

Culture



BUILDING SUCCESSFUL TEAM CULTURES



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DEFINITION OF TEAM CULTURE

A pattern of shared assumptions
invented, discovered, or developed by a
group as it learns to cope with its
problems by external adaption and
internal integration.

IN OTHER WORDS...

- ▣ Cultures form out of common ideas/beliefs.
- ▣ Team cultures form in many different ways. There is no one "right" way of development.
- ▣ Healthy & successful team cultures DO NOT happen by accident. Their development is intentional & continuous.
- ▣ Team members will look for outside and inside resources/influences to help them get through whatever they are facing.

7 KINDS OF CULTURES

CORROSIVE CULTURE:

- ▣ Lots of conflict, negativity, frustration, distrust, & selfishness
- ▣ Cliques divide group & off-court issues affect on-court performance
- ▣ Lack of trust creates a dysfunctional environment where players resist commitment to team goals

COUNTRY CLUB CULTURE:

- ▣ Characteristics of entitlement and leisure
- ▣ Low to no accountability is expected
- ▣ Style over substance- appearance is important
- ▣ Very political, superficial relationships

7 KINDS OF CULTURES

CONGENIAL CULTURE:

- ▣ Main focus is to get along
- ▣ Low importance on high performance
- ▣ Often lacks honesty for fear of hurt feelings/relationships
- ▣ Functions more like a support group/social club

COMFORTABLE CULTURE:

- ▣ Moderate importance placed on both relationships & results
- ▣ Most interested in staying within comfort zone
- ▣ Get along, but very few deep & lasting relationships-acquaintances at best
- ▣ Lack a collective sense of a team mission

7 KINDS OF CULTURES

COMPETITIVE CULTURE:

- ▣ Highly focused on results with little regard for relationships
- ▣ Talent is prized, while character & people skills are not
- ▣ Competition exists both externally & internally
- ▣ Teammates often do not spend much time together off the court

CONSTRUCTIVE CULTURE:

- ▣ Focuses both on results & relationships
- ▣ Teammates have a general commitment to success & will work hard enough to compete at higher levels
- ▣ Players get along & form solid bonds with each other

7 KINDS OF CULTURES

CHAMPIONSHIP CULTURE:

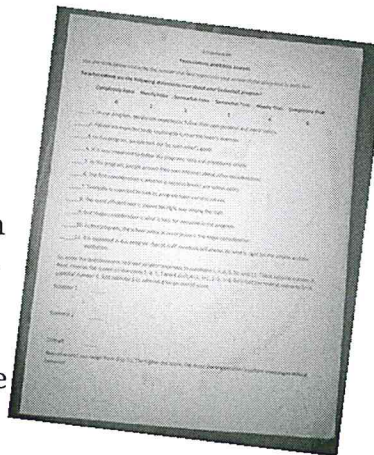
- ▣ Places premium on results & relationships
- ▣ Strong sense of mission & purpose
- ▣ Highly focused & prepared to achieve team goals-will do whatever is necessary to achieve
- ▣ Very high team standards & accountability is demanded
- ▣ Great respect among team members
- ▣ All player contributions are highly valued
- ▣ Pride in fulfilling team roles
- ▣ Leaders intentionally & continuously foster strong relationships with members
- ▣ Often sacrifice individual goals for team goals

THE ULTIMATE TEAM BUILDING ACTIVITY



HOW DO I KNOW WHERE MY TEAM IS ON THE CULTURE SPECTRUM & THEN WHAT?

1. **DEFINE** what you want your team culture to look like.
2. **EXAMINE** what your team is experiencing and outside perceptions of your team.
3. **DETERMINE** any gaps between your expectation and perceptions.
4. **DECIDE** on your methods to close the gaps.
5. **TAKE** action! Success lies in the **DOING**, not the **TALKING**.



10 BUILDING BLOCKS OF A STRONG CULTURE

1. Commitment (to a higher cause, purpose, other)
2. Responsibility (accept your role)
3. Accountability (give & take critique)
4. Integrity (gap between what you say & do)
5. Respect (game, opponent, self, coach, & team)
6. Trust (self, others, coach)
7. Leadership (everyone's work)
8. Courage/Compassion (give)
9. Service (sacrificing & suffering)
10. Humility (others get credit, gratitude, & thankfulness)

SO WHERE DO I START?

