**Examining and Improving Team Chemistry, Coach-Athlete Relationships, and Athlete Satisfaction**   Judy Favor, Ph.D. In the ZONE Training, Inc. and Kansas State University

Team Network Analysis (TNA) provides a user-friendly, visual representation of the internal dynamics of a team, which can help coaches develop targeted strategies and/or interventions. TNA can answer questions like:
- How cohesive is your team? Are there any cliques or subgroups?
- Do teammates trust each other and the coaching staff?
- Who are the "influencers" or "power" players within your team?
- Who do team members identify as leaders?
- Who communicates with whom? Has anyone not really connected with anyone and might be at a greater risk of quitting?

In the example below, it is clear that Patti is well connected and has significant influence over many other team members. A wise coach would foster a positive relationship with Patti. Conversely, Rebecca has not connected with anyone. If she is your star freshman recruit, an immediate intervention is warranted.
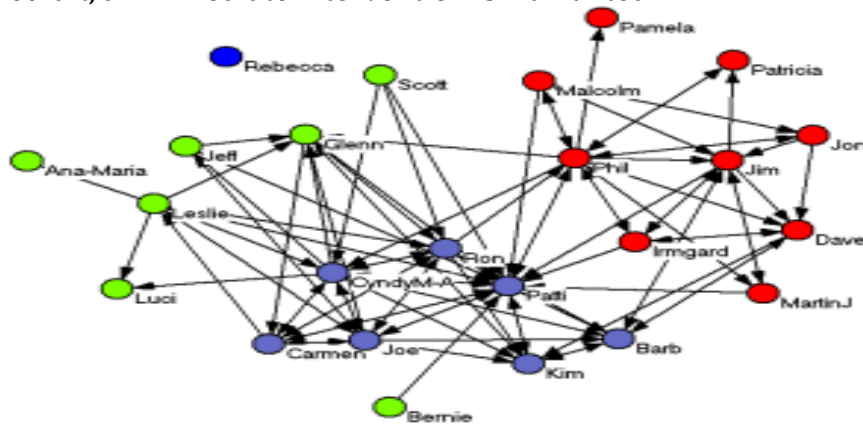
The Big Five personality framework has been widely used to examine a variety of performance, relationship, and satisfaction factors in organizational and military teams. In athletics, it has been used to examine and predict coachability, coach-athlete relationships, and performance. However, it has the potential to be used much more broadly in sport. Coaches who understand athlete and team-level tendencies are better equipped to work with individual athletes and teams more strategically to improve relationships and coaching effectiveness. Likewise, athletes who understand themselves and how their behaviors impact team dynamics and relationships are better equipped to modify behaviors to improve relationships and team performance.

The Big Five model groups several individual personality traits into five global domains: extraversion, agreeableness, emotional stability, conscientiousness, and openness to experience. Traits from the agreeableness and emotional stability domain affect interpersonal relationships, coachability, competitiveness, mental toughness, and resiliency. The conscientiousness domain is comprised of traits that influence an athlete's work ethic, decision-making, self-discipline, perseverance, and drive for achievement. Openness to experience primarily affects how coachable an athlete is and how she deals with change and the unknown. Finally, extraversion, the most easily observed domain, affects team leadership, optimism, and fun and enjoyment.