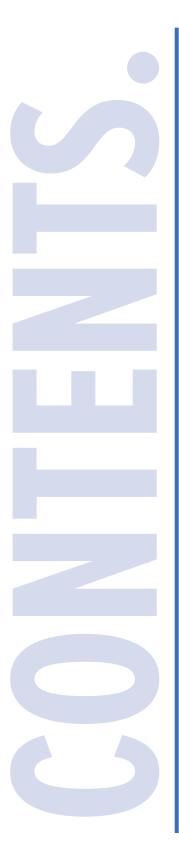
STEVE CLELAND

THE VILLAGE CHIEF

Preseason Workbook



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TEAM ASSESSMENT



Team Assessment

Head Coach Only (or with Trusted Assistant)

Your goal is to be concise and brutally honest in your assessment

Always keep the Four Pillars of Coaching in mind as you work through the **Team Assessment Worksheet:**



Write down factors that are important for the definition of success for your team on top of your Team Assessment Worksheet.

If we fast forward to the end of the greatest season of all time, what happened? **Hint** - it is not the win/loss record

FACTORS TO CONSIDER:

Environment

- The goal is to create a challenging, competitive but safe environment (first step of the fearless culture).
- Coaches and parents are supportive of the players and the environment.
- Players develop a go-for-it mentality.
 - You should clearly define what a go-for-it mentality means in your sport. Give examples.

(4)

Teamwork

- Play strong as a team (support each other, selfless play)
- Look and act like a team...all the time!

Fun

- The entire village has fun during the season
 - Kids engaged in the team goals, look forward to practices and games, enjoying challenges
 - **Parents** engaged in the team goals, enjoy watching the team improve and compete
 - **Coaches** engaged in the team goals, have fun with the kids, coaches and parents
- Practices, warm-ups and games are challenging and fun experiences

Everybody has a Role and Contributes

- Every player has a role and contributes to the team's success
- All players help and support each other in their roles

Other Factors?

2 Write down the strengths, weaknesses, opportunities and threats for your team/season on your Team Assessment Worksheet.

FACTORS TO CONSIDER:

Strengths and Weaknesses

- Inherent features of your team
- Focus on your players, coaches, other resources
- Imagine (or find out) how other coaches, parents see you and your team

Opportunities and Threats

- These are generally positive and negative external factors
- You should include ideas to take advantage of opportunities and protect against threats

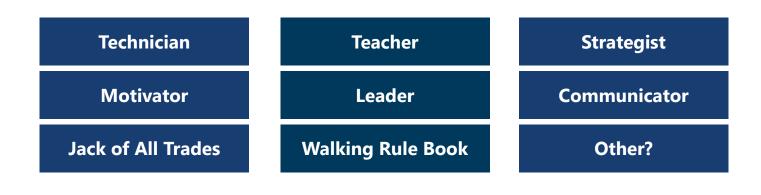
CONSIDER THE FOLLOWING FOR YOUR ANALYSIS:

Players

- Attitude, team player, athleticism, skill, positional skill, fundamentals, fitness level, speed etc.
- Are there certain skills that need to be "manufactured" from within?

Coaches

- Attitude, skills
- Think about the coaching skillsets which are covered? Which are missing?



Parents/Family

- Attitude, skills, supportive of their child and team, disruptive?
- Other relative that could help the team (could be sibling, grandparent, aunt or uncle)?

League

- Competition, availability of practice time, equipment, spread of talent
- League rules, policies etc.

Style of Play

- Is there a style of play that works better with the age level or the team that you are coaching?
- Can you create competitive advantage or minimize other teams' possible advantage?

Other Factors?



Team Assessment Worksheet

Definition of Success:

Strengths:

Opportunities:

Weaknesses:

Threats:



DRAFT - BHAG, STYLE OF PLAY, GOALS



Draft - BHAG, Style of Play, Goals

Head Coach Only (or with Trusted Assistant)

1 With the strengths, weaknesses, opportunities and threats for the team/ season in hand, write down your ideas for the following on the Team Goals Worksheet:

Big Hairy Audacious Goal - "BHAG"

- The BHAG is the greatest accomplishment for the team if everything goes well and breaks the right way.
- The BHAG is a stretch goal where there is no guarantee that the team would attain the goal.

