

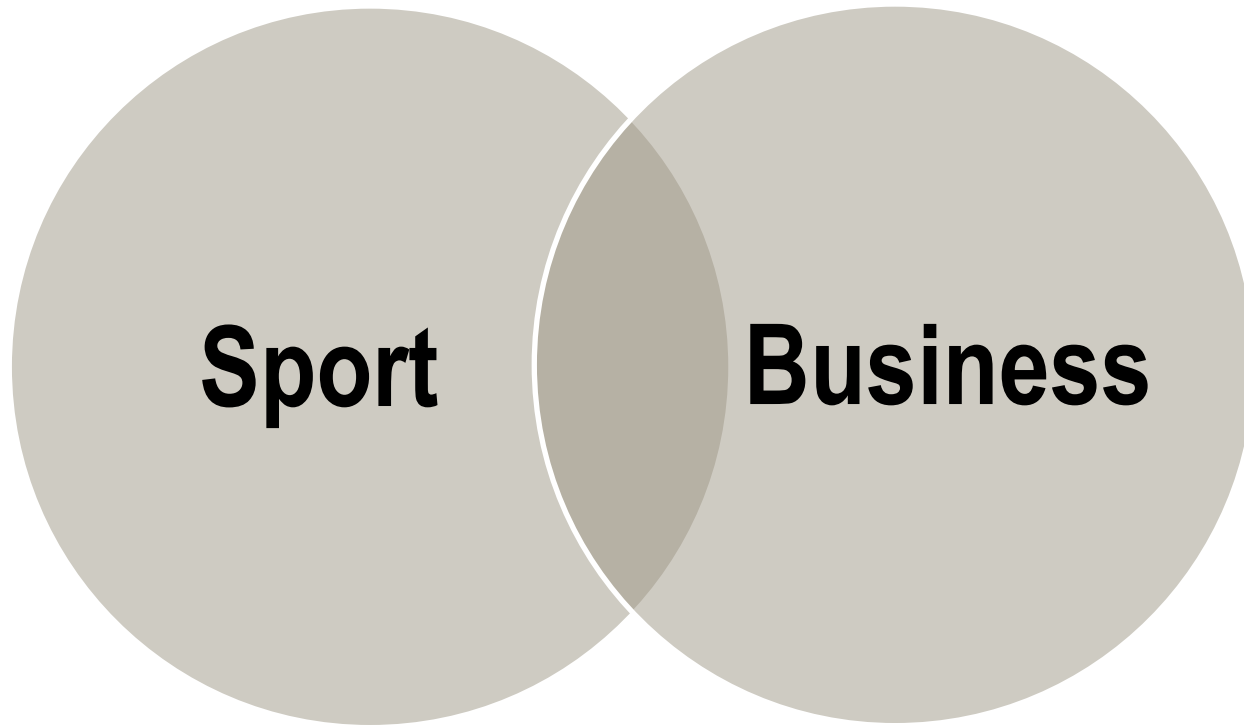


2015 CS4L NATIONAL SUMMIT

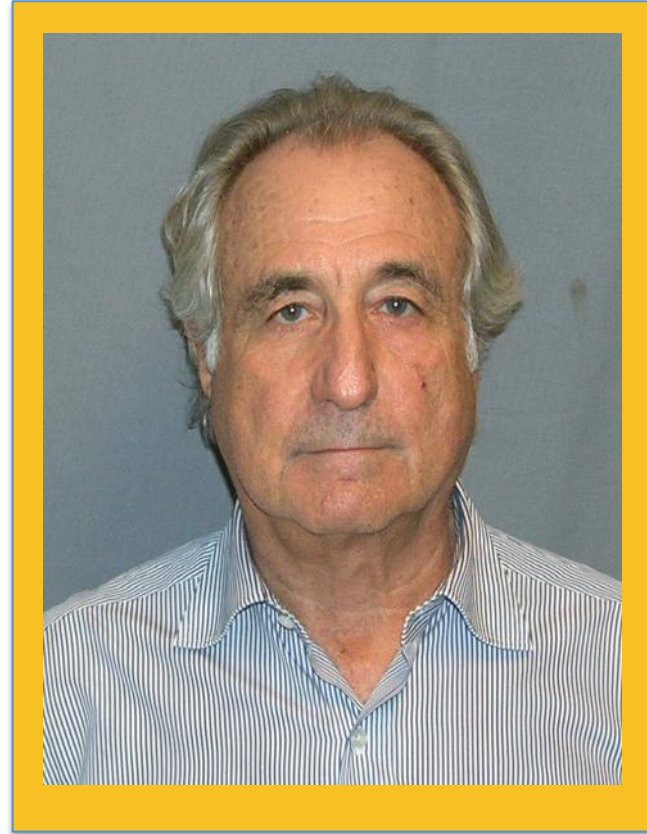
Ballpark to Bay St:

*How sport can be used to shape the
development of future principled business
leaders*

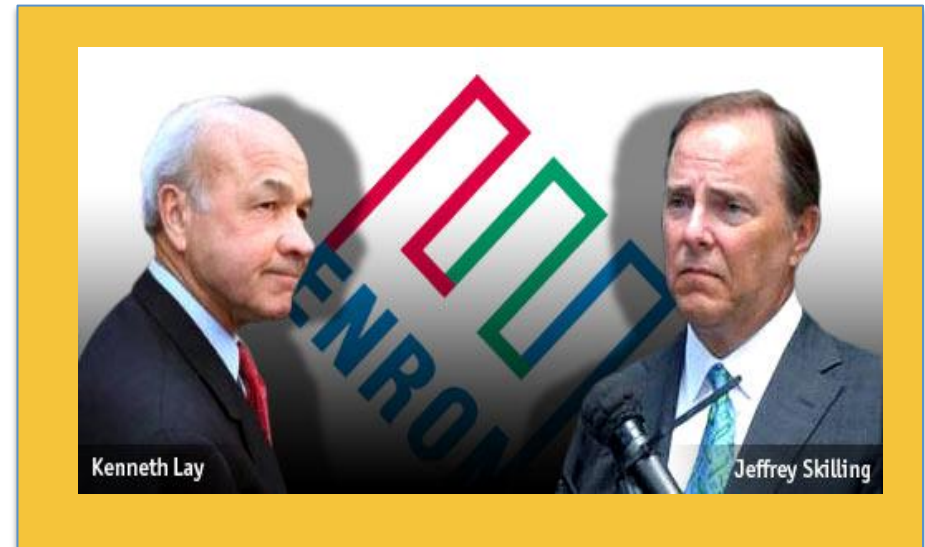
SPORT AND BUSINESS



GATES vs MADOFF



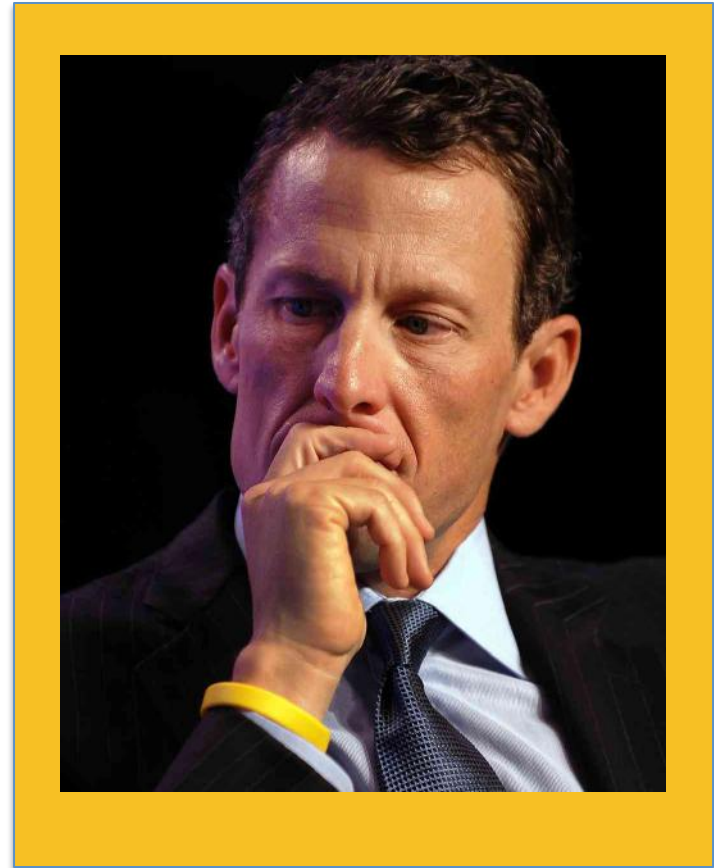
BUFFETT vs ENRON CORP.



JUNIO vs JONES



HUGHES vs ARMSTRONG



A STUDY OF CONTRASTS?

Disclaimer: It's more complicated than good vs. bad; hero vs. villain.

- Poor decisions made over the course of time can lead to monumental human error
- What can we learn from contrasting examples from the world of business and sport?
- What are the principles demonstrated in each case?
- How can we increase the likelihood of an individual making consistently ethical decisions and exercising sound principles?

WHAT DOES PRINCIPLED MEAN?

What is the definition?

prin·ci·pled

Fundamental norms, rules or values that represent what is desirable and positive for a person, group, organization or community and help it in determining the rightfulness or wrongfulness of its actions.

SPORT IS AN IDEAL TRAINING GROUND



How?

Why?

THE DEVELOPMENT OF PRINCIPLES

How can we effectively use sport to encourage the long-term development and upgrading of principled behaviour?

The role of sport & coaches

- What is the importance of **sport** and **coaches** in the development of children?
- What does the research tell us?

THE RESEARCH TELLS US

Youth who participate in **sport** are **less likely** than non-participants **to engage in delinquent behaviour**.

Sport **reduces** youth **health risk behaviours** (eating, smoking, drugs, alcohol, sexual activity)

Organized **sports** are generally associated with **less anti-social behaviour**.

source: www.truesportpur.ca

THE RESEARCH TELLS US

A Canadian Council for Social Development study showed that participating in structured recreation **positively influenced** young people's **physical and social development**, as well as their **civic behaviour** and **skills**.

source: www.letkidsplay.ca

THE RESEARCH TELLS US

Organized sport can help children grow, giving them a sense of achievement while building **teamwork, leadership, problem-solving, decision-making, and communications skills.**

Sport also enables children to **channel their energy, competitiveness and aggression in socially beneficial ways.**

source: www.statcan.gc.ca

THE RESEARCH TELLS US

A number of studies provide support for the premise that **physical activity, and sports in particular, can positively affect aspects of personal development among young people**, such as **self-esteem, goal-setting, and leadership**. However, evidence indicates that the **quality of coaching is a key factor in maximizing positive effects** (GAO, 2012).

source: www.aspenprojectplay.org

THE RESEARCH TELLS US

Children and youth play organized sport under the supervision and watchful eye of **coaches**, teachers, parents, and spectators.

These adults play an important role in making the experience **POSITIVE** or **NEGATIVE** and in serving as **role models** for young athletes by teaching and **modeling positive and ethical behaviors**.

source: www.usada.org

THE RESEARCH TELLS US

Sport in America research found that **coaches rank as the number one positive influence** on today's youth, according to the majority of respondents.

The **coaching responsibility** is a **powerful legacy** that helps “young people realize their potential as people as well as athletes.”

source: www.usada.org

SPORT AND MORAL DEVELOPMENT

A person with good character possesses **virtue**, which is a disposition to act in a particular way. **Virtue** is not just about action, it is also **intellectual** and **emotional**.

Sport is one arena in which **moral development** can occur. Such development happens by way of both **imitation** and **initiation**.

source: www.psychologytoday.com

SPORT AND MORAL DEVELOPMENT

As the young see, **imitate**, and are **initiated into fairness** in sport, they can begin to **develop** fairness as a **trait of character**.

It also requires that **coaches** be **committed** to sports in the same way. **Sports are what we make them**: fun, competitive, demanding, and **a place where strong and good character can be formed, displayed, and reinforced**.

source: www.psychologytoday.com

SPORT AND MORAL DEVELOPMENT

Those who play well display such **virtues** as **magnanimity**, **fairness**, **respect for the rules**, and **cooperation**. These virtues are often embedded in the traditions of a particular sport which encourages their formation and display by those who play . . .

- *Eg. Shaking hands with opponents at end of match*
- *What other traditions in sport encourage 'virtuous' behaviours*
- *How can we add more of these behaviours into our practice of sport?*

UNIQUE STRESSORS OF BUSINESS LEADERSHIP & HOW SPORT PREPARES YOU

BUSINESS LEADERSHIP STRESSORS

Change or uncertainty/lack of control
Conflict management
Production of measureable results
Deadlines
High volume, High intensity work
Building a successful and productive team
Accountability
Fear of failure or loss
Tough conversations/giving constructive feedback

HOW SPORT PREPARES YOU

Developed social skills and emotional control
Discipline
Practice coping with mental challenges
Experience with tactics and decision making
Skill acquisition and performance under pressure
Structured and intense training environments
Understanding and exploiting the synergistic benefits of teaming
Constant feedback loop
Understanding how to be accountable & how to lose/win with grace

THE BENEFITS OF SPORT & CS4L IN LEADERSHIP DEVELOPMENT

How do the documented non-physical benefits of sport (ethical decision-making, fair play, discipline, stress management, teaming and mental attributes) acquired from the **Active Start** to the **Train to Win** stages create the foundation for **principled business leadership**?

THE BENEFITS OF SPORT & CS4L IN LEADERSHIP DEVELOPMENT



Active Start

FUNdamentals

Learn to Train

The **early stages** of **LTAD/CS4L** require a focus on the development of a healthy work ethic, basic ability to persevere through repetitive process of learning and refining foundation skills, thrive in competition, manage winning and losing, participate in team practice and performance, listen actively & give and receive feedback.

THE BENEFITS OF SPORT & CS4L IN LEADERSHIP DEVELOPMENT



Train to Train

Train to
Compete

Train to Win

As an individual progresses through the stages, they develop the ability to participate in group decision-making, take on real leadership roles, manage conflict, develop goal setting skills, learn and employ advanced psychological techniques & manage time and stress.

THE BENEFITS OF SPORT & CS4L IN LEADERSHIP DEVELOPMENT



All of these skills, cultivated in a sport setting, can directly contribute to effectiveness in a business/workplace setting.

LEADERSHIP QUEST (Day Camp)

Isolating leadership skill development, then integrating it into play

- Activities that emphasize leadership skill acquisition while also teaching/enhancing physical skill development
 - Use of debriefing
 - Rewarding healthy leadership behaviours (e.g. blindfold obstacle course and circuit)
 - Giving every child a chance to lead

LTAD & LEADERSHIP DEVELOPMENT

Phase	Leadership Development	Business Context
ACTIVE START <i>Introduction to basic leadership skills</i>	<ul style="list-style-type: none">• Build confidence & self-esteem• Build social skills• Build emotional control	“Start to Lead” <ul style="list-style-type: none">• Speaking up at meetings• Taking on new tasks• Positive interactions with co-workers• Ability to control emotions
FUNDAMENTALS <i>Introduce fundamental leadership skills</i>	<ul style="list-style-type: none">• Introduce basic rules, tactics, decision making and ethics• Develop motivation• Continue to build confidence and develop a strong self-esteem• Continue to build social skills and emotional control	“Leadership Fundamentals” <ul style="list-style-type: none">• Work ethically, follow rules• Use tactics and decision making• Self-motivate to accomplish tasks• Demonstrate confidence and self-esteem that furthers leadership• Social skills and emotional control are asset to work environment

