



FLORIDA STATE  
UNIVERSITY

# 15 WAYS YOU AND YOUR ORGANIZATION CAN REDUCE STRESS AND AVOID BURNOUT


Dr. Tim Baghurst  
Director, FSU COACH  
Florida State University

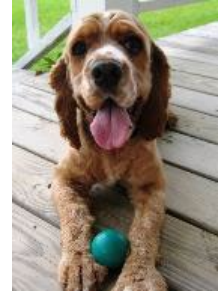
[HTTPS://FSU-COACH.FSU.EDU](https://fsu-coach.fsu.edu)

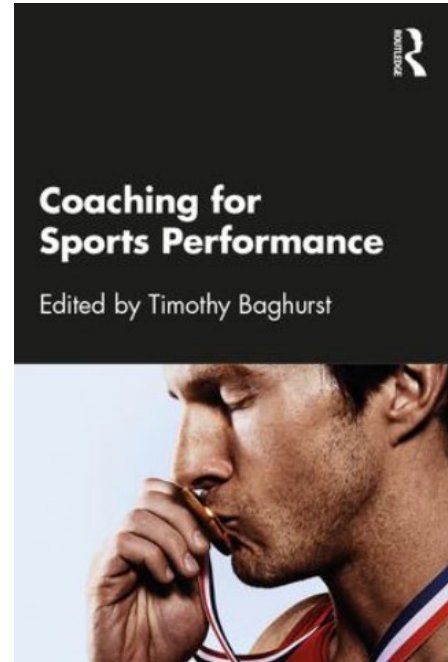
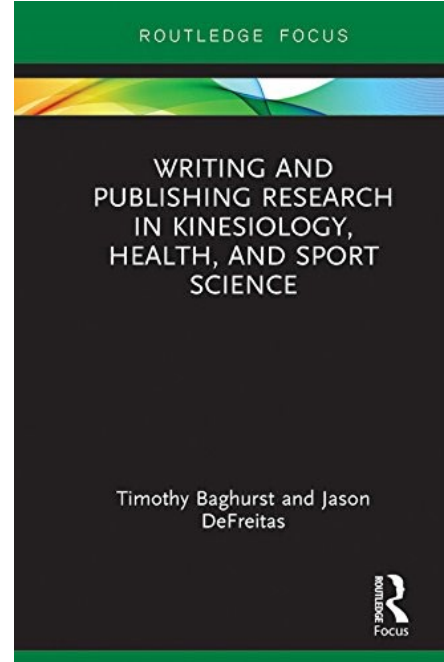
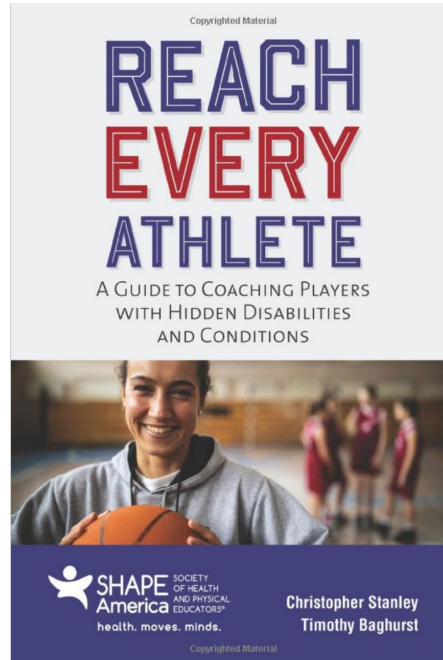
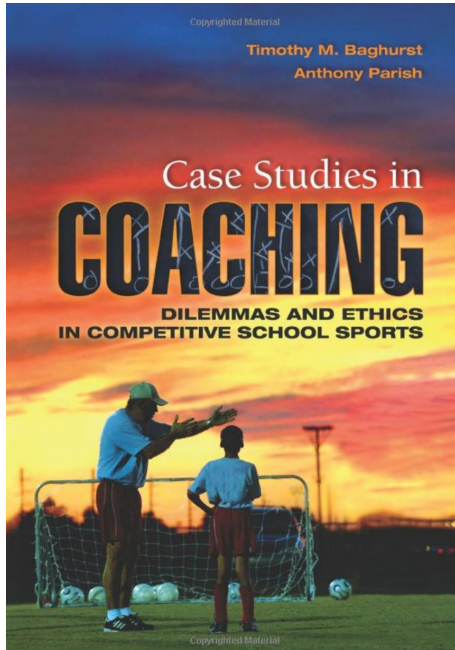
TAG @BAGHURST ON TWITTER



