

Japan Basketball Association on Coach Development

The Japan Basketball Association (JBA) defines the human excellences required of coaches in the document *The Human Excellences Required for Coaches of the Japan Basketball Association*. The human excellences required of coaches refer to coaches' demonstrated abilities toward achieving well-being and happiness for both players and themselves, is essential to JBA's goal of players-centered coaching. Also, it also implies the overall excellences that coaches need to be socially recognized as a professional and to act as an autonomous person.

One of the outcomes of coaching is the kind of players coaches have been able to contribute to developing. The JBA Coaching Guidelines provide a goal for coaches in terms of the kind of players they aim to develop and serve as a compass for coaching.

In addition, we have established the JBA Coaches' Code of Conduct, necessary for coaches to develop better players through coaching and realize their own human excellences. The Coach's Code of Conduct is a set of principles for coaches to judge and decide how they should act in various situations. The principles, however, are not absolute rules, but rather standards for coaches to follow. Coaches are expected to act in accordance with the principles of the Code, depending on the situation.

Thus, the JBA strongly hopes that all coaches will develop their human excellences as a coach, act in accordance with the Coaches' Code of Conduct, and develop their coaching based on the JBA Coaching Guidelines.

The Human Excellences Required for Coaches of the Japan Basketball Association

Introduction

What are *human excellences*? This is an old question and perhaps also a new one. First of all, it could be described as the excellences or virtues that a human being can possess. Such excellences and virtues are valuable in their own right and indispensable for living well as a human being. What distinct excellences are required of a coach? Such excellences and virtues will naturally emerge from the essential role of the coach and the essential characteristics of basketball.

For example, considering that a coach cannot be a coach without players, it is essential for coaches to have human excellences in terms of character to establish a good relationship with their players. What is required of coaches in today's information-overloaded society is, above all, the ability to take individual situations into account, to discern the appropriate knowledge required in the situation, and to use that knowledge appropriately. For this purpose, some kind of human excellence will be also required. On the other hand, personal qualities such as being funny, serious, cheerful, kind, and taciturn are not necessarily included in what is uniformly required of all coaches in the sense that they are related to each coach's personality. Passion, which is often said to be necessary for coaches, is indeed an important part of coaching, but it is not included in human excellences if it is considered to be something that arises from or is utilized by human excellences. Passion itself is not an excellence or virtue.

In this case, the following human excellences will be required of any coach, and it is in the exercise of these human excellences that the well-being and joy as a coach will be realized.

"Prudence" to determine the right knowledge

It goes without saying that coaches need to have expert knowledge of basketball. It is indispensable for coaches to improve players' competitiveness in the sense that without it,

there can be no proper guidance in practice or precise direction in games. We as a coach can study and incorporate a lot of knowledge while participating in the JBA's coaching license program and other clinics and group studies. Of course, it is not limited to that, but if we are constantly improving, never lose a sensitivity, and keep an open mind, we can acquire knowledge in a variety of situations. But is such knowledge truly error-free? It is important not to delusively accept new information, but rather to think for oneself, discuss it with other coaches, and "prudently" determine the appropriate knowledge by comparing it with past experiences and reference materials.

"Practical wisdom" in the appropriate use of knowledge

In basketball coaching, having knowledge is not enough. We must be able to apply knowledge in appropriate situations. To do this, we must know the self and others (especially other coaches on the team, players, staff, etc.), properly assess the situation, and be able to apply the appropriate knowledge required in the situation. In other words, it is a matter of being flexible and adaptable. This practical wisdom is not limited to the basketball court, but also applies to other situations as well. Knowledge is not limited to specialized knowledge of basketball, but includes a wide variety of knowledge. It is a starting point for how a coach should act in each situation. It is not enough to have knowledge about well-being, for example, but we must be able to use it successfully in the context of the players and in our own activities. That is why we need not only static knowledge, but also the dynamic intelligence of "practical wisdom" in order to make good use of professional knowledge.

