

# **The Coach as a Professional: Understanding the Role of Image, Power and Politics to Attain Professional Success**

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## **I. The Image of a Coach**

### **A. Defining Professional Image**

### **B. Identifying Your Image**

### **C. Assessing Your Current Image**

### **D. Managing Your Image**

## **II. Power and Politics**

### **A. Source of Individual Power**

- 1. Legitimate Power/Authority**
- 2. Reward Power**
- 3. Coercive Power**
- 4. Referent Power**
- 5. Expert Power**

### **B. Sources of Organizational Power**

- 1. Acquisition or Control of Resources**
  - a. Generation of revenue**
- 2. The Ability to Cope with Uncertainty**
  - b. Manage the Unknown**
- 3. Centrality**
  - a. Closer to core purpose the more power**
- 4. Non-substitutability/non replaceable**
  - a. Success/expertise/experience/contacts**
- 5. Control over Decision Making Process**
  - a. Who ultimately decides**

### **C. Organizational Politics**

- 1. Perceptions**
- 2. Strategies**
- 3. Ethics**

## **III. Closing Discussion**