



push YOURSELF,
because NO ONE else is
going to DO IT FOR

Interview Partner

Study

2



Julian Nagelsmann

Head Coach
RB Leipzig



Mats Hummels

Player
Borussia Dortmund
World Cup Winner

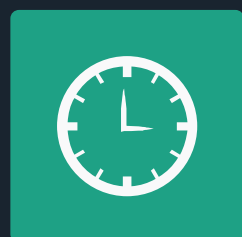


Philipp Laux

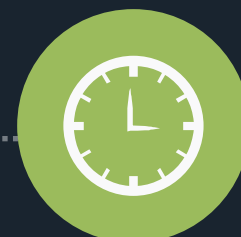
Mental Coach
Borussia Dortmund
U21 Germany
FC Bayern München
RB Leipzig

10th NOV 2018

Last Match with Norwich City FC vs. Millwall FC



79. Min
2-1 NCFC



81. Min
2-2 MILLWALL



83. Min
2-3 MILLWALL

Situation

Moving back to Germany

NORWICH CITY



1st Place Championship



Highly motivated environment



EINTRACHT BRAUNSCHWEIG



Bottom Table 3rd Division



Poorly motivated environment

Status Quo

Eintracht Braunschweig

16

Games

9

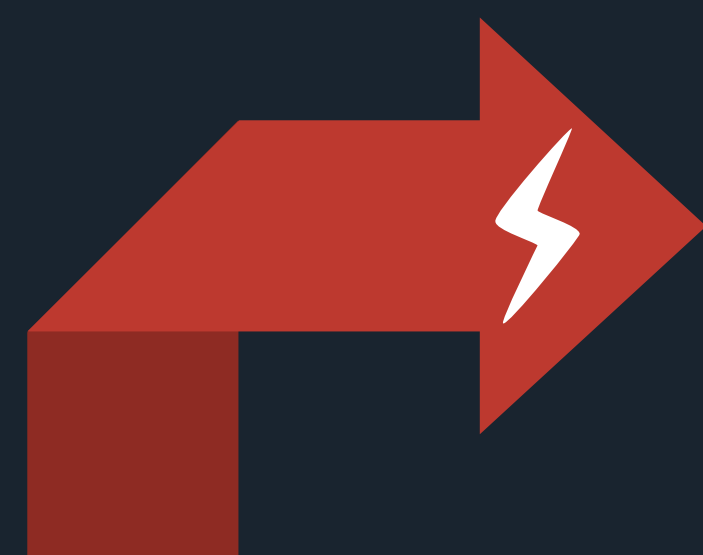
Points

35

Goals
conceded
(highest no.)

9

Points
away
(historical)



