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#NSCACoaches23

Lessons From a Veteran Strength Coach: 40 Years and Counting



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CONFLICT OF INTEREST STATEMENT

I have no actual or potential conflict of interest in relation to this presentation.



Thank you

- The NSCA
- The NSCA Presenter Selection Committee
- My family who has loved and supported me
- My mentors who have taught me and my friends who have supported me
- The Surgeons, Physicians, Business Executives, Head Coaches, Sports Coaches, Physical Therapists, Athletic Trainers, and Strength and Conditioning Coaches who have taught me and befriended me
- Doug Lentz, Virginia Meier, and you the attendee for your interest in my presentation



Lessons Learned Over a 40 Year Professional Career

My objective this evening is to provide you with my professional lessons and experiences that have transpired over the course of my career and the advice I can provide from these experiences, including but not limited to:

- Experiences in Strength and Conditioning, Sports Rehabilitation, and Athletic Training
- Relationships with Surgeons/Physicians, PT's, ATC's, S&C Coaches, Head Coaches and Sport Coaches, Athletes, and Patients
- Relationships with Business Owners and CEO's, Sports Team Owners, General Manager's, Athletic Directors, etc.
- Relationships with my professional peers i.e. Healthcare, Business, and Athletics

Who is Rob Panariello? My Professional Career Includes but is not Limited to the Following:

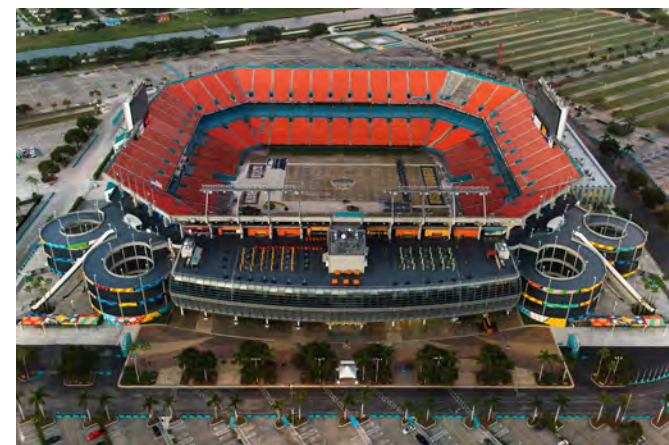
- NATA Certified Athletic Trainer 42 years
- Licensed Physical Therapist 40 years
- Strength and Conditioning Professional 38 years
- Studied the science and art of coaching with the National weightlifting teams and other various sport teams in the former Soviet Union, East Germany, and Bulgaria
- Founding Partner, Chief Clinical Officer (CCO), Chief Executive Officer (CEO)
- Chair, Vice Chair, and Board Member of various Board of Directors
- Head S&C Coach St. John's University of New York, WLAF NY/NJ Knights, WUSA NY POWER
- 7 Off-seasons working with HOF S&C Coach Johnny Parker and the New York Giants (including the 1986, 1990 Super Bowl Champions)
- Researcher, Author, and Publisher
- International and national lecturer on the related topics of sports physical therapy and the performance enhancement training of athletes



The Similarity Between a Chief Executive Office (CEO) and a Sport Team Head Coach

There is a strong relationship between the “running” of a business and the “running” of a sport team. These principles include but are not limited to the following:

- Selection of Senior Staff
 - VP’s, Directors vs. Assistant Coaches, Position Coaches
- “Game Plan”
 - Success vs. the business competition vs. Victory in game competition
- Loss of Staff
 - Staff leaving for another job vs. trading a player
- Organization’s Culture
 - Positive business vs. Positive locker room
- Loss of an important team member
 - VP vs. Star Player
 - How to maintain the team culture



Some Professional Career Advice



Two Eyes, Two Ears, One Mouth

Throughout your professional career, especially when entering the professional field of Strength and Conditioning (or any profession)...

- Observe!
- Observe!
- Listen!
- Listen!
- Learn!
- Learn!
- Speak!



