Today’s Agenda

The Power of Sport
The Definite Dozen – Dr. Pim’s Leadership Lessons
The 5 Levels of Teams
Introducing the 6th Level – Significance
The Recipe for Creating a Culture of Significance
The Results Pyramid
Questions and Answers
# 25 Journeys

**Values & Attributes Learned through Sport**

<table>
<thead>
<tr>
<th>Adaptability</th>
<th>Fairness</th>
<th>Passion</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>Faith</td>
<td>Perseverance</td>
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<td>Commitment</td>
<td>Focus</td>
<td>Persistence</td>
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<td>Competitiveness</td>
<td>Hard Work</td>
<td>Positivity</td>
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<td>Courage</td>
<td>Harmony</td>
<td>Resilience</td>
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<td>Dedication</td>
<td>Humility</td>
<td>Respect</td>
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<td>Determination</td>
<td>Integrity</td>
<td>Responsibility</td>
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<td>Diligence</td>
<td>Leadership</td>
<td>Self-Sacrifice</td>
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<td>Discipline</td>
<td>Loyalty</td>
<td>Sportsmanship</td>
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<td>Excellence</td>
<td>Mental Toughness</td>
<td>Teamwork</td>
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<td>Tenacity</td>
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“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair. Sport speaks to people in a language they can understand.”

Nelson Mandela
Sport builds character when...

A coach possesses character and intentionally teaches it
Provides a framework for developing character in sporting environments and includes three key elements:

– Identifies the values and attributes of good character;
– Establishes the platforms through which desirable values can be developed;
– Executes a purposeful action plan for intentional teaching and effective values development.
Leaders Create High Performance Teams…
Lesson #1
Act with Integrity

Integrity is the most important quality that people look for in a leader.
Lesson #2
Create a Climate of Trust

Trust is the foundation of all relationships
Lesson #3
Put People Before Winning

Focus on developing the people that generate the points on the scoreboard

Winning is a byproduct of character, talent, teamwork, leadership and hard work
John Wooden
The Pyramid of Success
www.coachwooden.com
Lesson #4
Communicate and Connect

Inspire
Motivate
Energize
Unite

Help team members to be their best

Maximize the power of relationships
Lesson #5
Define Reality

Acknowledge reality and then transform it to what it could and should be
Lesson #6
Establish a Clear and Compelling Vision

Breathe life into the hopes and dreams of others
Lesson #7
Create and Maintain Momentum

Energy is the key to high performance

“Small wins” help make “big wins” possible
Lesson #8
Avoid Fighting Uphill Battles

Before making major changes, build a coalition
Lesson #9
Prepare for the Thunderbolts

Adversity is inevitable, so be prepared

PACE Planning
P - Primary Plan
A - Alternate Plan
C - Contingency Plan
E - Emergency Plan

“Failing to prepare is preparing to fail”
-Coach John Wooden
Lesson #10
Never Give Up, No Matter What!

*stay strong.*

You haven’t failed until you stop trying
Lesson #11
Stay Humble and Hungry

The door of greatness does not stay open forever
Lesson #12
Thrive on Pressure

Get comfortable being uncomfortable
To keep leading, keep learning!

Learn from the best - Study those at the top
Building a High Performance Team
The 5 Levels of Teams

The Team Performance Curve*

• High Performance Team
• Real Team
• Potential Team
• Pseudo Team
• Working Group

Pseudo Team

• Weakest of the 5 levels.
• The team does not focus on collective performance.
• There is a lack of performance goals and no clear purpose.
• Team members do not want to take the necessary risks to become a potential team.
• The danger with this group is the members believe they are a real team, yet they produce inferior results.
Team members are working hard to achieve a higher level of performance. However, for these members to become a real team, they need a better understanding and buy-in of their team’s vision, purpose, and goals. They must also agree on mutual accountability. This level of teamwork is very common in organizations.
Real Team

- Team members are committed to a common purpose and performance goals.
- They hold themselves mutually accountable for their results.
- The team members possess complimentary skills such as technical or functional expertise, problem-solving and decision-making skills, and interpersonal skills.
A high performance team has all the characteristics of a real team.

The key difference is the level of caring that team members have for each other.

They are deeply committed to one another’s personal growth and development.

The members form powerful relationships.

