

Making the cut

2011 research into the attitudes and performance of
The European Tour Golf Professionals and Caddies



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Foreword

Bob Brannock, CEO and President Genworth Lifestyle Protection

As one of the world's leading providers of Lifestyle Protection and Mortgage Insurance, Genworth works in partnership with some of the world's leading consumer brands to help them build deeper and more profitable relationships by protecting the financial lives and futures of their customers. Delivering on the promises we make to customers demands a continuous focus on performance and improvement.



Bob Brannock
CEO and President Genworth
Lifestyle Protection

As the sponsor of The European Tour's Statistics since 2007, we have not only been able to support the Players in their quest for improvement but we also gain an insight into the performance habits of these elite sportsmen, and we can use these insights to drive our own performance.

Building on the statistics, and with the co-operation of the Pros, Caddies and top golf mind coach, Karl Morris, this research seeks to shine a further light onto performance and how it can be improved at all levels of the game.

We hope that you find this study useful and we would like to thank The European Tour, the Pros and the Caddies for taking the time out from their busy schedules to give us a window into their world.

An expert's perspective

Karl Morris, Mind Coach

Performing at the 'optimum level' is the ultimate quest for professional Golfers on The European Tour. The difference of just one shot in a tournament can be the difference between making and missing the cut, earning enough money to keep your tour card, winning a Major Championship or securing your place in a Ryder Cup team. A single action carried out within a round of golf can carry such major consequences.



Karl Morris
Mind Coach



Karl Morris is one of Europe's leading mind coaches, delivering cutting edge methods of peak performance and goal achievement to a range of clients across sports and business. From the world of golf, he has worked with players such as 2011 Open Champion Darren Clarke, 2010 US Open Champion Graeme McDowell, 2010 Open Champion Louis Oosthuizen, David Howell, Lee Westwood, Paul McGinley, Richard Finch, Phil Archer, US Open Champion Alison Nicholas and Trish Johnson.

With the margins between success and failure being so fine, the decisions and actions taken across a tournament are crucial. To help them make these critical decisions, one person stands alone with them in the heat of battle - their Caddie. On the course itself, the Coach can say nothing, the parents or manager cannot be involved. Other than the man hitting the shots, only the Caddie has the opportunity to influence the outcome of a round of golf. It is with this in mind, that Genworth commissioned a study into what is possibly the most misunderstood and underrated of alliances in sport - that of the Player and Caddie.

The research also seeks to shine a light on what the players view as the critical capabilities for success and the means by which they seek to improve. For example, mental strength is identified during the study as being crucial to performance, yet, what actually is mental strength? How can we measure it? How can we work on it and improve it?

This report will hopefully highlight the huge potential opportunity for performance improvement and give a road map of suggestions for not only the Players, and Caddies, but anyone looking to improve their performance and become the very best that they can be.

Scorecard

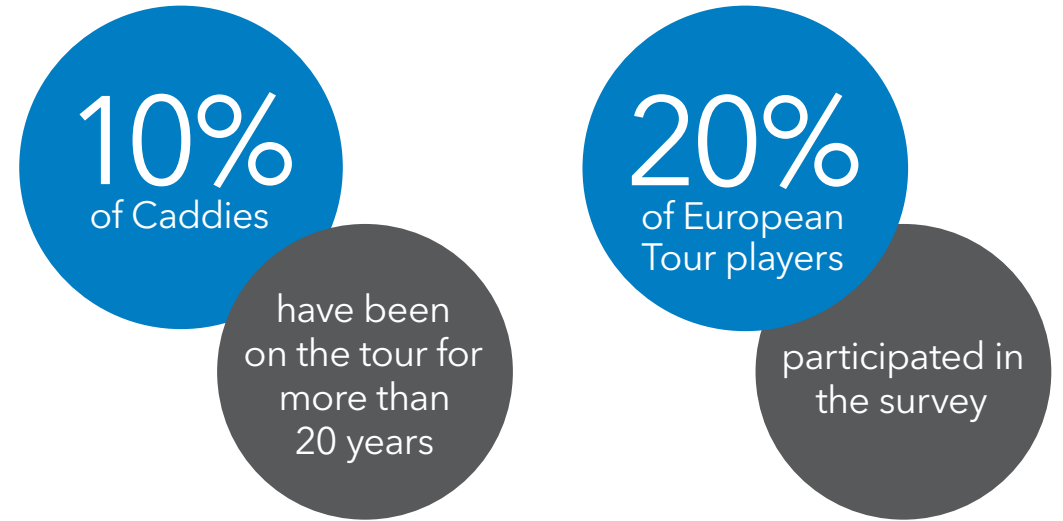
Summary of the findings

- Over half of The European Tour professionals believe that they are performing below plan
- Golf is a mind game. According to the professionals, self belief and frame of mind are the top two attributes needed to be successful on the course
- Tiger Woods, Roger Federer and Seve Ballesteros are the three main sporting figures the players look to for inspiration
- Caddies are a vital part of the Pro Golfer's support team with the Pros placing great reliance on them for motivation on the course and providing feedback for improvement
- Players who are performing above plan are practising less than those who are below plan
- Players and Caddies use of statistics to drive performance is mixed with nearly half of players saying that the statistics are quite or very important in helping them identify areas to improve
- Professional Golfers try almost anything to improve when they are struggling with their game
- Currently players have no way of 'scoring' the mental game

The Course

Background to the research

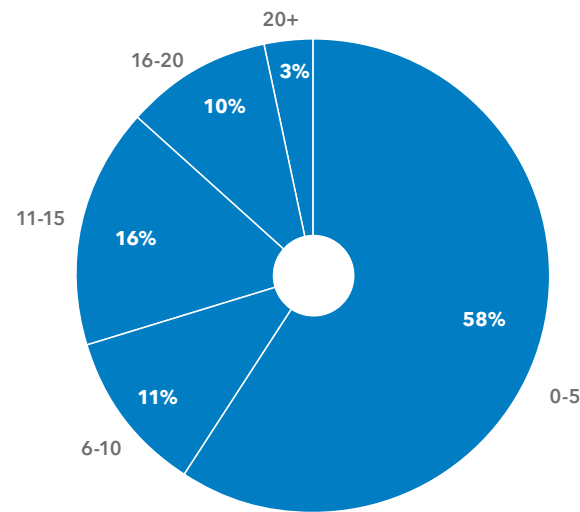
This report is based on a quantitative survey undertaken by a sample of The European Tour's accredited Golf professionals and Caddies. The anonymous surveys were completed between May 26 and July 3, 2011. In total, approximately 20% of The European Tour Players (41 players) and 23 Caddies drawn across a cross-section of nationalities and length of time on the tour provided their views.



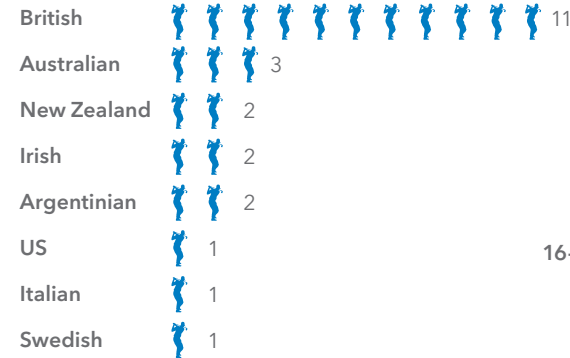
Pro Golfer - Nationality



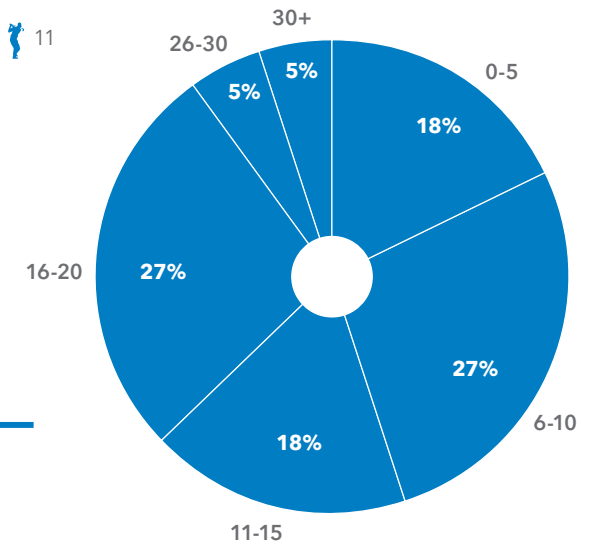
Pro Golfer - Length of time on tour (years)



Caddie - Nationality



Caddie - Length of time on the tour (years)



*Whilst the research provides a good insight into the performance drivers for players and Caddies, the relatively small sample should be taken into consideration in areas where the sample sizes are particularly small.

