it {relationship} actually improved because it helped me to set my priorities."(7:18)

"I was totally obsessed with the thing {job} for the first three or four years and then I think it probably got a bit better and then as soon as I met {partner}, it got a lot better and there was some balance."(12:7)

"The priority of my marriage has wavered. There was a time when I was coaching prior to the Olympics when it wasn't a priority. After the Olympics, it was on the way out and I was losing it, it became a higher priority. Now that I'm back into coaching, it's not a priority. When you feel you are going to lose something, it becomes more important." (11:15)

"I made the mistake when I worked in {city} at the academy as the head coach...We were on the court at 5:30 in the morning and I basically got home at 8:00 at night and then sort of was doing planning and other things and I had no

break, travelling with the kids almost every weekend and it was just disaster. I had no personal time at all for myself or for my {partner} and there was a lot of strain on our marriage. We didn't exactly break-up but it was very close to it and then I had to set my priorities straight which I ended up doing. But it was just from neglect, not thinking about it, just being abused by other people and wanting to do everything as much as possible."(7:10)

Work-related events which caused coaches to place less emphasis on work included seasonal variations in workload (n=1) and achieving set goals (n=3).

"For me, it's {balance} difficult to find when the team is here because there's just so many things that happen with the team here, so for me it's easier to find that {balance} in the September to May period."(6:2b)

"...now that I've had an athlete who I've coached for the last four years win a medal at the World Championships, I think I can be more in perspective. I've reached a goal that's been a goal for me for ten years. So now I can say, 'Okay, we've done it so let's have more fun at this.'"(2:16-17)

Relationship Functioning

All coaches who were currently involved in a relationship or who had been involved in a relationship at some point in their coaching career agreed that the job has had some effect on the relationship. The following section describes the ways in which coaches felt that the job impacted upon their relationships with partners/family. Some of the main topics discussed by coaches included: family functioning, one-on-one time, bringing work home/sharing with partner, the effect of extended travel on the family, family role/duties and partner/family involvement in the coaching experience.

Family Functioning

Coaches discussed how the occupation generally affected daily family functioning particularly in regard to family planning.

"...planning has to be very strategic....I have to truly say that our son comes first in our thinking and once we get his scheduling done, we can plan in between. But your profession is very high on the list."(8:6)

"...there's always family things you'd like to be doing, that you know you'd be doing if you had just a 9:00 to 5:00 job and you left at 5:00 and you didn't have to think about it until the next morning."(4:2b)

"...the job is so all encompassing that {partner} realized that whatever was going to happen was going to happen from me...I think she found it frustrating that we as a family could not direct what was going to happen, it depended on whether we had a free weekend or not...I directed what was going to happen with the family or rather the job directed what was going to happen with the family."(5:12)

One national coach and his family experienced a long period of uncertainty while contracts for all of the coaching staff in this sport were being reconsidered.

"My wife didn't know if she should be actively looking for a job because she doesn't want to work right now...it's tough for her to apply for a job she may not take."(4:3)

Planning also became more difficult when the partner also worked. This was most noticeable in those cases where the partner at one time did not work and could easily adjust his or her schedule to fit that of the coach's schedule. Once the partner began to work, time together was much more limited.

"I think that the strain has been greater now than it was before because when she was a teacher she had her summers off which were my low times and I could be home for two or three weeks and we could go and play golf everyday and be together or work around the house together. So I think the strain is greater now because she's got a normal job." (3:9)

It is beneficial for the non-coaching spouse to have an occupation that promotes self development and provides something for the spouse to do while the coach is away; however, there is a trade-off in that it leaves less flexibility for the partner to travel with the coach and less flexibility in terms of time together when the coach is at home.

One case where the occupation specifically influenced planning involved the decision of whether or not to have children. The majority of married coaches have children. However, for five of the six coaches who do not, the extent of the job requirements directly influenced the decision.

"We would not have had a child if I was still coaching, that's for sure. We'd maybe be still together but I'd never go as far as to say, 'Well, see you {partner}, bring up the child'....there was no way with children that I thought it was good for them if they hardly knew who their dad was."(12:3b/11b)

"We don't have children. We made that decision. We had to work that one out...and my wife may not like me to say this, but I think it's important to be honest,...we started talking about not having children because of the demands and requirements of the job....I think if she had been married to anybody else, not anybody else, but anybody more normal, she would have had children and she would have to tell you if she really feels honestly the way she does about children now and if she's happy she hasn't had children."(3:23)

One-on-One Time

Coaches were asked to quantify how much one-on-one time they spent with their partner/family when they were at home. Coaches found it difficult to put a quantitative value to the time spent. However, they did discuss how they approached one-on-one time. Two different attitudes with regard to time arose from the interview analyses. Coaches also discussed work and family-related difficulties, which made quality one-on-one time onerous to achieve.

When at home, five coaches (25%) directed all of their attention toward their partner/family. A number of these coaches felt that this was owed to the family for the time that the coach was away.

"I realize that this is a tough relationship so when I am home I do everything with my wife. I mean there's no going off and playing golf with the boys...I play golf with my wife, we go biking or we go to the movies together; we do everything together and there's no consideration for anybody else...I've always told her when I'm home my commitment is to her and that at any time she feels I'm not honouring that commitment, I want her to speak up."(3:7/19)

"When I'm home, I don't go anywhere. I have no other things in my life. I tell people: it's my family, religion, friends, team, business and those are the only things and they all kind of flow into each other. My friends might come here {his home} but I don't go to bars, I don't go to movies, I don't go to sports shows...."(16:8)

"I think in the summertime I'd go out on my own or socializing maybe three to four times all summer when I'm with the team. I'm not even on my own, you know where you just go out with friends and ignore your family and stuff like that. When I'm thinking three to four, I'm thinking once was a movie with my

son and another time I took my son and nephews to a baseball game and once I went to a baseball game by myself, not by myself, with a friend and that's it. I never go out drinking. A lot of guys go out drinking with their friends. I never do any of that, I don't have time. Because after you finish here {job}, the only time you have free is the time you give to your family. If you don't, you're kind of gyping them. Now you can do more of that in the wintertime but even then I feel guilty because of the time I'm away in the summer. Since I've taken this job, I have very little time. It either has to be done in a family type situation or not at all."(6:7)

For other coaches, one-on-one time was less of an expressed commitment; they took time with their partner/family when it was possible.

"We didn't make time. The administrative demands would have made it impossible to do stuff like that together."(15:11)

"We don't really set it; we just grab it."(8:14)

Having family time together is made more difficult in some coaches' households due to a number of work and family related circumstances. The interruption of family time by work related telephone calls is one example.

"In the evening, that's usually when people contact you... which sort of breaks up your evening."(5:4)

"The thing that's very difficult is the time taken away from us when we're at home by the calls coming in...they phone - it could be 8:00 in the morning or 11:45 at night, they phone."(8:15-16)

Family time is also made more difficult because of a lack of energy at the end of the day by the coach.

"There's times when I get home and I'm tired and it would be really easy to go read a paper or relax but you make an effort to take them to the park or something like that."(6:14)

"...I think an important thing with our job is that after a really hard day, I'm really physically tired and what I would love to do is get the basketball and whip around and play basketball with {son} and there are times when I'm just too tired and I can't do it. And I resent that. And I think he probably does too."(8:13)

Finally, three coaches mentioned that it was difficult to have time alone with their partner because of their young children.

"With young kids, you're always looking for the time you can spend together. One of the only ways to do that is to get out of the house, get a sitter and play tennis or go out with friends. Because if you don't make the time, the kids aren't going to let you."(4:8b)

"It's really difficult to do that {set time with partner} because one of the problems is that you give so much time to the family {children} during the week. I'd say we try and get out to dinner once. One of the problems with setting time is that {partner} goes to bed early. She's tired, she needs a lot of sleep so she usually goes to bed by 10:00. After the baby gets down and she gets ready for the next day, there's not usually much time."(6:7)

Things Coaches Do in Terms of One-on-One Time

Coaches discussed a number of things that they do in order to establish some special family time with their partner or children.

"Monday and Tuesday nights I try and put {son} to bed earlier like at 8:00

instead of 8:30 and my husband gets home at 7:00 so we usually have those evenings. As well, it's cheap night to go out to the movies...so we usually try and do something or have people over or be home just the two of us."(7:17)

"One thing I tried to do is to purposely make quality time with my wife and for my kids individually."(1:9-10)

"When I'm home in the mornings, I get the kids when they get up and give them their breakfast and watch Sesame Street and in the evenings I try and spend as much time with the kids and get them out of my wife's hair to allow her to relax."(4:8)

"Our day centered around dinner. I don't miss dinner when I'm in {home town}; I'm home for dinner. Sundays when I was home was a day dedicated to our family. No one made other plans; they could invite other people to join us but they couldn't go anywhere."(16:2)

Most coaches took a yearly vacation with their partner or family. Vacations were seen both as a time to forget about work (n=4) and a time that both partners can be away from other priorities and with each other (n=3).

"Go and play a lot of golf and try to forget about everything that's gone on in the season and try not to think too much about next year...let your brain have a break."(3:3)

"This year I think was my first vacation in four or five years. I've taken three to four days here but nothing really extensive. Once after a trip we took a five day vacation; we met on the West Coast. It's been real sporadic but nothing I could say like I did this year where I took 10-11 days and just got away from everything, no phones and that was real good, that was healthy."(6:16)

Bringing Work Home/Sharing Work with Partner

Bringing work home refers not only to physically carrying work home to work on but also spending most of one's time when at home thinking about work. Coaches varied in terms of the extent to which they brought work home. Five coaches expressed that it was impossible not to bring work home.

"A good deal of the time there's so much stress it seems to be so all consuming. When you're like that, I think it's impossible not to take it home, to just shut your mind off."(4:7b)

"Coaching is a management position. You have to take work home with you and I think that doesn't always sit well with her {partner}. She thinks I work too hard...."(6:3b)

"It wasn't like come home at 5:00 and don't talk about it. The two were never separated and maybe that would have been a better way."(12:8b)

"The pressure or responsibility of the job are at times more than you can handle so there are times you take it home. But I think also the relationship I have with my wife...I'd say that I resolved those pressures, those problems with her rather than loading them onto her. I talk to her and I explain things."(3:18)

"I don't see it as saying 'OK now it's 8:00 and the job is done and now I'm going to personal time.'"(15:5)

Other coaches (n=3) made a definite effort not to bring work home or at least to put a definite time limit on it.

"I live about an hour from here {work} so once I'm home, I don't work. Nobody really calls me at home unless it's an emergency and all the national team

members know if they want to reach me they can leave messages here {work} from 8:30 to 4:30 and only really in extreme cases will they call me at home. And then I have sort of a totally different life at home. We live way out in the country and it's relaxing and I don't usually think about work when I'm at home. When I'm here {work} from 8:30-4:30, it's action packed, I don't have a break and then when I go home, I sort of have that hour to unwind... I think {partner} respects the fact that once I leave work at 4:30 and I'm home, it's off limits for anyone to call me unless it's an emergency and then we don't mind dealing with it...so work isn't really coming into our personal life unless I'm discussing something with him or bringing up a problem."(7:9/20)

"I've been able to, as much as you can as a national coach, divorce my business life from my family life. I try never to bring business people into my home, I try not to bring the game home with me."(16:4)

"I used to put a time on it {job}; I tried for the end of the day. The cutoff time now is after dinner, so it depends on where dinner moves around too but a very conscious effort not to work...I don't care what breaks loose."(20:5)

Not bringing work home or at least setting a time limit with respect to home work are recommended strategies in terms of preventing or coping with burnout. Maslach (1982) suggests that an individual should attempt to compartmentalize work and home life or at least minimize the intrusion of work on home life. All coaches with partners, however, brought work home in the sense that they shared work happenings with their partner. The amount and type of information they shared varied. Most coaches used their partners as sounding boards. Partners were able to add an outside perspective to problems that coaches were experiencing.

"I talk to her a lot about it. I use her as a sounding board. I respect her advice,

her opinions...not that I always take them but she's always looking at it from a different perspective and it's good."(3:14)

"She was always very supportive of everything and when I'd get really fed up, she'd get inside of me and find out what's going on and she'd take a step back and she'd be kind of a real objective observer that would help me put things back into light, that maybe would make me step back and see them more objectively."(14:7)

"Most years I didn't {share work} but that last year I did more and more because I really needed a release and there were very few release mechanisms I had; I couldn't talk to the other coaches...she knew better than anybody else."(1:22)

Two coaches tried not to talk about the bad experiences in their job. These coaches felt that their problems were their own to deal with and were not their families' concern. Another coach whose spouse also coached tried to have all discussions connected with work over by dinnertime. The dinner hour and the remainder of the evening could then be spent on family matters and other interests.

Sharing work issues with one's partner was recognized by coaches as problematic at times. First of all, sharing problems sometimes upset the coach's partner.

"...as we got deeper into the job she came to realize and see what it was doing to me and in a lot of cases, it upset her more, that I was getting so lost, that I was losing what I was and wasn't able to take care of myself...."(14:9)

Secondly, sharing problems required energy by both partner and coach but did not always solve the problems.

"As much as I could discuss it with my wife, it wasn't getting resolved at that

level so it was just something that was always there until I dealt with it myself."(4:3b)

Finally, sharing can sometimes create friction between coach and partner.

"...I wouldn't always say it works out well because then sometimes she gets into it and doesn't know; she's not aware of all the things surrounding the situation and then it gets into either you've got to provide more information which then becomes tiring because you want to get away from work or she makes comments not knowing all the information which gets you into a little bit of a row. So I don't know if it's good to do that. You're better off to have your own time, to have something else to talk about."(6:9)

"When you have a job or a situation where the commitment is so high, you almost wonder if it wouldn't be best to have a relationship with someone who has the same commitment in the interest area so at least they can sympathize or can understand what you are going through. That's a problem with us in that {partner} is a very understanding person but there's a limit to what {partner} can understand. I really enjoyed my job, that's why I put so much commitment into it but when I got frustrated, that's when I think she couldn't handle it."(5:1")

In order to avoid difficulties as a result of sharing problematic work issues at home, it would be helpful for coaches to establish a support system with coaches in their own sport if possible or with coaches in other sports. Problems could then be discussed with individuals who have full understanding of the issues and who are in position to help the coach solve these problems.

Effect of Extended Travel on Partner/Family

A review of the literature concerning those families where a parent (particularly the father) is often away from the family unit because of occupational demands indicated that the processes of leaving and returning were disruptive to smooth family functioning (Bey & Lange, 1974; Mitchell & Cronson, 1987). Coaches interviewed in this study also expressed that leaving, being away, and returning were powerful events in their and their families lives. However, the processes appear to be facilitated by certain things that coaches and partners/families do in order to cope with these events.

Leaving

Themes regarding leaving for camps and competitions were divided into two perspectives: one, that leaving was an upsetting occasion and two, that leaving had become simply a part of the job.

Seven coaches (35%) mention that leaving is or used to be an upsetting period. It is interesting to note that coaches mention that their leaving is upsetting to their spouses or partners, but only a few of them make any reference to their own feelings.

"I wanted it {leaving} to be special and good and to leave knowing that everything was great and I find that because they know I'm going away, they become more distant because they don't want to have that cut-off point. So they tend to be more distant; I'm trying to be closer and it ends up making the week before very rough."(5:9)

"It used to be that she'd get upset and cry and that would get me upset."(11:12)

"Usually the last two or three days before I go away for an extended period, I can tell that she's starting to get a bit upset that I am going away. So that's difficult because she's not entirely comfortable and I know I'm going away

too....There's always some frustration there; you never leave on the terms that you'd like to...it's always bad for a couple days before I go."(4:4b-5)

"You knew that {leaving} was coming and you knew you were going to miss that person and you'd maybe be a little more attentive to them....I guess your awareness was much higher and your attention to them was more intense....it was something that was going to happen but you didn't really want it to happen."(14:6)

Some coaches (n=3) have left so many times, for them it has become routine.

"It's become pretty normal now. We could be meeting in airports two or three times in a two week period of time either leaving or coming back and leaving again." (3:11)

"It was a sad occasion but not anymore. Now it's 'I'm going to work, I'll be talking to you tomorrow.'"(9:11)

Things Coaches Do To Facilitate Leaving

Things that coaches and their partners/families do to facilitate the leaving process and make it easier for all involved to cope more effectively fall into three main categories: spending time together prior to leaving, advance organization, and making good use of a calendar.

Many coaches (n=7) tried to spend as much time as possible with their partners and families the week prior to leaving. This may involve organizing special time together such as preparing a nice dinner or going out to a movie or just increasing the time spent with each family member.

"I would probably be more sensitive about the time I spent with my kids, more

sensitive about how I wanted to leave. It's kind of like storing up on your sleep when you know you are going to be awake awhile. I'm not sure if it works but it makes you feel better. So I spent a lot more time {with them}.”(16:3)

Some coaches try to organize as much of their household duties and affairs as possible in advance.

“I also feel when I'm away and leaving {son} that I've got to leave all the supplies for him; I've got to leave the diapers, the food, the milk. I get everything ready so that {husband} doesn't have to go to the store and look for whatever. He's got everything in the cupboard and we have sort of a three months supply of everything....” (7:14)

“What I try and do is get as many things presolved before I leave like paying bills. Anything that I know might occur prior to leaving, I get done so that there shouldn't be any problems until I get back.”(6:6)

Advance organization for two coaches also included getting their children involved in extracurricular activities so that their partners had a little more time to themselves while the coach was away. One coach made arrangements for friends to call his partner on a regular basis to ensure that all was well.

The most frequently mentioned coping tool was the use of a calendar (n=9). A calendar, which had days marked off for when the coach was away, was useful in that it allowed the family to anticipate and prepare for when the coach would be away throughout the year. It helped partners/families make plans for themselves during the period the coach was away and helped the family as a whole to schedule family time around camps/competitions. One family used two calendars: one for the coach and partner and a separate calendar for their young son. For each day that passed while the coach was away, the child put a sticker on the corresponding calendar square.

Use of the calendar gave the child a visual indication of the days remaining until the coach came home and personally involved the child in the process.

As useful as calendars were, however, in some cases, relying too strictly on the days the coach thought that he or she would be away or would return caused problems.

"I'd give my wife a schedule. She knows what's going on, that's the plan...'Did I communicate what was going to happen here? Oh, I forgot to tell you that. Oh, last minute meeting here. Sorry, I meant to tell you about this'...Or the fact that she didn't really look at it. Or she looked at it and made an assumption that you were going to be back this day and you thought you'd be back a little later because of timing."(11:11)

"One of the problems has been that the schedule changes a lot...she wants to know so she gets fixed on it and when it changes, it upsets her... I used to say,'I'm going to be gone...let's say we had a tournament the sixth to the fifteenth...I'm going to be gone from the sixth to the fifteenth or August' and she'd write that down and then all of a sudden we couldn't get a flight on the fifth. She said,'Every time you tell me a date, it's always longer never shorter'. So now I block out a big period so that she doesn't get all wrapped up in exact dates." (6:5)

Another coach used a similar strategy of blocking off large chunks of time.

"...If I knew we were going to go to a tournament on August 15-20 next year, the first thing I would say is: in the month of August. This means if you were smart, you'd put away the month of August. In international sport, the month of August could be changed to May, in April. So that puts great pressure on me to try and organize my family because I have to have the team there and I can't say

no...But once we got the thing set, PanAms aren't going to change, Olympics aren't going to change, so once we got those set, I would put aside my free time."(16:14)

When Away

Many coaches, once they have left their families behind, experience a narrowing of focus toward the team and the job. Coaches (n=6) expressed a feeling that as they no longer have control over things which are happening at home with their partners/families, it was futile to dwell on not being at home. Coaches also felt that because they were unable to be with their partners/families, it was important to make the time away from home a productive time.

"When I was away, I could balance my time better and my time was probably 95% team and 5% myself. I could totally dedicate myself to the team, as long as I had the feeling that I left enough money at home and they were safe and secure. I didn't have the daily demands that would be required if I was home, the daily pressures of family and children, not that that was good because I was putting all that pressure on my wife to raise my children, raise the family but from a coaching standpoint it meant that almost all my time was spent with team or thinking about the team....Almost when I'd get on the airplane, I'd try to click into a gear that says 'There's absolutely nothing I can do at this point; I've done what I can now I'll spend this time with the team'."(1:4/12)

"I never worry about things when we're away, things are arranged and you can't do anything anyway."(4:2b)

"...while I was with the team, I was going to make sure that what I did was worthwhile. In other words, I wanted it to be an irritation for me to be away from my family and that would mean that I would work harder because I would

feel that I would be kind of unfaithful to my wife to be out on the road and not doing something very important. And I'm trying to impress that on my athletes. I'm not talking about rest time or relaxation; those are necessary but if we don't get as much as we can out of these particular two weeks, then I have been cheating on my wife because I should stay at home if I'm not going to get quality."(16:3-4)

"Actually it's funny because I find that if I'm somewhere where I want to spend time with someone then I'll make the day shorter but if I'm away from that person I'll just work. Again, it's like you sprint and try and get as much work done as possible because you know you have nothing else to do anyhow. So you might as well take advantage of it and work yourself crazy."(14:2)

"...usually you're just so focused on your job. Sometimes I get in trouble because they {family} ask me {whether I think about the family}. I start thinking about them when the competition is over and you're ready to go home and there's a day left. But usually I really can honestly say I haven't had much time. I'm so busy. I'm so focused on what I have to do, there's really very little time. I carry pictures and every now and again one of the staff or players may say something about it and then you think about it but those are fading moments; it's not a lot of time spent. I think if you did, you'd start to distract yourself from the job that you're doing and there's nothing you can do about it; they're not there and they're not going to be there....The best thing I found is that there's no point thinking or or worrying about it because there's nothing you can do. You're better off to deal with it when you get home."(6:5b)

Although they tried not to dwell on being away from their partners/families, coaches did think and worry about their families.

^That was the hardest thing when you were far away or when I'd be in an Eastern block country, you never knew - if there was a problem I wouldn't find out or I couldn't help."(1:3b)

"I think about {partner} on a daily basis but I think about it in a positive way, not negative. I don't want it to be negative because if it is, all it does is make the time worse. And you just try to make quality time no matter where you are."(2:10)

An interesting point raised by three coaches was that they felt it was easier for them to be away than for their partners/family to be home without them. Days away from home were busy and often included an enjoyable social component. The coach's partner, however, comes home to an empty house and must take over many of the coach's duties in addition to his or her own. Partners thus must add extra burdens on to their schedule while at the same time, are deprived of their main emotional support (Bey & Lange, 1974; Mitchell & Cronson, 1987).

"She has long hard days and we don't really have any relations in town that would come over and spell her from the kids. She's just left with the whole household load and it's tough. I can't picture myself in her situation doing all the things that need to get done."(4:5b)

"On the road I enjoy the athletes and I have some very, very good friends who {were} associate coaches that made my travelling easier. I think it was a lot easier on me personally than it was on my family. I think it's harder for them not to be with me than it is for me not to be home."(16:4)

"It's easier for me to be away. I'm certainly over the point where I'm missing my husband; I still miss the baby a lot. But I don't miss my husband. When I'm away, I'm really busy; it's 7:00 in the morning until 11:00 at night. I'm in a

different environment, I have a lot of friends on the tour, other coaches, former players that played for me; so for me it's kind of fun - I get to see everyone and I do things; I go out a lot more than when I'm home-I very seldom go out at home. Whereas my husband always says it's tougher for him. He comes home after work, the house is empty and there's not the hustle and bustle he's used to seeing, especially if I take {son} away and we're both gone. Then it's a lot worse."(7:13)

Two coaches remarked that their partners felt uncomfortable always having to go to social events alone or having to turn down social events because the coach was rarely available.

"In a lot of cases, I think rather than going out and being herself and living and doing the things she needed to do, she didn't because she didn't have someone to do things with, {it was} like she couldn't go out with other people and so in a lot of cases she would seclude herself and would kind of get trapped and shut in."(14:5b)

Things Partners Do To Cope With the Time the Coach is Away

Coaches remarked upon a number of coping strategies used by their partners/families which made it easier for the partner/family to be alone. Partners took on extra home projects or became more involved in their careers (n = 3). Others used the opportunity of the coaching spouse being away to travel themselves or to spend time with friends who they rarely would see otherwise.

".. because we know my schedule well in advance, he tries to put in things that week or weekend with his friends that he hasn't done things with or go sailing or he'll do a lot of things around the house - a lot of yard work - so he's busy as well. So I think that's important that he's got things to do when he's home. He'll

do things like go to the football game or baseball game, things that I'm not really into doing but he'll still have a chance to do, things that he enjoys. So it works out well...".(7:13)

Support groups, comprised of both family and friends, were also important coping mechanisms. Three coaches organized their jobs so that they would be close to their partners' family.

"There was quite a pressure on me from the association to move my family to Ottawa which I almost did except I was very nervous because my wife's family are down here, not that far away from our home. Her friends are here."(1:10)

"I purposely moved here. I took that into consideration {living in the same place as wife's family} because I thought that would solve some of the problems. And I negotiated working at home and took that into consideration. So all the things I could negotiate in my contract have been with the purpose of trying to make things better, more tolerable."(6:8b)

"I could have lived in Ottawa, they wanted me to move to Ottawa {but this coach chose not to}. It was my choice and I paid for all my travel between where I live and where I work....This is my decision based on what my wife needs...."(11:3)

One spouse went home when she became pregnant as her husband had an upcoming year of extensive travel.

"My wife and I agreed that this was a priority year for me in terms of my job. She actually took a job in {city far away from their home} as a teacher because it was available at the time and we both felt that it would be a good situation for

her because she'd be near her family and I would be away a lot. So she took that job and during this time she was pregnant so she was kind of glad she was there, otherwise she'd be in her eighth or ninth month while I was away. It was for the whole winter. She went away in September and I was going home on weekends and she was coming back....Basically we spent the year separated for most of it, the occasional meeting on weekends and stuff like that. That was very stressful."(5:5)

Two coaches mentioned that their partners had a close group of friends with whom they enjoyed spending time.

