


Importance of Communication in Sports Management

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ABSTRACT

Effective communication has an important place in the field of sports as in all areas, forming the basis of success. Establishing good communication provides positive criticism and continuous interaction between athletes. Basically, under the development of modern sports communication, the combination of modern sports and mass media has created a cultural style with the character of mass culture, which is a type of visual culture. Sports, expressed by modern mass media, is focused on the relationship between sports and media. The commercialization of Sports Communication, which is formed by the alliance of sports and mass media that encourages sports development, has also restricted sports development to some extent. In the process of sports globalization, there is a deep impression of the modernization of sports and has played an important role in the globalization of sports media. The effective communication process is also important for athletes and clubs in terms of efficiency and effectiveness and for effective performance management. Providing information to athletes about their performance, interaction within the club, motivation and mediation, and various results are provided by communication skills. This situation can have a positive effect on verbal intelligence, especially under stress. Because with the decrease in stress, focus and problem-solving skills can increase. In addition, exercise increases blood flow, allowing more oxygen to reach the brain, which can improve mental performance. Moreover, with appropriate training, athletes and other stakeholders can be shown the mistakes they make during communication and if they are taught how to communicate, communication errors can be prevented. For example, if a fan or player does not accept the superiority of the opposing team, does not approve of their success, cannot stomach defeat and behaves aggressively during a sports match; with sports training, they can reverse this and change their unacceptable behaviors in line with what should be. In this way, the communication they will establish will develop in a more positive direction, and the conflicts that will occur can decrease. In this study, the concept of communication, the concept of sports and the importance of the phenomenon of communication in terms of sports will be revealed.

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Introduction

Communication is like the foundation of the building for all relationships. Good communication provides positive criticism and continuous interaction between athletes. In addition, communication is important for athletes from different cultures and countries to understand and convince each other and to obtain solid and accurate results. Communication provides various results such as informing the athlete about his/her performance, interaction within the club, motivation and mediation. Group and community relations are based on communication as well as individual relationships (Voight, 1998, p.90). People have to communicate to protect their identities, maintain their connections, increase their knowledge and experience, convey them to new members and strengthen their relationships with other groups. Sports communication is a field of communication studies specializing in communication elements in sports. Sports communication can be defined as "a process in which people share symbols while creating meaning through interaction in sports, in a sports environment or through a sports endeavor". Good communication provides positive criticism and continuous interaction between athletes. Communication skills provide various results such as informing the athlete about his/her performance, interaction within the club, motivation and mediation. Sports is a multidisciplinary field of study rooted in disciplines such as history, sociology, psychology, law, management, and marketing. One of the academic disciplines related to sports is communication. Especially with the introduction of television into people's lives in the 1930s, the relationship between sports and media has become increasingly stronger (Woods, 1998, pp.1-10). Therefore, Sports Communication is constantly growing and developing in a multifaceted way towards a significant potential through a field created by traditional journalism. Although sports media and mass communication issues have an important place in the sports industry, today sports communication as a discipline covers a wide area including interpersonal communication, public relations, social media, sponsorship and advertising, theory, research and the development of technology (Pedersen et al. 2000, p.194). Communication, defined in such a wide area, has been the subject of research, especially within the scope of sports sciences, and its importance in sports environments has been emphasized with the results of these studies. At the same time, in addition to the great impact of the media on sports; sports also have a great impact on the media. Sports (especially mass sports such as basketball and football) are used as the most important broadcasts to increase newspaper circulation and television viewing rates.

Concept of Communication

Until recently, the concept of communication was used together with the word communication, which comes from French and is pronounced in French, and the concept of "communication" was used to convey the same meaning. The word "communication", which is widely used today, reflects a broader understanding of message exchange that also includes communication. The concept of "communication", which is spelled the same in French and English but pronounced differently, is the equivalent of the Latin word "communicatio". The fact that the word was used in French in the 14th century, in the period when trade was developing, for trade and relations, is an interesting example in terms of the meanings that activities in a certain period attribute to words. Based on this concept, which means belonging to many people or objects and done jointly, we can say that the essence of the word communication includes a social interaction, togetherness, change and sharing rather than a simple message Exchange (Sage, 1979, p.7). Within a society, the individual's learning of the previously existing rules, adopting the customs and traditions, understanding the values and beliefs and assuming the roles given to him/her in accordance with these, in other words, socialization, can only be achieved through communication. People communicate in order to be together with others, to understand them, to express and influence themselves, in other words, to socialize. Beyond this, individuals gain the opportunity to define their personalities by communicating with themselves and others. "Human relations are essentially purposeful and the communication that forms the basis of these relations works within the framework of reciprocity and consistency. The ability of an individual, who is a social being, to maintain his relations depends on his ability to communicate" (Öcal, 2021, p.66). Communication is the "mortar" that creates and holds together all types of interpersonal relationships, organizations and