The European Tour Professionals

What does success look like?

Success in golf is ultimately judged on tournament finishes. But how do the Pros and Caddies view success when the only thing they have control over is their own performance? Looking at their performance this year, how do they think they are faring?

Pro Golfer views on performance

Disappointment seems common amongst the Pros with just over half of the players surveyed (51%) assessing their performance as below plan. At the other end of the spectrum, only 8% say that they are exceeding their expectations.

Pro Golfer

How would you rate your performance so far this year?

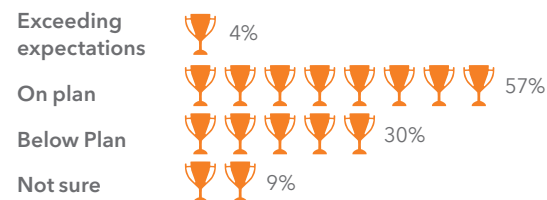


Caddie views on performance

The Caddies appear to have a much more optimistic view of performance, with only 30% saying that their Golfer was below plan, and the vast majority saying they felt they were 'on plan'. Interestingly, only 4% of Caddies felt that their Golfer was exceeding plan, whilst 9% felt it was too early or difficult to make an assessment of performance.

Caddie

How would you rate your performance so far this year?



51%
of Golfers

say they are
below plan

An expert's perspective

Karl Morris, Mind Coach

Having the right goals

To have over half of the Golfers respond that they are below plan indicates that for many the approach to goal setting and performance assessment is counterproductive. If you measure success purely on the outcome - whether you win or not - you may be disappointed despite having played well. The most important thing for any Golfer and Caddie partnership to focus on is ensuring that targets are set on aspects that influence overall performance and that are within their control. It is vital to understand the key differences between process goals and outcome goals in the quest for success in any area of life. As humans, we tend to send our brains way out into the future and set outcome goals around performance (e.g. winning certain tournaments, making a certain amount of money). These tend to be classic goals, which most people set. The problem with this type of long-term goal is that very quickly you perceive yourself to be on track or not, depending solely on your short-term performance.

The problem with big goals

The issue is that you cannot control an outcome such as winning a tournament; there are just too many variables at play. So, if you perceive yourself to be below plan at a certain point in the season, you hugely increase the pressure you place upon yourself. From the report it is very interesting to see that over half of the players feel that they are below plan, as opposed to only 30% of Caddies who feel their player was below

plan. This highlights that the perception of the two key individuals are somewhat at odds. The player's tendency is to view their performance negatively based on the goals/aspirations that they have set themselves.

From the perspective of our brains, the conscious mind is concerned with the future. However, the unconscious mind - which is the true driver of human behaviour - is only concerned with the immediate here and now. Therefore, if we set lots of outcome goals, we will regularly be disappointed and feel off track. Our unconscious mind will tend to feel unfulfilled and deeply unmotivated. This is why dieting fails for most people. The goal ('a slim body') is distant and, as I look in the mirror today after a tough 9 hours at the office, I don't see that. I feel as though I am 'off track' and in that moment of disappointment I feel de-motivated and open the fridge in search of feeling good immediately.

Process goals

Effective goals need to be very short-term (i.e. today, or this week). They need to be driven by process as opposed to outcome ("what can I focus on today, which is under my control?"). When we absorb ourselves in these short-term process goals, we create the ideal conditions for our outcome goals to take care of themselves. And, most importantly, we can feel more on track each and every day by having a number of 'little victories'.

All of the Pros should have a roadmap for the future involving outcome goals, but also an intense focus on the present, which should be based on process goals.

Top improvement tips

- At the start of the season, and on a regular basis, the Player, the Coach and the Caddie should have a very clear view of the goals set and how each person can help the player stay 'on track' in a way that is not solely dependent on outcomes
- This approach gives you the opportunity to 'win every day'. Even in some small way, you get to achieve something on a daily basis, so that the unconscious mind feels satisfied in the 'here and now'
- Set 'directions' for the future, such as Order of Merit positions, tournament wins and money earned, but then have daily and weekly goals
- Daily and weekly goals should be process driven. For example, completing your pre-shot routine on every shot today is a process goal you can achieve today and feel good about today. And repeating this type of action will increase the probability of your outcome goals being achieved
- Look at being on or off track with your process goals on a weekly basis with the help of feedback from your Caddie. The Caddie could 'score' most of your process goals

What is vital for success?

When it comes to success, which attributes do the Golfers put at the top of their lists?

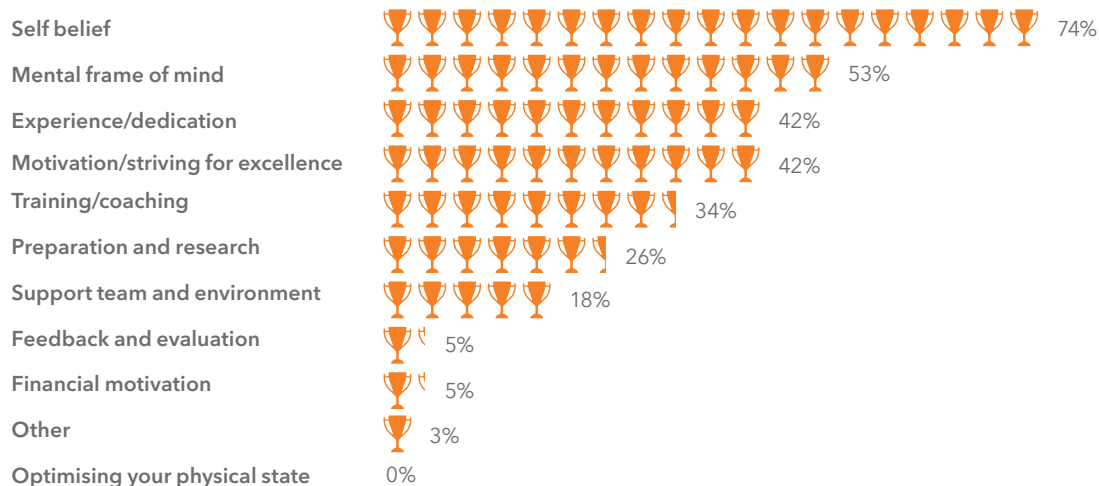
The top three success attributes

It is often said that golf is a mind sport. The research backs this up, with the majority of Golfers listing self belief (74%) and mental frame of mind (53%) in their top three attributes for success.

Surprisingly, only a third say that training is a vital attribute for success, whilst an even smaller proportion (5%) put the ability to seek feedback and evaluate performance as an important attribute.



