Goals for the Series

Session 1 - *Foundations*
“Effective Leadership Strategies”

Session 2 - 3: build on feedback for key areas of coach interest

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STAYING MENTALLY HEALTHY: THE BIGGEST CHALLENGE FACED DURING THE COVID-19 PANDEMIC, ATHLETES’ SURVEY SHOWS
Goals for the Session

- Exemplary Leadership Practice
- Self-Reflection Throughout
- Take-Away’s for Your Programs

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The question is not “will I make a difference?”
The question is “what difference will I make?”

Jim Kouzes
“…. leadership can play a critical role in a program or organization’s successes or failures”

Chelladurai. P.
Science Periodical on Research and Technology in Sport
**LEADERSHIP PRACTICES**

**EXEMPLARY LEADERSHIP STRATEGIES**

<table>
<thead>
<tr>
<th>Strategy</th>
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<tr>
<td>Model the Way</td>
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<tr>
<td>Inspire a Shared Vision</td>
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<td>Challenge the Process</td>
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<tr>
<td>Enable Others to Act</td>
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<td>Encourage the Heart</td>
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—Jim Kouzes and Barry Posner The Leadership Challenge, 5th Ed.
1 MODEL THE WAY
Clarify your organizational & personal values.

Set the example: align values with actions

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“Credibility is the foundation of leadership. If you don’t believe in the messenger, they won’t believe the message.”

Kouzes & Posner

“YOU are your program. If you say you care, show it. Care first, with gusto. Perform after caring.”
What does credibility look like in your role?

What are your values ... principles ... code... ?

“Are they words on a website? Or are they daily demonstrated actions?”
The Ethical Decision-making Process

Six steps in the MED process:

1. Establish the facts in a situation;
2. Decide whether the situation involves legal or ethical issues;
3. Identify the options;
4. Evaluate the options;
5. Choose the best option;
6. Implement the decision.
The NCCP’s Golden Rule

DO NO HARM PRINCIPLE

It is the duty of all coaches to ensure the decisions they make and the actions they take will result in no harm, physical or other, to the athlete.
Core Values that Drive Action

• What do I value? How do my values translate to me being a leader? How are my values demonstrated daily?

• What are my “causes”? What am I committed to in my personal and professional life?

• What moves me - and my athletes?

Leadership without passion is NOT leadership

... It’s Administration
Tom Bosworth reveals homophobic abuse from athletics volunteer

- Racewalker told ‘fags aren’t welcome’ on social media
- Bosworth is only openly gay athlete in British team
SPORT FOR CHANGE
2 INSPIRE A SHARED VISION
The FUTURE is DIVERSE + MEANINGFUL

Envision an exciting future
Who will you enlist to share that vision?
YOU HAVE TO SEE IT TO ACHIEVE IT

ATHLETES NEED TO SEE, FEEL AND HAVE ACCESS TO VISIBLE ROLE MODELS
YOU HAVE TO SEE IT TO ACHIEVE IT

’SAME TEAM’ APPROACH
1. CONNECTIONS
2. ROOM FOR GROWTH
3. DEEPER MEANING
Leadership isn’t just influence. It’s reminding people what you’re trying to build.
How do you encourage those around you to make your Program + BC Athletics shine?

What do they need?

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Survey your environment. Who surrounds you? Are they with you? What if they aren’t?

(*teamwork assessment)
3 CHALLENGE THE PROCESS
Search for opportunity. Use initiative to innovate. COVID-19 has given us pause. Experiment for small wins to lead to big ones.

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“Some of the highest achievers had to overcome uncertainty and fear in order to succeed.”
Constraints (budget/geography) often lead to “too much, too soon” decisions & roles...

What does accountability look like in your system?

What needs to change?
### Making “Smart” Mistakes

<table>
<thead>
<tr>
<th>A HA! Moments</th>
<th>STRETCH Mistakes</th>
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<tbody>
<tr>
<td>(when we lack info or skill/understanding and as the mistake occurs, we realize the new learning)</td>
<td>(the greatest opportunity for learning; failures that occur on initial attempts beyond our previous levels of success <em>new</em>)</td>
</tr>
<tr>
<td>SLOPPY Mistakes</td>
<td>HIGH STAKES Mistakes</td>
</tr>
<tr>
<td>(something we already know how to do, but done out of lack of focus or concentration)</td>
<td>(need to be avoided when the mistake is very hazardous – safety/risk can’t be well-managed)</td>
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**LEARNING OPPORTUNITY**

**INTELLIGENCE**

Higher Learning Opportunity

Low Learning Opportunity

*from “Growth Mindset”: C. Dweck*
4 ENABLE OTHERS TO ACT
“Foster collaboration by building trust & strong relationships”.

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KOUZES & POSNER
The amount of trust in leadership and decision-making directly correlates to influence and effort.

* It’s a good time for a “trust audit”...
Athlete recruitment examples:

Internal: Ski cross, Freestyle

External: Triathlon

Trust, boundaries, transparency
How in touch are you?
Respect & Listen: What does your team really think & desire?
5 ENCOURAGE THE ♥
Do you need encouragement?
Do you have a mentor or sounding board yourself?
Ensure you **encourage** others. Let them know when they are doing a **great job**.
The Highest Performing Leaders:

- Are more open and caring
- Express more affection
- Demonstrate more passion
- Are more positive
- Are more grateful and encouraging
What is your Kryptonite?

Are you aware of your biases?

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You can’t encourage the ♥ if your own needs major repairs. Leader burnout is real. Create your ♥ builder network.

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<table>
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<th>FIXED MINDSET</th>
<th>GROWTH MINDSET</th>
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<tr>
<td>SOMETHING YOU’RE BORN WITH FIXED</td>
<td>COME FROM HARD WORK.</td>
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<tr>
<td>SOMETHING TO AVOID</td>
<td>CAN ALWAYS IMPROVE</td>
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<tr>
<td>COULD REVEAL LACK OF SKILL</td>
<td>SHOULD BE EMBRACED</td>
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<tr>
<td>TEND TO GIVE UP EASILY</td>
<td>AN OPPORTUNITY TO GROW.</td>
</tr>
<tr>
<td>UNNECESSARY</td>
<td>MORE PERSISTANT</td>
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<td>SOMETHING YOU DO WHEN YOU ARE NOT GOOD ENOUGH</td>
<td>ESSENTIAL</td>
</tr>
<tr>
<td>GET DEFENSIVE</td>
<td>A PATH TO MASTERY</td>
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<tr>
<td>TAKE IT PERSONAL</td>
<td>USEFUL</td>
</tr>
<tr>
<td>BLAME OTHERS</td>
<td>SOMETHING TO LEARN FROM</td>
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<tr>
<td>GET DISCOURAGED</td>
<td>IDENTIFY AREAS TO IMPROVE</td>
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<tr>
<td></td>
<td>USE AS A WAKE-UP CALL TO WORK HARDER NEXT TIME.</td>
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THANK YOU!
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