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“I thought to myself, if evil can be organized so efficiently [by the Nazis] why cannot good? Is there any reason for efficiency to be monopolized by the forces for evil in the world? Why have good people in history never seemed to have had as much power as bad people? I decided I would try to find out why and devote my life to doing something about it.” Robert S. Hartman

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SPORTS AXIOLOGY

Jeremy Boone, Mike Hartman, David Mefford,
Vera Mefford, Leonard Wheeler, and Gregory Woods

JEREMY BOONE, CSCS, NMT, USAW

Jeremy Boone is the owner of Athlete By Design, LLC, an international sports performance consulting firm. He has worked with athletes from the NFL, MLB, NBA, MLS, and many others worldwide including serving as the offseason speed and conditioning coach for the NFL Carolina Panthers for the past five years. In addition, he is an internationally recognized presenter and has authored multiple training resources for both coaches and athletes. His current research efforts are focused on sports axiology and a lower body screen for deceleration and asymmetries in field and court sports. Most recently, he has created innertactics.com, a sports axiology firm working with individual athletes and teams world-wide who struggle with mental aspects of identifying and developing athletic talent. Jeremy is a master distributor for The Value Source Group in Charlotte, NC and he can be contacted at his web address: support@athletebydesign.com.

MIKE HARTMAN, NASM & Lifestyle Fitness Coaching Certified.

Mike Hartman formed Better Life Training after a 16-year professional hockey career playing with the Buffalo Sabres, Winnipeg Jets, Tampa Bay Lightning and the Stanley Cup Champion, New York Rangers.

Mike is a certified NASM Trainer and Sports Conditioning Specialist and has been training athletes in all sports for more than 17 years.

Mike started off-season training schools focusing on speed, agility, quickness and balance, primarily for hockey players. Over the years he has expanded to include other sports. Mike brings to his clients the expertise and discipline learned through his years as a professional athlete and has trained thousands of athletes. He also worked with the 2002 U.S. Women's Olympic Hockey Team.

It is Mike's goal to provide training programs designed to meet the needs of individual clients of all ages for sports and fitness.

Mike is currently one of the first "Master Distributors" for the Value Source Group and it is his intention to make it his full time career.

DAVID MEFFORD, Ph.D.

Dr. David Mefford is a native of Morristown, Tennessee with 40 years experience in the science of value know as “formal axiology,” created by Professor Robert S. Hartman. Hartman’s discovery of a logic-based frame of reference for qualities led to the foundations of this new science of value, formal axiology. While at the University of Tennessee, Dr. Hartman asked David Mefford to be his assistant and to help him teach some of his undergraduate classes.

David attended his first class in European axiology the University of Paris, at Nanterre, France and earned his Magister Artium (M.A.) degree in psychology, philosophy and law at the University of Heidelberg, Germany in 1976.

Robert S. Hartman's personal values assessment is known as the Hartman Value Profile (HVP), and as Hartman's commercial representative in Europe (1970-73), David conducted business development seminars at Garmisch-Partenkirchen in Southern Germany in 1971-72 for managers of Siemens and VW.

While completing his Ph.D. degree at the University of Tennessee, David evaluated and counseled psychiatric patients with the HVP under the supervision of Dr. John Wolaver, M.D., for a three year period. David's dissertation, Phenomenology of Man as a Valuing Subject, achieved a comprehensive typology of personality, based on value judgment patterns. This axiological personality model of 26 cognitive types and 40 emotional temperaments is currently in use by professional psychologists, counselors and business leaders for individual and group assessments and counseling.

In collaboration with Dr. Clayton Lafferty, former president and owner of Human Synergistics in Detroit, Michigan, David created a new series of values-based personality instruments known as VUE's (Values Usage Exercises).

David recently co-created the Personal Talent Skills Inventory (PTSI), a parallel form of the Hartman Value Profile (HVP) with Target Training International (TTI) that is currently being used for selection and coaching in 50 countries of the world.

David is co-founder and board member of the Hartman Institute and chairman of The Value Source Group, an axiological technology provider. A prolific writer, David has authored several publications on the applications of axiological value science, and several articles have been published about his work.

VERA MEFFORD

Vera Mefford has been President of AXCES Corp (formerly Value Measurement Technologies) since 1982, where she developed and marketed axiological

products and services for human resources, advertising and corporate development. Her clients included Chase Manhattan, Oak Ridge National Lab, ALCOA Aluminum, State Farm, Cellular One, and Target Training International (TTI). She has served as a business consultant and executive coach for more than 25 years, with a focus on organizational development, team-building, and helping executives and consultants achieve a balanced quality-of-life. Since 2001, Vera's full-time focus has been on training business consultants in advanced axiology, conducting teleconferences for coaching networks, and executive coaching, as well as developing new values-based assessments: the PTSI: Personal Talent and Skills Inventory for and in collaboration with Target Training International; the R.I.S.E. Profile for internal company management gap analysis in 4 dimensions; and the COMPASS – a custom profile created to gauge a company's interface with their customer base.

Vera received her Bachelor's Degree from Houghton College, New York (1973) and her Master's Degree from Schiller University in Heidelberg, Germany (1975) in Psychology and German. Vera also completed her Master's post-graduate anthropological studies at the University of Heidelberg, Germany, and at the University of Tennessee in Knoxville. She previously served as Vice President, and is now on the Board of Directors of the non-profit Robert S. Hartman Institute for Formal and Applied Axiology, and also serves as Associate Editor for the Institute's Axiological Journal. She has authored and co-authored numerous articles and axiological training manuals.

In 2007, Vera became President of the Value Source Group, LLC, co-founded with Gregory Woods and Dr. David Mefford. Here, her focus is on developing industry-specific axiologically-based assessments, including applications to Sports, Fitness, Business, Finance, Sales, Leadership and the Hospitality industry, among others. She also trains and provides support services for The Value Source Group's Master Distributors.

LEONARD WHEELER

Leonard Wheeler was drafted into the NFL out of Troy State University in the 3rd round in 1992. He played for the Cincinnati Bengals, Minnesota Vikings, and Carolina Panthers for a total of 8 years retiring in 2001.

Leonard started the speaking circuit in 1992. He serves as a board director for the "**Youth Commission International**" that reaches out to 132 cities in 32 states to better educate our youth and a board member for **2XSalt ministries** in Charlotte with Hall of Fame NBA greats David Thompson and Bobby Jones. His most memorable journey is going out to the Columbine tragedy in 1999. Leonard is also a columnist for Savoir Faire magazine that goes out to over 40,000 readers. He is currently serving as the President of the **National Football Players**

Association (NFLPA) Charlotte Retired Players Chapter and was recently selected as the only retired player to the **Financial Committee for the NFLPA** that regulates over 500 financial advisors for the active NFL players. Leonard is also the President of the **TNBA (The National Business Association)**, which is a networking event where professional athletes network with business professionals in their city www.TNBA.net.

His company **Wheeler Enterprises, Inc** creates opportunities for individuals and companies to develop more of their potential through workshops and applied Axiology. He is working with **National Gypsum, EQ Mentor, the Corporate Playbook, the Stanford Group and Capital One** to name a few.

Leonard is a Master Distributor for the Value Source Group and resides in Charlotte, NC with his wife Chandra and 10 year old daughter Lindsey.