LTAD & LEADERSHIP DEVELOPMENT

Phase	Leadership Development	Business Context
LEARN TO TRAIN <i>Development of leadership skills</i>	<ul style="list-style-type: none">• Encourage enthusiasm and personal sense of success• Training vs winning, participation in healthy competition• Develop rules, tactics, decision making and ethics	<i>“Learn to Lead”</i> <ul style="list-style-type: none">• Positive delivery of enthusiasm and personal success• Ability to participate in healthy competition• Demonstrate ethical behavior and be rewarded for it• Demonstrate ability to implement tactics & decision making
TRAIN TO TRAIN <i>Begin consolidation and continue development of leadership skills</i>	<ul style="list-style-type: none">• Begin to consolidate understanding of rules, tactics, decision making and ethics• Winning as a secondary emphasis• Learn to cope with the physical and mental challenges	<i>“Train to Lead”</i> <ul style="list-style-type: none">• Demonstrate ability to successfully follow and implement rules, tactics, decision making and ethics resulting in advancement

LTAD & LEADERSHIP DEVELOPMENT

Phase	Leadership Development	Business Context
TRAIN TO TRAIN <i>(Cont'd)</i>	<ul style="list-style-type: none">• Inclusion of competitive situations in the form of practice• Competition used to develop strategic/tactical understanding	<ul style="list-style-type: none">• Ability to demonstrate personal best work vs focusing on “winning”• Capability to manage the mental challenges and work load• Ability to practice strategies/tactics & handle competitive situations
TRAIN TO COMPETE <i>Consolidating leadership skills to compete</i>	<ul style="list-style-type: none">• Consolidation of understanding of rules, tactics, decision making and ethics• Commitment to high-volume high-intensity training/work• Optimum preparation by striving to deliver consistent high performance & assess oneself	<i>“Lead to Compete”</i> <ul style="list-style-type: none">• Competent at successfully upholding rules and ethics and implementing tactics and decision making resulting in leadership/mentorship roles• Ability to undertake high-volume, high-intensity work

LTAD & LEADERSHIP DEVELOPMENT

Phase	Leadership Development	Business Context
TRAIN TO COMPETE (Cont'd)	<ul style="list-style-type: none">• Learn mental performance, recovery, regeneration skills• Maximize physical, mental, cognitive and emotional capacities• Learn to compete at the highest level with winning as a major focus• Learn how to handle distractions of elite performance	<ul style="list-style-type: none">• Ability to deliver consistent high quality work & results• Ability to assess and address personal strengths and weaknesses• Maximize mental, cognitive and emotional capacities related to work• Ability to compete in the business world at the highest level• Ability to handle distractions present in the business world

LTAD & LEADERSHIP DEVELOPMENT

Phase

Leadership Development

Business Context

TRAIN TO WIN

Refining leadership skills to win

- Complete consolidation and optimization of skills, rules/tactics, capacities, decision making and ethics to realize full potential
- High-intensity training to win, performance outcomes first priority
- Ability to produce consistent elite performances on demand
- Ability to adapt to different environments and distractions
- Highly structured and intense training environments
- Training/working to peak/deadline
- Preparing to transition from “field of play” to “field of work”

“Lead to Win”

- Leader in the implementation of rules, ethics, tactics, and decision-making
- Delivery of high-intensity work with high performance expectations
- Ability to produce consistent influential work at peak performance to critical deadlines
- Ability to adapt to different business environments and distractions
- Performance in highly structured and intense work environments
- Ability to transition from one role to another (change in job, career, etc.)

CANADIAN SPORT POLICY, 2012

CORE PRINCIPLES

VALUES BASED:

“All sport programs are values-based, designed to increase ethical conduct and reduce unethical behaviour.”

CANADIAN SPORT POLICY, 2012

SPORT FOR DEVELOPMENT

POLICY GOAL & OBJECTIVE:

- Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.
- The development of athletes as leaders and role models in sport and society is supported.

BUSINESS WORLD ETHICS

- Large corporations typically outline ethical behaviours in HR processes and guiding documents which are sometimes integrated into performance reviews or incentive programs
- Success achieved through ethical means is rewarded (ideally)
- Good corporate citizenship can transform communities

CONCLUSION

- Promote sport as leadership development tool - as “our power to change the world for good.”
- What else can we do to better/more intentionally isolate then integrate these concepts?
- In our already time-resource strapped sport contexts, how can we help coaches adopt these practices?

DEBRIEF

*Questions?
Comments?
Requests?*