

VALUES BASED LEADERSHIP AND DEVELOPING GROUP CULTURE

WSF – COACHING CONFERENCE CAIRO 2019



JASON FLETCHER (FLETCH)



- **New Zealand**
- **Married 3 Children**
- **WSF – L3 tutor**
- **WSF – Coaching Panel**
- **Squash NZ – Coaching Panel**
- **Sport Manawatu – Coaching Lead (all sport)**

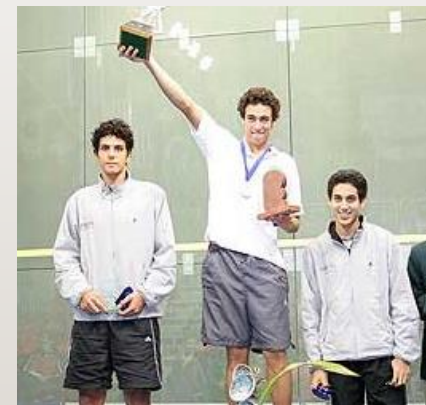






SQUASHGYM

powered by inspirenet





SPORTMANAWATU



SPORT NEW ZEALAND





[HTTPS://YOUTU.BE/SXEZLDBHZOU](https://youtu.be/sxezlDBHZOU)

- HAKA VIDEO

THE HAKA

What :

- Traditional Maori war dance/challenge that was performed before battle.
- Modern use can be for special occasions weddings, funerals etc.
- Performed by the All Blacks since 1905

Why:

- Part of who we are as a nation.
- Sense of community bringing the group together.
- Honour the **PAST, PRESENT & FUTURE.**
- Set the challenge to the opposition – we are ready you better hope you are!



SESSION OUTLINE

Insight into coach development
concepts of the of the WSC L3 syllabus

Share concepts from the All Blacks
(Book Legacy)

Understanding yourself

Look at ways to form group Culture



COACHING

- Coaching is about developing people who happen to play or coach sport.
- To develop others you also need to **develop yourself**.
- Take time to reflect on your own leadership role and what it means to you as a coach.
- Before you can hope for anyone else to understand you and what you're about, you first need to **understand yourself**.