GREGORY WOODS

Greg Woods has over 15 years of senior level experience in business analysis, technology planning, solution architecting, business strategy, implementation and execution.

Prior to the sale of Breakwater to ITS Technologies in February 2001, Greg was the founder and CEO of Breakwater Consulting Group Inc., which has provided technology-based solutions for Fortune 2000 companies in the Michigan area since 1991. The company began as a one person firm and quickly expanded to one of the top five Microsoft solution providers in the state. This was achieved by creating solution frameworks leading to greater project definitions and better project control, creating a more efficient team. This also allowed the results of the project to be more measurable and enforced accountability. The company provided higher end business services and solutions that were in the past left up to the big national firms.

During his career, Greg has had the opportunity to work with many companies ranging in size from Fortune 500 companies to smaller twenty million dollar companies. Over the course of fifteen years, Greg developed teams that deployed award winning network and database design solutions recognized nationally and globally in 1998, 1999 and 2000. Greg's business and technology skills blended together have helped him create system solutions with high returns. For this progress Greg was nominated for the Microsoft Partner Advisory Council which is a global council that advises Microsoft on product enhancements, marketing, placement and pricing of their products. Below is a list of some of the awards given to Greg by Microsoft:

- ◆ 1997 Best Small Business Solution
- ◆ 1999-1st place in US for best Windows NT Design

- ▶ 1999-2nd Place in US for best SQL 7.0 Design
- ▶ 2000-Finalist for Microsoft Solution of the Year
North America
- ▶ 2000, 2001, 2002 PAC

Before establishing Breakwater, Greg's valuable experience came from working as a Consultant for Herman Miller (second largest office systems manufacturer in the nation) in all areas of their business, from packaging and distribution systems to international deployments of systems. Greg also worked for Steelcase (the largest office systems manufacturer in the nation), consulting in lead generation tools and e-commerce systems to connect dealers and customers for a better overall experience. Greg learned early on that 'process' was the key to all projects and that technology is not the complete answer but merely an enabling tool.

Greg is currently the Chief Executive Officer of the Value Source Group, an axiological technology provider in Charlotte, North Carolina.

Abstract

This article is the story of the foundation of a "Sports Axiology," the application of axiology to team and individual sports. We cite quotes from our professional sports partners relating their experience; we define "Sports Axiology" and we provide examples of the axiological tools we are currently using with amateur and professional sports athletes. Our tools include an introductory "Coaching Simulation" that each reader may score for him or herself, the Pro-Sports Profile™ parallel form of the Hartman Value Profile (HVP), part one; the Pro-Sports Scorecard; a sample of the first one of thirteen basic "Player Styles", and the outline of the formally structured Playbook for Life coaching system.

In some team sports we have profiled young soccer athletes starting at age 12, up to seasoned professionals currently playing on Pro-Football and Pro-Hockey teams – all with solid success.

Three professional athlete-coach-trainers and three professional axiologists have contributed to this article to enable our readers to understand different perspectives on this application of axiology to the world of sports.

We begin this article with two quotes from our professional sports associates about their experience with axiology

I really didn't know that much about Formal Axiology until I met Dr. David and Vera Mefford. Last April I decided to get some coaching from a popular coaching company in the Charlotte, NC area because I felt that I needed some time to find out the best way to develop my skills in the real world.

My background in the sports industry is more than sixteen years as a professional and a total of 28 years, including my amateur status. I played professional hockey in the NHL, minors, team USA and in Europe. Also, I coached the best fourteen year olds in the USA through a National USA Hockey program. www.usahockey.com.

Personally I had a bit of an identity crisis when I stopped playing and needed to find out how to adapt to the real world of life, so I was given the Hartman Value Profile (HVP), and that's when I realized that this is for real. My wife and I could not believe the accuracy of the profile and felt I needed to get more details, so I contacted Dr. David Mefford and he generously filled me on how the profiles work.

After we spent about an hour with each other my mind was racing! My instincts were such that I wanted to get this profile in the hands of every former professional hockey player so that they can adapt to the real world and better their lives when they retired from the game. At that time I asked Dr. Dave if this could be done for sports and fitness. He answered without hesitation "Yes," and now we have a profile for athletes engaged in team sports already developed.

To make a long story short, I took the Pro-Sports Profile™ and I was again blown away by my results. In fact, I was so excited about the final outcome that I asked if I could use this in my business to help out the hundreds of people that I coach online and in person at our fitness facility. I'm the type of person who has to believe in something 100% before I get involved with anything, so the next step was to get the Sports-Profile in the hands of several former and current professional players in hockey and other sports. The final results were unbelievable! I only heard one of many athletes tell me that this is not completely an accurate profile of him. (He told me that he is a great leader, and his score was in the growth area in the section about Interpersonal Harmony).

My next step was to ask more questions about the deeper meaning of his "Interpersonal Harmony" score. I found out that in some cases it can reflect an individual who will not put up with others' mistakes! This answered all of his questions because he is the first one to get down on his teammates when things are not going that well for him or the team. After I explained this to the future hall of famer and former 3-time Olympic athlete, he was a believer! A few days went by and I had four messages from him in one day. He said he needed to take the "Life-Values Profile™" because he is going through a divorce, and he wanted to look at measurement of his values so he can work on his personal life.

The point is that a lot of world-class athletes are fixed in their own way on things, and for me to be batting a 1000 with all of these athletes says it all. In fact, one of the largest athletic companies in the country for recruiting is owned

by several former professional athletes, and they all took the profile and want to start profiling players as soon as possible.

*Mike Hartman,
Better Life Training,
Charlotte, North Carolina*

As a former NFL Player, not only have I come to value Axiology, but I have come to understand its effectiveness. For the past 3 ½ years in studying Applied Axiology, the quantitative analysis process has become a partner and confidant in my pursuit to help people in both sports and business. In playing in the NFL there is always a thinking process that is governed by our emotions to make the right decision at the right time. I wish that I would have had access to the axiological conceptual tools when I played. These athletes today can have a true advantage before, during, and after the game of sports if they apply and implement the understanding of Axiology in their personal lives.

I have found that the key is to try and catch the athletes before they retire, so that we can build on their beliefs for success that already exists within them. The longer the athletes are out of the game, the more difficult it is to create a new belief system for success in life.

In working with the corporate executives over the years has been very interesting in that no one wants to believe that they have low self esteem. I only recently learned that “self-esteem” is a summary of all three axiological dimensions and not just the intrinsic. Over 90% of the successful executives that I have profiled had low bias score in their Intuitive Sense of Self (formerly self-esteem). Now, I would tell them their “self esteem” is centered in the extrinsic or systemic dimensions. They are concerned with driving the results for success, which means that the self can take a back seat. I have been surprised with the number of people that truly hate their job, but stay with it because of the fear of not knowing what they do best. The HVP profile has offered and will continue to show them along with the proper coaching.....what areas to tap into, so that they can maximize their strengths and minimize their potential blind spots.

I want to personally “thank” Dr. Robert Hartman for his vision in reaching the world for true clarity in three important and dynamic value dimensions and Vera and Dr. Dave Mefford for their diligence in continuing to carry the torch. In the Axiology process, not only do you start to understand the self, but you start to see how you best fit within a team concept that wins. As the President of the NFLPA Charlotte Chapter and being over so many retired NFL players the study of Axiology has given me the insight to help my guy’s transition and their thinking from the field into another success in real life.

