





Creating a workbook like this is definitely a team effort and I wanted to take this opportunity to thank everyone who helped make this workbook a reality.

I'd like to thank Holly Hesse, Shannon Wells, and Tiffany Jones for their contributions to this workbook. Your support for coaches of all sports is amazing and your personal support for me is something I cherish.

Special thanks to Rachel Gogos, Corinne Stenander, and the entire brandID team for their help making this workbook a reality. You all are so wonderful to work with.

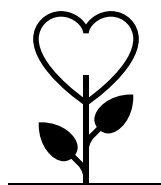
Janine Williams, thank you for being my "assistant coach" and supporting the creation of this workbook. Adding the "Janine sign off" as the final step for each chapter was such a great idea and a huge help to all of us so thank you!

On a personal note, very grateful for my two sisters, Stephanie Blay and Patty Slater, and all their help in the editing process. Steph, not only are you smart and talented, you are so funny. Thank you for making us all laugh and keep the process of writing this workbook a fun one. Patty, thank you for being another set of laser focused editing eyes and working under intense pressure from "Coach Slater." I appreciate you both very much!

Last but definitely not least, I want to thank my partner, Becky Burleigh for her incredible support of me both personally and professionally. There is no way the Coach Development Academy or this workbook series becomes a reality without your unconditional support and belief in me. SO Grateful! Love you BIG.

With lots of love and gratitude,

– Celia



truenorthsports presents:

The Coach Development Academy | Workbook 2: Managing Your Program

Table of Contents

Introduction: Managing Your Program Overview	8
Chapter 1: Managing Self : The Bedrock	14
Chapter 2: Managing Your Staff: Cornerstone #1	41
Chapter 3: Managing Your Support Staff: Cornerstone #2.	76
Chapter 4: Managing Your Team: The Centerpiece	85
Chapter 5: Managing Your Leadership: The Key	137
Chapter 6: Managing the Rest: The Connected	159
Chapter 7: Other Key Managing Skills	206
Chapter 8: Putting it All Together!	259

Welcome to Workbook 2, Managing Your Program!

Managing people and an organization is not easy. In fact, I would say managing people is the most overwhelming aspect many new head coaches or new managers face. This is often because of the sudden realization that **THEY** are responsible for the success or failure of this team or organization.

Every team or organization has required duties, jobs, and tasks. The manager has to organize both those tasks and the people responsible for completing those tasks. These duties demand organizational skills, a firm grasp on all that's required to be successful, to be effective in motivating people to accomplish those tasks. They must train their people, organize them, motivate them, be a role model for them, and coach them.

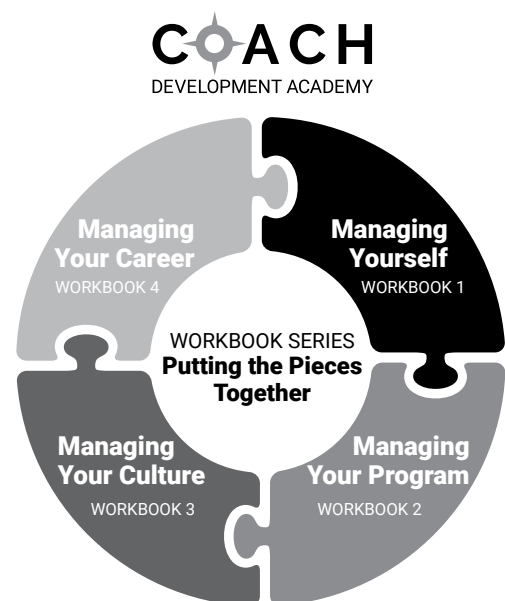
I repeatedly advise coaches and managers:

"I have not heard of many coaches who have been fired for not knowing the x's and o's of their sport. But I do know a lot of coaches who have been fired because their culture was toxic, they were a poor communicator or they were unorganized and had no idea how to manage people."

In workbook #1, **Managing Yourself**, we explored in great detail the importance of learning to manage yourself at a high level first because it's difficult to manage others effectively and efficiently if you lack self-awareness or are unorganized. While workbook 1 is not required reading, we highly recommend you explore all that workbook has to offer in establishing who you are and who you want to be as a manager, leader, and coach.

Our Workbook Series is Made up of the Following Topics:

1. Managing Yourself
2. Managing Your Program
3. Managing Your Culture
4. Managing Your Career



“Success isn’t about how much money you make, it’s about the difference you make in people’s lives.”

I love this quote by Michelle Obama. This quote reminds me that managing means that we are managing people: people who come to us with their unique life stories and struggles. They come to us not only with their gifts and talents; they also come to us with their imperfections. Coaching and managing take a commitment to “people skills.” For people who do not like others or find them interesting, it may be time to find a different profession!