Pro Golfer - Top three attributes for success



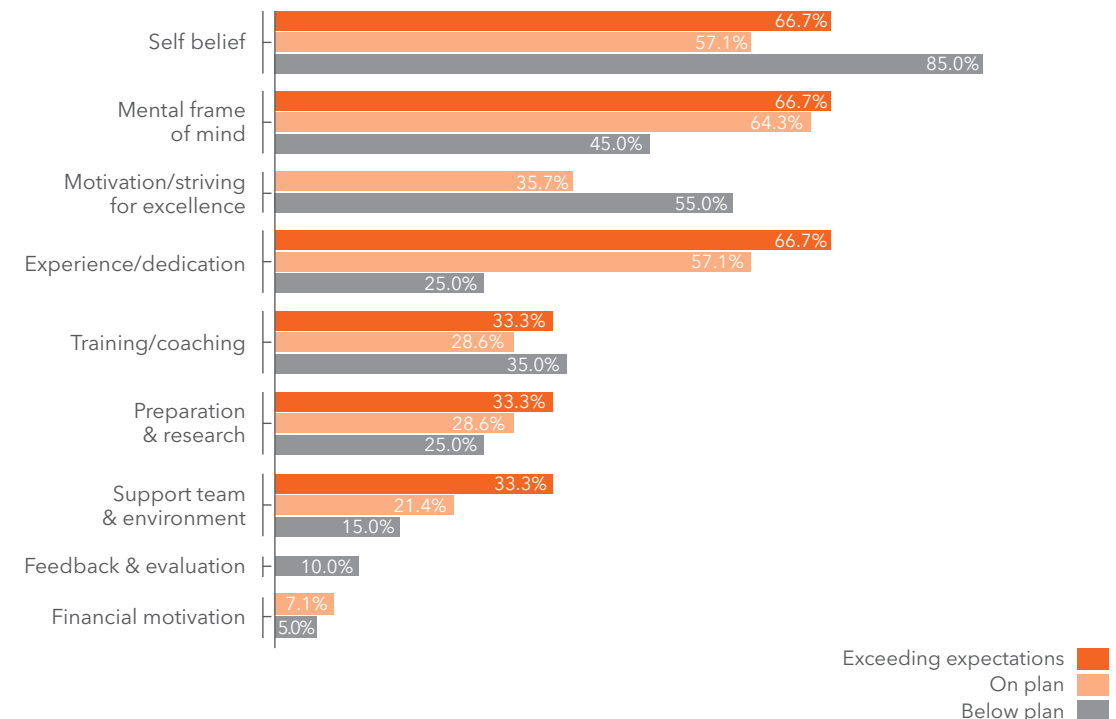
Performance and attributes for success

Comparing how players perceive their performance for the year to date with the attributes they consider key for success reveals that self belief is considered more important by those below plan (85%) than those on or exceeding plan. Similarly, motivation and striving for excellence is felt to be much more important to those below or 'on plan' than those ahead of plan, perhaps indicating a lack of confidence in this area.

Interestingly, those Golfers who are on or exceeding their plans tend to place more importance on their support team and experience/dedication as an important attribute than those whose performance is below plan.



Pro Golfer - Performance and attributes



Who do they look to for inspiration?

Even the top Golf Professionals need inspiration, so who in the world of sport do they turn to for their inspiration?

The top three spaces were taken by:

1. Tiger Woods

Despite his recent challenges, Tiger Woods still ranks as one of the Pros most inspirational sport stars, cited for his professionalism, drive and determination.

2. Roger Federer

Seen as the complete package, the ultimate professional athlete with mental control as well as being down to earth off the court.

3. Seve Ballasteros

For his passion and his never-give-up attitude, no matter how badly he was playing.

Other notable mentions outside of the top three were:

Greg Norman

For being able to win all over the world and for his conduct off the course.

Bjorn Borg and Jack Nicklaus

For the way they won and how they respected the game.

Ernie Els and Fuzzy Zoeller

For giving encouragement and self belief.



An expert's perspective

Karl Morris, Mind Coach

Success in golf has a lot to do with being able to perform consistently at the highest level. This requires great mental strength and self belief, so that when you hit a bad patch, you can quickly get back on track. The research indicates most players recognise this, but are they engaging in the right level of mental preparation? Do some still think that if they concentrate their practice only on their technique they will address these issues?

Developing mental strength

Over the years, time and time again, I have found that players understand the need for mental strength, yet do little or nothing to develop that area. The biggest hurdle is often the fact that it is easy to see and feel a swing change or an improvement in your body shape or flexibility. The mind cannot be quantified in the same way. However, science is now telling us we can shape and alter the way in which our brain works in much the same way we would alter the structure of our muscles.

Brain structure can be altered with the correct understanding and training. 25 years ago, a room full of neuroscientists would have uniformly told us the brain was a fixed entity past a certain age, and all you had to look forward to was a gradual deterioration. Today, that same room full of neuroscientists would tell us the complete opposite, as the theory of brain plasticity has been widely accepted. With the correct training it is possible for us to change the wiring in our brains to alter our behaviour in a way that is more appropriate to our goals.

Training the brain

To improve the mental side of our game, we need to know what it is and how to go about changing it. The words self belief and mental strength are pat phrases that lead nowhere. We understand it is an area that needs to be worked on, yet do little to change. We need to break the mental game down into workable components, just as we have done to improve grip, posture, backswing, downswing and impact golfing techniques. Golfers don't simply work on their swing, it is broken down into areas of focus.

For any player looking to improve their mental game there are four areas of mental toughness that need to be examined:

Fire - How motivated are you to really stay on task?

Faith - Do you have belief in your capabilities?

Fear - Where and when is anxiety causing problems to your performance?

Focus - What is your ability to direct your concentration to the current task?

These areas of mental toughness then need to be put into the context of the four phases of the game:

Before golf - How do you organize your mind before you play golf? This would include practice, planning and preparation.

During golf - What are you actually doing with your mind during those few seconds when you plan and execute your shot?

In between golf - What is your response to shots both good and bad? How do you deal with the 90% of time that is non golf on the course?

After golf - How do you process that experience you have just had called 'golf'? Do you have strategies to let go of the bad and reinforce the good?

Top improvement tips

- Understand that the brain can be changed just like a golf swing or a muscle. Brain plasticity is a fact
- Have a clear understanding of what the mental game actually is. Define it clearly instead of masking it with generalised clichés
- In many cases the Caddie is the person who can most help the player develop his mental game, because he is the only one to see every shot in the context of the course. He sees how the player reacts to good and bad, but does the player really make the most of this potential feedback?
- Have a plan of how to 'score' your mental game each day to help quantify improvement. For example, for every hole on which you maintain emotional control, circle that hole on the scorecard. 18 circles means you have had an outstanding mental round of golf

Improvement

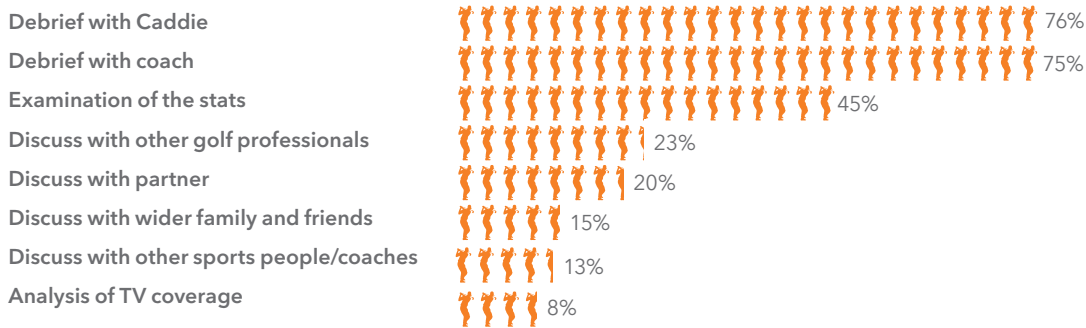
How do the Pros determine where to focus?

One of the essential aspects of being able to drive performance improvement is to clearly understand what is working well and what isn't. So how do the professional Golfers get this input?

Pro Golfer - sources of feedback

The top three sources of feedback post-tournament are the Caddie, the coach and the statistics.

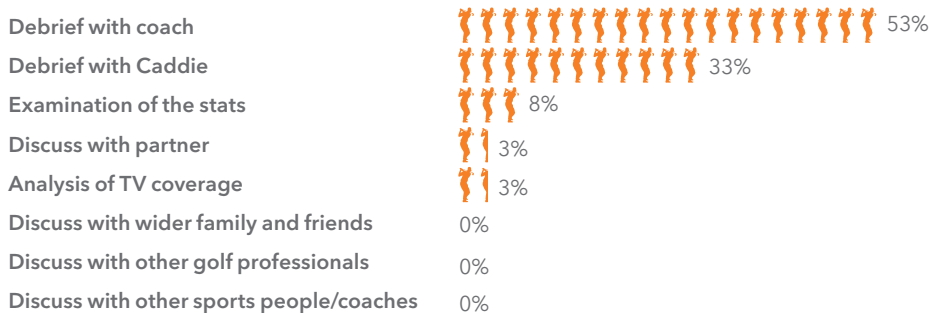
More than one in ten look outside of their sport for a different perspective on improvement by seeking out views from coaches or athletes from other sports.



Pro Golfer - most important feedback source

However when it comes to the most valuable source of feedback only a third rate their Caddie as the most valuable source, with the

coaches taking top spot amongst over half of respondents. This is rather surprising given that the Caddie is the only person to see that player in the real environment on the golf course.