In partnering with Greg Woods over the years, he has become teammate that we can count on for better understanding the process of Axiology. My business, Wheeler Enterprises, Inc., has landed some awesome partnerships with

large companies because of their belief in the axiology valuing process. Axiology will continue to be a part my circle of influence and I will continue to fight for people to see and understand its true intrinsic, extrinsic, and systemic value in the industry of Sports and Business.

*Leonard Wheeler,
Wheeler Enterprises, Inc.
Charlotte, North Carolina*

The emergence of “Sports Axiology” is causing a lot of excitement, and we want to share with our readers what the excitement is all about. “Sports Axiology” is axiology applied to sports and sports game play including both team sports such as football, hockey and soccer and individual sports such as golf and tennis. Axiology is the name for the systematic study of value or value theory (value equated with worth or meaning). Formal axiology is the scientific discipline of value (worth) based on a logical frame of reference. The name, “formal axiology,” was coined by Edmund Husserl in 1902 in a footnote to his reference to origins in *The Formal and Transcendental Logic* (Husserl, 1929, paragraph 50). The scientific foundations for a *formal* axiology were developed by Robert S. Hartman in his book, *The Structure of Value: Foundations for a Scientific Axiology* (Hartman, 1967).

The first question that comes to mind is, “What is the difference between sports psychology and sports axiology?” Sports psychology has been very valuable to sports, focusing on things like how best to control and handle anger and frustration. However, psychology in general is based on *inductive* logic and rests on *empirical* foundations. It is an instance of reasoning from a part to the whole, from particulars to generals, or from the individual to the universal. The general validity of a “law” is inferred from its *observed* validity by showing that if a law holds true in certain cases, it must also hold in the next and succeeding cases. Axiology, on the other hand, has the distinctive difference of being based on *deductive* reasoning, a method by which concrete applications or consequences are deduced from axioms, definitions, and postulates. Hartman’s “Axiom of Value” provided us with a formal, mathematical norm which can be applied to any field of study to structure that field, and then it weighs or measures individuals or teams against that scientific norm. Dr. Leon Pomeroy in his book, *The New Science of Axiological Psychology* (Pomeroy, 2005), has shown that formal axiology is also empirically valid. Sports axiology is a discipline that can enhance and improve the effectiveness of sports psychology. Sports axiology provides a formal, logic-based approach that sports psychology can readily embrace. We see the marriage of sports psychology and sports axiology as the very best approach to coaching and improving the skills and talents of sports teams and individual players.

Sports axiology is currently emerging out of the larger effort to further develop the science of formal axiology. As the potential of the science of formal axiology is further explored, new applications are being created such as this

application to team and individual sports. One of the “laws” of formal axiology is, “x” has more value if it acquires *more good-making properties*. This is not true of intrinsic value since any and all additions are captured in the intrinsic focus, but it is clearly true in the extrinsic or systemic dimensions. If I add a room onto my house with an additional 500 square feet, my house gains in value. It is still the same house intrinsically (my home), but there is clearly a systemic and an extrinsic value gain. If a player acquires more properties in terms of improved skills and abilities, he or she has more value – not as a person, but as a player or athlete.

Sports Axiology, like any new field of study, has to show itself positively (defining what it is). When we focus on what it is, we find several areas of concentration. Sports Axiology has three major focus areas as follows.

1. The first is to identify emotional or mental barriers or blocks that may be preventing access to the athlete’s potential.
2. The second is to develop more of a team’s or an athlete’s innate potential and make it actual.
3. The third is to identify and develop the “health” of a team.

Sports axiology uses special tools for insight into athletes’ barriers to their potentials and also identifies the areas in which athletes have the most potential for development. The two tools already developed and currently being used for *coaching* aids are the “Pro-Sports Profile™” and the “Pro-Sports Value Scan™.” (Some users are branding this as the “*Pro-Sports Mind Scan*”.) The Pro-Sports Profile™ is a parallel form of the Hartman Value Profile (HVP), a two-part, eighteen item forced ranking assessment that reflects the structure of a person’s evaluative judgment.

As Robert S. Hartman defined it, “evaluative judgment” or “value judgment” is a combination of human cognitive and emotional capacities. We do not simply “think” about an object in a value judgment of it; we also have a certain feeling about it. Value determinations are about the cognitive nature of the object, together with a “liking or disliking” of the object. The Pro-Sports Profile™ differs from the HVP in that the items are specific to team sports and to team game play. This is necessary to capture the components of valuation, both the cognitive and the emotional, relative to sports games. The Pro-Sports Value Scan™ uses the same assessment but with a much briefer overview report, using graphs to focus on specific skill sets. Another important axiological tool is the “Sports Coaching Simulation,” consisting of nine items with three alternatives each – to introduce coaches and trainers to the Sports Axiology system. When Jeremy Boone was delivering keynote speeches to large gatherings of coaches this January, he passed out the following coaching simulation to give them a taste of the power of axiology. It took the coaches around 5 minutes to rank their preferences, and they were given immediate feedback about their general coaching style.

According to Jeremy Boone, “throughout the history of sport, athletes and coaches alike have attempted to crack the code of the role that the mind plays in performance”. While physical competency contributes to athletic success, it is

now commonly agreed that the mental aspect is what separates the good from the great. So much so, that even high school and middle school teams now employ the services of sport psychologists to try and gain a performance edge for their teams. Until recently, psychologists and coaches have had to take a subjective approach to the mind-games of athletes, specifically using self-report assessments, including personality tests and attitudinal indicators. While these assessments help to reveal various motivators and behavior styles of athletes, an objective way to measure an individual's decision making pattern on the field or court is missing. Do we truly understand what makes these great athletic minds work? Why are some athletes able to make lightning fast decisions and even at times seemingly predict the future, and others cannot? Or how about the age old question of the cause of a performance slump?

These questions and many others like them are slowly starting to get answers. However, these answers are primarily solutions to the problems and at times do not reveal the true causes. The good news is that there is now a relevant sports psychometric profile based on the field of formal axiology that can help to answer these questions clearly.

Just what is the mind-set of a champion?

While much attention has been given to the personality, behavior, habits, and attitudes of high level athletes, it is the ability to make quick and clear decisions, combined with the ability to cope with and/or resolve any situation that best defines the mental abilities of the most successful athletes.

The Pro-Sports Profile™ is a task based assessment that forces athletes to use their values to make decisions, just as they do on a field or court. Based on the results of the task, forty specific attributes can be measured, built around the three dimensions of value as found in Dr. Robert S. Hartman's work on formal axiology. These results are completely unique to each individual athlete, as there are 4.5 quadrillion possible ranking combinations.

1. Developing Young Athletes - Not Miniature Adults

It is well-known that over four billion dollars are spent on specialized training for young athletes. As the popularity of this market continues to grow, so do potential problems around the expectations of performance. Due to the high demands of winning at even the early ages of eight to ten, these young athletes are often treated as miniature adults.

