NO ONE CARES HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE

THE COMMUNICATION SIDE OF COACHING & LEADERSHIP
WHAT YOU’RE ABOUT TO HEAR:

• MY BACKGROUND IN COMMUNICATION & LEADERSHIP
• WHY DO YOU NEED TO KNOW THIS? HOW ARE CONNECTION & LEADERSHIP SOFT SKILLS RELEVANT TO YOUR SUCCESS AS A COACH?
• TEACHABLE CONNECTION TOOL #1: EXERT YOUR INFLUENCE ON ATHLETES
• TEACHABLE CONNECTION TOOL #2: ASPIRE TO BE A LEADER VS. AN AUTHORITY FIGURE...IN YOUR OWN AUTHENTIC WAY!
• TEACHABLE CONNECTION TOOL #3: THE FIRST MOST COMMON THEME AMONGST THE MOST EFFECTIVE LEADERS—THEY ARE ALWAYS INVESTING IN OUR STRENGTHS: DON’T BREAK IT IF YOU CAN’T BUILD IT!
• TEACHABLE CONNECTION TOOL #4: THE 1ST MOST COMMON THEME AMONGST THE MOST EFFECTIVE LEADERS—THEY UNDERSTAND THE 4 COMMON NEEDS OF INDIVIDUALS WITHOUT BEING ASKED TO MEET THESE NEEDS: COMPASSION, STABILITY, HOPE & TRUST
• TEACHABLE CONNECTION TOOL #5: AFFIRM WHAT IS GOOD [BE GENEROUS IN YOUR ASSUMPTIONS OF PEOPLE’S MISTAKES]
• HOW CAN I IMPLEMENT THESE?
• QUESTIONS TO PROMPT REFLECTION AND BUILD CONSCIOUSNESS IN THESE AREAS
• CLOSE
BACKGROUND & INSPIRATION

• FLORIDA STATE UNIVERSITY, BACHELORS OF EXERCISE SCIENCE & ENGLISH WRITING
• FLORIDA STATE UNIVERSITY TRACK & FIELD AND CROSS COUNTRY ALUMNI (MIDDLE DISTANCE 800/1500)
• UNIVERSITY OF COLORADO, BOULDER MASTER’S IN ARTS & SCIENCES, COMMUNICATION
• UNIVERSITY OF COLORADO, BOULDER ACADEMIC ADVISING & ADJUNCT FACULTY IN THE DEPARTMENTS OF PHYSIOLOGY, COMMUNICATION, ETC.
• FORMER BOULDER RUNNING COMPANY RUN TECHNICAL & GAIT ANALYSIS SPECIALIST & RUN SHOE SALES TECH
• FORMER SPORTS JOURNALIST, EDITOR, INTERVIEWER FOR TRACKSHARK.COM, SPORTS ILLUSTRATED, BLEACHER REPORT, ETC.
• BOLDER BOULDER 10K ROAD RACE ELITE ATHLETE SELECTION COMMITTEE & ELITE-ATHLETE BIOGRAPHY PRODUCTION & RACE COVERAGE
• CURRENT WRITER/COORDINATOR: USA TRACK & FIELD COLORADO NEWSLETTER
• FORMER PHYSICAL THERAPY MEDICAL ASSISTANT & ADVANCED SPINE& SPORTS REHABILITATION THERAPY MEDICAL ASSISTANT
• HAVE COACHED AT OVER 20 HIGH SCHOOL, MIDDLE SCHOOL, POST-COLLEGIATE ADULT, AND COLLEGIATE PROGRAMS IN THE LAST 15 YEARS
• FOUNDER: NEW FAIRFIELD HIGH SCHOOL INDOOR TRACK & FIELD PROGRAM (CONNECTICUT)
• FORMER NIWOT HIGH SCHOOL (COLORADO) WOMEN’S CROSS COUNTRY COACH
• FORMER METRO STATE UNIVERSITY OF DENVER RECRUITING COORDINATOR, ASSISTANT COACH
• CURRENTLY SAGINAW VALLEY STATE UNIVERSITY WOMEN’S CROSS COUNTRY & TRACK DISTANCE/MIDDLE DISTANCE COACH
• COACHING SUCCESS: SVSU WOMEN’S DISTANCE MEDLEY RELAY 3RD @ NATIONALS (2015) & INDOOR RUNNER-UP 800M NATIONAL DII CHAMPION
• ADJUNCT FACULTY, SAGINAW VALLEY STATE UNIVERSITY: DEPARTMENT OF COMMUNICATION