Where are the priority improvement areas?

In an effort to drive up their performance what are the Pros and the Caddies focusing on?

Pro Golfers - performance and improvement

The Golfers performing above plan put approach shots, mental strength and physical conditioning as their top three areas for improvement. For those Golfers 'on plan' mental strength tops the list, followed by long putts and approach shots.

Surprisingly, those performing below plan say that they are focusing on improving their tee shots, physical conditioning and sand saves rather than on the mental side of the game. This is despite the same Golfers putting mental strength as their top attribute for success.

Pro Golfer - priorities for improvement (by performance)

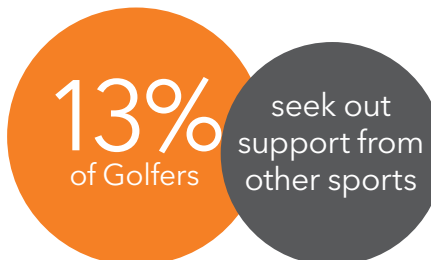
Areas for improvement	above plan	'on plan'	below plan
Approach shots	1	3	5
Mental strength	2	1	4
Physical conditioning	3	5	2
Shot putts	4	6=	6
Sand saves	5	6=	3
Swing technique	6	9	7=
Reading greens	7	8	9
Long putts	8	2	7=
Tee shots	9	4	1

Caddies - performance and improvement

There also appears to be some differences in priorities between the Caddies and the Golfers. The Caddies who have Golfers performing below plan see the picture differently, putting a focus on mental strength as the top development priority for improvement.

Caddies - priorities for improvement (by performance)

Areas for improvement	below plan	'on plan'	below plan
Approach shots	6	7=	6
Mental strength	3	2	1
Physical conditioning	9	3	3
Shot putts	2	6	7
Sand saves	4	1	4=
Swing technique	8	9	2
Reading greens	1	5	9
Long putts	7	4	8
Tee shots	5	7=	4=



Investing time in performance improvement

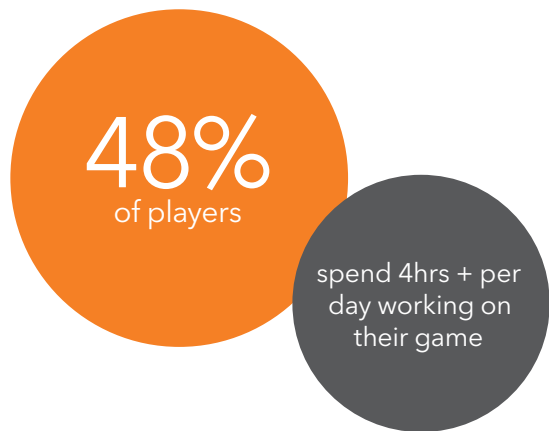
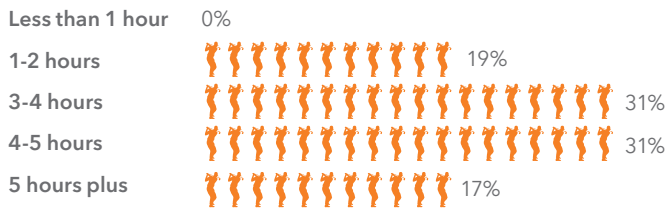
Most Golfers on The European Tour have very packed schedules and finding time to train and practice is not easy.

Practice time

When not playing in tournaments, most of the players are still working hard with nearly half (48%) spending in excess of 4 hours per day working on their game. At the other end of the spectrum a fifth of Golfers feel that 1-2 hours working on their game is sufficient.

Pro Golfer - time practising out of tournament

When you're not playing in a tournament, on average how much time do you spend per day working on aspects of your game?



Pro Golfer - performance and practice

Time spent per day on practice

Golfers who feel that they are ahead of their plan tend to put in fewer hours, with none putting in excess of five hours per day. This compares with 20% of Golfers who believe that they are below plan. This could be explained by a number of factors. Firstly, it could be that those that are below plan feel the need to put in more time in order to rectify areas that aren't working. Second, the difference could be explained by variations in training techniques, with those that are ahead of plan being able to get better results from the time they invest.

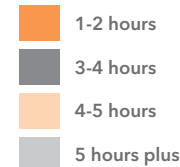
Exceeding expectations



'On plan'



Below plan



Thinking outside of the box – the strangest techniques used to improve performance

In the pursuit of excellence, it appears that Golfers on the Tour are willing to explore some unconventional techniques in order to improve. These range from playing barefoot and hypnosis, to putting with a sand iron and crawling on the floor. This goes to highlight the sometimes desperate measures that players will go to in order to get results.

Putt with a Sand Iron

Change the coin in my pocket

Hypnosis

Squeeze my ear to refocus

Crawl on the floor

Putt with eyes closed

Play barefoot

Take advice from the TV commentator

An expert's perspective

Karl Morris, Mind Coach

Dangers of focusing just on technique

It would appear Golfers performing below plan are focusing on technique rather than on what they should be focusing on: their mental game.

The futility of focusing heavily on golf technique is borne out by recent research from Stanford University.

"The main reason you can't move the same way each and every time, such as swinging a golf club, is that your brain can't plan the swing the same way each time," says electrical engineering Assistant Professor Krishna Shenoy, whose research includes study of the neural basis of sensorimotor integration and movement control. He, postdoctoral researcher Mark Churchland and electrical engineering doctoral candidate and medical student, Afsheen Afshar, authored the study.

"It's as if each time the brain tries to solve the problem of planning how to move, it does it anew," Churchland says. Practice and training can help the brain solve the problem more capably, but humans and other primates simply aren't wired for consistency like computers or machines. Instead, people seem to be improvisers by default.

For athletes, the inability to replicate the perfect movement might seem to be a

frustrating problem that needs to be solved. But researchers speculate that the brain has evolved its apparently improvisational style precisely because the vast majority of situations requiring significant movement are novel. Predators never get the chance to catch and kill prey in exactly the same fashion and in exactly the same conditions.

"The nervous system was not designed to do the same thing over and over again," Churchland says. "The nervous system was designed to be flexible. You typically find yourself doing things you've never done before."

Despite this research most players, when performing poorly, attribute the result to technique and spend more time practising. Yet the survey results show that players who are 'on track' are actually practising less!

Replicate real conditions

The pervasive belief is we can 'groove' our swing to the point it just repeats and repeats, while science is telling us the brain will never allow this to happen. If we accept the swing will always be a somewhat variable form, then practice can take on a more constructive approach. Golf is a random game played in an ever changing and flexible environment, yet most players spend hours on the range hitting ball after ball in a fixed and closed environment. Perhaps more practice time should simulate the real game.

Top improvement tips

- Understand that the brain will never 'code' the swing in a way which will repeat every day. Evolution has meant we need to be flexible with movement responses to the environment. Once you understand this, there is less panic on a poor ball-striking day or week
- Practice should more reflect the real game. One shot in one unique situation that is scored
- Practising in a way that is similar to the real game, trains both mind and body in the context you will face in the tournament
- Perhaps we should have more stats available to measure performance in practice, as well as on the course. Again the Caddie could be a key asset here in helping a player practice in a more constructive way

What more could be done to improve performance - the Caddie's view

When the Caddies were asked what more could be done to improve the performance of their Golfer over and above the tools at their disposal, the results range from the sensible to the comical.

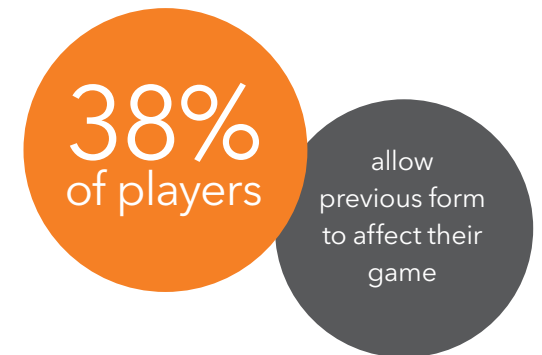


Mind games - what factors play the biggest part in the pre-tournament run up?

