

TEAMWORK INTELLIGENCE

PRINCIPLES FOR INSPIRING, INSTRUCTING, AND MOTIVATING STUDENT-ATHLETES TO LEAD AND TEAM BUILD

Generating the Right Mindset

Principles of Shared Values and Vision

In the presence of a shared vision, confidence and commitment emerge. In its absence aspirations diminish while animosity and pettiness prevail. Generating the right mindset is perhaps the most important task for fostering a collective sense of mission. The right mindset leads to alignment, excitement, and passion. The wrong mindset can undermine all that you and your players do. When your student-athletes aren't sure what really matters and why, it's unlikely they'll bind together to chase common aspirations.

Mindset is powerful because attitudes, emotions, and beliefs drive our perceptions of the world. How we see the world determines how we interpret our personal history as well as daily events, incidents, and interpersonal interactions. As a part of your long-term and short-term planning it's imperative, if you want to generate the right mindset, to co-create with your student-athletes a shared vision. When it's a shared vision it becomes both "my vision" and "our vision."

At its simplest level, a shared vision answers the question, "What do we want to create." A shared vision provides a *compelling picture* that highlights a path from your current reality to a reality that you and your players together want to create. When student-athletes connect with a shared vision they're more likely to invest greater effort in building common goals and deepening their commitment to the team "because I know what we are doing really matters."

A shared vision is a vital step in generating the right mindset. A shared vision helps everyone focus on an important undertaking—a meaningful learning experience that uplifts everyone's aspirations. It helps student-athletes answer the question "Why am I doing this?"

So, how do you generate the right mindset? You start with commitment to shared values.

Commitment to Shared Values

Shared values build trust and link your players together. They support the identity and mission of your team and provide guiding principles that everyone on the team can embrace, aspire to, and practice daily.

One team I recently worked with spent a great deal of their off-season exploring values to concentrate on for the upcoming season. The coach and players wanted to commit to pursuing a larger purpose embodied in the reason the team exists—to be a continuation of the classroom. The team's members pledged to "walk the talk" and bring energy and passion to everything they did as a team. The shared values they chose to devote their season to developing were:

Teamwork	Responsibility	Excellence	Perseverance
Respect	Personal Growth	Fun	Trust

After establishing shared values to guide their goals, expectations, and actions on and off the playing field, the players and coaching staff then set out to co-create a shared vision. Building a shared vision must be seen as a central element of the process of generating the right mindset for success—now and later in life.

Tips for Creating a Shared Vision

- Encourage all team members to voice their thoughts, feelings, and observations.
- Develop a vision about something that excites your team, a perspective they think is important.
- Frame vision with an overall ideal. The vision (what) should seamlessly integrate with purpose (why).
- Use stories, metaphors and analogies to paint a vivid picture of what the vision will accomplish.
- Spend time on team building activities. It's important for team members to really "know" each other.
- Cultivate strong team captains and team leaders capable of helping you communicate a clear vision and express the team's core values. Student-athletes need "guiding stars" to help them navigate the day-to-day realities in pursuit of a vision.



ABOUT
THE ACADEMY FOR
SPORT LEADERSHIP

Mission

Our mission is to enhance the quality of the student-athlete's leadership experience by providing exceptional learning resources for coaches, athletic administrators, and competitive student-athletes.

The Academy for Sport Leadership is a leading educational leadership training firm that uses sound educational principles, research, and learning theories to create leadership resources. The academy has developed a coherent leadership development framework covering the cognitive, psycho-motor, emotional and social dimensions of learning, thus addressing the dimensions necessary for healthy development and growth of student-athletes.