increasingly societies, producing thoughts within a work group in order to carry out a task together with others, and transforming this into work with our behaviors, which can only be achieved through communication. Despite many different uses, when we say "communication", the first thing that comes to mind is usually communication between people and the tools used for this purpose. In the Turkish Language Association dictionary, communication is (Childs, 2010, p.35):

- a) The transfer of feelings, thoughts or information to others by any conceivable means, communication, correspondence.
- b) It is defined as the exchange of information, communication, and correspondence carried out by using devices such as telephone, telegraph, television, and radio. According to Demiray, communication is the transfer of information, thoughts, attitudes, and feelings by an individual or group to another individual or group through symbols. In this system, functions such as creating a source, influencing, reaching a goal, and directing with symbols are performed by the channel that collects all of these. Communication can also be defined as social interaction formed through messages. Thus, communication describes the concepts of sender, receiver, channel, message, and effect that are functional in the relationships between the sender and receiver in the process of transmitting the message. Sometimes there is a purpose or a tendency to communicate (Cranmer ve Myers, 2015, pp. 100-118). Communication can be an action of one person on others, an interaction with others, and a reaction to others, or it can be all of these. Communication consists of verbal and nonverbal messages. Hostility, hand-arm gestures, cheerfulness, facial expressions, intimidating movements, and politeness, etc. all constitute nonverbal communication. Studies suggest that nonverbal communication is used more than 70% of the time. In order for a common goal to be realized, it must first be known and understood by those concerned. In this case, it is achieved through healthy communication. Communication is the third basic element of an organization. It is an interaction process between individuals. As can be seen in the definitions above, the concept of communication is used in so many different areas that it has very different meanings. In a study conducted by scanning written sources, 4560 uses of the word were compiled and then the 15 meanings below were determined.

These are (Oga, 1998, p.64):

- a) The verbal (speech) exchange of thoughts
- b) The ability of two people to understand each other, and for a person to explain himself/herself to the other person
- c) Interaction that allows for joint behavior, even at the organismic level
- d) The reduction of uncertainty about the self in the individual
- e) The process of transferring emotions, thoughts, knowledge and skills
- f) The process of a person or something transforming and changing into another person or thing through transfer and exchange
- g) The process of establishing connections between parts of a living universe
- h) The process of sharing what is monopolized by one person with others and transferring it to others
- i) Tools, procedures and techniques related to sending a message (command) in military language

- j) The stimulation of the memory of the receiver of the message in a way that it responds in accordance with the expectation of the sender of the message
- k) The noticeable response of the organism to the stimulus in the environment, the arousal response to the change in the environment, and this side affecting the other
- l) A stimulus for the receiver of the message after it leaves the source
- m) The source's behavior aimed at influencing the other party
- n) The process of transition from a certain position, structure to another

For this reason, human communication can be used to accumulate, transfer and exchange information, thoughts, emotions through symbols in common and different time and space dimensions. In their research, Watzlawick and his colleagues have determined the following five principles that underlie communication and are directed to the principles that people follow and that guide communication (Lien and Skirstad, 1998, p.18):

- a) All behaviors in the presence of another person have a communicative quality, in other words, non-communication is impossible.
- b) Every communication has two dimensions, a content and a relationship dimension, so that the second of these always determines the first and thus becomes metacommunication.
- c) Everyone in the communication process acts from a communication structure.
- d) In social communication, there are two different forms of defining objects and thus making them the subject of the communication event, digital and analog.
- e) The communication process develops both symmetrically and complementarily.

Successful communication can only be achieved by complying with these five principles, not complying with these rules or not knowing them causes communication to deteriorate and end in failure. As stated in previous sections, communication is carried out for a purpose. Therefore, it should not be forgotten that especially in sports clubs, since they are in an organizational structure, communication must be implemented and used effectively in order to achieve certain goals and achieve success. Without good communication in sports clubs, it will not be possible to achieve the club's goals, as the activities of the club members will be carried out independently and disconnected from each other.