Have Some Humility

Humility

noun

hu·mil·i·ty hyü-'mi-lə-tē

: freedom from pride or arrogance : the quality or state of being humble

Merriam-Webster Dictionary



*“Talent is God given, be humble.
Fame is man given, be grateful.
Conceit is self given, be careful.”
- Naismith Memorial Hall of Fame
Basketball Coach John Wooden*

Claude T. Moorman III M.D.

President of the Atrium Health System, Former Head Team Physician NFL Baltimore Ravens, Duke University, University of Maryland

“You need to continually practice and hone your professional skills, and you also need to get a callus on your butt by studying in the library.”

- President of Atrium Health’s Musculoskeletal Institute and Chair of the Department of Orthopedic Surgery
- Nationally renowned orthopedic surgeon and researcher
- Super Bowl Champion NFL Head Team Physician
- Team Physician for 17 National Collegiate Championship teams
- Education! Knowledge!
- Hone your professional craft!
- Keep learning!



Know the Difference Between Fact and Opinion

- Social media has provided a lot of valid and effective information, but has also spread unsound myths and opinions.
- Be wary of commercialism during “educational” discussions

*“Everyone is entitled to their own opinions, but not their own facts”
- Senator Daniel Moynihan*

*“There are in fact two things, science and opinion. The former begets knowledge, the latter ignorance”
- Hippocrates*



Strength and Conditioning Coach, Sport Coach, Physical Therapist, Athletic Trainer

We are all teachers!

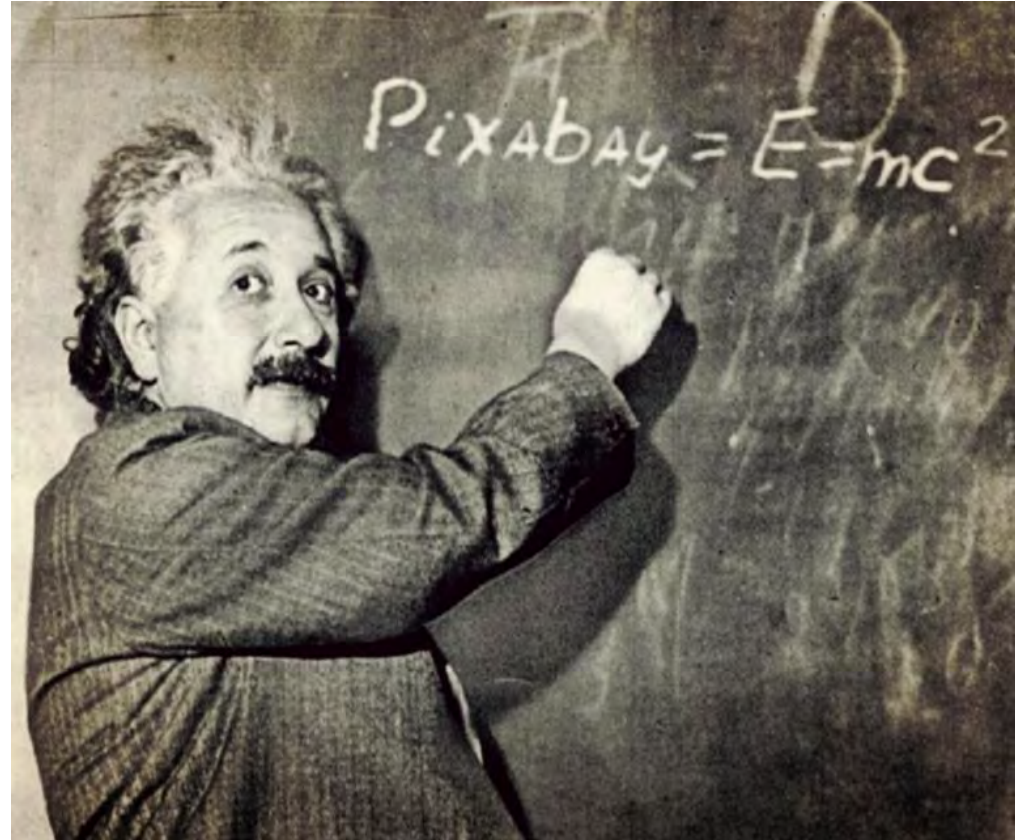
- Athletes
- Patients
- Students
- Educate them with facts not unfounded myths



Coaching

Coaching is the combination of science and art

- The science validates the process
- The Art:
- Why?
- What?
- How?
- When?
- What do you see?
- What do you feel?



