

The National Officials Committee has created a list of officials leadership techniques to foster a positive environment for all athletes, coaches, officials, and volunteers.

- Do not lead by edict. Ask questions of the official or coach that will lead him or her to the correct conclusion. For example, “If I accept this swimmer’s excuse for missing his last event and allow him to swim in his next race, who might be affected by this decision either positively or negatively? Is it within the rules to allow it?”
- Be pleasant and friendly with all meet volunteers, not just officials. Remember that they are volunteers and may not be experts and/or have prior experience in their volunteer roles. Kindly instruct and educate as necessary, and always thank them for their time and efforts.
- Praise in public...re-educate in private.
- Use the sandwich technique to re-educate. Praise---Problem Solve---Praise
- The best leaders delegate, support, coach, and direct. Acknowledge others’ contributions and accomplishments.
- Coaches and officials must be part of the same team, working for the athletes. Mutual respect and unity of purpose provide an atmosphere of friendliness.
- The parents, swimmers, and coaches must always see a happy, dedicated, team-approach to officiating. Engage with the public when you are not on duty. Let them know that officiating is an enjoyable team effort. Be positive about officiating and the sport of swimming as a whole at all times. All officials are ambassadors for this sport.
- Above all, treat everyone with respect and dignity, and always use “please” and “thank-you.”