"Courage" to make decisions without fear in appropriate situations

In basketball, given there are always opponents, courage is needed to act as one envisions without fear in tense, high-pressure situations. Strangely enough, we can gain true courage by taking a step forward with "courage" even in tense situations that cause us much fear.

Conversely, if we are intimidated by a situation and do not make a decision, it will be even more difficult to take a step forward at the next opportunity. Imagine ourselves being courageous enough to take the first step.

"Tolerance" to accept the autonomy and challenges of the players

We will not always have the opportunity to show the true value of self and team in a basketball game. Until that opportunity presents itself, it is important to be patient and work hard in practice to improve the excellences of players to the best of our ability. Also, many things can happen at practice, and things do not always go according to plan. If we respect the autonomy and challenges of the players, there will be times when player's behavior differs from our intentions as a coach, and as players think and grow on their own, they will experience a variety of mistakes and failures. Of course, there will be times when it is necessary to be harsh, but tolerance is necessary in order to patiently watch over the player's challenges as much as possible and improve together with the player.

"Care" to consider the feelings and ideas of others

Self-evidently, we are not dealing with machines. We are working with human beings who feel pleasure and pain. In this context, it is important to have "care" to be able to think of the other person as if they were their own. We cannot be a coach without players. We can only be a coach with players. We as a coach must always remember this. Care extends not only to our own players, but also to our fellow coaches with whom we work, to the parents and families of the players who help us in various ways, to the team entourage who support us, to the opponents we play against, to the referees, officials, and spectators. And let us not forget that this care begins with listening to and empathizing with others, from which respect for others also arises.

"Integrity" in dealing with other people honestly and sincerely

Through the game of basketball, we meet many different people and many different situations. No matter how great our ambitions are, if we do not work with integrity, we will not be able to build relationships of trust with people. When we treat people who believe in us with sincerity and honesty, without self-interest, and without falsifying the truth, we are showing our integrity. It is also because of our integrity in the game of basketball that we can be truly proud of our players and of ourselves. Of course, it may not be easy to act with integrity and be honest at first. However, as we continue to act with integrity, it will gradually take root in us as something more solid. This integrity will surely be conveyed to those around us, including the players.

"Spirit of inquiry" that drives coaches to do better

Basketball has a great depth. In coaching practice, it is always necessary to improve in order to achieve a better state, and it is a "spirit of inquiry" that leads us toward improvement. It is this spirit of inquiry that drives us to keep on learning what we do not yet know, and to think further about what we do know. In this sense, the spirit of inquiry is the driving force behind our activities. As a coach, it is important for us to keep on learning at all times, and to be excited about seeing oneself in action.

"Normative Consciousness" to live in harmony with the community to which coaches belong and among the people with whom coaches come in contact

Norms guide us in our actions, but these norms can include many different things. For example, in addition to laws and local ordinances, there are regulations of organizations, groups, and schools that we must follow in order to live as members of our nation and community. Furthermore, in order to live better together, there are moral values in society, standards and rules in teams, and customs, traditions, and manners among people which we

are expected to respect and live by. We are also required to comply with international and local laws when working internationally, and the JBA has established a Coaches' Code of Conduct. By autonomously adhering to these various codes - in other words, by acting proactively while maintaining a normative consciousness - we will not go astray as human beings. As coaches, it is important not only to act according to our own norms, but also to be a role model for our players and other staff members through the observance of these coaching norms.

Japan Basketball Association Coaching Guidelines

The Japan Basketball Association (JBA) Coaching Guidelines contain the essential coaching objectives for basketball coaching in Japan for all coaches involved with JBA. Specifically, the Coaching Guidelines clarify how coaching should be conducted to promote the quality of the game and the improvement of skills, emphasizing player autonomy while always keeping in mind the improvement of international competitiveness and giving top priority to safety and security. Coaches who belong to JBA are encouraged to develop their coaching based on the JBA Coaching Guidelines.

