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Original article

The preparation of baseball coaches for decision-making, from a psychological perspective

La preparación de entrenadores de béisbol para la toma de decisión, desde una perspectiva psicológica

Preparando treinadores de beisebol para a tomada de decisões, sob uma perspectiva psicológica.

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ABSTRACT

Preparing high-performance baseball coaches for decision-making from a psychological perspective requires a broad level of knowledge in their work to influence professional performance. Essentially, a methodological strategy was designed to enhance the preparation of high-performance baseball coaches in decision-making from a psychological



perspective in the province of Pinar del Río. Theoretical methods used were historical-logical, systemic-structural, and modeling; the empirical ones included observation, interviews, and document analysis; the procedures involved analysis-synthesis, abstraction, comparison, and generalization (via inductive or deductive reasoning). The methodological strategy was based on the cognitive, procedural, and attitudinal needs of high-performance baseball coaches in the province of Pinar del Río. It was characterized as objective, dynamic, flexible, and systemic, establishing relationships between the foundations, principles, strategic actions, and their objectives presented in the different phases: introduction-foundation, diagnosis, general objective, specific strategic actions, and evaluation, to strengthen the preparation of high-performance baseball coaches.

Keywords: high performance, methodological strategy, psychological perspective, decision making

RESUMEN

La preparación del entrenador de béisbol de alto rendimiento para la toma de decisión, desde la perspectiva psicológica requiere de un amplio nivel de conocimientos en su labor, para incidir en el desempeño profesional. En esencia, se socializó el diseño una estrategia metodológica para aumentar la preparación del entrenador de béisbol de alto rendimiento en la toma de decisión desde la perspectiva psicológica, en la provincia de Pinar del Río. Se emplearon los métodos teóricos histórico-lógico, sistémico estructural y modelación; empíricos, observación, entrevista y análisis de documentos; y como procedimientos el análisis-síntesis, abstracción comparación y generalización (vía inductiva o deductiva). La estrategia metodológica estuvo sustentada en las necesidades cognitivas, procedimentales y actitudinales de los entrenadores de béisbol de alto rendimiento de la provincia de Pinar del Río, se caracterizó por ser objetiva, dinámica, flexible y sistémica; y establecer relaciones entre los fundamentos, los principios, las acciones estratégicas y sus objetivos presentados en las diferentes fases: introducción-fundamentación, diagnóstico, objetivo general, acciones estratégicas específicas y evaluación, para fortalecer la preparación de los entrenadores de béisbol de alto rendimiento.



Palabras claves: alto rendimiento, estrategia metodológica, perspectiva psicológica, toma de decisión

RESUMO

A estratégia metodológica para preparar treinadores de beisebol de alto rendimento para a tomada de decisões sob uma perspectiva psicológica requer um amplo nível de conhecimento em sua atuação profissional. Esta estratégia foi desenvolvida para aprimorar a preparação de treinadores de beisebol de alto rendimento para a tomada de decisões sob uma perspectiva psicológica na província de Pinar del Río. Os seguintes métodos teóricos foram empregados: Histórico-lógico, Sistemico-estrutural e Modelagem; e os seguintes métodos e técnicas empíricas: Observação, Entrevista e Análise Documental. Os seguintes procedimentos foram utilizados: Análise-síntese, abstração, comparação e generalização (via raciocínio indutivo ou dedutivo). Uma estratégia metodológica foi desenvolvida com base nas necessidades cognitivas, procedimentais e atitudinais de treinadores de beisebol de alto rendimento para a tomada de decisões sob uma perspectiva psicológica na província de Pinar del Río. Esta estratégia caracteriza-se como objetiva, dinâmica, flexível e sistêmica, com relações entre os fundamentos, princípios, ações estratégicas e seus objetivos propostos, apresentadas em diferentes fases: a) Introdução - Fundamentação; b) Diagnóstico; c) Objetivo geral; d) Ações estratégicas específicas. e) Avaliação da estratégia para fortalecer a preparação de treinadores de beisebol de alto rendimento.