Be Part of the Team but Stay in Your Professional Lane

Be an expert in **YOUR** Profession

- Strength and Conditioning
- Sports Science
- Sports Rehabilitation
- Sport Coach
- Sports Administration
- Etc.



Professional Experts and Professional Secrets

- “An expert is someone from out of town”
 - Be the “expert” for your staff/organization
- Did you ever notice the only “secrets” are the ones that can be bought? The information is out there, get that callus on your butt!



Communication! Communication! Communication!

Appropriate and effective communication improves and strengthens organizational teamwork, relationships, and trust

- Communication with individual athletes
- Communication with the team
- Communication with your professional peers
- Communication within your department
- Communication within your organization (i.e. interdepartmental communication)
- Etc.



ACT

- *Accountability*
- *Commitment*
- *Trust*



Laying a foundation brick by brick



Carolina Panther Interim Head Coach Steve Wilks

Accountability

Holding yourself as well as your staff accountable will eliminate the time and effort spent on distracting activities and unproductive behavior.

Accountability transpires *prior* to any problems rearing their ugly head (i.e. prior to losing)

- Accountability progresses to self-accountability
 - Leads to professional commitment vs. daily routine
 - Feeling of professional contribution and self-satisfaction
 - Improves professional skills and confidence
 - Allows for professional advancement

What gets
measured will
get done!

Accountability

Includes the necessity of change

Some professionals will embrace change, some will resist it

- Be clear on your expectations
 - Key performance indicators (KPI's)
- Be realistic in your expectations
- Provide the necessary education and support
- Communicate frequently
- Be honest with your staff and players
- Tenure does not guarantee a staff position (i.e. R.I.P), performance does



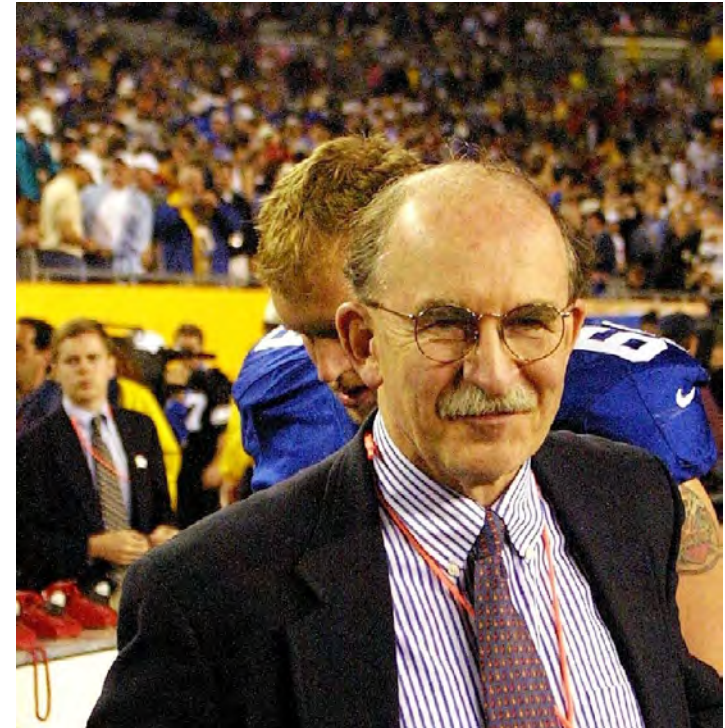
Accountability

Dr. Russell F. Warren – Emeritus Surgeon in Chief at New York Hospital for Special Surgery, Emeritus Head Team Physician NFL New York Giants

“We have an obligation to our patients to do the best job possible, no matter how long it takes, or what the cost. If you’re not going to do the job right, get out of the way and have someone else do it.” – Dr. Russell F. Warren

“If you don’t have time to do it right, when will you have time to do it over?” – HOF Basketball Coach John Wooden