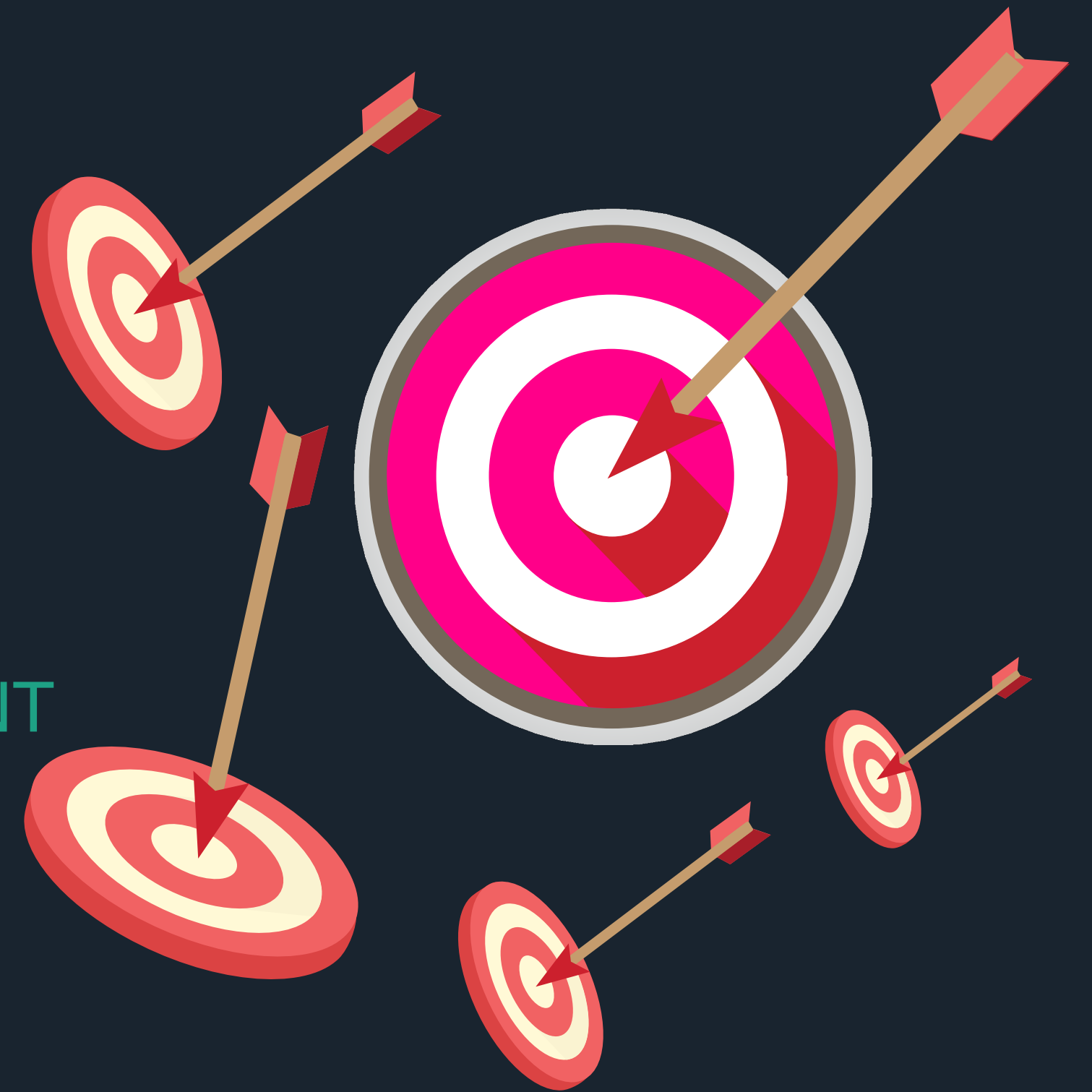
PROMOTION

Goals

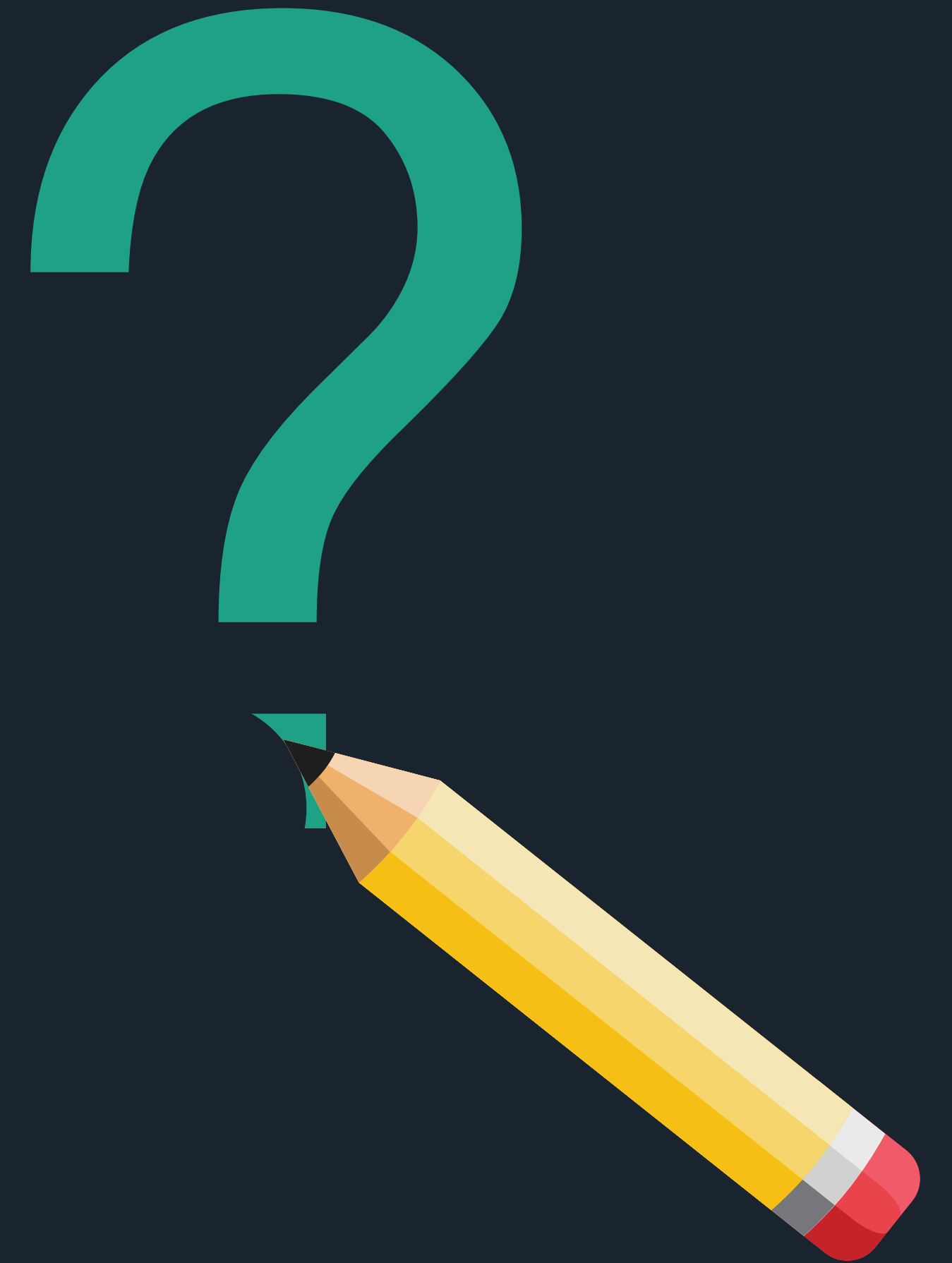
EintrachtBraunschweig

7

- ✓ Stay in the League!
- ✓ Understand the team and structures!
- ✓ Unlocking the potential of each player so that he wants to unfold and can develop his performance - for team success - **PERMANENT**



The Coach as motivator -
How important is the
Self-Motivation of a
player?



Meaning

What is **Motivation**?

3 Psychological perspectives in everyday life

1

Result of behaviour

e.g. defeats are often referred to as lack of motivation.