# Who Am I?

- School and university teaching experience across three continents at several schools, colleges, and universities
- Married with two sons, cocker spaniel, lop land rabbit, and a gator who lives around our yard
- 6-time gold medalist at the Senior Racquetball World Championships; racquetball, pickleball and squash 57 coach
- Head Coach, USA Racquetball Junior National Team
- Consult with coaches and sports organizations through Sports Performance Consulting LLC 
- Factoid: I spent nine years in Liberia and Ivory Coast







# Four Areas of Emphasis

- 1. Academic Programming
  - 100% online Master's Degree and Graduate Certificate
  - Built by coaches for coaches
  - Flexible enrollment (fall, spring, summer)
  - No tests; due dates provided in advance
  - No required class attendance
  - Unique \$12,000 out of state scholarship





# Four Areas of Emphasis

- 2. Research in Coaching/Sports Performance
- 3. Coach Development (Individual/Team)
- 4. Organizational Support





THE  
COACH'S  
CLINIC  
HOSTED BY  
FSU COACH

June 2-3, 2023  
Friday Afternoon  
Saturday Morning  
Free

<https://fsu-coach.fsu.edu/clinic>



# THE COACH'S CLINIC

JUNE 2-3, 2023 | TALLAHASSEE, FL

Learn more and register at [fsu-coach.fsu.edu/clinic](https://fsu-coach.fsu.edu/clinic).

## FRIDAY



1:00 p.m.

**BROOKE WYCKOFF**

Head Coach, FSU Women's Basketball

*"Moving Over One Seat: Advice for My Past Assistant Coach Self"*



2:00 p.m.

**BRIAN PENSKY**

Head Coach, FSU Women's Soccer

*"Coach Transitions: The Realities of Moving Jobs"*



3:00 p.m.

**MEGAN BUNING**

Faculty, FSU COACH

*"7 Ways to Improve the Mental Health of You and Your Athletes"*



4:00 p.m.

**TOM FARNIOK**

Associate Director, FSU Football Strength and Conditioning

*"Foundations of Adolescent Strength & Conditioning"*

## SATURDAY



9:00 a.m.

**MELISSA JENSEN**

Department of Kinesiology, Texas Christian University

*"10 Practical Ways to Make Practices More Effective"*



10:00 a.m.

**VANESSA FUCHS**

CEO, WeCOACH

*"Coach & Sport Administrator Best Practices"*



11:00 a.m.

**TIM KRAUSE**

Head Coach, Bishop Kenny High School Football

*"Success Leaves Clues: How to Apply and Adapt the Ideas of Others to Fit Your Program"*



12:00 p.m.