Examples - Top defensive/offensive team in the league/district/state, win league/district/ state championship

Style of Play

• How your team intends to approach the season (depending on the sport, this can be defined many ways).

Examples - aggressive, fast paced, physical, methodical, conservative, pressure-oriented, patient but deadly with opportunity, small ball, "45 minutes of hell"

Team Goals

- Each goal should be process/effort oriented (not based on outcome)
- set goals with the definition of success and style of play in mind.
- Goals set must be "SMART" Specific Measurable Achievable Realistic Timely

(10)



Your goal should clear and very specific. To help you get clear, think about four "W" questions:

- What do we want to accomplish?
- Why is this goal important?
- Who and what resources need to be involved?

(11)

• Where is it located?



Measurable

So that you can track your progress and stay motivated. Think about:

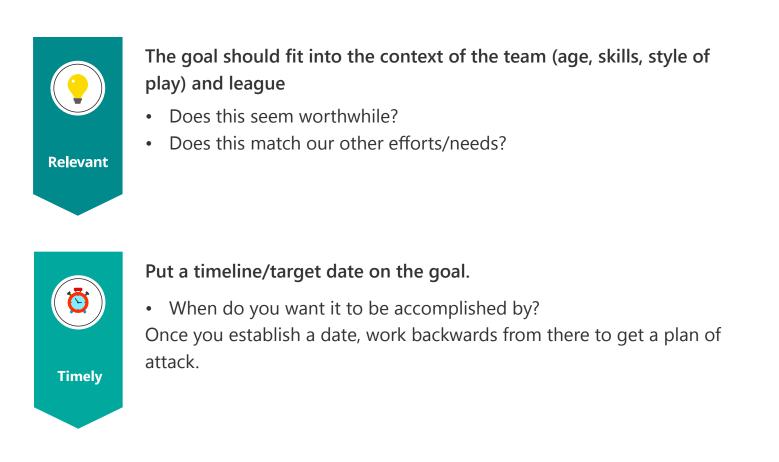
- How much?
- How many?
- How will I know when it is accomplished?



Attainable

Pick a goal that the kids can actually achieve.

- Each goal should stretch your team's abilities but remain possible.
- How can we accomplish this goal?
- How realistic is the goal, based on other constraints?



2 Review (and modify as needed) your definition of success, SWOT, style of play, BHAG and team goals.

- You will need some clarity of each in order to lead the discussions with the coaching staff.
- Put your analysis down, sleep on it and revisit/tweak it before you meet with the coaching staff.

Pick your possible team goals and write them down on the Team Goals Worksheet

 Spend some time thinking of each goal and write down possible Key Performance Indicators