Sports

Under this heading, the conceptual definition of sports and the characteristics of sports, their individual, social, economic and psychological purposes will be specified. In addition, a detailed and comprehensive definition of sports will be attempted by utilizing the definitions related to the concept of sports in the literature. What is Sports? When the definition of the concept of sports is examined according to different sources, it can be seen that it is made in different ways with different perspectives. One of the reasons for this is that the conceptual structure that sports carry in essence is confused with the way it is applied today or is perceived differently by individuals (Parks, 1993, pp.78-80). For this reason, it will be easier to approach the concept of sports by giving different definitions of sports from different sources. The word sports originates from the Latin words "Disporte" and "Deportone", meaning to distribute or separate from each other. In English, it was previously in the form of "Disport" or "Desport", but over time, as a result of the erosion of its first syllables, it turned into the single-syllable word "sport". The meaning of the word sport, which is widely used today, was previously expressed by the word "idman" (Nichols, 1994, pp.121-124). The word idrnan, defined as an exercise done to increase the strength of the body, has always been used in the same meaning, with minor changes, since it existed in Turkish. In the Turkish Language Association Dictionary, sport is defined as "all body movements performed individually

or collectively, usually based on competition, and applied according to certain rules". While Savaş defines sport as an educational and entertaining activity performed collectively or as a team, with its own rules and techniques, that enables the development of physical and mental abilities; Sage defines sport as a phenomenon that provides peaceful release opportunities for the aggression in human nature and creates a suitable competitive environment for the control of the aggressive instinct. According to sports pedagogue H. Neusel, sports are "a form of action that includes all kinds of motor (movement) activities organized in the form of games or competitions for the purpose of evaluating free time, resting and increasing performance ability. Social scientist K. Heinman, on the other hand, defines sports by considering the determinant variables approach as follows: Sports are physical activities, sports are organized according to social norms, sports are not aimed at production. While Snyder and Spreitzer (1989) define sports as physical human activities governed by rules and based on competition; V. Zwaag defines sports as a physical activity based on competition that uses special equipment and environments and is carried out within a certain time and area where record searches are important. Especially with the development of mass communication tools, sports have been able to spread to wider audiences and sports have turned into mass entertainment. Sports programs broadcast only on Sundays on television were later turned into tabloids and spread to weekdays. Sports news, which are generally found on the last pages of newspapers, were first increased and then by creating the opportunity for the publication of sports newspapers of their own: as in almost every field, the foundations of the sports industry were laid. When the concept of sports is considered from this perspective, the transfer fees paid to athletes, the fees received from the broadcasting rights of televisions and the interest shown by politicians in sports have enabled sports to become a concept that develops every day in the world (Parks, Beverl and Quarterman, 1998, pp.101-103).

Functions of Sports

The increasing popularity of sports and their transformation into a social phenomenon have made them last longer than religions, cultures, politics and the economy. Therefore, due to the values they carry, sports should be given importance, protected and defended. In this section of the research, the functions of sports in social, economic, psychological and leisure time evaluation will be examined in general terms (Parkhouse, 2001, pp.31-54). Social Functions of Sports: Sociologists see the fact that people spend their lives in different communities in contemporary societies as the primary determining feature of social life. Indeed, in order for an individual to become a social being, it is essential for them to be in social groups and organizations (Cately ve Duda, 1997, pp.309-322). Because socialization is an important process in gaining personality, socializing an individual and meeting their needs. In other words, "socialization" can be considered as the process of developing a behavior in accordance with the principles and value judgments used as rules in the adult environment of the individual. Individuals do not know the group and social structures and their rules at birth. They later learn to live with the people around them, share with them and the cultural structures of the society they are in and to comply with them. For this reason, the first step from individuality to socialization in society begins in the family and is shaped and strengthened by uniting with a group of friends, becoming a member of a voluntary association, a political party or a sports club (Mull, 1997, p.154). Thus, within communities, the individual acquires various behavioral characteristics and acquires the quality of a qualified person. For this purpose, in the modern world, sports, which has an important structure in the development, socialization and guidance of children, young people, adults and the elderly, and in the acquisition of personality traits, has become a great focus of attention in societies

