Fall 2011

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Document Type

Undergraduate Project

Professor's Name

Emily Dane-Staples

Subject Categories

Sports Management

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Black and white coaches in the NFL have been compared since the Rooney Rule was implemented in 2001. Between the years of 1990-2002, it was demonstrated that black coaches in the NFL were more successful than white coaches looking at regular season winning record. Winning record can be attributed to other factors than just coaching. Factors such as leadership and motivational characteristics of a certain coach have an impact on how successful coaches are in the NFL. Looking at post game quotes by head coaches and finding out their frequency helps us better understand the relationship between motivation/leadership styles and their effects on players. The results from the study explained that both black and white coaches have a low ego oriented leadership style that helps motivate their players and leads to the coaches' success on the field.

Success of Black and White Coaches in the NFL

In the NFL the past ten years (2000-2010), there have been an increasing amount of minority coaches being hired to take over the lead role of a franchise: head coach. This isn't by mistake; coaches are quickly fulfilling their duties as head coach by demonstrating that they can turn a franchise around in less than 5 years. These minorities are getting a chance to be interviewed and hired as head coaches thanks to the Rooney Rule which was implemented in 2002 (Brown, 2007). Under the rule, an NFL team that has a head coaching vacancy must interview at least one minority candidate when making a new appointment to a head coaching position (Madden, 2008). What the rule provides is an opportunity for minority assistant coaches to get a chance to move up in the coaching ranks and become a head coach (Brown, 2007). This is significant for the assistant coaches (specifically black) in the NFL as organizations are legally obligated to allow an assistant coach an opportunity to demonstrate their coaching strategy for a team.

Success of all coaches can be attributed to two things: one is the technical skill and knowledge about the game that a coach has. The more intangible elements of leadership and motivation are critical to translating this knowledge into on the field success. The way in which a coach goes about leading his team on and off the field could have a significant impact on how successful they are when it comes to their overall record. This study will compare how minority coaches and their counterparts speak about the success and failures of their teams. These vocalizations from coaches are directly related to their own leadership styles and how players may be motivated from their coach's words.

The findings from this study could influence owners and general managers to take a more critical eye at the hiring process and uncover everything about the coaches that are being considered for the job such as previous coaching experience, what his reputation around the league is and if the coach's personality fits in with the team. What also needs to be accounted for is the overall culture of the organization in which the head coach is working for. Looking at success of both of these groups of coaches could see that if the implementation of the Rooney Rule has a substantial impact on assistant minority coaches being looked at and hired as head coach in the NFL. Since black coaches are so outnumbered in the NFL, the study could also bring awareness to owners and general managers about the leadership qualities of both white and black head coaches.

Literature Review

Racial Discrimination in Employment

It has been 146 years since slavery has been abolished and black and whites have been legally entitled to equal opportunities (Bertand, & Mullainathan, 2004). Although this is the case, there is not equal opportunity in the job market. A study on the job market was done by sending to fictitious resumes to help wanted ads in Boston and Chicago newspapers. To manipulate perceived race, the authors randomly assigned the resumes with African American names (Lakisha and Jamal) and white sounding names (Emily and Greg) (Bertand, & Mullainathan, 2004). The results of this study done was that white sounding names received 50 percent more call backs for interviews that the black names (Betrand & Mullianathan, 2004). Not only are minorities the target of this discrimination in the job market but also when it comes to wages earned. An equilibrium search model explains that some employees have

distaste for hiring minority workers and show this bias result in economic discrimination against these workers (Black, 1995). Black also explains that these unprejudiced firms that hire minority workers, they receive lower wages when compared to counterparts who don't face this discrimination (Black, 1995).

Another part of racial discrimination in the job market may not only by choice but also have to do with the economy. A study that was conducted by Arrow references two theories; Economic Theory and Rational Choice Theory   (Arrow, 1998). Rational Choice Theory is defined as the individual actors act rationally by maximizing within the constraints imposed by the preferences, technology, and beliefs set by the organization (Arrow, 1998). In other words, members of an organization act within the framework of the organization that is imposed by high authority or the way in which the organization is ran. Some general managers in the NFL are constrained by the authority that the owner has over them and might not be able to hire a minority coach due to this very reason. Owners though might look around the league and see the amount of success minority coaches are having in the league and it could change their views on how their organization handles the hiring process.