Today's Goal: Teachable Connection Tools To Use With Your “Technopoly-Age Athletes”
WHY, AS A COACH, DO YOU NEED TO KNOW THIS?

“DERAILLED (TIM IRWIN) DETAILS THE DOWNFALL OF SIX HIGH-PROFILE CEO’S OVER THE LAST DECADE. EVERY DOWNFALL WAS TRIGGERED BY THE EXECUTIVE’S INABILITY TO CONNECT WITH EMPLOYEES ON A TANGIBLE, MEANINGFUL LEVEL...EVERY DERAILMENT WAS THE RESULT OF A HARD SKILL SURPLUS COUPLED WITH A SOFT SKILL DEFICIT—CORPORATE SAVVY MINUS COMPELLING INFLUENCE.”

**HARD SKILLS:** CAN BE TESTED, TAUGHT, TRANSFERRED
- THE SCIENCE OF RUNNING
- CALCULATING VO2MAX

**SOFT SKILLS:** VAGUELY MEASURABLE THROUGH IMPROVED RELATIONSHIPS & BETTER RESPONSES
- HOW TO MOTIVATE
- THE ART OF LEADERSHIP
- MAKING THE ATHLETE FEEL THAT YOU BELIEVE IN THEIR ABILITY TO ACHIEVE A GOAL
- UNDERSTANDING YOUR ATHLETE

→ WE MUST BUILD OUR SOFT SKILLS AS MUCH AS OUR HARD SKILLS TO IMPROVE AS COACHES

DALE CARNEGIE: HOW TO WIN FRIENDS & INFLUENCE PEOPLE (1936)
WHY, AS A COACH, DO YOU NEED TO KNOW THIS?

HOW DID YOU MAKE YOUR COLLEGE DECISION ON WHERE TO GO AND WHO TO BE COACHED BY, AS THE BEST CROSS COUNTRY RECRUIT IN THE COUNTRY?

• KATIE RAINSBERGER: I REALLY CONNECTED WITH MAURICA (POWELL) AT THE UNIVERSITY OF OREGON ON MY ENTIRE RECRUIT TRIP. SHE KNEW ALL THE LITTLE QUIRKS ABOUT EACH OF HER RUNNERS; I COULD TELL SHE MAKES THE EFFORT TO KNOW THEM WELL-THAT MADE ME WANT TO WORK WITH HER. THE GIRLS TOLD ME THAT SHE HAS A CONSTANT ENERGY ABOUT HER, AND IT’S ALWAYS POSITIVE. SHE READS THEIR BODY LANGUAGE. SHE LOOKS AT THEIR RUNNING LOGS INDIVIDUALLY EACH WEEK; SHE ASKED ME TO SEE MY RUNNING LOGS. OTHER COACHES KEPT TRYING TO SELL ME THEIR PROGRAMS; MAURICA GOT TO KNOW ME. ASKED WHAT WAS IMPORTANT TO ME, WHO I WAS IN ADDITION TO BEING A RUNNER, WHERE I CAME FROM. SHE TRIED TO UNDERSTAND WHO I WAS, AND WHAT I NEEDED, WHAT I WOULD NEED, AND HOW SHE COULD MEET THAT. IT GAVE ME HOPE THAT SHE COULD BE THE NEXT BEST THING TO THE BOND I HAD WITH MY MOM AS MY COACH. THE CONNECTION WAS JUST SO GREAT! I BELIEVED SHE COULD TAKE ME TO THE NEXT LEVEL.

