

# Developing Your Jr. Instructors to Directors Through Leadership Training

Developing your most important Asset!!

# TAHOE COMMUNITY SAILING LEADERSHIP PROGRAM

- Presenters:
- Madeline Richards, M.A.Ed., Programs Director, Alameda Community Sailing Center, High School History Teacher, Nea CLC
- Bryce Griffith, M.A., Director Of Sailing & Head Coach, Tahoe Community Sailing Foundation, Inc.

## Research, Content & Surveys:

- Samantha Bickert, B.S. Youth Leadership & M.S. Administrative Leadership, Club Manager, Boys & Girls Club of North Lake Tahoe

# Icebreaker

- Supplies: paper plate and pen or pencil.
- Place your paper plate on the top of your head.
- A picture will be described to you and you will have to draw it on the paper plate. (Test of your listening skills)
- Draw a picture of an island with a palm tree that has coconuts, waves like the ocean, with a sailboat, and the sun shining.

# Session Overview

- Why teaching leadership is important
- Components of leadership education
- The Tahoe Community Sailing Program example
  - Structure
  - Practical Application
  - Outcomes and Testimonials

# LEADERSHIP in QUOTES

“Leadership is about more than being successful”

-William Deresiewicz.

“Most leadership writing today advises us on how to prosper within the system or perhaps even on flourishing despite the system,”

-Steve Denning.

# Why Teach Leadership?

- According to the 2016 Pay Scale survey:
  - More than half of all companies (60%) said new grads lacked critical thinking skills and attention to detail.
- 87% of graduates feel prepared to “hit the ground running” after earning their diplomas, only half of hiring managers agree with them.
- 95% of employers believe that leadership should begin by age 21.
  - Jack Zenger (2012) reports that the average age for leadership development is **42!**

# WHAT ARE EMPLOYERS LOOKING FOR?

According to the 2016 Job Outlook Survey, employers are looking for:

- **80.1% Leadership**
- 78.9% Ability to work in a team
- 70.2% Communication (written)
- 68.9% Communication (verbal)
- 70.2% Problem-Solving Skills
- 68.9% Strong Work Ethic
- 65.8% Initiative
- 60.9% Flexibility/Adaptability

ALL  
LEADERSHIP  
SKILLS!

# Early Leadership Development

- Your most important assets are your Jr. Instructors

**Start early!**

- Leadership development of our Juniors is one of the main components of their personal development both as future staff for our sailing programs and for their development as successful, productive adults.



# Benefits to YOUR PROGRAM

Offering Early Leadership Development to your Junior instructors can have all of the following effects on your program (in 1 or 2 seasons)

- Increased sense of community and belonging (for staff, J.I.'s and students!)
- Higher staff retention
- A supply of capable and eager instructors

# TCS Leadership Program Establishment Process

- We determined to formalize this program so that we could better track our success/failure aspects and to further develop our Leadership Program.
- Our adult staff is responsible to mentor our Juniors and to enhance their learning by example in mirroring the best practices of teaching sailing and role model leadership.

# Definition of Leadership Development

As a premise, we start with the following definition:

- “Youth leadership is part of the youth development process and supports the young person in developing: (a) the ability to analyze his or her own strengths and weaknesses, set personal and vocational goals, and have the self-esteem, confidence, motivation and abilities to carry them out (including the ability to establish support networks in order to fully participate in community life and effect positive social change) and (b) the ability to guide and direct others on a course of action, influence the opinions and behaviors of others, and serve as a role model.” (Wehmeyer, Agran, & Hughes, 1989)

# Desired Program Outcomes

A series of desired outcomes from the leadership training model(s) are an important aspect in both **program development and in assessing outcomes**. These may include:

- Develop good communication skills
- Ability to work in a team environment
- Ability to network
- Ability to think critically & to problem solve
- Attitude of professionalism: i.e. show responsibility, integrity, accountability and excellence
- Skills to manage time and resources
- Skills in conflict resolution (age appropriate)

# Desired Program Outcomes (cont.)

- A sense of good sportsmanship in competition
- An understanding and positive approach to being a good steward of the environment
- Solid teaching skills for teaching sailing
- Their ability to be observant
- The ability to understand their own strengths and weaknesses.
- Their ability to set realistic goals and the action steps

# Teachable Skills

- In teaching these abilities we need to break them down into teachable skills that can be easily learned at the junior instructor's level of development (age appropriate).
- Similarly, we teach sailing skills by breaking them down into easily learnable segments. The student is better able to understand and grasp these skills and to master them when taught one skill at a time.