Then, there is Economic Theory which explains that markets are the central institution in which individual actions interact and that other institutions are the negligible importance (Arrow, 1998). In regards to the economic side of Arrow's theories, it would make sense for smaller market NFL teams to go after coaches that are cheaper but may not be the right fit for the organization which would have a negative impact on the head coaches overall success.

Relating back to Rational Choice theory, some organizations in the NFL will be more open to hiring minority coaches due to the organizations overall success. Research explains that there is weak evidence that winning organizations are the first to hire black coaches (Madden, 2004). Teams that are struggling to get a winning season are looking at successful organizations to get a "blueprint" on how to be successful. The model franchise that everybody is trying to replicate is the Pittsburgh Steelers. The Steelers have been one of the most successful franchises in the NFL winning 6 Super Bowls and having only 3 coaches in the last 40 years (Sarkus, 2010). Four years ago, Pittsburgh hired Mike Tomlin, an African American and a long shot in most Steeler fans minds due to his unfamiliarity with the team. This is an instance in which the Rooney Rule has been effective as Tomlin has won two Super Bowls since taking over as the Steelers coach four years ago (Sarkus, 2010). If teams are trying to mold their franchise of a team like the Steelers, they will then see how effective the Rooney Rule can be used. The coaching hiring process is based on the individual owner preferences along with the changes in social pressure overtime (Goff, 2008). These types of social pressure might lead owners to make a decision on firing a coach too early before he can prove his full potential.

Leadership

When looking at leadership, there are two ways it can be broken up; learning to lead players comes from previous experiences of doing this over and over again. Some coaches are just born leaders and don't need to go through and actually learn through experience even though it helps their leadership grow. No matter how a head coach acquires their leadership style, coaches need to focus in on how to get their players were they need to perform to their abilities that in turn will translate to on-field success. The leadership mindset is a critical

component that is related to the effectiveness and the success of the leader (Chase, 2010). If

leadership is not innate in coaches, then coaches should be educated in leadership programs to

help them focus on helping leaders of their players to have the same mindset. When coaches

and leader of their players have the same mindset, they have the ability to be successful.

Leadership can be influenced by factors both internal and external to the team.   An external

force that would influence individuals on the team would include leadership in the way that

empowering and shared leadership approaches allow individuals to exercise self-leadership in

work context both with and without teams (Morgosen, DeRue, & Karam, 2009). There are 15

team leadership functions that help teams satisfy the players needs and also regulate the

players behavior in the service of goal accomplishment (Morgosen, et al., 2009). External

forces are something that a coach can control such as the way in which they coach the players

and try to motivate the team but internal forces of a team is something that can only be

controlled by the team itself. An example of an internal force that is usually controlled by the

team itself is team level/composition in which self-leadership is enhanced when the right skills

set, based on team members' ability and personality are present (Morgosen, et al., 2009).

Leadership coaching in a group setting has many benefits because durable changes in

leadership behavior are more likely to occur (Kets de Vries, 2005). Effective coaching in a group

setting establishes a foundation of trust, makes for constructive conflict resolution, leads to

greater commitment, and contributes to accountability which all translates into better results

for the organization (Kets de Vries, 2005). These factors are all important especially to a head

football coach so that every player is on the same page with how everything is done during the

games and in practice. When a coach changes their methodology and centers it on coaching the

group, it makes for high-performance teams. This leads to the creation of an organization with

boundaries and also makes for true knowledge management (Kets de Vries, 2005). The

importance of head coaches in the NFL having high performance teams can't be overlooked

because owners and general managers are looking for quick fixes from coaches so that all the

fans are satisfied.

Coaching can be broken down into two components. The first component is to improve

the performance at the skill level and establishing relations allowing coaches to enhance their

trainee's psychological development (Popper, Lipshitz, & Rannan, 1992). The second

component of the coaching process comes from Bandura's Social Learning Theory. The central

argument in this theory is that a person's self-efficacy is largely determined by the extent to

which the individuals believe they have succeeded in pervious performance in a given area

(Popper et. al, 1992). Coaches that build up their player's self-efficacy can enable them to

perform at their maximum level every time they step on the field. What goes along with self-

efficacy and the belief in one's self that they can perform is intrinsic motivation or the

motivation within the player. Coaches' leadership styles affect sport performance indirectly

through the mediating effects of intrinsic motivation (Charbonneau, Barling, & Kelloway, 2011).