2

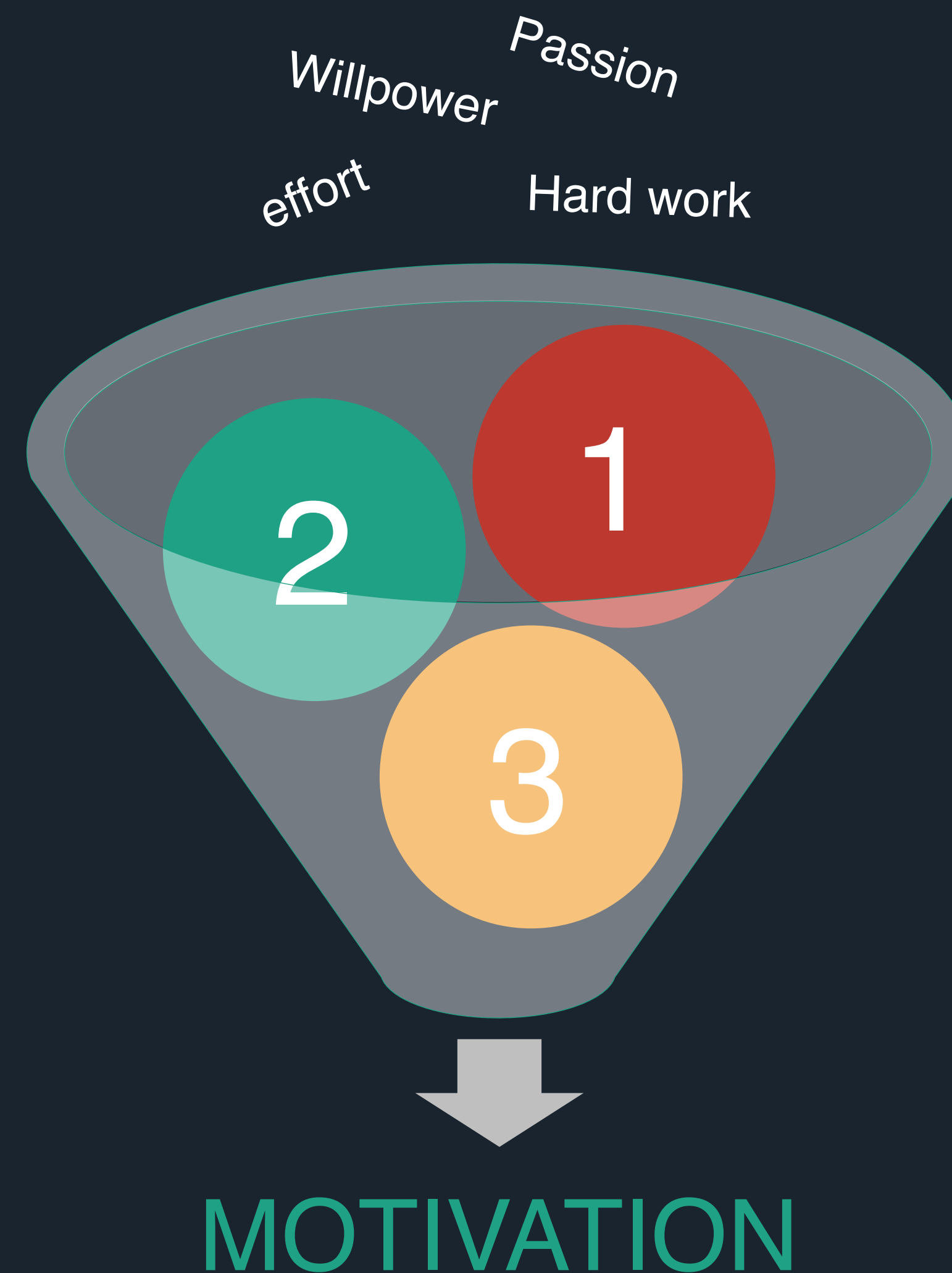
Influencing behaviour

e.g. when bonuses are used to increase the performance of the players.

3

Inner potential

e.g. motivation is viewed as an internal source of energy that drives behaviour.



Defintion

What is Motivation?

The psychology scientific definition is:

"Motivation is the direction, intensity and persistence of a **willingness** to behave towards or away from goals."



Motives

Motives are the basis of motivation

WHY? WHAT?

Motives

Motives are the basis of motivation

Primary Motives

based on innate,
biological
and survival oriented
needs.

Hunger
Thurst
Sleep
Elimination
Avoidance of pain
Sex



Secondary Motives

based on learned needs
that have been acquired
through the learning
process

Curiosity
Ambition
Competition
Aggression
Interests

Learned Needs Theory

McClelland's *motivation theory*

13



Learned Needs Theory

McClelland's *motivation theory*



Achievement

- Has a strong need to set and accomplish challenging goals.
- Takes calculated risks to accomplish their goals.
- Likes to receive regular feedback on their progress and achievements.
- Mostly loners and totally focused on themselves.



Affiliation

- Wants to belong to the group.
- Wants to be liked, and will often go along with whatever the rest of the group wants to do.
- Favors collaboration over competition.
- Doesn't like high risk or uncertainty.



Power

- Wants to control and influence others.
- Likes to win arguments.
- Enjoys competition and winning.
- Enjoys status and recognition.



PLANING YOUR SQUAD

Motivation types

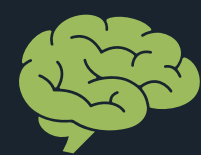
Two Types of Motivation

HOW?

Types of Motivation

How are people motivated?

Learning



Joy



Passion



Your motivation is influenced
by the **task itself**



INTRINSIC

Awards



Money



Praise



Your motivation is influenced
by **external elements**



EXTRINSIC

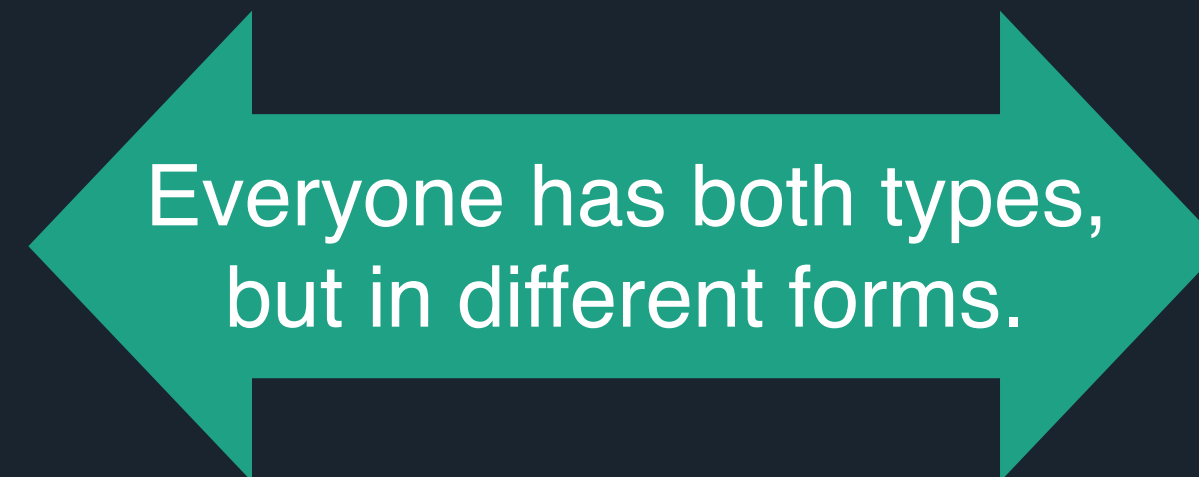
Types of Motivation

How are people motivated?

„I WANT it“



INTRINSIC



„I HAVE to“



EXTRINSIC

Motivation types

Intrinsic vs Extrinsic

Staying longer at work because you
believe in your work.

