



By Bill Mountjoy  
Head Football Coach  
Huguenot Academy  
Powhatan, Va.

We know that America is a nation of textbooks and we feel that we need a well organized textbook as a manual for our players and assistant coaches.

The coaching notebook naturally is somewhat thicker than the player's notebook and quite often contains from 75 to 100 pages by season's end.

Here is a list of things which we include in our coaching notebook:

- 1) Philosophy of Football
- 2) Coaching Staff Policies
- 3) What Constitutes A Good Coach
- 4) Basic Notes on Coaching
- 5) Practice Procedures
- 6) Fundamental Check List for Coaches (including a "how to teach" sheet on each technique)
- 7) Drills
- 8) Squad Procedures for Players (rules, regulations, etc.)
- 9) Slogans, Poems, etc. (such as It's All In A State Of Mind)
- 10) Offense (Theory and all phases)
- 11) Defense (Theory and all phases)
- 12) Kicking (Theory and all phases)
- 13) QB Manual Materials
- 14) Scouting Forms
- 15) Accumulative Scouting Reports

To illustrate our ideas, I am enclosing items 1 through 5 from our coaching notebook in hopes that they will be of help to our fellow coaches.

### 1. PHILOSOPHY OF FOOTBALL

Basic philosophy of football

1. Try to win.
  - a. teach the team members to win within the rules.
  - b. learn to profit by losses when they occur.
  - c. strive to give maximum output.
  - d. spirit of competition is necessary in life.
2. Make football enjoyable to play.
  - a. motivate the players.
  - b. proper organization of practices.
  - c. developing pride in a job well done and the desire to win.
3. Make football enjoyable and exciting to watch.

# a coaching manual for High School Football

Coach Mountjoy has coached for 11 years in Virginia. His 1971 Huguenot Academy team won the Virginia Academy Athletic Conference State Championship with a 9-0 record.

### Values of football

1. It compares to the game of life.
2. It develops the total individual.
3. It teaches democratic principles.
4. It has educational value.

### Basic style of football

1. Offense: the Variable T formation.
2. Defense: a basic 50 or Oklahoma with variations and employing a 4 deep secondary.
3. Both the offense and defense are designed to adjust and make use of the player-personnel available.
4. A breakdown of the phases of football and the time spent on each:
  - a. 40%—offense
  - b. 40%—defense
  - c. 20%—kicking

### Essentials in a coaching staff:

1. Loyalty
2. Enthusiasm
3. Technical knowledge of the game

### 2. Football Coaching Staff Policy

- A. Coaching Duties
  1. There is one head coach.
  2. Assistant coaches' efforts are to be directed to the team and the head coach.
  3. All second guessing hashed out in coaches' meetings. Never in public.
  4. All coaches should know the entire offense and defense system used.
  5. Any changes from the basic plan should be approved in meetings with the entire staff.
  6. The head coach will make all substitutions. Assistant's advice is welcome.
  7. The head coach should answer all questions on team program. A dangerous situation can develop if staff members give information freely.
  8. All staff members are dedicated to sell the team program.
  9. All meetings are required.
- B. Squad Relationships
  1. Quitters: Keep walking and never expect to return.

2. The head coach will make all final decisions on dismissals from the squad. He will seek advice from the assistants. Another coach may request dismissal.
3. Praise is generally more acceptable in a teaching situation. Be positive in your coaching.
4. Be enthusiastic at all times.
5. Be consistent and realistic in rules for the squad.
6. The rules will be enforced but there will be no "cloak and dagger" methods used to catch violators.
7. Do not put any censure on a personal basis. Be sure the player realizes that everything is done for his benefit.
8. This team is a dictatorship.
- C. Administrative Relationships
  1. Funnel all gripes, etc. through the head coach.
  2. The head coach is spokesman for the staff.
  3. All requests to the administrator or Board of Education should be made by the head coach.
  4. Have available all parts of the program if administrators wish to question certain phases.
- D. Relationships With Students
  1. Cooperate on all school projects.
  2. Treat non-football players in the same manner as players.
  3. Do not devote class time to football.
- E. Relationships With Parents
  1. Only make comments about their son.
  2. Parents may enter the dressing room only in case of injury.
  3. Try to make friends with parents. Get them to work for you instead of against you.
  4. Forget all remarks made by parents during the heat of battle and right after the contest.
  5. Make no comments yourself right after the game if it is negative.
  6. Refer all problems to the head coach that concerns parents.
  7. A person to person talk is better than a telephone call.
- F. Relationships With The Community
  1. ~~The School Board should be kept informed of all football games.~~
  2. Be an example for the coaching profession.
  3. Take part in local programs and organizations.
  4. Promote your own program at all times.
- G. Relationships With The Faculty
  1. Don't knock other sports.
  2. Show that you are interested in the faculty's programs.
  3. Do not ask special favors for football players

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## COACHING MANUAL

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4. Let it be known that you will not punish a boy for someone else's problem.