**TIM BAGHURST**

Director, FSU COACH

*"Are We Becoming Too Specialized as Coaches and Sports Professionals?"*



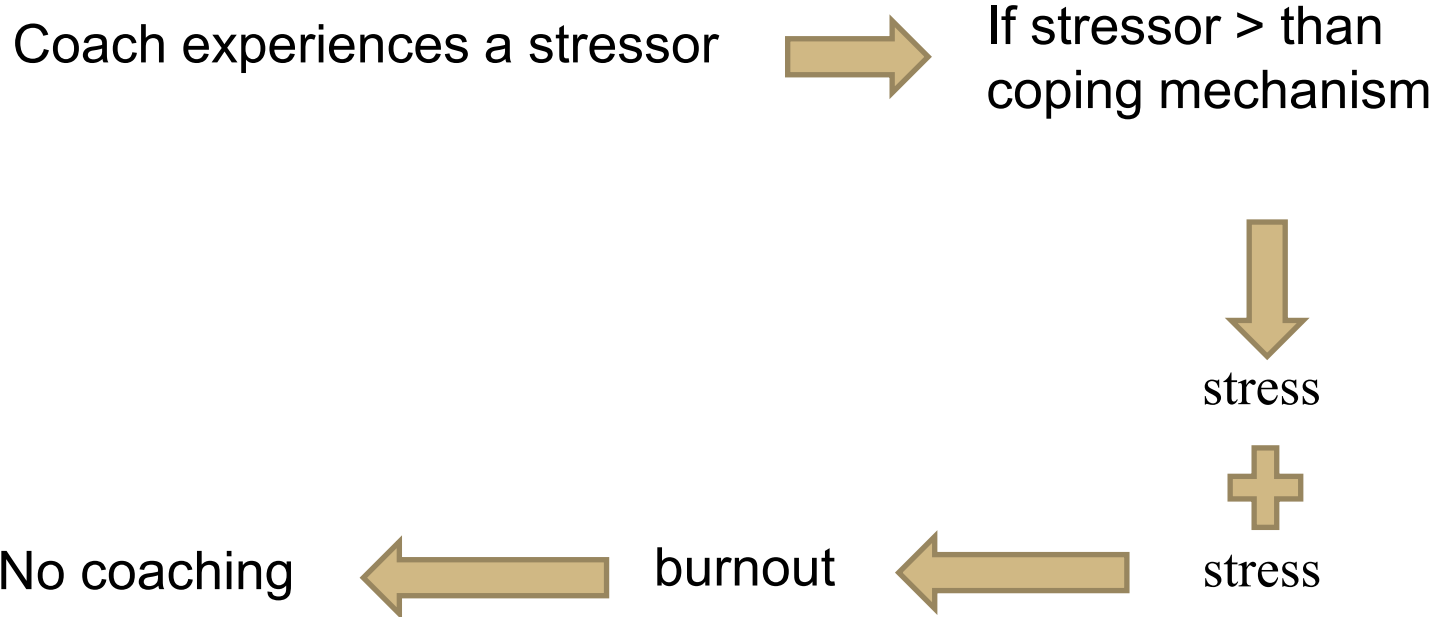
# What is Stress and Burnout?

- Stress occurs when the demands of the job or a given situation exceed perceived capabilities and resources for an individual to be successful (Hjälmm et al., 2007).
- Extreme stress, or repeated exposure to stressors, can lead to psychological, physical, and sociological concerns that in turn lead toward burnout.





# The Problem





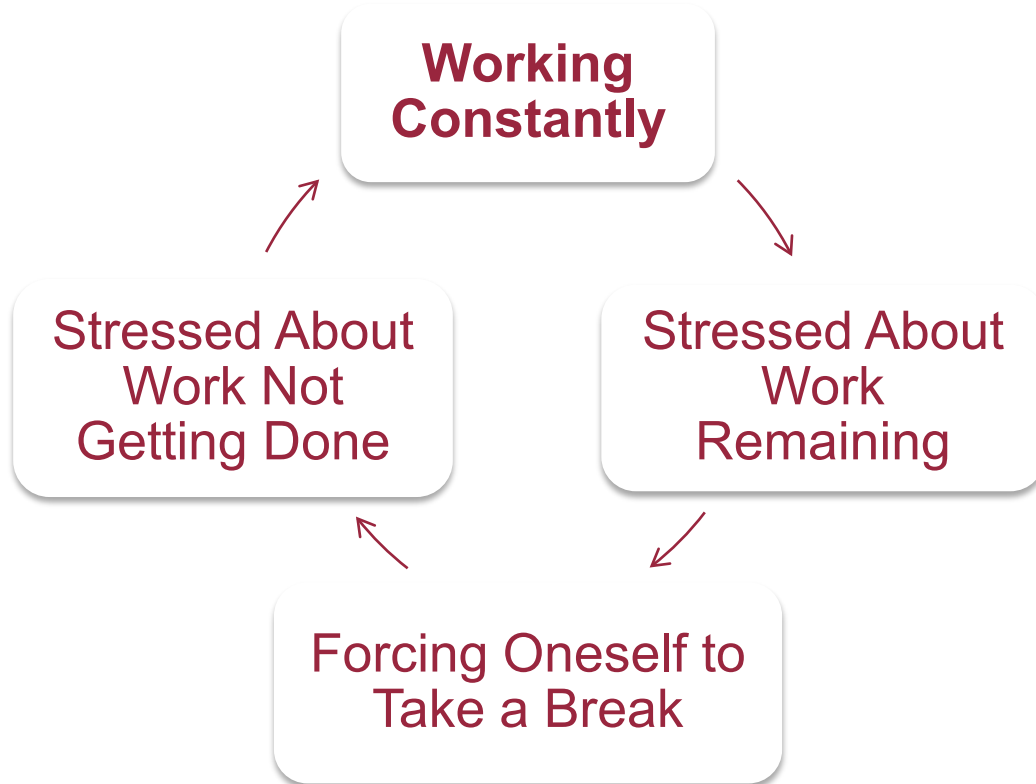
# Stress and Burnout Are Real!

