

Weston AYSO Region 644



January 6, 2005

Welcome to the fourth edition of the AYSO Region 644 bi-weekly newsletter.

In this week's edition, Section 1 is designated as the AYSO Region 644 roundup which will highlight what has been going on in our region over the past two weeks and what is up-coming.

Section 2 has an article written by Winsor Jenkins who has a consulting practice in Portland, Oregon specializing in leadership and organization development. This article, as published in the September/October 1997 edition of the Soccer Journal discusses how we can use Soccer as a Metaphor for the global business environment much in the same way we look at American Football and its parallel phraseology to the battlefield.

In Sections 3-6 we have four articles outlining different aspects and activities related to the game of youth soccer. In the Keepers Corner we discuss the art of distribution and how the goalkeeper is the first line of attack and not necessarily the last line of defense. In the article titled "Attacking Out of the Back" we continue on the continuum of soccer being a fluid game without well defined field positions as we discuss the benefits of having players overlap each other as play goes from defense to offense. In our Soccer Activities section we discuss an activity that will provide practice in the proper positioning and movement of defensive players. Our last section titled "Playing Multiple Positions" we discuss the importance of not "pigeon-holing" players into certain positions, but rather expanding their horizons by letting them play multiple positions.

Section 7 is our Soccer News Articles From Around The Country. The first article from the Orange County Register in Orange County California explores similarities between a soccer goalkeeper and a business manager. How sport imitates life, or is it life imitating sport? The second article is from the Contra Costa Times and is a follow up to our earlier newsletter regarding a coach who assaulted a referee. The final article comes from the Fort Worth Star Telegram and discusses the hiring of Andy Swift as the new VP in charge of communications and marketing for Major League Soccer. Some say what killed the Fusion and Tampa Bay Mutiny was there lack of marketing in the Hispanic community. It appears that the hiring of Mr. Swift will reverse that trend

Section 8 has an article written for the American College of Sports Medicine by Avery D. Faigenbaum, Ed.D and Lyle J. Micheli, MD, FACSM regarding Youth Strength Training and Fitness. They discuss the benefits, costs and fallacies related to strength training for our youth athletes.

I hope that you enjoy this edition of the AYSO 644 Newsletter. Everything we do here in AYSO is ever evolving. If you have any comments or suggestions, please do not hesitate to email to me at Strikersoccer1@aol.com.



The Next Generation in Soccer Retail.

The Perfect Place for a Holiday Gift.

(954) 382-0040

12140 West Sunrise Blvd

Plantation, Fl 33323

(across the street from Sawgrass Mills Mall)

**All AYSO MEMBERS AND PARTICIPANTS RECEIVE A 10%
DISCOUNT.**

Section 1- AYSO 644 Roundup

Our 2005 Spring League and Developmental Programs will begin this month. If your child signed up for the programs you will be contacted in the next week or so with information regarding these specific programs.

AYSO Region 644 is proud to announce that in September 2005 we will be beginning our initial VIP program. AYSO VIP Program provides a quality soccer experience for children and adults whose physical or mental disabilities make it difficult to successfully participate on mainstream teams. VIP Teams may include those who are blind or visually impaired, amputees or conditions that impair mobility, mentally or emotionally challenged, autistic, downs syndrome and cerebral palsy. Kids with special needs are estimated to make up approximately 10% of the school-age population. Special schools and classrooms can isolate these children so the VIP Program has been structured to integrate the children into the rest of AYSO by using “buddies” to help the player both on and off the field. Our goals for every participating player are: 1) Have fun playing soccer, 2) Understand the fundamentals of the game, 3) Learn teamwork and fair play, 4) Increase positive self-esteem, 5) Become more physically fit, and 5) Meet and be comfortable with new people.

The VIP program helps more than just the players. Buddies and other volunteers increase their appreciation and understanding of individuals with special needs. They find their lives greatly enriched by their involvement with their new VIP friends. For parents thinking that they would never see their children playing a sport or making new friends, VIP gives them joy and hope. They are able to relax and enjoy watching their children having fun like other kids, perhaps for the first time.

It is our goal to make this program free of charge beginning in September, 2005. We will be looking for sponsors to offset the costs of the VIP program. Please contact our AYSO Region 644 hotline for further details and sponsorship opportunities. Our hotline number is 954-349-9786

We will be having our annual referee appreciation party at the Incredible Ice Arena in Coral Springs on Friday January 21, 2005 from 7:30pm – 11:30pm. All referees from this past season are invited. Please RSVP to Pat Henderstein at 954-349-4304 as soon as possible.

Coaches, do you want to lock in your practice times and days? Avoid the long lines for picking your practice days at the coaches meetings and don't get locked out of coaching next year by not getting your volunteer application in on time by just emailing me at Strikersoccer1@aol.com . Please indicate your child's name, birthdate and the days and times you would like to schedule practices for. I will email back to you a confirmation of the time and field location, and you are all set. It is that easy.