INTRINSIC

Motivation types

Intrinsic **vs** Extrinsic

Helping others because you hope
for praise from friends or family.

EXTRINSIC

Motivation types

Intrinsic *vs* Extrinsic

I want to give the public enjoyment.

INTRINSIC

I want to play in front of large
crowds.

EXTRINSIC

Motivation types

Two Types of Motivation

Which type of motivation
is better?

Levels of motivation

Intrinsic vs Extrinsic



External

Introjected

Identified

Integrated

Intrinsic



just external



„I imposed it on myself.“



„I understand that it makes sense.“



„I believe in our common goals.“



„I regulate myself.“

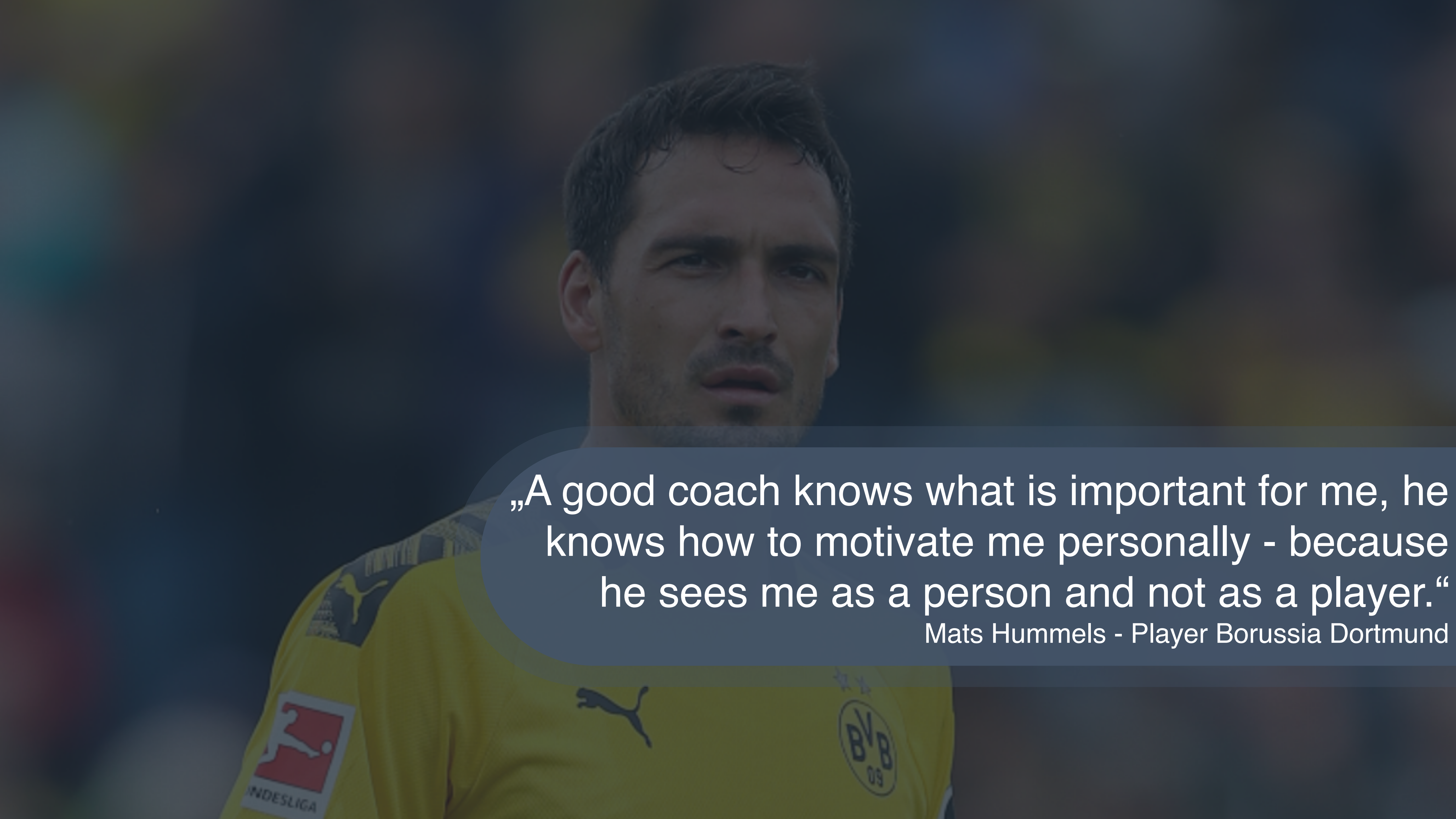
Extrinsic

Intrinsic

Motivation types

Two Types of Motivation

HOW?