In the particular study conducted by Charbonneau, Barling & Kelloway, 168 different university

athletes provided data on their own perceptions of their coach's transformational leadership

and their own intrinsic motivation throughout the season (Charbonneau et al., 2011). Then at

the end of the season, the coaches assessed the performance of the athletes. The results of the

study suggested that intrinsic motivation is a mediator of the relationship between

transformational leadership and sport performance suggesting that leadership enhances

intrinsic interest in a task (Charbonneau et al., 2011). Coaches showing that they can find way

to motivate their players intrinsically on a regular basis will lead to them being retained as head

coach by one franchise for a long time.

Coaches of different profiles influence athlete's motivation differently. Taking a look at

coaches' contribution to the motivational structure of athletes from team sports will help

determine the different profiles influence on each athlete's motivation (Baric & Bucik, 2009).

The use of coaches' self-evaluations of goal orientation and intrinsic motivation and the

athletes' evaluations of their coaches' leadership styles, two types of coaches were identified. It

was seen that athletes who were trained by the more athlete directed low ego-oriented

coaches showed a preferable motivational pattern (Baric, & Bucik, 2009). The players also

perceived the mastery motivational climate in their teams, were high on intrinsic motivation,

their task goal orientation was high and ego goal (Baric, & Bucik, 2009). Not every player is alike

in regards to responding to only one type of leadership style by a coach.

A study was conducted to take a look at the perceptions of athletes and what leadership

style they prefer from their coach throughout the athletic season (Turman, 2001). Past research

in this particular area has failed to look at time as a potential variable that would affect the

athlete's preferences and perceptions of their coaches' five leadership styles: autocratic,

democratic, social support, positive feedback and training (Turman, 2011). The autocratic

leadership style according to Turman is the extent in which coaches create separation among

athletes by establishing their position over the team (Turman, 2011). These types of leaders let

the team be known that they are in control of the overall operation of the team and decisions

are ultimately made by them; the one in charge. On the other side democratic leadership takes

on an opposite approach in regard to the coach fosters participation by the athletes when

making decisions related to sport (Turman, 2011). A coach of this leadership style could easily

get taken advantage of since the coach is always involves the team in the process and may end

up with the coaches players making all the decisions in the long run and not the coach who is

the man in charge.

Another one of Turman's leadership styles is social support which is used to satisfy

interpersonal needs of athletes (Turman, 2011). In the context of this study, a coach that would

take on this leadership style would be the one that will defend one of his players even though

that player cost the team the game. Another leadership style that could possibly go along with

social support is positive feedback which is used to motivate athletes and demonstrate

appreciation (Turman, 2011). This leadership style would be linked with coaches that talk about

their players post game and congratulate them for a job well done no matter if it's a loss or a

win. The last leadership style Truman discusses is training and instruction which fosters the

development of athlete's skill and knowledge aimed at improving performance in the sport

(Truman, 2011) Head coaches knowing when to use one leadership style over another to

motivate players will have an impact on the player's performance on the field.

Another factor that can derail success among coaches is role ambiguity among the

players of the team. Beauchamp investigates the relationship between leadership behaviors

and athletes' perceptions of role ambiguity within team sports. Early to midway through their

seasons, the degree in which coaches engaged in training and instruction and positive feedback

was investigated in relation to athlete's subsequent perceptions of multidimensional role

ambiguity (Beuchamp, Bray, Eys & Carron, 2005). This deals with coaches that send the wrong

message to their players which lead them to getting confused and frustrated about what their

role is on the team which could end up having a negative impact on the success of the team

that season. A coach that can clearly identify what each player's role is on the team before the

season starts and how each player can contribute to the overall success of the franchise will

end up being more successful.

Coaching is a skill that has to be mastered but to be a good coach you have to know how

to coach effectively. A questionnaire was handed out to 30 coaches asking them to indicate the

important factors to the effectiveness of leadership and also the five dimensions of power.

Results indicated that personality was the most important factor when relating to effective

leadership and expert/referent where the most important out of the five dimensions of power

(Athanasio et al, 2003). A variable that has an effect on what power the coach uses is if they

were in the profession for a longer time and were older from those who worked as coaches for

a shorter period time and are younger. Differences in their personality traits, social skills,

leadership styles, achievement motivation and self-motivation proved to be very different.