It requires a very strong personal commitment from team members.
At West Point... We needed a higher level
Team of Significance

• A team of significance goes beyond a high performance team.
• Significance occurs when lives are transformed and teams leave a lasting, positive legacy.
• Team members bond together into a single, selfless unit and accomplish memorable feats through their commitment to excellence.
• They demonstrate competitive greatness and perform at their best during the most critical times.
How do you make a team of significance?
2 Keys for Creating a Team of Significance

The Bottom Line

The Recipe
The bottom line

A team’s culture produces its results
What is Culture?

- Team culture is the creative sum of all the people on a team.
- It is their collective thoughts, their beliefs, and their actions.
- Every team or organization has a culture.
- Culture either comes as a result of an organized effort to build it or it develops by chance.
Why is Culture Important?

• Culture produces results.
• Every team’s culture either works for them or against them.
• Optimizing a team’s culture to perform at the highest level creates a competitive advantage.
• Great leaders build the necessary culture to achieve the desired results.
There is a recipe for making a culture of significance

The recipe is simple to understand but it is a process that requires initiative, time, focus, and energy
There are 2 Parts to the Recipe

Structure

People
The Structure
Key Ingredients

- Core Values
- Vision
- Results
- Standards
- Purpose
Core Values • Asserts who we are & how we do things

Vision • Declares what our team will become

Purpose • States why we do what we do

Standards • Defines what right looks like

Results • States what we will achieve
The People

Key Ingredients

- Trust
- Belief
- Community
- Accountability
- Grit
<table>
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<tr>
<th><strong>Trust</strong></th>
<th>• Trust is the most important ingredient</th>
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<tbody>
<tr>
<td><strong>Belief</strong></td>
<td>• Positive beliefs lead to powerful actions</td>
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<tr>
<td><strong>Grit</strong></td>
<td>• Grit provides the strength to overcome obstacles</td>
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<tr>
<td><strong>Accountability</strong></td>
<td>• Greater accountability produces greater results.</td>
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<tr>
<td><strong>Community</strong></td>
<td>• A spirit of community bonds people together and reinforces core values, vision and purpose</td>
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Leaders create the conditions for making a culture of significance
The Results Pyramid*

Results

Identify the target and clearly define the results you want to achieve
Create a clear picture of the desired behaviors that must occur in order to reach the results
Beliefs

There is a powerful relationship between the beliefs people hold and the actions they take.
Provide experiences that are consistent and support the desired beliefs.
Components of Culture

Results

Actions produce results

Beliefs influence actions

Experiences foster beliefs
Significance is a Choice

It won’t happen unless YOU choose to make it happen
Q&A
Dr. Ralph L. Pim
Distinguished Professor
Director of Team Development
Patterson Sports Ventures
ralphpim@gmail.com
845-401-8505
Case Study #1

Situation:
Often, teachers in school perceive CCE as a separate subject matter and see it as an additional thing to do/teach in school.

Question:
How can the school get these teachers to “buy in” on the significance of CCE and inspire them to instill CCE in all things?
WARNING!!!

Whenever there is change, there is resistance
The Results Pyramid*
All 4 layers must be aligned

Results

Actions

Beliefs

Experiences

How to Reduce Resistance to Change

Resistance is a natural reaction

Identify belief that needs changed

Introduce the new belief

Describe new experiences

Ask for feedback on new experiences

Ask for progress reports
# Methodology for Changing Beliefs Used at West Point in Sport

<table>
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<tr>
<th>Step</th>
<th>Description</th>
<th>What We Did</th>
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| 1    | Identify belief that needs to change | **Asked for feedback:**  
Results: “I don’t have time to teach character.”  
“It’s not my job. I’m hired to win games.” |
| 2    | Introduce new belief | **Connected sport with West Point’s mission:**  
Sport builds leaders of character.  
Redefined winning as a byproduct. |
| 3    | Describe new experiences you are going to create for them | **Provided plan for new experiences:**  
Introduced model “Building Teams of Significance” through core values |
| 4    | Ask them for feedback on the planned experience | **Created a team environment:**  
Asked, “is there something that we need to add to our plan?” |
| 5    | Ask for progress reports on the progress | **Problem-solved together:**  
Weekly interaction, Staff meetings, Showcased Success |