The result is that sports psychology services are now becoming woven into the fabric of the "Long Term Developmental Model" for young athletes, but in more of a "solution to a problem" approach. The inability to cope with pressure, deal with fear, and handle anger are just a few of the main issues that are becoming more common.

Thus far, little research has been available in the area of psychology and young athletes. In addition, the studies that have had a major impact have involved fairly low numbers of participants in each study.

“Inner Tactics,” a sports axiology firm made up of various authors of this article, created an initial focus group of over two hundred young athletes between the ages of fourteen and eighteen who participated in taking the Pro-Sports Profile™. The scores are put into a five point rubric ranging from growth area, fair, good, very good, to excellent. A brief summary of the results are found below:

Game Intelligence- good to very good

Competitive Fire- very good

Game Role Awareness- very good

Concentration- fair

Mental Toughness- fair

Stress Resistance- fair

Based on the above findings, it seems that young athletes struggle with being aware of themselves and their environment during a performance, they have difficulty being mentally tough during times of high stress and/or potential failure, and they struggle with the ability to cope under pressure.

This preliminary data served to be extremely insightful and has been used to develop age and gender specific coaching resources. These suggested coaching models will soon be available from the Inner Tactics group.

2. Team Chemistry – Bond or Bust

The third focus area of the Pro-Sports Profile™ is the ability to identify and develop the health of a team. There is an old acronym of the word “team” that says, “Together-Everyone-Achieves-More,” and of course, there is no “I” in the word “team.” This could not be truer except when the team does not act as a cohesive unit, and all members do not believe in and work toward the same team goals.

The biggest benefit of using the Pro-Sports Profile™ in a team setting is that now coaches can identify six primary areas of a team’s health. In the “World View,” these include a team’s game plan, team performance, and team identity. In the team’s self view these include team planning, authority, and vision, how the team acts as a cohesive unit, and team personnel.

Recently, a nationally ranked college team took the Pro-Sports Profile™ two days before their second round of post-season play. Their opponent was a bottom seed, while this particular team was a top five seed. A general summary of their results are below.

Mental Toughness- fair

Concentration- fair

Stress Resistance- fair

Interpersonal Rapport- fair

Interpersonal Conflict- good to very good

The team as a whole was considerably more focused on the future, i.e. on looking towards the following week’s game, rather than focusing on the present. They also struggled with the ability to cope beyond what only they felt they

could control. In addition, the pressure to win and uphold the legacy of this school's past winning accomplishments was quite high. In the end, the team lost on their own field to the lower seeded team.

Combining the services of a qualified axiological coach along with the results of the Pro-Sports Profile™ would provide a head sports coach tremendous insight into a team's mind-set. Specific strategies can be implemented to help ensure that team peak performance occurs when needed and to identify any potential roadblocks to a less than optimal performance.

3. The Coach-Athlete Relationship

Various studies in other journals have addressed the question, "Do coaches truly know the mental capabilities of their players?" However, these studies have all been inconclusive, as the authors could not determine if it is the coaches who do not truly know their athletes, or if it is the athletes who do not know themselves.

A new study is presently taking place that is trying to answer this question, using the Pro-Sports Profile™. Approximately sixty young athletes were given the profile, along with a complimentary questionnaire for their coaches, asking them to guess how they think that their athletes scored. The results will begin to give us insight as to what specific qualities coaches can identify, and what specific qualities young athletes do not know about themselves. Again, these data will help further to take the guesswork out of creating clear coaching models for athletes of all levels.

4. The Need for Interest-Specific Axiological Assessments in Sports

We have been working on the physical side of the athlete for years. Just training hard is not enough. New training programs are continually needed, but still lacking in some key aspects. It is highly unlikely that a new type of physical training technique will come out that will give one team a truly competitive advantage over another. The training process has become a *commodity* for the most part. We have perhaps developed the physical aspect of the athlete as far as we can naturally. Proof of this is evidenced by the temptation for use of performance enhancing drugs. As my friend Leonard Wheeler, who played in NFL says, "When you enter play at this level everyone is just as fast and hits just as hard." Where is the untapped resource in sports today? It is found in an athlete and team's mental and emotional state.

Scientifically structured, organized, purposeful and dimensionally balanced judgment is truly an area that has not been tapped or made a commodity in our world today.

Jeremy Boon of Athlete by Design has been on the forefront of capturing the power and impact of mental training in his coaching practice for years. Jeremy and I met two years ago where I covered the standard HVP with him. He developed his skills in the profile but found it has limitations in pro sports. He found that it was difficult for the coach to interpret and take time to understand

the details. There also seemed to be a lack of face validity and the ability to pinpoint mental and emotional attributes or evaluative judgment styles on the field. In other words, coaches did not seek knowledge of “life” values as much as they sought to understand more specifically how a player uses his or her judgment during the game and how he or she feels about teammates and other participants.

This need led me to Dr. David and Vera Mefford. Leveraging their experience and the work that the Meffords had done in the past with the University of Tennessee athletic department, it was agreed that a parallel form of the HVP was the best way to access the player’s judgment and decision-making on the field. This resulted in the development of the Pro-Sports, Pro-Tennis and Pro-Golf profiles. It also expanded our input and data collection in the sports arena with Mike Hartman (former NHL player) and Leonard Wheeler (former NFL player) whose input has been highly valuable and greatly appreciated.

Formal Axiology is an essential tool that enables us to measure the quality of player judgment. It can help us objectively look at our options and make truly integrated decisions, giving equal weight to the pros and cons of all three primary axiological dimensions of the issue thereby ensuring that our decisions are well balanced.

The other essential aspect of leading and making good judgments is “know thyself,” inscribed on the Oracle of Delphi. This includes who you are and what you stand for, as well as where your talents are, and where you may need to improve. To be able to be honest with oneself is essential. This is why we have created targeted assessments for special interests like Sports, Ethics, Life, Financial, Business and Christian profiles.

It’s one thing to see how you make value judgments in general, how you see yourself, systems and the world, yet quite another to discover how your judgment is driven as an athlete, financial planner, or a Christian. We wear many hats these days and to be able to focus and hone in on different parts of who we are and how we think is a most powerful and effective tool. When you are trying to improve a company’s bottom line, knowing how the CFO thinks about his place in this world may not be the best tool. It makes more sense to determine how clear his/her evaluative judgment is with respect to the company’s immediate financial issues at hand.

In today’s faster-paced world, with information easily accessible and the need for uniqueness to set organizations apart from their competition, managing change is necessary. The differentiation will not be so much as in the product or manufacturing/training process as much as it is in the quality of decisions. This marriage of a higher, synergetic valuing process with the team of individuals will become the **soul** of all organizations. Whether in sports, business or religion, interest-specific assessment axiology is the next level needed to catapult organizations to higher levels of success.

5. History

The Hartman Value Profile (HVP) was used by the senior author, David Mefford, and the late professor John W. Davis with the University of Tennessee's football team under coach Johnny Majors in the late 70s. Professor Davis also did some work with the Dallas Cowboys on axiological recruiting models at the same time. After that experience, Dr. Davis wrote an article for volume XXI of the *Journal of Sports Philosophy*, titled "Formal Axiology Applied to Football." In his article Dr. Davis explored the nature of a "good" team and of a "good" player. "Good," as defined according to formal axiology's "axiom of value," means "x has value to the degree it fulfills its concept." A "good" player or a "good" team must fulfill the ideal specifications of the concept "good player" or "good team."