A close-up portrait of Mats Hummels, a professional footballer, looking slightly to the side with a serious expression. He is wearing a yellow Borussia Dortmund jersey. The image is overlaid with a semi-transparent dark blue circle containing a quote.

„A good coach knows what is important for me, he knows how to motivate me personally - because he sees me as a person and not as a player.“

Mats Hummels - Player Borussia Dortmund

Boost intrinsic motivation

Self-Determination-Theory (Ryan & Deci 1980s)

Competence

need to gain mastery
of tasks and learn
different skills.

Relatedness

need to experience a
sense of belonging
and connection to
other people

Autonomy

need to feel in
control of their own
life, behaviours &
goals.



MOTIVATION

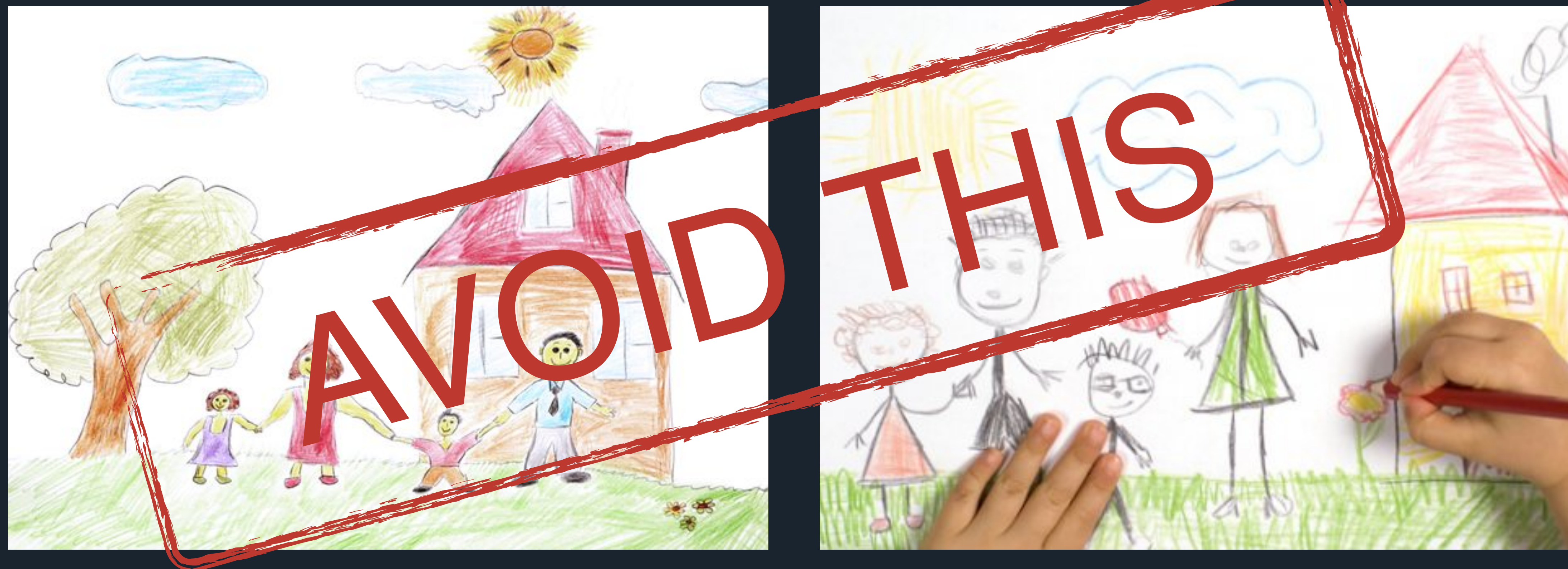
SMART-Goals



REWARD

Don'ts intrinsic motivation

Get more out of your player



Boost extrinsic motivation

carrot & stick **approach**



Grandma's Rule



If you eat your vegetables...



Then you can have your dessert...



MOTIVATION

SMART-Goals

REWARD

Don'ts extrinsic motivation

carrot & stick **approach**



Which type of motivation is better?

Intrinsic **vs** Extrinsic



- "real" motivation
- you motivate yourself and are not dependent on external factors
- no limit
- constantly for several months and years



- you will only find it in the long term
- you have to deal with yourself - come out of your hamster wheel



INTRINSIC



- is triggered very quickly and easily
- makes you feel like you can do anything you want
- no effort - you are automatically motivated from external
- very intense for a short moment (momentum)



- no „real“ motivation
- you are motivated by „others“
- short time motivation
- New external motivation sources are always needed



EXTRINSIC

Player Segments | Motives

Analysing Squad



Achievement

- Has a strong need to set and accomplish challenging goals.
- Takes calculated risks to accomplish their goals.
- Likes to receive regular feedback on their progress and achievements.
- Mostly loners and totally focused on themselves.