Palavras-chave: Estratégia metodológica, perspectiva psicológica, tomada de decisão.

INTRODUCTION

Strategies are fundamental in various areas of human life; their relevance is significantly manifested in educational management and sports. In these contexts, their well-defined implementation facilitates effective organization and functioning and enhances performance, in order to achieve the stated objectives.



In essence, the strategies adequately help in the planning and evaluation of educational processes that allow the identification of weak areas, and intentional actions, adjustments and interventions to continuously improve the results in the systematic training of professionals.

Strategies are fundamental and impact sports training processes, from the teaching and learning element. In the research of Gálvez et al. (2018) and Morales et al. (2024), strategies for sport are addressed that highlight organizational aspects, with a planning and methodological scope that directly influence professional performance and group states to solve sports problems.

In essence, strategies address the needs of professionals. According to Johnson and Thompson (2021); William and García (2022), different approaches adapted to the constant changes in the social and technological environment are incorporated, ensuring that the strategy remains relevant and effective in its educational management in contemporary sport.

From a broad perspective, the implementation of digital technologies in the workplace, combined with active methodologies for content learning, is significant for professionals, in order to capture the interest of their students and foster a dynamic learning environment that impacts knowledge retention and promotes critical thinking skills.

In sports studies on strategies, Espinoza et al. (2025) and Rondal et al. (2022) agree that sports management requires a clear vision and objectives, correctly designed to influence different components of the sport, applied at a high competitive level, which guarantees sustainable growth in sports performance.

In the sports context, strategies play a crucial role in increasing team knowledge and performance; their planning and the time invested are key to improving performance, group physical performance, and impacting psychological aspects such as group cohesion and the development of psychological skills.

Álvarez et al. (2023); Loyola et al. (2023) highlight the strategy as an important tool to meet the training needs in the knowledge acquisition process of professionals that impact the



acquisition of new tools, given the current demands of the sport and the high competitive levels of the rivals.

Several authors (Crespo and Charchabal , 2022; Hernández et al., 2021) promote a better understanding of the complexities in the training of sports coaches and suggest that strategies are powerful tools that benefit competitive sport. Their implementation, from the perspective of resource optimization, is necessary to face current and future challenges.

Consequently, sports professionals require training that enables them to develop their potential, acquire skills, and appropriate ways of acting; in this sense, "Strategies correspond to an ordering of actions in the course of solving a problem in which each step is necessary for the next" (Blanco and López, 2020, p.1211).

The implementation of strategies is undoubtedly an act of consecutive planning, in which a series of steps are unified that modify and transform certain work problems; therefore, a certain concatenation is required in them that allows raising the cognitive levels that affect group results.

Páez et al. (2024); Rovira et al. (2023) propose strategies that impact the improvement of knowledge of sports professionals, from a pedagogical perspective, with information, tools and values, contextualized to the different sports scenarios they face.

It is agreed that the procedures or strategic actions planned for sports professionals are activities that influence decision-making, in order to achieve objectives from the acquisition of knowledge and attitudes, by the professionals in their work performance (Corrales et al., 2025; Vargas et al., 2023).

Consequently, strategies are envisioned as a set of professional skills for the search for knowledge from the concatenation of various actions that present a strategic and planned character; they are a succession of actions that allow unifying knowledge, which encourages planning from higher cognitive positions, for the solution of various sports problems.

According to Marín et al. (2023), the strategy offers a planning process that ends in a general plan with organizational missions, goals, objectives to be met with the involvement of



resources and methods that guarantee the behavior of the aspirations embodied in its concretion, in each subject.

The complexity of developing strategies from their very conception is recognized; this entails the consideration of diverse elements for their approach, from the internal aspects of properties and characteristics of the groups with which one works to the very subjectivities for the development of professionals.

Krach and Corcoran (2023) and Naranjo et al. (2021) assume a reflective stance on strategies, considering them with a descriptive order for a better understanding of difficult contexts, with critical value of analyses and planning consistent with reality, with the use of current information and means to solve complex situations that impact sport.