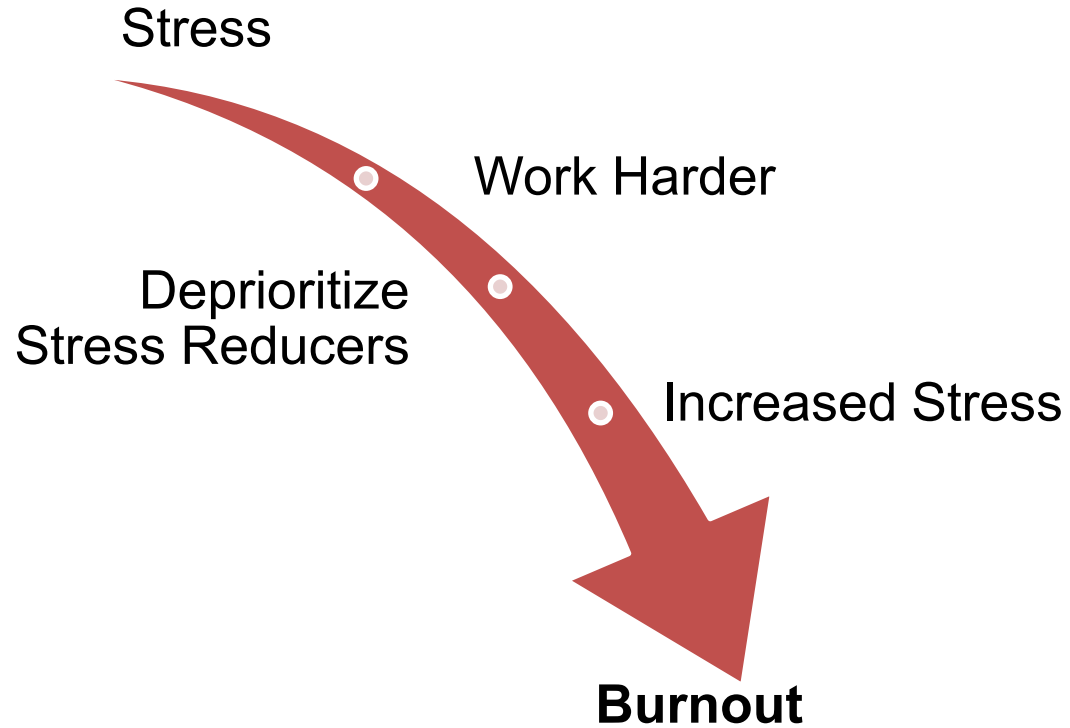
Use over time for: stress



Use over time for: burnout









# Brownout or “Quiet Quitting”

- Usually the successful individual
- Tired of doing the 80%
- I’m going to do what’s required of me
- Someone else can do it
- Not my problem anymore
- I’ve served my time