**BETTER
PEOPLE MAKE
BETTER ALL
BLACKS**

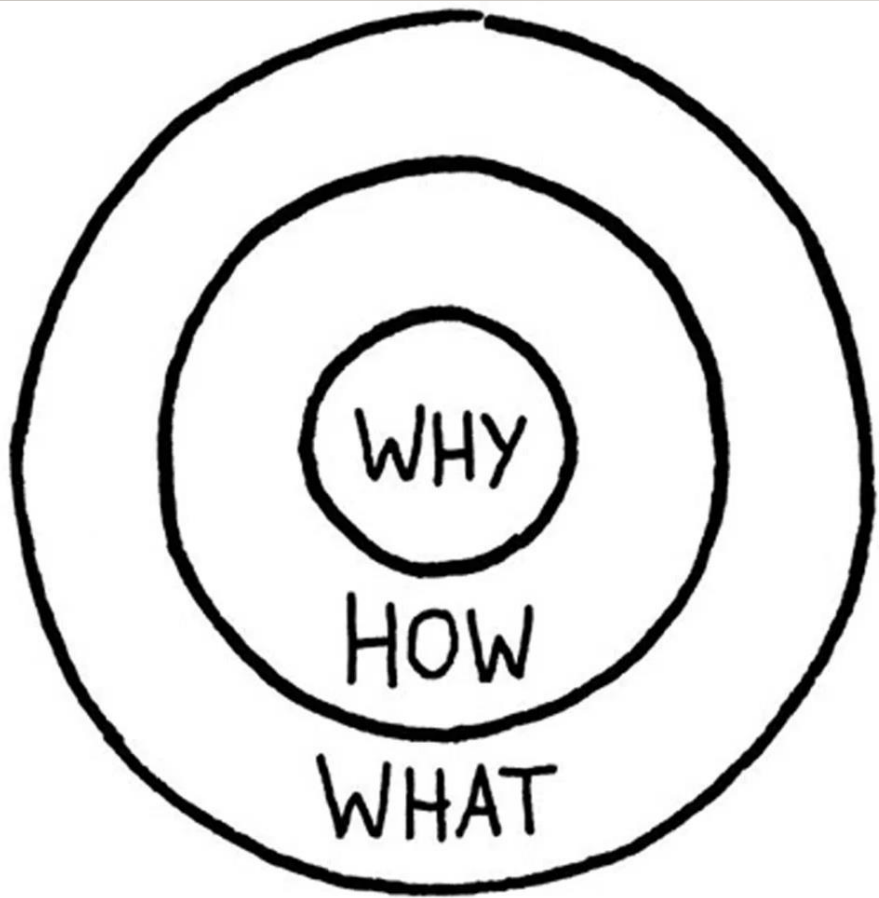
-Graham Henry



WHY DO YOU COACH?

- Ask yourself why do I coach?





Why = The Purpose

What is your cause? What do you believe?

Apple: We believe in challenging the status quo and doing this differently

How = The Process

Specific actions taken to realize the Why.

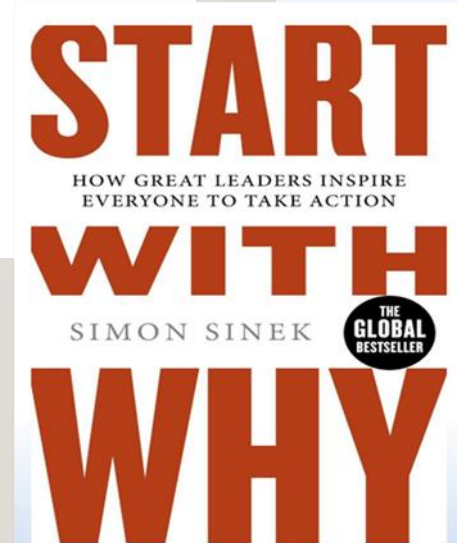
Apple: Our products are beautifully designed and easy to use

What = The Result

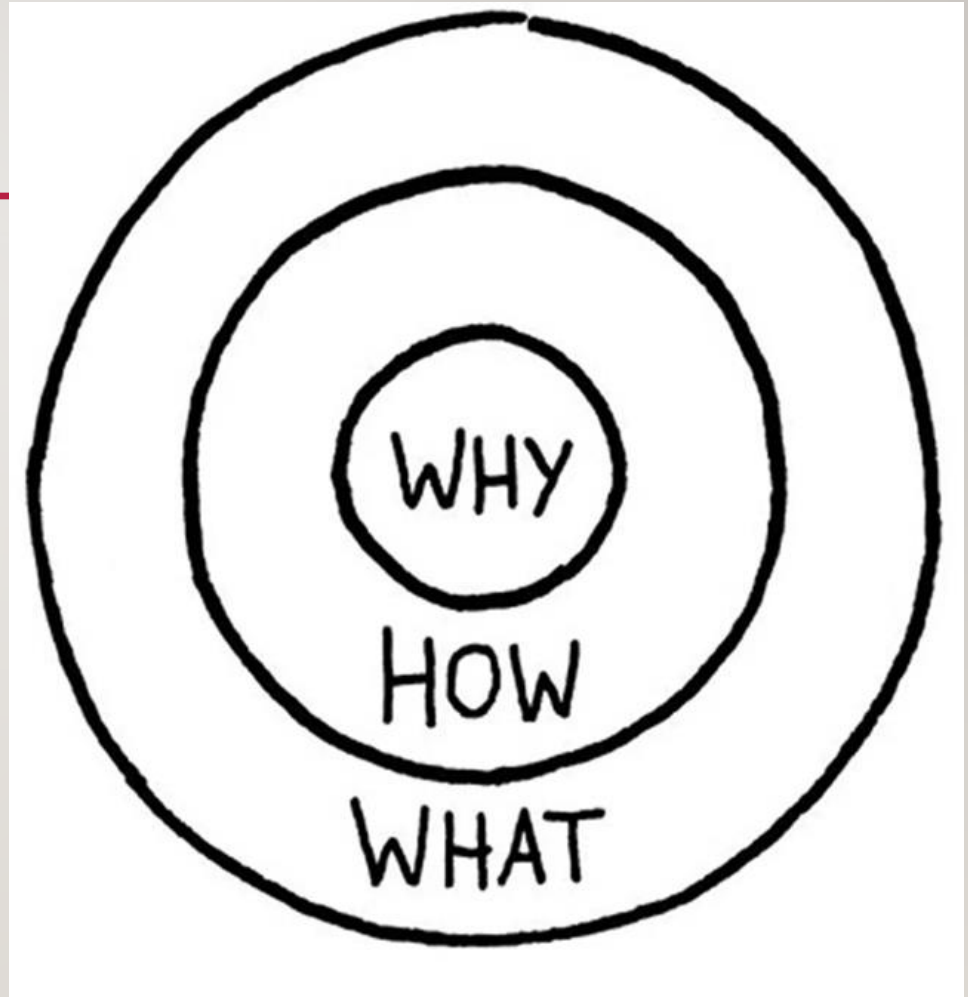
What do you do? The result of Why. Proof.

