



Building Team Culture

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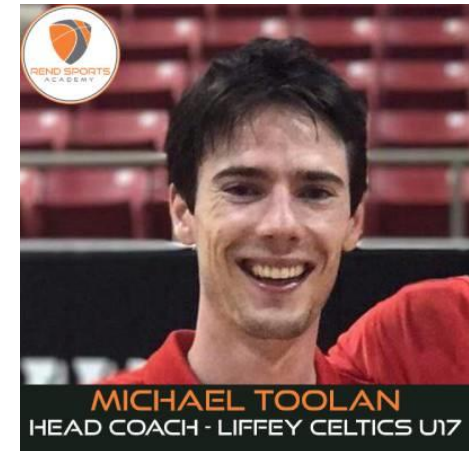
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Content

1. Aims
2. Context
3. Philosophy
4. Role of the Coach
5. Process Based Approach
6. Practical Applications





Aims

- Define Team Culture
- Outline Characteristics of PPP Team Culture
- Highlight the Role of the Coach
- Explain Team Culture Processes
- Give Practical Approaches
- Address Specific Concerns in the Irish Context



Context

What is Team Culture?

- Group Cohesion¹
- Common Goals, values and norms or standards²
- Group Mentality and Identity



Team Culture

What are the benefits of a PPP Team Culture?

- Improved Communication³
- Independent Players²
- Better investment in Team Goals¹
- Improved Performance



Unique Challenges

What are the unique challenges in the Irish Context?

- Time with the Team
- Facilities
- Attendance / Numbers
- Wide Range of Abilities
- Inexperienced Club Staff
- Poor Understanding of 'Basketball Knowledge'



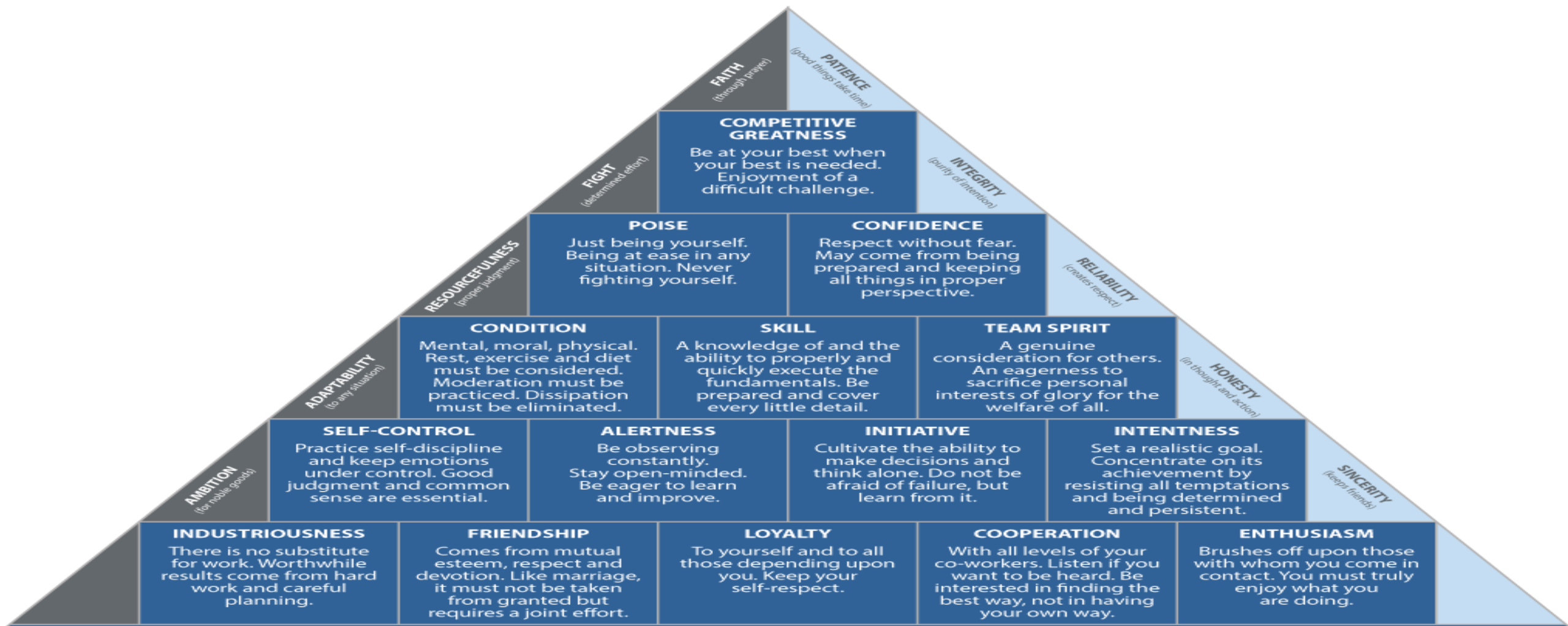


Philosophy

A basketball philosophy is composed of

- A set of prioritised objectives
- The values employed to achieve these objectives





