

## TEAM BUILDING v. HAZING

### POSITIVES

- > Passage
- > Constructive Dynamic
- > Positive Meaning / Purpose
- > Bonding
- > Measured



### NEGATIVES

- > Persisting
- > Destructive Dynamic
- > No True Meaning / Purpose
- > Divisive
- > Harsh



## HAZING AWARENESS, ETHICS & INTERVENTION

John Heil - Psychological Health Roanoke  
jheil@PsychHealthRoanoke.com

American Psychological Association Convention, August 2020  
Society for Sport, Exercise & Performance Psychology

Abstract: Overview of hazing in sport and related scholarly literature, examination of professional accountability and ethical issues encountered in hazing intervention, and orientation to a purpose-built, web-based, multi-media professional training program

## ETHICAL PRACTICES

Principle Ethics  
Avoid Harm to Other  
Avoid Risk to Self

"What Shall I Do"

Reactive

Prescription:  
Discipline; Rules



Positive/Virtue Ethics  
Maximizing Positive  
Impact as Provider

"Who Shall I Be"

Proactive

Prescription:  
Greater Good



## SIGNS of HAZING

### Individual Dynamic

- > Fear
- > Mistrust

### Team Dynamic

- > Secrecy
- > Minimization

### Organization

- > Evasiveness  
or
- > Accountability



## HAZING

Any activity expected of someone joining or participating in a group that humiliates, degrades, abuses, or endangers them regardless of a person's willingness to participate...like forced alcohol consumption, physical brutality, forced exclusion, property damage....

*The underlying dynamic and call to action for hazing applies broadly to interpersonal violence, including bullying, sexual assault, racism and other forms of discrimination*

## SPORT PSYCHOLOGIST as ADVOCATE

Virtue Ethics  
Congruent with Sport Psych  
Mission

Societal Impact  
Sport as Social Institution  
Context

Know Sport Culture  
Know Team & Org Dynamics  
Established Relationship/Credibility



## ASSESSING HAZING

### ACTION -- What was Done

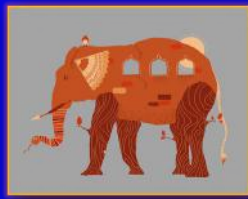
Forced Alcohol or Sexual Behavior? Social Exclusion? Scavenger hunt?

### INTENTION -- Underlying Dynamics

Dangerous or Illegal? Good Intention-Poor Results? Unintended Consequences?

### IMPACT -- Personal Experience

Psychological Distress? Physical Injury? Team Relations Harmed?



## HAZING DILEMMA

### Team Building in an Era of Hazing?

- > Vagaries of Definition
- > Poor Recognition
- > Complexities of Group Dynamics
- > Psych Skills of Team Leaders
- > Unique Culture of Sport



## BARRIERS to CHANGE

- Convincing Rationale
- Assumption of Consent
- Diffusion of Responsibility
- Whistleblower Effect
- Victim Effect
- Organization Accountability



## CHALLENGE of ADVOCACY

- Broad Landscape of Situations
- Possibly Emotionally Provocative
- Varied Paths of Entry into Role
- Ethical & Legal Constraints & Responsibilities
- Personal Risk to Sport Psych
- Unanticipated Consequences
- Uncharted Course to Solution



## TEACH TEAM BUILDING

### Planned Activities

#### RISK Minimized

- > Opportunity to Explore
- > Team Building May Lead to Mistakes

#### BENEFIT Enhanced

- > Learning Opportunity
- > Lesson For Life After Sport

#### LEADERS Developed



## WEBSITE

<https://zenzonedigital.net/2020/02/08/sport-hazing/>  
Sport Hazing: Awareness, Prevention & Intervention Training

### Contents

Video commentary by Coaches & Sport Psychologists  
PowerPoint instructional content with annotated script  
Handouts for Athletes, Coaches, Parents, Administrators  
Readings on Theory & Practice for Professionals and References



## ADVOCACY VALUE PROPOSITION

Value = Benefits -- Costs +/- Unintended Consequences



Advocatee & Advocateur  
Short Term/Long Term



Broad/Narrow  
Individuals - Team - Organization - Society