The effort worked so well that we formed a company in 1981 with the company name, "Computer Sports Research, Inc." together with Andrew Cafferky, a stock broker-investor associate. In this company we used our axiological formulae to pre-determine the outcome of football games against the Las Vegas line. We purchased the Baker-Peters mansion in West Knoxville, opened fifteen 800 telephone lines and sold our advice to those who bet on the games. We were prohibited by law from placing bets ourselves or for others, and our phones were monitored by the FBI. Our first week in business handicapping games, we had an 87.5% accuracy for the combination of college teams and the NFL, which was one of the best records in the nation. We continued for another year, but we were forced to withdraw due to the Pro-Football strike in 1982. One of our associates and co-developers of the proprietary formulae, Dr. Mark A. Moore, continued this business for several years from his office in Maryland.

Professor John Davis was a genuine pioneer in the development of formal axiology and was the first president of the Robert S. Hartman Institute, formed in 1976. Dr. Davis was passionate about sports, especially football. He was head of the University of Tennessee's philosophy department and he was the prime mover in establishing a "Research Professorship" or "Chair of Excellence" appointment in 1967 for Robert S. Hartman, the first such position in the Humanities at the University of Tennessee. In 1974, one year after Robert S. Hartman's death, Professor Davis enlisted David Mefford and Vera Mefford to meet him in Cuernavaca, Mexico at Hartman's villa to organize, package, and ship all of Hartman's works to Knoxville, Tennessee for the Hartman archives in the Special Collection Library at the University of Tennessee. In the late 70s, Professor John Davis became the doctor-father for David Mefford along with Dr. Rem B. Edwards and Dr. Roy Cebik. David's dissertation was well-received, crossed departmental lines, with Dr. Howard Pollio of the Psychology Department also on his committee, and expressed for the first time the thirteen logical developmental stages of axiology (quantities), as well as the 27 valence patterns (qualities) associated with them.

6. Recent Developments

Recently, while engaged in “Advanced Axiology” coaching work for consultants of Target Training International (TTI), one consultant asked if we had something useful for the University of Maryland football team. We told them that we could use any of the assessments marketed by TTI, the DISC, the PIAV, and/or the PTSI, a parallel form of the Hartman Value Profile. However, we did not believe any of these mainly business-related assessments would work sufficiently for the needs of team and individual sports. After hearing the expressed needs and desires of the football coach, we decided that a new sports-specific assessment would have to be created.

Together with Dr. Rem Edwards, David and Vera Mefford had recently created a parallel form for Christians, the Christian Value Profile. That experience clearly demonstrated how much better an interest-specific assessment works, and we believed we could do the same for sports.

Then, Gregory Woods, now CEO of the “Value Source Group,” (the marketing group for the new interest-specific assessments) based in Charlotte, NC, introduced us to Jeremy Boone, owner of “Athlete by Design™,” and an international sports performance consultant for professional teams and players, to Leonard Wheeler, President of the “NFL Players Association,” and to Mike Hartman, a former pro-hockey player and fitness coach. We consulted with them and gathered a long list of needs for sports teams and individual athletes. A short time later, the Pro-Sports Profile™ was a reality. We appreciate and thank Jeremy Boone, who worked with us diligently on refining and adjusting the assessment and report to the point where it is easy to understand and works very well. We thank Mike Hartman for his unwaivering persistence and confidence in the Sports Profile and for going straight to the top pro and Olympic hockey players to gain the feedback we needed, and for his professional help with the special golf profile. We also extend our appreciation to Leonard Wheeler for inviting us to his “NFL Players Association Club,” where we learned a great deal about the difficult transitions that professional athletes go through upon retirement from sports. At this time (March, 2008) we have gathered demographic data and statistics on a few hundred cases and will continue to gather data; the assessment may be revised if subsequent data shows the need for doing so.

Another reason for constructing a sports-specific parallel form is the obvious weakness in the Hartman Value Profile concerning face validity. Face validity is about the apparent linkage between the assessment itself and the results produced. Many professionals over the years, such as Dr. Clay Lafferty, President/Owner of “Human Synergistics,” told me that the HVP has zero face validity. Our work with Dr. Lafferty produced the “Values Usage Exercises” (VUE), assessments, with three alternatives. Many axiological practitioners take the face validity issue of the HVP as strength. However, these objections are serious and we want to avoid this potential barrier by presenting an assessment that looks like it will work for the specific-interest group – *on its face*. To

demonstrate this face validity, we present the randomized list below, as opposed to the Hartman Value Profile (HVP). It is readily apparent that sports players understand the items of the Pro-Sports Profile™ as being more relevant to them in the sports context.

7. Pro-Sports Profile™ and the HVP Standard Randomized Lists

	<u>Pro-Sports Profile™ Part I:</u>	<u>HVP Part I:</u>
E ^E	A well-executed play	A good meal
S ^S	Respect for decisions of officials	A technical improvement
S _S	Violating team rules	Nonsense
E _S	A penalty/foul	A fine
E _E	An ugly play	A rubbish heap
I ^S	A coaching genius	A devoted scientist
E _I	The agony of defeat	Blow up an airliner in flight
S _I	League suspension	Burn a heretic at the stake
S _E	A bad call	A short-circuit
I ^E	A highly competitive player	“With this ring, I thee wed”
I ^I	The heart of a champion	A baby
I _I	Viciously hurting a teammate	Torture a person in a concentration camp
E ^I	Team spirit	Love of nature
I _S	Cheating for personal gain	A madman
E ^S	Recognition for athletic achievement	An assembly line
I _E	A severe injury	Slavery
S ^I	Love for the game	A mathematical genius
S ^E	A successful game plan	A uniform

The Pro-Sports Profile™ is designed for team sports. We have constructed another specific list for the individual sport of golf and yet another one for tennis. Time will tell if these interest-specific profiles work as we envision. The team-specific assessment above is working very well, and we should be able to validate it as soon as we have a sufficiently large data bank. Currently, we are using these assessments strictly for *coaching*, but this may be expanded to *selection* and *recruiting* as the validation data proves itself.

The assessment result reports must also be expressed in the common language of sports. The language used in presenting the report from the assessment has to be such that it speaks to what players understand. This is demonstrated by the language used in the reports.

8. The Pro-Sports Axiological System

First, we introduce the system with a short nine item self-scoring teaser, the “Coaching Simulation.” One of Jeremy Boone’s colleagues who also presented with him took the Sports Coaching Simulation and scored a 9-0-0 (I-E-S). In

other words, his communication style is intrinsic dominant and filled with stories and passion. He chooses to see player improvement on the field over relying on player assessment scores. It was no surprise that his presentation was extremely well attended and received very high feedback marks. Another high level coach scored a 0-4-5 (I-E-S). This coach focused solely on whether or not the players did what they were asked to do. He values players to the degree that they fulfill their duties and responsibilities and values a winning record. This individual sees his players as performers rather than people, whereas the first coach sees his players as people first and performers second.

We invite all readers to complete the “coaching simulation” and score it according to the scoring instructions that immediately follow the exercise.