"At least she had this comfort group around her. In the summer she plays baseball, softball with a group of ladies and they were a very good support group because they socialized as well. She needed that because she needed to get away from the kids in all fairness to her. She would have gone bananas just staying home with the kids. I'd say, 'Get the babysitters, pay the money...I don't care, you've got to get out and do your thing so you don't go stir crazy.'"(1:10)

"Now she's got some friends in her job where they're big into Nautilus, weight lifting and getting big muscles and it's a little social deal where they go lift three nights a week and do aerobics and afterwards go out and have dinner."(3:12)

Being Away

Being away from their partners/families so often and for long periods had positive and negative effects on some coaches. As a result of being away, some coaches said that they valued their family more.

"I think what it did to me was it educated me more than I ever thought it would do by seeing the world, seeing how other families live, how they do things. I

think it's helped me to understand my kids and my wife and their feelings sometimes....And the way I see other people live their life, other athletes, other coaches that I'm with, it makes me feel good about the life that I live because the end result is different. It seems very compatible with what my wife wants and what I want."(9:8)

"I think it's important to have that flexibility where you can go away with your job a little bit....You appreciate the other person a little more when you're not with them every day, day in, day out where it gets to be a routine and sort of mundane. So certainly whenever I went away for a couple of weeks and came

- back, it was great, plus they don't take you for granted."(7:12)

Coaches expressed regret that because of the job, they were missing important family events such as weddings and anniversaries, the opportunity to watch their children grow up or the opportunity to share the day's events with their partners.

"It's getting a little tough for the very reason that I'm missing some important time in my kids' lives and that's a little tough to deal with....I see a young kid on the street having fun and I wonder what the hell my son is doing. He should be here, I should be with him. Or I see a father and son in the park or we go to an event and we see families come to events and I sit there... I don't have much time {when away from home} but sometimes I have time to reflect."(9:11)

"...there are so many things that go on, so many experiences in life that go on from day to day that you go 'I wish they could see this' or 'I wish we could share this' and you can't and you try to tell them about it, you try and write about it but it's not the same. So many things like that get lost that you start to lose ties together and I mean the whole deal of having a relationship is having shared experiences, having ties with the other person through those shared experiences

and when you start to lose those things, you know the relationship can deteriorate fairly rapidly unless there's a real concerted effort to keep her glued together."(14:4b)

Returning

Returning home for most coaches after a trip is characterized by an initial period of having to fit in again with the partner/family and their routine. As well, the partner/family must readjust to having the coach as an integral part of the family once again.

The main emotion experienced by coaches and their partners/family (n=8) was that of tension until both readjusted once again to each other. A number of coaches recognized that it was a strain on their partners to be constantly required to readjust their routines around the coach's schedule.

"...when I would come home from trips and it would be upwards to five weeks away from home and the kids at a time, especially in the summer period and when I came home I would have to try and fit in to their schedule and there was an adjustment period that would take one to two weeks sometimes. Because I'd come home and I'd think I'd fit right back in, well my goodness, I didn't because she had to plan extremely close because she was raising kids and doing her own social things. So all of a sudden, I'd come back in and I'd upset the way she was going. So there were periods of adjustment where we'd have to find each other over again but fortunately we did and it always seemed to make the bond a little stronger....The first trip I didn't understand it, boy, I got my knuckles slapped so I realized pretty quick that I had put her under a stress."(1:6)

"The coming back was always strained....I always felt I was walking on eggshells for a little bit."(15:9)

"You'd be away three weeks and then you'd come back and you'd have to get used to each other. You could kind of feel a tension, like 'Who is this person?' And you'd have to start all over again and it would take the first day or two to get back in and kind of get caught up to where you were before and then it would develop a little bit and then you'd go away. Then you'd be gone again and you'd start again; it wasn't possible just to start off with exactly the same feelings you left with and start off again - Boom- as soon as you arrive, start up with the same sentence again. It just didn't happen like that. So there was always a feeling, we both talked about that at the airport, there's almost a feeling of not knowing what's going to happen, kind of a tension." (12:9b)

"In my case, I'm used to being in charge and I'm not in charge of {partner}. Then there's a problem because it's a matter of meshing and trying to work things together. We do most things together...We were volatile in the beginning but now we've learnt to deal with each other and I've learned that {partner} needs a lot of space sometimes, so she'll go downstairs {into workshop}." (2:10)

"I can remember several times where we'd kind of go through this readjustment period where we'd both do this funky kind of dance. She'd back off quite a bit. It wasn't so much a problem for me because I knew where I was at and where I knew I wanted to be with the relationship but she had questions in her mind so she'd back off a little bit and would be maybe a little bit colder or a little bit distant until such a time that she began to feel comfortable again. In some cases by that time I'd be out the door again.... She would be really used to having her own daily schedule and lifestyle and although she'd want to see you real bad, it would be an interruption into what her daily routine was... everything is scooting along pretty good and then someone comes in and jumbles it up. It doesn't matter who they are, it's still a shock because it's

jumbled up. It's kind of like you've got everything all lined up and then someone comes along and screws it up and you've got to try and make it work all of a sudden. So I think from her point of view, there would be the uncertainty of seeing me again and wondering 'Oh, are they going to like me still?'. "(14:4b/6b)

Only two coaches, one female and one male, indicated that no difficulties were connected with their returns.

"...when I come back from a tour, I usually have at least two days off and I just sort of get over the jet lag and relax. And he's all happy because I'm making the dinner and the house is clean and things are sort of back to normal...we're usually both really happy that I'm home; we do have a good routine at home. It's always the same time for everything so it's just nice to get back into that routine or security because we don't have that when I'm away." (7:14)

One cause of the difficulty associated with re-entry into the family may be due to expectations, particularly on the part of the coach. Coaches (n=5) expected the family routine to be the same as when they left.

"...coming back, they're in a routine that's different than what it was before I left and I'm in a different routine than the one I'm coming back to so it always takes a couple days to adjust and then there's jet lag. It's not just the time away, it's a couple of days leading in and a couple of days leading out of the tour...those stresses are there." (4:5)

Conflicts between needs and desires may also be sources of initial tension. Coaches often arrive home exhausted, wishing only to rest, yet are faced both by work and family-related duties which were neglected in their absence.

"When you come home, you're just dead and you don't want to even move.

There's been times over the last years when I come home and sleep 12 to 24 hours a day and get up and not really care about doing anything else. Be bitchy and edgy and not much fun to live with."(2:10)

"And then when you get back, you're usually so tired even though you try, you're falling asleep on the dinner table. I mean normally you should be going to bed and getting some rest but you're trying to stay up...there always seems to be something that makes it tough even though you have the right intentions. Again it's just the nature of the business; there's some strain that seems to kind of deflate what you're trying to do. It takes a while to get energized, you feel lethargic a lot of times because you're not only physically but mentally whipped. Because every day you've been thinking about the game, dealing with athletes, a lot of times coming home on the plane you have meetings with athletes for the whole 8 to 10 hours, trying to get your clock back and again trying to do things right away...We've even talked about maybe to lie and say that the thing was three days longer so you could go somewhere by yourself so that when you do come back, you are fresh. When you get back, there's a ton of business sitting on your desk. You want to get through it just to see if there's anything important that you might want to deal with the next day. And then there are a lot of things that have been left whether it be paying bills, returning phone calls, chores, whatever. There seems to be a ton of things when you get back."(6:5/6)

One coach also mentioned a scenario in which his partner was at home all day looking after the children while he was away. When he returned home, all he wanted to do was stay home and rest, however, his wife by that point was eager for the two of them to go out and do things together.

Another readjustment made by both coaches and their families was the return of the coach as an authority figure. The re-establishment of this role is often

accompanied by difficulties (Mitchell & Cronson, 1987).

"...it seems like the house at times has two rules: rules when Daddy's home and rules when Daddy's not home, especially for my daughter....I come home, I change the rules....so it's tough sometimes on the kids and on my wife. And I think I'm doing the right thing {laughs}. Sometimes I do have time to reflect and I say, 'Hold it, hold it...You haven't been here for the last two weeks, you don't know what's been happening'. But it's something I wrestle with all the time. When I come home and I want to see my house, I shouldn't say my house...our house run in this order, it changes."(9:10-11)

Things Coaches Do To Facilitate Re-Entry

The things coaches do to facilitate their re-entry into the family fall into two categories. Some coaches take some time off immediately after their arrival home. This gives the coach time to replenish energy and gives the coach and family an opportunity to readjust to one another. Some coaches do a number of special things with their families, for example, go out for dinner or to a movie or spend extra time with their partner or family. One coach goes off fishing with his son. Another looks after the children and gives his wife the opportunity to get out of the house. One coach videotapes scenes from camps or competitions so that his wife can share a little in the experience.

Family Role/Duties

In the literature related to family functioning of business executives, a process is described which indicates that as executives become more and more involved in their careers, their roles in their families become largely financial (Gullotta & Donohue, 1981). As the coaching occupation at the elite level involves a time and travel commitment at least equal to that of business executives, one question asked of coaches was with

regard to how coaches viewed their roles in their families. Responses by coaches were largely dependent on whether financial responsibility was born solely by the coach or whether that responsibility was shared. It should be noted that this question referred to those periods of time when coaches were at home. When coaches were away, partners were obviously responsible for all of the household duties.

In families where the coach was the only financial contributor, roles were fairly traditional. Female partners were responsible for child care and the majority of household duties, while male partners typically performed yard and maintenance work and looked after the family finances.

In families where both coach and partner worked, coaches felt that when they were at home, household duties were generally equally shared. One coach mentioned that when he was home (he also worked at home), he looked after almost all household duties during the day while his partner worked. The only task he did not do was the family finances.

A number of coaches (n=3) did express some awareness of concern that their role in the family structure was not all that they felt it should be.

"...I'm going to be honest with you, I'm not really the leader in the family; I'm the leader outside...maybe subconsciously I gave that role to my wife...She brings up the kids. I can't say I do because I'm not there."(9:14)

"It was always a real worry to me [family role] because I believe in a 50:50 sharing in the raising of the kids and I knew I wasn't giving the 50% timewise."(1:17)

"I saw my role as being someone who could be there unconditionally for her, that could support and provide assistance to her in every way, shape or form.

But again, in so many cases I denied living that because although that was what I set as an objective, my priorities didn't live that way and so a lot of things kind of got pushed and shovelled back and compromised where they shouldn't have been. So what I actually projected as my role and what I actually lived as my role didn't mesh; they were two different things."(14:9b)

An interesting scenario was described by two coaches who had to make the transition during the course of their coaching career from a bachelor existence to married life. These coaches describe the necessity of having to redefine their responsibilities.

"She trained me early on because all of this kind of thing where I always had a maid picking up for me. She realized that 'Heh, I've got to get this guy in shape'...I laugh about it but some of the things I do now {chores}, I would never even think of doing as a coach. She's got me participating in the chores much more and I realize that's what I want to do....In this lifestyle {coaching and being unmarried}, I was focusing on something else and this kind of thing just didn't happen before. If something didn't work out, you just went and bought a new one or everybody was always picking up or making your bed. Making a bed...I didn't know what that was because I spent ten years in hotels."(12:10-11)

"...there's lots of times when I don't do my part around here because I'm used to just having everything done all the time. I'm used to being in charge of having to do all the work for everybody else when I'm away so I don't want to do the work for everybody else when I'm at home."(2:10)

Partner/Family Involvement in the Coaching Experience

Wentzell (1986), in an examination of the effect of the coaching occupation on spouses of university level basketball coaches, determined that one way that spouses

attempted to maintain intimacy with their partners was to become involved in the sport. Partners and family in this study also became involved in the sport either through direct involvement or indirectly through travelling with the coach to camps and competitions.

Twelve of the coaches (60%) who were married or who were formerly married had spouses who had been or who currently were involved in the sport in some way. For example, two coaches (one married/one currently divorced) have (had) partners who also coached in the same sport. In both cases, coaches felt that dual spouse involvement in the same career and sport enhanced their understanding of each other's demands. Two coaches have partners which work in related areas: as a travel agent for teams and in sporting goods retail. Two coaches (one married/one currently divorced) have (had) spouses who were elite athletes in the same sport. Finally, two coaches had partners or family members who were able to become involved with the national team; for example, as a manager for one tour, as a team assistant.

Another way by which the partner/family became involved in the sport was through travelling to camps and/or competitions. All coaches who are or were married or living as married had brought their partner/families to some camps or competitions during the year. Coaches' experiences of having their partner/family with them during this period where they were officially 'at work' were of two kinds. One group of coaches experienced no difficulties in that they felt free to perform the job they needed to perform and did not feel responsible for entertaining their partners/families. Coaches in this group indicated that their partner/family felt comfortable in amusing themselves while the coach worked.

"My wife and I always had a good understanding. When we got there and I had a role as a coach, she did her thing."(1:16)

"...I'm really busy during the day and then he does his sightseeing, Joe Tourist. I

have no real desire to do that; during the day, I am usually busy with the team, training and all that. Then we go out for dinner in the evening and just relax. So it works out well. He loves watching the {sport} part when the players are competing; he won't hang around if we're just training...he enjoys competition so it works out really well. He loves it actually. I don't like it as much because I'm busy working. But at least I have him there so it's a bit easier - no empty hotel room anyways."(7:8-9)

"I've actually encouraged athletes, as long as it's logistically possible as far as rooming and everything goes, if they are long time steady dates or if spouses want to come, I think it's great because it just allows them to live a little more normal life. It tends to normalize their life a lot more and relieve a lot of pressure and stress rather than go through the phone calls and bullshit like that. It tends to even things out a lot and by doing that will increase the longevity of their career."(14:8)

The other group of coaches had some reservations about bringing their partners/families with them.

"First of all, she doesn't have a big interest in going and we both recognize that we wouldn't have a lot of time for her. So it's probably better for her not to be there rather than having the additional strain of feeling you have to spend time and if not, they're getting upset. So I think it's better not to. Like I said, the things we've done on occasion is that if I was coming back from the Orient then she might have met me in San Francisco and we spent a few days together that way."(6:4b)

"Sometimes I find it difficult if I'm away and I can't spend the time with them that I would like especially in a competition setting. The demands can be anything

especially with a team, anything can crop up, any hour of the day. So it's tough on them and tough on me especially if it's only for a weekend. They are probably better at home and me just going away for two nights, rather than in a situation that's go, go, go 16 hours a day and trying to fit them in."(4:6b)

The overall consensus by coaches, including those who enjoyed having their partner/family with them, was that the optimal situation would be for their partner/family to meet them after competition had concluded for a vacation together.

The Relationship Between Coach and Partner

This section differs from the earlier section in that it examines the essence of the relationship between coach and partner as opposed to examining those variables associated with the functioning of the relationship. Coaches discussed their relationships in terms of the ways in which coaching affected the relationship per se and in terms of the importance of communication.

Effects on the Relationship

The influence of the coaching occupation on the coach's relationship is mediated through the nature of the relationship itself; if the relationship is unstable, stresses such as the demands of the job may add to the instability. However, the stresses of the job may also act in some way to create instability in the relationship. Relationships are said to be dynamic, as is a progression through a career a dynamic process. One question asked of coaches, therefore, concerned expectations of the partner at the beginning of the relationship in terms of whether the partner (and the coach) had any prior knowledge of the lifestyle they would become involved in. In sixteen cases (80% of coaches), the partner either knew the coach when he or she was an athlete or became involved with the coach when he or she was already coaching (although not necessarily at the national level). In those cases where the demands were accurately

anticipated, the relationship seemed to progress with less friction than in those cases where the demands were not anticipated. It must be noted that in many cases coaches (n=7) themselves had little idea of the demands involved in coaching at the national level when they first took on the job.

"...he certainly knew what I was like as a player. When we dated and were engaged, I was playing professionally and really not home much at all. I mean, as a pro, I probably travelled 30-35 weeks a year so I think he thought anything less than that was great. So I think he knew what to expect."(7:3-4)

"We were in a situation where we were athletes and I could do what I wanted when I wanted so we spent a tremendous amount of time together. {Then he became a coach} "...it's a change from what it was to what it is and in my case it was fairly substantial because we spent so much time together as athletes. I think you have to be very aware of that change because it's going to have some effect...There was a switch in the time spent together...there was also a switch in my attention and the attention that I gave her...I think there tended to build up a lot of hurt on her part to the point where she's going, 'Well, you don't want to be there for me'."(14:3-3b)

"...you have to remember that I was on the road since we've been married....so she had some idea what it was like. I think a lot of problems are when people don't anticipate the demands that are going to be put on them....I proposed on New Year's Day at 3:00 in the morning. The thing was because of my life it was, 'We have to be married in the next six weeks'... the reason is that we're Catholic and we wanted to be married in a religious ceremony and Lent was starting in six weeks. So if we went then, we couldn't have a real pompous kind of ceremony. And Lent is 40 days and then we're kind of getting into the camp season. You don't want to get married during a camp and have a honeymoon.

And as soon as we come back from camp, {sport} season starts. And so we had to get married in six weeks or about a year from that time....so you can imagine her trying to get mommy and daddy and trying to get organized and running through this whole thing. So I think she is kind of used to it."(16:3/10)

"When we first got married, I was working more normally and maybe even less than a normal situation at the university where you have a lot of free time and you have your summers off and now I still have the free time in the winter so to speak but I'm working all summer. So it's been a drastic change because summertime has traditionally been the time to relax and vacation and golf and swim - stuff with your family. I think also because my wife is not a big sports person, she thinks I work too hard....I don't think she understood what it entailed. I don't even think I did either to be honest. I knew a lot of it but I was really bombarded by administrative work. So it's been growing, learning, a lot of changes going on, and it's put a strain on the relationship....the extended travel and the fact there doesn't seem to be a downtime."(6:3/4)

"I've always been interested in sport, all sport and I think because of that I understood the parameters of the responsibilities of the work, of the job, the profession and right from the beginning even before I became a coach. I was married in 1967. I kind of tricked my wife. I should have said it before but I didn't say it. Within a month after that {marriage} I knew I was going to be in a coaching profession. I knew it would mean a lot of travel. So in a month of being married, she knew what I wanted to do. And so if she wanted to end things there, it would have been time....She understands the phone could ring at any time. These things don't become pressures if you've worked it out and accepted it and understand that this is your lifestyle."(3:1/7)

One important aspect of a relationship concerns the extent to which both individuals involved perceive the relationship to be a secure one. Two aspects related to the issue of security arose in the interviews. As the coach is away so often, it is easy for feelings of jealous suspicion to arise on both sides. Secondly, coaches expressed a concern that as the coach is away so often, that a good basis for a relationship is not allowed to develop.

Concerns regarding suspicion of the partner's potential to become involved in other relationships were expressed by three coaches.

"You {referring to the spouse} have to be very secure in the relationship because of the travel. You have to trust the person because of the amount of travel."(7:19)

"There's this whole jealousy thing that can evolve based on the fact that if you befriend a female on the road whether it's just for friends or whatever, the temptation does exist...did you or did you not? She becomes insecure, you become insecure. So there's these mental things that are happening."(11:19)

"{Partner} was actually, and this was kind of the root of a lot of problems, was actually relatively insecure, as I am...I was up running a training camp...for some younger kids and I got this phone call and it was like 'I know what you are doing up there, you're messing around!' Wham, slam the phone. I call her back and I go, 'What's going on?' It was like 'I don't want to see you anymore, I'll write you a letter, goodbye.'Wham! One of my friend's wives was there and I said,'Could you call her and see what the hell's going on?' So she called her and ...she came back a few minutes later and she said,'She's going to write you a letter'. So I called her back again and we talked for about, I don't know, a horrendous amount of time and the bottom line was that she'd seen Knot's Landing or

something and some guy had screwed around on his wife and because she was so wrapped up on this thing, she flew to that and because she missed me, she projected that onto there and bang, it was gone. But you know it took four phone calls, a tremendous amount of grief and agony to get to that. I mean that's the kind of stuff that can go on and it's real." (14:3b)

Concerns relating to the survival of the relationship once coach and partner have more time to spend together were expressed by five coaches.

"There were concerns about how we would do living together all the time. Will we be able to accept this or will we feel demands and closed in?"(12:2)

"I have a big fear, you know I haven't been with my wife a lot, what if we don't get along?...Have I missed too much already? Has my wife grown so independent that she can't accept me anymore? Has she grown mad over the fact that I always miss her birthday? That I miss our anniversary because it always happens when I am at training camp? Have I missed too much to make amends?" (11:19/21)

"It's going to be interesting when one or the other of us is finished with the team or both of us, and see if we last, whether it gets better or worse when we're together all the time {partner is an athlete on the team}. Because when we're home, we're both home and it's 24 hours a day and so that 's not necessarily good either. It's hard to find a balance in it. It's all or nothing."(2:14)

"You'd assume the fact that you're away a lot, it did something to your relationship, positive or negative, probably negative. Because you're away so long, you're going to spend so little time with the other person that you never really got to know them. So therefore, when you did spend time together, you thought, 'Huh, this is not what I really want'. Maybe it either ruined it or delayed

your decision-making process."(17:7)

"I wish we would be more friends. Right now with the job, we seem to be more companions. There are so many things that we don't have in common; it seems that she does more things with her friends and I do more things with the team and the balance is not correct. You know it should be a better balance, that we do things together as friends and not just as husband and wife or companions. I wish that would take place but I'm not sure with the nature of the job that it can unless things change."(6:6b)

Referring to a more positive aspect of the effect of the occupation on the relationship, two coaches were particularly articulate in describing how the coaching experience was a vehicle for strengthening their relationship.

"...with {partner}, after it was over, the feeling I had with {partner}, that was really special, just after the Olympics were over, that afternoon...even that evening it was really special for {partner} and I. {What do you think influenced that?} I guess the tremendous stress and pressure that she had helped me through. She had been one of my release valves and because she knew probably better than anybody what I had gone through and we went through it and had the success. She could probably not even realize today that she was a big part of that success because she had helped me cope with the stress of the situation....I think those years, I'll never give them back and I'll never regret them. I don't think either one of us will because I think they brought us even closer together." (1:8/21)

"I'll tell you something about that woman. We were in Seoul and she was in the stands. We had a big failure in Seoul with {athlete}, equipment problems and I thought I was going to die because it was {athlete}'s medal and this was a big

thing with the press, the European press because in training you can tell what's going to happen and who's going to win over the others. The mechanic put the wrong {equipment} on and it failed miserably. If you don't win a medal, you fail. He came off the track and there was nobody sitting there in the pits. I'm watching a 23 year old who had won a silver medal at the age of 18 and I'm wondering what to say to him. You have to realize that {athlete} have been living here {coach's home} with us since he was eleven years old, so he's like my son. And he knows how I'm feeling, I know how he's feeling and then I looked up in the stands and there's my wife. The comfort knowing that she was there, that somebody was understanding how I was hurting, how the two of us were hurting; that helped. We went up and sat in the stands and just talked to forget what was going on. They were ready to close the bloody stadium and we were just sitting there chatting. It was good. I went home and had a good sleep and got ready for the next day. I didn't know earlier how I was going to survive the night."(9:8-9)

Communication

Coaches stressed the importance of open, honest communication for the success of the relationship. The importance of good communication is also stressed in the literature (Boss, 1983; Havemann & Lehtinen, 1986).

"I've definitely made adjustments to make sure that we stay friends, communicate like hell and again, I think the biggest thing is when I'm home, I give her all the time I can."(3:11)

"I think that open communication was really the big thing and she could read me very well and that's probably one of her strengths. She knew when I was down or depressed so she would ask, 'Do you want to talk about it?' (1:21)

"But when something came up like 'We've got to spend a whole lot of time doing this or that', the thought: 'That can't be done in my coaching life' would go through my mind and I wouldn't want to discuss it. And I would clam up instead of saying, 'When you say that, that scares the hell out of me and I feel threatened, like how am I going to do this with my coaching?' Now once I've stated how I feel, I can start talking about it and we'll eventually negotiate something that really does fit because she wouldn't be with me if she didn't love me....I failed to be open, to be able to discuss things and {partner} was becoming more and more frustrated, wanting to talk about what was possible, wanting to make something happen but nothing can happen when you can't even talk about it."(10:3/4)

"This is something I've come to realize through everything...that you've got to care enough to be honest and care enough to get inside and find out what the hell is going on."(14:4)

"I think two busy people can still get along, you just have to be organized and communicate. And there has to be give and take; it can't always be one spouse that's doing the giving or the taking." (7:19)

Thus, with regard to the relationship per se, whether or not the coach and partner had some idea of what the coaching lifestyle entailed appeared to be an aspect in a smoothly functioning relationship. This factor is important in that better preparation of the coach by the sport association in terms of expected demands and duties may directly influence the coach's relationship with the partner/family. As well, the demands of the occupation in terms of time, travel and commitment, may have both positive and negative influences on relationships. Good communication between coach and partner is an important key which can help to mediate the effects of demands.

Partner Qualities

In the course of the interviews, coaches discussed positive qualities which their partners had or developed, or qualities that coaches wished their partners possessed. For example, coaches described important partner qualities as "understanding", "giving" and "self sufficient". These qualities echo those referred to by Sabock and Jones (1978). When wives of high school coaches were asked what advice they would give to new spouses of high school coaches, they suggested that wives develop their own interests, be prepared for long hours away from one's husband, be flexible, patient and understanding. Wentzell (1986) reiterated the importance of self sufficiency and independence.

An "understanding" spouse was referred to as a spouse who accepted the demands placed on the coach, as well as a spouse who understood the coach's needs.

"...she can tell when I'm hurting and she'll initiate a conversation."(9:9)

"I think they {partner} have to be very understanding and realize that there are a lot of times where they're going to come second. The sport and the requirements of the sport at the international level require the same kind of commitment that the athlete is making and any less than that would mean that they wouldn't be successful as a coach. I think they have to be able to recognize that. It takes a special person to do that, I know. A lot of people can't understand that kind of commitment; to them it's just a game."(5:18)

National level coaches (n=3) recognized that their partners were instrumental in ensuring the health of the partner/family relationship.