Team Goals Worksheet

Big Hairy Audacious Goal - "BHAG" - Ultimate Team Goal

Style of Play

Team Goals - SMART - Specific - Measurable - Achievable - Relevant - Timely

Goal #1	Goal #2	Goal #3	Goal #4	Goal #5

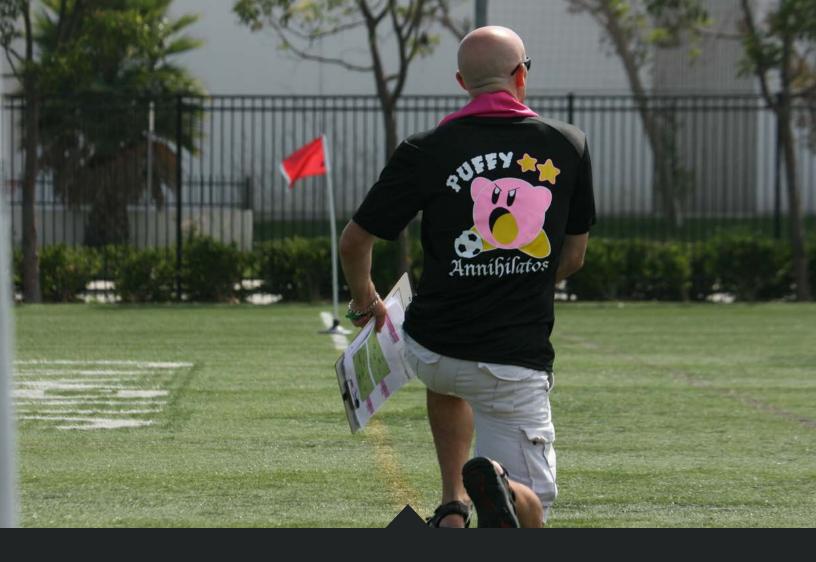
Measurement - KPI's - Key Performance Indicators (How to track if we are succeeding or not)

Goal #1 - KPI	Goal #2 - KPI	Goal #3 - KPI	Goal #4 - KPI	Goal #5 - KPI

Action Plan - step-by-step plan to make sure this goal is achieved

Goal #1 - Action Plan	Goal #2 - Action Plan	Goal #3 - Action Plan	Goal #4 - Action Plan	Goal #5 - Action Plan

(13)



MEET WITH COACHING STAFF



Meet with Coaching Staff

1 Create a Coaches Meeting Agenda (for you) and Coaches Meeting Handout (for the coaches).

Agenda - This must be comprehensive so that you cover all critical areas. **Handout** - This should summarize what you want to talk about and give the coaches something to refer to in the meeting and throughout the season.

2 Meet with the entire coaching staff to accomplish the following:

- 1. Get to know each other better, find out skills, strengths and weaknesses of each coach.
- 2. Finish the meeting with a shared vision for the upcoming season.

B Lead the discussions regarding how you want the team to operate:

- Team philosophy
- Underlying theme
- Guiding principles
 Other key operational items

4 Discuss the definition of success for the season - adjust if necessary.

Discuss the strengths, weaknesses, opportunities and threats and ask for input.

Take notes and update your Team Assessment Worksheet.

6 Lead the coaches through a team goals brainstorming session

Take notes and update your **Team Assessment Worksheet**. Based on the group of kids you have, discuss the following:

- Big Hairy Audacious Goal "BHAG"
- Style of Play
- Team goals Are they SMART?



Agree on 3-6 team goals for the season and prioritize the goals in order of importance.

Write down the goals on the Team Goals Worksheet.

8 For each goal noted on the Team Goals Worksheet, review possible KPI's and an action plan.

Key Performance Indicators - KPI's

- quantifiable measure used to evaluate how effectively the team is achieving its goals
- think about what you should track in order to measure how well your team is performing for each goal

Action Plan

- How you going to make sure that the goals set out above are accomplished?
- Practice ideas, drills, style of play, team or one-on-one discussions?
- Parent trackers? You may need extra hands to help track certain KPI's.

9 Discussion of coaching staff and parent roles for the season.

Review who would be best to perform certain roles for the team.

Discussion of how to hold each other accountable.

Very important that you are strong in this discussion since it is critical for team success.

1 Summarize, agree on plans for the season and walk out with a shared vision.

PURPOSE OF MEETING:

Get to know each other better and to walk out with a shared vision for the team and the upcoming season.

INTRODUCTIONS:

Quick introductions - sports and coaching background, most proud coaching moment

TEAM PHILOSOPHY:

Discuss the overall philosophy of the team

Guiding principles:



Introduce key underlying theme...

Introduce the theme and repeat it as many times necessary for each coach to understand this key theme...

It is okay to make a mistake...As long as you are going for it! Your teammates will back you up and support you.