Professional golf is completely different to playing a round for enjoyment. The stakes range from winning some of the top trophies in the sport to not making a living or being dropped from the Tour. And then there are the conditions - having to concentrate and play in front of thousands of spectators on some of the most challenging courses across the globe.

Pro Golfer - factors influencing mental state

According to the research, the factor that most Golfers say influences their mental state running into a tournament is firstly their form at prior tournaments (38%). The second most influential factor is the weather and ground conditions (23%), whilst the factors which are joint third are personal distractions and the importance of the result in the context of the Golfer's career.



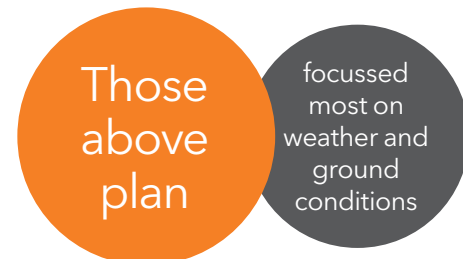
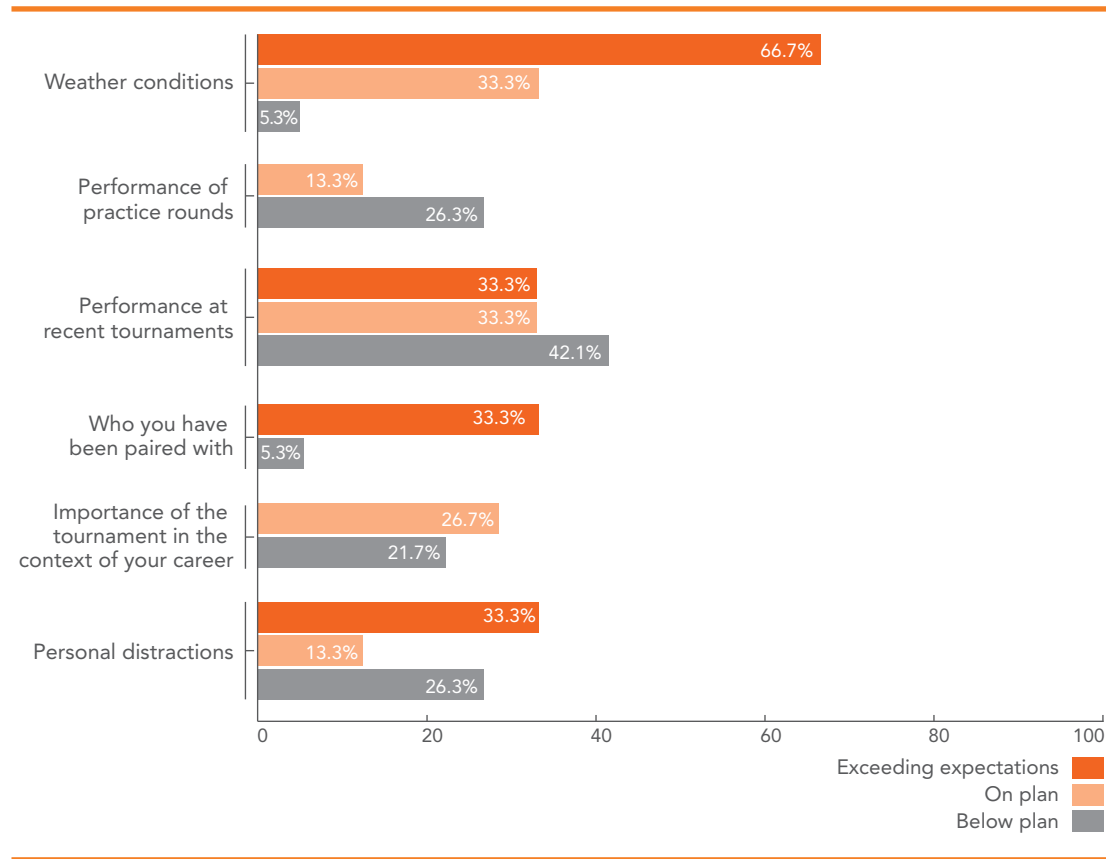
Pro Golfer

Top factors having the biggest bearing (positive or negative) on mental outlook, going into a tournament?



Pro Golfer – performance and mental state

When comparing the importance of these factors in relation to a Golfer performance, those who are ahead of plan put the weather and ground conditions at the top of their list (67%), whilst those behind plan put their performance at their most recent tournament (42%) as the top factor influencing their mental state.



An expert’s perspective

Karl Morris, Mind Coach

It would appear many of the Golfers who are not playing up to their expectations are struggling to put the disappointment of their previous tournaments behind them. It is also interesting how a fifth of the Pros say that what is happening in their personal life is having an impact on their competitive performance, highlighting the importance of a stable home life.

Players who are on plan are seemingly more focused on weather and ground conditions (67%). This would back up the idea that a Golfer playing well is more focused on the course and the current conditions; his mind is focusing on how he can get the ball around the course. In effect he is focusing on the task at hand, here and now in the present moment.

Players who are below plan are focusing on the past (48%). The outcome of the previous week is contaminating their mental state for this week.

Putting disappointment behind you

Again, one of the greatest of all mental skills is the ability to accept an outcome and move on from it. If you can play a tournament and know you have followed all of your processes as well as you possibly can, then you have done your part. On any given week, it will not follow that you have completed your process and it has guaranteed success. Sometimes the ball has simply not dropped into the hole and the breaks have gone against you. However, if you take this disappointment home with you and it affects your family life, then you begin to create a vicious circle when golf affects your family, social life and, in turn, the state of your family life begins to affect your golf.

Golf is just a game

The truly great players have been better able to separate what they do (i.e. golf) from what they are as a person. If too much of your overall self worth is governed by the direction that a golf ball takes, then you are walking an extremely thin tightrope.

We always tend to look at what happens on the golf course as the key to great performance but often what happens off the course can be an equally important long term influence. As mentioned before, a key context for the mental game is the area of after-golf. What do you do to put that bad day to rest so that it doesn’t influence the next day and the next day after that?

Get your feelings out

Research by James Pennebaker has highlighted the power of writing in dealing with and releasing toxic emotions. It would seem that to sit and write about something which has bothered you, can be very useful indeed.

By writing out our thoughts we, in effect, release them and we are able to move on. Contrast this to a lot of players who have a bad round, sit in the hotel room and ruminate, letting the thoughts loop over and over. This can lead to a bad night’s sleep, getting up the next morning and playing badly that day. Do the same again and you have a perfect set of ingredients to begin the slide down into a slump. As Tim Gallwey the author of ‘The Inner Game of Golf’ said many years ago, “the best way to avoid a slump is to not get into one in the first place!” Rumination may be one of the key reasons why Golfer’s confidence is so fragile. There is so much time to sit and think after a round of golf. If you do not have a strategy to deal with this time, then potentially you are limiting your efficacy.

Top improvement tips

- Being overly influenced by your last result is a limiting mental strategy. Whilst it is quite natural that your confidence is influenced by results, the vagaries of the game will dictate some erratic performance. Strategies are required to let go of past poor performance
- A post-round ritual would be a potential area to look at. Does the player objectively debrief the day with the Caddie?
- Research is suggesting that writing down your thoughts is a great way of releasing them
- In the hotel room at night, a diary to put down thoughts could be a useful strategy
- A simple ritual of asking three powerful questions can be a long term investment to mental well being. The questions being :
 - o GOOD - What was good today?
 - o BETTER - What could be better?
 - o HOW - How can I be better?

Bad patches – how do they pull through?

For every Golfer, there will be many times when things are not going to plan on the course. When they hit these bad patches what do they do? According to the Golfers in our survey, there is no single answer. The methods used range from visualisation to breathing.



An expert's perspective

Karl Morris, Mind Coach

Getting out of a bad patch

One of the hardest things for any Golfer to do is to get out of a bad patch on the course. My experience of working with some of the top professionals is that this is one of the areas most Golfers work on least. Being able to take control of your emotions and focus on the next hole takes just as much practice as improving golfing technique.

The simple fact of the matter is that in golf, there are only two things to control. One is the ball and the other is yourself.

Ironically, even the best players tend to spend most of their time on just one area and that is controlling the ball. However, as we have seen, it is impossible to ever develop a golf swing that doesn't hit bad shots. Until someone manages to work out the secret of that, we will all have to work on the other aspect, which is controlling yourself. The player who manages to get better at controlling himself out on the golf course will ironically give themselves the best possible chance of controlling the ball.