# What Makes Coaches/ADs Different?

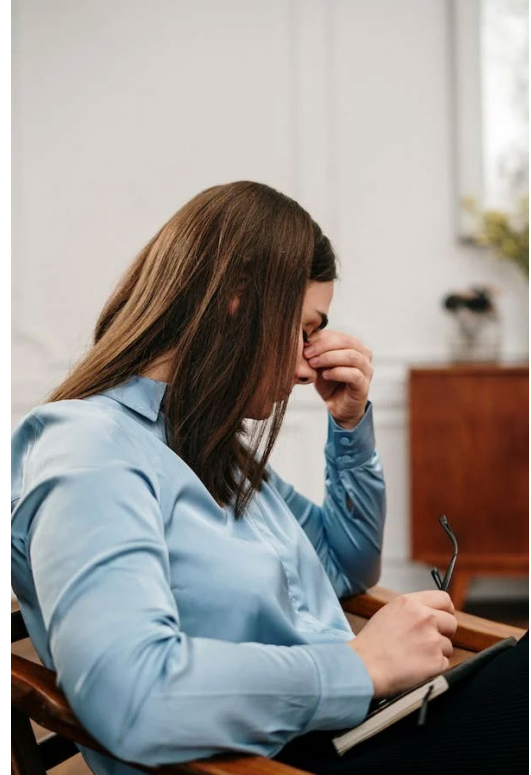
- Visible member of community
- Job performance demands are different
- Winning and losing
- More than one job
- Must be an exemplary leader
- Working with a young population who also experience high levels of stress





# Coaches/ADs Experience Stress Across

- Emotional exhaustion
- Psychological
- Physical
- Societal/Personal
- Work-Related





# Psychological Stress

- Emotional exhaustion
- Frustration
- Reduced personal accomplishment or disillusionment
- Negative feelings and beliefs
- Anxiety
- Thoughts of suicide
- Many more





# Physical Stress

- Fatigue
- Heart attacks
- Strokes
- Ulcers
- Substance abuse
- Weight gain (often tied to psychological)
- Increased morbidity



# Societal Stress

- Interference with daily living
- Lack of a positive work-life balance
- Difficulty with interpersonal relationships
- Time management



# Work Stress

- Funding or lack of
- Recruiting
- Staff, not enough staff, and staff turnover
- Emphasis on other sports than our own
- Student-athletes
- Development vs winning
- Coach/player turnover?





FLORIDA STATE  
UNIVERSITY

**WHAT DO WE DO ABOUT IT?**





# 1. Exercise

- Very few empirical articles report coaches using exercise or physical activity as a buffer of stress
- Make time for it; it's more important than you think
- Some coaches may be susceptible to a vitamin D deficiency, which has also been linked to stress levels
- Exercise away from the training/competition facility and outdoors if not getting adequate sunshine
- Play a sport



## 2. Relaxation & Religion

- Improves cognitive function
- Comfortable and calming location
- Listen to music, use an app (e.g., Headspace)
- No interruptions!
- Meditation can help avoid “future fret” (Small & Vorgan, 2019).  
Meditation helps with decision making and reduces worry about an unknown future (Stahl & Goldstein, 2019).
- Sport can be a relaxer but not all sport is relaxing



# Religion

- Helps keep the main thing the main thing
- “Come to me, all who labor and are heavy laden, and I will give you rest. Take my yoke upon you, and learn from me; for I am gentle and lowly in heart, and you will find rest for your souls. For my yoke is easy, and my burden is light.” – Matthew 11:28-30



### 3. Connect with a Mentor or Consultant

- Motivator and impartial advisor
- Strong correlation between those working with a mentor and sense of well-being (Kutsyuruba et al., 2019)
- Recognize mentors are busy and may be experiencing stress themselves.
- A mentor's time is more valuable than the mentee's
- Show appreciation for the mentor
- Mentor vs consultant or mentor + consultant?







“Make an honest effort in getting to know other coaches, especially those that are veterans and have been around awhile. Most coaches will be open to you and give advice and ideas. It will also help you to network and be more involved in your profession. Some of the best tips, advice, scouting reports, and practice procedures came from veteran coaches. Do not be scared or embarrassed to ask for some help.” (Baghurst, 2020, p. 544)



## 4. Connect With Family

- Work/family conflict is real for everyone
- Time management is the biggest conflict
- Family can create conflict and stress but can also improve mood states (e.g., share experiences, calming)
- Find ways to include family in work
- Set times for regular communication (e.g., date night, phone call)





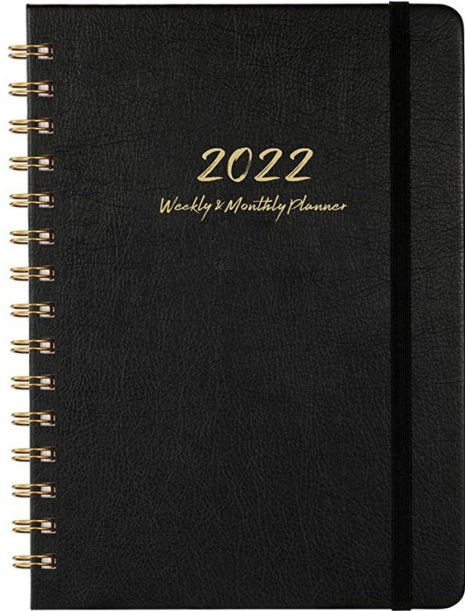
What is the average rate of divorce? Of coaches? Of ADs?