Role Model



Affiliation

- Wants to belong to the group.
- Wants to be liked, and will often go along with whatever the rest of the group wants to do.
- Favors collaboration over competition.
- Doesn't like high risk or uncertainty.

Artist



Power

- Wants to control and influence others.
- Likes to win arguments.
- Enjoys competition and winning.
- Enjoys status and recognition.

Leader

Soldier

Guideline for coaches

How you can motivate the players?



01

You have to know the different motives, needs of your players.

02

Differentiate your players according to groups with different motives.

03

Show your player recognition - better than any other reward.

04

Motivate your players individually with regard to motivation.

05

Use extrinsic motivation at the right moment. Handle it carefully!

06

Work always with SMART-Goals

Eintracht Braunschweig

Mission Stay in the league

Winterbreak

Situation

Eintracht Braunschweig

19

Games
to go

57

Points

9

Points
away

Situation

Eintracht Braunschweig



Troubled & nervous environment
Pressure every Match

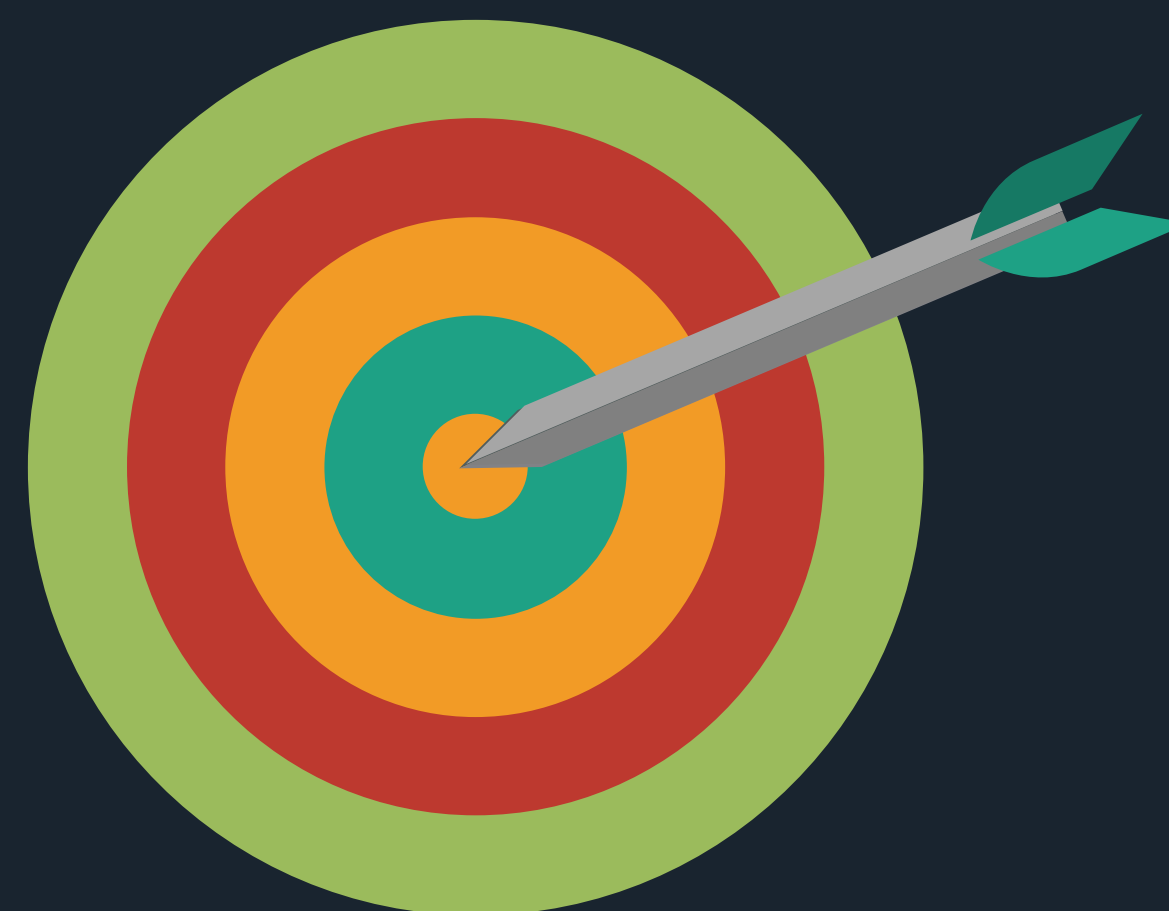


too many „Soldier“ & „Artist“
NO LEADER



SMART Goals

Set goals based on Self-Determination-Theory



„we WANT“ ~~„we HAVE TO“~~



Specific



Measurable



Achievable



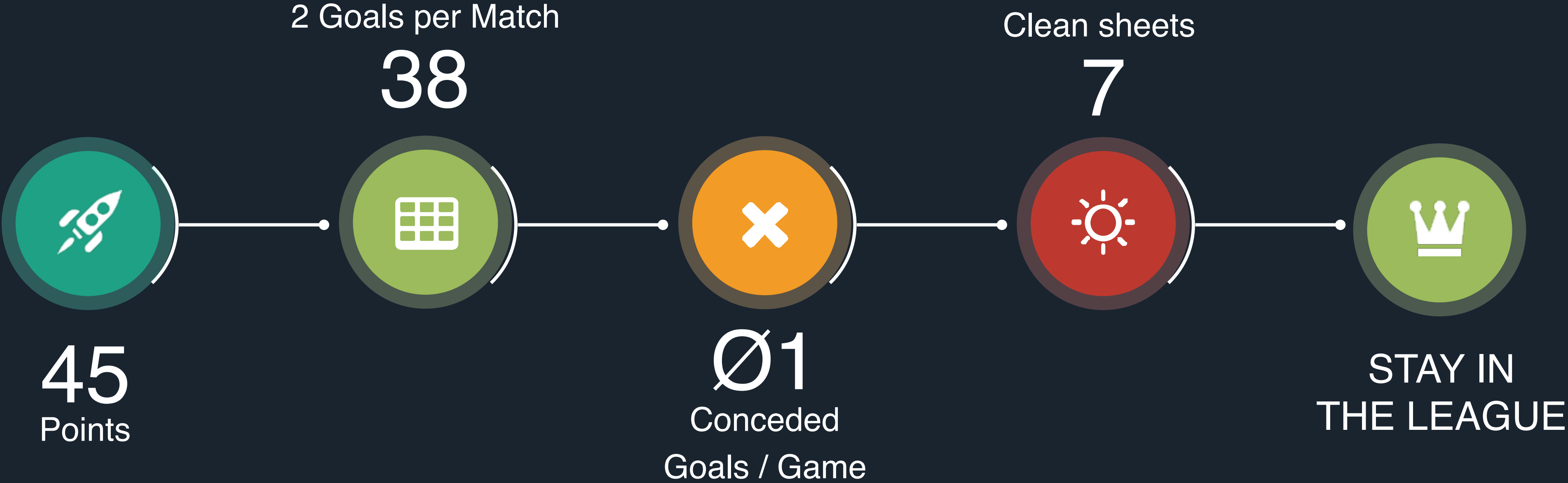
Realistic



Time-based

SMART Goals

2nd Round of the Season



SMART Goals

2nd Round of the Season











5 JOKER

18th May 2019 Last Match