Our region has grown to an amazing 2,475 players. But with this growth is a need for more volunteers. If you have the time or can make the time available and want to help the children in our community, please contact me at Strikersoccer1@aol.com and we will get you on the road to the most satisfying thing you can do in your life....volunteering.

Finally, we are always looking for sponsors. Our sponsors help defray the cost of running the program. Everyone in our region is a volunteer, however there are a lot of costs such as instructional books, uniforms, trophies, medals, city fees, etc. Please consider being a sponsor. Sponsorship packages can be sent to you if you are interested. It is great exposure for your business and the 3,000 children and families from AYSO and Weston Soccer Club that will see your banners, website listings, t-shirts, newsletter designations will greatly appreciate it.

M SOCCER METAPHOR WORKS BEST

Individual responsibility learned on the playing field is key in today's business world

By Winsor Jenkins

We have all used metaphors to help explain things, including understanding the nature of change. It's as American as apple pie.

For many of today's leaders, this includes the use of the sports metaphor. Football, for example, has been frequently used in sports metaphors to explain how business works, what leadership looks like and how employees are expected to perform. Football as a sport - and the metaphor as a business application - have been a big part of American culture which has recognized and rewarded individuals for doing their specific job.

ii
soccer did not
initially grow in this
country because
people (in the
mainstream) did not
accept the *values*
associated
with the collective
experience

As we move toward the year 2000 and beyond, however, the nature of business is "being transformed from a structure built out of jobs to a field of work needing to be done," writes William Bridges, the country's leading author on managing life's transitions, in his most recent book, "Job Shift." Because of this shift to a field of work needing to be done in organizations, "our organizational world is no longer a pattern of jobs," reports Bridges, and "football is too position-driven a game and inadequate as a metaphor."

So what is a more appropriate metaphor for describing what business and leadership look like under a global context? We submit soccer as a far more fitting alternative.

Until the 1980s soccer's development and growth in America had been a struggle since its introduction in the 19th century. Why? I would suggest that soccer did not grow in this country because people (in the mainstream) did not accept the values associated with the collective experience. Soccer's struggle ran smack into the American image of the rugged individual which represented a conflict between team or collective values and individual values.

In their best-selling book, "The Wisdom of Teams," Jon Katzenbach and Douglas Smith talk about the conflict between team-based values and individual values when they write that "at their core, most people have values that favor individual responsibility and

performance over any form of groups, whether it be a team or otherwise."

Our parents, teachers, ministers, and other elders emphasize individual responsibility as paramount from our earliest days. We grow up under a regimen that measures (academic grades), rewards (allowances) and punishes (trips to the principal's office) individual - not collective performance.

However, soccer provides American industry with a working metaphor for reconciling the values conflict between individual performance and collective - or team - performance. Historically, the conflict has always been an either-or argument, with the values presented as opposites on a continuum.

The reconciliation that soccer offers is not a question of dealing with the values in an either-or application, but understanding that both individual values and collective values are needed in order to compete, with real teams, in the global business environment of the future.

"As (real) teams become more important," state the authors in "The Wisdom of Teams," "modifying the strong natural emphasis on individual accountability will, of course, be necessary."

In soccer and in business in the global environment, this really means placing the focus on results produced

when all positions interact on the soccer field or the business field.

Soccer represents the world's most popular game. It is well recognized as a game and as a metaphor throughout the world. Soccer's popularity as a game in America continues to grow at the recreation, high school, college and professional levels. The fact that soccer crosses a number of personal boundaries including age, ethnic background and gender is adding to its growth and popularity. For example, soccer is a very attractive sport for females to play. In addition to providing them with physical conditioning, soccer can provide female athletes a better understanding of the interdependent nature of the team experience, along with associated character and leadership skills such as self-sacrifice and cooperation needed to be successful in the global business world. This is a world in which "the work of the manager or leader is as a servant, a counselor and a confidant," writes Richard Farson in his new book, "Management of the Absurd." This all relates directly and vitally to the continued growth of females entering the business world and management ranks.

Soccer is not position-driven. Often described as the thinking man's sport, the team's work consists of advancing the ball to score goals and defending its own goal to keep the opponent from scoring. Eleven team players are called upon to play for two 45-minute halves

as they move up and down the pitch or field. The goalkeeper is the only player on the team who may be described as positionally position-driven; however, he or she does have the ability and flexibility to move out of that position as needs dictate on the field to assist other team members. Each player on the team represents an interdependent part of the team. Multiple skills are extremely important in providing each player with the ability to control the ball in the air and on the ground, to change roles and to play both offense and defense as the flow of the game dictates. The soccer player's ability to do many things is a form of "multitasking" and its application is tied to both the individual player and to the team members who are expected to manage their entire work effort. In effect, the soccer team is a self-directed unit charged with performing the work needing to be done.

All of these characteristics are representative of a real team and its present and future application in the global business world. Here the distinction between real teams and groups that management calls teams is an important one made in "The Wisdom of Teams": "In any situation requiring the real-time combination of multiple skills, experiences and judgments, a (real) team inevitably gets better results than a collection of individuals operating within confined job roles and responsibilities."