Make sure each coach understands that this is not negotiable and must be supported by all coaches. Coaches must watch their words **and** body language when mistakes are made (especially by their own child)



Other key operating items to discuss and agree upon:

- 1. Positions and rotation of positions
- 2. Playing time
- 3. Officials Who & How
- 4. Coaching your own kid What is our approach on this? Let the other coaches do it, focus on the others?
- 5. Parents our approach and dealing with a problem in the heat of the moment (Who, How)

TEAM GOALS:

Share your Team Assessment Worksheet

• ask for Feedback (opens discussion for brainstorming session)

Team Goals Brainstorming Session:

- Big Hairy Audacious Goal "BHAG"
- Style of Play
- Team Goals process oriented!
- Key Performance Indicators
- Action Plan

Draft your Team Goals Worksheet together

RIOR

PRACTICE PLANNING:

Discussion on the key fundamentals

• Which key fundamentals should be relentlessly taught and practiced - List them here:

- Age specific precision goal/expectation
- Agree that as a coaching staff, you will commit to teaching with that precision every time

Brainstorm effective drills and fun games

ROLES:

Discussion of the roles of the coaches

• be open about strengths and weaknesses

Discussion of the roles of the other parents

HOLDING EACH OTHER ACCOUNTABLE:

It takes a Village to be successful so holding each other accountable is critical. Discuss appropriate behavior

Discuss keeping each other accountable - egos must be checked at the door

- OK to make a mistake watch your reaction and your body language KEEP IT POSITIVE...SMILE
- Officials
- Coaching your own kid

SUMMARIZE & AGREE:

Finish with a quick summary of what was discussed to ensure everybody is aligned on the shared vision for the team.

- Guiding principles
- Underlying theme
- Overall philosophy, definition of success and how team will operate
- Team Goals BHAG, style of play, 3-6 team goals
- Coach roles
- Holding each other accountable

Sample Coaches Meeting Handout

PURPOSE OF MEETING:

Get to know each other better and to walk out with a shared vision for the team and the upcoming season.

INTRODUCTIONS:

Quick introductions - sports and coaching background, most proud coaching moment

TEAM PHILOSOPHY:

Guiding principles:



Key underlying theme...

It is okay to make a mistake...As long as you are going for it! Your teammates will back you up and support you.

The importance of words **and** body language when mistakes are made (especially your own child)

(21)

Sample Coaches Meeting Handout

TEAM GOALS:

1. Team Assessment Worksheet

2. Team Goals Worksheet

- Big Hairy Audacious Goal "BHAG"
- Style of Play
- Team goals SMART
- Key Performance Indicators KPI's
- Action Plan

PRACTICE PLANNING:

Discussion on the key fundamentals - Which should be relentlessly taught and practiced?

Commit to teaching with age specific precision every time Brainstorm effective drills and fun games

(22)

Sample Coaches Meeting Handout

ROLES:

Discussion of the roles of the coaches

• be open about strengths and weaknesses

Discussion of the roles of the other parents

HOLDING EACH OTHER ACCOUNTABLE:

It takes a Village to be successful so holding each other accountable is critical.

- Mistakes watch your reaction (verbal and body language) KEEP IT POSITIVE... SMILE
- Officials
- Coaching your own kid

SUMMARIZE & AGREE:

- Guiding principles
- Underlying theme
- Overall philosophy, definition of success and how team will operate
- Team Goals BHAG, style of play, 3-6 team goals
- Coach roles
- Holding each other accountable

QUESTIONS/CONCERNS?

(23)



MEET THE TEAM



Meet the team

Coaches and Kids

1 Review notes from coaches meeting and fill in/clean-up the Team Goals Worksheet Modify as needed. Consider the following:

- Definition of Success is it clear and concise?
- BHAG is it a stretch? Clear, concise and something exciting that the team can rally around? Can you sell it?
- Is each goal **SMART**? Review each goal with the SMART criteria.
- Do the **KPI**'s make sense? Are they a true measure of how effective the team is performing for each goal?
- Is the action plan detailed enough? Will the action plan lead to success?

2 Create a Team Meeting Agenda.

• This must be comprehensive so that you cover all critical areas.