Apple: We make computers

Very few people or companies can clearly articulate WHY they do WHAT they do. By WHY I mean what is your purpose, cause or belief?



- **Why** – Build stronger communities through coaching
- **How** – Providing challenging and engaging environments for coach developers and coaches to self reflect and value continuous learning
- **What** – Better Coach Developers = Better Coaches = Better experiences for players so they develop a life long love and value for sport



PROGRESS PRIDE INTEGRITY SUPPORT
ACCOUNTABILITY TEAMWORK TRUST
RESPECT COURAGE LEADERSHIP DIVERSITY
HONESTY PASSION COMMUNICATION
VALUES
INTEGRITY HONESTY
LEADERSHIP RESPECT
QUALITY COMMITMENT RELIABILITY
PERFECTION VISION PROGRESS CAPABILITY
POTENTIAL EXCELLENCE OPENNESS
SUPPORT CONFIDENCE SIMPLICITY



WHAT ARE VALUES?

- Core **values** are your foundational beliefs, ways to think and act that are more important to you than anything else.
- Coaching **values** are the standards and principles that are most important to you and they influence your behaviour.



EXAMPLES

- Enjoyment/Fun
- Competition
- Innovation
- Creativity
- Good humour
- Positivity
- Leadership
- Empathy
- Flexibility
- Religion
- Honesty
- Integrity
- Humility
- Professionalism
- Discipline
- Toughness
- Work Ethic/Hard Work
- Passion
- Respect
- Learning



WHAT ARE YOUR VALUES?

- Who am I as a coach?
- What is important to me?
- What defines who I am?
- What do I stand for?



EXAMPLES

- Enjoyment/Fun
- Competition
- Innovation
- Creativity
- Good humour
- Positivity
- Leadership
- Empathy
- Flexibility
- Religion
- Honesty
- Integrity
- Humility
- Professionalism
- Discipline
- Toughness
- Work Ethic/Hard Work
- Passion
- Respect
- Learning





- Participant and athlete focused
- Coaches are leaders
- Continuous learning
- Collaboration



Video Air NZ Inspiring Voices – Steve Hansen <https://youtu.be/1LKakrcvQ0w>



GIVE VALUES MEANING

Ka Mate

Ka mate, ka mate! ka ora! ka ora!

Ka mate! ka mate! ka ora! ka ora!

Tēnei te tangata pūhuruhuru

Nāna nei i tiki mai whakawhiti te rā

Ā, upane! ka upane!

Ā, upane, ka upane, whiti te ra! Hi!

Will I die? Will I die? Will I live? Will I live?

Will I die? Will I die? Will I live? Will I live?

This is the hairy man

Who brought the sun and caused it to shine

A step upward, another step upward!

A step upward, another... the sun shines!

[HTTPS://YOUTU.BE/SXEZLDBHZOU](https://youtu.be/sxezlDBHZOU)

- HAKA VIDEO

THE FIRST XV 15 ALL BLACK PRINCIPLES

THE FIRST XV 15 ALL BLACK PRINCIPLES

1. SWEEP THE SHEDS

Never be too big to do the small things that need to be done.