Coaching Simulation

Instructions:

Individual task: Read over the 9 statements below about sports coaching. Each sentence may be completed by any of the 3 choices provided. All alternatives are positive and reflect different ways you can emphasize aspects of coaching. Rank the alternatives for each sentence according to your agreement. Assign a number 1 to your first choice – the alternative you agree with the **most**. Mark your second choice with a 2. Your number 3 choice indicates the alternative you agree with the **least**. Each sentence completion alternative must be assigned a 1, 2, or 3. There is no time limit for this exercise, but you can complete it in about 5 minutes.

Team Task: Same as above, but give each team 15 minutes, or about two minutes per question. People differ in what they value on every subject. That is what makes each one of us unique. There are a wide variety of completion alternatives for the 9 coaching statements. A discussion about each of the coaching statements will increase your coaching team’s knowledge of the value coaching can have. Take 5 minutes to discuss each statement and try to reach a consensus that represents the collective judgment of your staff. Consensus is reached when every team member can say, “Well, it may not be exactly the way I see it, but the discussion has left me with enough confidence that I can support the choices made.” After your team has ranked the responses, wait for further instructions from your coach or trainer. If you are the facilitator, then you decide what direction to take.

1. Coaching should be:				
systematic	<input type="checkbox"/>	practical	<input type="checkbox"/>	inspirational
	<input type="checkbox"/>		<input type="checkbox"/>	
2. Coaching systems emphasize:				
game plans	<input type="checkbox"/>	tactics	<input type="checkbox"/>	developing potential
	<input type="checkbox"/>		<input type="checkbox"/>	
Coaching procedures:				
influence game outcomes	<input type="checkbox"/>	integrate isolated tasks	<input type="checkbox"/>	assign responsibility
	<input type="checkbox"/>		<input type="checkbox"/>	

Coaching results are assured by:				
authoritative controls		talented resources		cooperation of players
Coaching provides:				
discipline and order		corrective methods		integration of talent
Coaching should be oriented to:				
a comprehensive system		successful action		individual player's success
Coaching demands:				
planning and tenacity		effective communication		sensitivity to players
Coaching is most effective when:				
a periodized plan is followed		results are shown		motivating peak performance
Good coaching increases:				
the winning record		game efficiency		player morale
A Sum (Systemic):		B Sum (Extrinsic):		C Sum (Intrinsic):

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Scoring Instructions: Under each statement, circle those completions you ranked as #1. Then, total up only your #1 choices for all As, Bs, and Cs and write the sum in the spaces provided at the bottom. The highest score you can logically have is a 9, and the lowest a 0. Scores of 0-2 indicate low emphasis; 3-6 indicate moderate emphasis, and 7-9 indicate high emphasis on that dimension.

A Sum: _____

(Systemic: bottom line)

B Sum: _____

(Extrinsic: practical)

C Sum: _____

(Intrinsic: holistic)

Axiology, the science of value presents a 3-dimensional approach to coaching. There is no “ideal” score for each of these statements. A balance or symmetry among the 3 dimensions is what really counts. The statements cannot be specifically scored as “right” because situations change; it is your total approach that matters and the best approach is one that reflects symmetry. You or your team did very well as long as you included 3 systemic, 3 extrinsic and 3 intrinsic choices in any order, because this reflects a balanced approach to coaching. All 3 dimensions are critical: players, play action & processes, as well as plans & rules; inter-dimensional balance and integration are the keys; and coaches or coaching teams who are balanced will generally outperform those who are out of balance.

Balanced (3-3-3): A coach or coaching team that scores 3-3-3 tends to be objective, covers all the bases, and tries to keep all dimensions in perspective. This helps place equal emphasis on each of the coaching dimensions.

Systemic: This dimension focuses on the **organizing** aspects of the sport or game with rules and game plans and the necessary structural components that must be included. Clearly defined concept linkages in the game plan, rules & established authority, controls and objective game standards are key systemic values providing the foundation for this dimension. This focus reflects a well-ordered structural orientation toward coaching as the guiding logic. Emotional stability, cognitive certainty and regular discipline in practice are the foundation for shaping the best game plan. Orderly practice, clarity of purpose and distinct guidelines for game success are essential components of coaching, emphasized in the systemic dimension. Coaches with a high emphasis here focus on authoritative controls, and proper and strategic planning, which will influence game results, and lead to an ever-growing winning record.

Extrinsic: This dimension focuses on the practical aspects of practice and training and the comparative value of each player's performance in his or her position – as well as a design to **evolve** toward greater success for each player and for the team as a whole. This perspective includes relating and comparing all details of the function of each play, performance of the entire team and individual players and all inputs that contribute to the active evolution of the team's potential. A value emphasis in this dimension indicates a practical orientation toward coaching, to provide the best chance of successful implementation of the game plan in actual games. Talented resources, good tactics, corrective procedures & methods, effective communication, integrating isolated tasks and game efficiency all contribute to achieving the coach's desired results, and the team's goals for success.

Intrinsic: This dimension **involves** all aspects of coaching players and their cohesion into a vibrant whole as a well-oiled "machine." The coaches and staff who design the game plan as well as the players who actually implement it out are all included in the intrinsic value dimension. The singular effort and contribution of each player combines with all other players to best implement the plan to influence game results, according to the desired level of performance. This focus reflects interpersonal sensitivity and concern for all people and players involved, raising team spirit and player morale. A shared vision and focus on how the overall game plan promotes success which breeds more success provides the foundation for cooperation and integration of all players into a well-oiled, functional team. Coaches with a high emphasis here tend to be inspirational, which motivates each player's cooperation and the effort necessary to attain peak performance. They know how to grow potential, assign responsibility, and integrate individual talents into a cohesive whole.

Next we invite them to try out the Pro-Sports Profile™ and they receive a 40 item scorecard summary of the assessment results as follows.

Sports Talent - Capabilities	Growth Area	Fair	Good	Very Good	Excellent
1. Game Intelligence			6.5		
2. Sense of Game Reality					8.8
3. Emotional Game Control			5.6		
4. Ability to Discern Good from Bad				7.6	
5. Overall Attitude toward Sports					10.0
6. Understanding Other Players – holistic view				7.2	
7. Rapport with Other Players				∅	
8. Interpersonal Harmony				□□□□	
9. Interpersonal Conflict				67% +	
10. Understanding Team Plays			6.0		
11. Team Orientation			75% -		
12. Attitude toward Team Success			□		
13. Attitude toward Team Failure			100% -		
14. Understanding Discipline, Rules, Plans			6.2		
15. Attitude toward Authority			67% +		
16. Attitude toward Benefits of Compliance			□		
17. Attitude toward Rule-breaking			100% +		
18. Understanding Self Worth			6.6		
19. Sense of Self Reality				7.0	
20. Emotional Self Control			5.5		
21. Ability to Discern Personal Good from Bad				7.6	
22. Overall Self Attitude					8.6
23. Intuitive Awareness of Self Worth				8.4	
24. Desire for Self Development				63% +	
25. Insight into Personal Potential				75% -	
26. Insight into Personal Problems				100% +	
27. Game Role Awareness			5.6		
28. Game Role Satisfaction			55% -		
29. Attitude toward Peak			58% +		

Performance					
30. Attitude toward Poor Performance			70% -		
31. Sports Self Identity			5.8		
32. Mental Toughness (Discipline, Energy and Drive)			85% -		
33. Attitude toward Personal Growth			77% -		
34. Attitude toward Personal Regression			100% -		
35. Decision-making Ability			6.6		
36. Intuition				7.0	
37. Concentration				7.6	
38. Stress-Tension Indicator					9.2
39. Ability to Handle Stress				8.4	
40. Assessment Reliability			.79 -.76		

Understanding the Scorecard: The Scorecard shows results from three perspectives:

1. external, the surrounding world, items 1 – 17,
2. internal, world of self-appreciation, items 18-34, and
3. combined scores, items 35 – 40.