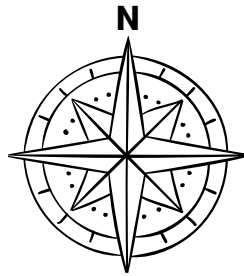
Strive to be a leader who has the ultimate goal of making a difference in the lives of your people working with you, on your team or in your organization.

We all rise when we help others contribute to the team’s greater good.
Be a manager that “elevates” not one who deflates.

This takes skill and awareness and we are here to help. Let’s dive in and explore HOW to Manage Your Program and your people together!

Celia Slater
CEO, Chief Visionary
True North Sports





“The Profession of Coaching is
bigger than the sport you coach.”

– Celia Slater, CEO/Chief Visionary, True North Sports

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At True North Sports our goal is to develop conscious, high-character, competent, and confident coaches while providing them with a supportive community where they can collaborate and share ideas with coaches of all sports.

This coach development book prepares you to “begin within” to find your own internal compass necessary to build a winning culture. Each workbook is designed to help you align your passion, purpose, and practice, helping you step out of your sport and into the coaching profession. This book will help you move beyond the X’s and O’s of your sport and explore the people, management, leadership, and self-awareness skills necessary to becoming a transformational coach.

Our *workbook series* provides a non-sport-specific program with a focus on self-awareness, leadership theory, management strategies, philosophy and team culture development.

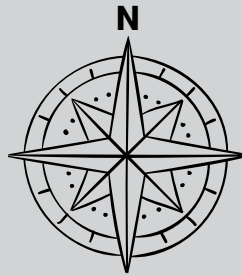
True North Sports coaching education is based on the Coaching COMPASS, a revolutionary tool that is transforming the coaching profession. The COMPASS assesses seven areas and is a holistic approach to coaching, education, and growth.



Profession of Coaching > The Sport You Coach

“Be not afraid of growing slowly;
be afraid of only standing still.”

– Chinese Proverb



introduction
**MANAGING YOUR
PROGRAM OVERVIEW**

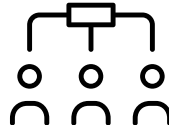
By Holly Hesse

When we speak of **Managing a Program**, we are talking about managing two things:

1. The tasks to be completed



2. The people completing those tasks



We are talking about creating the required systems and processes to get tasks done and also training, motivating and communicating with the people in your program to get those tasks done in a manner that achieves the standards of excellence and program philosophy YOU set as the manager/coach.

WORKING DEFINITIONS

man·aged, man·ag·ing. (verb)

- to bring about or succeed in accomplishing, sometimes despite difficulty or hardship
- to take charge or care of
- to dominate or influence (a person) by tact, flattery, or artifice
- to handle, direct, govern, or control in action or use
- to conduct business, commercial affairs, etc.; be in charge

HOLLY: MY JOURNEY

As a *high C* on the DISC behavioral profile I am naturally well organized and methodical in my systems and processes. By nature, I love creating models and documenting things in detail. I am conscientious, attentive and follow through while working on detailed coaching tasks and assignments.

I carefully eliminate loose ends while managing and organizing my stakeholders: my staff, support staff, team, team leaders, and everyone connected to the program.

I believe preparation and organization are both necessary and worthwhile for building a successful program. As the program's ultimate leader, I believe my highest responsibility is to be organized, precise, and detailed in my leadership and management skills.

I now realize this focused attention to detail -- to systems and processes -- does not come naturally to all coaches and you might be among them! This workbook is written with you in mind!

Throughout my 30 plus years as a head coach, my strategy is an iterative process that requires reevaluation and evolution. I constantly review, refine, and update the way I lead and manage my program based on changing times, additions to my staff and my growing knowledge of better leadership and management skills.

After a particularly difficult and less than successful season in 2001, I created ***"The Diamond of Success: A Philosophical Model for Coaching and Leading."*** I named it ***"The Diamond of Success"*** for two reasons:

1. The sport of softball is played on a diamond and
2. I love the quote by Confucius "The gem cannot be polished without friction, nor a person perfected without trials."



