

Webinar Script (sample)

A Game Plan for Developing Team Leaders

Introduction

In today's world it is imperative that we study the topic of leadership. Perhaps in no other field is there more scrutiny about leadership than the visible world of sports. Sports provide an insightful understanding of leadership and training for leaders.

Interest in leadership is at an all-time high. Students in high school and college, volunteers in community organizations, graduate and professional-degree candidates and programs are all benefiting by formally studying leadership and by engaging leader development.

This is not an entirely new phenomenon. Education for leadership has always been a direct or indirect purpose of education. In the United States, it has been a goal of public schooling since the founding of the colonies in America, a heritage based on many traditions. In the earlier days in the U.S., college attendance reflected a commitment to a life of leadership and influence; college graduates represented a small and elite portion of society. The educational practices of every group of persons in the world have been influenced by the necessity to train for leadership. What differs is the form and the content.

In this webinar I'll share with you The Academy for Sport Leadership Way. That is, you'll leave this webinar with a concrete game plan to implement and guide your efforts in developing your student-athletes into team leaders. Our program is based on solid research and practice.

If you invest 1 hour a week in formal development of leadership skills you'll experience transformed minds and actions of your student-athletes. You can profoundly improve your team if you absolutely commit to one hour per week in which you do nothing else but work on developing the leadership capabilities of every one on you team.

Several years ago I spent an entire season with a team in the capacity of a leadership coach. With consistent, relentless, and organized training we raised the leadership capacity of each player and thereby the entire team enjoyed a leadership-filled experience.

Deliberate and constant training radically improves student-athletes and helps to raise and set higher standards of performance on and off the playing field.

Think of it this way: when your student-athletes confront any situation, they're thoughts and actions fall into two categories. Either you've trained them and they have a possible solution to deal with it or they haven't been trained and they're going to be guessing. When trying to build a cohesive team it's a better bet to train your team on leadership development.

This webinar is a guide for creating a learning-based and leadership nurturing program. If your goal is to create a strong learning culture, then you're in the right place. This puts the focus on the student-athlete—what do they need and want to learn. Not you, them. It's about them—the student-athlete.

Who we are

The Academy for Sport Leadership is a national leader in

What we do

Sports is a people business. Any team or sports organization can work better if the coach or leader at the top creates an atmosphere that acknowledges the needs, desires and expectations of the student-athletes.

5 Obstacles to Developing Effective Team Leaders (Imperatives Slide)
Grounded in research

Why a leadership development program

“There is an old saying in sports: The will to win is meaningless without the will to prepare” This is so true. Everyone wants to win on game day. But if they have not put in the time to prepare during the week, they will fall flat on their faces. A winning effort always begins with preparation. This holds true with your offense and defense and leadership development of your student-athletes. The game may be played on the playing field but its won on the practice field, in the weight room, meetings, and in the classroom.

The one thing all winning programs have in common is solid preparation. A game plan for preparing players to play the game. Leadership can be learned and taught. Just as you prepare a practice plan, thorough and well-thought out, you should do the same with regard to preparing your team leaders. As coaches, we will see to it that we are demanding on a daily basis. That is another constant in winning organizations—they know how to practice. You must practice at a high level to compete at a high level. Winning happens every day of the week, not just on game day.

Preparation precedes performance. I spend a great deal of time talking about preparation, because, in sports and in business, preparation precedes performance. If you are better prepared than the competition, you probably will come out ahead.

Transactional vs. Transformational Leadership

Compliance based culture or mutual learning environment?

Leading by fear / players seeking to please the coach

There was a time when a leader could get results by saying, “Do this because I say so.” That approach falls flat today. In fact: Nebraska Linebacker

It’s a different world than the one Vince Lombardi and Bob Knight coached in. People aren’t as inclined to follow, and they certainly won’t follow blindly. A typical worker is quick to ask: “What’s in it for me?” He or she may not say it aloud, but that the underlying thought process. This is pretty much the same in the world of spo

What is Leadership? Can Leadership Be Taught? Learned?

A Quick Philosophical Point: Through solid research we now conclude that the best practice for developing team leaders is what we call team Leadership. That is

The late Peter Drucker said it best when he said leadership is “lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.” Page 9 of Team Leadership

A Higher Standard of Leadership

When you look at coaches that have turned around programs, CEO’s that have turned around companies, and principals that have turned around failing schools—you are likely to find someone that was willing and able to raise the level of expectations. Make no mistake about it...that’s what The Academy of Sport Leadership is all about. Our programs and processes are designed to help you raise the standards and expectations of your players in the areas of self-leadership, leading others, and leading with others.