"Your partner probably has to be more giving than you and more understanding than you are. If your partner isn't more understanding than you are, it's

probably not going to work because they are going to want more of your time and demand more of your time and make your life miserable and you'll either quit {coaching} or you'll quit them."(1:23)

"You have to have a special person, but to hold the whole thing together, I'd say that {partner} certainly made much more sacrifice than I did...I certainly made a lot of effort but she was the one who certainly had to adjust her life more than I adjusted mine. I was still going on the same schedule: away, come back for a little while, have quality time and then be gone again."(12:9b-10)

"They {partner} have to be more the supportive type rather than the ego self-centered type person."(7:19)

Independence also emerged as an important attribute. Coaches (n=4) felt that self-sufficiency was a requisite for a coach's partner. In some cases coaches felt that their partners developed independence as a result of the demands made on partners while the coach was away.

"I can't think of any time something came up that {partner} had a hard time handling because I wasn't there. But she's a self sufficient young lady. I think she's developed skills just as I, because of my job, have developed skills."(16:7)

"What happened was I think it really did make her stronger {time coach was away}. She had to do it {to cope} so she did it. I think it was good for her character to be able to have to do that."(1:14)

{Asked about how family copes when coach is away}"Better now, I'd say, but not great. I think that there becomes a certain dependency on certain things. I think they're fairly independent in some ways but in other areas, they are fairly dependent and I don't think they ever work at getting some of these things

handled. There are some women I know, spouses and female coaches as well, it doesn't really bother them...'I'll make sure this gets done'....I was just thinking about this today coming in and trying to think how I can impress on her that she's got to be more independent even if it's just for short periods."(6:6-6b)

"It takes a very independent person, a person that's in a certain phase of their life where they can accommodate that kind of a relationship."(12:11)

Is Balance Possible?

The question of whether coaches feel that a balance in their lives is possible was felt to be an important one. A balanced life in the context of this study refers to whether coaches feel that they can achieve excellence both in their job, coaching at an elite level, and in the rest of their lives, particularly in their relationships. The majority of those coaches interviewed, 16 out of 20 coaches, stated that they felt a balance was possible; however, they all added qualifiers to that belief.

Of those coaches who believed balance was possible, four felt that balance was dependent upon the nature of the relationship with one's partner.

"Boy, it's tough. I really think it's tough and I wish the general public understood. I wish Sport Canada understood. I think very few people understand that that balance is really tricky and hard to achieve. I don't know, and your survey may tell how many coaches have destroyed relationships, hurt relationships, lost relationships because it's so demanding. Those athletes, they are almost like wives or partners themselves, they are so demanding of your time, they really take, they really sap the coach's energies physically and psychologically. So that whatever time you have left, you try and put it into a relationship, you're pretty sapped....If I hadn't had an understanding wife, I would have been divorced by now."(1:22-23)

"I think so {think it's possible to have excellence in both job and relationships}; it depends on the organization and the relationship. I think it's possible but both persons must understand and talk a lot to achieve an agreement but this must be done before. {Before?} Before marrying."(13:8)

Another four coaches felt that the coach was responsible for making a balance happen, either through making a commitment to balance or through acquiring the necessary skills to be able to do so.

"I see myself as a good example. Sure it's not perfect. If I had to categorize 50 national coaches, I'd put myself in the top 5% with being organized and able to balance both. I think that being a woman plus having a family, which is usually sort of more where the burden is, and still being able to do it - I feel if I can do it, there's no reason why any of the male coaches can't do it. And if they can't do it, maybe it's because they don't want to do it. So I really believe that one can have excellence in both."(7:21)

"It's up to you to decide. I mean some people don't think so. I think so. I realize that we're second only to police officers; people in sport have some of the worst chances of success in marriage. But I think that it is still the individual and I think professional athletes and coaches have such a wacky lifestyle that if they don't discipline themselves - they are away from home - I just think about it - not so much coaches but athletes, but coaches are secondary to athletes because they are there and especially when they are younger, they are away from home with very few people keeping track of them and they do have money in their pockets. They're living in exotic places and they meet a lot of people who are impressed with them, male or female. So the chances of you doing things you never would do in normal life are just exaggerated. The opportunities to screw up are more. And if you ever go looking for them, they are multiplied;

they increase a lot, almost geometrically...And if people say, 'I'm away from home too much' and I might say it but what I mean is, 'I'm away from home a lot because of my job'. If I was away too much, I wouldn't be away. Too much to me means it's not fair. But I'm away a lot. If it hurts too much, then do something else. Nobody has to coach and nobody has to play. I think it's just compounded by the lifestyle that we live. The guy across the street works 9 to 5 and he stops at the bar on the way home and that is his, I don't know if temptation is the right word, to screw up his personal life, his family life. I'm on the road two straight weeks, now if I also, which I know some people do, go down to the office and stop at the bar on the way home, I'm not sensible."(16:10-11)

Other coaches (n=6) believed that an individual's definition of excellence and their personal goals determined whether they could balance occupation and relationships.

"Maybe it has a lot to do with when you talk about coaching: what are you going after? at what level?...In this Olympic movement, in this atmosphere of once every four years and lack of job security and lack of proper rewards for good efforts or lack of rewards financially for doing the job period, I find it hard."(11:21)

"I think probably if you decided what it was you were going to do and you were either going to be an elite coach or you weren't going to be an elite coach, I think you probably could. I think if you were just a club coach you could because you could gear your schedule towards doing exactly what you wanted to do and when you wanted to do it. I would certainly like to think...that you could have it both ways. But I think you have to give up more of the professional part than either of us {partner also coaches at an elite level} was willing to do and once you get hooked, you're snagged."(8:16)

"I think I can {have balance}, the problem is what we're willing to accept as excellence. And if you've got 90 athletes and you're dumb enough to commit to the job, then you're going to have a lot of sacrifices."(15:14)

"I think it's possible {balance}, but I think it's very difficult particularly in the type of coaching position I'm in where you're required to spend so much time on the road. I think it would be easier if you were involved in the type of coaching position where you have a national training centre."(14:11b)

Finally, of those who believed balance was possible, three coaches specifically mentioned a potential role for national sport organizations in aiding coaches achieve balance.

"I think it's possible but I think there's a lot of things that have to change. I think salaries have to be higher; I think that there have to be more perks. Like you said, 'Do they {family} get to go places?' and the answer is no. Maybe I could spring for them to go to a nice resort so that they feel they're being taken care of. That's what they do with upper management people; they take wives along on things and they {the company} pay for it. So they {wife} see that the husband's working hard and the wife's working hard but they see the perks they get too. Here a lot of time they just see the grief we get and how we have to pay for bills out of our own pocket, like paying for phone calls to home when you're on the road, having meetings on the weekend rather than during the week."
(6:9)

For those coaches who did not believe that balance was possible, the majority indicated that their current demands negated excellence in both aspects of their lives. Two of these four coaches did not currently have intimate relationships.

"It depends on the liaison really. I have good friends in {sport}. I do not have

the demands of a regular relationship that pulls me away. If I did and I had again to make the choice, then I would be in serious trouble. So with that stresser not there, I know this is where I want to be, this is what I want to be, this is who I want to be, I have balance within but I've cheated. I'm balancing only the people and the things that fit....But should the occasion arise, say it were a person who said that our relationship is such that I'm not going to live with this, then you see the true spectrum has come into being and I have to make the choice. And what I'm saying is that there is no way you can balance it. Something has to go, not go away but get less of, either your relationship, your health, the team, your mental state, something has got to go. So I really don't think it can be balanced and if it is balanced, you've done something to make it balance and in my case, I've lobbed ends off {no marriage, no relationship, no children}."(20:10)

Thus, most national level coaches interviewed for this study feel that balance is possible but rarely achieved. Achieving balance is both a product of personal choice (setting realistic personal goals and acquisition of organizational skills) and being in a situation which facilitates excellence (a supportive relationship and a supportive national sport organization). To the extent that coaches have some degree of control over each of these areas, they should seek to optimize each to the best of their ability.

Unfortunately the numbers of single coaches in this study are too small to be an adequate comparison group with respect to attitudes towards balance. It would be interesting to see whether involvement in an intimate relationship influences an individual's attitudes towards the ability to balance one's life. In other words, are married coaches more apt to feel that balance is possible because they have had to do so, at least to some extent, in order to have a successful relationship and a successful career? The fact that married coaches in this study felt that family and occupation

were both important priorities while the main priority of single coaches was their job, answers that question to some degree. However, causality can not be determined. Are single coaches single because their occupation consumes all of their time or is it being single which results in all energy being directed towards the occupation.

RECOMMENDATIONS

Throughout the course of the interviews, coaches suggested a number of things which they personally could do or which national sport organizations could do which would facilitate job performance and also aid in the achievement of a balance between occupation and relationship. The first section to follow deals with personal considerations; the second section concerns institutional considerations.

Personal Considerations

Recommendations in this area fell into a number of categories. Coaches discussed skills useful for achieving excellence such as identification and prioritization of needs as well as organizational skills. Maintaining a realistic attitude and a sense of perspective were also considered important as was looking after one's physical and mental health. Finally, suggestions for maintenance of a healthy relationship were discussed.

Need Identification and Prioritization

Identifying one's needs and then prioritizing them were skills suggested by almost 50% (n=9) of coaches.

"It comes down to your priorities and to make sure that your priorities are set up in a way that you can live your life and no matter what, I'd say that your interests or your self have to be first on the priority list because if you're not happy, there's no damn way you're going to be able to service anyone else."(14:13b)

"Do you have to be married? Do you have to have two kids? Do you have to have a house in the suburbs? A car? Go to work at 9:00 and come home at 5:00? If that's your formula for success and it's rigid, then you're going to have to find a specific coaching job that you're lucky enough fits those guidelines."(15:16)

"People had better identify their needs and how they're going to address their needs within the restrictions and responsibilities."(3:16)

Coaches mentioned that it was important to go beyond an understanding of one's own priorities; it was important to make clear to their supervisors what those priorities were. In most instances, when entering the job, coaches receive very few guidelines on what their job entails and what they can and can not do within those boundaries. Although this situation allows for flexibility, it also creates ambiguity for the coach. Insisting on priorities seemed to depend on two things: one, being clear on one's priorities and on what one considers important and two, a level of experience in knowing what could be demanded from the sport association.

"Any time they even want to start to talk about how often I call my wife or how long I talk, I'll be out of the door so quick...."(3:11)

"Only once at one meeting was there a bit of an upset about me taking my wife and family to {a camp} and I said, 'Well, I'll hand in my resignation right now' and that was the last word that was said."(1:16)

"I'm going to be away a long time with the team and 'Heh boss, when I come back (I'm going to be a coach for a lot of years, I'm not going to be a coach for a few years and burnout) from being away for a month for a training camp or something...I want to take a few days off. And I'm not going to be at the office for a little bit'. We just don't demand the things we need to stay healthy."(10:5)

"I'm in a place now where I won't compromise my personal life anymore and if something comes up and someone says 'You're going to have to make a choice between this person, this relationship or this family or whatever and your job, it's really clear to me what my decision is going to be.'"(14:9)

Organizational Skills

Organizational skills are crucial skills for the coach. Coaches remarked on the amount of administration and paper work that their job entailed at the elite level. Unfortunately, as many coaches move directly from competing as an athlete to coaching, those skills are never acquired.

"I'd stress organization, setting their priorities and their goals and objectives. I'd also put down not only career goals but personal goals...Then have a plan to work towards those goals and really that's the only way I think you can accomplish things....I guess coaches tend to have a bad reputation for being unorganized or not paying attention to details, have no clue how to plan, other than annual plans for the athletes but not to organize themselves. And they are usually very weak on the administrative side because when they're coaching or coming through the system, whether they have a physical education degree or through the apprenticeship program, whatever, everything is geared towards coaching the athlete and that side of the training. There's not really a lot of information there on organizing themselves or doing the administration, like writing the reports of tours or just anything administrative-wise. And when I first started working here, everyone was laughing and they said, 'Gee, we've never met a coach that was organized or who could do anything administrative or could write a letter or write a report that's in decent English and all that. So I think there's a real need for the coaches to get that knowledge and background'"(7:21-22)

One organizational skill which coaches found important was learning to use time wisely.

"You spend a lot of time in coaching spinning your wheels. 'I've got to go down to the yacht club today.' 'I've got to do this.' I got really good at 'Heh, there's no wind, let's leave.'"(17:12)

Maintaining a Realistic Attitude/ Keeping the Job in
Perspective

Maintaining a realistic attitude toward the occupation was discussed by coaches on a number of different levels. For example, coaches mentioned that one must be realistic about what the job involves in terms of demands and commitment.

"Go in with your eyes open, there's more travel than you think and it's harder than you think."(2:17)

"You'd better know what the hell you're getting into, you'd better have a lot of commitment because these people you are dealing with are high energy...This is an ongoing war; everyone is fighting to be first. There's never a day you're not fighting. Every day is exciting and you can just never let down and I like that. Somebody is going to be trying to take advantage of me or my team or there's a situation there for me to take advantage of to get an edge. I want to make sure I'm first at the door."(3:25)

"The main thing is to realize there are problems due to the fact of what you're doing. And you can't avoid the problems."(11:24)

Secondly, one must remain realistic about what can be accomplished.

"Our needy egos...allow us to accept impossible positions because that's what

our ego needs; we need to be the top coach. So when someone says, 'It's a two person job' (and they don't say it) and 'You've got it', we are so pleased we take it without saying 'Heh, it's a two person job, I'll take the job and if you can't afford two people, this is all you can expect in terms of results.'"(10:6)

"I guess the first thing I realized was that I couldn't do it all; I had to go out and find other assistant coaches that would help me."(1:1)

Thirdly, coaches must remain cognizant of what they are receiving in return for the amount of time and energy put in.

"When I first started this job, I'd do this for nothing - 'You don't have to pay me'. But realistically, you have to survive and support yourself. All of a sudden because of the exhaustion and feelings of exasperation - Where's the end result? What's in it for me? Well, I can be more demanding with the people who hired me. There are things I need to do a good job and also to look after myself as a person."(19:5)

Finally, coaches must be aware of to whom or to what they are attributing their problems.

"This is something that really started to grab on me and even before some of these things started to surface I actually started to resent and hate the job and some of the people in it because I looked at it as - the job is taking me away from this person and the time I wanted to spend with this person. When in actual fact I should have looked at it as that's what I wanted because that's what I was doing and I had the choice to change it and so the only thing I had to blame is myself and not really the job....It had nothing to do with the job or the people, it was my choice and there's no where else...if there is any accountability, it's my responsibility and blame. Also came the resolve that I

can either sit and bitch and gripe about it or I can actually go at it and enjoy it because it is fun.”(14:8b-9)

Associated with maintaining a sense of realism about the occupation was the importance expressed by coaches of keeping the job in perspective. For some coaches, a realization of the need for perspective came after having reached set career goals (such as seeing their athletes achieve medals), having reached a stage in their career where they felt confident about their abilities, having experienced burnout or having experienced some other critical life event such as a marital separation. However, the difficulty in maintaining perspective was pointed out by two coaches in that an intense commitment to the occupation precludes perspective.

“There were probably times when I was given that advice {with regard to maintaining perspective} and wasn’t smart enough to take it, or you don’t see it. Especially when I first took the job, there’s changes you want to make and you want to work like crazy to implement them. It’s like anything, you end up in a rut before you see. And I guess that’s the value of getting older and gaining experience, hopefully you can see the things before they happen.”(4:10)

As well, coaches among themselves can perpetuate the imbalance.

“Ya, I want to be able to do all of these things {fulfil the job demands} because I love them but the reality is guys, that if the money is not available, we can’t do it and this one human can’t do all of it. But we, in fact, encourage each other to do those things, we encourage each other to be supermen.”(10:7)

Coaches, however, suggested that a sense of perspective can be maintained throughout the course of one’s career through a continual reassessment of what one requires for life satisfaction.

"People should spend time in self examination once in a while. 'Am I letting this job drive me to insanity? To the point where it's not healthy in terms of lifestyle and personal happiness and family happiness and satisfaction in the future?'"(4:10b)

"I think people have to be more sensitive to the family situation, not only people, the coaches themselves. I think we're very poor, we're very selfish and goal-oriented and we don't let things get in our way. Sometimes that's bad; every now and then we have to smack ourselves and say 'Heh, this is not going to be here as long as the family is. So let's make sure we bring things back in perspective but that's hard to do because the job is so demanding.'" (6:9b)

"I think I take the sport too seriously and I lose perspective. Really...what are we doing? Is it really that important? It's not really. I've got one kid on the junior team right now who's a real thinker, a very intellectual kid. He's very much into space and atomic theory and Einstein. His idea of a book for the plane is to read Einstein's Theory of Relativity. That kind of kid. And he said to me in 1988, 'Do you realize that we're just a little spec in the universe? And he sits there and stares and his eyes are just glossed. He's looking at molecules, I know he's looking at molecules. And on one hand I said, '{Athlete}', get in here, we're supposed to be in a training camp. But on the other hand I said, 'He's got something there'. That it's really not so big a deal. And you should just stop and smell the roses and have a little more fun. I have a poster upstairs that says 'Slow me down' because I need to realize the perspective.'"(2:16)

Self Care

Coaches realized the importance of looking after themselves in order to be more effective with their athletes and their families. For example, coaches took the time to

recharge their energies periodically through taking time off either after trips or by taking some time during each day just for themselves. The importance of taking holidays was also stressed.

"I think it's a matter of not busting yourself apart and then collapsing for a break, for replenishment. I've recognized that it's in the day that you rest."(20:7)

"I've come to the realization that there has to be some time, some time in the day where you think about yourself because coaching is quite demanding. It's always take, take, take; nobody ever gives anything to a coach."(3:4)

"I try to make sure that in June and July I take some time for myself because once the beginning of August comes, it's pretty hard."(2:2)

Getting adequate rest and being involved in activities outside of the sport were also mentioned.

"We have to realize that it's just as important to make sure that you get those rest periods as it is for the athlete. Because if you come into a workout and you're tired or dissatisfied because your family life is not happy, then they're {athletes} going to be able to see through that."(5:21)

"I try to get an awful lot of rest {when away}...I think it's essential for a few reasons. In coaching...I don't think you're going to learn how to make decisions when you're really tired, so you want to be rested for games so it's a habit you get into. The important thing to me when we go on a trip is games and practices. So I want to make sure I don't get into a game and be dead tired and make a sloppy decision and hurt our relationship with the players. When I'm at home the same thing applies. I was talking to my son this morning; I'm glad I went to bed at 9:30 last night because when I talked to my son, it was a pretty

important situation. He broke up with his girl and so we went maybe an hour....But I'd feel bad if I'd been out late last night and was dead tired and had to try...you know how hard it is to try and think, 'How can I say this?' So, I'm concerned about my being tired and making mistakes."(16:9-10)

"All of us on the team are type A and you have to have some outlet for the aggressiveness and all of the energy that you have. So now I'm taking it and channeling it onto the golf course. I'm trying to have something else that's mine. When I'm on the golf course, I rarely think about {sport}; I don't walk down the fairway thinking 'What are we going to do with this athlete?'"(2:4)

One head coach showed increased concern over how his coaches spent their spare time when travelling and when at home. Rest periods for coaches were implemented at camps and competitions, and when at home, activities outside of the sport were encouraged.

"The coaches thought it was ridiculous in the beginning but now they're the first ones to their room and to their bed! And to the music and the reading. They realize how important it is to have their own time and their own space. And it's a rest period at that time of day for the athletes also in training camp, so it works out pretty well. But until you identify that period for them to have their time, they would have used that time to work on program things. Everything always seems more important than yourself."(3:4)

The Relationship

Coaches offered a plethora of advice for relationship success. One coach felt that it was important to find a partner who understands sport. Others felt it was important to build a strong marital base and then take on the job as national coach, while others felt it would be beneficial to be established in the job first and then to get married. One

coach decided not to become involved at all in a relationship commitment, while a number of others had commitments to a partner but decided not to have families. Amidst this variety of suggestions, what seemed to be a factor in a lasting relationship in the context of this study was an understanding and acceptance by both partners of what the job would entail in terms of lifestyle. In cases where partners had preconceived ideas of what a relationship should be like and where those ideas were modelled on traditional lifestyles, for example, a husband works 9:00 to 5:00, difficulties arose.

As the coaching lifestyle is not a typical one in terms of the time and travel commitment required by the job (which reduces the time a coach has available with his or her family), coaches mentioned the importance of reminding one's partner that he or she is a priority in the coach's life.

"...it's the first year and they always say that the first year with the third party {new baby} in the family, it's sort of tough. It's stressful, there's jealousy and that sort of opened up those discussions all over again with having the baby because I have to make sure I have time for my husband separately away from the baby.... Both of us know that for each other, the family is first and the career is next. And for a while there, it wasn't really apparent...He really knows that my first priority is him and {son} and my career is next and if I ever had to make a choice, there wouldn't be a choice. So as long as he knows that, he can sort of get through the times when I'm busy because he knows it's not always going to be like that."(7:16-17)

"You'd better know the responsibilities of this job, you'd better know what it means when you talk about excellence in international competition, that it's a never ending battle and it's going to take all that you have to give. You'd better be able to have the energy to give at the other end of your relationship also and

that you have two things to love here, your wife and your job. You can't be as casual about your relationship as you can be if you're going home every night, where you might walk in the door and talk to your wife for two minutes and go down in the cellar and she's upstairs working at the sewing machine. I don't think you can be that casual."(3:23)

One concrete way of showing one's partner their importance was by becoming involved in the partner's interests and by being aware of their needs.

"...like this spring she wanted to put in a perennial garden. I went and bought her a book one day over at the bookstore and helped her get the garden ready....do those things together, try and be accommodating and understand her needs."(3:14)

"In dealing with people around you and not only if it's your spouse but your family, it's real easy to get caught up in everything you're doing and cut them out too. It's really important that you go back to caring enough to be honest, caring enough to communicate wholeheartedly with them, and caring enough to know what's going on and be aware of what's going on for them too."(14:14)

National Sport Organizations (NSOs)

All coaches felt that the NSOs have some role to play in helping the coach balance his or her life. Most of the recommendations concerned suggestions directly related to improving the job itself but which in turn would give the coach more resources such as money or free time to share with the family or more opportunity for personal growth and enhanced wellbeing.

Improved Salaries

Although for the most part coaches did not complain about the time and energy they were required to put into their jobs, they did feel that they were not receiving adequate pay for the work which they performed. An increase in salary would allow coaches to either make better use of their spare time (e.g., travel with partner/family) or allow the coach to bring his or her partner/family more often to competitions.

"The other thing is to pay me enough so that when I'm not working, I have the wherewithal to take my family to ski this weekend, to make me a professional since you are treating me as a professional."(16:15)

"...the association, they didn't understand and unfortunately drain the coach, ask a lot of him, demand a lot of him and really don't reward them very well at all."(1:24)

Increased Staff

Increasing the numbers of the coaching staff would help to lessen the burden of work placed upon the coach.

"To have that extra help now makes a big difference. I noticed even last year I was much saner during the season and I got far less stressed out and pushed to the edge just because I had a little bit of extra time which made a difference."(14:2)

Better Understanding of the Coach's Commitment

A criticism was directed towards the NSOs with respect to their lack of understanding of what the coaching occupation at this level involved and a lack of understanding of the level of commitment which most national level coaches brought to

their jobs. Coaches perceived that this lack of understanding resulted in unfair demands on coaches and unfair evaluations of performance.

"...realize that to make that coach travel for the weekend {for a meeting} makes it 43 weekends he's away this year, not two."(16:13)

"Your sports associations are really unequipped to help you because they have no idea what to do; they don't even know what the problems are."(17:15)

"{Partner} couldn't handle knowing that my job depended on how well the athletes did because she also recognized the fact that I could put in every single effort and be a super coach and it still came down to one day how the athlete felt and if he didn't feel good and did poorly, every one of the volunteers, who wouldn't be there when I was doing all this work, would only look at that result and say, 'I guess he's not a good coach'."(5:13)

National sports organizations should act as support groups for coaches; however, the coaches feel that with the lack of understanding of the job, adequate support is not given.

Guidance

One of the most important recommendations resulting from the interviews concerned a desire by coaches to have a better understanding from the outset of what the job requirements were in terms of time and travel. Six coaches pointed out that when they began coaching at the national level, they had no idea of what the demands would be, nor were they given any guidance regarding the demands.

A need for better preparation extends to the coach's partner and family. Coaches suggested that when a national level coaching job is accepted, the coach and partner/family might be given an initial session which would prepare them to some

extent for what to expect and would offer some concrete suggestions, such as those suggested throughout the Results and Discussion section by coaches, for effectively coping with the lifestyle.

"If somebody had sat down and sort of planted some seeds in saying, 'What are you trying to accomplish? How long do you think it will take? How much of a commitment are you willing to make? What kind of a workload is it going to be?' And then six months later asked, 'Is this what you expected? Or are you optimistic and you're working twice as hard as you thought?' And then started saying, 'What happens if we cut back?' I think having a mentor or somebody to knock around those ideas would have been a big benefit."(15:17)

"Do a better job hiring so that when I sit there and I'm being interviewed for this job, I know the demands of the job and they're not exaggerated which would be hard to do but they're certainly not minimized. They would talk about the amount I'd be away and this and that so I'd go in with my eyes open."(16:15)

"I think one of the things would be to talk to one of the national coaches and have his wife, fiancée or girlfriend, have them talk to other coaches' wives....they should have a seminar where the wives come in and have someone work with them and help them and let them share stories and maybe they would have ideas to deal with things. (6:9b)

"For the many useless seminars we have....maybe one of them could be to spend time and have the families...have somebody like Terry or yourself to come out and sit with {partner} when I get hired and say, 'These are some of the things you will likely have to deal with has got a different job'. I think the medical profession has some kind of counselling in there for the family. We do it for alcoholics, prisoners...guys who are not 'normal'; we counsel their family.