Soccer is played on a larger field

than most other sport, including foot ball, and it requires all players on the field to understand the bigger picture including team strategy, goals, oppo nent's strengths and weaknesses, game plan and the like - all so important to the team's success.

Understanding the bigger picture empowers all players on the field to make decisions, take risks and man and anticipate change, as the flow of the game dictates. As a self-directed team operating on a real-time, continuous schedule, individual players of the team must be able to respond to changing conditions on their own. An example, except for serious injury on the field, there are no opportunities stop the clock to plan a strategy, to rest players or to slow down the opposition's momentum.

American industry in today's big competitive global business world, where technology is empowering organizations to be more responsive to markets (speed) and empowering employees on the front line (and in field) to make decisions, to take risks to manage change and to deal directly with the customer, has become more and more like the game of soccer.

In soccer, what is the primary functional style for a coach? Delegating on the sideline and leaving the execution of the game to the team and its players. As a delegating coach, this means that the coach "empowers the team to a low

"American industry in today's highly competitive global business world, where technology is empowering organizations to be more responsive to markets (speed) and empowering employees on the front line (and in the field) to make decisions, to take risks, to manage change and to deal with the customer, has become more and more like the game of soccer,"

"The soccer metaphor represents a *natural* opportunity for American industry to link up with its global partners for understanding leadership and business on a global basis.

the flexibility to change leadership styles in order to meet the team's changing needs. The most effective coach or leader is "one who can provide for the team what they cannot provide for themselves," to paraphrase Ken Blanchard.

In soccer, that all-important diversity is present in the makeup of the players and coaches. It is typical, for example, to find teams at the professional and international levels made up of many different ethnic groups. Diversity brings strength to soccer teams and reinforces the universal partnership the world has for the game.

As American industry continues on the global path, diversity will be a necessary prerequisite in order to successfully compete and partner with others around the world.

The soccer metaphor represents a natural opportunity for American industry to link up with its global partners for understanding leadership and business on a global basis. Further, soccer's ability to provide American industry its leaders and its employees with a working metaphor will help provide people with a better understanding of what change looks like as they search for meaning in their organizations and in their careers.

In looking to the past for answers to help us understand present changes in the world and future challenges, it is interesting to note Great Britain's experience in the 1800s with promoting organized team sports like soccer to help educate and prepare people to participate in the British empire's global affairs. In his book, "Physical Education in England Since 1800" Peter McIntosh wrote that "organized games came to be recognized by authority and were regarded as a powerful force in the education of the sons of the middle and upper classes." This was in the early 1800s in England. By the 1860s, reports the author, "these organized games were promoted by authority in England to meet social needs, for character training, to teach loyalty, self-sacrifice, cooperation and provide socially harmless outlets for the exuberance of youth." Therefore, concluded McIntosh, "public school education was consciously related to success on the battlefields and in the garrisons of the Empire."

Did the British empire's attempt to perpetuate its influence throughout the world through the promotion of soccer represent the first attempt at managing on a global basis? Can soccer provide us with a more realistic working metaphor for American industry as we attempt to tackle the challenges presented in the global business environment? Without question, the parallels are striking. @

Editor's note: Winsor Jenkins learned soccer under NSCAA past president Ron Broadbent at Wilson HS in Spencerport, N. Y. He graduated from Cornell University's School of Industrial and Labor Relations and earned an MBA at the University of Idaho. He coached and refereed in the San Francisco area while working as a human resources executive for two Fortune 500 companies. He currently has his own consulting practice in Portland, Ore., specializing in leadership and organization development.

Section 3- Keepers Corner

Today's subject deals with distribution. It's easy to learn how to distribute the ball but much more difficult to understand when, where and to whom this should be done. I decided to write about this after watching an indoor tournament this past weekend. I watched ages' ranging from U12's through U19's boys and girls. I kept being reminded of a story a friend told me a few years ago. He was refereeing a U8 game and each time the keeper would make a save, he would roll the ball right back to the opposing player. Sometimes he would save the second shot other times he wouldn't. My friend stopped the game and explained that he should throw the ball to his own teammates. The little boy responded that when he threw the ball directly to the other team, he got the ball back quickly. When I heard that story, I thought it was cute but the more soccer I watch, the more I think most keepers must think this way. I constantly see keepers putting their teammates into 50/50 situations when the truth is teams should capitalize on all of their opportunities. Not only should teams never lose the ball once the keeper has possession but they MUST use this as the first leg of the attack. Whether it is indoor or outdoor soccer, it is completely unacceptable to not understand the importance of possession. Most keepers have played basketball at some point in their life. Basketball coaches go ballistic when a player throws the ball away yet soccer coaches are much too accepting of this in their sport. The most important thing to realize is that the first responsibility of keepers is to keep the ball out of the back of their own net. The easiest way to do this is by keeping the ball away from the opposing team. Having said this, what is the easiest way to accomplish this?