According to Garcés et al. (2023) and Pérez and Hernández (2023), the strategy is a pedagogical process of systematicity and permanent evolution, which allows showing in advance the path for a professional transformation; it is a set of sequential and interrelated actions that start from an initial state given by the diagnosis.

Implementing strategies based on performance analysis, behaviors, and competency studies allows for more structured decision-making, with greater use of information, which benefits the professional performance of high-performance sports coaches in baseball.

The high demands of international competition require a more comprehensive approach from high-performance baseball coaches and their impact on sports teams through training. To achieve this, it is essential to develop strategies and plans that leverage their existing cognitive abilities and understand their impact on the teams they work with.

The need to nurture high-performance baseball coaches from cognitive, procedural, and attitudinal perspectives led to a study of the internal aspects of strategies from theoretical arguments, necessary for decision-making from a psychological perspective.

By delving deeper into references such as Peñas et al. (2022); Sinchi (2022), contributions of methodological strategies for high performance are revealed, developed from different angles in sports training, which highlight psychological elements such as concentration of attention, from the active and effective inclusion to respond to the training needs of



professionals today , structured by introduction-foundation, diagnosis, general objective, specific strategic actions and evaluation of the strategy.

Based on the above, the objective of this article is to socialize the design of a methodological strategy to increase the preparation of the high-performance baseball coach in decision-making from a psychological perspective, in the province of Pinar del Río.

MATERIALS AND METHODS

The research involved 27 high-performance baseball coaches from the province of Pinar del Río, focusing on the different baseball categories within the province. The dialectical-materialist approach was adopted as the general scientific method, which facilitated the integration of theory and practice. The following theoretical methods were used :

Historical-logical, in the theoretical study that supported the strategy for sports coaches and specifically for high-performance baseball.

Modeling, in the determination of the bases, principles and foundations of a strategy for the preparation of the high-performance baseball coach in decision-making from a psychological perspective in the Province of Pinar del Río, to make it sustainable over time.

Systemic structural, in the development of a methodological strategy to increase the preparation of the high-performance baseball coach in decision-making from a psychological perspective in the Province of Pinar del Río, with emphasis on the structure of said strategy.

Empirical methods were used, such as observation of the sports training sessions of the high-performance baseball teams. Interviews were also conducted (adapted from Ruiz and Graupera, 2005) to the high-performance baseball coaches of Pinar del Río Province. The analysis of documents related to the plans of each training unit, to characterize the current state of the coach's preparation for decision-making from a psychological perspective, the comprehensive athlete preparation program (PPID), and the national baseball strategy as a fundamental tool in said sport.

The research procedures used were analysis-synthesis, abstraction-comparison and generalization, in their inductive or deductive form.



RESULTS

After applying various theoretical and empirical methods, it was conclusively noted that high-performance baseball coaches in the province of Pinar del Río presented a series of regularities in the diagnosis, such as:

- Deficiencies in knowledge regarding motivation, concentration of attention, volitional qualities and control of emotional response, from analysis and management of situations.
- Procedural deficiencies in aspects associated with the mastery, selection and interpretation of decisional responses, and modifications from psychological alternatives.
- Deficiencies regarding orientation, commitment and responsibility in attitudes in their professional performance.

In high-level sports competition, it is essential to confront the constantly evolving competitive dynamics, an aspect that impacted the preparation of high-performance baseball coaches and influenced their learning. The strategy was conceived from the current state of decision-making, from a psychological perspective, in order to achieve the desired state within the contexts in which it was developed.

Main theoretical aspects assumed from the Sciences of Physical Culture to argue the methodological strategy in the preparation of the high-performance baseball coach for decision making from a psychological perspective in the province of Pinar del Río

The methodological strategy was based on philosophy, sociology, methodological work, sports psychology, pedagogy and advanced education, essential in the science of physical culture, which proved key to preparing coaches, based on continuous and systemic development from holistic activities in the teaching-learning process.

The methodological strategy for preparing high-performance baseball coaches for decision-making from a psychological perspective, from its theoretical aspects, was approached as a planned, organized and coherent process of constant professional growth, directed in



actions with a pedagogical character, aimed at the person who supervises sports training at the highest competitive level from the context in which it develops.

Likewise, based on the cognitive and affective unity from learning-development, through personal interaction, focused on improvement activities such as the course, the workshop, training, self-improvement, methodological meeting and the preparation of content , for cognitive, procedural and attitudinal improvement in order to make more appropriate situational choices with a psychological nuance.

The following principles were adopted to guide the strategy for preparing high-performance baseball coaches for decision-making from a psychological perspective in the province of Pinar Del Río: the principle of contextualized character, the principle of differentiated character, and the principle of the active and conscious character of the coaches.

The foundations of the methodological strategy for the preparation of high-performance baseball coaches for decision-making from a psychological perspective in the Pinar del Río Province made it possible to understand and organize this process in a core way, to establish a relationship from the main theoretical aspects raised, developed in three stages: initial, development and evaluation.

In the initial stage, the starting point was to raise awareness among coaches to address the main shortcomings identified after the diagnosis, which aimed to determine the actual state of high-performance baseball coaches in decision-making from a psychological perspective.

In the development stage, improvement activities were designed and organized through courses, workshops, training, and methodological activities supported by other forms such as self-improvement; it had two phases, one of planning and another of execution: in the first, various forms of improvement and methodological work were created for high-performance baseball coaches for decision-making from a psychological perspective, based on the cognitive, procedural, and attitudinal needs of the coaches.

In the second part, the various forms of improvement and methodological work designed for high-performance baseball coaches were addressed, from the flexibility and modifications necessary to be able to meet the proposed objectives.



The evaluation stage aimed to review the process carried out, based on a new diagnosis, to highlight the achievements and the deficiencies to be improved.

As a second foundation of the methodological strategy for the preparation of high-performance baseball coaches for decision-making from a psychological perspective in the Pinar del Río Province, its development was proposed through professional improvement activities to increase knowledge, skills and attitude at work, supported by the course and professional improvement actions, as well as other forms of self-improvement.

The third foundation was based on methodological activities as a way for its development, through methodological work and methodological meetings, from the preparation of the contents, with the main objective of analyzing topics associated with decision-making from a psychological perspective.

The fourth foundation was directed towards the appropriation of knowledge, procedures and attitudes in accordance with the demands of the context to perfect the professional work, based on the deficiencies indicated in the diagnosis, in the aspects of the psychological perspective such as motivation, concentration of attention, volitional qualities, control of the emotional response from the analysis and management of situations and their specifications.

For the diagnosis, the cognitive, procedural and attitudinal dimensions were taken into account, as well as the application of observation, interview, document analysis (plans for each training unit) and the national baseball strategy.

The overall objective was to design a methodological strategy that benefited the preparation of the high-performance baseball coach for decision-making from a psychological perspective, in the province of Pinar del Río. To improve the effectiveness of the strategy in practice, the following actions were proposed. specific strategies.

Strategic Action 1. To improve high-performance baseball coaches. Specific objective: to update the content of the methodological strategy for the preparation of high-performance baseball coaches for decision-making from a psychological perspective, in the province of Pinar del Río.



Professional improving course: This course is designed to meet the needs of high-performance baseball coaches seeking to expand, update, and deepen their knowledge of the strategy and its impact on decision-making from a psychological perspective. The course aims to develop the necessary knowledge, procedures, and attitudes for professional development. The course program was based on the fundamentals of the strategy, with the following operations:

- Design the course program.
- Implement the course program.
- Evaluate the course program based on the following indicators:

Level of satisfaction of high-performance baseball coaches with the program.

Level of awareness and significance of the methodological strategy for preparing high-performance baseball coaches for decision-making from a psychological perspective.

Self-improvement was developed with the aim of raising the qualifications of high-performance baseball coaches and enriching knowledge about decision-making from a psychological perspective and its impact on their professional performance.

Strategic action 2. Build collectively knowledge using a participatory and dynamic methodology. Specific objective: to collectively develop a methodological strategy for preparing high-performance baseball coaches for decision-making from a psychological perspective in the province of Pinar del Río.