2 things to
control

the ball and
yourself

Taking control of yourself

Key areas of controlling yourself would be:

- Tension control
- Temper control
- Reaction control
- Energy control

Ironically, when you look at all of the above, they are totally under a player's control. The ability to control yourself is a personal choice. When a golf ball goes off line, that in itself, doesn't mean a thing. It is the perception of that and the reaction which is down to the player. The Golfer who learns to control himself will be in a position to have the best control over the ball. However, if you let the golf ball control you, then there is going to be a very bumpy, emotional rollercoaster and more than likely, some very erratic golf scores.

Top improvement tips

- Establish the idea that you are trying to control two things: The ball and yourself
- Identify which of the 4 areas of control you may suffer from and with the Caddie develop a plan to change and then monitor behaviour
- Be very proud of a poor ball striking day but an exceptional self control day

European Tour Caddies

The best job in the world?

For most outsiders looking in on the game of golf, the role of a Caddie is shrouded in mystery. Who are they? What do they do? How important are they to a Golfer's success? In this part of the report we attempt to provide a snapshot into the world of the Caddie and the vital role they play in helping the Pros succeed.

Why become a caddie?

On the face of it, being able to travel the world, work in the fresh air and to be part of a high profile sport sounds like a dream job. But what is it really like and why do people do it?

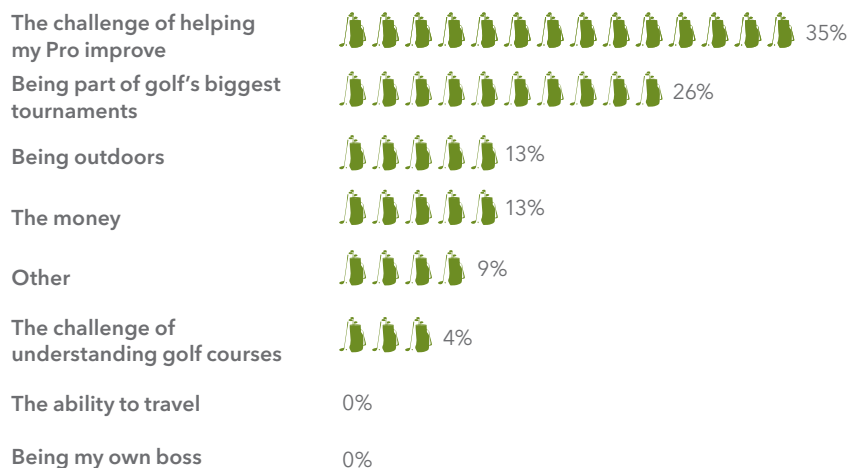
The research indicates that there is no one route or motivation to becoming a Caddie, with the reasons ranging from wanting to stay involved in the game at the highest level but not being good enough to play professionally, to wanting a complete life change.

It is a job with no contract, no sick pay, no union, no pension and absolutely no security

whatsoever. But most Caddies love the job!

For most, a Caddie's life can be far from glamorous with many choosing to bunk up together or camp near the course in order to conserve cash. There are also the issues that their income can be sporadic; that you can be dropped by your player at a moment's notice and it is a life on the road away from loved ones for most of the year. Yet in spite of these drawbacks, for most it is the best job there is, with over 60% of our sample of Caddies having caddied on The European Tour for in excess of 10 years.

Caddies - what do you enjoy most about being a Caddie?



So what is so appealing about a being a Caddie?

For over a third (35%) it is the challenge of helping their Pro improve whilst for a further 26% it is being part of golf's biggest tournaments.

Despite the opportunity to make big money if your player wins, money is not the biggest motivating factor, with only one in ten putting money as the most enjoyable aspect of being a Caddie.

- Caddie since junior
- Played top level amateur golf, missed opportunity to turn Pro, next best thing was chance to be amongst the best in the world
- Travel
- I sort of fell in to it after tutoring a golf instructor on the finer points of snooker
- To meet a lot of lovely golf pals and to travel the world
- I love golf and relish the competition on this level
- I was an ex-player
- A love of the sport, the buzz of doing well and financial reward

An essential part of the team

To the uninitiated, the role of the Caddie may look as simple as carrying the equipment around as the Golfer plays the course but the reality is that this could not be further from the truth.

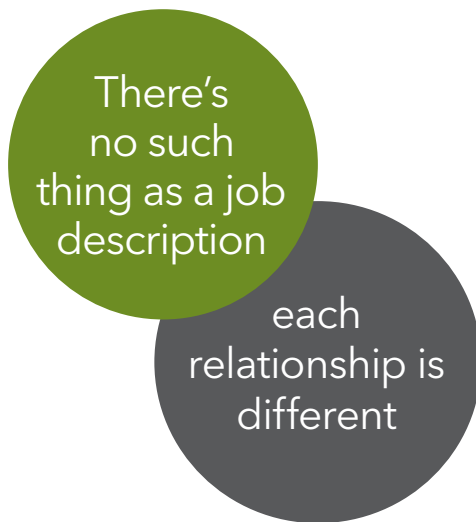
The job description

According to the Golfers, the most important role that the Caddie plays is providing motivational support, followed by helping with club selection and keeping all of the clubs and equipment in top condition.

Overall the Pros and the Caddies share the same set of priorities for the Caddies' role, although on an individual Golfer basis there is huge variation suggesting that there is no such thing as a standard Caddie job description. This may go some way to suggesting why some relationships work and others don't.

Caddies/players view on importance of responsibilities and player success

Responsibilities	Ranking (Caddie)	Ranking (Player)
Aids with club selection	1	2=
Provides motivational support	2	1
Analyses and provides a brief on the course and conditions in advance of a tournament	3	4
Ensures that the player gets to the tee on time	4	6
Keeps all of the golf clubs/equipment in top condition	5	2=
Takes notes of the stats and areas for improvement	6	5
Reminding players of the critical rules and regulations	7	7
Maintains the score	8	8



An expert's perspective

Karl Morris, Mind Coach

The need for a more professional approach to the role

The research highlights the need for Golfers to be more professional when it comes to specifying what they are looking for in a Caddie and, similarly for the Caddies, to focus on building their skills and capabilities.

Many times I have heard a player say he was going to sack a Caddie because he wasn't doing 'this', or he did too much of 'that'. Yet when they are asked if they have ever sat the Caddie down and given a clear job description, a blank look will cross their face. When you consider a Caddie is being given a job in a potential multi-million pound business and he hasn't been provided with a clear job description, it is amazing. In any other business, this would happen as a matter of course.

If, and only if, a player has given a clear, written understanding of what he expects from a Caddie and the Caddie fails to meet those expectations, should there be a possibility of replacing that Caddie. To expect the Caddie to be a mind reader shows a lack of professional thoroughness.

Redeveloping skills

In the same manner, it would seem useful for a Caddie to look at the role of the mind in golf and see how he/she could better understand the right and wrong approaches to things like goal setting and emotional control. It is interesting that the book that Steve Williams wrote when Tiger Woods and he were at the very summit of the game is essentially a psychology textbook. It is clear Steve Williams has been and is a very keen student of psychology and the working of the mind. It is no coincidence some of the most successful Golfers have been with their Caddie a long, long time. Bernhard Langer was with Pete Goleman for 20 years; Nick Faldo won most of his majors with Fanny Sunnesson; Phil Mickelson and Jim 'Bones' McKay. The amount of players who chop and change Caddies is not unlike the football teams that keep changing the manager.



Top improvement tips

- Have the Player and Caddie sat down and created a clear job description? The Player may 'know' what he wants from a Caddie beyond the obvious but does the Caddie understand? Don't expect the Caddie to be able to read minds
- Has the player ever considered an improvement programme/training for his Caddie? For someone who is such a vital part of his game and score, would it not be worthwhile looking at how the Caddie himself could be improved with a little help/training?
- How often do the Player and Caddie actually sit down and really assess what is going on in all areas of the game and the relationship?

What makes a great Caddie?

According to the Caddies themselves, a great Caddie needs multiple skills and capabilities in order to be successful.