- Do your job to the best of your ability
- Don’t be “that guy” or “that girl”
- Don’t let “it” distract you
- If you are not happy with your present position let someone else do it



Bill Parcells

NFL Head Football Coach - NY Giants, NY Jets, New England Patriots, Dallas Cowboys

“There is a big difference between routine and commitment”

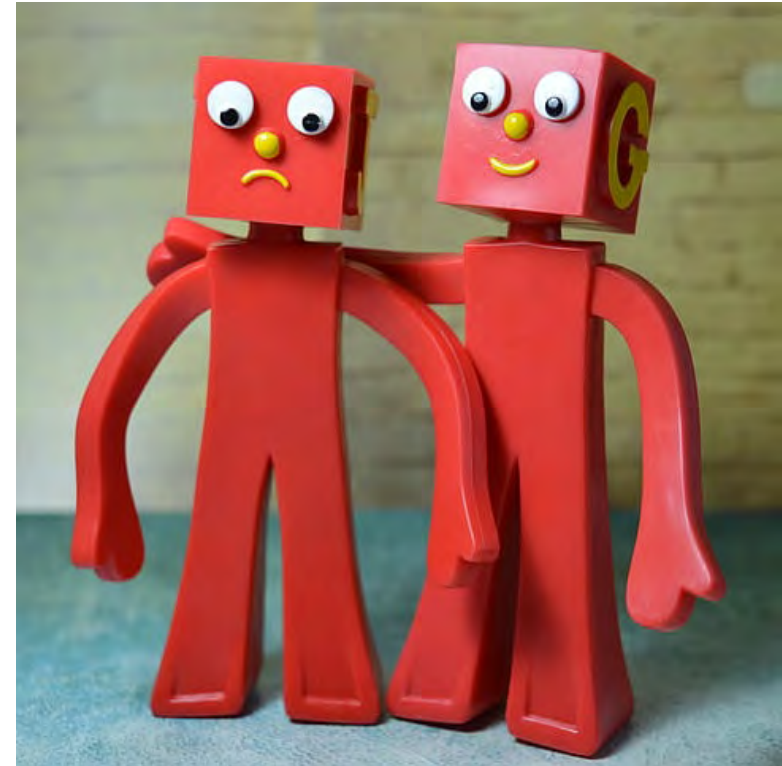
- Pro Football Hall of Fame Head Coach
- 2 Time Super Bowl Champion Head Coach
- 3 Time NFL Conference Champion Head Coach



Buddies vs. Friends

“Losers assemble in small groups and complain about the coaches and other players. Winners assemble as a team and find ways to win” – Pro Football Hall of Fame Coach Bill Parcells

- Buddies join in with the small groups that complain
- Buddies always agree with you and rarely tell you the truth
- Buddies will never call you out
- Friends always tell you the truth
- Friends will call you out
- Friends win as a team



Player Evaluation

Type of Person and Skill Level

- | | |
|---------------------------|--------------------------------------------------|
| • Good Person/Good Player | Keep Them |
| • Bad Person/Good Player | Make all attempts to Change the Person's Culture |
| • Fair Person/Fair Player | Work With Them to See Who and What They Are |
| • Good Person/Bad Player | Hang on to Them Until You Can Replace Them |
| • Bad Person/Bad Player | Release Them |

- You can't replace everyone
- Don't make emotional decisions

*USA Hall of Fame Strength and Conditioning
Coach Johnny Parker*

Leadership

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them – John Maxwell

- Athlete (Coach)
- Staff/Department (Director)
- Multiple Departments (Athletic Director)
- Team (Head Coach)
- Organization (General Manager)
- Don't be a bully! Bullies don't lead, they stand behind you and try to push you forward
- Bullies are usually over their head i.e. Impostor syndrome and the Dunning-Kruger effect



Hope is not a Plan

“Game Plan” and Organization Skills

Evaluate your situation, i.e. training an athlete and/or team, supervising a department, organization, etc. Use a system of assessment i.e. S.W.O.T to determine the organization’s strengths, weaknesses and deficits that are uncovered. Upon analysis know what is important and don’t worry about the rest. Develop an organized plan.