Let us develop players who:

- (1) love basketball.
- (2) enjoy the game of basketball.
- (3) are proud to play basketball.
- (4) respect all people involved in the game of basketball.
- (5) understand the spirit of fair play and are fair and impartial in all aspects of their actions.
- (6) are proactive in basketball and can think and make decisions on their own.
- (7) are not afraid of failure and able to challenge, devise, and work hard on their own.

(8) can communicate their own thoughts and listen to what others have to say.

(9) can live a better life through basketball.

Japan Basketball Association Coaches' Code of Conduct

Foreword

This is the Japan Basketball Association Coaches' Code of Conduct. This Code of Conduct is not an absolute rule that is binding on coaches at all times, but merely a set of standards, or principles, that contribute to a better coaching and becoming better coaches. JBA strongly hopes that each coach will act proactively and autonomously, taking into account the appropriate principles based on their own assessment of the characteristics of their own situation and context.

General Principles

1. Coaches shall recognize that they are only able to act as coaches because of their players.
2. Coaches shall comply with laws and regulations, be ethical, and respect moral principles.
3. Coaches shall respect the rights and dignity of all individuals, and treat them fairly, regardless of age, gender, race, ethnicity, religion, language, cultural background, physical ability, social status, or organizational affiliation.
4. Coaches shall not engage in harassment of any kind and shall not overlook those who harass.
5. Coaches shall not undermine the values of basketball and shall contribute to its development and promotion.

Relationship between Coach and Player

6. Coaches shall be aware of their responsibility to coach players and respect the character of the players.

7. Coaches shall use her or his skills and knowledge to help players to improve in mind, body and spirit.
8. Coaches shall consider and respects the well-being (being the best they can be and enjoying the joy that comes with it, having good relationships with others, etc.) of the players to be important.
9. Coaches shall be concerned for the health and safety of the players.
10. Coaches shall respect the player's ability to make independent decisions.
11. Coaches shall be tolerant of unintentional mistakes and errors by players.
12. Coaches shall be fair and honest with players.
13. Coaches shall listen to the players.
14. Coaches shall act as a role model for the players and shall be a person of whom the players can be proud.

Relationship between Coach and the Others

15. Coaches shall keep in mind the well-being not only of the players, but also of other coaches, staff, stakeholders, family members, and themselves.
16. Coaches shall recognize that they are a member of the community involved in team activities.
17. Coaches shall treat their opponents with respect.
18. Coaches shall respect the decisions made by the referees.
19. Coaches shall show appreciation and respect for their mentors.
20. Coaches shall be considerate and caring towards their own successors.

On Coaches Themselves

21. Coaches shall keep on learning in order to improve their excellences as a coach, and to study to develop their virtues as a person.

22. Coaches shall have their own coaching philosophy.
23. Coaches shall seek to understand the essence of the game of basketball.
24. Coaches shall study the skills and tactics of basketball and how to coach them, and shall strive to develop their own coaching abilities.
25. Coaches shall act with integrity in all matters.
26. Coaches shall refrain from misleading language and be precise in their use of language.
27. Coaches shall be aware of crisis management and deal with problems quickly and appropriately when they arise.

On Coaching

28. Coaches shall be responsible for their own coaching.
29. Coaches shall coach in the best interest of their players, helping them to grow as a person and improve as a player.
30. Coaches shall strive to coach in a manner that allows players to experience the joy and pleasure of basketball.
31. Coaches shall coach without corporal punishment, verbal abuse, or intimidation, even if desired by players or parents.
32. Coaches shall act adaptably and flexibly at all times, assessing the situation in which they find themselves and helping the abilities and needs of the players and the team.
33. Coaches shall coach the players to realize their excellences in the game.
34. Coaches shall ensure that the team works together as one in the game.
35. Coaches shall work with all their energy to win the game.
36. Coaches shall be aware of the limits of their own knowledge and the amount of activity and cooperate with other coaches and specialists.
37. Coaches shall regularly reflect on their own coaching and way of being, in search of

something better.

38. Coaches aim to live well through their own coaching.

※ Note that this is not a verbatim translation from the Japanese version, as unnecessary words and phrases have been corrected in translating the Japanese version into English.