3 Meet with the team to accomplish the following:

- Coaches and players get to know each other.
- Walk away with a shared vision for the team for the upcoming season

4 Lead the discussions regarding how you want the team to operate:

- Team philosophy
- Guiding principles
- Underlying theme
- Other key operational items

(25)

5 Lead the discussion with the players to decide on the team BHAG.

- Depending on the age of the players, you may need to lead them to a proper BHAG.
- In many cases, you will be able to lead them to the same BHAG that you have been working on.
- Sometimes, you may get surprised and the team may come up with a better BHAG. Run with it!

6 Lead the discussion with the players to decide on goals and KPI's for the season.

- Depending on the age of the players, you may need to lead them to proper goals.
- In many cases, you will be able to lead them or give them the goals you have been working on.
- Sometimes, you may get surprised and the team may come up a better goal. Run with it!

2 Lead the discussion of an action plan for the season.

- Specific goal action plan
- Practice plans, precision etc.

B Look each player in the eye and ask them if they can agree to the guiding principles, theme, BHAG, style of play and the supporting team goals.



Sample Team Meeting Agenda

PURPOSE OF MEETING:

Get to know the coaches and players better and to walk away with a shared vision for the village for the upcoming season.

INTRODUCTIONS:

Quick introductions - Coaches background Explanation of the village concept - players, coaches and parents working together towards a shared vision for the team

TEAM PHILOSOPHY:

Guiding principles/rules for the kids:

1. 100% Effort

- All-out effort every practice, warm-up and game
- Go-for-it mentality (support from village)
- Age specific precision we will train it and you are expected to put in every effort to achieve it
- Challenge you push out of comfort zone
- Focus on what you need to do to be a great team mate

2. Team First

- Always think & act what is best for the team
- Each player is critical but nobody more important than team
- Treat the village (teammates, coaches, parents) with respect
- Look and act like a team at all times
- Challenge yourself and your team mates
- Support your team mates when mistakes are made

(27)

Sample Team Meeting Agenda

3. Have Fun

- Everything we do should be fun!
- Focus on having fun while driving to accomplish our goals
- Learning new skills and getting better is challenging but a ton of fun
- Every practice, warm-up and game

4. Constant Improvement

- Focus on key fundamentals
- List which will be relentlessly taught and practiced
- Discuss age specific precision expectations
- Learn from coaches, each other and mistakes
- Mistakes are opportunities for all of us to learn
- Give some sport specific examples

Coaching Goals

We want the players to play loose, play hard, have fun and learn.

As long as you go for it, we will applaud your effort ... no matter the result

(Repeat this as many times necessary for the team to understand)

Our goal is to be able to make plays that other teams cannot make because of:

- GO-FOR-IT attitude
- Constant improvement/learning over the season.

Sample Team Meeting Agenda

TEAM GOALS:

Share your **Team Goals Worksheet** Explain WHY each goal is important Ask for player input

- Big Hairy Audacious Goal "BHAG"
- Style of Play + What this style of play demands from them
- Team goals + How we intend to track how we are doing

Look each player in the eye and ask them if they can agree to the BHAG and the supporting team goals



MEET THE PARENTS



Meet the parents

 Review notes from team meeting and fill in/clean-up the Team Goals Worksheet Modify as needed.

2 Create a Parent Meeting Agenda (for you) and Parent Meeting Handout (for the parents).

- Agenda This must be comprehensive so that you cover all critical areas.
- **Handout** This should summarize what you want to talk about and give the parent something to refer to in the meeting and throughout the season.

3 Review how you want the team to operate:

Explain the village concept - players, coaches and parents working together towards a shared vision.

- Team philosophy
- Underlying theme
- Guiding principles Other key operational items

4 Review your definition of success for the season - ask the parents if they agree.

5 Discussion of the following areas:

- Coaching Goals
- Parent Role
- Team Goals
- Winning, Losing and Playing Time

6 Look each parent in the eye and ask them if they can agree to the parent role as described.

7 Discussion of how to hold each other accountable.

• Very important that you are strong in this discussion since it is critical for team success.