# Sailing Specific Examples

## Desired Outcome

- Good Starts
- Reading the wind
- Being safety conscious
- Understanding the rules of the road and sportsmanship

## Teachable Skill

- Starting Drills: raise your hand on the line, boat's acceleration, etc.
- Finding wind indicators
- Capsizing and MOB drills, safety rules
- Rules lessons/quizzes, on the water drills, team racing drills, debrief and 3 minute justice

# Leadership Specific Examples

## Desired Outcome

- Communication skills
- Teamwork
- Problem solving / critical thinking
- Strong Work Ethic

## Teachable Skill

- Speaking and listening activities: paper plate picture, back to back drawing, etc.
- Compromise, coordinated action
- Riddles/Puzzles, analysis, evaluation
- Reward hard work, celebrate mistakes!



# Sailing as a Tool for Leadership

- Sailing skills and Leadership skills have HUGE overlap!
- Many of the activities and drills you already do can be used to foster leadership development

## THINK-PAIR-SHARE

- Let's get specific: What are you already doing that provides leadership training for your sailors? (Campers, juniors, or staff)

# Sailing as a Tool for Leadership

- THINK: Take a moment to think about what your program is already doing (either explicitly or not) that gives program participants leadership skills training.
- PAIR: Turn to your neighbor and let them know about some aspect of your program that you think fits this model
- SHARE: Let the group know!

# Sailing as a Tool for Leadership

- Rigging boats
- Basic maneuvers
- Tack on the whistle
- Starting drills
- Route planning
- Motor boat safety checks
- Capsize Drills
- 3 minute justice
- Blindfolded sailing
- Team racing
- Lesson planning (for Jr. Instr.)

# Sailing as a Tool for Leadership

- It is not enough to simply teach these things
- You need to teach them with the expressed purpose of developing leadership skills
- You need to DEBRIEF the activities in terms of leadership skills

# Tahoe Community Sailing

The Nuts and Bolts of a Successful Leadership Program

# Teaching/Learning Process

1. Task of developing a lesson plan and presenting to class on rigging a Pico.

- Planning, decision making, personal confidence building and communications skills development.
- Then provide oversight and feedback by Sr. Staff instructor (mentor)

2. Given the job of cleaning and inspecting a Boston Whaler safety boat.

- (Listening skills/communication) (Job responsibility)
- Comment and compliment them . What are some examples or ideas of feed back you have seen work?

# Leadership Program Objectives

- 100% of Jrs./students will understand the value of goal setting and will have learned at least 2 goal setting techniques.
- 100% of the Jrs./students will be able to list at least 6 positive characteristics about themselves.
- 100% of the Jrs./students will be able to list at least 3 active listening techniques.
- 100% of Jrs./students will be able to outline at least 4 values or principles that they believe are important in life.
- 90% of Jrs./students will be able to identify their leadership style, their leadership strengths & weaknesses, and be able to take advantage(apply) of their strengths to be the best leaders they can be.

# Development of Leadership Skills

- Provide information and training in the process of the development of personal leadership
- Targeting development of self- identity, self-awareness, decision making, acceptance of responsibility and goal setting.
- The ability to analyze their own strengths and weaknesses (from Def. above (Self-awareness.)



# Keys to Leadership Learning

- Learning opportunity in youth programs is augmented by having a group of younger children to lead/teach.
- Jrs. should have mentors to partner with for careful observation and feed back.
- Jrs. are “sailing assistants” in training. (Advantages)
- Success in our program is a function of the success of the Jr. assistants
- Leadership has much more to do with the skills honed through learning /practice than genetics.
- “Born leaders”, thus suggesting that other children are “born followers.”
- Video recording of presentations by Jrs.