Communication and Sports Communication

The concept of communication has been the subject of study in many branches of science such as psychology, sociology, management, medicine, etc. For this reason, it is seen that the concept of communication has many different definitions according to different branches of science and different perspectives. The origin of the word communication used as "communication" in English is derived from

the Latin words “communis” and “communicare” and is used in the sense of “common, to make common, to be common and to inform”. However, before the 1970s, the word “communication” was widely preferred instead of the word “communication” (Hung, 1997, p.27). In the Turkish Language Association dictionary, communication is defined as “the transfer of feelings, thoughts or information to others by any means imaginable, communication, communication and the exchange of information carried out by using devices such as telephone, telegraph, television, radio, communication, communication”. (Chen, Mark and Koehn, 2019, pp.241-252). Therefore, communication is basically the sharing of information, feelings and thoughts, but it is also an action aimed at influencing the behavior and attitudes of individuals or groups. In other words, communication can be explained as a system of relationships created for the purpose of exchanging information between individuals. In another definition, communication is expressed as the process of transferring emotions, thoughts and information, defines the concept of communication as the attitude, judgment, thought and emotion statements made within the community or social life formed by people who inform each other about the objects, events and facts in their environment, who transfer their information about these, who have similar feelings due to their similar experiences in the face of the same facts, objects and problems and who express these to each other.

American sociologist Charles Cooley states the following about communication: Communication means the mechanism through which human relations exist and develop. The mechanisms through which human relations exist and develop are especially all the symbols in the brain and the ways of transmitting these symbols in space and preserving them in time (George, 1979, p.27). For Charles Cooley, communication is a mechanism that helps human relations exist and develop. In other words, communication includes facial meanings, attitudes and behaviors, tone of voice, words, writing, tools that save space in time, and that enable the transmission of messages in space with symbols and their preservation in time (Usluata, 1994, p.14). When the definitions related to communication are examined, it is seen that there are many definitions and new ones are constantly added to these definitions in line with the research conducted. For instance, communication is the social interaction established through messages (Fiske, 1996, p.16); Communication can be defined as the process of producing, transferring and giving meaning to information; the term communication generally means mutual exchange. The act of communication is the act of transferring something to another place with a specific purpose by sending two notifications in one direction and then back from that direction and in the opposite direction. Each of the above definitions examines communication in terms of different disciplines and is defined accordingly. In all of the definitions, the basic communication occurs in a mutual interaction and is a two-way process. In general, the communication process refers to the transmission of the message, which can be expressed as a set of symbols, to the target of what is intended to be conveyed by the source, by organizing the message, which can be expressed as a set of symbols, to the receiver, through a channel that ensures the transmission of the message (Cox, 1998, pp.120-124). The communication process continues its reciprocity feature with the feedback given by the receiver in response to the message sent by the source. Therefore, the phenomenon and process of communication have some characteristics. However, it is important to which dimensions of communication these characteristics are related to and to which they will be addressed. There is no unity in the literature on communication on this subject. In reality, such different features are more closely related to the communication process. In this respect, there is also a situation of overlap with the information given during the explanation of the communication phenomenon and process. Although there is no hierarchy in the ordering of these features, it can be said that there is a feature order from abstract to concrete. There is continuity in communication, communication is symbolic/emblematic, there is transitivity/different perception in messages, communication is a social phenomenon, communication is cultural, communication is ideological, communication is class-based. Since the process of communication is complex, researchers from various institutions and organizations have developed various methods to examine the structure. Therefore, it is possible to emphasize that the concept of communication expresses a very complex process and therefore it is difficult to define, and the situation is no different for the concept of sports communication. In this context, according to Pedersen et al. (Moorhead, 1989, p.322). Sports communication is a process in which people share