1. Have a bold mission to achieve (Purpose & Goals)
 - ▣ Why are we doing this? (team)
 - ▣ Why are you doing this? (coach)-Share your story & passion! Young players often have not greatly developed their why/story yet. You can help them shape theirs.
 - ▣ Must inspire them to work to help you for long term success
 - ▣ Connect expectations to goals-explain how they will contribute to the team's success
 - ▣ Leaders MUST live/participate in the values consistently
 - ▣ Whatever expectations are set, the leader must be willing to carry them out even with the biggest game/situation on the line.

WHERE DO I START?

2. Praise publicly and coach privately.
 - ▣ "Catch them doing something right" & let everyone know it! Celebrate the "small stuff" & do it often-don't wait for the "big stuff" to happen first.
 - ▣ Must be an honest assessment & a sincere compliment-They know when it is fake.
 - ▣ Constructive feedback is the only kind that helps your team-all other types just tear down your culture.
 - ▣ Go into any evaluation with the understanding that players are more sensitive to your criticisms than your compliments. You could tell them 10 things they do well and they are going to focus & remember the 1 thing you said was a weakness!
 - ▣ Less mature players will then turn that into the reason that you "don't like them". TRUST KILLER



THINGS TO REMEMBER...

- ▣ Team culture is about building relationships & trust.
- ▣ It is NEVER too late to start building a culture, but it is better to start in the beginning. If you have to start at a later point, everyone on the team needs to clearly understand the changes in expectations/rules.
- ▣ “Every player brings a story with them. It is our job to know that story.”-Jon Gordon
We do not get the luxury of the tabula rasa theory. They are not a blank slate by the time we get them!

THINGS TO REMEMBER...

- ▣ You must realize that incoming players are the product of previous cultures. CHANGE TAKES TIME & CONSISTENCY
- ▣ THEY ARE ALWAYS WATCHING YOU!
- ▣ If it is not important to you, it won't be important to them & they are going to test you to make sure.
- ▣ You must win in the locker room before you can consistently win on the court.
- ▣ You will see your team's true culture when things go badly.

YOUR CULTURE AS A PROCESS

“The maintenance of a culture is an ongoing process that requires regular effort. The effort is worthwhile, though, particularly when you take into account just how much culture dictates behavior, focus, ethic, and results. Culture is a powerful component of every organization, and to a certain extent it takes on a life of its own.” -Joe Frontiera and Daniel Leidl in Team Turnarounds

YOUR CULTURE AS A PROCESS

- ❑ Most coaches want to focus on changing something physical rather than mental because it is easier. Working the mental side is more work, but gives better results.
- ❑ Time spent on the X's & O's is very important, but more often than not, the high stakes games are won or lost based on an aspect of team culture. i.e. attention to detail, effort, players' ability to execute together. If it is not good before this scenario, it will not be good during it. Players will fall back on their habits during high pressure situations.

SO HOW DO I KNOW IF I AM WINNING THE CULTURE BATTLE?

- ❑ It's in the "little stuff" -Is your team regulating itself when it comes to expectations? Ex. Attire/Appearance
- ❑ How often are you hearing excuses?
- ❑ Are you seeing players trying to do more than expected/ their best or just what is required?
- ❑ Are teammates hanging out with each other outside of what you are making them do?

SO HOW DO I KNOW IF I AM WINNING THE CULTURE BATTLE?

- ❑ How often do you hear from players outside of when they need something?
- ❑ Do you see them trying to emulate things that you do or step in to fulfill a role when you cannot without being asked?
- ❑ Do they congregate in your office?-Having to kick them out is a great position to be in when it comes to team culture!

SO HOW DO I KNOW IF I AM WINNING THE CULTURE BATTLE?

- How well are your team leaders cooperating/supporting each other & you?
- How well are your best players performing & if they are not, what is getting in the way?
- How well do they handle honesty from you? If they don't, you have a trust issue.