Top rated skills

The most highly ranked capability is being able to provide motivational support, followed by aiding with club selection and organisational skills.

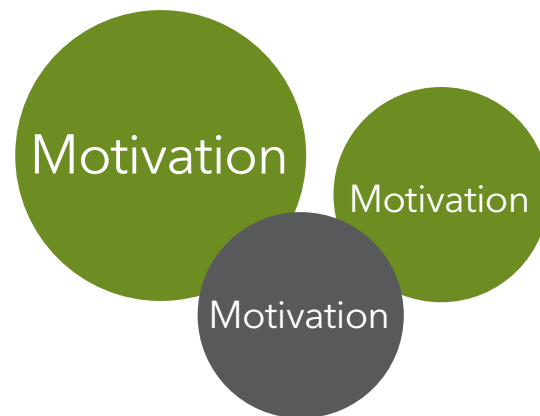
Ironically, carrying the equipment, the most recognised aspect of the job, is only sixth on the list of important skills.

What is surprising, however, is that despite the importance placed on the Caddies' feedback to help Golfers drive performance, the ability to provide this features second to bottom on the list of priorities.

Caddies

Importance in being a successful Caddie

Responsibilities	Ranking (Caddie)
Motivation	1
Helping with club selection	2
Organisational skills	3
Scouting the course	4
Reading greens	5
Carrying the equipment	6
Gathering stats and feeding back on performance	7
Scoring	8



An expert's perspective

Karl Morris, Mind Coach

How to motivate

With so much emphasis being placed on the Caddies' feedback, more needs to be done to build up the skills of the Caddies so they can do this in a more scientific and systematic way.

The number one skill the Caddie feels he or she needs is the ability to 'motivate' the player. This ranks above the ability to help select the correct club. In essence, the Caddie needs the coaching/mental game skills to be able to help a player control his state of mind. When to say something, how to say it and what to say are huge areas of potential development. To be able to read a player's body language and non-verbal signals are essential skills which can be improved. A good Caddie can stop a player from sinking into a poor and unresourceful mental state that could ruin a round, a tournament or even a career.

Filling the downtime

We never look at it this way but golf is a unique sport, in that 90% of the time that you are on a golf course, you are not actually playing golf! Only 10% of 'golf' is actually golf. In that 90% of time on the course, the part which is the third context 'the in between' so much of what happens in the 10% will be influenced. This potentially is the key area for a Caddie to develop. The number one ranking in the survey from players regarding Caddie responsibility is the ability to motivate. This motivation will happen in the 90% of the 'in between' of golf. Do the player and Caddie have a plan of action of what to do during this time? Is there a set of triggers that can and can't be used? Does the Caddie have a very clear remit of what the player wants in terms of this motivation? Is it a carrot or stick approach that the player responds best to? The survey continues to point out potential areas for improvement but are players and Caddies taking an active role in developing these areas?



Top improvement tips

- The 'In between' of golf, the 90% of time on the course when golf is not being played, what plan do the Caddies/players have to deal with this and motivate accordingly?
- Has the player actually sat down and talked through this area and discussed with the Caddie what would be the best strategies for motivating or encouraging?
- Has the player and Caddie developed any way of 'scoring' the player on this vital 90% area?

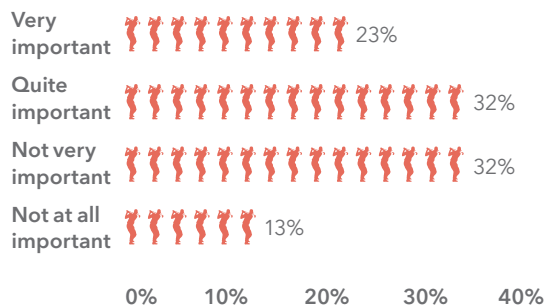
Statistics and performance improvement

Since 2007, The European Tour in partnership with Genworth has sought to aid the players in their understanding of performance through the provision of tournament statistics covering nine categories, ranging from driving distance and accuracy to scrambles and stroke average. But how important are these statistics and what more could be done to help the players improve performance?

Pro Golfer - importance of the stats

Surprisingly the Pros split into broadly two camps with just over half (55%) saying that the statistics are very or quite important in helping find areas of improvement with the remaining 45% finding them not very or not at all important to improving their game.

Pro Golfer: Importance of the stats to improvement



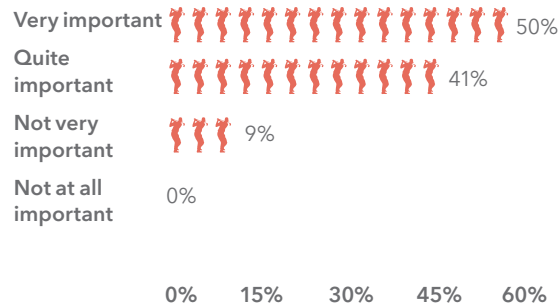
Pro Golfer: Importance of the stats to improvement

What is interesting is when you look at the groups of Golfers in terms of how they view their performance to date, there is a much higher propensity to see the statistics as a valuable means of performance improvement amongst those that are performing, ahead of their plan than those who are making plan or who are behind plan. (see chart opposite)

Caddie - importance of the stats

By contrast the Caddies are more likely to see the value in the statistics with 91% saying that the stats were quite or very important in helping their players find areas of improvement.

Caddie: Importance of the stats to improvement



An expert's perspective

Karl Morris, Mind Coach

One of the first steps in driving performance improvement is having a good understanding of what is and isn't working. In this modern era of sport, it is surprising how our top sports people aren't taking the opportunity to use the statistics to understand where they are doing well and where they need to improve. The research clearly indicates those players who place a higher value on wanting to understand the stats are managing to get closer to their goals than those who are not.

Humans are emotional creatures and we tend to act on emotion and justify our emotions with logic. The problem with this is that we tend to act on our feelings as opposed to the facts.

We feel we are lacking in a certain part of the game so we practice that aspect a lot. Yet, is it a fact we need to be spending most of our time

in that area? Unfortunately, or fortunately, golf is a game which is governed by facts. How many times you hit the ball is a fact and you will be paid or not paid as a Golfer by that simple fact. Some sports involve opinions and feelings; football is highly influenced by the opinion and feelings of the referee. Golf is not like that, it is almost pure fact.

Statistics provide a factual framework to assess your game. The facts speak for themselves. You will score lower if you hit more greens, more fairway and hole more putts.

When you deal with the facts of your game, you can then allocate time efficiently in areas that are most relevant. Be warned though, your emotions will always want to override your logic. There is no logical reason why a player would not take full advantage of the benefit of quality information that statistics provide, yet the emotional brain will justify not using them in a whole manner of ingenious ways.

Top improvement tips

- Golf is a factual game, you are paid on facts. Unlike many sports, there are very few opinions which influence golf. Statistics provide you with facts about your game
- Facts, not feelings, can keep a clearer perception on the actual reality of a player's game
- Facts can be used to allocate time better
- Stats can be used for short term process goals
- Caddies and players could perhaps better use the facts collectively

Pro Golfer: Importance of the stats to improvement

Exceeding expectations



'On plan'



Below plan



Expert summary

Karl Morris

It is very clear that the golf being played on The European Tour is of a tremendously high standard. However, the results of the survey highlight the enormous potential for even more improvement. The question would be ‘what could be possible?’

Clearly, many players ‘know’ the value of a strong mental game but how many are truly approaching this area as diligently as they do the fitness and swing area? With a better understanding of ‘what’ the mental game is and ‘how’ it can be improved then surely a player could get to the end of his career satisfied in the knowledge he has done his utmost to be the very best player he can be.

Science has discovered more about the brain in the last 10 years than in the previous 100 years, but are we truly embracing that knowledge and playing golf in a brain-compatible way?

The relationship between the Caddie and Golfer is clearly a vital aspect to performance, but how many players are approaching that partnership with any level of professionalism? How is the Caddie being assisted in improving? How could the lines of communication be improved? Could Golfers consider investing more in Caddie development? How often do the all important trio of Golfer, Coach and Caddie sit down together as a team and discuss progress? Is the Caddie being fully utilised by the coach? It has been my own personal experience of The European Tour that a lot of players talk about having a ‘team’ around them but very few act as a team.

