



Management.. (as I see it...)

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What is happening in Hockey..?

- More money in hockey - the game is becoming more cynical.
 - Breakdown tackles – breakdown actions
 - Physical play
 - Off the ball incidents
- Equipment is making the game faster...
- Players are more physically fit...
 - The game becomes more physical – the limit of accepted physical play is slowly rising.
 - They even play the game faster
- We are generally still umpiring as we used to do..
 - Traditional umpire approach is not enough any more.
 - We need to adapt and improve.
 - The umpiring at the Champions Trophy 2009 in Rotterdam was under par and helped creating the need for change at the Olympic Games in Beijing.

The coaches say...

- We are inconsistent – we give different punishment to the same offences.
- And they are right...!!!
 - We give a loud whistle/stern look in 3rd minut, a green card in the 15th, and a yellow in the 43rd for the exact same offence....
 - That is inconsistency.
 - The players know what the are allowed to do....we give them too many chances in order to show them what we want. (why shouldn't they know already??)
 - If we can umpire consistently all through the league – we can raise the bar....
- We need to set (high....) standards for the league, tournament and the game – and stick to them.

The cure.....



Pro-active Umpiring



What is Proactive Umpiring..?

- Definition

- *Proactive or preventive umpiring is managing the game in a way so players at all times know what the consequence of stick tackling, body tackling, breaking down etc is and perhaps make them re-consider their action before doing it.*



Is there a word for “proactive umpiring” in business...?

- Yes...
 - It is Management by Objectives....
 - Ken Blanchard’s (inventor of Situational Leadership) version of MbO:
 - Objectives define behaviour...and
 - Consequence secures behaviour!
 - An working environment where goals are visible and accepted by all – and the consequence of reaching/not reaching your targets are known to all.
 - In hockey.....a match where the rules (the objectives) and common sense are enforced and where the consequence of breaking the rules are known to all – and will be enforced.

Time to reflect...

Have 2-3 minutes chat with you neighbour about this...?

- a. What is your experience..?
- b. Is this Danish guy right...?



First video...

- Congratulations
 - You're umpiring the European Final..
 - How would you handle this situation....?

Umpire styles...

Soft and hard...

- The way you can vary your style improves both your hard and soft style.....variation gives your management style strength.
- Remember Tennis.....
- Have a hard (no shit) approach when it matters.
 - Breakdown tackles – breakdown actions.
 - Physical play
 - Off the ball incidents
 - Surrounding by players,
- Have a soft approachable style when it does not matter.
 - Small fouls
 - Handling injuries.
 - Handling small chat back issues.

Breakdown tackles...

create a lot of frustration

- Video....
 - We want to get rid of breakdown tackles...!
 - After the video – discuss with your neighbour what you would do about it.



Clear guidelines give confident umpires (...who are brave!)

- Breakdown tackles – breakdown actions.
 - First foul: full whistle. Body language. Talk to the player.
 - Second foul. Green
 - Third. Yellow
 - Fourth. Yellow
- Breaking at PC
 - Work with the defenders before the injection “Don’t break they line, guys”
 - First foul: full whistle. Body language. Talk to the player.
 - Second foul. Green
 - Third. Yellow
 - Fourth. Yellow
- Standing over the ball – influencing play within 5 m of FH
 - Talk to the players – talk them 5 metres away.
 - First foul: full whistle. Body language. Talk to the player.
 - Second foul. Green
 - Third. Yellow
 - Fourth. Yellow
- Deliberate action within the 23 m
 - PC – of course
 - You need to deal with the player.
 - Eye contact, talk and body language is absolutely minimum
 - Consider personal punishment.
- Splash and sliding tackles
 - Their choice – high risk.
 - If it goes wrong: Yellow.
- Surrounding the umpire
 - Deal with it. – other umpire to assist.
 - Handle Captain. Card him if he is doing nothing... say “well done” if he manages the situation for you”
 - Penalise players if necessary. (well, it is...)



More management Video

- What would you do here....?
- What tools does Christian use..?
- How could he have created a even stronger approach?

Skills needed for Proactive Umpiring



Management only works...

- ...if the player finds the management style and outcome suitable for the game.
- ...if the umpire has the necessary creditability from the players.
- ...if the players find the balance fair between the two teams
- ...if the players can relax in your presence.
- **...if the players can predict your actions.**



The future...?

- New communication systems?
 - Expensive
 - Excellent
 - Get them...



- New ways of cooperation on the field?
 - The circle...?

So...?

- Any comments...?
- Any questions...?