Results showed that younger coaches are more accurate, more open to novelties, more

conscious, more agreeable and they know how to manage emotions better (Dimec & Kajtna,

2009). On the other hand, older coaches behave in a more democratic manner frequently

behave autocratically as well (Dimec & Kajtna, 2009). These different profiles of young and

older coaches is an important aspect to look at when hiring a coach in respect that a younger

coach dealing with a group of ego filled veteran team might not be the best idea.

What the research has shown is that specific behaviors of coaches have a direct impact

on the overall performance of athletes (Turman, 2011). As all organizations want to achieve on

the field success, it is imperative that they explore all avenues to find the best coach possible

for their team. This research explored indications of leadership ability by exploring quotes from

white and black head coaches of NFL teams. Specifically, this project addressed if there is a

significant difference in leadership/motivational skills that lead to their overall success.

Method

This study utilized explanatory research in the hope to better explain why something

happens and also assessed a casual relationship between variables (Gratton & Jones, 2010).

This study will be taking a sample of black and white head coaches and doing a content analysis

on their press releases.

Participant Selection

The group of coaches was determined by their number of years as head coach. Four

black and four white head coaches were selected for this study. Each coach that I selected to

gather press game quotes from had an equal amount of head coaching experience with their

current team. For example, Jack Del Rio and Marvin Lewis both have seven years of head

coaching experience in the NFL. Coaches they are currently in a head coaching position were

not only looked at; head coaches that have been out of the league for three years were also

included in the selection of participants. When the four coaches from both ethnicities were

chosen, they were organized into a table and sorted by race which can be seen in Table 1. What

is also seen in Table 1 is the amount of the articles collected from the team's website for each

head coach.

Data Collection Procedure

Post-game quotes from the teams of the head coaches' official website were looked at throughout three points of the season; the beginning, middle and end of the season. Both wins and losses of post-game quotes were looked at and the data collection found that there were common themes within the two types of coaches. The group would include black/white coaches that are both successful and unsuccessful and take a look at a press release of them speaking after a win and a loss. What needs to be looked at is whether the coach blamed the win/loss on them or put the blame on the players and talked about a certain player on the team costing their team the game. This would identify what characteristics that successful coach's show when they face adversity. For this part of the methodology the specific data collection method that will be utilized is content/text analysis. Some advantages of using this particular method is that it are very directed with no real biased and it will be stronger in measuring actual behavior (Gratton & Jones, 2010). The post-game press conference for coaches is usually done in the fly with no script of what they are saying and it's usually not filtered. After the content analysis took place, categories were thought of to better code and understand the data collected. Each coach was listed in an Excel Spreadsheet and organized by name, race, and number years of head coach. The categories that were utilized to organize the data further included internal, external, internal/external, coach and team. Appendix B goes in further depth of what each category was defined by.

The second step would then being looking at the post game quotes and the frequencies of each of the categories that the data was divided by in order to determine which ethnic group is the most "successful". The definition of success in regards to this study is how a coach

lead's/motivates their players that should translate into on-field success. Head coaches will be

the same from the ones that were looked at in the qualitative aspect of the research. For this

study, the data was looked at from the coaches last two years as head coaches. This will make

the quotes consistent through the years looked at since the team might be really bad the one

year and the next really good.

Results

The results of the study were that both black and white coaches exhibited low ego

oriented leadership which according to Baric & Burik is coaches that are more concerned about

the team and are not in it for their own personal gain (Baric & Burik, 2009). This was

determined by looking at the individual post game quotes of all 8 head coaches that were

involved in the study. The categories (external, internal, external/internal etc.) that were used

to code the post game quotes lead to the conclusion of both black and white coaches having

the same low ego oriented leadership style. The frequency of each category was recorded for

each individual head coach that was looked at in this study. According to the frequencies, it can

be concluded that white coaches more frequently exhibited each category such as external or

internal, more than black coaches. This result is what leads into one of the shortcomings of this

study which is not an even amount articles found to be coded for each head coach; some head

coaches had fewer articles than others displayed on the team website. A possible explanation

to this shortcoming is that the head coaches included in this study were not all current head

coaches in the NFL; Tony Dungy and Herm Edwards have been out of the league for more than

three years now. What possibly could have happened was the team's websites might have

pushed out the post game quotes to make room for more recent quotes by their former team's

current head coach. The actual frequency of the amount of articles coded can be seen in Table

two in appendix B.