The first thing to do is work with your team to put them in position to play them the ball. This means getting them deep, wide and moving. Let them know there is a visual cue for them to begin their transition from offense to defense. This visual cue should be when they see the keeper has caught the ball and pulled it in to safety. At this sight, the rest of the team can position themselves to best capitalize on the situations. If the team does not react properly, it is the keeper's responsibility to direct them to better positions. If you see a player available a short distance away with no opposing player in the way, serve a bowled ball with absolutely no bouncing. I see too many balls played where the field player has to receive a ball at her knees or waist rather than at her feet. Not only should the ball be rolling but also it should be played to the correct foot. It is no longer acceptable to play the ball to feet. Proper distribution requires the ball being played to a specific foot. Play the ball to the foot that will keep the field player opened up to the rest of the field. If the players do not open up correctly, do not play her the ball until she has opened up.

The next step is to know when to serve the ball. Too often, I have heard keepers play a ball to her teammates and then yells "man on" immediately afterwards. If the player was being marked so closely that this is necessary then don't serve it! Once the keeper receives a ball, her first look should be to the opposite side of the field from which it came. The reason for this is quite simple. If the ball came from the right side, chances are that is where the opponents are. Please note, I am not saying always throw the ball to the opposite side but rather, at least take a look to see what the options are. If possible, look far first as this will allow for a quick counterattack. Then look mid distance and finally short. Keeping these few basics in mind, you will find your team will be much more successful in retaining possession and creating scoring opportunities while lessening the probability of having to deal with yet another attack. Or keep serving the ball to the other team and think like the little 7-year-old in the beginning of this newsletter.

Section 4- Attacking Out of the Back

Today's issue will be dealing with attacking out of the back. This subject can be dealt with from a theoretical standpoint like most coaches or from a realistic one. I hear a lot of coaches talk about "Total Soccer" but then I watch most of these teams attack using more of the foosball mentality (this is the idea of forwards attack, midfielders link and fullbacks defend and they rarely change). Until we can get everyone defending as a unit and everyone attacking as a unit then teams will continue to be unimaginative and lacking in the ability to entertain both the players as well as the fans.

When I speak to teams about the importance of attacking out of the back as well as attacking as a group, I use the example of a prior group I coached where the leading goal scorer on the team was our stopper and the second leading scorer was our sweeper. I explain this to them to make sure they understand just how serious I am about having the backs come forward and getting involved in the attack. Once a group realizes the importance of going forward the next step is for them to understand the advantages and disadvantages and to learn how to capitalize upon the advantages and negate some of the disadvantages of each.

The advantages of attacking out of the back include getting more numbers into the attacking zone than the opponents have defending (also called flooding a zone). An example of this would be when the marking back on the right side plays the ball up to the outside mid on the same side, putting the outside mid into a 1v1 situation. While these are good numbers for the offense, they can increase their chances of success by having the outside mid take a hard touch the player marking her which should open up space on the outside for the marking back to overlap. As she makes this overlapping run, the opponent is forced to make a decision of whether to go with the runner or stay with her original mark. By changing this attack from a 1v1 situation into a 2v1 situation, the marking back has significantly increased the team's probability of success. Of course this assumes the opposing forwards don't track back. This is a pretty safe assumption especially if the backs have followed the advice from the last newsletter about switching the ball around the back to relieve pressure.

Assuming there are two forwards on the opposing team (or even three) and four backs there will always be an opportunity for a player to go forward without a player being able to track back with her. Another advantage of sending players forward is to make an opponent guess where the attack will be coming. Defending against a "foosball type" team is actually quite simple because the opponent knows where and when the attack will be coming every time. The more thinking (and guessing) that an opponent has to do, the more likely they are to make a mistake.

The main disadvantage of coming forward out of the back is there is a risk of too many players getting caught up field making the team susceptible to a counter attack. If two or even three players get caught forward, that could leave only one player back to defend. Done properly, this doesn't happen because as one player goes forward, another player will be conscious of the space that has been abandoned and will cover for her. To use the example mentioned earlier, as the ball gets played forward to the outside midfielder and the marking back overlaps around, the midfielder must be aware of what is happening and be prepared to cover back. This is the difference of being a group of 11 soccer players as opposed to being a real team who looks out for each other and helps each other out whenever necessary. It is not unusual to see a real good player switch from the right side to the left side and from the front to back. There were times during the Women's World Cup when players like Mia Hamm were never in the same position two attacks in a row. Some people might see this as being undisciplined while a more knowledgeable person would realize that the team was showing a tremendous amount of discipline by making runs and covering for each other for extended periods of time.

As a coach, it is my responsibility to get my players thinking in an attacking way at all times. This doesn't mean they should be attacking at all times but rather that they should have the thought in their mind. One way to accomplish this is to put in the condition during scrimmages (and even games) that on every pass forward, there must be a run forward (they will either learn to cover for each other real quickly or get scored on a lot. Note that this requirement is not that the passer must go forward but simply that someone must go forward. This will work on attacking as well as communicating. Another condition that is effective in scrimmages is to require an overlap on every pass forward and back square support on every pass backward. This is a form of making the players follow their passes but it allows them to go forward without running right at the intended recipient of the pass.

