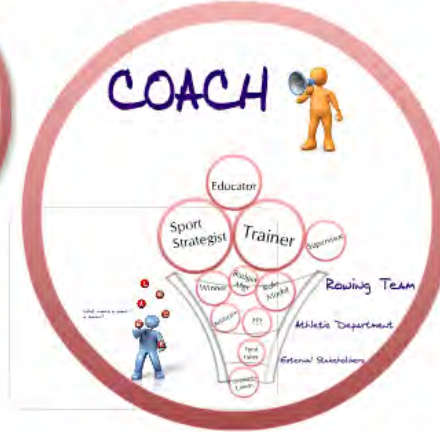




**Multi-directional Leadership**

Practical talk about leadership and coaching

Coaching used to be a job that required sole focus on the athletes, training, competition, and (hopefully) winning  
 What else has coaching become?



• What is being said?  
 • What is not being said?  
 • Encourage? Where? Why?

**Listen**

• What do your basic needs?  
 • What conditions do you create for someone to succeed?  
 • How do you support yourself, and being honest?

**Encourage**

• How do you adapt?  
 • How do you encourage people to learn from you that fail?

**Adapt**

• What more can you do beyond? To improve?  
 • How do you encourage people to learn from you that fail?  
 • What do you do to make it better?

**Distribute**

• Where can you see data to make decisions?  
 • How can you create a culture of assessment and evaluation?

**Evaluate**

• How do you motivate and evaluate others?  
 • How can you create a culture of support for your group?  
 • When do you need support?

**Rally**

**L E A D E R**

**Six LEADER practices**



# Multi-directional Leadership

Practical talk about  
leadership AND coaching



Coaching used to be a job that required sole focus on the athletes, training, competition, and (hopefully) winning

What else has coaching become?

COACH



JAL

# COACH



Rowing Team

Athletic Department

External Stakeholders

What makes a coach a leader?



What makes a coach  
a leader?



# What is a LEADER?

## Definitions

- Uses social influence to enlist the aid and support of others in the accomplishment of a common task.
- Creates a way for people to contribute to making something extraordinary happen.
- Identifies available resources to attain organizational or societal goals.



# Definitions

- Uses social influence to enlist the aid and support of others in the accomplishment of a common task.
- Creates a way for people to contribute to making something extraordinary happen.
- Identifies available resources to attain organizational or societal goals.



# Who is a LEADER?

Most everyone today agrees that some folks are born with natural talents, for sure. But effective leadership CAN be learned.

We call these the “practices” of leadership.



Theory



IS a LEAD

Most everyone today agrees that some folks are born with natural talents, for sure. But effective leadership CAN be learned.

We call these the “practices” of leadership.

Theory






# How should I LEAD?

The Ideal

You cannot think of yourself ONLY as a leader of your team and your athletes.

You also have to lead in many directions (up and out).



# W should

You cannot think of yourself  
**ONLY** as a leader of your team  
and your athletes.

The Ideal

You also have to lead in many  
directions (up and out).

