

Expecting and Building Leadership in Coaches

Presenters

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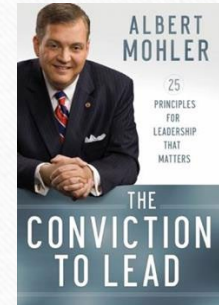
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“Convictional Leadership”



“Convictions are not merely the beliefs we hold, they are the beliefs that hold us.”

“At the center of a true leaders heart and mind you will find convictions that drive and determine everything else”

“I want to see a generation arise that is simultaneously leading with conviction and driven by the conviction to lead. The generation that accomplishes this will set the world on fire.”

Convictional Intelligence

The Leader Develops the Capacity to Think in Convictional Terms and Leads Followers to Do the Same

- We are creatures of habit (habits of action ~habits of the mind)
- Our intellectual habits must be aligned with our convictions.
- “Convictional intelligence emerges when the leader increases in knowledge and strength of belief”

The Conviction to Lead

True Leadership Starts With a Purpose, Not a Plan

Many people in leadership positions (ADs and coaches) are “masters of change and organizational transformation but lack a center of gravity”

“At the center of the true leader’s heart and mind you will find convictions that drive and determine everything else”

It is important to have leaders who are “driven by deep convictions, and their passion for these convictions are **TRANSFERRED TO FOLLOWERS** who join in...”

“A leader without followers is just a guy out taking a walk” - The West Wing

The Passion to Lead

Passionate Leaders Driven by Passionate Beliefs Draw Passionate Followers

- “Passion...happens when convictions come to life and deep beliefs drive visions and plans”
- “Passion is not a temporary state of mind. It is the constant source of energy for the leader, and the greatest cause of attraction for followers”
- “Leaders must learn to use the “language of passion”. The language of passion requires boldness. Leaders must learn to speak of causes, not structures, of movements, not mechanics; of people, not statistics; of cherished principles, not mere policies.”
- “If the leader’s passion is artificial, the movement will know it. When it is authentic, the movement catches it and it passes along like a contagion”

Leadership Is All About Character

Leaders Are Trusted When Their Lives Are in Alignment With Their Convictions

- “Character matters, we believe, because without it, trust, freedom, community and stability are probably impossible.” ~ Hunter
- Leaders of character produce organizations of character, because character, like conviction, is infectious
- The expectation of character begins at the top
 - “Once we state our convictions, we will be expected to live them out in public and in private. The convictions come first, but the character is the product of those convictions”
- Character is indispensable to credibility, and credibility is essential to leadership.

Leaders are Communicators

The Leader's Most Essential Skill Is the Ability to Communicate...Over and Over Again

- “To be human is to communicate, but to be a leader is to communicate constantly, skillfully, intentionally and strategically.”
- “Convictional leadership requires a constant and consistent message, no matter the context, the audience or the occasion”
 - “A reputation for inconsistency betrays a lack of conviction, and a lack of conviction is the nullification of leadership”
 - “When a true leader shows up, we already know what is going to be said.”

Leaders Are Teachers

The Effective Leader is the Master Teacher Within a Learning Organization

- “The best teachers are those who simply can’t wait to teach something they truly love”
 - what they teach, who they teach - Augustine
- “The most effective leaders are unstoppable teachers. They teach by word, example, and sheer force of passion.”
- “To lead is to seize the role of teacher with energy, determination, and passion.”

Leaders Are Readers

When You Find a Leader, You Find a Reader, and For Good Reason

- “Think of reading like you think of eating. In other words, pay attention to your diet.”
- “There will never be enough time to read all that you want to read, or even all that you think you *ought* to read. Just keep reading”
- “The buying of more books than one can read is nothing less than the soul reaching toward infinity...” – A. Edward Newton
- “When possible, read for ENJOYMENT”

Leaders Are Managers

Not All Managers are Leaders, but All Leaders Are Managers

- “Without conviction you might be able to manage, but you cannot really lead.”
- “Leaders absolutely must manage. If not, there will be a disconnect between conviction and operation”
- “Management is leadership put into action...A leader who does not know how the work is done cannot possibly lead with effectiveness”
- “Management by conviction...means that the leader exercises management so that the convictions of the organization are honored, communicated, perpetuated and put into action”