SO HOW DO I KNOW IF I AM WINNING THE CULTURE BATTLE?

- In many cases, you will be able to see a general interest go up in what your team is doing by the outside community.
 - people start showing up to see practices to check out what is going on
 - Attendance at games increases
 - Outside people start asking more knowledgeable questions &/or suddenly have an opinion on what you should do. **THESE ARE GOOD THINGS!**
 - They want to be involved.

FINAL THOUGHTS

- ❑ You deserve what you accept.
- ❑ While there is no magic timeframe in creating a successful team culture, it generally takes a minimum of 3 years if you are starting from the beginning.
- ❑ Quick fixes are just Band aids- not helpful in the long run.
- ❑ It is your responsibility to shape/model the program you want. Remember, if you don't someone else will!

BIGTIME THANK YOU'S

Brenda Nichols-Head Coach, Sam Houston State (WBB)

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Amy Bush-Head Coach, Boling High School

Sheila Winter-Assistant Principal, Prosper High School

Karen Blair-Assistant Coach, University of North Texas

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- Podcast: ACES Team Call-3 Ways To Build a Strong Team and Culture-Feb. 27, 2012
- Podcasts: Chris Edmonds. Driving Results Through Culture

Attachment 2B

Team Culture and Ethics Analysis

Use the scale below and write the number that best represents your answer in the space next to each item.

To what extent are the following statements true about your basketball program?

Completely False	Mostly False	Somewhat False	Somewhat True	Mostly True	Completely True
0	1	2	3	4	5

- ____ 1. In our program, people are expected to follow their own personal and moral beliefs.
- ____ 2. People are expected to do anything to further the team's interests.
- ____ 3. In this program, people look out for each other's good.
- ____ 4. It is very important to follow the programs rules and procedures strictly.
- ____ 5. In the program, people protect their own interests above other considerations.
- ____ 6. The first consideration is whether a decision breaks any school policy.
- ____ 7. Everyone is expected to stick by program rules and procedures.
- ____ 8. The most efficient way is always the right way among the staff.
- ____ 9. Our major consideration is what is best for everyone in the program.
- ____ 10. In this program, the school policy or team policy is the major consideration.
- ____ 11. It is expected in this program that all staff members will always do what is right for the athlete and the institution.

To score the questionnaire, first add up your responses to questions 1, 3, 6, 9, 10, and 11. This is subtotal number 1. Next, reverse the scores on questions 2, 4, 5, 7 and 8 (5=0, 4=1, 3=2, 2=3, 1=4, 0=5) Add the reverse scores to form subtotal number 2. Add subtotal 1 to subtotal 2 for an overall score.

Subtotal 1 _____

+

Subtotal 2 _____

Overall _____

Overall scores can range from 0 to 55. The higher the score, the more the organization's culture encourages ethical behavior.

55 Ideas to Help Build Your Culture

1. Lip-singing/Karaoke contest
2. Dance competition
3. Team dinners (hosted by class, position, mentor/mentee etc.)
4. Miss Basketball Pageant (teammates compete in pairs in each category)
5. Bearkat Olympics (relays, egg tosses, etc)
6. Water Balloon contests/Water Day
7. Ropes Course/Obstacle Course
8. Camping Trip
9. Sand volleyball tournament/Mud volleyball
10. Other Sports Day (softball, kickball, indoor soccer)
11. Minute 2 Win It
12. Mission Impossible (Problem-solving situations-can be purely mental or physical tasks)
13. I Never/Did You Know Night
14. Team designs/makes their own t-shirts or posters for lockers
15. Team Academic contest
16. Breakfast Club (time to talk about current events/issues players are facing outside of the court)
17. Scavenger Hunt
18. Book Club
19. Position/Individual Meetings (leadership meetings, conflict resolution meetings, etc)
20. Community Service Projects
21. Hair/Makeup/Nail Night
22. Movie Night
23. Pinata Day
24. Senior-Planned Practice
25. Team Skits
26. Game Night (Pictionary, Catch Phrase, Charades, etc)
27. Halloween Costume Competition
28. Costume Relays (Teams of 4 people-continuous relay which is great as a program fundraiser)
29. "Thought of the Day" Text Messages
30. The "A" Wall (Earned "A's" on tests, papers, or projects get posted)
31. "Go Team" Tag (program or school wide)
32. "Cool Words" collection
33. Team Music Videos
34. Coaching staff cooked/served dinners (players may bring date/friend)
35. Locker room Decoration (Make it comfortable/special for players)
36. "Do You Remember?"/Throwback time (allows teammates to find common traits from their pasts)
37. Team Pictures Wall
38. "Believe" sign/wooden carving (Give them something visible to aspire to-let the team that reaches your goal sign it)
39. Motivational speakers from outside your program