DALE CARNEGIE: HOW TO WIN FRIENDS & INFLUENCE PEOPLE (1936)

2015 Nike Cross Country Nationals Champion

➔ To recruit the talent we want, to retain them & truly help them/lead them to their highest goals, we’ve got to initiate more of the effort to connect & meet their needs (whether they advocate them or not!)
WHY, AS A COACH, DO YOU NEED TO KNOW THIS?

AS TECHNOLOGY USE INCREASES, IT BECOMES MORE-CHALLENGING TO CONNECT WITH ATHLETES THAN EVER BEFORE!

INEFFICIENCY OF COMMUNICATION

• MESSAGE SENT DOES NOT ALWAYS EQUATE TO THE MESSAGE RECEIVED ON THE OTHER SIDE
• THE #1 CAUSE OF CONFLICT IS MISCOMMUNICATION OR MISINTERPRETATION OF A WORD’S USE OR AN INDIVIDUAL’S INTENTION

COGNITIVE DISSONANCE

• WHEN OUR BODY LANGUAGE SENDS A DIFFERENT MESSAGE THAN WHAT OUR WORDS CONVEY

CHANGES IN THE DIGITAL ERA PROBLEMATIZE NEXT GENERATION COMMUNICATION

• OUR RECRUITS AND STUDENT-ATHLETES GROW LESS AND LESS ABLE TO READ OUR EMOTIONS ON OUR FACES AND OUR NON-VERBAL COMMUNICATION, HANDLE CONFLICT AND DIFFERENCE OF OPINIONS, OR SPEAK OPENLY FACE-TO-FACE THEY NEVER PRACTICE IT; IT IS ALL MEDIATED THROUGH TECHNOLOGY!
• OUR STUDENT-ATHLETES ARE LESS CAPABLE OF ADVOCATING THEIR NEEDS TO US AND INITIATING INTERACTION…YET THEY STILL HAVE THEM… AND LEFT UNMET, THEY GROW FRUSTRATED AND UNHAPPY AND loose MOTIVATION: TECHNOLOGY HAS BECOME AN AVOIDANCE STRATEGY
• WE ARE OVERWHELMED BY PERSUASION ALL THE TIME: ON TV, THE INTERNET, ETC. THAT INDIVIDUALS HAVE BECOME GUARDED TO PERSUASION AND MESSAGES INFLUENCING BEHAVIOR AND DECISION-MAKING BEFORE INDIVIDUALS ARE WILLING TO PUT THEIR GUARD DOWN, CONNECTION IS FIRST REQUIRED AND A FEELING OF SAFETY, SECURITY, AND BELIEF THAT TO LET THEIR GUARD DOWN IS IN THEIR BEST INTEREST: NO ONE CARES HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE!

• TEACHABLE CONNECTION TOOL #1: EXERT YOUR INFLUENCE ON ATHLETES

• THE HIGHEST LEVELS OF INFLUENCE ARE ACHIEVED WHEN:

1. PEOPLE FOLLOW YOU BECAUSE OF WHAT YOU’VE DONE FOR THEM
2. PEOPLE FOLLOW YOU BECAUSE OF WHO YOU ARE.
3. PEOPLE FOLLOW YOU WHEN TRUSTWORTHINESS & GENEROSITY SURROUNDS YOUR BEHAVIOR

• EXAMPLE:

“MY COACH (DOUG WATTS) HELPED ME FIND THE STRENGTH TO GET OUT OF AN ABUSIVE RELATIONSHIP AND FOR THAT, I CAN NEVER REPAY HIM. HE WAS LIKE A DAD, BEST FRIEND, AND PSYCHOLOGIST COMBINED INTO ONE, AND WOULD JUMP OFF A BRIDGE FOR US IN OUR PERSONAL LIVES.”

– FORMER EDINBORO ALL-AMERICAN

DALE CARNEGIE: HOW TO WIN FRIENDS & INFLUENCE PEOPLE (1936)
• **TEACHABLE CONNECTION TOOL #2: ASPIRE TO BE A LEADER VS. AN AUTHORITY FIGURE...IN YOUR OWN AUTHENTIC WAY!**

• SOMEONE WHO EXERTS THE KIND OF INFLUENCE I JUST DESCRIBED IS MORE THAN JUST A COACH-AUTHORITY FIGURE, THEY’RE A LEADER-COACH

• YOU MAY HAVE A TITLE, BUT YOU'RE NOT A LEADER IF NO ONE IS FOLLOWING YOU WILLINGLY VERSUS OUT OF OBLIGATION!

• GALLUP HAS BEEN STUDYING HUMAN BEHAVIOR FOR MORE THAN 70 YEARS, AND CONSULTING WITH ORGANIZATIONAL LEADERS FOR MORE THAN FOUR DECADES.

• THEY STUDIED 20,000 IN-DEPTH INTERVIEWS WITH SENIOR LEADERS, MORE THAN ONE MILLION WORK TEAMS, AND 50 YEARS OF POLLS ABOUT THE WORLD’S MOST ADMIRED LEADERS.

• WHAT DID THEY ALL HAVE IN COMMON: IS THERE ONE COMMON CHARACTERISTIC AN INDIVIDUAL MUST HAVE/BE BORN WITH TO BE A LEADER?

• GARY WILSON VS. MOTHER THERESA VS. GHANDI VS. JOAN OF ARC

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**STRENGTHS BASED LEADERSHIP: (TOM RATH & BARRY CONCHIE) GREAT LEADERS, TEAMS, & WHY PEOPLE FOLLOW (2009)**
The most effective leaders surround themselves with the right people and then maximize their team: The Best Leaders Are NOT Actually Well-Rounded, but their TEAMS are!!! Lead from your authentic self & surround yourself by others who excel where you are weak! Don’t try to be something you’re not or mimic other leaders: lead your way!

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Further supported by Malcom Gladwell’s Research fleshed out in (Tipping Point): Maven, Connector & Influencer Theory

Strengths Based Leadership: (Tom Rath & Barry Conchie) Great Leaders, Teams, & Why People Follow (2009)
<table>
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<th>Relationship Building</th>
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<td>Make things happen</td>
<td>Help team reach a broader audience</td>
<td>The glue that holds a team together &amp; minimizes distractions &amp; Keep collective energy high.</td>
<td>Keep us focused on what could be. Future visionaries.</td>
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<td>Implement a solution</td>
<td>Sell the team’s ideas inside &amp; outside the organization</td>
<td>A leader with strong relator or developer may be a great mentor and guide as they push others towards bigger and better achievements.</td>
<td>Constantly absorbing and analyzing information and helping teams make better decisions.</td>
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<td>Work tirelessly to get it done</td>
<td>Perfect for when you need someone to take charge, speak up, and make sure the group is heard</td>
<td>A leader with individualization might use a more targeted approach to getting people involved.</td>
<td>A leader using context or strategic might explain how past events influenced present circumstances or navigate best route for future possibilities.</td>
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<td>Have the ability to catch an idea and make it a reality</td>
<td>Leader with command may use confidence to project authority and win followers.</td>
<td>Someone with strong ideation or input may see countless opportunities for growth based on all the information he/she reviews.</td>
<td>A leader drawing from his/her analytical theme might help the team drill in to the details of cause/effect.</td>
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<td>A leader using communication or woo may get people involved by helping individuals feel comfortable &amp; connected to the issue/idea a hand.</td>
<td>A leader with communication or woo may get people involved by helping individuals feel comfortable &amp; connected to the issue/idea a hand.</td>
<td>A leader using communication or woo may get people involved by helping individuals feel comfortable &amp; connected to the issue/idea a hand.</td>
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TEACHABLE CONNECTION TOOL #3: THE 2ND MOST COMMON THEME AMONGST THE MOST EFFECTIVE LEADERS—THEY ARE ALWAYS INVESTING IN OUR STRENGTHS

→ DON’T BREAK IT IF YOU CAN’T BUILD IT!