Leadership That Endures

The Leader's Goal Is Not Only to Last but to Endure

The Leader's Legacy

In the End, The Leader's Goal Is to Leave a Lasting Imprint

“Without conviction, nothing really matters, and nothing of significance is passed on”

Real World Applications to the Theory

- Some strategies and scenarios you could use tomorrow to develop your coaches as leaders
- Hopefully a chance for you to share with your neighbor
- Possibly a chance to learn something new

Developing Convictional Intelligence

The Leader Develops the Capacity to Think in Convictional Terms and Leads Followers to Do the Same

- **We need to have a strong moral compass**

Based on what you know through evidence and experience discuss how you could fix this issue.

Life is 10% of my actions and 90% of my reactions.

Starting from a foundation of good habits will make your reactions more like your deliberate actions.

It's about Integrity

- **Try to please everyone, and you end up pleasing no one!**

Activity - Think about the last time you had an issue with your coaches, players or parents and how you reacted. Was it instinctive?

Building The Purpose

True Leadership Starts With a Purpose, Not a Plan

<p>STEP 1</p> <p>Select your verb(s)</p> <p>It should be the word that best describes how you interact with people.</p>	<p>STEP 2</p> <p>Select your target</p> <p>What noun(s) best describes the set of relationships you are hoping to impact?</p>	<p>STEP 3</p> <p>Select your core values</p> <p>No more than 3 or 4. They should be what you build your class around.</p>	<p>STEP 4</p> <p>Put all of the pieces together and write a sentence or 2 that would serve as a first draft of you as a teacher.</p>
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EG -

I coach ... in order to help young people gain confidence in who they are and what they were created to do.

I coach ... to lead athletes through a journey to develop remarkable character, pure integrity and empowering each player to become leaders within our community.

Passion & Gratitude

Passionate Leaders Driven by Passionate Beliefs Draw Passionate Followers

- We need others to help us. Build gratitude into your daily interactions.

Activity - Take 30 seconds with the person sitting next to you, to tell them what you are grateful for today.

Activity to take away

1. Create a gratitude jar - shared or personal
2. Everyday add things to the gratitude jar using post-it's/scraps of paper
3. Make sure to share your gratitude with the person, personally!

It's All About Character

Leaders Are Trusted When Their Lives Are in Alignment With Their Convictions

- Once you share your character traits it is so much easier for others to develop an attachment with you.
- How do you connect with people?

Activity - Take 30 seconds to think about who you are as a person.



Say What Now?

The Leader's Most Essential Skill Is the Ability to Communicate...Over and Over Again

Improv... Let's Role Play

Perhaps in the next coaches meeting you host?

Do we provide coaches guidance or a chance to play out these real world scenarios?

Partner 1: Parent questioning why their son/daughter isn't getting game time.

Partner 2: Play the role of your coach, what would you want them to say in this situation.



Effective Leadership Can Be...

The Effective Leader is the Master Teacher Within a Learning Organization

I love Ted Lasso!

- **Believe in yourself:** “Whether you think you can or think you can’t, you’re right.”
- **Look for potential in others:** “Leadership is about helping young fellas be the best versions of themselves on and off the field”
- **Be curious:** “Those who think they’ve got it all figured out judge others”
- **Lift others up ahead of yourself:** Go out of your way to acknowledge the good deeds of others.
- **Practice empathetic leadership:** “If you care about someone and you’ve got a little love in your heart, there ain’t nothing you can’t get through together”

But You Said Follow The Policies!

Not All Managers are Leaders, but All Leaders Are Managers

- The perpetuated communication of your character and the organizations mission will help you coaches to understand their role better.
- What separates a manager from a leader?

Activity - Think about your program philosophy or school mission. Are you able to articulate how these are shared in your daily interactions?

Carve That One in Stone

The Leader's Goal Is Not Only to Last but to Endure

- We have come full circle - It's not if, but how they remember you.

Activity - What will be the legacy that you leave as an Athletic Administrator with your coaches.

How will you make sure that endures with your coaches and filters down to your student athletes?

LTI Courses

712 - Ethics

723 - Professional Development