40. "I appreciate you because..." (Player gives one thing about the teammate next to them that they appreciate or admire)
41. 1 Word/Role (Each player provides 1 word that they feel is needed for the team to be successful and that they commit to overseeing on the team)
42. "Who is this baby?" Picture Game (Players bring in a baby picture and team has to guess who is who)
43. Earn Your Shirt/Wristband (Player gets a special shirt/wristband by exemplifying the characteristics that your team has decided upon for success-very important that it cannot be earned based on individual stats)
44. Individual/Team Goal on tennis balls (written on summer workout equipment so they will see every time they work out)
45. Road Map to a Championship (See instructions attached)
46. Pattern of Post Its (See instructions attached)
47. Balloon Animals (See instructions attached)
48. Ski Trip (See instructions attached)
49. Suck It Up! (See instructions attached)
50. Fly on the Wall (See instructions attached)
51. Knots (See instructions attached)
52. Bearkat Elite Contest (See instructions attached)
53. Pumpkin Carving/Christmas Tree Decorating competition
54. Reading programs paired with local elementary students
55. Group Picture Texting (Send a pic of where you are right now, 1 pic to describe your week, 1 pic to describe your current mood, 1 pic of the coolest thing you did this summer/month/week)

Road Map to a Championship

Items Needed:

Roll of butcher paper 10 feet (height of basket)

Variety of markers and crayons

Instructions:

Players are to draw a road and add any "detours" or "roadblocks" that they might encounter on the road to a championship. Also have them write words, pictures, and feelings that they might experience. Have them draw what it will look like when they get to their destination.

Pattern of Post its

Items Needed:

Whistle

Post Its (typically 5x5 square for each group=25 total)

Instructions:

Create a step by step pattern that only the coaches will know. Separate players into teams of 4/5. The team has to get to the other side of the post it grid one at a time. Players are allowed to take steps front, back, and to the sides. Each incorrect step will warrant a whistle from the coach to let them know they need to go back to the beginning.

Balloon Animals

Items Needed:

Multiple sizes of balloons

1 foot of masking tape

Instructions:

Players will have 5 minutes of planning. Give them 10 minutes to build. Their goal is to create a balloon figure that is 10 feet tall. Players will be judged by the coaching staff for most creative.

Suck It Up!

Items Needed:

Mixture of various size straws (depending on how challenging you want to make it)

1 foot of masking tape

5 rubber bands/group

1 tennis ball/group (or baseball depending on the challenge)

Instructions:

Players are given 5 minutes of planning and 10 minutes to build a structure that is at least 1 foot tall and will be able to hold a ball that will be placed on the structure by a coach. The ball that is able to be held up the longest wins.

Ski Trip

Items Needed:

1 roll of heavy duty duct tape-Two 4/5 feet strips/group of 4 players

Blindfolds (amount used/group can increase the challenge)

Various obstacles such as heavy balls, chairs, etc.

Instructions:

Place obstacles around gym floor staying within the court. Players are to line up in their group and step on tape sticky side up as if they were on skis. 4 players per set of skis one behind the other. Coach can elect to blindfold any of the players on each team. Coach can also designate whether certain players or all players can speak. If they hit an obstacle then they can be given a 3-5 second penalty. Goal is to be the first team to cross finish line at the opposite baseline.