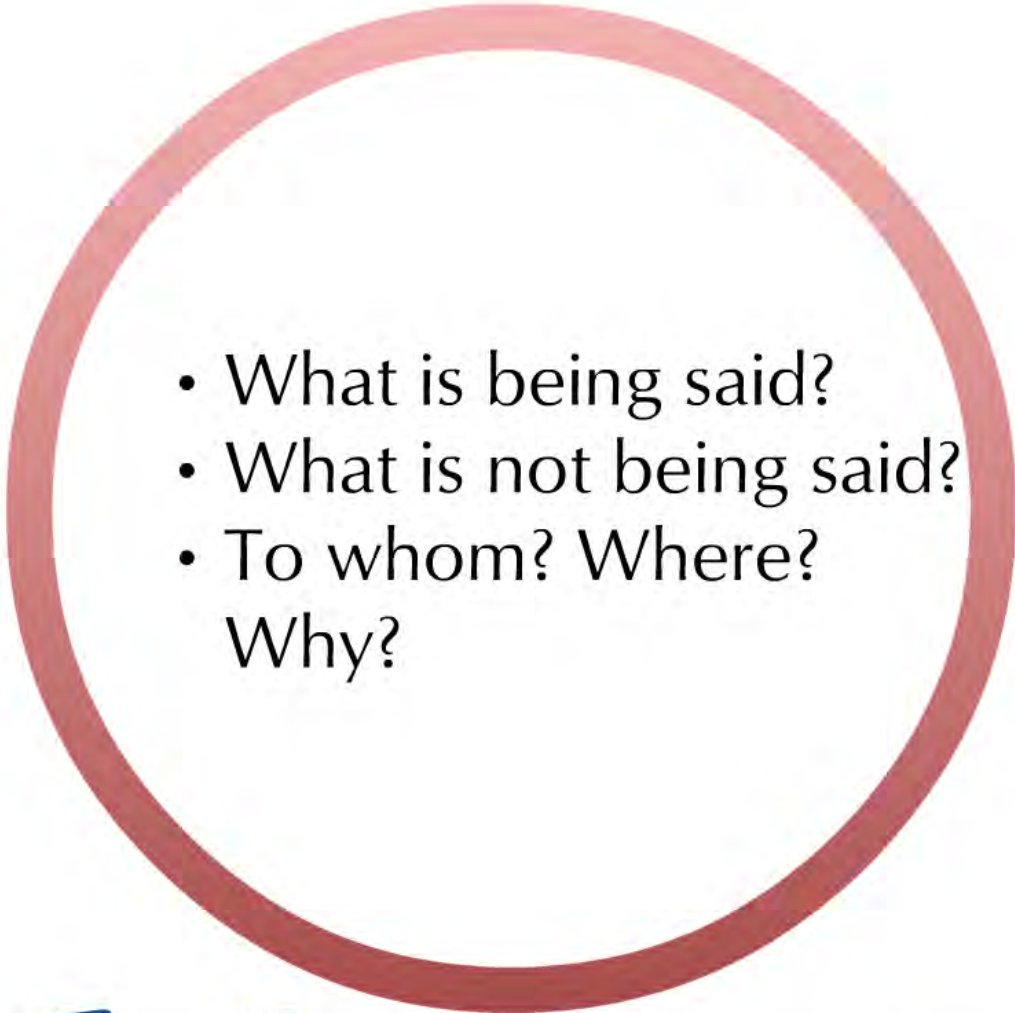


why?


You never know where, when, or from whom the game changing strategy might emerge.

# Six LEADER practices




- 
- What is being said?
  - What is not being said?
  - To whom? Where?  
Why?

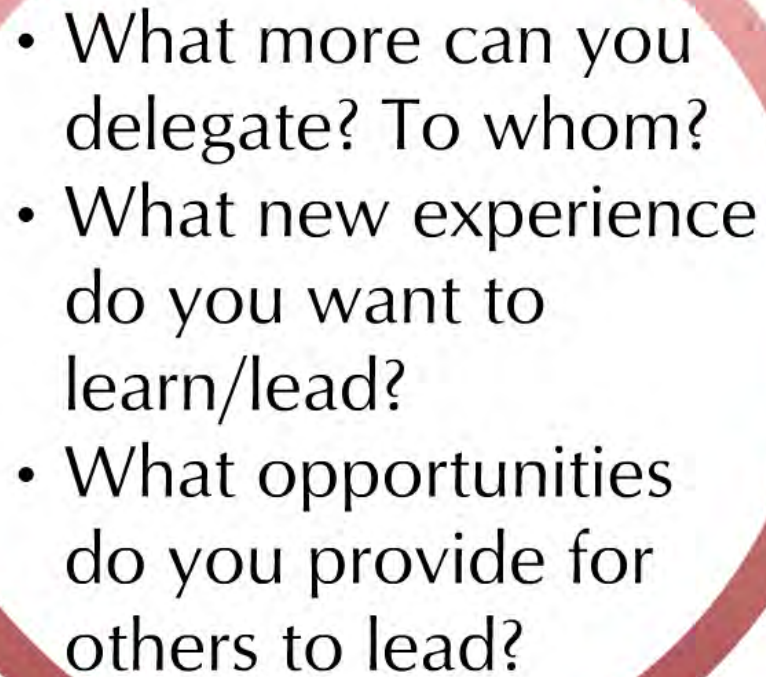
# Listen

- 
- What do your folks need?
  - What conditions do you create to encourage success?
  - How do you support growth, risk taking, honesty?


# Encourage

- 
- How do you adapt?
  - How do you encourage folks to prepare for plans that fail?