- This can be characterized as “two worlds in three dimensions.” The external world has three dimensions and the internal self world has three dimensions. This results in a total of six core dimensions. These are connected on the scorecard by lines forming a triangle or straight line.

- Each dimension has two important pieces of information associated with it: clarity and attitude. The numerical (clarity) score shows how well a respondent understands the content of that value dimension.

- The attitude, valence or bias quality score (+, -, 0) tells you how positively (actively engaged) or negatively (passively engaged or distant) the person relates to the content of that particular value dimension. The “Ø” or “neutral” valence indicates that both the sufficiency and the deficiency of the content in that dimension are equally emphasized.

The Scorecard is followed by an expansion of the scorecard items with detailed definitions. The following is a report example of the *external extrinsic* with reduced definitions:

9. Team Performance and Effort

Understanding Team Plays: How clearly do you understand and value the cause and effect action aspects of the game?

This dimension reveals your mental grasp of tangible, observable game realities: actions, causal relations between efforts and results, sudden breaks or screw-ups, routines and how they all fit together in space and time in a given game. This score also measures your capacity to understand game plays and tasks and how they relate, and to actually perform the directed play routines as a team player with good sportsmanship. **High** scores reflect you know what to do and when to do it. **Low** scores indicate a lack of team spirit, taking players and actions for granted, impatience or

confusion regarding game realities; and potentially, resistance to getting fully involved in game play.

	Growth Area] [fair	[good	[very good	[excellent	
*****	*****	***** (6.0)	*****	*****	*****
2	4	5.5	7.0	8.5	10

NOTE: The “quality” scores (attitudes) below are relative to the level of the “quantity” score (clarity) above. If the clarity number above is in the **excellent** range, ignore positive or negative extremes. The attitude scores are less significant at the highest clarity levels.

Team Orientation: What is your level of understanding and involvement with teammates and your sport?

This external attitude summary is an emotional measure of the closeness or distance you feel toward sports and game play. This is about the degree of familiarity and involvement with the team, game flow, game procedures and players in their functional roles. A strongly **positive** score indicates dependence and reliance on established practical game norms, as well as feeling comfortable with, and totally immersing yourself in the game. A **neutral** score indicates objectivity toward established practical norms of the game or sport, like fair play. A strongly **negative** score indicates a degree of discomfort or disdain for established game and team norms, or taking them for granted.

⇐ Passively engaged			Actively engaged ⇒			
***** (75% -) *****						
100% -	80% -	65% -	50% neutral	65% +	80% +	100% +

Attitude toward Team Success: How well do you thrive in a team setting?

This score reflects your attitude towards the benefits of team conformity and success. It shows how you relate to the good, constructive aspects of game and team norms. A **positive** attitude shows sensitivity to and reliance on practical efficiency, and reflects a player who demonstrates team spirit, who values fair play and good sportsmanship, and who tends to be competitive, highly valuing recognition for athletic achievement. A **neutral** or balanced attitude shows objectivity and fair judgment toward established game standards and norms. A **negative** attitude shows the good aspects are taken for granted and you may lack team spirit and good sportsmanship, and you likely do not care enough about game-readiness or following the game plan.

⇐ Passively engaged			Actively engaged ⇒			
***** (75% -) *****						
100% -	80% -	65% -	50% neutral	65% +	80% +	100% +

Attitude toward Team Failure: What is your response when the game does not go as planned?

This score reflects your attitude towards the drawbacks in game play. It shows how you relate to the negative as well as destructive aspects of practical game/sports functions and norms. A **positive** attitude shows you are judging “bad” aspects of game play as even worse (being highly focused on mistake avoidance) including things like penalties, fouls, ugly plays, slugging incidents, game losses etc. A **neutral** or balanced attitude shows objectivity with regard to inefficient or non-productive aspects of the game. A strongly **negative** attitude shows you judge bad aspects as *less bad than they really are*, which could mean you are currently not actively involved in game play, and therefore feel you did not contribute to team failure.

⇐ Passively engaged			Actively engaged ⇒			
***** (75% -) *****						
100% -	80% -	65% -	50% neutral	65% +	80% +	100% +

Another example of interest-specific information is determining and reporting is “player-styles.”

10. Player Styles

Each player has an axiological or value-judgment style, a conditioned orientation toward playing the game, identified by the emphasis pattern between the three primary axiological dimensions. This emphasis pattern is the habitual way the athlete makes decisions about the game and his or her mode of play during the flow of a game. The player-style is an emphasis pattern composed of the following three axiological dimensions.

Robert S. Hartman said the essence of intrinsic value is “identification.” If I *completely identify* with any idea, thing or person, I am intrinsically valuing that object. In sports, the player’s identification with the game is an intrinsic value. How a player actually performs in game play is extrinsic value. Knowing the game, the rules, and knowing the purpose of all plays and moves is systemic value.

The value categories (axiological Pro-Sports dimensions) are:

I (intrinsic) stands for the “**holistic**” dimension of a person’s mental/emotional makeup and judgment in the continuum of game and the player’s *identification* with the game resulting in an integrated, cohesive unity. This dimension includes appreciation for and sensitivity to other players, feeling-into the totality of the game with recognition of teammate roles and game relationships. Two all-embracing, *holistic* concepts for *intrinsic strength* are: **holistic feeling-awareness for teammates/opponents presence on the field, court or ice; and the passionate desire to go “all-out” for peak performance.**

E (extrinsic) stands for the “**external**” dimension within a person’s evaluative judgment, including the tangible (observable) movement and flow of the game, practical aspects of handling the ball, position movement patterns, comparative difference between offense and defense, and processes executed to score or to prevent scoring; as well as the tangible aspects of team cohesion and practice activities (a player’s doing his or her best). Two *comparative* concepts for *extrinsic strength* are: **controlled energy in movement, actions, responses and comparative poise; and competitive fire.**

S (systemic) stands for the “**knowledge**” dimension within a person’s evaluative judgment: discerning the order, structure and organizational aspects of the game, like learning, thinking, planning, knowledge, and strategic innovative ideas. Two *rational* concepts for systemic strength are: **game experience memory, and knowing the purpose and variation possibilities of all moves.**

To calculate the “player-styles” we next look at the Scorecard and notice how far apart the clarity number scores are in relation to each other. If the clarity numbers are within a range of 0 - .599, they are considered equal. If the clarity numbers are 0.6 or greater apart [> 0.599], they are considered unequal. A simple

logical deduction reveals one formula for all clarity numbers being equal; six formulae for two dimensions being equal with one unequal; and six formulae for all dimensional numbers being unequal – for 13 basic player styles (see below).