"No matter how involved you are in what you do, no matter how many hours a week you devote to your career pursuits, you must always remember that your family is your primary team." - Mike Krzyzewski

"I needed to be tough enough to do what was right and what was truly important to me. I needed to be tough enough to say no to others, so that I could say yes to my family" – Jay Bilas



## 5. Prioritize and Set Limits



- We often give ourselves too many tasks
- We say yes too often
- Use a planner/calendar (include time for breaks)
- Prioritize tasks



## **Urgent, Important**

(e.g., meeting a project guideline, making that doctor's appointment)

## **Important, Not Urgent**

(e.g., spending time with friends and family, walking dog)

## **Not Important, Urgent**

(e.g., responding to emails, booking a hotel)

## **Not Important, Not Urgent**

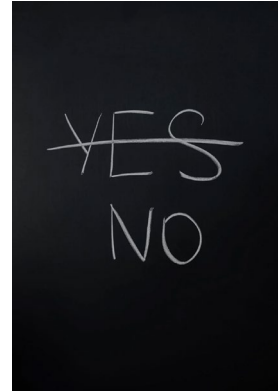
(e.g., watching TV, using social media)

**Eisenhower  
Box**



## 6. Say No

- Saying yes increases your workload and reduces your time
- Young or newer coaches may feel pressured to say yes
- Prioritize what you should say yes to; practice saying no
- “I just can’t commit to that right now”, “I would love to help, but I have other priorities”, or “Could you ask me again in a week’s time? I am right in the middle of another project.”
- Learning to say no should be required of all coaches, and may be one of the most effective ways for leaders to shape their program or organization (Jamison & Neubauer, 2019).





## 7. Renewal and Rest

- Take the time to do it; delegate duties to create time
- Vacation time should be used, not excused
- Sleep!
- Even a single night of sleep deprivation may result in poor decision-making and impact vigilance and motor skills (Stojanoski et al., 2019).
- Lastella and colleagues (2017) measured the sleep quantity and quality of a coach compared to his athletes and reported that the coach obtained less sleep with poorer quality than his athletes, markedly so before significant games.



# Renewal







## 8. Delegate: Don't Double Down

“But he [Winston Churchill] learned a lesson some leaders never master: the greater the capacity for **concentration** and **hard work**, the greater the tendency toward **exhaustion** and **burnout**. Left unchecked, the very qualities that make a man successful are the ones that can lead him blindly into a fruitless, lethargic abyss of self-destruction.

From hard experience, Churchill knew how easy it is for a leader to deceive himself. It begins when the leader starts treating his work like a holy crusade, worthy of **sacrificing all**. Having accepted this lie, he then begins to believe that the work is **so important** that others should not be entrusted with it: **only** he can do it right. This is the trap, though, and soon, noticing that his work hours are less and less productive, he compensates by working **longer** and **harder**. The trap is sprung and the suicidal spiral begins. What he has failed to see is that his own **proud** and **unceasing devotion** to work is **dulling** his faculties. He needs a rest, but he cannot get off the fast moving train that he himself has sent hurtling down the tracks.” – Stephen Mansfield



## 9. Get a Hobby

- Choose what YOU enjoy doing
- Caution should be given to electronic forms of relaxation such as TV shows, movies, or computer games, as they can be addictive





# 10. Continue Your Education

- The more competent an individual feels about the task at hand, the lower the level of stress experienced (Aldrup et al., 2017)
- Clinics, academic programs, reading or watching educational content
- FSU COACH has an online 4 class graduate certificate in coaching and a 10-class master's in coaching
- [www.youtube.com/fsucoach](http://www.youtube.com/fsucoach)