Even more important than putting in these type of restrictions is to convince the players that it is O.K. to attack and if they make a mistake or someone is not covered for, then the players will not be yelled at for this error. All of the drills and restrictions in the world can be negated by being yelled at just once for making a mistake. Just like in any investment, a coach must determine the risks vs rewards in attacking out of the back. It is my opinion that the rewards far exceed the risk. Not only is this an effective way to win, it's also an extremely

situation.

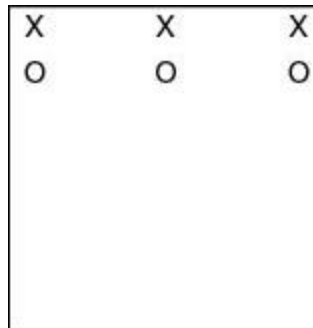
In conclusion, I think that attacking out of the back is more a result of a positive attitude by the team and coach and can be accomplished by anyone who wants to do it. Be positive and be successful

Section 5- Soccer Activities

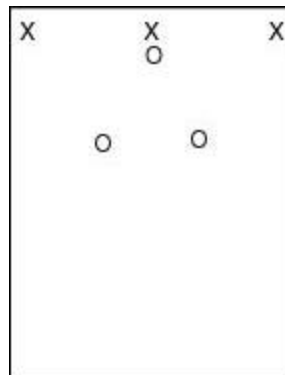
As a warm up to this team defense series, you can have the team start in groups of two with one ball per group. Have the player with the ball start on one sideline and dribble all of the way to the other sideline working on various moves as they go along. The second player would be working on a proper defensive stance with their feet constantly moving and feinting as if they are going to go in for a tackle. At no point should the defender actually try to win the ball. When the player with the ball gets to the far sideline, they switch and now she works on her defensive footwork and the other player works on moves.

Next the player with the ball dribbles at the defender just like before but now when the coach yells "switch" the player with the ball steps back into a defensive position and the other player becomes the attacker. This does a good job of working on quick transition from offense to defense and is a great way to warm up for the team defense series..

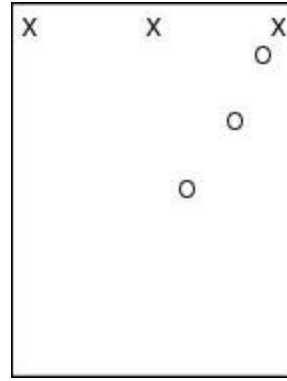
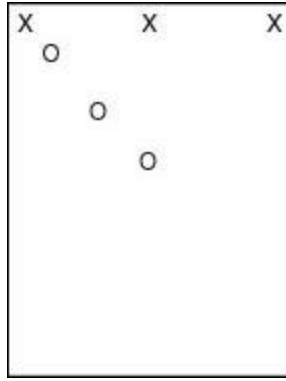
The first progression in this series requires 6 players split in teams of two. The field is 15 yards wide and 25 yards long. and 3 players are on offense as set up like the X's in the diagram below and three like the O's on defense.



In the beginning, the X's are stationary and pass the ball back and forth taking three touches. When the ball is in the center, the defense needs to adjust like the diagram below:



which will allow the first defender to pressure the ball and the two outside defenders to take on the role of the second defender and offer support. the X's are NOT permitted to go forward but they want to take their touches as quickly as possible in order to make the defense move quickly.



After the defenders work hard for 2 minutes, they should switch with the offense and take on the other roles.

Once the players are confident in their movements, the next step is say that after 5 passes, the offensive players may leave their positions and try to get the ball from one side of the field to the other. The defense is still not allowed to try to win the ball and the only thing they can do is maintain proper positioning to prevent the attackers from getting to their intended point.

Next the players can go live with the offense doing anything they want to get across the end line and the defenders allowed to win the ball.

There are a lot of other variations that can be built into this such as putting a keeper on the far end line and having them work on communication by telling the defenders what to do. Also, while working on communication, you can have the keepers be the intended target of the offensive players. In order to get a point, they must chip the ball into the keepers hands (besides working on communication and chipping, this also will force the defense to get the players heads down so they can't find the keeper).

Be creative and this can be an entire training session or you can use the rest of the drills in this progression.

Section 6- Playing Multiple Positions

This week's topic deals with the need to understand all positions and not just your own.

In a previous newsletter we described the various positions for soccer and their basic responsibilities but now I want to explain why it's important for you to know all of the positions and how to play each.

Too often I hear players say, "I don't know how to be a fullback, I am a forward". When I hear a player say that, what I interpret it to mean is that "I don't want to play" because a player who wants to be on the field will be willing to play any position in order to get more playing time. What these players don't seem to understand is that it doesn't come down to either playing a different position or playing their favorite position but rather it comes down to either play a different position or don't play at all. So, if you want to play as much as you can, you need to be willing to play whatever position that your coach wants you to.

