Demonstrating Core Values and Clear Purpose in Coaching

Wade Gilbert, PhD

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316 million  –  3.6 million
25 million  –  8
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25 million – 8

73 – 92
October 25, 2005

“A major part of becoming a team is establishment and collective acceptance of your standards.”
“Standards are the things that you do all the time and the things for which you hold one another accountable.”
Purpose and Core Values

Enduring standards that serve as stable guiding principles
Our Purpose Today

To share examples of how successful coaches identify, articulate, and use their purpose and core values to create a strong foundation for leadership
Coach Values

What matters to me?

• Why am I motivated to coach?
• Why is coaching important to me and the type of contribution I want to make with my life?
• How will I approach my role as a coach?
• How will I ensure that I am being true to my purpose and core values?
Athlete Values

What matters to my athletes?

• What motivates my athletes to play?
• Why is [sport] so important to them and the type of life they want to live?
• How are current cultural values impacting their views on sport and life?

24 Feb 10 | Generations, like people, have personalities, and Millennials – the American teens and twenty-somethings currently making the passage into adulthood – have begun to forge theirs: confident, self-expressive, liberal, upbeat and receptive to new ideas and ways of living. pewsocialtrends.org

Executive Summary | Full Report (PDF) | Event Video & Transcripts | Quiz
Our Values

What matters to both of us?

• Where do our motives overlap?
• How can I use my understanding of their motives and values to help teach them about my values and our program values?
• Who are my athlete leaders who can serve as models, and help teach, our values?
<table>
<thead>
<tr>
<th>CORE VALUES</th>
<th>DEFINED</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO EXCUSES</td>
<td>we have what it takes to win</td>
</tr>
<tr>
<td>GREAT DEFENSE</td>
<td>this is the key to winning the gold, we do the dirty work</td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td>we look each other in the eye, we tell each other the truth</td>
</tr>
<tr>
<td>TRUST</td>
<td>we believe in each other</td>
</tr>
<tr>
<td>COLLECTIVE RESPONSIBILITY</td>
<td>we are committed to each other, we win together</td>
</tr>
<tr>
<td>CARE</td>
<td>we have each other’s backs, we give aid to a teammate</td>
</tr>
<tr>
<td>RESPECT</td>
<td>we’re always on time, we’re always prepared</td>
</tr>
<tr>
<td>INTELLIGENCE</td>
<td>we take good shots, we know the scouting report</td>
</tr>
<tr>
<td>POISE</td>
<td>we show no weaknesses</td>
</tr>
<tr>
<td>FLEXIBILITY</td>
<td>we can handle any situation, we don’t complain</td>
</tr>
<tr>
<td>UNSELFISHNESS</td>
<td>we’re connected, our value is not measured in playing time</td>
</tr>
<tr>
<td>AGGRESSIVENESS</td>
<td>we play hard every possession</td>
</tr>
<tr>
<td>ENTHUSIASM</td>
<td>this is fun</td>
</tr>
<tr>
<td>PERFORMANCE</td>
<td>we’re hungry, we have no bad practices</td>
</tr>
<tr>
<td>PRIDE</td>
<td>we are the best team in the world, represent the best country</td>
</tr>
</tbody>
</table>
Non-negotiable values

• Work ethic
• Positive attitude
• Commitment to team
• The Science of Identifying and Instilling Purpose and Core Values
Building Your Company’s Vision
by James C. Collins and Jerry I. Porras

An enduring corporate vision guides you through change.

It also spells out what will never change.
PRESERVE
- core values
- core purpose

CHANGE
- cultural + operating practices
- goals + strategies

Coach Carroll Purpose and Values

• Figure out who you are and what you’re about
  – Zeal (genuine)

• Team standards
  – Protect the team
  – No whining, no complaining, no excuses
  – It’s all about the ball

• Distinctiveness and contrasts...
• We’re not like them. They do things that way. We’re like ourselves.