### 3. WHAT CONSTITUTES A GOOD COACH

1. He has a thorough knowledge of all fundamental techniques employed and of the structure of team schemes of offense, defense, and the kicking game.

2. He makes a thorough preparation for carrying out his responsibilities at the practice session. He *personally assumes the responsibility* for preparing any necessary charts and drill situations to accomplish smoothly and efficiently, the teaching expected of him on the practice field.

3. He is constantly probing his own thinking in order to assure that he is covering effectively all phases of the game for those players over whom he has direct teaching responsibility. The use of written records is an essential in carrying this out.

4. He constantly seeks to improve his own teaching methods. Does not employ an inferior teaching device merely because it is "easier" to administer.

5. He comes to the practice field in a frame of mind which indicates he really enjoys the coaching of football. This means an attitude which reflects cheerfulness, and an attitude of patient persistence toward correction of honest play mistakes.

6. He is willing to devote his time tirelessly to all phases of the program—practice, recruiting, counseling, film review, scholastic programs—with the realization that Winning Football results from keeping these terms controlled. He fully realizes that in that territory where a lot of extra time and effort is spent in order to gain a small bit of excellence lies the margin of difference between the champion and the also ran.

7. He has a strong *winning* attitude and fully understands the difference between the application of that attitude from a coach's standpoint as distinguished from a player's standpoint. In other words, the great competitor as a player is not necessarily a great competitor as a coach. This is an attitude which must be developed separately, and usually is best reflected in the devotion of time and the extent of effort to which a coach is willing to go in order to attain winning results.

8. The really determining factor between the outstanding coach and the average coach is found in his willingness to personally assume responsibility for thinking out an assignment and

for creatively attacking problems in all phases of the program. That is the mark of the outstanding coach. The average coach acts only on direct assignment, waits for an exact spelling out of the assignment, and functions only for the extent that an assignment is literally spelled out.

9. Above all, a good coach is 100 per cent *loyal* to the other coaches on the staff whether he be the head coach or an assistant. There is no place on our staff for a disloyal member.

### THE ASSISTANT COACH

1. He should be dedicated to the game of football.
2. He should be willing to work hard and to make personal sacrifices.
3. He should be an honest person and above all, loyal to the head coach.
4. He should have a sound knowledge of the game of football.
5. He should have a great deal of initiative.
6. He should be a sound thinker.
7. He should be tough mentally.

### 4. BASIC NOTES ON COACHING

#### I Handling Players

Here are some of the things we consider important in handling players:

1. Be yourself
2. Be consistent
3. Be fair
4. Learn to criticize, discipline, and compliment. As a general rule, praise is more effective than criticism.
5. Insist on best effort *always*.
6. Be available.
7. Make decisions for boys the way you would make them for your own son.
8. Know your players abilities:
  - a. Physical
  - b. Mental
  - c. Temperament
  - d. Personality

#### II Five Important Phases To Proper Coaching

1. Explanation
2. Demonstration
3. Imitation
4. Correction
5. Repetition

"Motivating your players is the most important thing in coaching!"

### 5. PRACTICE PROCEDURES

1. Coaches are expected to be dressed in staff uniform and in the office at least one hour before practice.
2. Organize ahead of time. Check your practice schedule thoroughly before going on the field.
3. Always set your drill up facing away from the other groups to avoid distractions.
4. Do not "gab" on the field. Organize your drill in advance—balls, dummies,

etc., should be at your station when the drill begins.

5. Try to accomplish in your allotted time that drill or segment of practice.

6. You can't soup up the kids if you are not souped up yourself. Enthusiasm breeds enthusiasm. We don't want any "Indian coaches", or "Pocket coaches" on our staff. You should always work at least at 80% of your enthusiasm, saving the extra 20% to hit a high pitch on.

7. Strive to make your group the best on the field.

8. Our practices must be tough mentally and physically.

9. Do not accept *anything* less than perfection. Do not overlook a thing. Never let a boy get out of the drill and back into line until you have corrected the mistake.

10. Discipline precedes morale. Discipline is the one thing that will win or lose for you. Begin teaching it by insisting on proper form always in small areas. (Keep on them about stance, keeping lines straight, etc.) Don't let them get sloppy when tired.

11. Tell them once and let them repeat it 1000 times. Do not allow players to keep you talking to waste time. They must repeat their techniques until they can perform the particular skill by rote memory.

12. Never permit surliness or loafing on the practice field. You can tell if they are truly "bushed" or not. If they need a short break, talk to them.

13. If it is extremely hot, be cognizant of potential heat problems.

14. Never send a player off the field without the head coach's permission unless you have a good reason to do so. Never send an injured player in alone.

15. Do not allow alibis or talking back. If a player talks back, warn him one time. Anymore, send him to the head coach.

16. Never feel satisfied with the team's performance or your performance at practice. Stay ahead of the game. There is always *some way* to improve.