symbols that create meaning through interaction in sports environments or sporting events. Sports communication also forms the basis for effective media relations and customer satisfaction, especially for sports organizations. In fact, when the literature is examined, it is seen that there are some gaps in the field of Sports Communication. For example, athlete-coach relationships appear to have not been sufficiently researched from a communicative perspective (Brooc, 1994, pp.31-33). In this context, Petersen et al. (2016) underline that Sports Communication studies have long been related to the academic aspects of sports management and are often intertwined. In addition, under the umbrella of sports management sciences, as in most terms, sports communication can be used instead of the terms sports journalism and sports media. In this context, based on the emergence of modern sports communication, Xinghua (2005) investigated the basic situation of modern society that supports sports communication. Accordingly, under the development of modern sports communication, the combination of modern sports and mass media has formed a cultural style with the character of mass culture, which is a kind of visual culture. The sports expressed by modern mass media has focused on the relationship between sports and media. The commercialization of Sports Communication, which was formed by the alliance of sports and mass media that encouraged sports development, has also restricted sports development to some extent. In the process of sports globalization, there is a deep impression of the modernization of sports and has played an important role in the globalization of sports media. In addition to all these, sports communication has encouraged the communication of world sports and sports communication of different cultures. The most encountered thing during a competition or competition is communication. Sports people (such as athletes, coaches, referees, sports managers, sports journalists) give many messages, knowingly or unknowingly. Communication in sports circles has a social nature in many ways. It requires mutual communication between sports people. There is a need for a common understanding of using the language of sports. Sports is a system on its own and this system interacts with other people or organizations. For the effectiveness of this interaction, it is very important to develop good relationships, have effective communication skills and ensure continuity in all of these (Boyd, Schary, Worthington and Jenny, 2018, pp.33-40).

The Importance of the Concept of Communication in Sports on Performance

Today, the incredible rise of the concept of sports performance has reduced the difference between athletes' successes to very small units of time, millimeters, and the distances between the records broken one after another have begun to close each passing day. Especially the scientific community focuses on many different methods for the incredible increase in performance in athletes and they conduct research on how often and in which environments each of them will be used by testing the variables in the increase of performance separately. Many studies have been conducted on both physical and psychological training methods for the athlete and many scientific data have been reached. However, the fact that the athlete participates in intensive training programs, fulfills the coach's requests and completes the competition at a certain performance level in harmony with his friends throughout the entire competition has revealed the fact that there is a different feature between both the coach and the athlete. This feature has been determined as "communication skill" for both the athlete and the coach. Because no matter how high-level the athlete is or how well-equipped the coach is in terms of technique and tactics, if a mutually productive communication link is not established, the athlete will not be able to do or will not do what is asked of him, and the coach will not be able to transfer his knowledge and experience to the athlete. Thus, both the athlete and the coach will not be able to protect themselves from failure.

In this context, in team sports and individual sports, both physical loading, athlete-coach communication, and technical-tactical factors are effective on performance. Among these factors, the nature of the "Athlete-Coach" relationship is particularly observed and has a significant effect on performance (Beverl, 1994, p.12). Therefore, the use of effective communication skills, which form the basis of the athlete-coach relationship, within the club will be a factor that increases both athlete performance and team performance. When we look at the concept of coach in sports, it takes time to estimate the personality

traits of the coach, determine his/her leadership traits, and determine his/her capacity. For this reason, the appointment method is used in the selection of coaches. However, when we look at the concept of leadership, we can see that the coach must have three basic elements. These are (Bekiari ve Sympas, 2015, pp.318-329):

- a) Influencing
- b) Mobilizing
- c) Coordination

Carron, who has done a lot of research on this subject, has determined that there are no universal leadership qualities and characteristics, but the concept he calls leadership intelligence is very important in terms of leadership, and that leadership intelligence depends on some connections in the performances of groups. These are;

- a) Leader's Motivation Level
- b) Leader's Experience Level
- c) Leader's Relationships with Those Who Help Him
- d) Leader's Relationships with Group Members.

When the characteristics that a coach should have and the characteristics that are related to the leader and group goals determined by Carron are examined, it can be seen that many of them are related to the concept of communication. Because, the coach is the person who is primarily responsible for the individual athletes and the team. He/she has to know his/her athletes, know their personal characteristics and determine their behaviors according to this data and has to have effective communication skills in order to obtain similar data. As a result, good communication provides positive criticism and continuous interaction between athletes. Providing information to the athlete about his/her performance, interaction within the club, motivation and mediation are provided by communication skills.