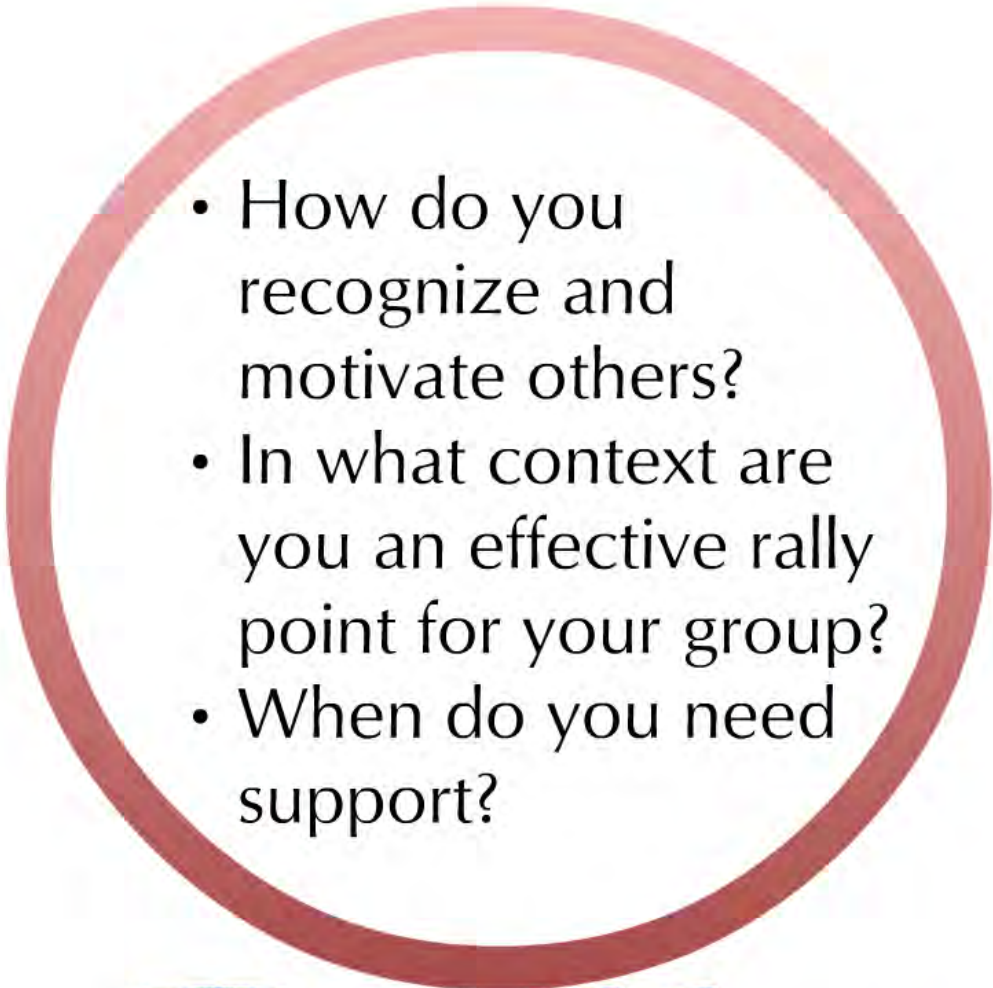
# Adapt

- 
- What more can you delegate? To whom?
  - What new experience do you want to learn/lead?
  - What opportunities do you provide for others to lead?

# Distribute

- 
- Where can you use data in making decisions?
  - How can you create a culture of assessment and evaluation?

# Evaluate

- 
- How do you recognize and motivate others?
  - In what context are you an effective rally point for your group?
  - When do you need support?

# Rally

- What is being said?
- What is not being said?
- To whom? Where? Why?

Listen

L

- What do your folks need?
- What conditions do you create to encourage success?
- How do you support growth, risk taking, honesty?

Encourage

E

- How do you adapt?
- How do you encourage folks to prepare for plans that fail?

Adapt

A

- What more can you delegate? To whom?
- What new experience do you want to learn/lead?
- What opportunities do you provide for others to lead?

Distribute

D

- Where can you use data in making decisions?
- How can you create a culture of assessment and evaluation?

Evaluate

E

- How do you recognize and motivate others?
- In what context are you an effective rally point for your group?
- When do you need support?

Rally

R

Six LEADER practices