Do you have a program for developing your student-athletes into team leaders? If not, don’t expect it to just happen. Winning is not an accident. Neither is the development of team leaders. To create a winning environment you must identify what you want to achieve. This applies to leadership development of your student-athletes.

There is a huge responsibility that goes with being a coach or the top person in any business. It’s not for everybody. Coaches are responsible for building teams—to help young people expand their capabilities physically, intellectually, emotionally, and socially. This means that a central role of the coach is to be a leadership educator. The coach has as a task to design and implement the learning processes that enable student-athletes to learn how to lead—and follow.

Seek Leadership from Within

As a head coach or a department head you want your players or members to exert leadership. The most successful teams that I’ve been around, studied and coached were those where the players drove the machine. I’m not talking about during the game necessarily. I’m talking about the locker room, the meeting room, and on the practice field. Certain standards were set. And they weren’t set by the coaches as much as they were by the players themselves. There was a level of expectations in terms of preparation, effort, and so forth. If certain players fell short, the other guys were quick to say, “Get with it.”

Players get tired of listening to coaches. When a teammate reminds a player—and holds her accountable—for doing what she said she would do, it makes an impression. Once a team develops that kind of mind-set and each player knows that every other player has worked hard, studied hard, and trained as hard, it is much easier to execute on the practice and the playing field. The trust factor has been clearly defined.

A coach can scream and holler about teamwork, but the teams that really have it are the ones on which players live it and demand it from each other every day. It comes with mutual respect and internal leadership.

Again, it’s always apparent that effective teams always have some degree of internal team leadership.

Taking the Long View: The Big Five Questions

Every coach wants to win. Some coaches need to win to keep their job. Winning, however, can prove to be a paradox when placed within The Big 5 Questions. A paradox is... Winning now promotes taking the short view of things. Please don't get me wrong, winning is vital and it is one of the reasons we love sports. That said, each season in every conference in America (high school or college) you'll have winners and losers—it's guaranteed. Now,

Set backs are part of the process. There will be times of disappointment. But you can still be making progress, even though the results at the moment don't reflect it.

Why do we exist? (Org's exist to serve)

This question is necessary to develop and maintain a proper perspective.

What is our purpose?

Education, entertainment, economics.

Who are our stakeholders and what are their needs and expectations?

What is value to the student-athlete?

What should our mission be?

What outcomes will move us toward our mission?

What action steps will move us toward our mission?

Who are the beneficiaries of our work?

What resources do we need to realize our desired outcomes?

Are we achieving the desired outcomes? If not, why not? What are the barriers?

Are we working according to our organizational values?

What are we hearing from our stakeholders?

Do we need to adjust our goals and/or our thinking?

The leader (coach/athletic director) has to live the purpose, values, and the principles of the organization/team.

The Four Imperatives for Developing Team Leadership

Imperative #1 Focus on the Purpose of Your Team: getting everyone on the same page

Aligning Priorities / Briefly revisit The Big 5 Questions

Seeing the Big Picture / Clear and Compelling Vision (Imp Slide)

Imperative #2 Create a Climate for Team Leadership Development: establishing a leadership-nurturing environment

In sports, as in business, a tone is set by the person on top, whether the head coach, the president, or the chairman of the board. To develop first-rate team leadership requires you to put your ego aside.

Coaching is a job, not an ego trip. Coaches or business executives who are wrapped up in their own egos will make decisions on the basis of “What’s best for me.” “What reflects the most credit on me.” If you’re asking young players to sacrifice for the benefit of the team then you should be asking yourself the question “What’s best for the team?” The main job of a coach whose team is a part of an academic institution is to ensure student-athletes leave the program better for having participated.

The best leadership climate is an atmosphere of courtesy, respect, and dignity—from the last player on the bench to the head coach. Creating that climate is part of building leaders that will positively affect every organization they work for and the people that come along later in their lives.

The Coach as Curriculum

Imperative #3 Prepare Your Leaders: equipping your team with time, tools, and training
Scrimmage! / Generating the Right Mindset
10%

Team Leadership is a higher standard than just teaching/training team leaders

Imperative #4 Shape the Learning Experience: releasing the student-athlete’s leadership potential

Student-Athletes need to learn how to behave effectively as leaders and must be willing to change their own behavior to produce desired results.

Assessment / challenge / support

ASL Model

What is a Model? In the broadest sense, a model is a systematic representation of an object or event in idealized or abstract form. Models are somewhat arbitrary by their nature. The act of abstracting eliminates certain details to focus on essential factors. Yet, as you will see with the ASL model is a tool for clarifying the complex practice of leadership. It shows interpersonal relations and

The key to the usefulness of a model is the degree to which it conforms to the underlying determinants of leadership behavior. A good model is useful then, in providing both a general perspective and a particular vantage point from which to ask questions (diagnostic,) and to interpret raw stuff of observation. For the student athlete the model serves as a tool for understanding how their leadership behavior relates to and affects the whole.

The ASL model is a framework

In his Best Selling book *Good to Great* author Jim Collins uses Isaiah Berlin’s parable of the Hedgehog and the Fox to differentiate good and great. “You want to know what separates those who made the biggest impact from all others who are just as smart? They’re hedgehogs. Freud and the unconscious, Marx and class struggle, Einstein and relativity, Adam Smith and the division of labor. They took a complex world and simplified it. I think if you and your student-athletes take the time to ingest the ASL model you’ll quickly see that it too takes a complex world—leadership—and simplifies it?”

P.21 Team Leader

The Reluctant Leader

Stop go flow

“Oh well, that’s good enough.”

Young leaders need to know “why” they lead (stewardship: putting the welfare of the team above their own)

Systems Thinking

Whole Greater Than Sum of Its Parts

Strong leadership always has been about making the whole greater than the sum of its parts. This adage is based on the discipline of systems thinking.

A system is a perceived whole whose elements work together because they continually affect each other over time and operate toward a common purpose. Examples of systems include biological organisms (including the human body), the atmosphere, diseases, ecological niches, factories, communities, industries, families, and teams.

In Sports, some of the great systems in sport include Bill Walsh and the “West Coast Offense.” The Boston Celtics fastbreak. The point is that a systems thinking shows how elements of a system are all connected—each has an influence on the rest.

Critical Success Factors for Team Success

In the classroom we start with the big picture and work down to the individual level. We the

The Big 5 Questions Revisited

Vision, Mission, Goals, Desired End Results

Winning stems from commitment, and commitment begins with an attitude. And an attitude is a cognitive and emotional feeling wrapped around something—a material object, a game or event, a person or group of people. This has been true since the beginning of time.

Basically, I think all people are looking for leadership, are looking for direction, and what to learn how to achieve what they want to achieve. They want reassurance that they can be successful. When student-athletes participate in a formal leadership development program they are more likely to better understand the role they play, the coaches play, and teammates play in taking a team in a desired direction.

Professional sports provides us a picture of what happens when players lose focus, when they start playing for their individual bonuses and next year’s free-agent contracts. You wind up with everyone going in a different direction. They are putting out an effort, but it isn’t accomplishing a thing because it isn’t focused.

Disciplined People
disciplined thoughts and actions

Mutual learning approach / learning how to learn together

Goal Setting???

The final unit in most development programs asks the “So what?” question. If this program has provided insights into better modes of developing student-athletes into team leaders

Goal setting is a group activity in a leadership development program. Just as participants practice

Points them in the right direction. There is only one way to coast and that is downhill.

The Four Domains of Leadership

Physical
Intellectual
Emotional
Social

Every player’s desire is to contribute to the team. Some choose to make a difference in one or more of the domains of leadership.

The Five Points of Team Leadership

Every coach, teacher, and leader knows that people learn differently—what may reach one player may not reach another. So you can’t teach one way and expect everyone to learn at the same rate. It won’t happen. Some players learn just by listening. Tell them what to do and they do it. Others learn by seeing it in writing—on a white board, on paper. Still others need to practice the concept on the field or in the classroom to get it.

Experiential Learning approach

Readings, exercises, inventories, case study’s

Being a leader is a day-to-day thing: teaching, learning, and growing.

Words / Deeds

“Is it worth it?” / “Can I do it?”

Motivation comes from within each individual. It is a personal thing. It is pride, guts, desire, whatever you want to call it. So when a team leader says to me that he or she wants to motivate their teammates I simply ask: And how do you do that?

If players get the impression that they don’t matter, they are likely to perform that way.

Making Strengths Productive

Building Right Relationships

How: PIES

Guiding with Influence

P. 30 of Team Leader

When I ask a Student-Athlete how they motivate (after them telling us that their role is to “motivate my teammates”)

The essence of the team leader’s role is persuasion: to inspire followers in a joint effort to accomplish valued goals and to persuade them that the goals are important.

Initiating Change

Inspiring Shared Purpose

Focusing Intentional Behavior