- What are the needs:
- Culture/Leadership
- Missing Personnel
- Missing depts., equipment
- Absent education and training programs for staff
- No onboarding of staff
- No accountability
- Limited rewards and professional growth



The Difference in Being Right vs. Being Fair

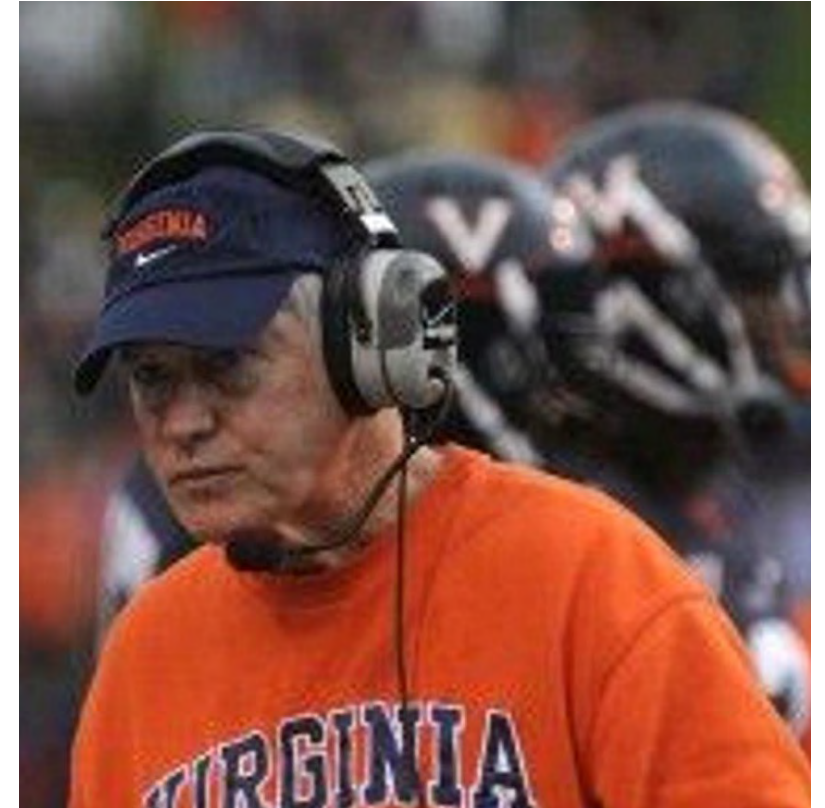


Al Groh

Head Football Coach NFL New York Jets, University of Virginia

“Get them organized, get them disciplined, get them in shape, have a plan, stick to the plan, and the losers will eliminate themselves”

- Don't panic when an unexpected situation arises
- Don't change for the sake of change
- Only make changes that are valid and make sense
- Know the “why” in every decision made



Lou Carnesecca

Head Basketball Coach, St. John's University of New York

“60% players, 30% coaching, and 10% luck ...but you make your own luck”

- Naismith Memorial Basketball Hall of Fame Head Basketball Coach
- 24 Seasons at SJU 526-200 Record (.725 career winning percentage)
- Coach Carnesecca's teams never missed a post-season tournament



Johnny Parker

NFL S&C Coach – New York Giants, New England Patriots, Tampa Bay Buccaneers, San Francisco 49ers

“You coach the players, not the weights”

“Opponents admire talent because you’re born with it, they respect strength because you have to work for it, but they fear toughness”

- USA Strength and Conditioning Coaches Hall of Fame
- 3 Time Super Bowl Champion
- 4 Time NFL Conference Champion



Bill Parcells

NFL Head Football Coach - NY Giants, NY Jets, New England Patriots, Dallas Cowboys

“Potential means you haven’t done anything yet”

“You win with performance you lose with potential”

“Confidence is achieved by demonstrated ability”

“You are what your record says your are”

- Pro Football Hall of Fame Coach
- 2 Time Super Bowl Champion Head Coach
- Strong correlation in the principles of being a Head Coach and a Corporate CEO



Dick Vermeil

NFL Head Football Coach - Philadelphia Eagles, St. Louis Rams, Kansas City Chiefs