The 'Pyramid of Success'

John Wooden's well-known philosophy framework.¹¹



Objectives

Have objectives which are:

Specific, Measurable, Achievable (process based),
Relevant and Timely.

Group Involvement (but do not waste time)



Values

Values or Standards can reflect:

- Individual or Collective Behaviour
- Style of Play



Relevance

A well defined philosophy:

- maintains cohesion and focus on goals
- helps with decision making as issues arise



Role of the Coach

- Initial introduction to the team
 - Best opportunity to establish team norms
- Be a continuous role model
- Make extra time – but *always end* on time
- Design drills that separate by ability
- Praise success in upholding our values



Role of the Coach

- Delegate important duties to assistants
- Make every player feel important, but be truthful
- Address poor behaviour before it escalates
- Develop and implement positive processes

It is not what you have, it is what you produce that demonstrates your worth as a coach

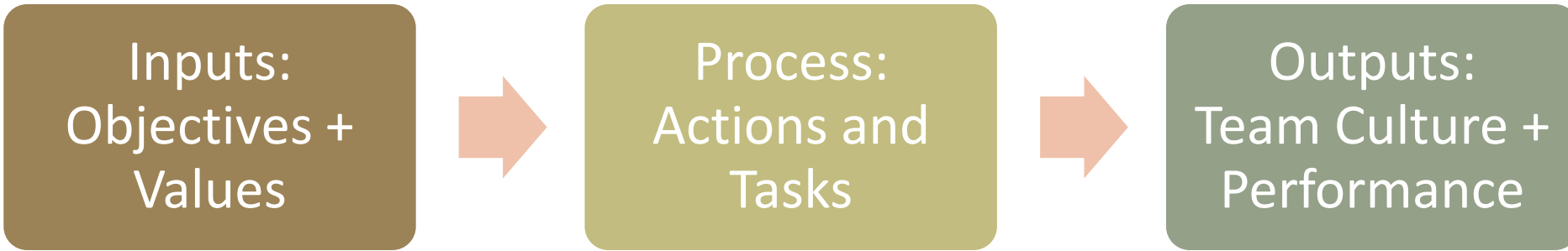


Process in Team Culture

Processes are multiple steps of tasks⁶

A process transform inputs (coach and player actions) into outputs (positive team culture)

Inputs: Philosophy, Behavioural norms,
Team experiences, Group relationships,
Movement towards goals.



Process Flow



Processes

Every process is designed to create its output.

If the output is not what was desired,
the process is likely flawed.



Team Culture as a Process

Think of team culture as a process

Change the inputs to improve the outputs

An 'Infinite mind set' ^{4, 5}

*Some athletes make excuses,
Great athletes make adjustments*



Practical Processes

- Know Players Individually
- Note Positive Actions and Revisit Later⁸
- Incentivise Behaviour that fits with our Philosophy⁷
- Always communicate the truth
- Have themes/phrases that capture your philosophy
- Communicate big ideas with few words



Training Day Processes

- Speak to each player before training
- Mention every player's name in the first 15 minutes
- Obtain regular and constant feedback
- Use every opportunity to engage with players,
 - for example: when they are subbed out



Training Day Processes

- Conduct every drill with a team mate
- Develop links between the players
- Have values that teach good communication
- Monitor implementation of the group's philosophy
- Learn and develop the players' individual goals⁹



New Player Processes

- Teach new players how to introduce themselves
- Avoid name tags
- Place new players in small groups
- Engage with throughout training
- Encourage experienced players to welcome new ones
- Build confidence by providing a safe environment



Experienced Player Processes

- Continue to challenge them and keep training ‘fresh’¹¹
- Encourage leadership
- Continuously look for cliques and destroy them
- Mix players often, to move them out of comfort zones
- Establish team traditions and downtime



Conclusion

- A Positive Team Culture improves group performance
- A well defined philosophy begins a Positive Team Culture
- The coach has a vital role creating a Positive Team Culture
- A process based approach will improve results



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