• WHEN AN ORGANIZATION’S LEADERSHIP FAILS TO FOCUS ON INDIVIDUALS’ STRENGTHS, THE ODDS OF AN EMPLOYEE BEING ENGAGED ARE A DISMAL
  1 IN 11 (9%).

• WHEN LEADERSHIP FOCUSES ON THE STRENGTHS OF ITS EMPLOYEES, THE ODDS SOAR TO ALMOST ¾ (73%).

• 10 POSITIVE ACKNOWLEDGEMENTS TO COUNTERACT 1 NEGATIVE ONE

• FAILURES= “NOT YETS” & LEARNING MOMENTS; SEPARATE FAILURE FROM THE PERSON

• WHEN WE FOCUS ON WEAKNESS, INDIVIDUALS loose CONFIDENCE & DISENGAGE
  • EXAMPLE: AN ATHLETE WHO ISN’T READY FOR YOUR TRAINING YET
  • EXAMPLE: AN ATHLETE WHO HAS POOR FORM OR BIOMECHANICS
  • EXAMPLE: AN ATHLETE STRUGGLING TO TRANSLATE TRAINING TO RACING
  • EXAMPLE: AN ATHLETE Struggling WITH CONFIDENCE AND THE MENTAL GAME
• **TEACHABLE CONNECTION TOOL #4: THE 1ST MOST COMMON THEME AMONGST THE MOST EFFECTIVE LEADERS—THEY UNDERSTAND THE 4 COMMON NEEDS OF INDIVIDUALS WITHOUT BEING ASKED TO MEET THESE NEEDS:**

• GALLUP TEAM STUDY OF MORE THAN 10,000 FOLLOWERS—ASKING THEM TO TELL GALLUP WHY THEY FOLLOW THE MOST INFLUENTIAL LEADER(S) IN THEIR LIFE.

• THE SAME FOUR ANSWERS CAME UP AGAIN, AND AGAIN, AND AGAIN: FOLLOWERS COULD DESCRIBE EXACTLY WHAT THEY NEEDED FROM A LEADER WITH REMARKABLE CLARITY!

THE MOST EFFECTIVE LEADERS UNDERSTAND THEIR FOLLOWERS' FOUR BASIC NEEDS:

• **COMPASSION:** CARING, HAPPINESS, LOVE

• **STABILITY:** TRANSPARENCY WITH GOALS, WHERE THINGS ARE HEADED, POSITIVITY, ETC.

• **HOPE:** DIRECTION, FAITH, GUIDANCE

• **TRUST:** CHOOSING TO MAKE SOMETHING IMPORTANT TO YOU, VULNERABLE TO THE ACTIONS OF SOMEONE ELSE (FELTMAN)

**COMPASSION EXAMPLE:** COACH BRAMAN, FLORIDA STATE UNIVERSITY

STRENGTHS BASED LEADERSHIP: (TOM RATH & BARRY CONCHIE) GREAT LEADERS, TEAMS, & WHY PEOPLE FOLLOW (2009)
Single most powerful question was whether company’s leadership made employees feel enthusiastic about the future.

69% who agreed strongly with this statement were engaged in their jobs/Teams/etc.!

A vast majority of leaders, by contrast, did not spend ENOUGH time deliberately creating more hope and optimism for the future, and instead, reported that they spend almost all of their time reacting to the needs of the day instead of initiating for the future.

Leaders who are always reacting convey to the organization that they aren’t in charge or control, but are being tossed about by the demands of the day. When leaders choose to initiate, the very act can create hope for the future.

We want stability in the now, but hope for the future!

**TRUST** is built in very small moments; to choose to not connect when the moment is there is a betrayal – JOHN GOTTMANN

1. **BOUNDARIES** - Clear about & respect each other's boundaries

2. **RELIABILITY** - You do what you say you're going to do, not just once, but over & over again
   
   [Be clear on your limitations so that you don't fall short] *Example: JS*

3. **ACCOUNTABILITY** - Own up to mistakes, admit to faults, apologize for it, make amends & vice versa; “we” “us” *Example: JB*

4. **VAULT** - What you share with me, I will hold in confidence; what I share with you, you'll hold in confidence

   [In our relationship, I see that you acknowledge confidentiality] [No common enemy intimacy]

   [You respect my story, but respect other people's stories as well] *Example: Asst Coach Talk*

5. **INTEGRITY** - Choosing courage over comfort, choosing what's right over what's fun, fast, or easy, and choosing to practice your values, not just professing your values

6. **NON-JUDGEMENT** - Can fall apart, show struggle, etc. without fear of judgement

   [When we think less of ourselves for needing help, subconsciously, you think less of others for needing it too]

7. **GENEROSITY** - Assume the most generous things of my words, intentions, & behaviors and check in with me

   ➔ Acknowledge sliding door moments and don’t turn away from them!

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**THE ANATOMY OF TRUST: BRENÉ BROWN (2015)**
“POSTED ON THE WALL OF JOE VIGIL’S OFFICE WAS A MAGIC FORMULA FOR RUNNING FAST, THAT, AS FAR AS DEENA (KASTOR) COULD TELL, HAD ABSOLUTELY NOTHING TO DO WITH RUNNING. IT WAS STUFF LIKE “PRACTICE ABUNDANCE BY GIVING BACK” AND “IMPROVE PERSONAL RELATIONSHIPS” AND “SHOW INTEGRITY TO YOUR VALUE SYSTEM.” ...IF DEENA EVEN WANTED TO THINK ABOUT TRAINING UNDER VIGIL, IT MEANT BUILDING HER SOUL AS MUCH AS HER STRENGTH”

Anatomy of a Medal - Joe Vigil = BRAVING trust with yourself
1. Improve quality of micro and macro environments (Boundaries)
2. Display commitment to mission (Reliability)
3. Improve achievement motivation (Accountability)
4. Improve personal relationships (Vault)
5. Show integrity to value system (Integrity)
6. Improve athletic maturity (Non-judgment to ask for help when needed)
7. Practice abundance by giving back (Generosity)

→ Teaching an athlete how to trust THEMSELVES as well as how to trust their coach!
• IN TRANSITION FROM 1 COACH REGIME TO ANOTHER: GENEROUS IN HOW WE TALK ABOUT “OLD WAYS” AND TRANSITION FROM OLD METHODS OF CONFIDENCE BUILDING TO NEW? GENEROUS ASSUMPTIONS ABOUT NEW ATHLETES?

• PRE & POST-INJURY DURING THE COME-BACK/ WHEN THEY GET KNOCKED OUT OF THE “TOP 7”: STABILITY IN THE NOW (GUIDANCE/DIRECTION) AND HOPE FOR THE FUTURE (DO YOU BELIEVE I’LL MAKE IT BACK?)

• HOW WE HANDLE TOUGH STUFF FROM EATING DISORDERS TO DEPRESSION TO BULLYING TO ROUGH WORKOUTS/RACES: DID YOU INITIATE THE OPPORTUNITY TO TALK IT OUT & CONNECT? TO MAKE A PLAN TO BUILD HOPE FOR A BETTER TOMORROW?

• ADMITTING WHEN YOU MAKE A MISTAKE: INTEGRITY TO YOUR VALUE SYSTEM?

• RECRUITING: WHAT’S PROMISED VS. WHAT’S DELIVERED→ WERE YOU RELIABLE?

