

# EFFECTIVE LEADERSHIP STRATEGIES

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## **Session 1 - *Foundations***

### **“Effective Leadership Strategies”**

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

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NEWS

## Goals for the Series

**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?”

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Jim Kouzes



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

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





## EXEMPLARY LEADERSHIP STRATEGIES

**MODEL THE WAY**

**INSPIRE A SHARED VISION**

**CHALLENGE THE PROCESS**

**ENABLE OTHERS TO ACT**

**ENCOURAGE THE HEART**



—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”**

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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.



MAKE ETHICAL DECISIONS

# The NCCCP'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.*



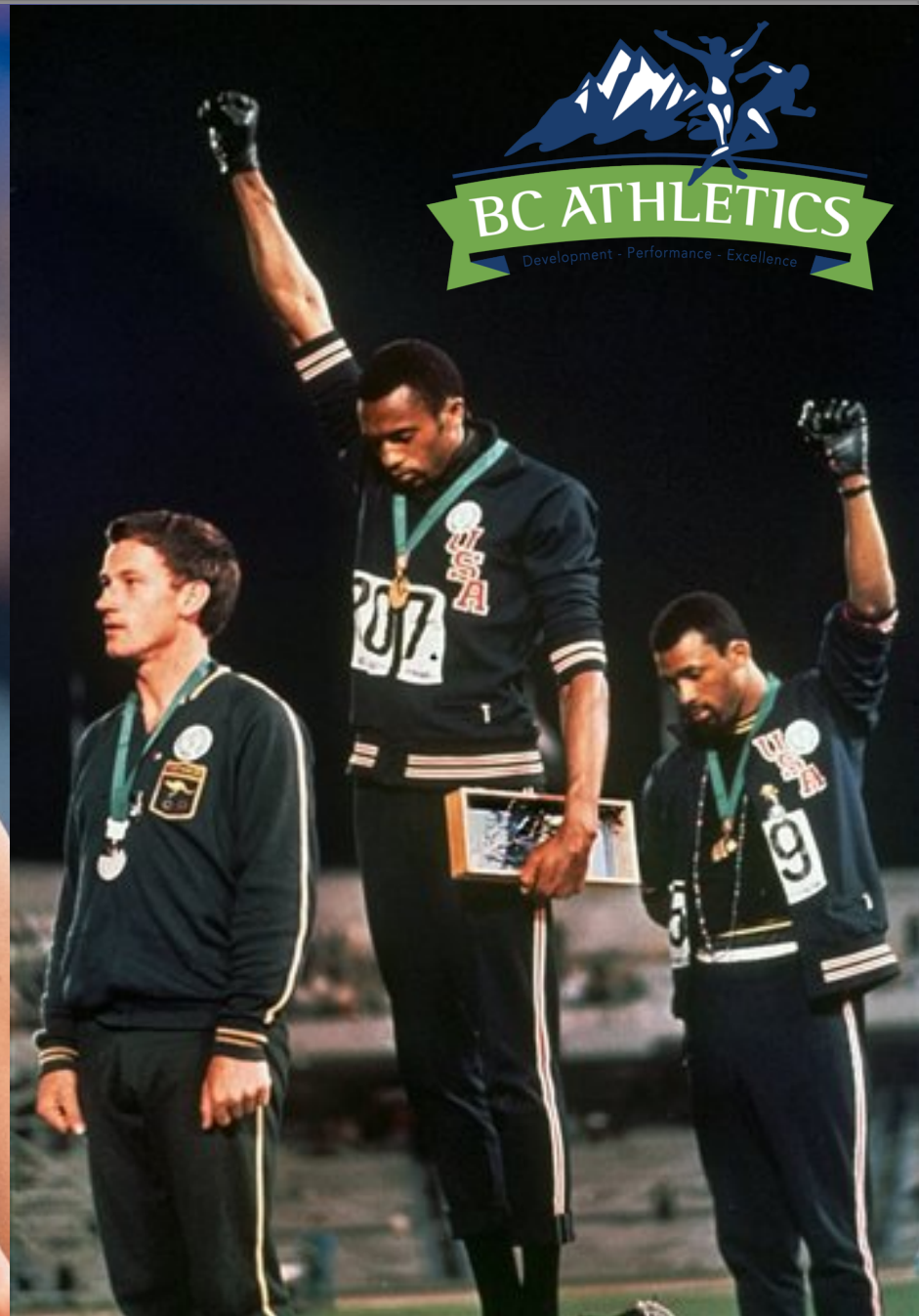
# Core Values that Drive Action

- 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**



# SPORT FOR CHANGE





# SPORT FOR CHANGE

## 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?**



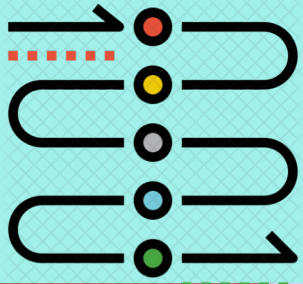


**YOU HAVE TO SEE IT TO ACHIEVE IT**

**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”.

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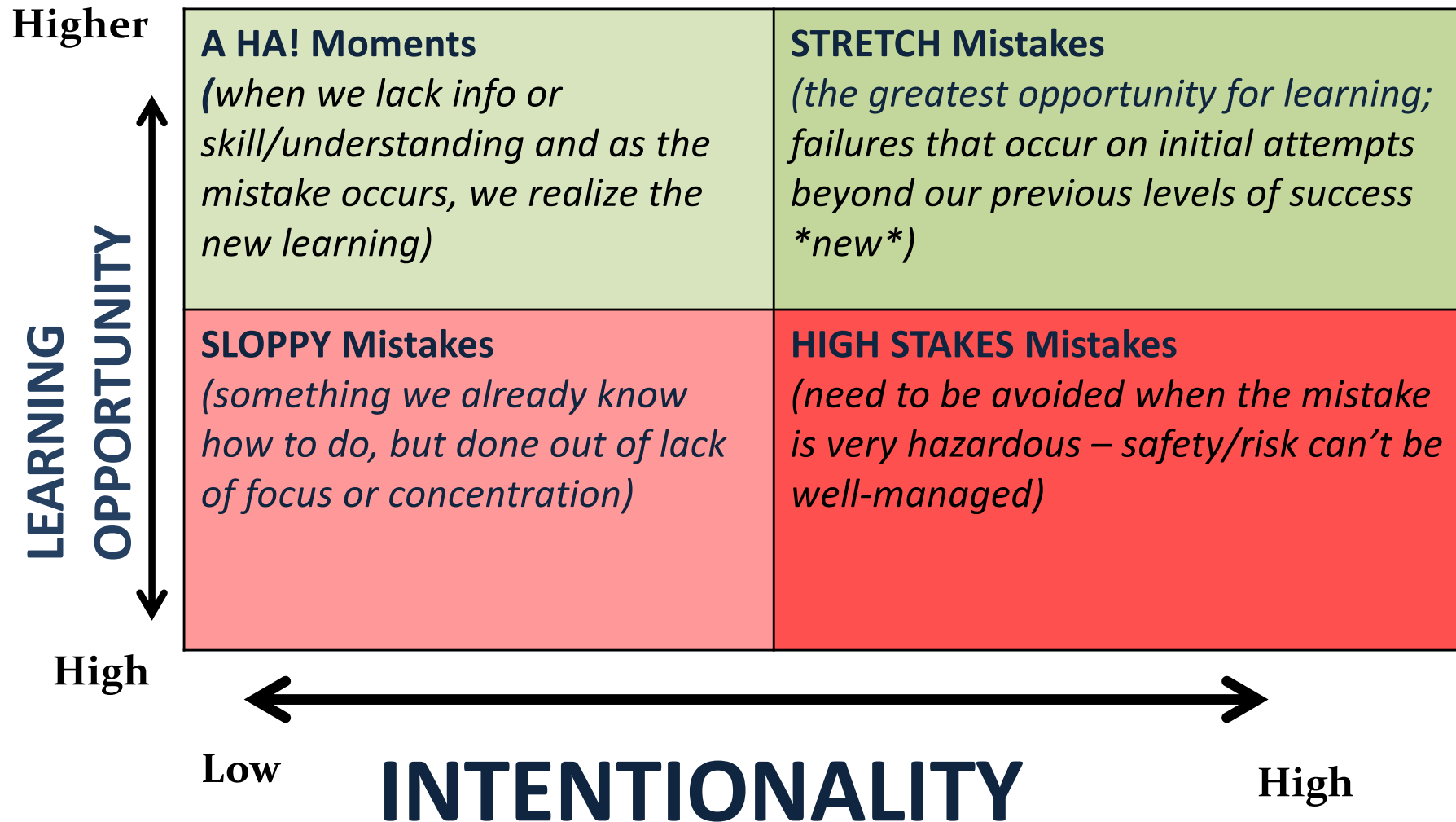
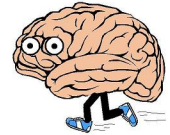
Constraints (budget/geography) often lead to “too much, too soon” decisions & roles...

What does **accountability** look like in your system?

What needs to change?



# MAKING “SMART” MISTAKES



*\*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**

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\* It's a good time for a  
"trust audit" ...