“The players don’t care how much you know until they know how much you care”

“If you don’t invest very much, then defeat doesn’t hurt very much and winning isn’t very exciting”

- Pro Football Hall of Fame Head Coach
- Super Bowl Champion Head Coach
- Only Head Football Coach to be Inducted into the Football Hall of Fame at Every Competitive Level - High School, Junior College, Collegiate, and Professional Football



Al Vermeil

NFL, MLB, NBA S&C Coach - San Francisco 49er, Chicago White Sox, Chicago Bulls

“There are no absolutes”

“The athlete’s training program should provide them with successful accomplishments”

- USA Strength and Conditioning Coaches Hall of Fame
- Super Bowl Champion
- 6 Time NBA World Champion



Charlie Francis

Canadian Olympic Sprinter and Head Track and Field Sprint Coach

“It depends....”

- Not every athlete is the same
- Not every training day is the same
- Not every training situation or circumstance is the same



Al Miller

NFL S&C Coach – Denver Broncos, Atlanta Falcons, New York Giants, Los Angeles Raiders

“Don’t ever condemn ignorance, educate it”

- USA Strength and Conditioning Coaches Hall of Fame
- 4 time Super Bowl Coach
- 4 time NFL Conference Champion



Don Chu

Colligate and Olympic Track and Field Coach, S&C Coach – NBA Golden State Warriors

“Always have a plan and be sure to emphasize the quality not quantity of the work that is to be executed. Too many coaches prescribe too many exercises just for the sake of including exercises. They want to include everything they can in their program due to the concern their competitor may be doing something with their athletes that they are not.”

- USA Strength and Conditioning Coaches Hall of Fame
- National Athletic Trainers Association Hall of Fame
- Former President of the NSCA
- Track and field coach of Olympians
- National authority on plyometric training



Yuri Verkhoshansky

Soviet Sports Coach, Professor, and Sports Scientist

“I’ve had my share of great successes but have had my share of failures as well”

- Over the course of a professional career you will make mistakes
- Learn from them
- Don’t repeat them
- Over the course of your professional career minimize them



Ivan Abadjiev

Bulgarian Nation Weightlifter and National Weightlifting Team Head Coach

“During our athletes’ training, we ensure the quality of our work while taking advantage of our athletes’ high testosterone levels”.

- Exercises performed in training:
- Back squat
- Front Squat
- Clean and Jerk
- Snatch
- *The Bulgarian National Weightlifting team did not perform the “Bulgarian Squat”!*



Richard “Dick” Parsons

Prominent CEO, Attorney, and Business Executive

“Don’t ever forget who you are as a person. Don’t allow money or power to ever influence who you are as a person because it’s who you are that put you into the position to attain success.” – Richard “Dick” Parsons

- Former Chairman of the Board of Citigroup
- Former Chairman of the Board and CEO of Time Warner
- Former CEO and President of the Dime Savings Bank
- Interim CEO NBA LA Clippers
- Interim Chairman of the Board for CBS
- Advisor to Presidents Gerald Ford, George W Bush, and Barack Obama



Sports is a Business What is the Return on Your Investment (ROI)

Professional, Colligate, High School, Private Sector, Etc.

Investment in Personnel, Equipment, etc.

- Health and Safety
 - i.e. Injury Prevention, Rehabilitation, etc.
- Performance
 - Enhance Player Physical Abilities, Win Games, Etc.
- Notoriety
 - Recruitment, Advertisement Opportunities, Brand Recognition, Etc.
- Financial Gain
 - Playoff Games, Bowl Games, Advertising Revenue, Ticket Sales, Concessions, Team Apparel, etc.



Summary

- Communicate! Communicate! Communicate!
- Be the best you can be. Get a callus on your butt from the books as well as a callus on your hands from the barbell
- Hold yourself and your staff accountable
- Have clear and concise KPI's for your staff
- Provide your athletes and staff with tasks where they will be successful
- Do what's right for your staff and organization which may not always be fair
- Treat others the way you would like to be treated
- Know what the Return on Investment (ROI) is for all of your asks