Workshop: aimed at the collective construction of the methodological strategy for the preparation of high-performance baseball coaches for decision-making from a psychological perspective.

First stage: designing the workshop, supported by the completion of a diagnosis, supported by other forms such as self-preparation, attached to the high-performance sports context for the mastery of actions aimed at the planning, execution and control of improvement activities linked to the preparation of topics as a methodological activity.

Second stage: implementation of the workshop as a solution to the material deficiencies and limitations, with the following operations:



- Design the workshop program.
- Implement the workshop program.
- Evaluate the workshop program based on the following indicators:

Level of satisfaction of high-performance baseball coaches with the program.

Strategic Action 3. Apply collective knowledge in a systematic and continuous manner.
Specific objective: to carry out the collective methodological work of high-performance baseball coaches for decision-making from a psychological perspective in the province of Pinar del Río.

The methodological work was based on the partial or total fulfillment of actions through different forms that allowed the development of the preparation process, the achievements and most significant difficulties of the professionals in their performance.

As a methodological work method to develop: the methodological meeting, aimed at preparing high-performance baseball coaches for decision-making from a psychological perspective.

The following indicators were used to evaluate the strategy:

Level of relevance of the implementation of the different forms of improvement and methodological work.

Level of awareness of high-performance baseball coaches regarding the need and importance from a psychological perspective.

Level of impact of the preparation of high-performance baseball coaches in Pinar del Río.

In the aspects that characterized the methodological strategy from the perspective of high-performance baseball coaches' decision-making, integrative aspects were observed in their implementation. From the flexibility of their environments and the characteristics of the coaching group, focused on its dynamic and systemic nature, with interactive aspects arising in its execution, in accordance with the demands of interpretive analysis of the different situations with scientific and strategic elements; and a transformation was achieved from the cognitive, procedural and attitudinal aspects in the professionals.





Figure 1. Methodological strategy for the high-performance baseball coach (Decision-making from a psychological perspective)

DISCUSSION

In the research contributions of significance in the development of strategies, Gómez and Roba (2023) designed a strategy for the inclusion of students with disabilities in Physical Education, from the approaches of their contexts and the adaptation of necessary content that enables their incorporation, in which the preparation of physical culture professionals to assume said inclusion is strengthened, from the necessary cognitive, procedural and attitudinal elements.

Consequently, it emphasizes the significance of preparing physical culture professionals to achieve high levels of knowledge that enable better development of tools for addressing sports training.

Meanwhile, Vargas (2023) addresses the significance of strategies in the lower categories of baseball, with emphasis on high-performance coaches, from a holistic-systemic-sequential character on different components of preparation and the sporting contexts in which they are developed.



One of the most palpable examples of strategies in the sport of baseball is that of Hidalgo (2024) who intends the directions of the teams and their impact on high-performance baseball coaches for decision-making as a fundamental factor for the achievement of sporting goals, this affects the management process and the adaptation of content, from the current sporting events.

In the contributions of Corrales et al. (2025), strategic actions were developed for managing the sports movement at the University of Pinar del Río. These actions addressed the need to overcome the limitations identified in the diagnostic assessment, focusing on organizational and theoretical-methodological aspects. A clear framework of mechanisms was established for the planning, organization, execution, control, and evaluation of the sports movement, considering both preparation and its impact on professionals, in line with international trends.

CONCLUSIONS

The methodological strategy was based on three stages: initial, development and evaluation. Through professional development activities, supported by methodological activities as a means for their development, it was aimed at the appropriation of knowledge, procedures and attitudes, in accordance with the demands of the context to improve professional work and influence its preparation.

The methodological strategy for high-performance baseball coaches in Pinar del Río Province, focusing on decision-making from a psychological perspective, was developed through professional development activities such as courses, workshops, meetings, and training sessions, supported by other forms of self-improvement. Methodological activities were also implemented through methodological meetings.

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The author is responsible for writing the work and analyzing the documents.



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