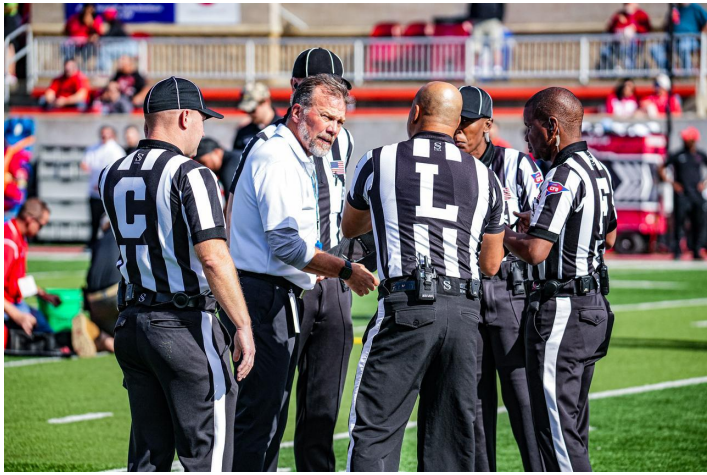
2026 SOA Referee End of Season Meeting

Crew Leadership

More Art Than Science

- Everything starts with communication
  - Communicate with Assignor
  - Communicate with Schools
  - Communicate with Crew
  - Communicate with Coaches
  - Communicate with Players
- 3 Types of Communication
  - Verbal - exchange of information using spoken words
  - Non Verbal - attitudes and emotions
- Know When to Listen
  - Audibly
  - Internally



More Art Than Science

- Essential Traits of a Leader
  - Self Awareness - what do others see when they look at us and does this match what we see?
  - Empathy - feeling or understanding what someone else is going through
    - Kindness is empathy in action
  - Humility - accept feedback, admit mistakes, and ask for help
- Manage your expectations
  - Officiating is advocation, not vocation
  - Days of “my way or the highway” are done - creates fear and distrust
  - Your video must match your audio - walk the walk and talk the talk

More Art Than Science

- Crew Development
  - Whole is greater than the sum of the parts
  - Process orientated; focused on results
  - Crew member strengths and areas of growth
    - Need to stretch to grow, but balance with strengths
  - Learning Agility
    - Learn from mistakes; ours and others
    - Apply that learning to new conditions
  - Postgame (improvement) vs. Pregame (preparation)
  - Video Review
    - Look at the “other” plays
    - 150 plays
      - 10 fouls
      - 5 NC
      - 5 Public
      - 130 “other” plays