Exploit reality

The way that goals are currently being set links in with the lack of effective work on the mental game. It is vital a player understands short term process goals are brain compatible. To just set outcome goals in terms of tournament success will leave many players feeling disillusioned as the survey clearly demonstrates, with over half of the players feeling that they are ‘behind’ schedule in terms of performance.

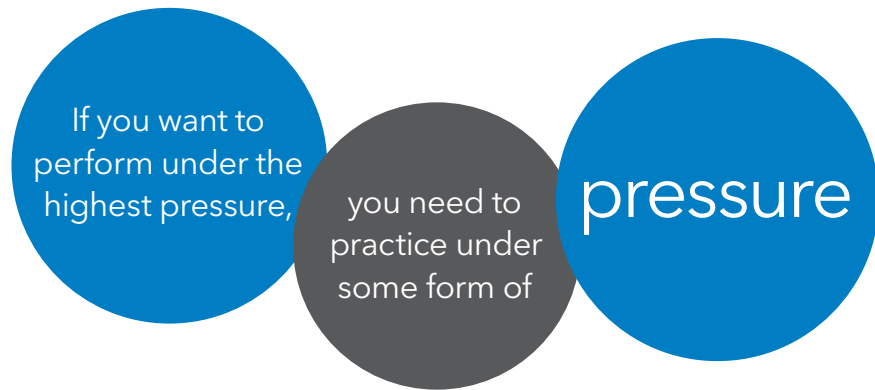
The avoidance of fully utilising the stats available again is a uniquely human trait, we tend to avoid the truth and one thing the stats do is speak to you with the truth of what is actually going on. I feel it is no coincidence the incredible success of the England cricket team; from no-hopers to the pinnacle of the game and a position as world number one; has been put down in part to the vital use of effective statistics.

The England players know their own ‘game’ inside and out, they know their strengths and their weaknesses and, more importantly, they know the strengths and weakness of the opposition. Most of their practice is built around information from their statisticians, of which I believe there are numerous people working in this department.

Act on logic

As I stated in the report, statistics give you facts not feeling but, unfortunately, as human beings, we tend to act on emotion rather than logic. When you utilise statistics, you are better able to allocate your time efficiently. Practice can be incredibly productive if it is targeted correctly.





I think there is still huge potential for the development of statistics within the game of golf. It could be a possibility to develop some more statistics for practice to help players create a more game-like situation with a good portion of their practice time 'simulating the game'. In terms of mental training, context is everything. A high percentage of how we behave, interact and react will be determined by the context that we are in. The context of a football match with friends produces a different human being than the context of afternoon tea with your mother in law! Context alters us and our behaviour. The point here is that many professionals spend an awful long time in one context (the range), which bears little or no resemblance to the actual context of performance, the course, and then they wonder why they do not produce the results they are looking for.

Practice in context

It was fascinating to discover in the report that the players who were ahead of plan for the year were actually practising less than the players who were behind. This flies in the face of one of the game's biggest myths which is around 'working hard', the definition of which is that you have hit lots of practice shots. We strangely define working hard as hitting lots of shots when the game of golf is about hitting the fewest shots! Golf is a game of consequence: every single time you make contact with the ball, there is a consequence.

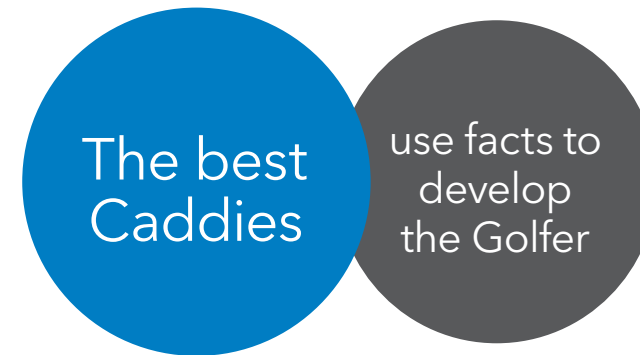
Every shot in a tournament is recorded on the scorecard, yet, many players hit thousands of shots in practice with no consequence whatsoever.

University of Chicago Professor of Psychology, Sian Beilock, has studied performance under pressure her entire academic life and most of her research leads to the conclusion that 'if you want to perform under the highest pressure you need to inoculate yourself by practising under some form of pressure'. I have found when working with players that if they practice with games which have a score involved, then they simulate a form of pressure that a game situation provides. It is an area well worth looking to develop with Genworth.

Celebrate to improve

With 74% of players stating self belief and 53% stating frame of mind as being the top attributes for success, the mental game could be served better with the use of statistics. Obviously, there are challenges with this as it would be a subjective interpretation, but my own experience suggests that one of the most important tools to get an individual to change any behaviour is monitoring. If, for example, a player has a goal of doing his pre-shot routine on every shot, he can score that at the end of each hole. If he has carried out the intention, he awards himself a circle on the scorecard. If he misses the routine on any shot, he gets no circle. So, 18 circles would mean a perfect mental round in the context of that particular discipline. As soon as the player knows he is being 'scored' in this department, the likelihood of him carrying out this behaviour hugely increases. The Caddie is the obvious person to help and score this process.

The other beneficial aspect is that this type of scoring is a wonderful opportunity for a clear



process goal. A player can have the intention of 18 circles and, if he achieves that, then he can be happy with himself, even if the score that day does not match expectation. So, any area of the mental game to be developed could be scored in a similar way to the rest of the game. I firmly believe that this could be one of the key developments in the game in the future. All players currently say the mental game is important but few have any way of monitoring a specific improvement in a specific area.

Relish the relationship

Whilst this study has highlighted some areas for potential development, it is in no way a criticism of what is a very tough game to play professionally. You are away from home most of the time, flying from country to country and there is nowhere to hide, in terms of your results. Coaching is so much more advanced than ever before; the understanding of ball flights, launch angles and bio mechanics has taken the game to incredible heights. In some ways the incredible advances in technology have left behind and missed out the most human of elements: the relationship between a player and his Caddie. How that relationship flourishes or flounders will have a big impact on a player's results.

Upping the Caddie's game

There are many Caddies out on The European Tour doing a magnificent job and there are an equal number who would like to get better at what they do. It is my belief that statistics, the facts and an open and honest Caddie relationship (studying, analysing and utilising the areas of play to be developed) are key performance indicators. The very best Caddies I have come across are not scared of using facts to develop the player, they are not scared of the truth, yet, equally the players need to take on the responsibility and be able to deal with the truth and look to develop themselves.

Hopefully, this report can give all concerned, some areas to consider, to debate and, above all, to take action on.

About Genworth and The European Tour

At Genworth, we believe that if we are to be successful in helping our partners help their customers meet their financial commitments, during some of life's most challenging times, it is essential that we excel in the moments that matter. Alongside our broader commitments within the community, our sponsorship of The European Tour's statistics and our fundraising initiative Putts4Charity has enabled us to demonstrate our passion for excellence when it matters most.

Sponsorship of the statistics

Since their inception in 2007, the "Genworth Statistics" has provided players, the media and the viewing public with an invaluable insight into the drivers of performance across all The European Tour "Race to Dubai" tournaments, which have aided both a deeper understanding of the game and, importantly, the means by which players can improve their own performance.

Using the statistics, players can analyse how they match up with each other in terms of stroke average, driving accuracy, driving distance, greens in regulation, putts per green in regulation, putts per round, sand saves, scrambles and one putts.

This passion for excellence based on a deep understanding of the factors that influence performance, sits at the very heart of the approach Genworth takes to its own business.

For more information go to www.genworth.co.uk

The Putts4Charity Champions Challenge

As a leading financial security company, helping more than 15 million people across the globe with their retirement, investment, lifestyle and mortgage protection needs, we are acutely aware of how important the promises we make are in helping people meet their financial commitments and securing their families and futures.

This commitment extends to playing a much wider role in the communities in which we operate. Our Putts4Charity initiative, in partnership with the Tour Players Foundation, is a good example of this. Since 2007 the initiative has raised in excess of €800,000 for SOS Children's Villages to help them support abandoned and orphaned children across Europe.

During 2011 the Putts4Charity Champions Challenge will seek to raise even more money by testing the putting skills of the public and selected customer teams against The European Tour's professionals, as they try to hole four successive one putts on greens modelled on some of golf's most iconic moments.

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