# 11. Communicate More Effectively

- Purposes of Communication (Weinberg & Gould)
  - Inform, persuade, evaluate, regulate, & resolve conflict (psych up or calm down)
- Be clear and concise
  - “Women Belong in the Kitchen” – Burger King





# Sending Messages Effectively

- Be clear and concise
  - “If they want to, of course. Yet only 20% of chefs are women. We’re on a mission to change (that) by empowering female employees with culinary scholarships.”
- Ensure messages are **clear** and concise
  - Important to consider what you say, type, and so on.
- Be aware of nonverbal implications – about 50% of communication





# Sending Messages Effectively

- Think about becoming less directive and provide facts. “They get \$\$\$ *but* we *only* get \$\$.” “They get \$\$\$; we get \$\$.”
- Respond to emotion with calmness - “A soft answer turns away wrath, but a harsh word stirs up anger.” – Proverbs 15:1
- Only talk about what you know – “The tongue of the wise uses knowledge rightly, but the mouth of fools pours forth foolishness.” – Proverbs 15:2
- Do the small things write when you compose emails and texts. Avoid mistakes and address people professionally.



# Receiving Messages Effectively

- People want to be heard and acknowledged
- “Many a man would rather you heard his story than grant his request.” - Lord Chesterfield
- We do this through:
  - Active Listening – asking questions
  - Supportive Listening – supporting/confirming behaviors/body language
  - Aware Listening – flexible/aware of barriers and breakdowns in communication



# Receiving Messages Effectively



“It’s not what you *tell* them – it’s what they *hear*.” Red Auerbach, former Boston Celtics Basketball Coach





# 12. Unexpected Ways

- Chewing gum
- Laughter and humor
- Watching fish swim





FLORIDA STATE  
UNIVERSITY

# ORGANIZATIONAL SUPPORT





# 13. Create Formal Mentorship Programs

- Mentors provide assistance with personal and professional success, breaking through barriers, and assisted in developing leadership skills (Christie Jr. & Baghurst, 2017)
- Helps them become immersed in the organizational culture, the “way things are done,” and may help the coach feel a more connection in the organization (Eiselt & Marianov, 2008; Whiting & Kline, 2007)
- Organizations should be thoughtful how matches are made



## 14. Actively Connect With Family

- For those working in coaching, it is especially difficult to find time for self and family (Bruening & Dixon, 2007; Joncheray, Burlot, Jullamarcy, 2019)
- Connecting with family is like connecting with a mentor and can bring immediate improvement to mood states (Karakas et al., 2004)
- Develop family days
- Offer one-off opportunities to spend time with family at work
- Celebrate the “support team” of a coach



## 15. Continue Their Education

- Actively Support (verbally and financially) attendance at clinics, enrollment in academic programs, or providing subscriptions to educational content helps a coach develop new knowledge and ideas.
- Seriously, given how little coaches get paid (\$2,500 in FL), why aren't you funding their professional development?
- Support systems should be embedded to ensure that stress levels do not exceed the resources in place to manage them – consider what tasks might be reallocated to give the coach opportunity to successfully complete the training



FLORIDA STATE  
UNIVERSITY

# Final Thoughts

- Stress is real and burnout is a result of stress becoming greater than the mediators we have in place
- As coaches and ADs, we must find ways to reduce the stressors and/or finding ways to moderate the stress
- Pearson and Baghurst (2020) found that stress levels were no different between Division I and II, but the types of stressors were; women coaches also experienced more stress
- Don't double down



FLORIDA STATE  
UNIVERSITY

“The past two years have been extremely difficult for me coaching wise and I **believed** it was because I was **tired** of coaching and wanted a new direction. What I didn't realize was that I was **stretched too thin** and I was **exhausted**. I love coaching, pouring into kids' lives and helping them believe in themselves, however I realized that I could not be multiple places at one time. The choice to be tough enough to say **no to others** and say **yes to my family** was one of the toughest I have ever done but it has been the best.”



## In Sum

**INSERT CATCHY  
QUOTABLE QUOTE  
HERE THAT  
MOTIVATES AND  
INSPIRES**



**PICTURE OF  
FAMOUS PERSON  
FOR CREDIBILITY**





Thank You For Listening!



[timothybaghurst@gmail.com](mailto:timothybaghurst@gmail.com)