Conclusion

Communication provides various results such as informing the athlete about his/her performance, interaction within the club, motivation and mediation. Group and community relations are based on communication as well as individual relationships. People have to communicate to protect their identities, maintain their connections, increase their knowledge and experience, convey them to new members and strengthen their relationships with other groups. Sports communication is a field of communication studies specializing in communication elements in sports. Sports communication can be defined as "a process in which people share symbols while creating meaning through interaction in sports, in a sports environment or through a sports endeavor". Good communication provides positive criticism and continuous interaction between athletes. Communication skills provide various results such as informing the athlete about his/her performance, interaction within the club, motivation and mediation. Sports is a multidisciplinary field of study rooted in disciplines such as history, sociology, psychology, law, management, and marketing. The word "communication", which is widely used today, reflects a broader understanding of message exchange that also includes communication. The concept of "communication", which is spelled the same in French and English but pronounced differently, is the equivalent of the Latin word "communicatio". The fact that the word was used in French in the 14th century, in the period when trade was developing, for trade and relations, is an interesting example in terms of the meanings that activities in a certain period attribute to words. Based on this concept, which means belonging to many people or objects and done jointly, we can say that the essence of the word communication includes a social interaction, togetherness, change and sharing rather than a simple message exchange. When the definition of the concept of sports is examined according to different

sources, it can be seen that it is made in different ways with different perspectives. One of the reasons for this is that the conceptual structure that sports carry in essence is confused with the way it is applied today or is perceived differently by individuals. For this reason, it will be easier to approach the concept of sports by giving different definitions of sports from different sources. The word sports originates from the Latin words "Disporte" and "Deportone", meaning to distribute or separate from each other. In English, it was previously in the form of "Disport" or "Desport", but over time, as a result of the erosion of its first syllables, it turned into the single-syllable word "sport". The meaning of the word sport, which is widely used today, was previously expressed by the word "idman". The word idrnan, defined as an exercise done to increase the strength of the body, has always been used in the same meaning, with minor changes, since it existed in Turkish. Therefore, due to the values they carry, sports should be given importance, protected and defended. In this section of the research, the functions of sports in social, economic, psychological and leisure time evaluation will be examined in general terms.

Social Functions of Sports: Sociologists see the fact that people spend their lives in different communities in contemporary societies as the primary determining feature of social life. Indeed, in order for an individual to become a social being, it is essential for them to be in social groups and organizations. Because socialization is an important process in gaining personality, socializing an individual and meeting their needs. In other words, "socialization" can be considered as the process of developing a behavior in accordance with the principles and value judgments used as rules in the adult environment of the individual. Individuals do not know the group and social structures and their rules at birth. They later learn to live with the people around them, share with them and the cultural structures of the society they are in and to comply with them. For this reason, the first step from individuality to socialization in society begins in the family and is shaped and strengthened by uniting with a group of friends, becoming a member of a voluntary association, a political party or a sports club. The sports expressed by modern mass media has focused on the relationship between sports and media. The commercialization of Sports Communication, which was formed by the alliance of sports and mass media that encouraged sports development, has also restricted sports development to some extent. In the process of sports globalization, there is a deep impression of the modernization of sports and has played an important role in the globalization of sports media. In addition to all these, sports communication has encouraged the communication of world sports and sports communication of different cultures. The most encountered thing during a competition or competition is communication. Sports people (such as athletes, coaches, referees, sports managers, sports journalists) give many messages, knowingly or unknowingly. Communication in sports circles has a social nature in many ways. It requires mutual communication between sports people. There is a need for a common understanding of using the language of sports. Sports is a system on its own and this system interacts with other people or organizations. For the effectiveness of this interaction, it is very important to develop good relationships, have effective communication skills and ensure continuity in all of these. Especially the scientific community focuses on many different methods for the incredible increase in performance in athletes and they conduct research on how often and in which environments each of them will be used by testing the variables in the increase of performance separately. Many studies have been conducted on both physical and psychological training methods for the athlete and many scientific data have been reached. However, the fact that the athlete participates in intensive training programs, fulfills the coach's requests and completes the competition at a certain performance level in harmony with his friends throughout the entire competition has revealed the fact that there is a different feature between both the coach and the athlete. This feature has been determined as "communication skill" for both the athlete and the coach. Because no matter how high-level the athlete is or how well-equipped the coach is in terms of technique and tactics, if a mutually productive communication link is not established, the athlete will not be able to do or will not do what is asked of him, and the coach will not be able to transfer his knowledge and experience to the athlete. Thus, both the athlete and the coach will not be able to protect themselves from failure.

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