

Developing Leaders

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What is a leader?

- You are a leader only if others will follow you.
- Leaders are only as strong as the connections they make with each person on the team.
- A leader is someone who can get things done through other people.
- A leader will demonstrate four main themes:
 - Trust, Compassion, Stability, Hope
 - Tom Rath, *Strengths Based Leadership*

Keep your mind open to change all the time. Welcome it. Court it. It is only by examining and reexamining your opinions and ideas that you can progress.

Dale Carnegie

Leadership

- Are leaders natural or man made?



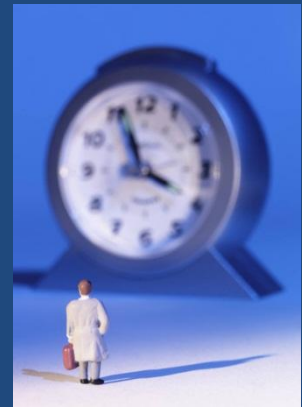
Purpose

- Team
- Fitness
- Strength training
- Off the field
- Classroom
- Where else?



Considerations

- Type of team
- Age
- Season
- Interaction between players
- How much time do you have to interact with them?



Considerations continued

- Do you need to change the culture of the team?
- Keep the status quo?
- Raise the bar?
- Have a lot of new players joining the team?
- Is there a void of leadership?



Considerations Continued

- Expectations of the team: by you, by the players, by the parents, by the administration
- Your daily, weekly, monthly, yearly interaction with the players (& leaders) to influence them.
- How much influence do you have?
- What do you need the leaders to do?
- How will you make this happen?

Process of Developing Leaders

- Identification of potential leaders.
- Get ownership/input from players.
- Selecting:
 - Interviewing
 - Creating climate for growth
 - Testing
 - Evaluating
 - Improving



“Men are developed the same way gold is mined. Several tons of dirt must be moved to get an ounce of gold. But you don’t go into the mine looking for dirt. You go in looking for gold.” Dale Carnegie

Considerations Continued

- Assessment of Needs
- Assets on hand
- Ability
- Attitude
- Accomplishments



Qualities to Look for in a Leader

- Character
- Influence
- Positive Attitude
- Relationship skills
- Confidence
- Self Discipline
- Communication

Loyalty

How good is he/she

Respect of team



“More and more companies are transforming themselves into responsibility-based organizations in which every member must act as a responsible decision-maker. All members have to see themselves as executives.” Peter Drucker

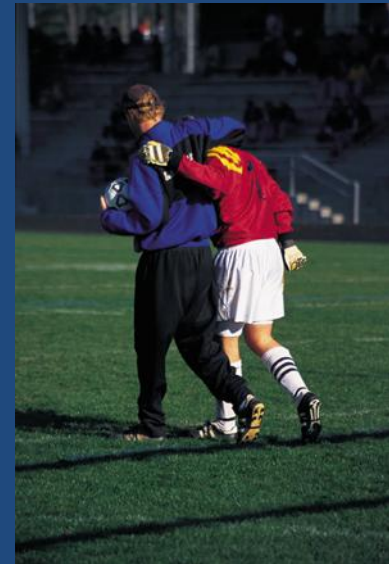
Nurturing Potential Leaders

- Believe in them
- Encourage them
- Share with them
- Trust them



Nurturing Potential Leaders

- Time
- Respect
- Unconditional Positive Regard
- Sensitivity
- Touch



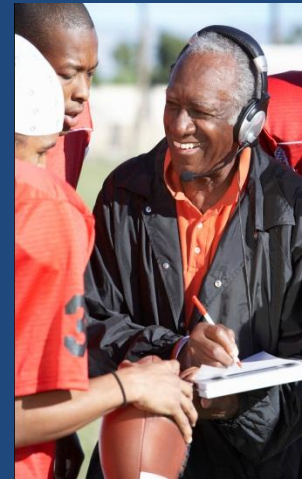
Nurturing Potential Leaders

- Leaders must have buy-in
- Build Trust
- Provide security/support system
- Reward production



Developing the Leaders

- Establishing expectations
- Setting up meeting times
- Reading materials/discussion items/homework



Developing Leaders

- What is your end goal?
 - Win a championship?
 - Have good team moral?
 - Just get team to improve?
 - Not get fired?