The Diamond of Success



WORK ETHIC

Pay the Price
Do More than Just Show Up
Work Hard and Play Hard
Love the Work You Are Doing
Extra Time on Your Own

POSITIVE ATTITUDE

Thoughts
Words
Actions

TEAM SPIRIT

Surrender the Me for the We
Serve and Be Served
Selflessness
How Can I Best Serve My Team?
Synergy

MENTAL TRAINING

Relaxation
Visualization
Affirmations
Goal Setting
Concentration
Routines
Releases
Confidence
Courage
Persistence
Learn from Mistakes
Overcome Adversity
Ideal Performance State

TEAM BUILDING

Common Goals
Commitment
Complementary Roles
Clear Communication
Constructive Conflict
Cohesion
Credible Coaching

STUDENT-ATHLETE

Is Whole
Is in Control
Is Responsible
Is Self-determining
Is in Process
Is a Most Valuable Person

THE TRINITY OF HEALTH

Hydration
Nutrition
Rest
Recovery
Strength Training
Conditioning
Flexibility

SKILLS & STRATEGIES

Position Play
Team Defense
Hitting
Specialties
Base Running
Offensive Strategies

LEADERSHIP

Roles & Responsibilities
Self Leadership
Expanded Leadership
Collective Leadership

Be Loving
Be Kind
Be Honest
Be Your Best
Do What Is Right

TRIPLE A

Academics
Attitude
Ability

This model became my blueprint for managing my program. Each year, this framework forms the basis for our game plan for a championship season.

My definition of a “championship season” is based on the following values:

- ❖ Developing the student-athlete in terms of their physical, mental, emotional, social, and moral growth
- ❖ Honesty and integrity of the program
- ❖ Academic success of the student-athletes
- ❖ Improvement of the program
- ❖ Conference and total wins

“The Diamond of Success” is how I approach building a “championship” program, living my coaching mission statement, and accomplishing my coaching objectives.

Below are the pieces that make up our **“Managing Your Program Pyramid.”** Each piece represents a person, or groups of people for which I have developed a management and leadership plan.

SELF: THE BEDROCK

Each year the magic starts with me. I am the foundation for success and have a plan to manage and lead myself. This is the first piece that must be put into place. As I rise in my management, organizational and leadership skills, the program rises with me.

STAFF & SUPPORT STAFF: THE CORNERSTONES

My staff and support staff are the program’s cornerstones. Next, I must get everyone on the same page and going in the same direction. Clarifying their roles, responsibilities, and contributions is key to managing and leading the next two groups.

TEAM: THE CENTERPIECE

Everything we -- myself, the staff and the support staff do revolves around helping the players and the team learn, grow, and develop and thus become more effective and successful in their performance. The vast majority of my preparing, planning, and organizing each year is devoted to managing and leading this group.

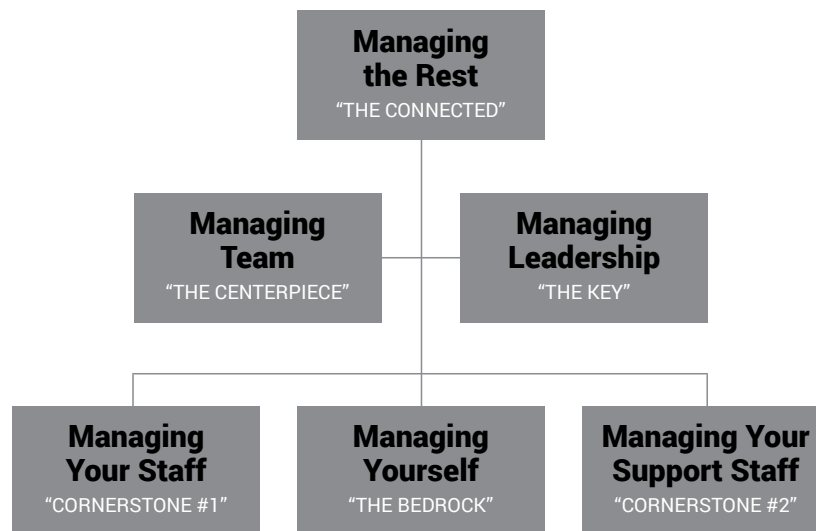
LEADERS: THE KEY

Creating a culture of leaders is yet another big chunk requiring my careful management and leadership. Each player on the team has unlimited potential to develop his/her own leadership skills. When everyone has a leadership role and takes responsibility for the growth and success of the team, then everyone improves over time.

THE REST: THE CONNECTED

The final piece refers to those who are just outside the team's immediate circle: recruits, parents, alumni, and the community. Recruits are the lifeblood of the program. Parents and alumni care deeply about the team's success and feel connected to the team. Engaging and serving the community gives us a larger purpose beyond the team's success. Each group requires special attention.

Managing Your Program Pyramid



As you review how I manage, lead, and organize my program, I encourage you to incorporate what feels right for you, and to develop your own model and blueprint based on your coaching philosophy as well as what level you coach and how many people, if any, you have on your staff.

I am confident that whatever level you coach, you will be able to pull ideas and structure from this workbook that will fit into your professional, college, high school, or club program.