We provide *two* common names for each axiological “player style” to better capture the gist of the style while providing more insight into the distinct character of the player.

Player-style code

1. I = E = S
2. (I = E) > S
3. (I = S) > E
4. I > (E = S)
5. (E = S) > I
6. E > (I = S)
7. S > (E = I)
8. I > E > S
9. I > S > E
10. E > I > S
11. E > S > I
12. S > I > E
13. S > E > I

Player-style name

- versatile - mature
- team player - facilitator
- mentor - director
- supportive - affiliative
- efficient - resourceful
- practical - prudent
- purposeful - systematic
- energetic – team player
- passionate - influential
- team leader - advisor
- expedient - operator
- organizer – play designer
- analytic – planner

Athletes will want to review and study the description of their own unique “player style” as a foundation for further growth and development of their sports talents and potentials. The player-style pattern identifies natural sports talents, aptitudes and personal preferences in relation to the game and game flow. Most athletes have a strong focus on one or two perspectives and a weaker focus on one or two of the others.

Example: Player-style One:

Versatile - Mature (Integrated)

(I = E = S)

Description: This Player-style pattern is considered ideal because it represents the most adaptive, the most versatile game-style you, as an athlete, can have. This player-style indicates you maintain an equal emphasis in your game view concerning: the relative importance of other team players presence on the field, court or ice, the relative meaning of what’s going on in terms of moves and movement, plays, game-role tasks, the ball or puck and equipment, and the relative meaning of knowledge, purpose, authority and team-organization.

You tend to judge game situations in a balanced, objective way in terms of all three basic perspectives: team and opponent players, play situations, and well-practiced play designs. You are a player who has developed talents in all three perspectives with balanced and equal proportion. When you take action and move, you can embrace going in and out of any one of the three perspectives

with ease. The “versatile” player-style indicates that you are not stuck in any one perspective, but you are talented and competent in all the basic areas of sports performance and achievement. You can relate to and deal with other players very well, and you generally maintain healthy and fulfilling relationships with your teammates. You also have good practical execution skills, and you can relate well to tangible plays, moves, and game phases. You also understand how to deal effectively with the playbook, knowledge of purpose, and systems of organization. The “versatile” Player-style indicates that the world of sports is wide open for you, and it suggests that you are able to take advantage of any and all opportunities.

Strongest links to game reality (your sports talents): You tend to be very versatile and mature, and you adapt well to different types of teammates and opponents and changing game situations. It is easy for you to see what you need to emphasize or focus on for better success, depending on the nature of the game or sport you are in currently. If an interpersonal focus is called for, you will turn on your people skills and relate to teammates as an empathetic, sensitive, good listener, who really cares about them. If a performance or task focus is needed, you will become an action-oriented player who focuses on the play at hand to get it done successfully. If you determine that the situation calls for an organizational or coaching focus, you will turn your attention to learning and gaining more knowledge about the game situation, so you can best apply your planning, systems, and organizational skills for better play selection. This Player-style suggests that your greatest talents are adaptability, flexibility, objectivity, and versatility.

Weakest links to game reality (growth areas and opportunities): You could get easily bored or disinterested with limited or routine game assignments and responsibilities, whether in practice, at home, or on the field, gym floor, or ice. You need to feel that your creativity and your talents are challenged on a regular basis, or your performance and your motivation could suffer.

Best suited for: You are well-suited for virtually any team position, because your talents are equally developed in all major dimensions. This is true as long as you find the game-role personally rewarding and challenging. It really depends on your personal choice, and what kind of game-role you would most like to perform. You have the talents to do well in just about any game-role, whether playing at home or on the road. Since you tend to be very objective and balanced in almost any game situation, you might also consider other game-roles or game positions, if these seem attractive to you.

Motivated by: You enjoy and are motivated by multi-faceted, complex game challenges, and you enjoy demonstrating your sports skills, talents, and innovative moves. You are also motivated by decision-making freedom with respect to play selection options and possibilities, and you may prefer being your own coach.

Sports Development Opportunities: Your greatest opportunity for growth is centered in maintaining strong personal identification with your current sport, game-role(s), and team responsibilities. You enjoy getting involved in new

challenges, but, if they become routine or “easy” for you and you don’t feel challenged, you may not want to stay engaged for very long. You could also benefit from better harmonizing your personal needs and goals with the needs and goals of your team toward a more successful sports career.

Best sports performance climate: You will learn, work or perform best in a team or game atmosphere where there is an open exchange of ideas, planning and strategy, and where feedback for your opinions is readily available. You also prefer an environment where responsibilities and decisions are shared, and your input and creativity are appreciated and challenged on a regular basis.

The system culminates with the *Playbook for Life*, a formal axiological progressive coaching system.

11. Formal Coaching System

The player-styles, due to the axiological formulae, lead us to a stage in the formal coaching system that has the three-part axiological formulae as its foundation. This formal axiological coaching system is not yet completed. We are working on it with a deliberate slow pace, since we have to gather a great deal of information on how the player-styles tell us what exercises and training a player needs for developing his or her potential. We are also gathering more experience with the *dialectic* that exists between external judgment and internal desire. We anticipate the formal coaching system will be complete by the end of this year.

The “player-styles” listed above map directly into the formal axiological coaching system, outlined in our 2007 Hartman Institute Conference in the presentation, “The Axiological Dialectic.” We restate this outline here in sports language. The notations using directional arrows show the progression of the *axiological dialectic* for developing human/athletic potential.

26 Sports Development Stages: The 26 chapters of the *Sports Playbook for life* – Driven by Axiological dialectic

<u>Tri-dim Codes</u>	<u>Game-stage</u>		<u>Self-appreciation stage</u>
1. S > E > I	Knowing the Game		Knowing Your Athletic Self
		⇓	
2. S > I > E	Purpose of moves / teammates		Purpose of One’s Actions
		⇓	
3. E > S > I	Exploring Game/Play Potentials		Exploring Self potential
		⇓	
4. E > I > S	Choosing Your Position		Choosing One’s Self
		⇓	
5. I > S > E	Commitments to Teammates		Commitment to Self
		⇓	
6. I > E > S	Holistic Integration of All Plays		Caring for Your Own Self
		⇓	
7. S > (E = I)	Established Right and Wrong		Ethics to Live By

8. $E > (I = S)$	Practice and Preparation	↓	Situational Play Success
9. $(E = S) > I$	Playing with Purpose	↓	Personal Game Roles
10. $I > (E = S)$	Unique Skills of Other Players	↓	Sharing with Teammates
11. $(I = S) > E$	Mentoring Other Players	↓	Investing in Your Potential
12. $(I = E) > S$	Teamwork with Others	↓	Being a Living Example
13. $I = E = S$	Versatility/Adaptability	↓	Full Self-integration

Each of the “player-styles” relate to the stages in the formal coaching system by three-part axiological formulae. In each chapter of the *Playbook for Life*, there are several axiological exercises for improvement and we continually add to this as we gain more feedback. It is assumed that if a player’s PSP scores integrate to pattern #4, then that player would go to Chapter 4 of the *Playbook* for the initial coaching suggestions that would best suit his or her growth areas. Then, they may proceed to chapter 5 and beyond. It is also recommended that they review the exercises “below” their score pattern, to ensure that all the bases are covered.

Works Cited

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