

<p align="center">Leadership</p> <p align="center">The chief goal of a leader is NOT to build a follower, but to build more leaders.</p>	<p align="center">Exercises, Tests, Scenarios, Additional Resources, Talking points and ideas</p>	<p align="center">Host Notes/Comments</p> <p align="center">Personal scenarios and talking points</p>
<ul style="list-style-type: none"> • Seven Secrets of Successful Coaches • Self Leadership <ul style="list-style-type: none"> ➤ Character 	<ul style="list-style-type: none"> • Character-based – People of great character • Competent – Know strategies and skills of their sport • Committed – Real passion for coaching • Caring – Care about their athletes and staff • Confidence-builder – Help athletes feel good about themselves • Communicator – Communicate and listen well • Consistent – Consistent philosophies and moods <p>So much of our influence comes from qualities we can't see on the outside. 90% of leadership comes from your character, the stuff on the inside. Our character is the sum total of our:</p> <ul style="list-style-type: none"> • Self-Discipline (The ability to do what's right even when you don't feel like it) • Core Values (Principles you live by that enable you to take a moral stand) • Sense of Identity (A realistic self-image based on your gifts and personality) • Emotional Security (The capacity to be emotionally stable and consistent) <p>This is open for you to lead into a discussion and is intended to help develop younger coaches and assistants.</p>	

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<p>➤ Leadership Tests</p>	<p>Leaders experience tests as they mature and take on more responsibility. These tests range in situation, but they all reveal the leader’s potential and maturity, and are the pathway to progress. Utilize the Pop Quiz list (4A) of possible tests that coaches may have to endure during their leadership journey. Discuss the tests you have experienced and how you approached them. This is a conversation starter to discuss the many challenges that come with the job.</p>	
<p>➤ Emotional Fuel</p>	<p>Leaders spend themselves more than the average person; they need to refuel more often than most people do. Leadership is more emotionally expensive. A leader’s personal network is his or her emotional fuel. Leaders need people in their lives who don’t take from them, but who replenish them. Without the proper network in place, they will use their followers to meet this need. This almost always leads to unhealthy situations. Use the Your Network, Your Emotional Fuel chart (4B) to analyze the relationships that fill your tank and keep you healthy. This is a reflection activity; some may have difficulty completing this. Encourage them to take it home and review ways they can increase their network. Maybe you can be the needed hero, model or mentor!</p>	

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<ul style="list-style-type: none"> • Staff Leadership Development 	<p>All programs and institutions have some form of evaluation system that determines how staff members are performing. In a unique setting like coaching sports, the relationships among the staff can make or break a team before the season even begins. The information that follows comes from a different perspective than the usual evaluation and development process. We will look at the relationship piece that has more effect on the success of a sports program than any other element. You may have a different approach and style to share with the group. Feel free to use the information below as guiding points or use what you have found to be successful. Every head coach and their staff will have different cultures in which they function best; ultimately the goal in this segment to provide some nuggets on how to develop a leadership model that cultivates an environment where everyone thrives and becomes the best member of the team that they can be.</p>	

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<p>➤ Worthwhile work</p>	<ol style="list-style-type: none"> 1. Knowing we make a difference <ul style="list-style-type: none"> • Your staff must know how their work helps the program as a whole. 2. Everyone works toward a common goal <ul style="list-style-type: none"> • Goal sharing means buy-in, not announcing. Trust and putting your staff first leads to support for the teams goals. • Head Coach can set the critical goals, allow Asst. Coaches to set team goals from their area of expertise. 3. Values guide all plans, decisions and actions <ul style="list-style-type: none"> • Values become real when you demonstrate them in the way you act and the way you insist your staff and players behave. 	

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<p>➤ In control of achieving the goal</p>	<ol style="list-style-type: none"> 1. Much like your players, coaching staff roles need to be clearly defined and expectations explained. Once a role is clear, get off the court and let them perform. <ul style="list-style-type: none"> • The freedom to take charge of their area comes from understanding the parameters in which they have to work. 2. Thoughts, feelings, needs, and dreams are respected, listened to and acted upon. <ul style="list-style-type: none"> • Value all individuals as people first! You want your players to perform at their best, the same holds true for your staff. You must value your staff as much as you value your athletes. They all work toward achieving success. • Everyone needs full access to information. You must be willing to give up being the source of information all the time and allow your asst. coaches to step up and lead. Be the boss without being bossy. 	

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<p>➤ In control cont.</p>	<p>3. Able but challenged</p> <ul style="list-style-type: none"> • Performance expectations should be within capacity and the skill set of your staff. Undershooting their abilities can insult. • To get motivated and enthusiastic coaches, their work must demand their best as well as allow them to learn and move into new areas with full support for their growth. 	
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<p>➤ Active Support</p>	<ol style="list-style-type: none"> 1. Active or passive, congratulations must be TRUE. <ul style="list-style-type: none"> • Congratulations are affirmations that state who people are and what they do makes a valuable contribution to the team’s mission. • Active congratulations – verbal acknowledgements and awards • Passive congratulations – Stepping aside and letting staff move forward without controlling it or even offering advice. • TRUE congratulations is : <u>T</u>imely, <u>R</u>esponsive, <u>U</u>nconditional and <u>E</u>nthusiastic 2. Cheer the progress as it is being made, not just after wins. <ul style="list-style-type: none"> • When congratulations are spontaneous, individual, specific and unique they are more effective and generate more enthusiasm. • Look for those that are actively making things go right, acknowledge their efforts. 	

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<ul style="list-style-type: none"> • Player Leadership Development <p>From <i>The Team Captain's Leadership Manual</i> by Jeff Janssen</p> <ul style="list-style-type: none"> ➤ How to ID and select team captains ➤ Developing Responsible & Respected Leaders 	<p>Read through Selecting a team Captain, attachment 4C, and discuss the situation.</p> <p>In an ideal world, your best player would also be your best leader. If so, take advantage of it, more often than not this is not the case. There are a variety of ways to select a captain – each with pros and cons. Review the list and discuss the ways that have worked or ways in which you would consider using. (4D)</p> <p>The list provided in the attachment (4E) is a highlighted list of some practical ideas for developing more responsible and respected team leaders. Due to time restraints of your session, reviewing the entire list of 20 may not be possible. Review the list and select the topics that have worked for you and discuss ones you have chosen to add to your tool box. The full workbook for athletes and coaches to use is called <i>The Team Captain's Leadership Manual</i> by Jeff Janssen. This book comes highly recommended by many successful coaches of all sports. It can be recommended as a great tool for new coaches that are learning to groom young leaders.</p>	

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