17. Stress hitting and second effort in everything you do.

18. Breed confidence in our squad. Never tell a boy continuously how poor he is. It is your job to help him improve. Praise is generally more effective than criticism. If you must chew a player out, do so if he doesn't give 100%—not because he wasn't born with a lot of ability.

19. If you have gotten on a player pretty hard, be sure to have a friendly word for him after practice. Let him know that you are trying to help him, and your criticisms were not intended to be personal.

20. Morale is our objective. It begins with you.

21. Teach. Remember, it is not what we know but how well we can teach it to the players that counts. Strive to improve your phase of the coaching constantly.

22. Assistants should never argue or discuss problems among themselves on the field.

23. Expect to be "chewed out" by the head coach if something has gone wrong. You will be held responsible for mistakes your players have made, especially in the area of missed assignments.

24. Players still play for the coaches. Get them to not only respect you, but like you as well both off and on the field.

25. Carry out your extra duties such as equipment and locker room responsibilities with precision. Do not run off right after practice. Plan to sit around for at least 30 minutes to review the day's work, make up schedule, discuss personnel, etc. We cannot win with a staff of "clock watchers".

### CONCLUSION

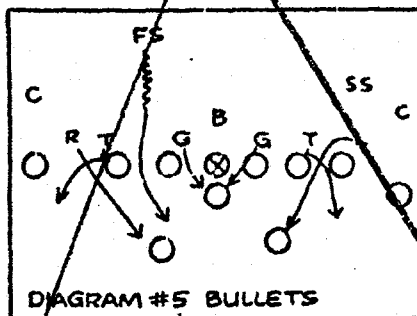
We feel that our staff organization has been helped immeasurably through the use of our coaching notebook. We think that anyone who tries this formula will be very pleased with the results.

### ATTACKING THE PASSER

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vulnerable with little if any underneath coverage.

On the Bullets stunt the defensive guards are to secure the middle by taking a definite inside charge. The tackles take a definite outside charge with the responsibility of covering the screen and picking up the man out of the backfield to their side. The middle linebacker and free safety are blitzing through the alleys created by the charge of the defensive guards and tackles. Both of the defensive ends are crashing in on the passer from



the outside. As can be seen, there are two inside and two outside attack men in the opponent's backfield with but one assignment—that is to put maximum pressure on the opposing quarterback. If the old axiom, "the best pass defense is a good rush" is true, then the defense should

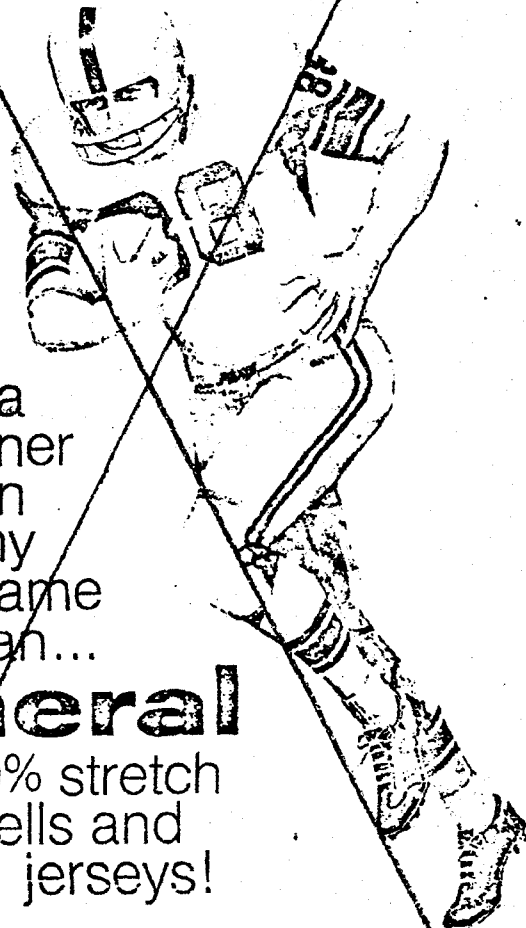
be successful. It is imperative with this stunt that the rush of the defense put maximum pressure on the passer. Anything less could be disastrous as far as the defensive pass coverage is concerned. Even if the passer is not tackled there must be this penetration by the onrush of the attack personnel to force a hurried or premature pass by the quarterback.

These five stunts will give the defense a variety of ways to get defensive personnel on the opponent's quarterback. It should be remembered that stunts are only aids, they are not ends in themselves. The most important factor in getting to the opponent's passer is to instill in the

pass rushers a burning desire to get to the quarterback. Try to impress on each attack man that he is the most important rusher on the team. Each rusher must have embedded in his mind and heart a strong conviction that it is his personal and team's responsibility to get to the opponent's quarterback. Only with this great determination by each of the pass rushers will the defense ever achieve a strong pass rush. Whether it is harassing the quarterback, dumping the quarterback, or forcing a premature pass, the single most important objective of every pass rusher is to prevent the completion of a forward pass.

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