ENJOY THE RIDE

The ups & downs of building a great club culture...

By Design or Accident?

Mike Fenwick 2012
OUTCOMES TODAY

- Deeper thinking on Culture & Culture drivers for success
- Some aspects of an ‘Emotionally Intelligent’ Culture
- Some things to do
The culture of your club determines communication styles, how priorities are set and how and the way things get done.

It is all happening at the *UNCONSCIOUS*’ level.

It is the way we unconsciously think and act which allows people to *INTERPRET* who and what we stand for.
IS IT WHAT YOU SEE?

There is an ‘*espoused*’ culture (this is the one we talk about or want)

THEN there is the...

‘*Actual*’ culture (the one people see, the one people *interpret* by the behaviours of the club/coach/officials/members)
THE DYNAMIC IS THOUGH...

An Individual or team plays like, acts like, thinks like and performs like the culture that creates it.
THE ‘BIG 5’ CULTURE DRIVERS

1. The Political Leader
2. The Strategic Leader
3. The High Performance Leader
4. The Tactical/Technical Leader
5. The Team Leader

Wayne Goldsmith 2011
MORE SIMPLY PUT ....

1. All the President’s men
2. The Coach (s)
3. Playing Leadership
ASPECTS OF AN EMOTIONALLY INTELLIGENT CLUB

- It is all about relationships
- It is all about unresolved issues in individuals or groups
- These are usually beneath conscious awareness
- They can be powerful enough to create dysfunctional & often toxic behaviours
- This interferes with optimum performance
AREN WE ASSISTING LEADERS

to

- Grow & nurture individuals (into teams or squads)?
- Be aware of what others are feeling & caring about (empathy)?
- Hear their own ‘inner critic’ & know how to handle it?
- Self soothe when angry, sad or frustrated?

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ARE WE ASSISTING LEADERS

TO

- Positively relate to others who are angry, sad or frustrated?
- Control impulse, motivate oneself & tolerate or process frustrations?
- Separate people from the problem?
- Manage personal stress & assist others in managing personal stressors?
ARE WE ASSISTING LEADERS TO

- Understand what motivates individuals & teams?
- Effectively communicate dreams & aspirations & ground them in action?
- Intelligently use emotions to achieve goals & be creative?
- Learn how to have fun (it’s a sport!)?

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5 EQ Building Blocks

TOTAL EQ

INTRAPERSONAL
- Emotional Self Awareness
  - Assertiveness
- Self Regard - 4
- Self Actualisation - 1
  - Independence

INTERPERSONAL
- Empathy
- Interpersonal relationship
- Social responsibility

STRESS MANAGEMENT
- Stress tolerance - 6
- Impulse control - 2

ADAPTABILITY
- Problem solving
- Reality testing - 3
  - Flexibility **

GENERAL MOOD
- Happiness - 5
  - Optimism **

EFFECTIVE PERFORMANCE

Adapted from The EQ Edge, MHS Toronto, Canada
EMOTIONAL INTELLIGENCE & CULTURE

WAYS INDIVIDUALS and CLUBS CAN GROW THE CATEGORIES
HOW TO GROW EMO S.A.

**PERSONAL LEVEL**
- Feedback
- Track feelings/thoughts – maybe a mood diary
- Label emotions & link them to physical sensations

**CLUB LEVEL**
- CLUB surveys
- Action plans based on surveys
- Encourage feedback
- Teach coaches & players to process emotions
HOW TO GROW ASSERTIVENESS

**PERSONAL LEVEL**
- Personal training
- Beware of your self-talk around fears

**CLUB LEVEL**
- Encourage open honest feedback at meetings
- Encourage respectful debate in clubs
- Encourage ‘other’ ways of thinking
HOW TO GROW SELF REGARD

**PERSONAL LEVEL**
- Celebrate successes
- Identify strengths
- Get assistance with challenges
- Use strengths & skills as much as possible

**CLUB LEVEL**
- Reward efforts
- Use players in the setting of realistic goals
- Let people tell you where they fit into the mission & vision
- Monitor self-speak
HOW TO GROW SELF ACTUALIZATION

**PERSONAL LEVEL**
- Set sporting goals consistent with life & career
- Examine career, life plans & aspirations in terms of current position
- Revisit goals often

**CLUB LEVEL**
- Set S.M.A.R.T. goals
- Examine career, plans & aspirations
- Be aware of the passions players & staff
- Keep looking for the ‘best fit’ for all members
HOW TO GROW INDEPENDENCE

**PERSONAL LEVEL**
- Gather advice but do not over rely on others
- Break activities into smaller parts – you may only need help with one small aspect
- Learn self-motivation