In addition to this, there are other advantages to knowing how to play each position. Let's say you are normally a fullback. How much of an advantage would it be if you knew what the forwards were probably going to do

forwards are going to do and this will make your job that much easier.

A good example of how it helps to know how to play different positions is a player I have worked with for the past year. When I first met him, he was an average forward. He had a great work rate and decent skills but no matter what we tried, he couldn't score goals. I really don't have an explanation for this but it just wasn't working out. We decided to switch him to a marking back position and he went from being an average forward to an exceptional marking back who has the potential to play professionally in a year or so. If he hadn't been willing to have an open mind and make this switch, he would probably still be on the bench. Would you rather be a sub playing one position or a possible professional by playing a different one? Sounds like an easy question to answer yet too often; players seem to make the wrong choice.

If you are a player, be willing to play different positions and if you are a coach, be willing to move your players around to expose them to different positions and ways of playing.

Secton 7- News From Around The Country

Soccer teaches 5 easy lessons

Former player uses goalkeeper as business model

By JAN NORMAN
Orange County Register

Phil Brance played his first game of soccer while serving in Vietnam in the 1960s. He was always a goalkeeper.

After years of playing and coaching, Brance runs the Southern California Keeper Academy in Mission Viejo, providing private coaching for soccer players of all ages but specializing in goalkeepers.

Also during most of those years, Brance has been an independent sales representative in the electronics industry.

The two endeavors are not as unrelated as you might think.

"As a good friend of mine has observed, in life and soccer you are presented with opportunities, and how you handle that change will determine either success or failure," Brance said.

He identifies five ways in which a business manager is like a soccer goalkeeper.

Preparation

In goalkeeping, as in management, the job can be boring at times, if you let it, Brance said.

ADVERTISEMENT

Instead of standing, he or she uses that time to analyze the opposing team, their characteristics, what foot a particular player prefers and mismatches in marking assignments. This mental preparation makes a goalkeeper's job a lot easier.

In business, Friday afternoons or the week between Christmas is the equivalent of the ball being at the other end of the field. The business owner takes this time to prepare in order to be effective when the time comes to act.

"You can use this time to collect competitive information, and generally the person with the most information wins," he said.

Attitude

Attitude and confidence are the cornerstones of success for both a goalkeeper and a manager, Brance said.

Many untrained goalkeepers give up a goal and almost immediately give up another because they're still beating themselves up over the previous goal and not focused on the current situation, he said.

The same thing can happen in business. It's important to acknowledge a mistake, learn from it and move on.

Communication

"As a goalkeeper, you quickly learn that each player is an individual and that they respond to different types of communication," Brance said. "One may respond well to orders, while another may prefer suggestions. If you use the wrong form, you will simply not communicate, and you will face a difficult situation."

Brance said he once had an employee who responded neither to performance incentives nor to positive coaching. So Brance told the worker he was on the edge of being fired. "His sales went through the roof until the fear wore off," Brance said.

In contrast, a second employee simply lacked information. "The more information and freedom I gave her, the more she sold."

Brance has trained both male and female goalkeepers from ages 6 to 40, high school and college students, semipro and elite club players. "It is imperative to adjust your communication to fit their age, vocabulary and, in many cases, lifestyle," he said. "Obviously this also applies to business."

Anticipation

In business and in soccer, you must anticipate your competition, Brance said.

"As a goalkeeper, you prepare, anticipate and react," he said. "The same theory applies to business. You learn a competitor's tendencies and then form a 'what if' plan for several different scenarios. In this way, you are prepared to react without much thought."

Quick response is equally important in business.

Positioning

In business, positioning is one of the five marketing basics, Brance said. "How you position your products or company can determine your results."

economically. It has a broad baseline but no focus. On the other hand, having all products in one market can be disastrous if that market dries up — it has focus but no stability.

The manager needs to think like a goalkeeper, who envisions a triangle with the ball as the apex and the goal line as the base and shifts as the ball moves.

"Short keepers who can't jump to touch the goal's crossbar will consistently get beat high if they don't come off their line by the correct distance," Brance said. "By correct positioning — distance off the line and lateral shifts to track the movement of the ball — they essentially reduce the size of the goal.

"In business, you must also adjust the shape of your triangle to the changing market environment."

Posted on Wed, Nov. 24, 2004

Soccer officials suspend coach accused in attack

By Tom Lochner

CONTRA COSTA TIMES

The coach accused of kicking a referee in the head during a youth tournament last week was suspended Tuesday by youth soccer officials pending a hearing.

The California Youth Soccer Association-North took the action based on the seriousness of the allegations, said association board chairman John Murphy.

There have been instances where association referees have been pushed, "but nothing of the magnitude of what appears to perhaps have happened in this case," Murphy said.