Rugby is a team sport and everyone needs to contribute on and off the field. Richie McCaw might be considered a legend of the game but he and other well-known names are just 'one of the boys who clean the sheds' (changing rooms) after every game. Stay grounded.

2. GO FOR THE GAP

When you're on top of your game, change your game.

Or to put it another way, if you don't still everyone will pass you by. The All Blacks are always looking at ways to beat themselves, even Dan Carter admitted he still had a point to prove when he said he took the last convention of his international career with his right foot because he had never scored with his weaker foot. Constantly strive to improve.

3. PLAY WITH PURPOSE

Ask "Why?"

Mastering how to play rugby is just part of the equation for success, but good skills can be ineffective if you don't know what you are trying to achieve. It is clear that the All Blacks are all on the same page and this helps to form a team from a group of individuals. Understand the shared goals.

4. PASS THE BALL

Leaders Create Leaders.

In rugby the captain is just one leader on the field but successful teams like the All Blacks have leaders throughout their ranks. Take responsibility.

5. CREATE A LEARNING ENVIRONMENT

Leaders are Teachers.

Coaches want hungry players. Players who want to learn and develop their game, who constantly strive to improve. However it does not mean it is solely the coach's responsibility to teach. The All Blacks actively encourage players to share and mentor each other while maintaining a competitive environment. Help others improve.

6. NO DICKHEADS

Follow the whanau.

Excuse the language but it conveys the point. You want to enhance your team by adding talented players but that doesn't mean that any individual player will do. The All Blacks are very much a team first and look to find individuals who have the right character. You can develop talent, you cannot change character.

7. EMBRACE EXPECTATIONS

Aim for the highest cloud.

When targeting back to back RWC titles the All Blacks certainly didn't limit their horizons when it came to deciding what they set out to achieve. Setting personal goals and team targets is part of what drives improvement. Dream big.

8. TRAIN TO WIN

Practice under pressure.

Commentators say the difference between the All Blacks and other teams is their ability to perform under pressure. Training lays the foundations of success but there is always a difference to be struck in taking between skill development and pressurised game scenarios. Do the extra work to make the difference.

9. KEEP A BLUE HEAD

Control your attention.

In games where opponents have run them close the All Blacks have been able to make the decisions under pressure that have won them the match. Decision making is a tough skill to learn and only develops over time but staying calm when the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

10. KNOW THYSELF

Keep it real.

The All Blacks know that the real competition is with yourself when it comes to developing as a player. Be honest about your progress, performance and effort levels. If you want to become a better player. Ask yourself, could I do more?

11. INVENT YOUR OWN LANGUAGE

Sing your world into existence.

Rugby is known for its sense of community both on and off the field. To succeed as a team you must work together and from these shared experiences will come a vocabulary and set of beliefs. Find your common bonds.

12. SACRIFICE

Find something you would die for and give your life to it.

After every game Richie McCaw writes 'start again' in his training journal. As a group the All Blacks do not tolerate poor performance and as individuals they strive to maintain the highest standards in all aspects of the sport. Good isn't good enough. When the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

13. RITUALISE TO ACTUALISE

Create a culture.

Teams could copy the All Blacks approach to the game, which works but that isn't what makes the New Zealand team winners.

14. BE A GOOD ANCESTOR

Plant trees you'll never see.

The All Blacks often speak of their responsibility to protect and enhance the reputation of the team for as long as they

15. WRITE YOUR LEGACY

THIS IS YOUR TIME

The All Blacks gift a book featuring advice from legendary teams which is given to each new player. Includes blank pages for fans to fill. It sends a powerful message that

2. GO FOR THE GAP

WHEN YOU'RE ON TOP OF YOUR GAME, CHANGE YOUR GAME.

- Or to put it another way, if you stand still everyone will pass you by.
- The All Blacks are always looking at ways to test themselves, even Dan Carter admitted he still had a point to prove when he said he took the last conversion of his international career with his right foot because he had never scored with his weaker foot constantly strive to improve



3. PLAY WITH PURPOSE ASK WHY?

- Mastering how to play rugby is just part of the equation for success, but good skills can be ineffective if you don't know what you are trying to achieve.
- It is clear that the All Blacks are all on the same page and this helps to form a team from a group of individuals. Understand the shared goals.



9. KEEP A BLUE HEAD

Control your attention.

- In games where opponents have run them close the All Blacks have been able to make the decisions under pressure that have won them the match.
- Decision making is a tough skill to learn and only develops over time but staying calm when the heat is on is a big step in the right direction.
- Know your options and back yourself in pressurised game scenarios.
- Do the extra work to make the difference.




WORDS INTO ACTIONS





Value/Belief	Description
Participant Centred	Needs of the participant come first
Leadership	Lead by example , we will support others to grow
Continuous Learning	We learn by doing , we will seek opportunities to gain more knowledge
Collaboration	We will work together and be open to sharing ideas



**HOW DO YOU
LIVE YOUR
VALUES?**



13. RITUALISE TO ACTUALISE CREATE A CULTURE

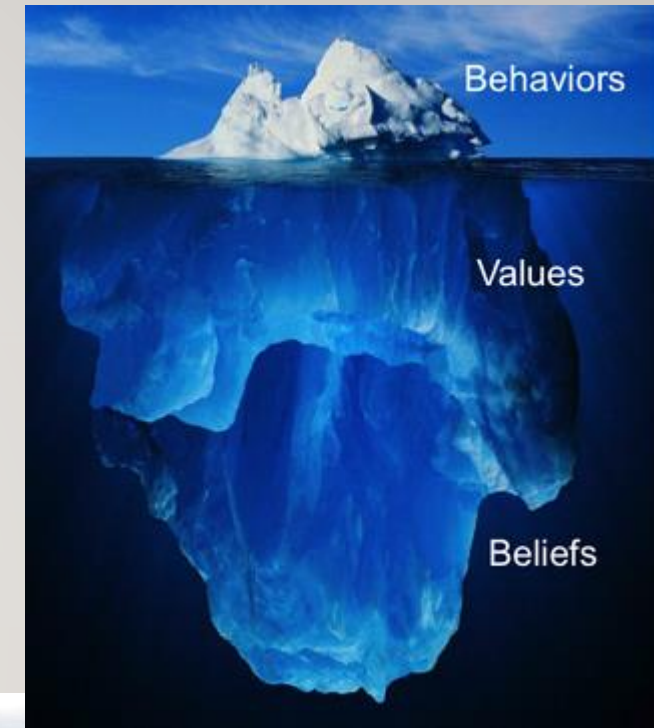
- Teams could copy the All Blacks approach to the game wholesale but that isn't what makes the New Zealand team winners.
- Their team culture is based on their heritage as a nation and rugby team, which is unique to them. It represents who they are.



CULTURE

WHAT - WHY

- **What-** Group culture is built from individuals' values, beliefs, intentions, behaviours and commitment to the shared vision and goals.
- Creating a group culture first requires you to understand your own perspective of culture
- **Why** - Culture provides a sense of group energy and understanding that enables a group of individuals to lift their collective performance and commitment to outperform their individual efforts.



HOW WOULD WE LIKE OUR SQUAD OR GROUP TO:

- Look?
- Sound?
- Feel?



SYNERGY

$$1 + 1 = 3$$

The whole is greater
than the sum of its parts.

Aristotle

 quoteancy

CULTURE HOW

- **Some ways could include:**
- Getting to know each other through fun activities
- Setting goals together and allowing everyone to have buy in to the group goals
- Working out a plan of how to achieve the goals
- Assigning roles to each team member so everyone has ownership.
- Asking questions of the athletes and the team and solving them together.
- Giving and receiving feedback both individually and collectively





ACTIVITY

- In Groups
- Come up with a name of a new club , brand, academy or HP programme
- Design a Logo
- 3 shared values
- Marketing slogan/ catch phrase
- What would we see , hear , feel





“JUST DO IT”

Inspiration

Innovation

Authentic



Purpose



Values



Culture



Behaviours





DUNLOP OFFICIAL BALL
PSA CHALLENGER TOUR
DEFINING THE EDGE

THANK YOU!