Fly on the Wall

Items Needed:

1 roll of heavy duty duct tape/group

1 chair or stool for each group

1 designated player from each group that is about the same stature as the other designated players from the other groups (should wear long sleeves and pants)

Instructions:

Each group must attempt to tape their designated player to the wall. They are given 7-10 minutes to tape as the player stands on the stool. At the end a coach will take the stools out from under each player. The player that stays on the wall the longest wins.

Knots

Knots is a fairly simple game where everyone has to be comfortable with less personal space than normal. The object is to untie your knot.

To begin the game, have your team break up into groups of 6-10 people each. It's nice to have the same number in every group so that you can make it a competition; everyone likes to win a prize.

Once you have the team broken into groups have them stand, facing the same direction, with their right hand in the circle. They have to be close for this to work, very close; they need to be touching at the right shoulder.

Once the groups are packed in tight they need to grab someone else's right hand with their right hand. It must not be someone who is standing next to them and preferably not standing across from them either, that's up to you though.

Next have them stretch out their circle just enough so that they can get their left hand inside the circle and grab another person's hand. The same rules as before should apply with the addition that it must be someone new.

Now you get to watch them struggle. The object is for the group who is all tangled to attempt to untangle themselves. They should end up standing in a circle holding hands with the two people next to them. They may end up facing out of or into the circle depending on who's hand they grabbed, but that is just fine. This builds teamwork because if the group does not work together it is literally impossible. People will have to step over, under, and through other people's arms and bodies to get out of the knot. Sometimes they will end up having to pull the entire chain of people underneath one or two people's arms.

If you want to mix up the game and make it even more challenging blindfold some of the people in the group. After you have seen a few knots get unraveled, standing outside the knot you can tell who will be doing the most moving in order to get the knot undone, and that is exactly who you want to blindfold.

BEARKAT ELITE CONTEST

Rules:

Each team begins with 5000 points. Points can be earned or lost each week according to performance in class, off-season training, and community service. If a team disputes points earned or deducted, it is resolved by the Platoon Leaders.

The team that finishes last each week will have extra conditioning. This is done in an attempt to prevent teams from giving up.

The team that finishes first each week will receive a prize.

The team with the most points at the end of the semester is declared the winner. The winning team will receive special recognition and awards during training camp this fall. (ex.: extra apparel, eating first, picture in locker room, etc.)

Losing team and all negative point getters will be announced and will run at 6:00am on Wednesdays.

Winning team will have a pizza party on Wednesday nights.

Results will be announced between lifting groups on Tuesdays.

Points:

Positive and negative points are capped at the maximum amount that the smallest team can achieve. Ex: If the smallest team has 8 members, then the most any team could earn for a Bearkat Elite event offering 50 points per person would be 400. (50 pts x8 people)

Positive Points:

Extra study hall (+50 entire time)

Community Service (Point total determined by Coach)

Best team activity participation (+200)

No negative points for the week (+200)

Miscellaneous positives (+100 to 1000)

Workout Maxes/Competitions (Point total determined by Coach/Platoon Leaders)

Team Clean Week (+500)

Mulligans:

An overall team clean week earns +500 points plus the use of a mulligan. A mulligan can be cashed in only on a week your team loses. Then only the negative point getters from your team will do the punishment run.

Negative Points-Workouts:

Leave early from a workout (-100)

Missed workout (-200)

Missed workout, non-football injury (-100)

Improper workout attire (-100)

Lack of effort in a workout (-100)

Lack of cooperation during a workout (-100)

Negative Points-Study Hall:

Tardy or leave early from study hall (-100)

Missed study hall (-200)

Missed tutoring session (-200)

Lack of effort in study hall (-100)

Hats in study hall (-50)

Negative Points-Academics:

D's on mid-term (-100)

F's on mid-term (-200)

Missing grade check card (-200)

Missed class (-250)

Tardy or leave early from class (-150)

Sleeping in class (-200)

Negative Points-Miscellaneous:

Missed training room (-150)

Miscellaneous tardies (-150)

Missed rehab session (-250)

Missed doctor's appointment (-500)

Off-field incident (-100 to -1000)

Each group is allowed to choose their own team name and standings will be posted throughout the competition.