# Keys to Leadership Learning

- Leading is more about learning specific skills than possessing inherent qualities.
- Leader is like an athlete, born with attributes that aid in athletics.
- But, success in athletics requires thousands of hours of practice to acquire the skills needed for success.
- Providing this opportunity for our Jr. assistants to practice leadership skills is the key component to their success in this area
- A key factor is to help youth see their own potential. Building self-confidence through success is the method to accomplishment this.  
(Appleman)

# Effective Goal Setting Makes The Difference

- \*The USOC Sport Psychology program believes that goal setting is as important as having a good coach
- Effective goal setting can provide:
  - **Direction** -where and how
  - **Feedback**- are you are making progress?
  - **Support**- going in right direction, prevents giving up, ability to evaluate and correct
- Teaching goal setting at an early age is essential to personal development.
- Goal setting should start with simple, achievable goals
  
- **Non-Effective Goals:** Goal setting fails because they are often too difficult, too un-measurable, vague, un- manageable, and un-changeable.

\*(USOC Coaching & Sports Psychology Committee, Sports Psychology Manual & Coaches Guide)

# Effective Goal Setting

## Effective Goals on the other hand:

- **Directs Behavior.**
- Are inherently **Motivating.**
- **Focus on concrete specific actions**
- Are **optimally Realistic**
- Are **Flexible**
- Are **Clear & Positive**
- **Include a plan (strategies) for achievement.**
- **Aren't forgotten**
- **Include regular revisiting and review**
- **Can be supported by a reward**

Reference: (USOC Coaches Guide, Sports Psychology)

# TAHOE COMMUNITY SAILING SURVEY RESULTS

- 100% more self-confident.
- 100% improved decision-making skills.
- 100% improved goal-setting.
- Did TCS help in developing a sense of responsibility (safety for students, work ethic, time management, etc.)
  - “Yes, I was able manage my time at work so that I performed all of the tasks necessary for the program to run smoothly that day. I was always diligent about student safety and making sure the campers were involved in an activity. Working at the program helped me build a stronger work ethic through the tasks I had to complete throughout the day.”

# Tahoe Community Sailing Testimonies

- “Teaching lessons as a JI was my first introduction into public speaking having a positive impact on my ability to speak to an audience now. Apart from speaking to students this program forced me out of my comfort zone when having to talk with parents or on occasion even teach adult students. I attribute my ability to communicate so well as an adult to my early years on the Obexer's beach.”
- “When I went to my first US Sailing course it was my first introduction into higher education, and taught me how to prepare for classes and exams that I had not encountered outside of high school before. This early introduction helped me succeed in many of my later endeavors.”
- “I am not sure that I had much of a perspective at all on leadership before the TCS Junior program. Not only did it teach me how to be a leader but also just by being selected for consideration gave me the confidence I needed to succeed as a sailing instructor and later in life.”

# Summary:

- With leadership comes responsibility to the program, its members and its goals!
- Leaders must have the authority to lead.
- In teaching leadership the most important thing is **to teach the setting of a good example for other to follow.**
- **Also, teach trustworthiness & reliability**
  
- **Value of teaching leadership skills to your Jrs.:**
- Prepares them to be your future staff instructors
- Gives them opportunity to become future leaders & possibly program directors.
- Provides you with a source of well trained instructors
- There is a need to groom and develop the next generation of leaders.
- Commit organizational resources early on for maximum benefit
- **Prior planning drives out panic!**

# Summary

- The process for growing from Jr. Sailing Assistants to Instructors / Leaders and then on to Directors is based on personal development, complimented by specific training that enhances this leadership development, US Sailing Instructor training and opportunity to practice leadership under the guidance of your Sr. instructors.
- Early leadership development of your Jrs. is an excellent way to promote personal develop and the abilities to become sailing instructors and eventually program directors, community and business leaders!
- **There are Oceans of Opportunities here!! Be proactive!**



# Thanks for Attending!

Thank you for attending and participating. We hope we have tweaked your thought process and that this leads you to many more thoughts and questions related to the benefits of leadership training for your Jrs. and your staff.

Please open the **NSPS app**  
and complete the **session**  
**survey** found in the **menu**  
**bar.**

*Thank you for attending  
this session!*