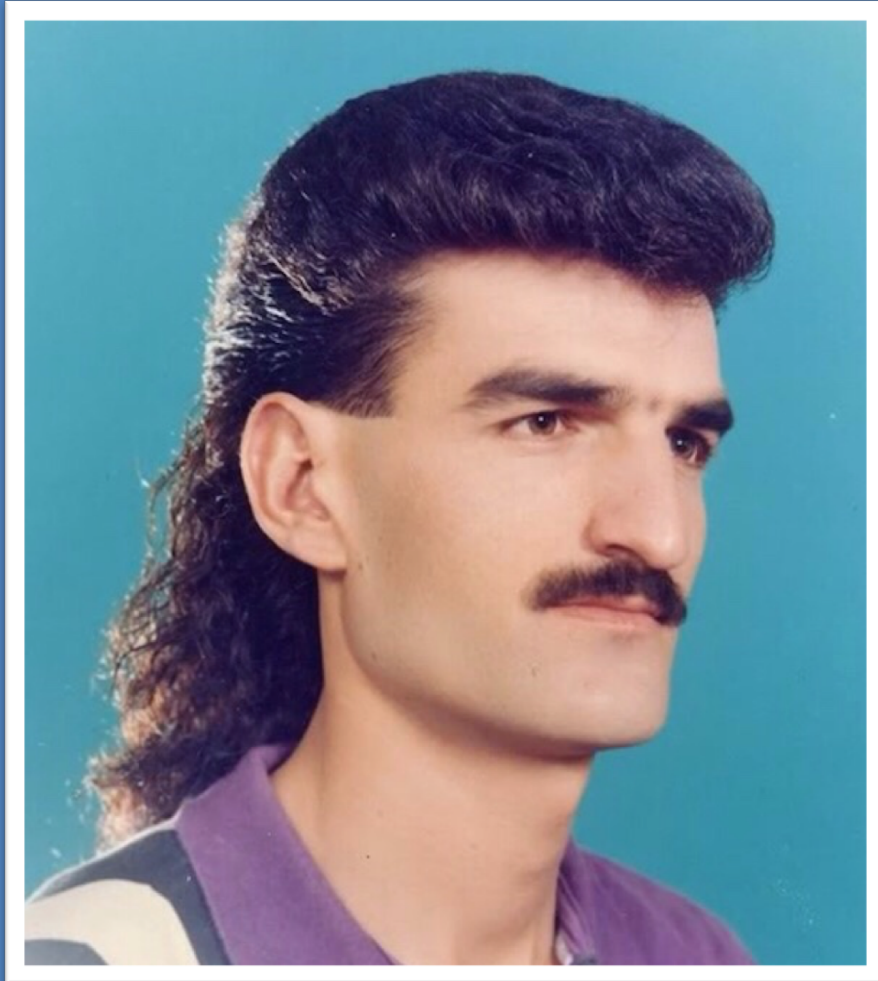
# Athlete recruitment examples:

**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



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Do **you** need **encouragement**?

Do you have a **mentor** or  
sounding board **yourself**?

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Ensure you **encourage** others.  
Let them know when they are  
doing a **great job**

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TIME TO BE STRONG ... and FLEXIBLE



IT'S TIME TO BE

STRONG

STRONG  
STRONG  
STRONG  
STRONG



KATHERINE SURIN  
ATHLETICS

# 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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# GROWTH MINDSET FOCUSSED

<b>FIXED MINDSET</b>		<b>GROWTH MINDSET</b>
<ul style="list-style-type: none"><li>• SOMETHING YOU'RE BORN WITH</li><li>• FIXED</li></ul>	<b>SKILLS</b>	<ul style="list-style-type: none"><li>• COME FROM HARD WORK.</li><li>• CAN ALWAYS IMPROVE</li></ul>
<ul style="list-style-type: none"><li>• SOMETHING TO AVOID</li><li>• COULD REVEAL LACK OF SKILL</li><li>• TEND TO GIVE UP EASILY</li></ul>	<b>CHALLENGES</b>	<ul style="list-style-type: none"><li>• SHOULD BE EMBRACED</li><li>• AN OPPORTUNITY TO GROW.</li><li>• MORE PERSISTANT</li></ul>
<ul style="list-style-type: none"><li>• UNNECESSARY</li><li>• SOMETHING YOU DO WHEN YOU ARE NOT GOOD ENOUGH</li></ul>	<b>EFFORT</b>	<ul style="list-style-type: none"><li>• ESSENTIAL</li><li>• A PATH TO MASTERY</li></ul>
<ul style="list-style-type: none"><li>• GET DEFENSIVE</li><li>• TAKE IT PERSONAL</li></ul>	<b>FEEDBACK</b>	<ul style="list-style-type: none"><li>• USEFUL</li><li>• SOMETHING TO LEARN FROM</li><li>• IDENTIFY AREAS TO IMPROVE</li></ul>
<ul style="list-style-type: none"><li>• BLAME OTHERS</li><li>• GET DISCOURAGED</li></ul>	<b>SETBACKS</b>	<ul style="list-style-type: none"><li>• USE AS A WAKE-UP CALL TO WORK HARDER NEXT TIME.</li></ul>



# THANK YOU!

**@shaunnapsyched**

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