Figuring out their strengths

- Take notes from player input meetings.
- Find strength finder online (*Strengths Based Leadership* by Tom Rath)
- Figure out weak areas.
- Decide how much time to improve weaknesses and how much time to build on strengths.
- How do you utilize the group to balance?

Captains Council

- Selection of a single captain.
- Leadership group made up of players from each class.
- Liaisons to the coaching staff.
- Implementation of ideas, philosophies, changes, etc.
- Dissemination of information



Equipping for Excellence

- Share your dream!
- Develop a personal relationship = 2 way trust
- Ask for commitment
- Set goals for growth
- Communicate the fundamentals: simplicity



The 5 Ms

- Model
- Mentor
- Monitor
- Motivate
- Multiply



The Big 3

- Responsibility
- Authority
- Accountability



Weekly Meetings

- Leadership moments
- Discussion points
- Weekly reading
- For the good of the team



“It’s a basic fact about communicating with people: they won’t say what they think – and won’t listen receptively to what you say – unless a foundation of genuine trust and shared interest has been laid.”

Dale Carnegie

Communication

How do you communicate with your leaders?

How much communication do you have with your leaders?

What is the primary substance of that communication?

What are your goals with your communication?



“Listening is the single most important communication skill you can possess.”

Dale Carnegie

Listening

- People will only remember 25% of what you tell them.
- 55% of effective communication is from body language and facial expressions.
- 38% from tone and pitch of voice.
- 7% through the actual words.

- Williams, C. (2011) *Managing Communication. Management.* (pp.282-301). Mason, OH Cengage Learning.

Listening and Acting

- If you are going to ask questions of your leaders, you have to be willing to accept their responses.



Awareness

- Recognizing “Leadership Moments”
- Acting on the moment and not letting it *slip by*
- Evaluating the response and the outcome
- Journaling
- Evaluating
- Discussing
- Re-Evaluating
- Trying again



How Leadership & Relationships Merge

- Care enough to confront
- Courage to act
- Separate the person from the action
- Be specific
- Express how it makes you feel and how it affects the team.
- Set the course for the solution

The team

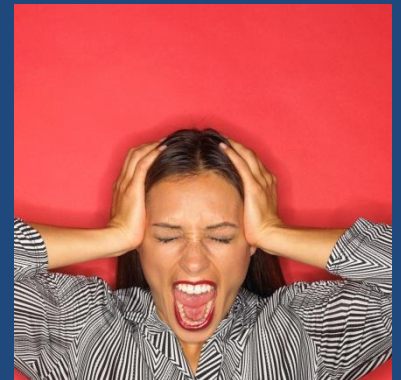
“Anyone who doesn’t know what’s important to the team not only fails to contribute to the team, but actually *prevents the team from achieving success.*” John C. Maxwell

Team First Mentality

- The Leaders place the team's priorities ahead of their own.
- A good team fit requires an attitude of partnership.
- Trust allows team members to begin working as a single unit.
- Each leader contributes his/her role based on his/her strengths.

Anticipation of Problems

- Problems create opportunities
- Maintain a positive attitude in the midst of the problem.
- Give enough time to problem to take in every angle, but solve as quickly as possible.
- Use issues to create lessons so that the problems will not occur again.



The Need for Delegation

- Why don't we delegate more:
 - Insecurity
 - Habit
 - Time
 - “If it needs to be done right...”
 - Enjoyment



What happens when leaders fail?

- Why did he/she fail?
- Intent?
- Circumstance?
- Support?
- Decision?
- Communication?
- Repercussions?
- Reparations?



Conclusion

- Leaders can be developed.
- They must want to be in a leadership role.
- You must model the characteristics of the type of leaders you want.
- They can be used to balance you.
- You must understand their strengths, weaknesses, personality, where they are and where they need to go.

Conclusion Continued

- Encouragement
- Two-Way Loyalty
- Consistent Vision
- Willingness to listen and try new things
- Empowerment
- Follow through
- Constant evaluation and honest assessment
- Reward

And in the end...

- Have you accomplished your short-term goals with the leaders on your team?
- Have they grown and are better prepared to face future leadership opportunities, new environments, and adversity?
- Do they have a stronger character compass to direct themselves with?
- Let's start again!

“Perhaps the ultimate test of a leader is not what you are able to do in the here and now – but instead what continues to grow long after you’re gone.”

Tom Rath, Strengths Based Leadership

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- *Developing the Leaders Around You* by John C. Maxwell