ESPECIALLY BE ATTENTIVE TO SLIDING DOOR MOMENTS WHEN...
• **TEACHABLE CONNECTION TOOL #5: AFFIRM WHAT IS GOOD**

• “WHEN WE TREAT MAN/WOMAN AS HE/SHE IS, WE MAKE THEM WORSE THAN THEY ARE; WHEN WE TREAT THEM AS IF THEY ARE ALREADY WHAT THEY POTENTIALLY COULD BE, WE MAKE THEM WHAT THEY SHOULD BE—SELF FULFILLING PROPHECY ALLOWS THEM TO RISE TO THE OCCASION OF WHATEVER EXPECTATION YOU HAVE FOR THEM, GOOD OR BAD!”

• BEING DISAPPOINTED, LET DOWN, OR BETRAYED ARE SOME OF THE MOST FRUSTRATING LIFE MOMENTS, YET THEY ALSO AFFORD US RARE MOMENTS TO MAKE A SUPREME IMPRESSION.

• REMEMBER THAT THEY’RE IN THE PROCESS OF LEARNING, GROWING AND THEY ALL COME TO US WITH BAGGAGE AND WOUNDS BEFORE WE MEET THEM!

• DO YOU RECALL A TIME SOMEONE SURPRISED YOU WITH THE UNDESERVED GRACE OR UNCONDITIONAL FORGIVENESS? HOW DID YOU INTERACT WITH THEM AFTERWARDS?

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In life, sometimes mistakes are the by-product of extenuating circumstances. We don't always fail because of incompetence. We can fail because our hearts and minds are not engaged due to problems at home or elsewhere. Leaders understand that mistakes and failures surface from all corners of life, and, therefore, should be treated as isolated and redeemable versus as fatal flaws.
HOW CAN I IMPLEMENT ALL THIS?

**STRUCTURALLY**
- Goal-setting initial pre-season meetings
- Mid-season check-ins
- Post-season reflection meetings
- Give a fine reputation to live up to
- Separate failure from the person: Failure is a “not yet” skill attained

**DAY-TO-DAY**
- Know & say their names: The most important sound in any language
- Know their goals: Remind them of them when they are begrudging towards what you ask them to do
- Acknowledge their strengths & see their improvements
- Making generous assumptions & call out mistakes quietly

**AVOID**
- Don’t break it if you can’t build it
- False praise
- Shying away from sliding-door moments
- Equating failure with character

Example: Joey Zins, IUPUI Head Coach

How can I implement all this?
EVERYDAY, REFLECT ON YOUR ABILITY TO STRENGTHEN CONNECTIONS WHILE COACHING, AND BUILD CONSCIOUSNESS/AWARENESS WITH THESE QUESTIONS:

1. IN EVERY OPPORTUNITY THAT I HAD TODAY TO BUILD TRUST [BRAVING] VERSUS LOSE IT, DID I BUILD?

2. HOW AM I INFLUENCING MY ATHLETES BASED ON WHAT I’VE DONE FOR THEM TODAY, WHO I PRESENTED MYSELF TO BE TODAY, AND THE TRUSTWORTHINESS & GENEROSITY SURROUNDING MY BEHAVIOR?

3. IF I TOOK AWAY SOMEONE’S CONFIDENCE WHILE GIVING CONSTRUCTIVE CRITICISM IN AN AREA, DID I REMEMBER TO GIVE IT BACK? DID I BUILD IT BACK UP AFTER I BROKE IT?

4. HOW WELL AM I MEETING MY ATHLETES’ NEEDS FOR COMPASSION, STABILITY, HOPE & TRUST?

5. AM I TEACHING MY ATHLETES HOW TO BUILD TRUST WITH THEMSELVES?

6. HOW OFTEN DO I AFFIRM WHAT IS GOOD AND ACT GENEROUS IN MY ASSUMPTIONS WHEN MY ATHLETES MAKE A MISTAKE?
NO ONE CARES HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE

PEOPLE MAY NOT REMEMBER EXACTLY WHAT YOU DID
THEY MAY NOT EVEN REMEMBER EXACTLY WHAT YOU SAID
BUT THEY WILL ALWAYS REMEMBER HOW YOU MADE THEM FEEL

-MAYA ANGELOU