Mission Stay in the league




14	✓		Eintracht Braunschweig (A)	37	10	14	13	47:53	-6	44
15	—		Energie Cottbus (N)	37	12	8	17	50:57	-7	44
16	^		Carl Zeiss Jena	37	10	13	14	44:57	-13	43
17	^		SG Sonnenhof Großaspach	37	8	18	11	36:39	-3	42
18	✓		Sportfreunde Lotte	37	9	13	15	30:44	-14	40
19	—		Fortuna Köln	37	9	12	16	38:62	-24	39
20	—		VfR Aalen	37	6	12	19	44:61	-17	30

A close-up photograph of Julian Nagelsmann, head coach of RB Leipzig, wearing a red training shirt with the club's crest. He is looking off-camera with a serious expression. The background is a blurred stadium filled with spectators.

„As a coach, i’m responsible for the peak of
extrinsic motivation - the real motivation have
to come from inside of the player.“

Julian Nagelsmann - Head Coach RB Leipzig










„Positive memories and images are an absolute extrinsic motivational booster for the brain. Because it is self-controlled by everyone and comes from inside.“

Philipp Laux - Mental Coach U21 Germany

FINALTABLE

Mission Stay in the league

14	^		Carl Zeiss Jena	38	11	13	14	48:57	-9	46
15	^		SG Sonnenhof Großaspach	38	9	18	11	38:39	-1	45
16	v		Eintracht Braunschweig (A)	38	10	15	13	48:54	-6	45
17	v		Energie Cottbus (N)	38	12	9	17	51:58	-7	45
18	—		Sportfreunde Lotte	38	9	13	16	31:46	-15	40
19	—		Fortuna Köln	38	9	12	17	38:64	-26	39
20	—		VfR Aalen	38	6	13	19	45:62	-17	31

„The real feeling of success cannot give you a medal or any money in the world - only your heart knows what it feels like.“