CYSA-North includes the Alameda-Contra Costa Youth Soccer League, which held the weekend tournament at Albany's Memorial Park and other area fields.

A league official identified the coach as Mauricio Alvarez.

The attack occurred Saturday at halftime of a game for 8- and 9-year-olds after referee Bruce Greenlee, 59, disqualified the Richmond Cabritos for failing to produce required proof of insurance and eligibility for one of its players.

A parent who witnessed the attack said Greenlee was walking away with the coach following him. When Greenlee turned around, the coach "cold-cocked" Greenlee with a right-hand "haymaker."

"He decked him. Bruce went down. The guy took a kick at him," said the witness, who likened the outbreak to road rage.

A large man grabbed the coach from behind and pulled him away, said the witness, who requested anonymity for fear of retaliation. "The guy kept jawing at Bruce and made an obscene gesture while he was on the ground," he said.

Greenlee suffered facial injuries. He was taken to a hospital where a CT scan revealed no broken bones or brain injury. But doctors told Greenlee to watch for a list of symptoms that would require emergency medical attention, Greenlee said.

Alameda police have completed their investigation of the incident and forwarded their findings to the Alameda County District Attorney's Office, said Lt. Daniel Adams. No charges were filed as of late Tuesday afternoon, and no arrest had been made.

Greenlee has said he would press charges.

Alvarez could face a misdemeanor charge of assaulting a referee, which carries a fine of up to \$2,000 and a year in jail, authorities said.

Numerous witnesses photographed or videotaped the coach, who walked away on Thousand Oaks Avenue with several of his team members' parents in tow, the witness said.

No one answered the door Tuesday at a house believed to be Alvarez's East Bay residence.

Joan Steidinger, a psychologist practicing in San Francisco and Marin County who has taught sports psychology, said Saturday's incident presents anger management issues that could surface anywhere but tend to do so more often at sports events.

She blames their prevalence to society's tolerance of abusive behavior by famous coaches and athletes that would get them fired if they were in any other business.

"There's a trickle-down effect," Steidinger said. "Generally, the first step is verbal abuse; physical abuse follows that. So the first step is to get people more contained verbally so it doesn't escalate."

Particularly unfortunate about Saturday's attack was that Greenlee, a Richmond resident, is credited by many in the league for resuscitating a moribund Richmond youth soccer program about five years ago, said Manish Doshi, president of the El Cerrito Soccer Club.

"He's been a mentor and a role model for all of the kids and to the younger referees," Doshi said.

Greenlee said he learned the game of soccer while serving with the Peace Corps in Peru in the 1960s.

The Tobias Lopez Column: Andy Swift gets it

FORT WORTH, TX (November 18, 2004) USSoccerPlayers - Let's say you're the owner of the Hot-Dog Sales Group and your little hot dog stand sits on the street corner outside an all-you can eat buffet. Now, do you as a vendor target the guy in the ketchup-stained, ``I Love Frankfurters" t-shirt or do you try to force your way into the smorgasbord.

Well, that's a lot like the situation Major League Soccer is in and before its starts trying to pull fans away from the crowded sports landscape it must do a better job of grabbing the natural fits.

One of those core groups of fans is the Hispanic soccer market. In that regard MLS landed a huge acquisition this season that flew under the radar of many soccer fans in this country. This acquisition could prove hugely significant long after the next South/Central America senior international allocation has come, seen and left the pitches of the US soccer specific stadiums.

The man now sitting in New York, Andy Swift, the new MLS VP in charge of communications and marketing was a brilliant move that until now has gone unnoticed.

See, Swift gets it.

Swift gets soccer.

Swift gets business.

Swift gets marketing.

Swift gets Hispanic marketing.

Swift gets the media and its role.

Swift gets it, period.

If you don't get that, then it's you that doesn't get it.

The trilingual Swift could prove his most effective when it comes to marketing toward the Hispanic fans. See, here's what soccer fans in this country must understand. The Hispanic consumer is a growing market in this country and can not be ignored by any business regardless of size and market.

Take soft drink company, Dr. Pepper, and its ``Be You'' ads with musicians specifically hired to appeal to the black, white and Hispanic audiences as an example of a savvy business looking to appeal to the wide demographics of this diverse nation.

MLS must do more to address all soccer fans, but the attendance collapse for FC Dallas serves as a clear example what losing the Hispanic fans can do to a club. Before moving to Southlake the club averaged more than 13,000 fans at the rundown Cotton Bowl. After the move, attendance plummeted by about 5,000 fans. The 2004 season did little to reclaim that group.

Swift is now in a position to help all the MLS clubs with marketing toward Hispanics or the club soccer legions. While with the Burn Swift helped develop its 5th major sport program, which partnered with local associations to bring registered soccer players to Burn matches.

Now in MLS headquarters Swift said, ``At the league level, we need to make sure we are moving in a direction which places the right amount of emphasis on Hispanic marketing as it relates to our overall marketing plan,'' Swift said. ``As we commit resources (financial and personnel) to our different areas, we need to ensure that we address this important demographic now more than ever (Chivas coming on board, SUM and its Hispanic properties, etc).