**CLUB LEVEL**
- Increase empowerment to foster responsibility & independence
- Match skills to activities & tasks more carefully
- Teach about motivating self
HOW TO GROW EMPATHY

PERSONAL LEVEL
- Refine observational skill to attend to facial expressions & body language
- Put oneself in the other person’s shoes
- Be “inquiring”

CLUB LEVEL
- Make clear the duties & responsibilities of all staff/players
- Provide opportunities for staff/groups to interact & inform others of what’s happening
HOW TO GROW INTERPERSONAL RELATIONSHIPS

PERSONAL LEVEL
- Use feedback to reflect on issues in relationships
- Improve listening, conflict skills
- Identify people you want to know better & do it
- Seek first to understand

CLUB LEVEL
- Provide time for individuals to engage in unhurried interactions
- Deal with miscommunication, bad feelings promptly
HOW TO GROW SOCIAL RESPONSIBILITY

PERSONAL LEVEL
- Think of ways to offer assistance to others & support ongoing activities
- Have a “community” focus
- Think “cooperation”

CLUB LEVEL
- Get staff/players to reflect on where they fit in to the “big picture”
- Foster involvement in the “wider community”
- Be ‘eco’ minded
HOW TO GROW PROBLEM SOLVING

PERSONAL LEVEL
- Actively participate in “brainstorming”
- Make formal lists of ‘pros & cons’
- Get outside the square in this area
- “What’s another way of thinking about this issue?”

CLUB LEVEL
- Examine the way ‘we’ solve problems
- Encourage creative approaches
- Train in proper application of ‘cost/benefit’ style analysis
HOW TO GROW REALITY TESTING

PERSONAL LEVEL
- Check your validity of observations by asking others
- Check ‘distorted’ styles of thinking
- Monitor/manage stress levels
- Consult mentors

CLUB LEVEL
- Ensure observations/opinions are verified with alternate sources of information
- Make sure goals are concrete & attainable even if they are ‘stretch’ goals
HOW TO GROW FLEXIBILITY

PERSONAL LEVEL
- Consider all options
- Be receptive to new ideas
- Use change as an opportunity to learn & develop
- Anticipate change

CLUB LEVEL
- Prepare for change by involving all in the process
- Harvest ideas for handling dynamic changing demands
- Adequate training for new activities or roles or game plans
- Look for strengths
HOW TO GROW STRESS TOLERANCE/RESILIENCE

PERSONAL LEVEL
- Personal stress management plan
- Check your thinking regularly
- Identify & mediate triggers
- Regular ‘attitude’ checks
- GET HELP*

CLUB LEVEL
- Organisation stress surveys
- Action plans based on surveys
- Measure results & encourage feedback
- Monitor for negative self-speak
HOW TO GROW IMPULSE CONTROL

**PERSONAL LEVEL**
- If anger is an issue, undertake anger management
- Make formal lists of alternative actions
- Listen & understand before responding

**CLUB LEVEL**
- Establish & value protocols that require specific procedures/steps
- Set priorities & avoid diversions based on whims
- Research flexible options
- Codes of conduct
HOW TO GROW HAPPINESS

**PERSONAL LEVEL**
- Prioritize & increase the amount of time on enjoyable activities
- Recognize & celebrate personal achievement
- Monitor career/life/sporting plans – are they on track?

**CLUB LEVEL**
- Promote a consistent, positive culture
- Match activities & talents & support people who want to grow ‘grey’ areas
- Provide incentives
- Schedule fun stuff
HOW TO GROW OPTIMISM

PERSONAL LEVEL

- Check your thinking
- Be solution focussed rather than problem driven
- "It’s a temporary situation"

CLUB LEVEL

- Recognize the achievements & positives through following the mission/vision
- Increase empowerment
- It’s all temporary*
- The ‘dream’
THE DEFINITION OF OPTIMISM

The optimist sees adversary as TEMPORARY

The optimist focuses quickly on solution rather than focusing on the problem

The optimist has positive conversations with self

The pessimist sees adversary as "their lot" in life

They stay focused on the problem "woe is me, turn on the gas"

They have no history of positive self-speak
ABSORBING THE MESSAGES

Everything your club says or does sends a message about values.

Leaders in clubs are often the most influential adult in the lives of youngsters and adolescents and **CLUBS**

Thus always ask yourself ....

“**What messages am I sending?**”
Leave no Stone Unturned

SERIOUS ABOUT YOUR SPORT

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WEB SITES ON EQ/SPORT

http://www.athleteassessments.com/articles/emotional_intelligence_in_sport.htm


www.thesportsleadershipcoach.com/blog/tag/emotional-intelligence

www.appliedsportpsych.org/resource-center/.../emotionalintelligenceCached