Discussion

A head coaches motivational/leadership style has an effect on how successful his

team will on the field. Popper, Luchitz & Raanan explain the importance of coaching which is

broken down into two sections; the first is to improve the performance at the player's skill level

while also the head coach establishing relations which allow the head coach to enhance their

player's psychological development (Popper, Luchitz & Raanan, 1992). Breaking down coaching

into these two components helps to better explain the leadership style the head coach possess

and how it affects their overall success of their players.

A factor that remains resolved for the study is the effect of market in which the team of

the head coach is in. A head coach that is in a bigger market (New York) is going to see media

coverage which will result in more articles and post game quotes. On the other hand a head

coach that is in charge of a smaller market might not see less media coverage leading to articles

and post game quotes. In this particular study, New York and New England were the two

biggest markets in which head coaches in this study were from. Both of these markets had the

second most amount of articles found on the teams website. Instead of just looking at the head

coaching experience of each coach, comparing coaches that are in similar markets would

potentially eliminate the shortcoming of finding less articles of each head coach. Organization

culture of NFL teams has an effect on the head coaching decisions made daily. An owner that is

more hands on with the coaching decisions such as Jerry Jones will have a different impact on

how the players react to the coaches' leadership style. An owner of a team that is more hands

of and lets the coach make the own decisions will usually lead to overall success on the field. The organization culture is different for each team in the NFL.

When the proper data comes more available, an analysis of actual head coaching win loss records of black and white coaches should be done. This part of research could be added onto this study to show that there is definitely a link between leadership/motivation style and it leading to on the field success. What would first have to come before this could be a part of research such as this would be that more black coaches become head coaches in the NFL since there aren't a lot of black coaches in the league today. Comparing wins and losses of black and white coaches in 2011 wouldn't be significant due the huge disparately of white head coaches compared to black head coaches. A potential research piece that could be also added to this would be instead of looking at NFL head coaches looking at college football head coaches and doing the same type of analyst in regards to leadership styles since the amount of minority coaches is almost the same as white coaches.

There are multiple variables that affect a head coaches leadership/motivational style and how they go about motivating their players. This research found no difference in ego orientation of head coaches of both ethnicities of black and white. This study should have addition pieces added to it that were discussed above in order to better understand the wins and losses success of both black and white coaches. The research done here is just the start of a project that can be expanded in the near future.

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styles overtime. *Small Group Research. 32* (5), 576-594.

Appendix A

Participant Sample Coaching Profile

Table 1

Coaches Reviewed	
White Coaches	Black Coaches
Tom Coughlin ,New York Giants, (12)	Marvin Lewis, Cincinnati Bengals (12)
Norv Turner, San Diego Chargers (13)	Mike Tomlin, Pittsburgh Steelers (11)
Jack Del Rio, Jacksonville Jaguars (13)	Herm Edwards, Kansas City Chiefs (13)
Bill Belchick, New England Patriots (12)	Tony Dungy Indianapolis Colts, (10)

Note. The number in parentheses is the total number of articles coded for that coach

Appendix B

Table 2

Post Game Quotes			
Category	Key Terms	Post-game quotes from Black Coaches	Post game quotes from White Coaches
External	HC talks about other team.	"I give the Bears credit, they played well" (12)	"Very disappointed in this loss and give credit to the Cardinals" (13)
Internal	HC talks about his own team	"I'd like to congratulate the guys on getting the win" (32)	"I'm real proud of our effort. It could've been a lot cleaner, but it was real gritty." (34)
External/ Internal	HC talks about his team and opponent.	"We accept responsibility for that, and congratulate them at the same time" (2)	"Really proud of our football team today." "But give Buffalo credit" (3)
Coach	HC talks about being outcoached.	"Tip of the hat to Coach Payton and company. We accept responsibility for our performance." (4)	"Disappointing effort, falls on me on having this football team better prepared." (7)
Team	HC talks about teams effort	"That's a good road victory for us. We don't take these for granted." (42)	"We showed a lot of improvement today. We're headed in the right direction" (43)

Note. The number in parentheses after each quote is the quantity of quotes made by the coach in that category.