``And just like teams should be doing at the local level, we (the league) need to start cultivating, and further developing, strong relationships with key members of the Hispanic community (media, community leaders, celebrities, etc). MLS must take a lead among the professional leagues in the U.S. in their approach to and effectiveness in reaching the Hispanic consumer.''

The first significant move MLS must make in this area is returning matches to a non-cable, Spanish language network. Early in MLS history games were broadcast on Univision and it's key that the games return to either Univision or another similar station. Granted Fox Sports Espanol picks up a game each week, but even some full time sports writers that cover the league don't have digital cable.

Getting the product back out to the potential consumer without making them hunt for it is vital at these still infant stages of the league. Getting involved in the Hispanic communities is another avenue to this market regardless of whether it's CD Chivas USA or D.C. United.

Swift can help these things happen. In fact, Swift may turn out to be the best hot dog salesman in league history.

Tobias Xavier Lopez is a soccer writer for the Fort Worth Star Telegram.

Section 8- Youth Strength Training and Fitness

Youth Strength Training Fitness training has traditionally emphasized aerobic exercise such as running and cycling. More recently, the importance of strength training for both younger and older populations has received increased attention, and a growing number of children and adolescents are experiencing the benefits of strength training. Contrary to the traditional belief that strength training is dangerous for children or that it could lead to bone plate disturbances, the American College of Sports Medicine (ACSM) contends that strength training can be a safe and effective activity for this age group, provided that the program is properly designed and competently supervised. It must be emphasized, however, that strength training is a specialized form of physical conditioning distinct from the competitive sports of weightlifting and powerlifting, in which

program of exercises designed to increase an individual's ability to exert or resist force. Children and adolescents can participate in strength training programs provided that they have the emotional maturity to accept and follow directions. Many seven and eight year-old boys and girls have benefitted from strength training, and there is no reason why younger children could not participate in strength-related activities, such as push-ups and sit-ups, if they can safely perform the exercises and follow instructions. Generally speaking, if children are ready for participation in organized sports or activities -- such as Little League baseball, soccer, or gymnastics -- then they are ready for some type of strength training. The goal of youth strength training should be to improve the musculoskeletal strength of children and adolescents while exposing them to a variety of safe, effective and fun training methods. Adult strength training guidelines and training philosophies should not be imposed on youngsters who are anatomically, physiologically or psychologically less mature. Strength training should be one part of a well-rounded fitness program that also includes endurance, flexibility and agility exercises. Properly designed and competently supervised youth strength training programs may not only increase the muscular strength of children and adolescents, but may also enhance motor fitness skills (e.g., sprinting and jumping) and sports performance. Preliminary evidence suggests that youth strength training may also decrease the incidence of some sports injuries by increasing the strength of tendons, ligaments and bone. During adolescence, training-induced strength gains may be associated with increases in muscle size, but this is unlikely to happen in prepubescent children who lack adequate levels of muscle-building hormones. Although the issue of childhood obesity is complex, youth strength training programs may also play an important role in effective weight loss strategies.

There is the potential for serious injury if safety standards for youth strength training such as competent supervision, qualified instruction, safe equipment and age-specific training guidelines are not followed. All youth strength training programs must be closely supervised by knowledgeable instructors who understand the uniqueness of children and have a sound comprehension of strength training principles and safety guidelines (e.g., proper spotting procedures). The exercise environment should be safe and free of hazards and all participants should receive instruction regarding proper exercise technique (e.g., controlled movements) and training procedures (e.g., warm-up and cool-down periods). A medical examination is desirable, though not mandatory, for apparently healthy children who want to participate in a strength training program. However, a medical examination is recommended for children with known or suspected health problems. A variety of training programs and many types of equipment -- from rubber tubing to weight machines designed for children -- have proven to be safe and effective. Although there are no scientific reports that define the optimal combinations of sets and repetitions for children and adolescents, one to three sets of six to fifteen repetitions performed two to three times per week on nonconsecutive days have been found to be reasonable. Beginning with one set of several upper and lower body exercises that focus on the major muscle groups will allow room for progress to be made. The program can be made more challenging by gradually increasing the weight or the number of sets and repetitions. Strength training with maximal weights is not recommended because of the potential for possible injuries related to the long bones, growth plates, and back. It must be underscored that the overriding emphasis should be on proper technique and safety-- not on how much weight can be lifted. Proper training guidelines, program variation and competent supervision will make strength training programs safe, effective and fun for children. Instructors should understand the physical and emotional uniqueness of children, and, in turn, children should appreciate the benefits and risks associated with strength training. If appropriate guidelines are followed, it is the opinion of ACSM that strength training can be enjoyable, beneficial and healthy experience for children and adolescents. Written for the American College of Sports Medicine by Avery D. Faigenbaum, Ed.D. (Chair) and Lyle J. Micheli, M.D., FACSM