{Coach} and other national coaches are not normal; they do not have normal jobs and if they were normal, they wouldn't have these jobs....I think one thing would be for you or Terry to come out here as soon after I've been hired as possible with {partner} and the kids and say, 'Here are the problems that could arise...and here is why you have to understanding'. At the same time, making it clear to me that I have another obligation: that I can perform better as a coach if I don't have a problem here."(16:16)

CONCLUSIONS

National coaches perceive that their occupation has had an effect on their relationship with their partners/families or on their lack of a relationship. In the case of married coaches, the effect was seen as both negative and positive. The demands of the job are such that coaches often had little time to share with their partners/families, that partners often had to bear the majority of household/childrearing duties and that both coaches and their partners/families had to constantly readjust to the coach's exit from and re-entry into the family. On the other hand, the occupation provided an opportunity for partners/families to travel, to become involved in the occupation and in some cases, strengthened the bond between coaches and their partners/families.

For the majority of coaches, maintaining a balance between the occupation and interpersonal relationships and maintaining excellence in both domains was seen as possible but very difficult to achieve. Achieving balance appeared to depend on a number of variables: the relationship with one's partner/family, the work situation, one's priorities as well as what one was satisfied with in terms of career accomplishments. Involvement in a relationship required coaches to divide their time between occupation and relationship to some extent, whereas the sole priority of single coaches was their occupation. This unitary focus was of some concern to single coaches in so far as all recognized that at some time in the future more time and

energy would need to be directed towards other interests outside of sport.

According to the perceptions of national team coaches, elite level coaching is similar to other occupations described in the literature in terms of the ways in which the demands of the occupation can effect relationships. A number of occupations require extensive time and travel commitments, readjustment by the family to exit/re-entry, concerns about relationship satisfaction etc.. However, where coaches feel that their occupation differs is in terms of insufficient financial compensation, a lack of job security, little acknowledgement of the family, as well as in terms of lack of guidance and support from national sport organizations. These deficiencies are seen by coaches as indirectly having negative effects on their relationships as well as on their longevity in a coaching career. Coaches recommended that these deficiencies be addressed at the institutional level. Coaches also offered practical suggestions which could be implemented at a personal level and which would aid in achieving balance. These included ways of coping more effectively with exit from and re-entry into the family, improving organizational skills, identifying needs and priorities, maintaining perspective, maintaining personal physical and mental health and recognizing that special efforts must be made in order to maintain a strong relationship with one's partner/family.

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APPENDIX A

SAMPLES OF YEARLY SCHEDULES

APPENDIX A

Samples of Yearly Schedules

Winter Sport Coach 11

Month	Schedule
January	Gone From Mid January Until Beginning of March
February	Away
March	National Championships
April	Planning Meetings Outreach Camps
May	Two Week Camp in May or June
June	
July	Two Week Camp in July or August
August	
September	Two Week Camp Outreach Camp
October	Meetings
November	Gone From Mid November until Mid December
December	Christmas Break
Total	Away Approximately 256 Days/Year

Winter Sport Coach 12

Month	Schedule
January	Away
February	Away
March	Away
April	End of Season
May	Planning Meetings AGM
June	Camp
July	Camp
August	Camp
September	Camp
October	Camp
November	Camp
December	Away December Through to April One Week Break Over Christmas
Total	Averages Between 240-300 Days Away/Year

Summer Sport Coach 9

Month	Schedule
January	Winter Camp - Up to One Month Long
February	Between Beginning of February Until End of September - Home Only Seven Weeks
March	
April	
May	
June	
July	
August	
September	
October	Between October and January Works at Home - Travels on Weekends
November	
December	

APPENDIX B

NATIONAL COACHES INTERVIEW GUIDE

APPENDIX B

NATIONAL COACHES INTERVIEW GUIDE

OCCUPATION

1. How long have you been a full-time national team coach?
2. What kind of workload or commitment does your job require?
(hours per week/travel/does it differ in-season? off-season?)
 - a) Has the workload remained constant over the years?
3. At this stage in your life, what things are most important to you?
 - a) If you had to rank them in order of importance, how would you rank them?

EFFECT OF THE OCCUPATION ON INTERPERSONAL RELATIONSHIPS

5. What is your current relationship status?
6. Do you think that the coaching workload has affected your interpersonal relationships over the years? How?
7. Has it enhanced your relationships in any way?
8. How does your partner/family feel about your coaching?
9. How do you handle leaving for a camp/competition with regard to your partner/family?
 - a) How does your partner feel about your leaving?
 - b) Is there anything you could do that would make it easier the week that you leave? What about on the day you leave?
10. When you are away, what kinds of thoughts do you have about your partner/family?
11. What is it like when you return home?
 - a) For your partner?
 - b) For your kids?
 - c) For yourself? (are there any adjustments you have to make?)
12. How do think that your partner/family copes when you are away?
13. How involved is your partner/family in your sport?
 - a) Do you wish that your partner was more involved?

14. Will your association allow you to bring your partner/family to camps? competitions? conferences? meetings?

a) Have you brought your partner/family to a camp, competition, conference or meeting?

ROLE IN THE FAMILY

15. How do you feel about the amount of time you spend at work compared with home?

a) How does your partner/family feel?

16. What do you see as your role in the family?

a) How well do you think you do it?

17. In your household, how are household chores and looking after the kids divided?

18. Is your partner satisfied with the amount of time you spend on household chores?

19. In the last week that you were home, how much one-on-one time (quality time) did you spend with:

a) your partner?

b) your kids?

20. If you had to rank the quality of your current relationship on a scale from 1 to 5 where 5 is excellent and 1 is low quality, what would your's rank?

21. Have you and your spouse ever discussed your commitment to coaching?

a) Your commitment to your relationship?

22. Do you share with your partner what happens at work?

(23. What have you tried to do to improve the situation over the years?)

(24. How does this current situation compare with past relationships?)

RECOMMENDATIONS

25. Can you balance excellence in coaching and excellence in living?

If yes, how?

26. Knowing what you know now, if you were just starting coaching, would you do things differently with regard to your personal life?

27. If you were giving advice to a young national coach just starting who wanted to be a good coach and have good relationships, what advice would you offer?

28. Could the sport associations do anything?

29. Any other suggestions?

30. Do you think that I've influenced your responses in any way?

(Did you feel free to say exactly what you feel?)

.....

APPENDIX C

LETTER OF INTRODUCTION

Coaching Association of Canada



Association canadienne des entraîneurs

Dedicated To Coaching Development and the Protection of Coaching
Engagé au perfectionnement de l'entraînement et à la protection d'entraîneur

May 29, 1989

Dear

I am writing on behalf of Terry Orlick and Louise Zitzelberger who are doing a study on national coaching. Their study will investigate how national coaches attempt to balance their working lives as coaches with their personal lives, and should provide some very useful information for those currently in national coaching positions as well as those who are aspiring to this level.

I would appreciate it if you could take the time to participate in this study - it will involve approximately one hour for an interview. The individual results will be kept confidential but the aggregate data will be published for the benefit of other coaches. Louise will be calling to request an interview at your convenience.

Sincerely,

John Bales
Vice-President, Technical

JB:mw

The Coach:
Someone To Look Up To



L'entraîneur:
Une personne de confiance

APPENDIX D

FOLLOW_UP LETTER

October 4, 1989

Dear

During the summer you received a letter from John Bales of the Coaching Association of Canada introducing a project undertaken by Terry Orlick and myself, Louise Zitzelsberger. We are interested in learning about the occupational demands you face as a national coach and how you attempt to balance those demands with those of your personal life.

I would very much like an opportunity to interview you in the near future. The interview would take approximately one hour and would be arranged at your convenience. All individual information will be kept confidential, however, a report of the aggregate data will be published for your benefit. I will be calling you shortly after your receipt of this letter to request an interview. Thank-you.

Yours sincerely,

Louise Zitzelsberger

(613) 592-5795

APPENDIX E

INTERVIEW WITH COACH 7

APPENDIX E

Interview with Coach 7

HOW DID YOU BECOME A NATIONAL COACH?

It started, or ended when I finished playing competitively, I played professionally and retired in 1980 and basically didn't know what I wanted to do with my life. I had several coaching offers right off the bat so I thought if these people are willing to pay me, I'll take it. So I started coaching in 1981 just in a club, got married the same year and sort of wanted to cut back on work. I was recreational programmer for several years and in 1983 I got what was called the CAC Apprenticeship Program. I went through that where I was an apprentice working with high performance players. Because once I started coaching, I realized that the competitive person I am, I wanted to work with the best players and not really the club level. So I took the apprenticeship for a year of training and I went to work at an academy; I don't know if they have it in other sports but it's an academy where the kids pay \$10,000 a year to be trained. So I worked in {city} two years where I was the head coach and from there I applied for the national coaching job in June of 1986 and I'm still here so I have been a national coach for three years.

AND ALWAYS IN {CITY}?

No, I've moved back and forth across the country. I started coaching in {city} and I got married out in {city} and I stayed as a recreational programmer out there for two years. My apprenticeship was in {city} so I moved to {city} and from there I took the academy job in {city} and from there I moved to {city} for the national coach. So, the progression or the steps were there which involved me moving every time as I moved up the step a little bit. It's unfortunate, I would have loved to stay in the {city} but in order... I mean the national centre is there in {city} so I have to be here. And also at

that time the best players were from {province} so if I want to work with the best I have to be here.

SO YOU BROUGHT YOUR HUSBAND WITH YOU ?

That's probably unusual but my husband is very supportive of my career and sort of made a lot of sacrifices for me. It was easier for me to get to the top of my field than for himself. He also had his own business so every time we relocated he just started up his business again so it was a lot easier. And again, if I didn't have his support and encouragement, I would probably be teaching at a club in {city} and I would not have progressed as far as I have. So that was important.

THAT WAS IMPORTANT TO YOU COMING TO THE TOP ?

Ya!

AND IS HE INVOLVED IN {SPORT}?

Well, a little bit because he's in the retail business. He owns several stores and {sport} is one of the sports/or the equipment that he sells along with others. He has a very good understanding of {sport}. He wasn't a player at all or wasn't involved in {sport} at all until he met me but he's your sort of typical jock. He loves all sports and so he thinks it neat that I have a job that I enjoy and that I'm involved in sport so it's worked out really well.

DID HE HAVE ANY IDEA OF YOUR COACHING DEMANDS ?

I don't think so much for coaching but he certainly knew what I was like as a player. When we dated and became engaged I was playing professionally and really not much home at all. I mean, as a pro, I probably travelled 30-35 weeks of a year so I think he thought anything less than that was great. So I think he knew what to expect.

COULD YOU BREAK DOWN A TYPICAL YEAR IN TERMS OF MAIN TOURNAMENTS ?

It's changed. I'd say the three years I have been here as a national coach this is probably the first year I travelled 20-25 weeks of the year. And then the other times, the other 20 weeks, I was here out at the office. It's a very heavy load in the summer with the high competitive season in the summer; so May to September I'm very busy, pretty well away every week at that time. And September/October we do our planning for the year, the annual planning. November/December gets very heavy. January/February is slow. March is a lot of training. April is the Canadian Championships, the Indoor, and May to September is really heavy so it's... there's not really an off season like the other sports have. You could play in tournaments 12 months of the year every week so it's difficult; there is a lot of travel. The second year I was here I was pregnant so I reduced my travel quite a bit, sort of at the urging of the executive director. I think he was quite worried. So what ended up happening there, I still travelled probably 10 weeks/year, 10-12 weeks and I ended up being the assistant plan manager for the QPP doing the quadrennial plan for {sport}. So it kept me in the office rather than travelling. I still worked full time. I ended up having a premature labor and the whole bit and everyone attributes it to being under a lot of stress, you know, with the QPP... But work was good even though all that happened.

I was back at work 6 weeks later because I had to go to the Olympics. And this year when I renegotiated my contract... last year when I realized I was pregnant, I negotiated only being away 10-12 weeks. So this year, which is the third year, so far we have stuck to that pretty well. My job's been adjusted a little bit that while I'm not travelling as much, I'm doing more research, more... different projects like the QPP, more the administrative side. In {sport}, the planning and all that, I'm doing my work and part of the men's national coach and he's doing more travelling because he enjoys more the travel. So it's worked out, it's been a good balance. We are both happy with

the change. Just my schedule has changed over the year but really that's only because of my own personal circumstance. Otherwise normally a national coach travels 20-25 weeks of the year.

SO WHEN YOU ARE GONE, WHAT WOULD BE THE LONGEST PERIOD YOU'D BE GONE ?

I would say the average is probably 3-4 weeks and the longest would be 6 weeks.

SO IT'S NOT JUST LIKE A WEEKEND; IT'S A BIG CHUNK OF TIME ?

Ya! And then there's often times it's just a week. You're away for a week. It just depends which team I'm working with. In my role with the other national coach, basically I specialize in the women and he specializes in the men, however that's not written in stone. We do sort of crossover the odd time but that means I sort of have the womens' Olympic team, the Federation Cup team which are the pros and I also have the Continental Cup squad which is under 18 and also the World Youth cup which is under 16. I had sort of all the national teams which was a lot of workload for one person. So we do employ other coaches to travel with the national teams when we are not able to do it or with time restraints or we are travelling too much. So basically I have the pick of the tours and it's up to me to sort of organize the other people, the other coaches. So whatever I can't do, it's my responsibility to organize so that someone can do it and if they can't, then I have to do it. So the job's fun because there's a lot of different things I do.

ARE YOU RESPONSIBLE FOR FLYING OUT, SAY YOU HAVE AN ATHLETE IN VANCOUVER, AT CERTAIN TIMES OF THE YEAR TO CHECK ON THEIR PROGRESS ?

We do what's called regional assessment. We do a tour twice a year. Both {coach} and I did the western tour; we went to Vancouver, Saskatchewan and then we do that twice a year and we do the Atlantic Provinces, Quebec. So we get around the country

a lot as national coaches not just the international travel. We do 2 tours a year like that which are maybe 3 days, 4 days and then at every national championship, Juniors, which we have indoors in April for 3 weeks and in August for 3 weeks. We're at the Canadian championship in the under 14, under 16, under 18 so that's 6 weeks right there just to do with that. And that we have to be at because we make the recommendation for the squads, which is we have a squad and then the national team but really all the squad members are the national team; when we say team we mean actually select to play team events. We have a squad of 6 players and I choose 3 to go on a tour or to play an event and it changes, any of the 6 could go at anytime. So it's important at the Canadian championships. We select the best of the Canadian players and travel with them internationally. It's a lot of work for 2 people.

AND THEN WHEN YOU'RE HERE, WHAT KIND OF A DAY DO YOU HAVE ?

Here, usually when I'm in {city} and any squad members are in {city} and need to train, it's up to {coach} and I to train them. We have a total of around 30 squad members so every day there's at least one person if not more. Today there was 5 of them here. Usually we're on the {training area}; like today, I was on the {training area} from 10 to 12, normally I'd be on the {training area} from 2 to 4 but I have them playing matches right now, or sets. So we're on the {training area} probably 3 hours a day. The other time is usually spent organizing tours or people calling in with results, and where they are, like today when you were here in space of 10 minutes, I had 3 players calling with how they did, who they're playing or if they have any problems or parents calling to know how their kids doing in Europe, 'I haven't heard from her in a week, is she still alive?' type of thing, so it's a lot to do with the parents, and their personal coaches also will call and organizing future tours like there's a tour going on right now and they'll probably be one starting in a couple of weeks. I don't have to do the airfare, the booking. I have a secretary to do that but I still have to give her in writing what

date to leave and time and also entering them in tournaments is a hard task, making sure the entries are there, faxing them and then I usually have other projects and sort of the bureaucracy of sports, things like QPP and filing reports. Every tour that we do we have to do a report at the end that goes to the players and their coaches and there's also the expense report, the whole bit. So our days are pretty busy once we get going.

DO YOU TRY TO KEEP A 9 TO 5 SCHEDULE ?

Myself I have to, just because of my home life. I work from 8:30 to 4:30 Monday to Friday. I very seldom will stay later than 4:30 unless it's an emergency or something is happening just because I have to get home but I do work a lot of weekends so it's not as if it's 9 to 5 Monday to Friday. If there's a tournament on, or there are people that have to be trained, we have to do it. And then we just take the appropriate time off. If I work a lot of weekends, I may take a week or 2 weeks off. Work here at {centre} is very good, we keep track of our over time, we don't get paid extra for that but we can take extra days off and things so it's really very good.

DO YOU TAKE A VACATION ?

I wish... I do actually. We haven't gone away anywhere. I took one at the end of June for a week, that's because my babysitter couldn't babysit that week. She was on vacation so I was forced to have a vacation. No, I get 4 weeks of vacation and I take them. I don't necessarily go away somewhere but I do take them or I just stay at home and relax with my family. So really we do have a lot of time off because I take the 4 weeks for sure and probably I have at least 4 to 6 weeks overtime. So I probably would have 8 weeks off a year. We have a good break at Christmas time, between Christmas and New Years of about 10 days because we're usually travelling very heavily between mid November and the 20th of December. And then I usually have that time off as well. I probably have a good 8 weeks. So we work hard when we work but we get

compensated. And a lot of time as well when I'm away with teams, my husband will come with us. He'll take time off because he has his own business so like this year I'm going to Japan in October and he's going to go with me for 10 days. So we do a lot of that which are sort of mini vacations even though I'm working, we'll take 3 days extra and do some sight seeing at the end.

HAVE YOU BROUGHT YOUR CHILD AS WELL ?

Yes actually he travels a lot. Whenever I have to travel to the Western part of the world, Australia, Japan, Asia or anywhere there, I bring him as far as Vancouver and my mother takes him for a couple of weeks because she just loves having him. And he's coming out to Vancouver with me in a few weeks. When I go on that 3 weeks with the Nationals, I have to be there for all 3 weeks, he's coming with me. And then I usually arrange for a baby sitter or someone there for him. And he was actually going to go to Europe with me, I was going to go to Europe for 6 weeks this summer and I had arranged for a nanny and everything to come and then it didn't work out, it got changed and we didn't have to go. But certainly I bring him with me whenever it's possible.

WHAT ABOUT WHEN YOU BRING YOUR HUSBAND, IT WORKS OUT WELL ?

Yes, the only problem is because I'm really busy during the day, and then he does his sight seeing, Joe Tourist. I have no real desire to do that; during the day, I'm usually busy with the team, training and all that. Then we go out for dinner in the evening and just relax. So it works out well. And he loves watching the {sport} part when the players are actually competing; he won't hang around if we're just training. But once the competition starts, he comes and supports the Canadians, and watches the other international players; he enjoys competition so it works out really well. He loves it actually. I don't like it as much because I'm busy working. But at least I have him there

so it's a bit easier and no empty hotel room anyway.

DO YOU WISH HE WAS MORE INVOLVED IN WHAT YOU ARE DOING ?

No I think it is good just to be independent. He has a good understanding of {sport}, for sure he knows the retail end well. I think it is good not to be too involved, it's important to have separate careers. I mean to discuss things all the time. If I have a stressful situation, he knows all about it. But I think it's good that he's not a part of it every day.

SO YOU SHARE A LOT WITH HIM ?

Ya.

YOU SAID YOU LEAVE AT 4:30 OR TRY TO. WHEN YOU GET HOME AT NIGHT DO YOU TRY TO BLOCK OFF THE REST OF THE NIGHT ?

Yes but usually because I commute, I live about an hour from here, so once I'm home I don't work, nobody really calls me at home unless it's an emergency. And all the national team members know if they want to reach me they can leave messages here from 8:30 to 4:30 and only really in the extreme cases will they call me at home. And then I sort of have a totally different life at home, we live way out in the country, and it's relaxing and I don't really think about work when I'm at home. It's just that when I'm here from 8:30 to 4:30, it's action packed, I don't have a break and then when I go home I sort of have that hour to unwind and I'm fine and we sort of go out with own regular friends. Everyone thinks it's kind of strange that I have a funny job. Basically they don't think anything of it.

SO YOU MAKE A REAL CAREER BREAK ?

Yes. You have to, you'd go crazy otherwise. And it hasn't always been like that

and that's only been the last 2 years through the pregnancy and now it's only because there was a need for that but prior to that I made the mistake when I worked in {city}, at the academy as the head coach. I worked... we were on the court at 5:30 in the morning and I basically got home at 8:00 at night and then sort of was doing planning and other things and I had no break, travelling with the kids almost every weekend and it was just disaster. I had no personal time at all for myself and for my husband and there was a lot of strain in our marriage. We didn't exactly break-up but it was very close to it and I had to set my priorities straight which I ended up doing. But it was just from neglect, not thinking about it, just being abused by other people and wanting to do everything as much as possible. And finally I realized it was affecting my personal life then I just put a stop to it and it was good that I had a career change or job change at the same time and I could start off on the right foot, when I came here.

SO YOUR PRIORITIES HAVE CHANGED OVER THE YEARS YOU'VE BEEN COACHING ?

Yes I think early on it's important, for sure the first couple of years of starting once I was in the apprenticeship program and then the 2 years in {city}, for those 3 years my career was #1 and that was sort of the most important thing which at the start my husband understood because I was trying to get established and I was trying to work my way up. It was important, I had to put in a lot of extra time and in coaching there is a lot of extra things you have to do, it's not like a regular job. But it got to the point where, 'Heh, you are the national coach and you can delegate, you can do different things, there's no need for you to be going everywhere all the time'. I also found that the more time you put in, the more time people expect. Whereas if it's very clear to them that you have on time and off time, like now I have no problems, no one really calls me on off hours and they don't expect me to be at the tournament on the weekends and if I show up, great but if not, I'm not expected whereas when I was going all the time, then people expect that so I think you have to really be careful of that.

SO MAKE A BIG DISTINCTION...

Yes. So I just learned that from experience. I know, I go to the national coaches conference and I talk to different people. I mean I can see myself sort of 3 years ago in a lot of those people and I mean it's just crazy and there's no need for it. And I think you just get caught in that rut and it's difficult to break out of. You've got to make a clean break but it's hard to take something away that's been there all the time. So that's where it's tough, you've got to start on the right foot. But maybe it's different, the men's national coach, he's not married, doesn't have a girlfriend, doesn't really have much of social life. He sort of works, works, works all the time, so it's more difficult for him. He's got to be careful with that.

SO HE DOESN'T BURN OUT ?

Yes.

DO YOU THINK THE COACHING WORKLOAD HAS AFFECTED YOUR RELATIONSHIP WITH YOUR HUSBAND OVER THE YEARS ?

It has, sort of those 3 years were very stressful and I had no time off and he had much more time off and then he was alone. But lately, like the last 2 years it's been fine, it's been great. But I think everyone sort of goes through that, you know in their careers whether it's lawyers or doctors, whatever it is, they put in a lot of extra hours and you have to have an understanding spouse. But they also have to realize it's not going to be like that for ever. You have to have time where they're #1 priority for a change instead of the team members.

SO IT'S MOSTLY THE TIME THAT YOU HAD TO BE AWAY ?

Time that I was away plus not really being home. I mean you have a wife but she never cooks dinner at night, never cleans the house. I don't do anything, he ends up

doing that. So it was kind of tough there for a while but we're lucky, we communicate really well. It's not like he gave me an ultimatum, you know, 'Quit or else' but it was still like - 'Let's try and see if we can work it out or readjust the time with what's important'. And once I realized I might lose him then it kind of woke me up a little bit.

DO YOU THINK COACHING HAS ENHANCED YOUR RELATIONSHIP IN ANY WAY ? YOU MENTIONED HE BEING ABLE TO TRAVEL WITH YOU ?

Yes I think so. Because I think it's important to have that flexibility where you can go away with your job a little bit because I think the relationship...you know you appreciate the other person a little more when you're not with them every day, day in day out where it gets to be a routine and sort of mundane. So certainly whenever I went away for a couple of weeks and came back it was great, plus they don't take you for granted. So I think that's important but I also think just the fact that I'm in control of my career and fairly successful, he has a lot of pride...he's very proud of what I do and that his wife is the national coach and all his friends sort of bug him about it, that is sort of unusual occupation for a wife but he's very proud of that and of the team, any of the accomplishments we have. Plus it's a real sports position and he loves sports, he loves being in the thick of competition sort of knowing all that's going on in that world. So I think it's really helped the relationship.

YOU MENTIONED A LITTLE BIT ABOUT BEING AWAY, HOW DO YOU HANDLE LEAVING?

There's a lot getting ready for the tour. I'd say usually that week I'm busier. The week before that's usually when I have to go to the drugstore, get packed, go to the bank, I have a lot of banking to do, that type of stuff so usually I'm quite busy that week before. I usually try and make a nice dinner or we'll go out to the show or do something. Actually the funny part when I'm away, it's easier for me to be away, I'm certainly over the point where I'm missing my husband. I still miss the baby a lot, but I

don't miss my husband. When I'm away I'm really busy and it's like 7:00 in the morning to 11:00 at night. I'm in a different environment, I have a lot of friends on the tour, other coaches, former players that played, so for me it's kind of fun... I get to see everyone and do things, I go out a lot more than when I'm home. I very seldom go out. Whereas my husband always says it's tougher for him. He comes home after work, the house is empty and there's not the hustle and bustle he's used to seeing, especially if I take my son away and we're both gone, then it's a lot worse. So for him it's a lot harder because he's in the same environment (not really because we're not there). It's a lot tougher on him when I'm away than it is on myself.

DO YOU TRY TO PHONE ?

Yes I always try and call every other day or every third day but not every day because I think that gets a bit much, but usually about every second or third day. I call more often if I don't have the baby with me, actually I call who ever's looking after him rather than my husband. That's harder...but like I say, that's been going on for 10 years and from when I played, so we're both used to it. And he tries to purposely block... because we know my schedule well in advance, he tries to put in things that week or that weekend with his friends that he hasn't done things with or go sailing or he'll do a lot of things around the house, a lot of yard work, and things; he's really busy as well. So I think that's important that he's got things to do when he's home and he'll do things like he'll go to the football game or the baseball game, things that I'm not really into doing but he'll still have a chance to do, things that he enjoys. So it works out well.

SÖ YOU SIT DOWN AT THE BEGINNING OF EACH YEAR AND SORT OF PLAN THINGS OUT ?

Yes.

WHAT ABOUT WHEN YOU COME BACK, ARE THERE ADJUSTMENTS YOU HAVE TO MAKE ?

No, not really because when I come back from a tour, I usually have at least 2 days off and I just sort of get over the jet lag and relax. And he's all happy because I'm making the dinner, and the house is clean, things are sort of back to normal so it's not usually... we're usually both really happy that I'm home. We do have a good routine at home. It's always the same time for everything, so it's just nice to get back into that routine or security because we don't have that when I'm away.