• We do things this way. There’s nobody quite like us. We’re different.

• Our expectations are beyond anyone else’s. Nobody can go where we’re going. We’re unique. We think and act differently, and we respond differently to situations.
A Core Value of Pride in Winning
The All Blacks’ Team Culture and Legacy

TOM JOHNSON, ANDREW JOHN MARTIN, FARAH R. PALMER, GEOFFREY WATSON, AND PHIL L. RAMSEY
“All Blacks rout U.S. rugby team 74-6”
Core Values

✓ Pride in Winning
✓ Pride in All Blacks Legacy
✓ Willingness to Evolve
Artefacts and the All Blacks: RITES, RITUALS, SYMBOLS AND STORIES

Changing Team Culture: The Perspectives of Ten Successful Head Coaches

Academic journal article By Schroeder, Peter J.
Journal of Sport Behavior, Vol. 33, No. 1, March 2010

• 10 coaches (7 male, 3 female)
• Men’s and women’s team sports
• Hired to lead unsuccessful teams
• Won championship within 5 years

‘the way we do things around here’
1. Define and repeatedly articulate desired values
• Improve communication channels
  – increase in number of meetings with individual athletes, use of social media tools, and sharing of wide range of performance/behavior statistics
2. Create teaching tools to help athletes understand core values
• Most effective teaching tool
  – Model behaviors by all members of coaching staff that exemplify core values
• Other teaching tools
  – Regular assignments that distributed leadership across team, lectures, guest speakers and sharing of anecdotes and stories
3. Identify and attract athletes who share the same core values
• Define desirable attributes sought in potential athletes (e.g., passionate, mature, coachable)
• Unwilling to let talent override personal attributes when selecting athletes
• Observe athlete in challenging situations
• Must be vetted by current team for fit
• Always willing to wait to find athlete with profile that matched core values
4. Implementing reward and punishment systems to reinforce core values
• Common rewards and punishments such as playing time and symbolic rewards (e.g., helmet stickers, special shirts)

• Regardless of reward or punishment, to be effective must clearly reinforce core values
  - If core values are ‘responsibility and respect’ and coach notices team left room full of litter, then require them to complete a ‘trash collection’
TAKE HOME POINT

• Purpose and core values are achieved through authentic coaching

Alignment between what you believe, how you personally behave, and the way you design the sport environment
The Authentic Coaching Model: A Grounded Theory of Coaching

Steven C. Barnson
University of Nevada, Las Vegas

USA Hockey’s American Development Model: Changing the Coaching and Player Development Paradigm

Ken Martel
USA Hockey
You are the Message!

- No written word, no spoken plea can teach our youth what they should be.
- Nor all the books on all the shelves, it’s what the teachers (coaches) are themselves.
Examples from My Own Work
1. Passion for sport and competition
2. Achievement of goals and championships
3. Respect for self, others and game of golf
Purpose and Core Values Across a High School Athletics Program?
Fresno High School Athletics

Core Value  Shared Vision  Metrics

What Matters  What We Do  How We Know

Participate
- We create sport programs that are accessible and inclusive
- Participation Rate (# of participants, rosters)

Engage
- We create sport programs that are enjoyable and result in skill development, inspiring participants to continue
- Retention Rate (# of returning participants, rosters)  
  Student-athlete feedback (questionnaires)

Compete
- We develop consistently competitive sport programs and student-athletes
- Competitive Readiness (coach reflection cards)  
  League Statistics (team and athlete achievements)
It Works!

- Participation up 10%
- Player engagement is up
- Record achievements 100+ years
Identifying Purpose and Core Values

Enduring standards that serve as stable guiding principles
It represents my approach to life, to competing, and to chasing dreams. It’s an approach that I’ve embraced as an everyday commitment.
• **LEAVE NO DOUBT** for your athletes, coaches, and program stakeholders about the purpose and core values that define who you are and guide your pursuit of excellence.
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