VALUES BASED LEADERSHIP AND DEVELOPING GROUP CULTURE

WSF – COACHING CONFERENCE CAIRO 2019
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- New Zealand
- Married 3 Children
- WSF – L3 tutor
- WSF – Coaching Panel
- Squash NZ – Coaching Panel
- Sport Manawatu – Coaching Lead (all sport)
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!
<table>
<thead>
<tr>
<th>SESSION OUTLINE</th>
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<tbody>
<tr>
<td>Insight into coach development concepts of the WSC L3 syllabus</td>
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<tr>
<td>Share concepts from the All Blacks (Book Legacy)</td>
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<tr>
<td>Understanding yourself</td>
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<tr>
<td>Look at ways to form group Culture</td>
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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.
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?

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**START WITH WHY**

How great leaders inspire everyone to take action

Simon Sinek

GLOBAL BESTSELLER
• **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
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
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- Honesty
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- 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

- HAKA VIDEO
1. SWEEP THE SHEDS
Never too big to do the small things that need to be done.

2. GO FOR THE GAP
When you’re on top of your game, change your game.

3. PLAY WITH PURPOSE
Ask Why?

4. PASS THE BALL
Leaders Create Leaders.

5. CREATE A LEARNING ENVIRONMENT
Leaders are Teachers.

6. NO DICKHEADS
Follow the vision.

7. EMBRACE EXPECTATIONS
Aim for the highest cloud.

8. TRAIN TO WIN
Practice under pressure. Combine our way to difference.

9. KEEP A BLUE HEAD
Control your attention.

10. KNOW THYSELF
Keep it real.

11. INVENT YOUR OWN LANGUAGE
Sing your world into existence.

12. SACRIFICE
Find something you would do for and give your life to it.

13. RITUALISE TO ACTUALISE
Create a culture.

14. BE A GOOD ANCESTOR
Plant trees you’ll never see.

15. WRITE YOUR LEGACY
This is your time.
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.
<table>
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<tr>
<th>Value/Belief</th>
<th>Description</th>
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<tr>
<td>Participant Centred</td>
<td>Needs of the participant come first</td>
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<tr>
<td>Leadership</td>
<td>Lead by example, we will support others to grow</td>
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<tr>
<td>Continuous Learning</td>
<td>We learn by doing, we will seek opportunities to gain more knowledge</td>
</tr>
<tr>
<td>Collaboration</td>
<td>We will work together and be open to sharing ideas</td>
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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
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
Identify your own personal values

Help others to clarify their own personal values

Openly share your philosophies

Collectively buy into the bigger vision (We vs. I)

Develop meaningful social relationships

Look for alignment of values

Involve each other in setting personal and group goals to achieve vision

Celebrate each other's contributions

Educate and support everyone in their role(s)
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
Inspiration
Innovation
Authentic

“JUST DO IT”
Purpose

Values

Behaviours

Culture

Culture eats strategy for breakfast.
THANK YOU!