WHAT DO YOU SEE AS YOUR ROLE IN THE FAMILY ?

I don't know, it's a tough question. I guess I'm really the one major...the person who's responsible for my son, like I'm in charge of the daycare. If I'm away I also have to organize where he is and who's staying with him late if my husband is working late so I sort of have that responsibility which is a huge responsibility and not often easy. I feel also that when I'm away and leaving my son, I've got to leave all the supplies for him; I've got to leave the diapers, the food, the milk. I get everything ready so that my husband doesn't have to go to the store and look for whatever. He's got everything in the cupboard and we have sort of a 3 months supply of everything so it's always there, aspirin or any type of medicine he might need that's not a prescription. I'd say definitely I'm the one who organizes everything and has sort of the plan. We do a lot of planning at home. When I'm away it's all sort of planned out exactly any situation that can happen so we can plan for it in advance. So that's with the baby. With my husband I wouldn't exactly say I have a role other than we're both pretty equal. We do have separate responsibilities but basically I run the household. And he's sort of more in charge of the outside of the house, the maintenance, lawns, and all that kind of thing. He does all the bookkeeping and that sort of stuff so we do separate the duties. Very equal I'd say and house work is pretty well split 50-50 because we both work long

hours. But I certainly have the major responsibility with my son. He does a lot too. If I'm away just for a weekend, or if I work late at night, he's the one who picks him up and looks after him. So it's split pretty equal.

HOW DO YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPEND AT WORK COMPARED TO HOME?

I would like certainly more time at home now just because my son is so young and just turning a year old. However, I also understand that with the type of job that I have that it's not possible right now. The other problem we have too, in Canada is that the level of coaching is weak so we're really trying to upgrade that. I don't have that many coaches to draw upon to assist me or help me so that's kind of difficult as well. I think the way I've set up my hours... the only really tough part is that I don't have time for myself right now which I kind of expect for the first couple of years I guess with the baby. Basically my day starts at 6:00 and I get home at 6:00 and I have him to feed and change and bath and play with him a little bit and put him to bed so by then it's 8:30 and then I usually have to cook supper and all that. So the time I have to relax, the earliest is 9:00 and usually it's 10:00 and that's provided I don't have laundry and all this other stuff to do. So really the only thing I regret is that I don't have time for myself. And then at 10:00 I'm dead and sort of go to bed as early as possible and then the whole nightmare begins again at 6:00. And that's if I don't have to get up in the middle of the night but that's the only part I regret is not having enough time but with the extra time off when I'm away, it sort of makes up for it. Then I have full days or weeks I can spend with the family and then my husband can also organize his schedule so that he has time off at the same time. So in a way it works out, it's just in the weeks when I am working it's really sort of very busy and not a lot of spare time. Every minute is programmed. But I guess that's the way it is in everyone's family nowadays with the wife working and young babies; it's difficult.

HOW DOES YOUR HUSBAND FEEL ABOUT THE AMOUNT OF TIME SPENT WORKING ?

I think that the amount of time I spend here {work} he doesn't mind because he's working at the same time and he's not really home and I get home before he does every day because he works much later and much longer hours. When we had the baby, we sort of felt that maybe I should take a break but it's at the point where I'm at the top of the field and if I take a 2 year - 3 year sabbatical, then it's tough to get back in because you're not updated and sports science keeps progressing all the time and it would be tough to get back in the same position so I had to make the decision. I sort of made the decision to try it for a year, which I've done and then continue and if I want to make a change, to maybe cut back and at that point it will probably be possible.

HAVE YOU TALKED WITH YOUR HUSBAND ABOUT YOUR COMMITMENT TO COACHING AND WHERE YOU WANT TO GO ?

Yes we talked about it over the years, we haven't talked about it lately, about where I want to go from here now that I'm the national coach. But both of us see that I'm still going to coach very actively for a couple of years and then it's going to be cut in half if not less and probably go into a less demanding position and I think a lot of that will depend on whether or not we have more children. If we don't, I'll keep going for a couple of years. I think things change, I sort of accomplished a lot of what I wanted to. So I think I just have to keep setting goals and as long as I keep feeling challenged in my job, I'll enjoy it. But I think as soon as that challenge is gone and the fun is gone, I'll probably switch to something completely different.

WHAT ABOUT YOUR COMMITMENT TO THE RELATIONSHIP ?

I think for us it's hard too, because it's the 1st year and they always say that the 1st year with the 3rd party, it's sort of tough because it's stressful, there's jealousy and that sort of opens up those discussions all over again with having the baby because I

- have to make sure I have time for my husband separately away from the baby, so that's important. But it's hard, we haven't really talked about it recently other than both of us know that for each other, the family is 1st and the career is next. And for a while there, it wasn't really apparent, like when we were in {city} but now the last couple of years it has been and I think he really knows that my 1st priority is him and my son and career is next and if I ever have to make a choice, there wouldn't be a choice. So as long as he knows that he can sort of get through the time when I'm busy because he knows it's not always going to be like that.

DO YOU TRY TO SPEND ONE AND ONE TIME WITH HIM DURING THE WEEK ?

Yes, Monday and Tuesday nights I try to put my son to bed earlier like at 8:00 instead of 8:30. And my husband gets home at 7:00 so we usually have those evenings. As well it's a cheap night to go out to the movies -Tuesday night. So we usually try and do something or have people over or be home just the 2 of us. So it's good now that my son's old enough that he can go to bed and we know that he can stay asleep for the night, it's a lot easier.

SO WITH YOUR SON YOU USUALLY HAVE DAILY TIME ONE ON ONE ?

Yes, I have an hour with him in the morning and I probably have 3 hours before he gets to bed from 5:30 to 8:30. So it's still not a lot, it's only 4 hours a day, but for everyone that works I guess that's all it is. The weekends then I'm able to spend all the time with him, we don't get baby sitters on the weekend and sort of shuffle him off, he just adapts to what we're doing. So I spend a lot of time with him on the weekends.

DOES HE NOTICE, SAY IF YOU GO AWAY FOR A COUPLE OF WEEKS ?

I haven't really noticed because I haven't travelled a lot lately. I don't think so because where he is at the daycare, he's at my sister-in-law's who's like a second

mother to him and I have my in-laws that help out a lot and also my husband is always there so at least one of us is there. I hadn't really noticed other than when he sees me when I get home he's really excited but I don't think, because he's happy in his routine and environment during the day. I don't think it bothers him. But I think there's a stage after about 1-1/2 years, around 2 where they get really bad when the mother is sort of leaving. But when I was at the Olympics, he was just an infant, and I was gone 3-1/2 weeks and I'm sure he didn't even notice and everyone said, 'Well at this age don't worry about it because he really doesn't know the difference' but now he's starting to know the difference so it's going to get tougher next year to leave him. So I'm just going to have to bring him with me more often.

IF YOU HAD TO RATE YOUR RELATIONSHIP AT THIS POINT IN TIME BETWEEN 1 AND 5 WHERE EXCELLENT AND 1 IS POOR, WHAT WOULD YOU RANK IT ?

I'd probably put it at 3 1/2-4 and the only reason I'd say not a 5 is because of the baby. It has nothing to do with my career.

AND WOULD YOU SAY FOR THE LAST COUPLE OF YEARS IT'S BEEN THE SAME ?

I'd say for the last 2 years. For the 1st year I was national coach it would have probably have been a 2 or a 3. You know when I was doing a lot of travelling and busy then it was only once I found out I was pregnant and having the baby that it's actually improved because then it helps to set my priorities. And then the fact that I'm so busy it's not like he automatically assumes I do everything with the baby, he does help out a lot, I sort of have the major responsibility of organizing everything but certainly he's on the list to do a lot of the things that I organize. But I think he wanted a wife that was independent and wanted a career and he really didn't want the type that stayed home and cooked and cleaned and all that, because he wants to have a conversation at night when he gets home and I think he also likes it because he is a sports nut, I mean I

follow {sport} closely obviously but I have an excellent understanding of all sports and he's never really met too many women that know anything at all about sports. I come from a background where my father was a professional hockey player and my mom was a pro figure skater. So I have an excellent understanding of sports and I can actually carry on a conversation about the NFL, Blue Jays and what their points and averages are. I mean I know a lot about it so he enjoys that, he can get something like that from me, he doesn't always have to be with the guys or with his friends. His friends always kid him about that and they say you've got it great because you don't have to argue with your wife about football on Sunday, so it's kind of funny. You know where the other coaches who are real sports nuts, maybe their wives aren't and maybe they want to watch every sport and not only their own so it probably causes a lot of conflict.

DO YOU THINK IT TAKES A SPECIAL PERSON TO BE A COACH'S SPOUSE ?

Yes definitely, I think you have to be very understanding, you have to be very secure in the relationship because of the travel. You have to trust the other person because of the amount of travel. They have to be more the supportive type rather than ego-self centered type person which I think most wives are very supportive of their career, I think for sure anyone who has a career like that has to marry someone like that to have any chance for success. And for us it's difficult because we're still both independent - sort of crazy careers, I mean his is just as nuts as mine, but he just doesn't have the travel element. He works long hours, he usually leaves at 7:00 in the morning and finishes at 10:00 at night. It's his own business. But I think 2 busy people can still get along, you just have to be organized and communicate, and there has to be give and take and it can't always be the one spouse that's doing the giving or the taking.

HAVE YOU TRIED TO IMPROVE THINGS OVER THE YEARS ?

Yes, the priorities have changed, I think I'm also more organized than I was. At the start, a lot of it just doesn't get done because you're not organized. It's not so much communication but you haven't worked out all the... I think one of my strengths is that I can have plan a, b, c, and d and if one sort of falls through, another works. I think organization is important. I think also planning is important, I know my schedule for a year, I do my annual plan not only for the athletes but I do my own annual plan. I do my travel plan and I sit down with my husband and say, 'This is my year'. And every 3 months we go over the plan again to see if there are any changes, because usually there are quite often. I think organization and planning are really important, I also think that he respects the fact that once I leave work at 4:30 and I'm home, it's off limits for anyone to call me, unless it's an emergency and then we don't mind dealing with it. It's not as if I'm being abused at home with different things so I think he feels good about that I'm kind of setting aside that time for the family and not work. So work isn't really coming into our personal life unless I'm discussing something with him or bringing up a problem or... I really respect his opinion and I do talk to him about a lot of things, when I want to get sort of an outsider view. So I think that's important, the fact that we can talk about my job without sort of fighting about it or getting uptight with things. But I think that it really helps that these people don't interrupt our own time.

HAS HE DONE THE SAME THING WITH HIS JOB ?

Yes and it's tough because it's his own business. But he can get all his work done at work and actually I help him a lot with his business especially the {sport} area, what to buy, what to order, sort of what's selling hot, what's on the circuit, things like that. We try not to talk about business too much. And often at least a week, one of us will say, 'Listen, I don't want to talk about business, change the subject' and we do. But it's good because when we are together, no one bothers us. We do our own thing. So I think that's important and I think that's where there are a lot of problems with other

people because they don't do that.

DO YOU THINK YOU CAN BALANCE EXCELLENCE IN COACHING WITH EXCELLENCE IN A RELATIONSHIP ?

Yes, I think so. I see myself as sort of good example. Sure it's not perfect. If I had to categorize 50 national coaches, I'd certainly put myself in the top 5% with being organized and able to balance both. I think being a woman plus having a family (which is usually sort of where the burden is) and still being able to do it - I feel that if I can do it, there's no reason why any of the male coaches can't do it. And if they can't do it, maybe it's because they don't want to do it. So I really believe you can have excellence in both.

IS THERE ANY ADVICE YOU WOULD GIVE A YOUNG NATIONAL COACH WHO WANTS EXCELLENCE BOTH IN RELATIONSHIPS AND IN THE JOB ?

Again I'd stress the organization, setting their priorities and their goals and objectives like set down their goals for the year. I'd also put down not only your career goals but also your personal goals. They could be things like maybe they want to lose weight or get in better shape or take up another sport, what ever it is. I'm firm believer in setting the goals and putting them up on the board so you see them everyday. Then have a plan to work towards those goals and really that's the only way I think you can accomplish things.

DO YOU DO THAT FOR YOUR FAMILY AS WELL ?

Yes I think that works out well. But I think it all comes down to organization which a lot of time in coaching, I don't know if you've found this, but I found it here because everyone when we first start working...I guess coaches tend to have bad reputation for being unorganized or not paying attention to details, having no clue how to plan, other

than annual plans for the athletes but not to organize themselves and they are usually very weak on the administrative side because when they're coaching or coming through the system, whether they have a PE degree or through the apprenticeship program, whatever, everything's geared towards the athlete and coaching the athlete and that side of the training and there's not really a lot of information there on organizing or doing the administration and like writing the reports of tours or just anything administration wise. And when I first started working here, everyone was laughing and they said, 'Gee we've never met a coach that was organized or could do anything administrative or could write a letter, or write a report in decent English' and all that. So I think there's a real need for the coaches to get that knowledge and get that background. Again this year, I saw the classes or courses being offered at the national coaching conference in Toronto and there's nothing like that, like planning your time or setting your priorities, anything like that can help coaches at an early age when they need it. I guess because coaching isn't really in the university system, that's where it's tough. There's not really a coaching degree you can get. I guess there's the coaching institute which is starting but I'd be curious to see how much time they spend on administrative duties or organization or planning. And I think there's a real need for that. It's not just in Canada, it's anywhere. I think you'll find the best coaches are successful coaches, or the ones who are achieving and who are happy are the ones that do that and have that ability.

IS THAT SOMETHING THAT YOU SEE THE SPORTS ASSOCIATION COULD HELP OUT WITH ?

Definitely. But I know last year I did listen to this guy from England, I forget his name, he was a track coach, who really stressed at the coaching conference that aspect of it. I think he watches Daly Thompson and a couple of those guys ...But I went to that and he talked about it and he had a real plan for his family and all that. But he

was saying that your family, yourself and your career which are 3, which for myself I don't really have #2 right now. I don't spend much time on myself. I'm making a sincere effort now to spend more time on myself, mainly I haven't been able to lose the weight I wanted after the baby and get back into the shape I was. It's only because I'm so busy and I haven't had time to set aside. For September and December, my big objective is to take care of myself 1st and he really stressed the fact that first take care of yourself, then your family and then your career. That's the order. So that's important. And I think it's important for others to hear that. Because everyone probably thinks, 'Gee I'm the only one who has a confusing life style' which is not the case, I'm sure everyone has and it's just a matter of setting your priorities and planning. You can sort of sit there and think 'Oh God, there's this, this, this' and sort of talk about it but until you sit down and plan it and work it out, you're not going to be happy. So that helped me listening to him plus I mean I had the experience of my father who's a pro athlete who was really organized and I grew up in that environment. I think I was just lucky.

LOOKING BACK IS THERE ANYTHING YOU WOULD HAVE DONE DIFFERENTLY REGARDING YOUR FAMILY LIFE ?

Not really I don't think so. For us, it was a surprise, the pregnancy wasn't planned. So that was a bit of a surprise, maybe I could have done that a little better, planned that a little better. I don't think so other than I made a lot of mistakes early on but I guess that's the only way I learned from them. I don't know if you can get it right the first time. But no I don't think so. I guess we've done a lot through trial and error and I guess through the commitment to the relationship with making it work, while some people maybe don't have that commitment or sometimes it's easier to get out than to work it out. But we've always been really committed to each other and I think that sort of bond really helps. That's a hard question.

THANK-YOU VERY VERY MUCH; THAT'S THE END OF MY QUESTIONS. WOULD YOU SAY THAT I INFLUENCED YOUR RESPONSES IN ANY WAY?

No, not at all.

APPENDIX F

INTERVIEW WITH COACH 1

APPENDIX F

Interview with Coach 1

HOW LONG WERE YOU COACHING AS NATIONAL TEAM COACH?

Actually I started in 1974; that was my first year so I guess that's 14 years.

WHAT KIND OF A WORKLOAD OR COMMITMENT DID THE JOB REQUIRE?

The total workload? Well it was interesting because originally it was a hobby; it was part time. I had a full time job as a school teacher, was starting a family and coaching so it was like 1/3 of my life was in coaching.

WHEN DID YOU BECOME A FULL TIME COACH?

The opportunity came in 1980 to take an apprentice program that would lead to full time coaching so at that point I had to make a career decision that I would put my job and my hobby together and then what I was hoping was that instead of splitting my life into 3, I would have 2 things and that I could balance my family with now my hobby that would also be my job and that started in 1980.

AND WHAT KIND OF WORKLOAD DID YOU FIND FULL-TIME COACHING?

I guess you never know at first how heavy it's going to be but it was... in fact what happened when I took over the team, there were 30 athletes and basically just me called head coach but I was everybody's coach supposedly and it was just a tremendous over load at the point in time. I guess the first thing I realized was that I couldn't do it all, I had to go out and find other assistant coaches who would help me.

THEN LATER ON, HOW DID YOU FIND THE WORKLOAD?

It was one of these things that the job was always involving. Because I was the first, really the first Canadian that had tried this model, we really didn't know, so the workload was always there and I guess what I found was that if you wanted to do a good job, you never stopped striving for ways to make your team better. In the ways I would do it, I guess my biggest priority was to get more coaches involved so there would be a better coach-athlete ratio and so I continually strived to do that. The biggest thing that I found that all of a sudden, I took myself farther away from the athlete and into the administrative role but I felt it was important because my main goal was to try and help the athlete be the best they could be or the team be the best they could be, and I realized it needed this system or this structure that I had to create.

FOR THE LAST YEAR OR TWO, DURING YOUR COACHING CAREER, WHAT THINGS WERE THE MOST IMPORTANT TO YOU?

It's really interesting, my family became more important and in that balance between family and coaching, what I really found was that there was just a tremendous demand on my time from the coaching. And in our sport, as it is in many sports, we had to travel quite a bit. We had to travel to Europe quite a bit and being a family oriented person with 3 young children at home, it was becoming more important to me personally and yet the demands of the job were becoming greater. Of course, the stress...we were now heading into the Olympic period and the stress was even greater so it became a very stressful time, those last 2 years.

IF YOU HAD TO RANK THOSE THINGS FOR THE PAST 2 YEARS, HOW WOULD YOU RANK THEM?

Between the family and the job? If you rank them in time, probably my job but on the important side, I always tried to - it was very important to me to try to balance, to balance that and if anything happened there, it was probably my job that got more of

the time. And that's one of the reasons I really did get out of the sport. I realized that wasn't my priority. It happened but it just seemed that there was nothing I could do that it wouldn't happen. That was one of the reasons I left.

SO ALTHOUGH YOU FELT YOUR FAMILY WAS MORE IMPORTANT, THE MAJORITY OF YOUR TIME HAD TO BE WITH THE TEAM?

It's so demanding. A team and just by its nature, the elite athlete at that level, it appears to require so much of your time. And what people don't realize is that they almost need more of your time off the water and of course we were in a cycle of trying to help them with their mental preparation and in their contingencies and that whole area so we were spending a lot of time off the water trying to refine these mental skills. So it wasn't just on the water practices, there was so much time off the water we were spending with them trying to help them so it was just kind of, and you say those last 2 years but that last year was just, it was awesome really the time demands that were required and if you wanted to do a good job and achieve your goals, you have to put in the time.

AWAY FROM HOME, DID YOUR PRIORITIES CHANGE COMPARED TO WHEN YOU WERE AT HOME OR SAY WORKING AT HOME?

For sure. At least when I was away, I could balance my time much better and my time was probably 95% team and 5% myself and I could totally dedicate myself to the team. As long as I had a feeling that I left enough money at home and they were safe and secure but I didn't have the daily demands that would be required if I was home, the daily pressures of family and children - not that that was good because I was putting all those pressures on my wife to raise my children, raise the family but from a coaching standpoint it meant that I, you know, almost all my time was spent with the team or thinking about the team or planning with the team.

DURING LAST YEAR WHAT WAS YOUR RELATIONSHIP STATUS? WHAT WAS YOUR FAMILY STATUS?

I am married with three young daughters.

DO YOU THINK THAT THE COACHING WORKLOAD HAS AFFECTED YOUR INTERPERSONAL RELATIONSHIPS OVER THOSE YEARS?

I guess I really, it's getting personal... I married late in life or relatively late so I was maybe more mature in our relationship and I was very fortunate to have a understanding wife and the decision I made to go into coaching full-time I made with her, that this was a career change and she was always very supportive that it was something I had to do and our sport from a coaching standpoint this was the ultimate and she wanted me to have that experience to be a head coach and bring a team to the Olympics and see if we can make a career out of it. So I felt that she was very supportive and in the Olympic year which was by far the hardest year of my life I went through psychologically, that she was a real strength and supportive person, probably the only one who knew what I went through psychologically, is my wife. I couldn't talk to the athletes, I couldn't even talk to my assistant coach at that time and really even within the association people really did not understand the stresses or the problems you'd be going through that year.

SO WHEN YOU INITIALLY HAD AN OPPORTUNITY TO TAKE THE JOB, YOU SAT DOWN WITH YOUR WIFE AND SAID, 'WHAT DO YOU THINK'?

Oh for sure. I feel it's a partnership, our relationship. I feel very good about it my relationship, as I said I think it helps in the situation that I married later so maybe I was a little more mature going into the relationship. But because of that we.... I mean I changed diapers, I cooked, I didn't have any hangups with things like that. I would rather be a good family man than a good coach. It was more important to me so any

of those major decisions we would make them together.

DID YOU TALK ABOUT WHAT YOU THOUGHT THE LOAD WOULD BE.....?

I don't think we even knew. It was such a new position. If there was someone in that position before me but there wasn't. I could have said, 'How much time did you spend on this? How much time were you away?' Neither one of us was really prepared. We knew there was a commitment, but I don't think we ever knew it would be that much of a commitment. An interesting point-my wife paddled, not at a high level and I met her through the sport so she did have an appreciation for the sport. Our sport requires a lot of conditioning, a lot of time and it's very demanding on time. So she knew that so she was prepared for that.

DO YOU THINK YOUR INVOLVEMENT IN COACHING ENHANCED YOUR RELATIONSHIP IN ANY WAY?

I think it made it really strong because I had to rely on her sometimes for moral support and so I think that we bonded even stronger in those periods of time. To digress a little bit, when I would come home from trips and I would be away up to 5 weeks away from home and the kids at a time especially in the summer period and when I came home I would have to try to fit into their schedule and there was an adjustment period that would take 1 to 2 weeks sometimes because I'd come home and I'd think I'd fit right back in - well, my goodness, I didn't because she had to plan extremely close because she was raising kids and doing her own social things, so all of a sudden I'd come back in and I'd upset the way she was going. So there were periods of adjustment where we have to find each other over again but fortunately we did and it always seemed to make the bond a little stronger.

SO YOU JUST SORT OF TREAD LIGHT?

Boy did I ever. I learned...the first trip I didn't understand it- boy I got my knuckles slapped so I realized pretty quick that I had put her under a stress and it was just amazing- I've never seen her so organized. And of course when I'd fit back in, the organization would not be there because it didn't have to be. It was really interesting to watch that but I tiptoed.

DID YOU DISCUSS THAT?

Well that's what happened the first time back from one of these long trips. My goodness we'd be in a confrontational thing, I would be saying 'Where do I fit into this'? So we sat down and said, 'Why are we on each other?' We also could communicate so we said, 'Why are we on to each other like this'. She said, 'Look I've planned everything from the day you left'. She said, 'Now you're back screwing up my plans'. I said, 'Oh geez' and we laughed about it but we realized what happened. So she said, 'You've got to be sensitive to it when you get back'. I've had to do the books, I've had to raise the kids, I have to discipline them. So I became aware of that so I would be sensitive to her and her situation when I come back.

HOW ABOUT COMING BACK WITH THE KIDS?

Well the kids, they're the joys of my life, there's no doubt about it. I guess the loneliest times are without my kids and my wife of course. But that was the hardest when you were far away or when I'd be in an Eastern Block country, you never knew, if there was a problem, I wouldn't find out or I couldn't help and those were the hardest things. But coming back to them, I never had problems fitting in with the kids.

THERE WERE NO ADJUSTMENT TIMES WITH THEM?

It didn't seem so. They were there at the airport hugging away. I didn't have that adjustment problem with the kids. It's interesting, I never thought of that before.

HOW DID YOUR PARTNER AND FAMILY FEEL ABOUT YOUR COACHING? YOU TALKED A BIT ABOUT YOUR WIFE, WHAT ABOUT THE KIDS?

The littlest one was too young but the oldest one {daughter} I think was very proud of her daddy but the thing is, it was really interesting, we had to take her out of school. We had a camp every year and it was usually about a month's duration. The Olympic year it would be three months approximately and so we would always take them out because I insisted that my family went with me for that period of time. And {daughter}, it was such a positive experience for her because she was like the team mascot and the athletes were so good to her. The French athletes used to speak in French to her and she'd learn French words and so she was...I didn't realize what was happening until one of her teachers said, 'She is one of the socially most well adjusted kids I've ever met'. I think it's because she's gone down there and she can fit in and she runs around with these world class athletes and she couldn't care less who they are; they are just people and they were so good to her so she probably got the best out of that whole thing because she was the oldest and had just a wonderful experience. She's just...I'm prejudiced, but I think she has a very open personality and is a very sociable little person.

AND WHAT ABOUT YOUR WIFE AND HER FEELINGS ABOUT YOUR COACHING; WAS IT MIXED FEELINGS?

She would have liked me to spend more time of course at home and if there was resentment, she always hid it very well. She always said, 'You have to do...if you're not happy in what you're doing, that means you'll bring it home and we won't be happy'. She said, 'You've got to be happy and I'll support you'. So I never heard too many complaints. I was very fortunate to have someone like that behind me. I don't think I could have spent the time I did unless I had the support.

SO ONCE A YEAR THE FAMILY CAME, AND HOW LONG WAS THAT FOR NORMALLY?

Usually a month. I'll tell you a funny little story. The year after the Olympics we did go to Florida and we had gone every year for about 12 years and my wife loves the sun, she just absolutely loves the sun. We didn't go in '85, so the month of March she didn't speak to me. I had to promise that we would take a legitimate vacation. So every year since we've got down to Florida.

HOW DID YOU HANDLE LEAVING ? IF YOU WERE GOING TO A CAMP OR COMPETITION WITH RESPECT TO YOUR FAMILY OR PARTNER WERE THERE WAYS YOU DISCOVERED TO LEAVE IN A GOOD WAY OR HOW DID YOU LEAVE?

For sure, the worst thing was usually to bring them to the airport. {Wife} and I we don't show a lot of outward emotion in public; we've never been that type of couple. So we would always do our thing or say our goodbyes before. If she was driving me to the airport, it was a peck on the cheek, goodbye, kiss and gone because we say our goodbyes within the privacy of our home and I thought that was good because the thing I really hate to see at the airport is long drawn out demonstrations of what ever. So we always did our thing in private at home and sometimes I'd get someone else to drive me to the airport even.

DID YOU PREFER THAT?

I did, actually I did.

LEAVING THEM AT HOME IN THEIR COMFORTABLE SETTING?

Exactly. That was safe and in fact there was quite a pressure on me from the association to move my family to Ottawa which I almost did except I was very nervous because my wife's family are down here, not that far away, her friends are here. If we moved to Ottawa it would have been all right when I was there but without this comfort

group around her, I think it would have been a bad experience. At least she had this comfort group around her. In the summer she plays baseball, softball with a group of ladies and they were a very good support group because they socialized as well. So she had that group to fall back on regularly, they played Tuesday and Thursday night. They would always go to the legion after and have a few beers with each other. She needed that because she needed to get away from the kids. In all fairness to her she would have gone bananas just staying at home with the kids so I'd say, 'Get the baby sitter, pay the money, I don't care. You've got to get out and do your things so you don't go stir crazy.'

AND SAME WITH THE KIDS, WOULD YOU TALK TO THEM OR GIVE THEM A HUG? HOW DID YOU HANDLE THEM?

It's interesting. And when you have three, you know I always say I never think there's enough time, I try to purposely talk to each one individually. At least the day before I would pick a time and I would have a talk with them and depending what age they were at, what they could handle and I would ask them to help their mother and try to give them a little responsibility especially with the older one, you know, that she had to help her. But I think I usually wouldn't do it as a group because their little psyches are different. So I would try to do it individually with the 3 different ones.

SO YOU MET INDIVIDUALLY AND YOU WOULD TALK MAINLY WITH THEM ABOUT HELPING THEIR MOTHER. WHAT ABOUT YOU LEAVING?

They pretty well knew. For the younger ones, it was harder to understand. But it was more I was trying to get them the idea that they had a responsibility to help their mother. You know because the load was harder on their mother because I wasn't there. Hopefully they would consider, you know, that mom can't do everything and I was trying to give a little responsibility to them.

AND WHAT ABOUT PREPARING YOURSELF? WERE THERE WAYS YOU GOT READY SO YOU COULD LEAVE WITHOUT FEELING GUILTY?

That's an interesting point. I guess I wanted to know they had enough money while I was away so I always left enough money. Interestingly enough I do the books and I've always tried to transfer that responsibility to my wife. She just doesn't like doing that sort of thing so I would try and sit down and remind her about the insurance policies and she hated to hear that stuff you know but I said I've got to put some reality into it. So I would try to make sure that financially she was all right in the interim that I was going to be away. I would make sure that I had made a couple of phone calls to a couple friends of mine so that they would just kind of look in. We're in a small community which I think is very good. And this community is a canoeing community, very supportive of me because I'd been with that club for over 10 years. The community was so supportive and they were very proud that I was with the team in a way. So I would call a couple of them and say, 'Would you kind of keep an eye on {wife} and an eye on the kids?' And they would always do that. So a couple key points...{wife}'s...she's almost like a second mother, who's raised her, her house is just a stone's throw away, she's just a lovely lady and she was like really {wife}'s second mother and I would also go and say...she always knew when I was going away and she'd always keep an eye out so that always made me feel better.

WAS THERE A TIME WHEN YOU SORT OF CLICKED INTO ANOTHER GEAR LIKE 'YOU'RE GONE'?

Ya, almost when I'd get on the airplane.

THAT SORT OF CUED YOU?

Ya, I'm gone and I'd try to click into a gear that said there's absolutely nothing I can do at this point, I've done what I can there, now I'll spend this time with the team. I

think the hardest time when I'd be away and I think maybe this question might come up, but when I'd be away at night when I'd be alone, those would be the hardest times. Because then... you see I'd keep myself fairly busy, so you don't think of the family and you're busy doing your thing. But when you're in bed at night all by yourself in some, you know, I don't want to say God-awful country but you know what I mean, some... in Bulgaria somewhere and I've just had the worst meal I've ever had, you know, and having problems with the team, I'd be lying there and thinking 'My God I wonder what my family's doing'. I'll tell you a funny story, in 1980 we were in Poland and we were at a training camp in a place called Valsch in northern Poland and we were 5 miles away from a Russian base and that's when the Russians had moved into Afghanistan and the reason we weren't going to the Olympics. They went on manouvers one night, the Russians, and they were going to the Eastern front and we found this all out after. But they started their manouvers and it was one little road was going through and this was tanks, machines and men going by and it took 24 hours for them to go by. So you'd hear it all night long. I'd get up and I'd watch these trucks going by, men going by, tanks going by and then you go out and you had to realize... I'm going, 'We might be at war and I'm in northern Poland, how would I ever get home?' The athletes and coaches, we were even afraid to talk to each other in that context because we didn't know what was happening. But to see that power and might going by you and it took 24 hours to move that...it was scary.

IS THERE ANYTHING YOU COULD DO THAT WOULD MAKE IT EASIER THE WEEK YOU LEAVE?

I look back and I don't know what else I would have done.

THE DAY YOU LEAVE WE TALKED ABOUT... WHEN YOU'RE AWAY AND YOU TALKED ABOUT THIS SO IF YOU HAVE ANYTHING TO ADD GO AHEAD, OTHERWISE... WHAT KIND OF THOUGHTS DID YOU HAVE ABOUT YOUR FAMILY?

It's really interesting, I would make very little time during the day on purpose for that because it was more negative and I couldn't do anything, so I'd put it out of my mind by keeping busy.

WE TALKED ABOUT RETURNING HOME, WERE THERE ANY ADJUSTMENTS YOU HAD TO MAKE?

I guess it was that now I had to be more considerate of my family. The period I was away, I really didn't have to worry about the family. Now the responsibility was back I had to worry about the discipline of the kids, I had to worry about... because I think sometimes you have to consciously think about making the relationship work. But while I was away I didn't have to worry about that, so now I had to kind of rekindle those thoughts, that I had to do whatever I had to do to make the thing roll.

DID YOU TRY TO PREPARE YOURSELF TO DO THAT ON THE WAY IN OR ONCE THE REALITY FACED YOU, YOU DID IT?

It was really funny emotions when I came back. I'm really an emotional guy but I hide it quite well. The most emotional period was actually almost before I'd meet them. The plane would be coming down and I'd really get pretty welled up and I'd want to control it so I would have all kind of ways of controlling the emotion I really wanted to show because it would just blurt out of me and I didn't want that. So I really had to control myself because I was just so happy to be back. But it was really on the plane and it was usually when I knew I was landing because they would always be there. One of the worst times was the time I was away 5 weeks in Poland and geez it was terrible. Usually you have the time to get off the plane and walk down, you prepare yourself and then you go down the escalator, the doors open up and there's your family so you're prepared for that. Well {wife} knew one of the girls from the ball team who worked for Air Canada. Well the plane door opened and she was there at the door and I was

completely unprepared for that... oh my,that really caught me.

SO THAT WALK WAS A PREPARATION?

It was a preparation to meet them and to be composed.

HOW DO YOU THINK YOUR WIFE AND FAMILY COPEd WHEN YOU'RE AWAY?

For {wife} I think that the social group that she played ball with was very important and it's still important today, you know I look back and I see why they are such a strong group. She's been captain for the last few years and they stay together and they socialize right through the winter this group. But it was a very powerful thing for her especially at that time. She likes playing the sport but her it's... the thing for her is that she doesn't work anymore, she needs time out of the house and away from the kids and this gives her that.

YOU BASICALLY THINK THAT SHE COPEd? THAT THINGS WENT ALONG WELL WHEN YOU WERE GONE?

Really I'm amazed. What happened was I think it really did make her stronger. She had to do it, so she did it. I think it was good for her character to be able to have to do that. It made her stronger.

HOW INVOLVED WAS YOUR FAMILY IN YOUR SPORT, HOW MUCH DID THEY FOLLOW? WERE THEY INTERESTED?

I think they were quite proud of it. Can I tell you another story? That's the best way I can do it,through a story. After 1984 I stayed a couple of extra days and we stayed at Malibu Beach, {wife} and I. The kids were staying with friends in Montreal. So I'd been away for all kinds of weeks and {wife} had joined me at the Olympics for that last period. We happened to arrive...we flew from L.A. and at the same time

{athlete} had flown on a different flight from L.A. and we arrived in {city} and there were 5 busloads from {athlete's city} and there were banners and there were flags and this had happened probably 10 minutes before we had got there so just the last throngs of them were walking out so you knew that was happening. So I got there and there was my 3 little daughters and a banner, "Welcome home Daddy" and that was my reward. I thought there was 5 busloads for {athlete}... but that was my reward. And I got home and we stayed two nights with these people in Montreal, the most unathletic, could care less about sport...this couple, lovely people who lived in Beaconsfield. We stayed 2 nights and all they could talk about was the Olympics and they were so proud. And it was really good because here were some people that had no affection for sport whatsoever, but they were really proud about what the Canadian team had done and my involvement. So that was the nice feeling for me. And another thing I guess, I'll tell you with {wife} after it was over, the feeling I had with {wife} that was really special - just after the Olympics were over, that afternoon.

WHAT DO YOU THINK INFLUENCED THAT?

I guess the tremendous stress and pressure that she had helped me through and she had been one of my release valves and because she knew probably better than anybody what I had gone through and we went through it and had the success so that she could probably not even realize today that she was a big part of that success because she had helped me cope with the stress of the situation.

SO IT WAS KIND OF RELIEF TIME TOO...?

Wow, was it ever. The minute the last gun was over there was a big weight off my shoulders.

GIVE ME A BRIEF ONE ON THIS BECAUSE I THINK WE COVERED IT, BUT DO YOU WISH YOUR PARTNER WAS MORE INVOLVED?

No, she was great.

DOES THE ASSOCIATION ALLOW YOU TO BRING YOUR FAMILY?

It's interesting, only once at one meeting there was a bit of a upset about me taking my wife and family to Florida and I said, 'Well, I'd hand in my resignation right then and that was the last word that was said. I said, 'My goodness if you expect me to go away for that length of time from my family'...I never took them to Europe, I never... and simply because I couldn't afford it because they wouldn't have paid...I mean they never paid anything, the association never did. I think these associations sometimes mature and have more empathy for their coaches or I think some of them do but there wasn't much consideration for my personal life or my family's life from the association- very little, almost none I would say. They really didn't care if I had family or not.

WHAT ABOUT THE COMPETITIONS, I MEAN I GUESS IT WAS THE SAME ON ALL THESE THINGS WITH THE ASSOCIATION, I HAVE 4 THINGS HERE: CAMPS, COMPETITIONS, CONFERENCES, MEETINGS- THEY REALLY DIDN'T ENCOURAGE THE FAMILY TO GO TO ANY OF THESE THINGS?

They probably wouldn't encourage any of them. Interesting though, when I was with the club for so many years I would take my family to a National Championships and my wife and I always had a good understanding. When we got there I had a role as the coach, she did her thing. At that time we just had 1 child and she did her thing and she left me alone to do my thing but we had that understanding and so that was no problem. The association just never dealt with that type of thing.

LAST YEAR YOU BROUGHT YOUR FAMILY TO CAMP; WHAT ABOUT THE OLYMPICS, CONFERENCE, MEETINGS...THEY NEVER WENT ON THOSE?

No. One complaint my wife had...I received a number of awards over the years

from coaching and often times you'd be sent an invitation to a dinner, like a Provincial dinner or a community dinner but it was always only for you. Only once and I'm trying to think of the situation, only once was it 'You and your wife are invited'. She'd make note of that, she'd say 'Why don't they invite me?' Most of the excuses would be: 'Oh we don't have enough money', 'We'd have to double everything by 2' and that would always be the excuse but it was just kind of an observation that she made that she was never invited to... and she said she'd like to be there to see me get the reward and she did share in it.

WE COVERED HOW YOU FELT ABOUT THE AMOUNT OF TIME YOU SPENT AT WORK COMPARED WITH HOME AND HOW YOUR PARTNER FELT. WHAT DID YOU SEE AS YOUR ROLE IN THE FAMILY?

It was always a real worry to be because I believe in a 50-50 sharing, in the raising the kids and I knew I wasn't giving the 50% time wise. One little thing I tried to do and I still actually do today is try to purposely make quality time for my wife and my kids individually. Because sometimes I think even today, people even though they live at home and they give absolutely no quality time or don't make that effort so I need to do that because I felt if I was giving them quality time and purposely doing that, I was keeping those relationships going.

GIVING QUALITY TIME WAS ONE THING; THE OTHER THING YOU MENTIONED BEFORE WAS MAKING SURE THEY WERE FINANCIALLY SECURE, WAS THAT A MAJOR THING IN TERMS OF WHAT YOUR ROLE WAS?

There was no doubt, I always felt I had to... can you rephrase that, I'm not sure if I understand.

I'M TRYING TO GET A LITTLE BIT MORE ON WHAT YOU SAW AS YOUR ROLE IN THE FAMILY. SO ONE WAS WHEN YOU WERE THERE, YOU TRIED TO GIVE ONE-ON-ONE

QUALITY TIME THAT WAS ONE OF YOUR ROLES...

There's no doubt the breadwinner, because my wife didn't work at that time. We made a decision a long time ago after we had had our first child that she wouldn't work, that she would try and bring up the children. It was just our philosophy to bring up the kids, that we would try to give them quality time that we would be...that she would raise the kids while I would try to be the breadwinner and we're trying to continue that philosophy.

WHAT ABOUT IN YOUR HOME, SAY AFTER THE COMPETITION TIME, WHEN YOU WOULD COME HOME, DID YOU SPEND TIME DOING OTHER THINGS IN THE HOUSE LIKE CLEANING/SHOPPING? OR WAS THAT HER ROLE?

No, we shared. As I said, I think we were kind of 50-50. In fact I like to cook, I find cooking a release. In fact you might find this funny but I'd rather cook and she'd probably rather cut grass. You know what I mean, where people usually think those are traditional roles she'd rather do some things outside and I'd rather do some things inside so, it, we tried to share in the tasks.

WHAT ABOUT LOOKING AFTER THE KIDS WHEN YOU'RE AT HOME, IS THAT PRETTY MUCH 50-50?

It is and it's funny now, the older they get, of course, the more independent they get. When I'm home and I guess this is one of the things- I really wanted to watch them grow because they are such neat little people as they're growing and I didn't want to miss that. Between my wife and I we'd just run our kids from music to sport to whatever and I just watch them grow, it's kind of neat.

DO YOU THINK YOUR WIFE IS SATISFIED WITH THE AMOUNT OF TIME YOU SPEND DOING THE TASKS LIKE CLEANING, COOKING, TAKE CARE OF THE KIDS, THOSE

SORTS OF THINGS ?

Ya, I think so. As every couple has their little tiffs and that, she'd probably wish I did something a little more than other but overall, pretty good.

IN TERMS OF ONE-ON-ONE TIME, IF YOU HAD TO QUANTIFY THE AMOUNT YOU SPEND, HOW MUCH TIME WOULD IT BE? FOR EXAMPLE THE LAST WEEK YOU WERE AT HOME?

That's hard to evaluate. It's just funny, little things I try to do when I come home at night. I try to make sure I ask each one how their day at school was and try to find out something that happened that was either positive or even negative and deal with it. So I make that part. I do the same thing with my wife, 'How is the day?' That's basically as soon as I get into the house, I go seek them out and then after that, it depends because different things unfold- almost every night of the week things are happening, if it's not sport or catechism, it's band; they're quite active. They are so active, it's interesting, to the point where last year, that we sat down, my wife and I, we actually thought they were too active and brought it down a bit and said, 'Look you know you are in too many things. We want you to have'...and it's important to us that the kids have a kind of a smattering of different things. And it's interesting, maybe it's because I was a coach at a high level, I really want my kids to have a broader scope of things, I would really... I don't want my kids to be elite athletes. I guess I saw too many negative things, you know and when they are so goal oriented, I think that they become sometimes inept socially and I don't want my kids to... I must tell you a quick story. This past summer at the Canadian Championships, I'm sitting down with {an athlete} and I guess as a coach, you become a father confessor to the athletes in many ways and so we were just talking about all kinds of things and I don't know why I brought it up but just out of the top of my head, I said to her, 'We prepared your life, we did all this - was sport a positive influence on your life? Was all the National team stuff was it good or was it

bad or whatever?' And she really came back with an interesting comment. She said, 'I'm an aggressive woman and I do very well but I don't have a lot of friends' and I really took that. And I think socially we cause some of that. And I don't want my kids... if one of my kids is exceptionally good and wants to make that decision at some point in time, well, I'll support them and fortunately I don't think any of them will be exceptional athletes. That's good I think.

WHAT YOU ARE SAYING IS THAT EVERY DAY THAT YOU'RE HOME YOU GIVE ONE-ON-ONE TIME TO EVERY PERSON...?

Ya and you know what I think helped me do that was those times away. I treasured those times so much and I found it so positive and such a good experience that I said when I get out of coaching, when I do other things, I'm...

IF YOU HAD TO RANK THE QUALITY OF YOUR RELATIONSHIP ON A SCALE FROM 1 TO 5 WHERE 5 IS EXCELLENT AND 1 IS LOW, HOW WOULD YOU RATE THE QUALITY OF YOUR RELATIONSHIP IN THE LAST YEAR?

Boy, that year was probably 5.

HOW WOULD YOU RATE IT NOW?

4

DID YOU EVER, OVER THOSE YEARS DISCUSS YOUR COMMITMENT TO COACHING WITH YOUR WIFE?

Ya, quite a bit. She would see the frustrations, and she would say... and we would have the discussions about how much time I wasn't able to give to the family and so we'd discuss those things and bottom line I'd say well...I had to do this job a certain way, it took this much time and that's where I was coming from. And as I said, most of

the time she understood that. But she would question it at the time, sure.

DID YOU EVER DISCUSS YOUR COMMITMENT TO YOUR RELATIONSHIP?

Oh ya. I think we did that and we still do that. I think that's a part of the communication and I think that's why we had that bond. Those years...I'll never give them back and I'll never regret them, I don't think either one of us will because I think they brought us back even closer together.

IF YOU DID DISCUSS YOUR COMMITMENT AND RELATIONSHIP, WHAT KIND OF THINGS WOULD YOU TALK ABOUT? WHAT I'M AFTER HERE IS THERE ARE A LOT OF YOUNG COACHES OUT THERE..

It's hard to pinpoint certain things. I think that open communication was really the big thing and she could read me very well and that's probably one of her strengths. She knew when I was down or depressed so she would say, 'Do you want to talk about it?' As long as we kept these lines open... but I can't find certain things.

SO PART OF IT WAS HER RESPONDING TO HOW YOU FELT, GETTING YOU TO TALK WAS THERE ANYTHING - WERE THERE THINGS YOU WOULD JUST REINFORCE ABOUT HOW IMPORTANT THE RELATIONSHIP WAS?

Oh ya. As I say, we were kind of private people and in our own way we would talk to each other- tell each other how much we meant to each other and how much we loved each other. Those were really special moments... and they were really special moments between the two of us. And it just bonded us close together.

DID YOU SHARE WITH HER WHAT WAS HAPPENING AT WORK ?

Ya. You try not to but when she would be at camps...Most years I didn't but that last year, I did more and more just because I really needed a release and there were

very few release mechanisms that I had. I couldn't talk to the coaches. She knew better than anybody else. In fact today she won't speak to certain people.

DO YOU THINK YOU CAN BALANCE EXCELLENCE IN COACHING AND EXCELLENCE IN LIVING?

Boy it's tough. I really think it's tough and I wish the general public understood, I wish Sport Canada understood, I think very few people understand that that balance is really tricky and hard to achieve. I've seen, I don't know, your survey may tell you how many coaches have destroyed relationships, hurt relationships, lost relationships because it is so demanding. These athletes, they are almost like wives or partners themselves, they are so demanding of your time, they really take, they really sap the coaches' energies physically and psychologically. So that whatever time you have left, you try and put it into a relationship, you're pretty sapped. It's really hard to put it in because the athletes have taken it out of you and understanding that the nature of the situation and then try and go and have enough energy to put into a relationship, it's really hard. So if I was advising a young coach, but you know, it's interesting, my priority was always my family and if it came down to the crunch to make a choice, my family would be #1. I would rather be known as a good family man than as a good coach. Now I think a lot of people would rather be known as a good coach, that's their priority in life; well my priority in life was my family.

ALTHOUGH IN TERMS OF TIME, IN THOSE CERTAIN YEARS, YOU WERE FORCED TO GIVE THE TEAM PRIORITY TIME?

And as I said, if I hadn't had an understanding wife, I would have been divorced by now or I would have left coaching either one.

KNOWING WHAT YOU KNOW NOW, IF YOU WERE JUST STARTING COACHING, WOULD YOU DO THINGS DIFFERENTLY, WITH REGARDS TO YOUR PERSONAL LIFE?

I can honestly say I'm not very sorry for anything I've done - I feel pretty good about that.

AND IF YOU'RE GIVING ADVICE TO A YOUNG NATIONAL COACH WHO JUST STARTING, WHO WANTS TO BE A GOOD COACH AND HAVE GOOD RELATIONSHIP, WHAT ADVICE MIGHT YOU OFFER HIM?

I think they... picking their partner, they've got to be very very careful and if they don't have open and honest communication and have a good relationship with their partner, it can't work. To the point where you hate to say this but your partner has to probably be more giving than you and more understanding than you are. I was fortunate, it wasn't... I can't say I planned it that way, it happened that way, but I was kind of lucky. If your partner isn't more understanding than you are it's probably not going to work because they are going to want more of your time and demand more of your time and just make your life miserable and you'll either quit or you'll quit them.

SO YOUR ADVICE WOULD BE TO PICK SOME ADAPTABLE...?

Or don't get married. And I think what's happening, that's an interesting point and that would be an interesting study but a lot of teams I see the age of these National coaches is getting younger and younger. Because they are picking them as single people and as single people they don't have that added responsibility. What happens to them, they get married and then the family suffers and they hit all these stresses and they're probably not as well adapted to handle them as if they had been married when they got started. And also you're getting a much younger coach which I don't think is good because I don't think they're as mature to handle the problems of a team and all those things.

DO YOU THINK THE SPORTS ASSOCIATIONS COULD DO ANYTHING TO IMPROVE THINGS?

Ya, I think they don't understand. I think the general public doesn't understand. I think it's a real problem that they don't understand. Someone should have followed me through the Olympic year with a camera and a mike and maybe show that to the public. But the association, they don't understand and unfortunately we drain the coach, we ask a lot of him, we demand a lot of him, we really don't reward them very well at all. Some sports do it better than others but the sport I'm in doesn't treat its coaches very well.

WHAT SORTS OF THINGS DO YOU THINK THEY COULD DO TO TREAT THEM BETTER?

I think the first thing is the monetary thing. There's no doubt that I never felt I was making enough money for the job I was doing. I mean it's one thing when you can say I can laugh my way to the bank when you have stress and problems well... and the other thing was if I was making enough money I could give it to my family and give them some better things and maybe that was the way of paying them back for me not being there. But the situation was I had a wife that was not working and so we only had one salary, that was always a problem for me. And I think sports should recognize that. I think unfortunately coaching isn't considered a profession in this country. When I was in Poland, for example, I talked to their people and in their system a coach was revered more than a teacher. A coach was as revered as a doctor, as a MD in Poland and it is a very high position. In this country, people say 'Coach?'. They almost turn their nose up at you. I was more revered as a teacher than I was as a coach by the general public - 'Coach' - that really didn't have a good connotation. There's no one in this country who understands what a coach even does.

SO ONE WOULD BE MONETARY, ONE WOULD BE STATUS, ANYTHING ELSE?

I think that they've got to find ways to help coaches in all these areas we've been talking about. I think they've got to be more considerate of the coach's personal

situation. Now it's gotten a little bit better. For me there was no benefit package, there was no health program nothing like that... it's gotten a little bit better. I think I went... I was the forerunner so I had to go through all that and some things are better. Well, of course, with our sport now we've given all our coaches right now a letter saying their contracts are up March 31st, we're going to change the structure and you can apply to that. There's an underlying reason for doing that but I think it's absolutely terrible that we've told 5 coaches your job up March 31st - too bad, go find another career. In fact one of these young coaches came to me and I had lunch with him last week and he said '{Coach} what advice could you give me? And I said, 'Get another job or be prepared to go through another four years of very unsettled life. Now if you've prepared to do that well, OK'. But otherwise, I said, 'Go get a career because this is not a career'.

SO WHEN EVEN YOU'RE DOING A GOOD JOB, THERE'S NO SECURITY?

Here these guys just work for four years, good, bad or whatever but they've just been cut, basically cut. I don't know that many jobs or careers where that would happen to you at that point in time. Especially when your evaluation might have been terrific, you're still going to lose your job.

AND THE NUMBERS OF HOURS YOU PUT IN....

Oh my goodness, yes. Another thing I don't think the public understands is that a coach is probably more impressionable on athletes, than either parent or teacher. I don't know in most cases how... that athlete will confide and trust in that coach more than in a parent, their own parent. And to me, that's a very important person in that person's life and here they don't have a good career. To me, that's at least equal to a teacher. But I don't think we think that in this country. Sounds negative doesn't it?

WELL, THANK-YOU, THAT'S THE END OF MY QUESTIONS. DID YOU FEEL FREE TO SAY

EXACTLY WHAT YOU WANTED TO SAY HERE?

Oh, here, ya. I've been feeling pretty comfortable.

DO YOU THINK I INFLUENCED YOUR RESPONSES IN ANY WAY?

No, no I don't think so.

APPENDIX G

INTERVIEW WITH COACH 16

APPENDIX G

Interview with Coach 16

TO START OFF WITH, MAYBE YOU CAN TELL ME HOW LONG YOU'VE BEEN A NATIONAL COACH...

I was a national coach for 17 years from 1972 to 1989. During that time, and especially in the beginning, it took an awful lot of time...in the beginning because we really didn't know how to plan trips and stuff like that. I probably spent too much time away from home and that's about it.

AND WHAT KIND OF WORKLOAD OR COMMITMENT WOULD YOU SAY IT REQUIRED?

I'm not sure... when I say it's a full-time job, in other words you have to be available to do it full-time but it would be a matter of handholding and business for most of the year but in May, June, July and August, four full months would be almost constantly on the road.

AND HAS THAT WORKLOAD REMAINED FAIRLY CONSTANT OVER THE YEARS?

Yes. We never centralized the team so those four months were when we did most...as we got closer to an Olympics there might be a November trip through the States and a January-February trip to Europe. Mostly it would be the four summer months.

SO THE WINTER MONTHS WERE MORE ADMINISTRATIVE ...

Not so much administrative because you also had to go and see players and make sure that you were monitoring what was going on. And then I had another complication is that probably for 12 of those 17 years, I made a majority of my living through my speaking which obviously stopped during those 4 summer months but I did

an awful lot of speaking so that put me on the road a lot of the time.

IN THE LAST YEAR THAT YOU WERE COACHING WHAT WOULD YOU SAY YOUR PRIORITIES WERE?

My priorities that year were certainly...well my first priority is always on my family and involved in my family would be my own health and that. Second priority is the team so that that last year going into the Olympics we qualified in May, we were gone all summer: June, July and August. We were off September; we put the team together. We were on the road the entire month of November, came back, spent New Years in Holland for another 10 days, came back and played games again in March and April getting ready and then went. So it was a very intense year.

BUT FOR YOU, EVEN WHEN IT IS THAT BUSY, YOUR FAMILY DOES ALWAYS COME FIRST?

In my mind now, when I'm in Romania with the team obviously the team comes first. But I don't know how many times I've talked to our athletes because I feel that they should feel the same way...if I'm sitting right here and decide that I should be with my family and we're in the middle of a game, I would leave and go back home with my family, I feel very strongly about that. It's never happened but I think if you set some priorities and sport is only one of those priorities and it's not the top one...I always tell my people that my priorities in order are my family, religion, my friends and then the team. Now I don't see how the team interferes with any of those except it interferes with the time sometimes I'd like to spend with family and friends.

SO WOULD YOU SAY THAT THE COACHING OCCUPATION AFFECTED THE RELATIONSHIPS WITH YOUR FAMILY OVER THE YEARS?

It affected them in so far that I had to make a certain adjustment because I didn't

have the time I could have had if I was a high school coach or a high school teacher.

SO TIME AWAY...

Time away is something that does effect the family, yes.

WOULD YOU SAY IT ENHANCED YOUR RELATIONSHIPS WITH YOUR FAMILY IN ANY WAY?

No, I think that it put alot of pressure on my wife who luckily accepted this and went into it willingly and wanted to do it. So there was alot of work done by my wife. It meant that I had to be careful that all the time with my family was quality time and I want you to understand the things I say don't always happen. I tried to never come home tired. I tried to make sure that I was rested so that when I was home I was rested. I tried to spend time with my family. I'll give you some of my wife's...she thought that we had the happiest home in the neighbourhood. Our day centered around dinner. I don't miss dinner when I'm in {city}; I'm home for dinner. Sundays when I was home was a day that was dedicated to our family. No one made other plans; they could invite other people to join us but they couldn't go anywhere. We play softball, touch football, bowling, watch television sometimes but that was a day...and that stayed by the way even though we only have one at home now. That day is going to stay.

HOW MANY CHILDREN DO YOU HAVE?

Six children. Right now, one is graduated from university and she's working in sport in gymnastics; the next boy is a senior down at Queens; the next girl is married and has a baby and owns a house and everything; the next one is sophmore at Mac, a girl; the next one, a boy, is a freshman at Waterloo and {daughter} is living at home, she's finishing up and going to school next year, to university next year.

HOW HAVE THEY FELT ABOUT YOUR COACHING: YOUR WIFE AND YOUR KIDS?

Well they realize that this is how they make my living and the disadvantages are...I think everything is the way you look at it...my wife reminded me one time when I was a university coach and she was having a hard time. I stayed home all day...for about 10 days I stayed home everyday until about 3:00 when the babysitter got there and then I ran off to practice. She said she doesn't know anybody that has a job where they could do that it except a coach. Being a national coach has given my kids opportunities to meet so many people they never would have met were I not the national coach. Those are the trade-offs for the time, the time is something that you can't argue about. But they've met Prime Ministers, they've met great players. Because of that job they've become friendly with an awful lot of our players...some of our athletes are almost part of our household. And it's given them an opportunity to travel with me and maybe that has to do with the speaking, meaning that I have some money we can use to bring them. And over the last 7 years they travelled quite extensively.

YOUR WIFE AND YOUR KIDS?

Not my wife as much as the kids because my wife always felt she had to be there for the other kids. And it was always a matter of school; I would try to balance it off. But I can remember being at a tournament, and it's not what I would consider a major...it's not the World Championships, not the PanAms or the Olympics but in all those preliminary things, I usually brought one or more of my children.

HOW DID THAT WORK OUT?

It worked out well; I wish I did it earlier. One of the regrets I had and especially with the girl's and the men's team, although I did coach the girl's team earlier, and I think I did bring the girls once or twice...I just thought it would be hard on the girls. I brought {daughter} when she was about 15, we went all through Israel and Greece and she was the only woman on the trip and she was in heaven. And when I realized the

quality of the athletes we had, who as I remember, never once went out of the hotel to shop or go sightseeing without inviting my daughter along with them...I thought it was great.

SO THEY WERE SUPPORTIVE?

Oh yes, the athletes understand. It's not like I'm a high school coach; they are fairly mature people. Two of them at least would have had families at home; they would have babies at home. They understood.

WHAT WAS IT LIKE WHEN YOU LEFT FOR CAMPS OR COMPETITIONS: DID YOU DO ANYTHING DIFFERENT THE WEEK BEFORE YOU LEFT?

Yes, I would probably be more sensitive about the time I spent with my kids, more sensitive about how I wanted to leave. It's kind of like storing up on your sleep when you know you are going to be awake a long time. I'm not sure it works, but it makes you feel better. So I would spend a lot more time, yes. Looking back by the way, I don't have many regrets; I wish I had done more of it but I think we had a healthy situation. Right now we have a happy, healthy family. Everybody was there for Christmas, we had everybody. We have everybody for summer vacations. And when I'm away or not, Sunday is still the day that everyone who's in {city} comes out to our house and spends the day and decides what we are doing that day. So that hasn't changed.

HOW DO YOU THINK THEY COPEd WHEN YOU WERE AWAY?

Well, I think my wife after a while...you have to remember that I was always on the road since we've been married...I think had we been married at 20 and then went through a series of jobs and at 30 got a job that required me to travel...I was 30 and she was 23 when we got married and I was travelling then. So as she likes to say, it

was a crazy marriage and it didn't deteriorate when we came to Canada.

SO SHE HAD SOME IDEA...

She had an idea of what it was like. I think a lot of the problems are when people don't anticipate the demands that are going to be put on them.

AND THEN WHEN YOU YOURSELF WERE AWAY, WHAT KIND OF THOUGHTS WOULD YOU HAVE ABOUT YOUR FAMILY?

Well, one of the things I added and we share with our athletes a lot is that while I was with the team, I was going to make sure that what I did was worthwhile. In other words, I wanted it to be an irritation for me to be away from my family and that would mean that I would work harder because I would hate to say...I would feel that I would be kind of unfaithful to my wife to be out on the road and not doing something very important. And I'm trying to impress that on our athletes. I'm not talking about rest time or relaxation, those are necessary but if we don't get as much as we can out of these particular 2 weeks, then I have been cheating on my wife because I should stay at home if I'm not going to get quality. That was a big thing. I kind of got used to it I guess. They kind of got used to it, my wife kind of got used to it. I remember in the early days we did travel too much and if I had to do it over again and if I had the knowledge of it, we would travel a lot less. But it used to be uncomfortable those first few days I was home, and she said she knew exactly what to do when I was not there, she'd vacuum now, she would do this, she would do that so there was a breaking in period, not for her and I personally but for what we would do.

IT TOOK A FEW DAYS TO ADJUST?

Yes, it took a few days to adjust. On the road, I enjoy the athletes and I have some very very good friends who became associate coaches, pardon me, they had the

position and we became friends from there...but that made my travelling easier. I think it was a lot easier on me personally than it was on my family. I think it's harder for them to not be with me than it is for me not to be home.

DID YOU PHONE?

I phoned but not regularly because I was always concerned that if I was supposed to phone and I couldn't do it, that people would be upset. I would call when we get into a new country or make big changes that way. Other than that I would probably phone once a week. I don't like talking on the phone, even now with my kids at home. I don't like writing and I don't like phoning. I have a shorter attention span on the phone than my wife and kids. I think that they would like me to stay on the phone longer. I'm trying to remember...once I've called and said everything's all right, then everything was downhill from there.

WERE YOUR WIFE AND FAMILY INVOLVED IN THE SPORT ITSELF?

Not at all, in fact I think that's an important part of it. I've been able to, as much as you can as a national coach, divorce my business life from my family life. I try never to bring business people into my home, I try not to bring the game home with me. Now, we bring players home so it sounds like a contradiction but they come here not for {the sport} but as friends. We would always have a softball game: the rookies against the veterans. And I just saw one of my sons now with a rookie/veteran t-shirt on; he's home from college and he's walking around with that. And through that, that was recreational softball, usually on a Sunday we'd go and play at 1:00 or 2:00 in the afternoon and then we'd come back and have submarine sandwiches and beer and soda and we'd watch some basketball game on television. The players were pretty tired from those training camps so they'd go home. One of the other things I know I like is, for instance, when I'm on television, my kids don't rush to see the television show. They

don't read the newspaper columns and I think that's great because they realize that their father is not the national coach and he's not the guy on television, he's the guy sitting over there in the front room or at the dining room table.

DID YOU SHARE WITH YOUR WIFE WHAT HAPPENED AT WORK?

I shared the personal things which were the things we were worried about, that we were really concerned about, the individuals, the troubles they were having. Not as much because some of those things were very confidential and I couldn't share them. But the things that were not confidential, that were very much of a grind, that wore on me, I would certainly share with my wife. Probably certainly not as much as some people share so that if I had to answer compared to what I think other people share, I would probably be at the low end: on a scale of 10, closer to 4.

SHE WAS HAPPY WITH THAT?

Yes.

WHAT DID YOU SEE AS YOUR ROLE IN THE FAMILY DURING THOSE YEARS?

Provider, someone to lean on, I think the same as your role as a coach, except in a different setting. A role model, someone to confide in, a friend at different times, an authoritative figure sometimes and that's a hard one when you are away a lot and you still have to be an authority figure. I may not have handled that that well.

WHEN YOU WERE AWAY, DID YOUR WIFE TAKE OVER THAT ROLE?

Right, but very uncomfortably; she's a very nice person and would rather avoid all of those conflicts and things that are necessary in that kind of setting.

WHEN YOU WERE HOME, WITH REGARD TO HOUSEHOLD CHORES, DID YOU TAKE PART IN THOSE?

When I was home, no not really, but I never have. I help wander through with my wife doing general cleanups...I shouldn't say that because the kitchen is a rotating thing and if you're home, you get on the schedule; you have your days. But I'm not very handy at anything. See a lot of people have hobbies and I don't have any of that. So that when I'm home I spend time with my family and sleep. I do work that I have to do but I'm very lazy so I don't do any extra work I hope. If you were to ask my kids, they would think I was the lump on the couch. Now hopefully that was when they'd come home I'd be on the couch and then I'd be up and spend time with them. I'm not handy to this day, I don't own a hammer or screwdriver or anything. I don't intend to.

HOW DID YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPENT AT WORK COMPARED TO AT HOME?

Well, I think you have the guilt feelings but also I'm a realist. There's no way in the last few years that we wasted any time. In other words, we were away from home as little as we could and we justified everyday away from home. But early on I made very bad decisions and that's a matter of growing up as a coach. I think you always have a little bit of guilt feeling about being away from home but that urged me on to work harder while I was away. And we also told our players that they had to think really hard about that. For instance, a veteran who said, 'Could I come into camp a day or two late or leave a day or two early?', we never questioned them as to why. That was one of the things I think players appreciated-that if you came to me and said, 'Can I come into camp 2 days late?', you don't have to go through a song and dance to justify it. With the veterans, we thought they realized how important it was and if I didn't, I might spend some time with you but they, I would say about 80-90% of the time, they got their request if it had to do with time at home.

AND HOW DID YOUR WIFE FEEL ABOUT THE TIME YOU WERE SPENDING AT WORK AS COMPARED TO AT HOME?

I think she's a realist. She's a nice low-key person and this is the way I make my living. Most people work from 8-5; I never worked from 8-5. I might not be home for 2 weeks but then I'd be home for 2 weeks. So, I guess it's either a feast or a famine and I don't know how...I don't think she had any choice or any experience any other way because she grew up in a household, an only child, where her father worked 8-5 and was home every single night. So she can relate to that as a child, but as a wife and mother, this is the only life she's known and it continues to this day. I'm on the road a lot.

WHEN YOU TOOK THE JOB AS NATIONAL COACH, DID YOU DISCUSS THE JOB WITH HER? HAVE YOU ALWAYS TRIED TO DISCUSS YOUR COMMITMENT TO COACHING?

No, except that she knew my commitment to {the sport}. She kids me, before I took the job as national coach in Canada, I really didn't know what it was about anyway so if we had discussed it, it would have been an unintelligent conversation. But we were in Florida and we were looking at schools and she reminded me that since we've been married we've made 2 changes, 2 moves and we didn't discuss either of them. I just would tell her, this is my job and this is what we're going to do and she felt always that her role was to back me on those choices. She kids me saying when we were in Florida looking at homes, not so much homes as schools, she said she knew we weren't going to stay because I make emotional decisions and this was too intellectual, too detailed. She knew that I was just spinning my wheels and she's right. I had an offer to go to Italy and talked with her about it a lot and she stopped me once and said, 'We're not going to go to Italy...first of all because we're talking about it and if you were going to go you would have made up your mind and secondly you don't want to leave the athletes'. See it wouldn't change my life at home. So, I'm sure that if I wrote a book I would say we consulted on all this because it would look a lot better but it's not true.

HAVE YOU TALKED ABOUT YOUR COMMITMENT TO COACHING?

She knew. We were in love with each other and her idea was to support me in whatever I did and mine was to try and help her in any way I could. I know that sounds kind of wishywashy and I don't think we ever expressed it that way, but I think she feels that her job as a mother and my wife was to support me in whatever I was doing. Had she gone off on a career, it might have been the other way around or a different relationship. {Wife} wanted to stay home. She was working when we got married and when she got pregnant, she worked 6 months after we were married. Now, she feels that it was her career to raise those kids and she's done a super job; that's for sure.

DID YOU TALK ABOUT YOUR COMMITMENT TO THE RELATIONSHIP?

To each other? No, but I think that we spend, what is it?...if you act like something, it will happen?... and I was going to say that we spend a lot of time, pardon me, not a lot of time..... (end of part one of conversation).

INTERVIEW CONTINUED A FEW DAYS LATER...

I ASKED YOU EARLIER IF YOU THOUGHT THAT THE COACHING WORKLOAD AFFECTED YOUR RELATIONSHIPS WITH YOUR FAMILY AND YOU MENTIONED THAT YOU HAD TO MAKE SOME ADJUSTMENTS...CERTAINLY TIME AWAY AFFECTED RELATIONSHIPS...CAN YOU THINK OF A SPECIFIC EXAMPLE OF HOW IT AFFECTED YOUR RELATIONSHIPS?

Not my immediate family but...for instance I was on the road somewhere, I don't know where and my lawyer died in the States and I didn't make it home to the funeral and it really bothered me. You know, by the time {wife} contacted me and I got back home, I didn't make it home in time. So that hurt for a while and in fact, for the first time {wife} kind of lied for me. {Wife} won't say I'm not here but for instance I was

supposed to be home on Monday and I got home Friday trying to get to this thing. I just was down which I'm usually not, I usually can handle things pretty well and so I asked her, 'Look, I'm not supposed to be home until Monday, is there a chance that when people call, you can just tell them that I will be home Monday?' So she did that. To me, that was a great concession on her part because she doesn't do that. I'm trying to think if there is anything...no...You see I've been doing this ever since we've been married and I made all of our children...that to me was an important thing....I was physically right in the hospital, right next to the hospital when {wife} had all 6 of our children except the last one. And the last was the only one that was secure. Poor {daughter} was in Worster at a children's camp two hours away so I was over there doing some work and {wife}'s father thought it wasn't that important to call me and so...because they would have had to call me at 11:00 at night and I would have got over there at 1:00. But I would have been there. I don't know whether that's an accomplishment in life but I felt good about it. Had I had a normal job, I might have been away anyway. I might have been on a vacation...not a vacation obviously with {wife} in the hospital...but those things I think...I think I mentioned to you that {wife} talked about the advantages of the type of job I have. I was a university coach and she had some kind of an infection after one of the children so she was kind of really beat up. I was able to stay home every day until 3:00 until the babysitter showed up, actually it was a girl who ended up living with us, she would show up at 3:00 after school and I would jump in the car and go to practice. As {wife} told me, there's nobody else she knows (I did that for three weeks), there's nobody else that has a job that says 'I'm not going to go away'. When things, and maybe I'm trying to look at the positive side of things because I think that's how you have to look at things, I can't think...I'm seriously trying to think of when it was a major problem...I can't think of any time something came up that {wife} had a hard time handling it because I wasn't there...But she's a very self-sufficient young lady. I think she's developed skills just as I

because of my job have developed skills. There's a second part of it, the family now has to develop skills to cope for the fact that I'm not here a lot, they have other skills for coping, that I know that they can handle...To have "celebrity" for a father is, well, from what I can see in the paper, something a lot of people don't handle well. But yesterday we had a dinner here and {daughter} was in, my oldest {daughter} was here and {other daughter} who is married, so we had the husband and we had a boyfriend in there...but anyway I stumbled over some word and {daughter}, the youngest, jumped all over me, she said, 'My God, does everybody who speaks for a living have trouble with the language? Can we get a simple sentence out of this man?' I couldn't think of a word and kind of got stuck on it. They've coped by kidding about what I do. The other thing is, I came home and I was a little bit of a hero when I came home from this last trip because this last trip, Saturday when I was walking I met {tv star}, he's this huge man from {tv show}. Well, I don't watch {tv show} but I do know {tv star}. I met him at some celebrity thing and he's a charming guy. So he and I and his brother and his brother's girlfriend had a cup of coffee. Well, I met the president of CNCP and the president of IBM on that trip and I could have met Wayne Gretzky, well, Wayne Gretzky I guess is a real celebrity, but I could have met Gordie Howe or the president of the Blue Jays, but the fact is that I met {tv star} was worthwhile bringing up at the dinner table, discussing what he said and what he's doing. And the other thing that helped me was that I met {tv star} and {tv star} just started yesterday as the anchor person on {tv show}. She's a girl that I coached. So those are pluses. What I like is though {tv star}, they don't know her that well because she was very early, but they did know her as a girl who came by the house because she was one of our players and that's the reason she was important, not because she was on {tv show}, it was somebody we knew on {tv show}.

SO YOUR FAMILY HAD TO DEVELOP SKILLS LIKE AN INDEPENDENCE, THINGS LIKE THAT...

But I don't think any of them are bad skills. I don't think, for instance, nobody leaves this house without kissing goodbye {wife} and I. Unless somebody's late and {wife} is downstairs, they yell down but I mean if I'm here, my daughter or son, my son just left and said, 'I just want to remind you how much I love you'. Now, that's something that I've gone out of my way to do and maybe I wouldn't had I been 9-5. I may not have realized it. But I know sometimes, if I'm going away, I'm going to be away for quite a while.

SO YOU MAKE THAT LITTLE SPECIAL...

Ya, I make that effort but it's reciprocated. The kids do a pretty good job of it.

SO THEN WHEN YOU SAY ONE OF THE THINGS IS THE TIME AWAY, IT'S JUST THAT YOU HAVEN'T HAD AS MUCH TIME AS SAY A 9-5 PERSON...

Yes, that's all. {Wife} tells me, we always say quality time...but I'm not sure about that, but as she says, when we're home, we do everything. When I'm home, I don't go anywhere. I have no other things in my life. I tell people-it's my family, religion, my friends, {sport} team, my business and those are the only things and they all kind of flow into each other. My friends might come here, but I don't go to bars, I don't go to movies, I don't go to sports shows and anything like that that I do do, I try...this week, I'm going to Venezuela to speak and I would take somebody with me but I'm only there for a day. I'm going to Atlanta on the way home so I'm only gone Thursday, Friday, Saturday but then Sunday, my wife and I, my sister who's never gone there (she's another part of our family; she's from New York) and my two oldest, we're going to Hawaii. If the others were not in school and tied up, they might go also. I come back, I do some other things, go to the NBA Allstar game...Now the NBA Allstar game to me is something...I may not even get to the game but I'm going with my younger boy who's going to go with me; he's in university. In June...earlier than that, February 14, the

great Valentine Gala which is Harry Belafonte but which in the past was George Burns and Bob Hope and I work with them, my kids met them which is a nice thing, I'll come back to that...But when I spoke to my son today it was about how much time it would cost him to come to that, it's in Toronto. In June, everybody that's free which would really be the college kids for sure, will go to the Wayne Gretzky Softball thing and spend four or five days there. They'll meet, not that they are interested in the sports celebrities, there's all the soap opera people and they'll be 'Wow here we are' and that kind of stuff. And that creates stuff like {daughter} was talking yesterday about - 'Why are these people going to Hawaii, you're going to be busy with {relative} and Mommy, why don't I go as a guide, I've been there'...so that these things evolve into big discussions.

HAVE YOU ALWAYS TRIED TO TAKE A VACATION WITH YOUR FAMILY?

We do. Hawaii is something that we told the kids...like I didn't get to Hawaii until I was probably 40 because I was working here etc....so we said let's finance it. We said Hawaii is just too far to try and go there regularly, just the flights would drive you crazy, so we said let's do this: the first flight to Hawaii, let's make sure that we take care of it. So we took the four younger the last time and now this time, the 2 oldest, it's their trip. But we've always spent 2 weeks at the Jersey shore which is about 40 miles north of Lennox City. I love the ocean and it turned out, it was selfish for 2 reasons: I love the ocean and I can't get enough of it, not the sand but the water, I just love to be in the water; my sister has been going down there for 10 years. So this was 2 reasons; it was the ocean and secondly we get a chance for the kids to really spend time with her. We live here and they live in New York. {Wife} is an only child and it's just my sister and I. It turns out that my sister is there, my cousin is there, who's got 4-5 kids who we grew up with and a good friend who's a coach out in Utah ends up coming there and I made good friends with another {sport} coach who I knew a little bit...But we have been

there, we've been married 25 years, we've been there every summer and every winter for Christmas together. Now this Christmas was a little bit off. {Daughter} spent Christmas Eve at her inlaws up north and they were here for Christmas dinner. {Daughter} left soon after Christmas for New Years. But over that Christmas we had my grandfather and grandmother, I mean their grandfather and grandmother, our whole family was here. And we work hard at that. As {daughter} says she knows people who haven't been with their family for Christmas or for the summer since they've been seventeen.

WHEN YOU ARE HERE, DO YOU TRY AND SPEND TIME WITH YOUR WIFE JUST THE TWO OF YOU?

Well I'm getting ready to go away so this is panic time. So I'm trying to get 100 years work done. I leave here Tuesday at 3:00 and I don't get back here until February 8th, 7th is the best I'll come back but probably the 8th. And {wife} leaves Sunday to go to Hawaii and will get two weeks there and I operate a business so that's going to go; there's so much to do as you can see. So we will spend alot of time there together. My sister and my wife and I will spend a whole week together because the kids are only going to spend a week there. {Daughter}'s got a job and {son} has got to get back to school.

YOU MENTIONED EARLIER THAT WHEN YOU WENT TO A COMPETITION YOU TRIED IF POSSIBLE NOT TO COME BACK TIRED, WOULD YOU STAY AN EXTRA DAY EVEN TO DO THAT?

The competitions, no, because you're away so much you want to get back. You just can't. They kid me about it; they put up with me laying on this couch for 2 days to get over a trip to China. But for instance when I speak, I was away this week, I left Friday afternoon and came back late Sunday night. But I made sure I did a lot of

resting. I had a meeting one night but the other time I went right to bed, I try to get an awful lot of rest. So when I came back, I came back yesterday and I had to do a lot of work but we spent maybe 2 hours with everybody eating, cleaning up and doing these kind of things. So yes, I think it's essential for a few reasons. In coaching, you either...I don't think you're going to learn how to make decisions when you are really tired, so you want to be rested for games so it's a habit you get into. The important thing to me when we go on a trip is the games and the practices. So I want to make sure I don't get into a game and be dead tired and make a sloppy decision and hurt our relationship with the players. When I'm home, the same thing applies. I was talking to my son this morning; I'm glad I went to bed at 9:30 last night because when I talked to my son, it was a pretty important situation. He broke up with his girl and we went maybe an hour. I'm hoping he can put it off now until Sunday when we go to Hawaii. But I'd feel bad if I'd been out late last night and was dead tired and had to try and...you know how hard that is to try and think, 'How can I say this?'...not so much what I want to say but how can I say this so he can understand it and it will be clear. So that's what I'm concerned about, I'm concerned about being tired and making mistakes. Also I don't want to come home and lay on the couch although I do that a lot because that's MY recreation. When people ask me what I do for recreation, I say, 'That couch!' I'd like it better if they got a decent couch downstairs but the kids put together some thing that will break your back, some crazy modern thing. But the thing that came up yesterday, we were talking and it's not original, we were talking about...well, one of the lines is 'Why do you sleep so much?' And I said because my philosophy is that people should do what they do best and one of the things I do very well is sleep. The second thing is I reminded them that television does for me what my speeches do for audiences; it's a cure for insomnia.

HOW HAS YOUR WIFE FELT ABOUT YOUR LEAVING?

You could ask her...but you see we started that way, that's the other thing. And she's got war stories about us dating, she was kidding...here's how it started, when I proposed, I proposed on New Year's Day at 3:00 in the morning, not tired...the thing was because of my life it was, 'We have to get married in the next six weeks'. I know exactly why, it was 27-28 years ago, whatever {daughter} is, a year longer than that, but the reason is that we're Catholic and we wanted to be married in a religious ceremony and Lent was starting in 6 weeks. So if we went then, we couldn't have a real pompous kind of ceremony so now that started that. And Lent is 40 days and then we're kind of getting into the camp season. You don't want to get married into a camp and have a honeymoon. And then as soon as we come back from camp, {sport} season starts. And so we had to get married in 6 weeks or a year from now about this time. So that's how it started so you can imagine her trying to get mommy and daddy and trying to get organized and running through this whole thing. So I think she's kind of used to it. And by the way, she's a wonderful young lady who's made those adjustments and not everybody could make them, and so it has to do with her background. The rest of it is, she's the one who had the choice. The kids get after her about this, you know when I do something really stupid they say, 'Mother, we don't have a choice, he is our father, but he did not have to be your husband...how could you ever...?' Or if I kid her about not being smart, the kids say, 'Obviously you're married to this man, it's not a sign of intelligence'. So the idea is that they made that adjustment.

DO YOU THINK THAT YOU CAN HAVE EXCELLENCE IN LIFE AND EXCELLENCE IN COACHING?

Yes...can you have an excellent personal life and do an excellent study? It's up to you to decide, I mean some people don't think so. I think so. I realize that we're second only to police officers, people in sport have some of the worst chances of

success in a marriage. But I think that is still the individual and I think professional athletes and coaches have such a wacky lifestyle that if they don't discipline themselves, they are away from home...I just think about it - not so much coaches but athletes, but coaches are secondary to athletes because they are there and especially when they are younger and are away from home with very few people keeping track of them and they do have money in their pockets. They're living in exotic places and they meet a lot of people who are impressed with them, male and female. So that the chances of you doing things you never would do in a normal life are just exaggerated. The opportunities to screw up are more. And if you ever go looking for them, they are multiplied, they increase a lot, almost geometrically.

SO YOU HAVE TO HAVE DISCIPLINE...

Yes, but I don't think coaches have an out on that because you are always talking about discipline: the discipline of the game, the discipline of the sport, the discipline of the team camaraderie, so we're into discipline so that ?????? the problems, the temptations and all that, I think that's a cop out. Everytime I talk to a business, not every business but the businesses I feel close with, I say, 'This is not natural but if this is not a lot of fun, go away'. And if people say 'I'm away from home too much' and I might say it but what I mean is 'I'm away from home a lot because of my job', if it were too much, I wouldn't be away. Too much to me means that it's not fair. But I'm away a lot. If that hurts too much, then do something else. Nobody has to coach and nobody has to play. (change tape over) I just think it's compounded by the lifestyle that we live. The guy across the street works 9-5 and he stops at the bar on the way home (let's just say he stops at the bar on the way home) and that is his, I don't know if temptation is the right word, to screw up his personal life, his family life. I'm on the road 2 straight weeks now if I also, which I know some people do, if I also when I go down to the office, stop at the bar on the way home, I'm not sensible. I think the

crucial time is when you start. I think if I were the national coach when I first got married, I might have a lot of trouble. It just hit me now. Because when I first started coaching as a national coach, I had no...we're hoping now to get some guidance. We had nowhere to turn, so you are doing everything by the seat of your pants. We travelled too much, we travelled excessively. I didn't know it at the time. We made trips that we didn't have to make, we made 5 week trips when they could have been 3. They certainly should have been 3, and they could have been 3 had I had more experience. Now, thank God...that probably would have been a rude awakening for someone early on in a marriage. I was married probably 9 years. So that was a lucky break. So that is one of the things when thrust into a job that requires you to be away a lot and you are away more than you have to be until you learn how much you've got to do. Now we are away 3 weeks and that's for the athlete more than the coach because it's the same thing for the athlete. If you play for our team and we're going to play in the Olympics, we would take the last game of the Olympics, the last possible game in the Olympics and say you should be with your friends and your family 22 days before that. That's a financial commitment we have to make because we train and then we have to send you home. And we also agree that to send you home for 3-4 days is a waste of time, so we will send you home for 7-10 days which means that we have to trust you to stay in shape, that you will do certain things for us that you would do with me around and then you are going to come back and you'll have to forget your family, put your family way in the back of your mind and get to work. That's an adjustment that we've made that's helped my life; it was made for the athlete which I think is who all the decisions should be made for.

LOOKING BACK IS THERE ANYTHING...YOU MENTIONED CUTTING DOWN TRAVELLING AND ALSO YOU MENTIONED YOU WOULD HAVE STARTED BRINGING YOUR KIDS EARLIER, BUT IS THERE ANYTHING ELSE YOU WOULD HAVE DONE DIFFERENTLY WITH REGARD TO YOUR FAMILY LIFE?

I can't think of anything. I'm sure there are a lot of things but they don't come to mind and if they were really important they would. The second one is more important because there is no way I would have had the experience to know to cut down the travelling when I started. So that's a mistake I almost had to make to learn how to be a national coach. The other I could have made that decision earlier but I thought it was self-sacrificing...I don't know what I thought but for some reason I thought it was the right thing to do.

WERE OTHER COACHES, ASSISTANT COACHES WITH THE TEAM ALLOWED TO BRING THEIR SPOUSES/FAMILY?

No one was in the situation I was in with children who might go. Now we did have wives and we didn't have the choice because {wife} couldn't go. There was a lot of travelling that I did that I wanted her to go with me. I didn't realize that I could have said... as long as they were old enough...{daughter} was 7 or 8, she could have gone to almost everything except PanAms, World Championships, the important competitions. Because those were the benchmarks, the things we were judged by, everything was invested in getting ready for those.

SO DID YOUR SPORT HAVE A POLICY OR...

No, our sport didn't have any policy.

SO IT WAS JUST HOW IT WORKED OUT?

Yes. And we had a policy because we felt that it was the best way. For instance when we had a training camp, one of the reasons we trained in {city} quite a bit was because we never had a player from {city} and we thought...I could discipline myself...I know something when we trained here I would have gone home more often but what I thought was, and maybe for younger players it would make a difference, but I thought

that the fact that I stayed downtown, probably at {training centre}, the fact that I stayed there with the team and other coaches and didn't come home, was a good example. And also what I was concerned about was they didn't see me walking out and going back to my family and feel, not feel that I had made less of a commitment but examine their commitment...is it all worth it? I didn't want them to think 'I wish I could go home'; now they may do that, but I haven't slapped them in the face with it.

SO EVEN WHEN THE TRAINING CAMP WAS HERE YOU WOULD STAY...

I would bring them out here. I would visit my home when the kids were here. In the summer, we'd come out here, usually in the basement, we'd go play softball, touch football, we'd have beer and sandwiches in here. {Wife} would make up all kinds of junk, nothing hard but what they wanted. We'd sit out there and sing and dance or whatever and but the time we were done, there'd be 4-5 of the guys out of the 12 laying all over each other asleep downstairs watching television. I don't know if I'd come home every night but I would come home.

IF YOU KNEW A YOUNG COACH WHO WANTED TO BE A GOOD NATIONAL COACH AND ALSO TO HAVE GOOD RELATIONSHIPS WITH HIS FAMILY OR HER FAMILY, WHAT WOULD YOU RECOMMEND TO THEM?

Delay getting married until he was established, until it was fully understood what he was doing. I think that would be an advantage. I think if I would hire an assistant coach...not in Canada...but as a university coach in the States I made that decision. that the two key coaches I had were both married. One of them did not handle it well; he probably hurt his marriage because he put his sport ahead of his marriage. He didn't play around or anything, but as I said to him, 'You're on the road 5 days out of 7, the 6th day when you are in the office, you can't stop at the bar, you can't spend 2 hours having drinks with the guys on the way home because those are guys who are

home the other 5 nights and you're not. But if I had to do it because of the demands, I think I would put less demands on those guys because I realized they had families. I would prefer to have and I had some assistants who were not married who would just say 'Goodbye, see you in 3 weeks'. And that would be one. The second is to communicate with your family so that they understood. When the kids were old enough I talked to them about what I do; I mean I reminded them that, there were times when we didn't have any money, but I reminded {wife} and the kids so it was up front- I can go and teach over in that school and we can survive and I can be back here every day at 3:00 and when you get back here, we can see what we are doing. It was never...I don't know if it was taken seriously. The other thing is I think to explain to my spouse if I was a young coach how important this is to me, that this is not a job, it's almost like a passion to be a coach and I think then, and {wife} knows now, I don't think I ever expressed it that way but she knows that and for many years, not now, but for many years, that's what I had to do and if I had to sacrifice one or the other, I hope I never would have gotten into that situation and I hope I would have made the right decision but there was a chance because of the passion involved that...it's a love affair and as I've heard people say, 'My husband's got a mistress but it's his team, it's not a woman'. Now see if you drink or run around, you compound it because you already have one major distraction from your family. And I think that if I enjoyed chasing women, I don't know if enjoyed is the right term, but if that is something I wanted to be into, then I should get a job where that was the only challenge to marriage.

WHAT ABOUT SPORTS ASSOCIATIONS COULD THEY...YOU MENTIONNED PERHAPS GIVING MORE GUIDANCE EARLY...?

First of all, and I hope that this CANC is going to do that and I'm juiced up because that was one of the meetings I was at but that's a professional organization and that's one. But one thing the sports associations could do is do what they do is

business, I coached {sport} for 17 years and in all that time, no one ever said, 'Why don't you bring your wife?'. I worked for Carling O'Keefe for 10 years and first thing they told me was, 'When you'd been on the road a couple of times and you've made 2-3 trips and been away, take your wife every 4th or 5th trip. And don't ask, we'll tell you if you are doing it to much'. It wasn't even 'ask us' or a suggestion. They said, 'You do it and if you're doing it too often...'; I did it too little but that was {wife}'s decision. And they probably also meant take your son or your daughter. So the situation is to understand the demands that are put on coaches and one is, if in fact they have the money and I know it's hard to come up with the money but there's so much money, I think about 60% is spent on administration anyway, having someone's wife along...Secondly, realize that to make that coach travel for a weekend makes it 43 weekends he's away this year, not 2. And really think in terms of not only coach but professional staff because executive directors are not exactly the same thing but they are in a ?????.

SO A BETTER UNDERSTANDING OF WHAT THE JOB IS?

I think they could do a better job in human relationships in general so I had less time worrying about my relationship with the sport organization, that I could now take that...see if I've got 10 hours to worry about relationships today, I should spend 9 1/2 worrying about this relationship or thinking about this relationship, not half on this and half on you and we see that now with this CANC, we see how much of this...how much stress is being imposed. I think that Sport Canada could do it by streamlining reporting processes. Coaches when they come home, they don't have to do...I never did it. I can't tell people to do what I do which was ignore many of the demands that were put on me, totally ignore them. People said that reports had to be in by a certain day, I made a decision. Two things that were important to me in that relationship were my family and the team. If they didn't do something that was really going to affect the

team and it was just a convenience to you to have me do a 3 hour report today, I didn't do it. And it's an old term and I can't recommend to everybody, everybody has got to do their own thing, but it's an old thing: 'It's very often easier to get forgiveness than it is to get permission'. And so I did an awful lot of things like that. I also I took my job very seriously, I didn't take myself seriously and I didn't take the relationships that I didn't feel were important seriously. And this is not anything anyone would subscribe too, certainly Sport Canada would not subscribe too but I just took those relationships very casually. I knew where my loyalties were and I knew where my responsibilities were. And too many organizations try to make coaches responsible...demand loyalties from coaches that way and I feel very strongly that if you are my boss and I coach or if I managed people in business, that I should not be in a position where I should have to please you. I should please you the way athletes please me and that is by doing my job. My responsibility should be to keep them happy, their responsibility should be to keep me happy. In great businesses that's how it's done. Unfortunately, most sports are not very good businesses. Whose fault it is I don't know, maybe it's the government's fault. So my recommendations would not be taken seriously but that's it...to ignore some of them. People talk about stress, and I may have mentioned to Terry, I don't believe in it, I just don't believe it. There's a physical stress if I don't rest enough but as far as me worrying about this interview, that's my choice and I choose not to get not to get bothered. If it's good, hurrah and if it's not good and it's a problem, I hope it's yours and not mine. But that's hard and I wish I could do that all the time. But that's how I feel. I realize that most people can't do that. I told my son, he's too much like both of us, I don't know if the word is sensitive but he concerns himself too much about people and I don't know if you can do it too much, you can certainly do it too little, but he spends a lot of time worrying about the feelings of people and normally that's good but in the situation he is in, it's bad. And then he gets from my wife the fact that he doesn't mind worrying; so that he's got the worst of both

of us for this situation anyway.

I don't know if we could have sabbaticals; that would be a thing. See I had sabbaticals but I just made them. For instance, once my schedule is made, which in international sport is another problem...In Canada, I think we are more organized than a lot of countries, maybe we are too organized but...for me to say that we are going to go to a tournament on August 15-20 next year, the first thing I would say is - in the month of August. That means if you are smart, you would put away the month of August. In international sport, the month of August 1990 could be changed to May 1990 like that, in April. So that puts great pressure on me to try and organize my family because I have to have the team there and I can't say no. And a great example of that is Mexico, not a major tournament, but Mexico said, 'Can you come to a tournament in May?' So we said, 'Yes'. Well, May came and there was no tournament so they said the tournament has been changed to June, 'Could you come?' And we said, 'Yes, we could come but you've got to give us some information'. Well they didn't get back to us; they said around May 15th. And I was laying in bed and I got a phone call from Mexico wondering where our team was. Our team was all over Canada. 'Well we had a discussion and we said the 15th and we thought you were coming here'. He yelled, I didn't...I might have yelled back, I just hung up. And he called back maybe 3 times in a row... 'How soon can you get here?' There's no way...you know, get money, get the flights. We could say internationally - those are the dates, if the dates change, cancel it, don't ask us to make adjustments because we can't. But once we got the thing set, PanAms aren't going to change, Olympics aren't going to change, so once we got those set, I would put aside my free time. When I'm in {city}, I eat dinner in that room. When I'm in {city}, Sundays...and I try and be home, Sundays are set in this house with all of us. For instance, yesterday was Sunday, I didn't get home until late, but the fact that it was Sunday, whether I was here...my youngest daughter, my oldest daughter and {daughter} is married, they were all here with boyfriends, the idea is that they were

here. And everybody else, the boys or girls if they were home from college, they would stay here on Sunday with mommy... and daddy if I was home.

HAVE YOU ALWAYS RIGHT FROM THE BEGINNING BEEN ABLE TO SKIP SOME OF THE ADMINISTRATION THAT YOU THOUGHT WAS NOT IMPORTANT?

I don't know if that's a strength, it might be a failing. I was in the army and we were in leadership school and they were training us to be officers to go into combat. One of the things was making beds and keeping floors clean and hanging clothes up straight; the other was to not fall asleep in class when they were talking about shooting people. One was demerits and yelling and screaming and not being able to go out on the weekends...one was tremendous embarrassment socially, the other was you were thrown out of the school. The second or third time you were caught sleeping in class and got a demerit, you dropped out. And there was the place they put tremendous strains on you...by the way it was good training...you were only allowed 4 1/2 hours sleep every day. I don't like 4 1/2 hours sleep but I learned to do it. The 2 things I did was I went to sleep when I wanted because you didn't get kicked out for going to sleep out in dorms. You weren't allowed to go to bed until 11:30; if you got caught, they punished you. And you had to get up at 4:00. So I, and it's not a good role model, I decided what was important in my life and sleep to make sure I didn't screw up the next day was important. I went to sleep at 10:00 fairly regularly. I got caught once in 6 months and I had to run for the whole night. They made me grab a rope and I stayed behind a truck that was checking up on people who were going to sleep too early and in balance, it was worth it. The other was, was I going to ????, we used to have these discussions, I don't know if they were logical, we'd sit around and I would give my explanation of the world (by the way, some of these people have become my best friends) and I would give my explanation. I said we are being trained to be leaders and I'm making a leadership decision: I can clean my dirty rifle, I can straighten out this

mess over here, I can shine my shoes, I can do this floor, or I can go to sleep and I am making a leadership decision, I am going to bed. And I'm going to have a dirty rifle, sloppy floor, dirty shoes but I'm not getting thrown out of the school. I probably broke all the records for demerits but survived while other people had no demerits but made mistakes in test situations and I think because they were tired. So I don't like paperwork although now I'm writing a column! I might write a book. There's so many things I never thought I would do. But those I take not as paperwork but as self discipline; they're challenges more than anything else. But the paperwork you have in national coaching is not a challenge, it's a make-do. I really think it's a make-do situation. That if you're not doing something great right here, you may win a big game here, that should stand by itself and that's not as important than writing a report about it...and I know why now, the game is gone, but the report is there and you can pull it out five years from now and say, 'Look what I have'. And I do that too, I save too many things. We have boxes in every other room except here but we have empty boxes...they are full of paper if I spend 3 days here, I fill 2 empty boxes this size full of paper that's thrown out because I realize I don't care anymore. But I don't think amateur sport and the government have got to that level of maturity where they throw out a lot.

SO ONE THING THEY COULD DO IS REDUCE THE UNNECESSARY PAPERWORK?

Yes and think in terms of sabbaticals which would be hard. I don't know if I would ever want one but...Do a better job hiring so that when I sit there and I'm being interviewed for this job, I know the demands of this job and they're not exaggerated which would be hard to do but they certainly are not minimized. They would talk about the amount I'd be away and this and that so that I get into this with my eyes open. The other thing is to pay me enough so that when I'm not working, I have the wherewithal to take my family to ski this weekend, to make me a professional since you are treating me as a professional. You're not telling me 9-5. But also to cut down the 9-5 part of the

job: to cut down the reporting, the justifications, to establish clear goals as to what's expected from me at the end so that I can say, 'There's where I'm going, this is what I have to do to get there, this is how it's going to affect my personal life'. I should be taking care of that; I don't expect them to be worried about my personal life. I don't want them to feel that's a problem. So now you made that very clear where we are going and I have a better idea of what I'm doing. We have to establish an element of trust so that there is less of my responding to this back and forth.

SO YOU ARE ALWAYS SORT OF ON THE LINE, HAVING TO JUSTIFY WHAT YOU ARE DOING?

I have to justify what I want to do, but it's always hard for people to give control. See I think one of the things that would eliminate whatever stress, I'm saying me as a national coach, would eliminate it...I don't know, probably you and Terry would know better...I think one of the things that is very stressful is the sense of not being in control. See to not be saying 'How am I going to get some time with my family?'- if I do that and spend 5 hours with my family and sweat all of it, it's 5 stressful hours; whereas if I say, 'I have control of all of this and I'm going to spend 2 hours with my family even though I haven't spent as much time as you have', I've enjoyed it more... those kind of things. To think about things, to schedule better the things that can be scheduled, you can't schedule events...Those pointsettias up there (on the mantelpiece), I spoke for Coca-Cola. I was away on a weekend and when I came back, {wife} had that. It wasn't Christmas, it was earlier but they said, and I don't know anybody who does that in sport... 'Thanks very much for letting us have your husband'. Maybe Sport Canada in their wisdom, in the seminars we have...is Terry going to hear this thing?...this is for Terry...for the many useless seminars we have that are put together and not just by Sport Canada...and maybe one of them could be to spend time and have the families...having somebody like Terry or yourself to come out and sit here with {wife}

when I get hired and say 'These are the things... {Coach} has got a different job. I think the medical profession has some kind of counselling in there for the family. See we do it for alcoholics, prisoners...guys who are not 'normal' , we counsel their family. {Coach} and other national coaches are not normal; they do not have normal jobs and if they were normal, they wouldn't have these jobs. So therefore, why not have available... and I think one thing would be for you or Terry to come out here soon after I've been hired as possible with {wife} and the kids and say,'Here are the problems that could arise... and here is why you have to be understanding...'. At the same time, making it clear to me that I have another obligation; that I can perform better as a coach if I don't have a problem here. I think it's coaching effectiveness and I hear other people say, 'Well, what do we care about {coach}'s personal life?'. In coaching we used to say, 'What do I care about your personal life as long as you perform on the court?...well let me tell you (I don't have to tell you), if you don't have a good personal life...if my {son} had a big game today, somebody better talk to him about what he went through yesterday. And if they say it's not important, he's going to play a lousy game or a good game, it doesn't really matter what he does, it is not predictable that he will be able to concentrate on the game. And we have to realize that coaches are the same. We try to do it with our athletes; from our level down we do it a lot, we talk to our athletes about time away from home, talk to our athletes about where they want to be. I don't think coaches have that option...no athlete has ever said to me, no veteran athlete who I've got to have a lot of confidence in, has ever called and said, 'Coach I've got a problem', (most of them would explain the problem),'Coach, is there any way I can come into camp 2 days late?' They've never had me say no. Very few times have I ever said, 'What's the problem?' And I can think of {player} at least once and {player} at least once, these are veteran players...I can remember once where when they came to camp and they said, 'Coach, here's what happened...', I said,'No don't tell me what happened, I trust you'. That's important to my son; we used to have a nice

car. This guy went down to see his girlfriend around New Years, went down to see her between Christmas and New Years and bring her back up here for New Years and put \$6000.00 worth of damage into it. But when he finally got home, because he wasn't hurt, thank God which is all that really is important when we were on the phone. He said, 'Well I really appreciate you not bothering me, do you want to know what happened?' I said, 'Is it interesting?' 'Not really'... so I really don't know what happened. He was going along and he said he was one of 3 people who smacked into a centre thing. So I said, '{Son}', 2 things: one you aren't hurt and you've had a new experience that didn't hurt'. We leave athletes with that all the time to show confidence so I hope that's going to take any stress off of them but if you showed more confidence in me...and I'll give you a war story as long as this is not identified to me...because I don't want to hurt a sport...we've got a woman's coach, he's been in China for 2-3 weeks with the girls, he's on his way back and he's in San Francisco and we were talking, he was just telling me what he was doing. He said, 'I could stay here, I've got about 4-5 days work to set up training for the next time we got to China because that's the jumpoff point'. I said, 'Good idea'. He said, 'I'll bring my wife down and stay a couple of days'. I think it came down to 7 days. He said to her he would work about 4 days and then they could spend 3 days together. I said, 'Gee, that's good'. I think I saw him as we were changing, we were going the other way. So now it's some weeks later and I'm training at {centre} or {centre} and our president says to me, 'What are we going to do? Blah, blah, blah...the coach is going to do this...' I said, 'What's the problem?' Our executive director says, 'No, not for 4 days work, 3 days vacation...it's probably 2 days work and 5 days vacation'. Then he says to me, 'What would you do if you were in my situation?' I said, 'First of all, I'm never going to be in your spot (because I'm not dumb). But if you mean what should you do (it was one of the few times in my life I knew exactly what someone else should do...and I remember this because for me it typifies the situation a coach is in, not me but him)...I said, 'The first thing, you'll

probably need a lawyer. I would go to his house (say his name is Joe), go over to Joe's house tonight with a lawyer and fire him, get rid of him. And then it puts us in the spot where we don't have a woman's coach; you can have {coach} and he will be the woman's coach until you get a new coach. It will probably cost you some money'. And he turned away and said, 'I can't do it, what do you mean?' I said, 'What I mean is that you don't trust the guy' and I said, 'Let me tell you what we are talking about...see those two guys, one of them I've been working with for 17 years, and if I didn't trust them for one minute, they would cease to exist in that spot. And it's the cheapest thing that will happen, I don't care if it will cost you \$100,000, it's the cheapest thing you can do with someone you can't trust. Now you get rid of him, he's got a million dollars worth of talent, those girls are worth a million dollars, whatever it might be and we have to change coaches. And you don't trust him over 2-3 days in San Francisco to make a decision. He said, 'I can't do that'. So I said, 'Then fire the guy who doesn't trust the coach'. And they're not doing anything like that. I know it's an oversimplification but that's a true story that put tremendous pressure on that coach. That was something he never should have had to worry about and there is so many times things like that happen. The trust... and the communication which would be training; I think those two.

THEY WOULD TAKE ALOT OF THE STRESS OFF?

Oh, a tremendous amount of the stress. If you know what's expected of you and you have some control of your future, in this meeting you feel better about it and you go in with less apprehension. And if it's a career...but it's not. People talk about pro coaches; they are very highly paid. You hear pro coaches saying that if you are a football player, you might get hurt...ya, but you are making a million dollars and if you get hurt...a million dollars takes most people a lifetime to make and you made it this week. I wouldn't want that; I wouldn't want to wreck my knee for a million dollars but if

I made that decision as a pro coach if you don't win this Sunday, you are fired. Well, that doesn't happen in our sport, but I tell you what, they are also getting paid \$300,000 - \$500,000 and they get paid when they are not working. Whereas in our situation people are making \$35,000-\$40,000 and some are not even making that, that's the top grant. Some people are making \$25,000-\$30,000 which they can make in an awful lot of other situations...they can certainly go over there and make that teaching with no one to bother them except their own pressure they put on themselves to do well. That to me is stressful. I never felt that stress but it was there...not that I had the money.

WELL, THANK-YOU VERY MUCH, THAT'S THE END OF MY QUESTIONS. DID YOU FEEL FREE TO SAY EXACTLY WHAT YOU WANTED TO SAY?

Oh yes.