

# Team Leadership

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Best Practices Manual



# Identifying Leadership Tendencies

What type of leader are you?

What type of leader does your team need?

**\*\*Note:** You may be a combination of styles. It is rare that somebody falls solely into one category.



# Architect / Analyst



- Pros:
  - Seeks as much information as possible before making decisions
  - Make “fact-based” Decisions
  - Can come up with off-the-wall solutions
  
- Cons:
  - Can take a long time to make decisions
  - “Out of the box” thinking can go too far

# Driver

- Pros:
  - Vocal about their passion for their ideas
  - Clear sense of vision/mission
  - Good Motivator, can get almost anybody on board
  
- Cons:
  - Can become “tunnel visioned” with their ideas
  - Can create an emotionally charged environment



# Relationships Master



- Pros:
  - Seeks others' opinions and input
  - Great at creating and maintaining relationships/rapport
  - Thrive in a team environment
- Cons:
  - Prioritization of relationships can become detrimental to the mission
  - Often forget their own needs

# Spontaneous Motivator

- Pros:
  - Decision making is easy
  - Acts as director, but accepts input
- Cons:
  - Excitement/impatience can lead to under informed decisions



# Considerations

- My efforts and the efforts of those around me are more important than my title.
- 90% of my leadership is based on my attitude.
- You can only give what you have.
- You can't lead others until you lead yourself.
- The best leaders are intellectual, understanding, confident, and innovative.

# Effective Leadership = P.A.C.E

- Pragmatism
  - Goal setting
  - Conflict management
  - Expectations
- Application
  - Lead by example
  - Hold your peers accountable
- Consistency
  - Unwavering expectations
  - Predictable in manner
- Efficiency
  - Time management
  - Accountability for self and peers

# Setting Group Expectations

What do you expect from your team?

What does your team expect from you?



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# Standards – P.A.C.T

- Persistent
  - Practice makes permanent
- Attitude
  - It's contagious, so always be aware
- Communication
  - Always necessary on and off the field
- Timeliness
  - Be on time every time

# Team Specific

- What qualities does the “perfect team” have?
  - Ex.) Unity, communication, give, competitiveness
- What qualities does the “perfect teammate” have?
  - Ex.) coachability, enthusiasm, adaptability, passion
- These should be decided on as a team

# Communication is Key

- Verbal Communication
  - 10% effective (10/100)
- Visual Communication
  - 24% effective (24/100)
- Tactile Communication
  - 80% effective (80/100)
- Intuitive Communication
  - Can't be measured... it's intuitive



- Match communication classifications to your audience to get your message across more effectively

# Who Needs to Know What?

\*\*All 3 levels of information (what, how, why) provide clarity, and are vital to a positive and effective group dynamic. Consider the aspects of communication when delivering this message.

<u>What's being delivered</u>	<u>What's being received</u>
<b>WHAT</b> - Establish leadership roles	<b>WHAT</b> - Identifies structure of group
<b>HOW</b> - Division of work based on established roles	<b>HOW</b> - Understands how the structure was created and why it is solid
<b>WHY</b> - The end goal, tie in the “what” and the “how” with the timeline	<b>WHY</b> - Willing to adhere to their role within the structure and knows what to work towards

# Instruction and Motivation

- Creating a positive and productive team environment



# Types of Motivation

- Support Motivation
  - More effective over long term
  - Builds trust
    - Ex.) Provide food at team meetings, thank teammates for coming to practice, assign upperclassmen as mentors to underclassmen, team study sessions, etc.
- Fear Motivation
  - Works faster
  - Can be developmental
  - Requires trust
    - Ex.) Late comers to practice run sprints, 5 push ups for every dropped ball, if you don't come to practice you can't start, etc.

# Motivation Techniques

- Competition - Loser does burpees, starters decided by performance at practice, different captains chosen every week
- Cooperation - Games can't be won w/o team effort, every person makes a kick-off catch before ending practice
- Creation - Naming plays, lineout calls, captain's runs, creating gym workouts

## Learning Styles

- Spatial - Visual Observation
- Aural - Listener
- Verbal - Explanations or conversational
- Kinesthetic - The doer
- Logical - Mathematical or methodical
- Social - Group setting
- Solitary - Individual attention



# Teaching Styles

- Authoritative - “My way or the highway,” better for memorization or things that don’t require feedback
- Demonstrative - Better for independent learners and hands-on activities
- Facilitative - Better for encouragement in group settings, for activities that require problem solving, promotes self-learning and critical thinking
- Conductive - “The guy with the clipboard,” more managerial, oversight

# Teaching Progression

- 1.) Explain and Demonstrate
  - a.) Big picture stuff, what the final product should look like
- 2.) Step by Step
- 3.) Runthrough
- 4.) Observe, analyze, correct
  - a.) Should be done with input from team members to maximize retention
- 5.) Gradually increase speed

# Conflict Management

The purpose is productivity and progression for the TEAM!



## Giving Feedback

- Compliment Sandwich
  - Something they do well → Something that needs more attention → Something they do well
    - Ex.) I really appreciate the focus you have when we do tackling drills, but when we work on passing, I don't see the same dedication. I would love to see you pass with the same tenacity you have when you tackle.
- This a great “go-to” for approaching the situation
- Avoid any personal jabs, however heated it may become. They are irrelevant.

# Receiving Feedback

- LISTEN
  - If you feel wrongly accused or misunderstood, it is okay to take notes, so you can address it in your response, but DO NOT interrupt.
- Speak Your Truth
  - When appropriate, respond. Remember, they are not wrong, they just misunderstood.
- Apply it
  - Come to an agreement about what needs to change, then change it. Agreements are meaningless if no action is taken.

# Facilitation

- Must be 3rd party
  - Ex.) Club Sports Director, Professor
- Provides objective Perspective
- Can diffuse an emotionally charged environment



# When to bring in a Facilitator

- Person to Person Conflict
  - Approach the individual yourself first to gauge receptiveness
  - If not receptive, bring in 3rd party
  
- Person to Group Conflict
  - Bring in 3rd party right away to avoid “mob mentality”
  
- Group to Group Conflict
  - Bring in 3rd party right away to avoid everyone speaking at once

# Questions or Clarifications?

- Feel free to contact Jessie Blitz, our Women's Small College Commissioner: [jessie@ncr.rugby](mailto:jessie@ncr.rugby).
  - Jessie has a Bachelor of Arts Degree in Leadership and has access to many resources that can help and support your team!