8 Summarize your expectations for the players and parents.

- Guiding principles
- Underlying theme
- Coaching goals
- Team goals Team Goals
 Worksheet
- Parent role overall experience management
- Winning, losing and playing time
- Holding each other accountable



PURPOSE OF MEETING:

Get to know the coaching staff better and to walk away with a shared vision for the village for the upcoming season.

INTRODUCTIONS:

Quick introductions - Coaches background, Parents Explanation of the village concept - players, coaches and parents working together towards a shared vision for the team

TEAM PHILOSOPHY:

Guiding principles:



Introduce key underlying theme...

Introduce the theme and repeat it as many times necessary for each coach to understand this key theme...

It is okay to make a mistake...As long as you are going for it! Your teammates will back you up and support you.

Make sure each parent understands that this is not negotiable and must be supported by the entire village. Coaches **and** parents must watch their words **and** body language when mistakes are made (especially by their own child)



Coaching Goals

- 1. Keep it positive for the players
- 2. Challenge the players to get out of their comfort zone
- 3. Encourage player leadership
- 4. Create the environment where the entire village thrives.
 - **Players** PLAY play loose, play hard, have fun and learn in a safe environment
 - **Parents** CHEER Cheer and sit back and enjoy the ups and downs of the season.
 - Coaches COACH Coach the team

TEAM GOALS:

Share your Team Goals Worksheet

- Big Hairy Audacious Goal "BHAG"
- Style of Play
- Team goals process oriented!

PARENT ROLE:

Reconcile the "WHY" Are they the same?

 reconcile between the parents' reasons for having their child play vs. why the child wants to play.

Overall Experience Management

- Create a positive experience Set expectations, support and encourage them to talk with the coaches
- Start on time and end on time Please have your kid at the practices and games at the time requested ready to go



- Timely communication of absences and late show-up (practices and games)
- Coaching Please let the coaches do the coaching. THIS IS A CRITICAL COMPONENT OF SUCCESS.
 - No coaching from parents during games
 - Nobody coaches their own kid?
- Cheering keep it positive (words and body language)
- Officials let us deal with them, no matter how bad the call is! We designate 1 coach to handle this
- Feedback is encouraged Please give us 24 hours after a game

Look each parent in the eye and ask them if they can agree to the overall experience management points.

Please watch this video – https://youtu.be/Dki7xQXmYLk Frank Martin (South Carolina men's basketball coach) - It is a great investment of 3 minutes.

WINNING, LOSING AND PLAYING TIME:

What we care about as a team - Things we can control:

- How the team plays (effort, attitude, go-for-it mentality)
- Focus on process not the result (effort to make a play vs. making the play)
- Players following instruction and understanding what is best for team success

What we don't care about as a team - Things we cannot control:

- Win-Loss record
- Bad calls from officials

(35)

Playing time - regular season, playoffs etc.

Factors that influence playing time (skill, positional skill, attitude, team need, practice effort)

HOLDING EACH OTHER ACCOUNTABLE:

It takes a Village to be successful so holding each other accountable is critical. Parents are expected to help each other out. Being positive and smiling takes practice and some will need help!

- OK to make a mistake watch your reaction and your body language KEEP IT POSITIVE...SMILE
- Officials
- When your kid doesn't make a play

SUMMARIZE & AGREE:

Finish with a quick summary of what was discussed to ensure everybody is aligned on the shared vision for the team.

- Guiding principles
- Underlying theme
- Coaching goals
- Team Goals BHAG, style of play, 3-6 team goals
- Parent role Overall Experience Management
- Winning, losing and playing time
- Holding each other accountable

QUESTIONS?

PURPOSE OF MEETING:

Get to know each other better and to walk out with a shared vision for the team and the upcoming season.

INTRODUCTIONS:

Quick introductions

Village concept - players, coaches and parents working together towards a shared vision for the team

TEAM PHILOSOPHY:

Guiding principles:



Key underlying theme...

It is okay to make a mistake...As long as you are going for it! Your teammates will back you up and support you.

The importance of words **and** body language when mistakes are made (especially your own child)

(37)

Coaching Goals

- 1. Keep it POSITIVE
- 2. Challenge the players to get out of their comfort zone
- 3. Encourage player leadership
- 4. Create the environment where the entire village thrives.
 - Players PLAY play loose, play hard, have fun and learn in a safe environment
 - **Parents** CHEER Cheer and sit back and enjoy the ups and downs of the season.
 - Coaches COACH Coach the team

TEAM GOALS:

Share your Team Goals Worksheet

- Big Hairy Audacious Goal "BHAG"
- Style of Play
- Team goals

PARENT ROLE:

Reconcile the "WHY" - Your reasons/goals for having your child play vs. why they want to play.

• Are they the same?



Overall Experience Management - The Parents Set the Tone for a Positive Experience!

- Set expectations, support and encourage them to talk with the coaches
- Start on time and end on time
- Timely communication of absences and late show-up (practices and games)
- Coaching Please let the coaches do the coaching.
- Cheering keep it positive (words and body language)
- Officials
- Feedback 24 hour rule

Please watch this video – https://youtu.be/Dki7xQXmYLk Frank Martin (South Carolina men's basketball coach) - It is a great investment of 3 minutes.

WINNING, LOSING AND PLAYING TIME:

What we care about as a team - Things we can control:

- How the team plays (effort, attitude, go-for-it mentality)
- Focus on process not the result (effort to make a play vs. making the play)
- Players following instruction and understanding what is best for team success

What we don't care about as a team - Things we cannot control:

- Win-Loss record
- Bad calls from officials

(39)

Playing time - regular season, playoffs etc.

 Factors that influence playing time (skill, positional skill, attitude, team need, practice effort)

HOLDING EACH OTHER ACCOUNTABLE:

It takes a Village to be successful so holding each other accountable is critical. Parents are expected to help each other out. Being positive and smiling takes practice and some will need help!

- OK to make a mistake watch your reaction and your body language KEEP IT POSITIVE...SMILE
- Officials
- When your kid doesn't make a play

SUMMARIZE & AGREE:

- Guiding principles
- Underlying theme
- Coaching goals
- Team Goals BHAG, style of play, 3-6 team goals
- Parent role Overall Experience Management
- Winning, losing and playing time
- Holding each other accountable

QUESTIONS/COMMENTS?

(40)



FINALIZE THE TEAM GOALS AND SET UP A PRACTICE PLAN TEMPLATE

Finalize the team goals and set up a practice plan template

1 Copy BHAG, style of play and team goals to the top of your Practice Plan Template.

- This will give a good reminder of what was agreed upon every practice.
- The template also gives a good guideline of what needs to be covered each practice.
- The template should include items such as:
 - Reminder of the BHAG, Style of Play, Guiding Principles and Team Goals
 - Debrief session
 - Key fundamentals for today
 - Warm-up
 - Drills for the day & Why each is important to team success
 - Fun competition
 - Summary and discussion points

2 Review the fundamentals that will be relentlessly taught and practiced along with the action plan for each goal.

• Are the goals aligned with the key fundamentals and action plans?

3 Finalize the Team Goals Worksheet

• Hand out the final version to all players and coaches.

4 Use the Village Chief Practice Plan Workbook to help you set up your practice plan for the upcoming season.

(42)

Sample Practice Plan Template

Big Hairy Audacious Goal - "BHAG":

Style of Play:

(43)

	Rules/Guiding Principles:	
1. 100%3. Have Fun2. Team4. Constant improvement (team and individual)		
	Team Goals:	
Goal #1	Goal #4	
Goal #2 Goal #5		

Goal #6

Debrief

Focus - Key Fundamentals and WHY:

Warm-up:

Drills:

Fun Competition:

Summary and discussion points: