



SEAN HOLLEY
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'Building a High Performance Culture'
VWV Bristol Practice Conference
18th October 2022



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4 FACTORS FOR SUCCESS

- CULTURE
- WINNING
- LEADERSHIP
- FUN



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LEADERSHIP



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Leaderful Teams



- Demand high work ethic and honesty
- Captain - Coach relationship vital in team sport
- Allow for young players to grow into leaders
- Make all players feel trusted



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Leadership Behaviours



- Respect for Every Individual - Empathy & genuine interest in others
- Communicate and Involve Everyone
- Work Together As One Team
- Focus On Performance
- Embrace Change
- Resilience

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What does a leader need to do?



- Deliver results
- Commitment to the values of the organisation
- Ambition (*Management v Leadership*)
- Ability to get along with people

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WARNING SIGNS – BEHAVIOURS

- Loves the sound of their own voice
- Takes credit for the success rather than recognising the whole team
- Becomes stubborn and confrontational when others disagree with them
- Does not consult others and focuses exclusively on own agenda
- Doesn't create any synergies in their team, everyone works on his or her own projects
- Holds on to or does not share important information
- Does not have a clear understanding of how the business is performing and/or cannot communicate this effectively to the team
- Weak/Lacks resilience in genuine times of toughness, unable to make decisions or cope with diversity of demands



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CULTURE



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Leading culturally diverse teams

- More likely to reach world-class standards, but takes longer to do it.



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- Relationships are the key "Work the clubhouse"
- Have to deliver messages they don't want to hear
- Strategy implementation "What works for HENSON doesn't for SHANE ?"
- Squad members can tear down or build up what you are trying to do
- Leaders SHOULD listen more than they talk - observation is crucial
- Task conflict & relationship conflict - don't let task... lead to relationship

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Building a Winning Culture



- Set of values; high character people-selfless: want to be part of something bigger than themselves
- Need to trust people to do their job
- Who are the people that could potentially de-rail the group?
- Values – “DO THINGS FOR OTHERS” “DO YOUR JOB” (Patriots) “CONTROL WHAT WE CAN CONTROL” “M.F.L”
- Development of Staff; * Find smart-hungry people! Eg Interns, Multi-taskers Example?
- Staff Meetings – agenda, time, Notes vs action, listening, CPD, promote creativity, understand strengths/weaknesses
- Mentoring

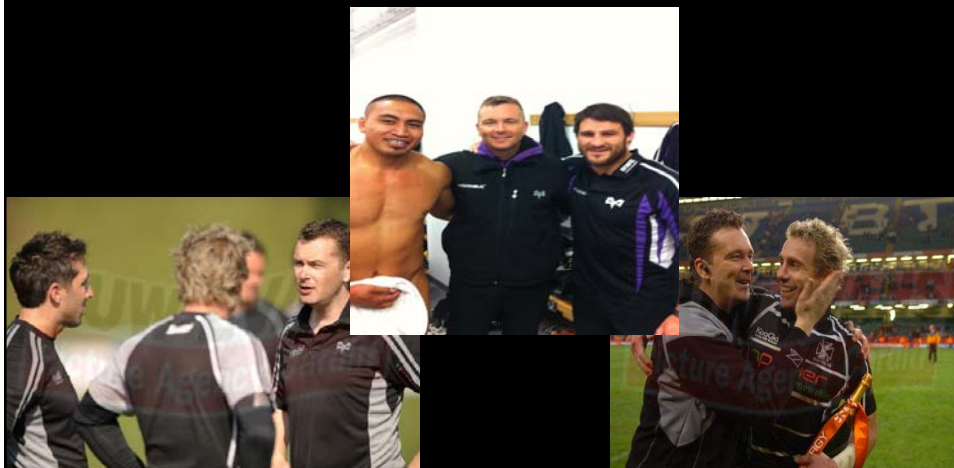


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Star Player



- Getting the star to co-operate is a huge challenge to leaders; it has a massive effect on others



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MANAGING UPWARDS




Hold them accountable



No mixed messages

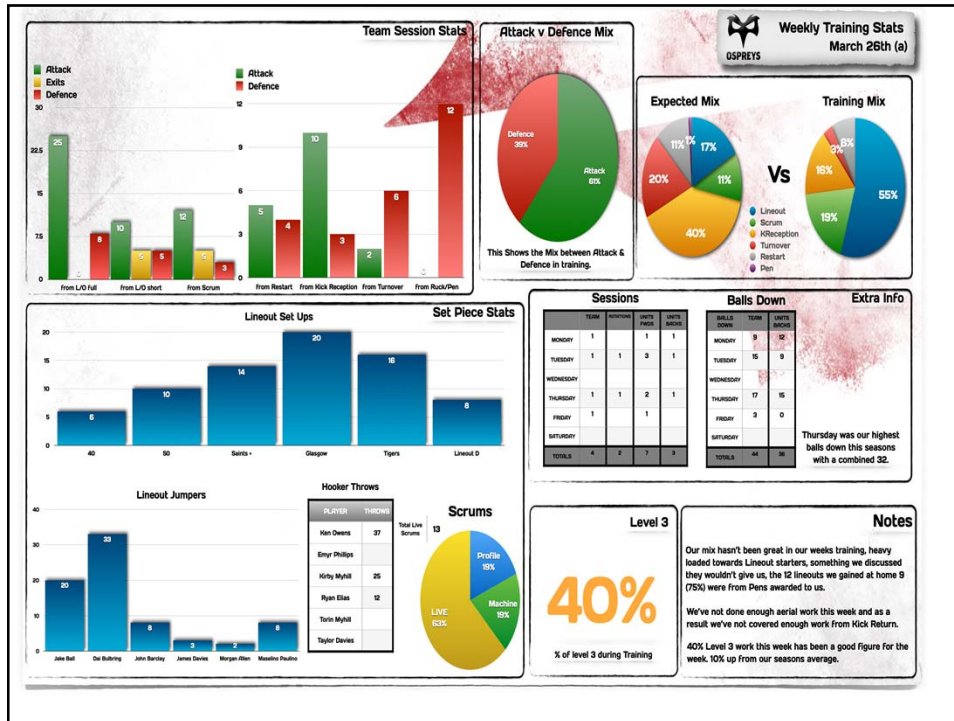
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WINNING

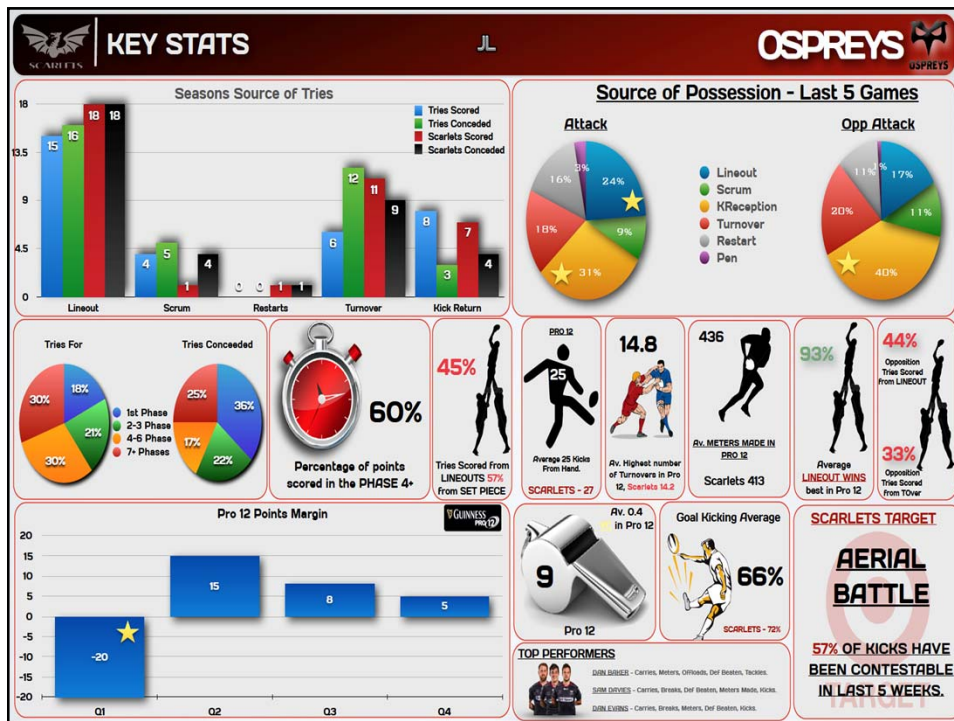


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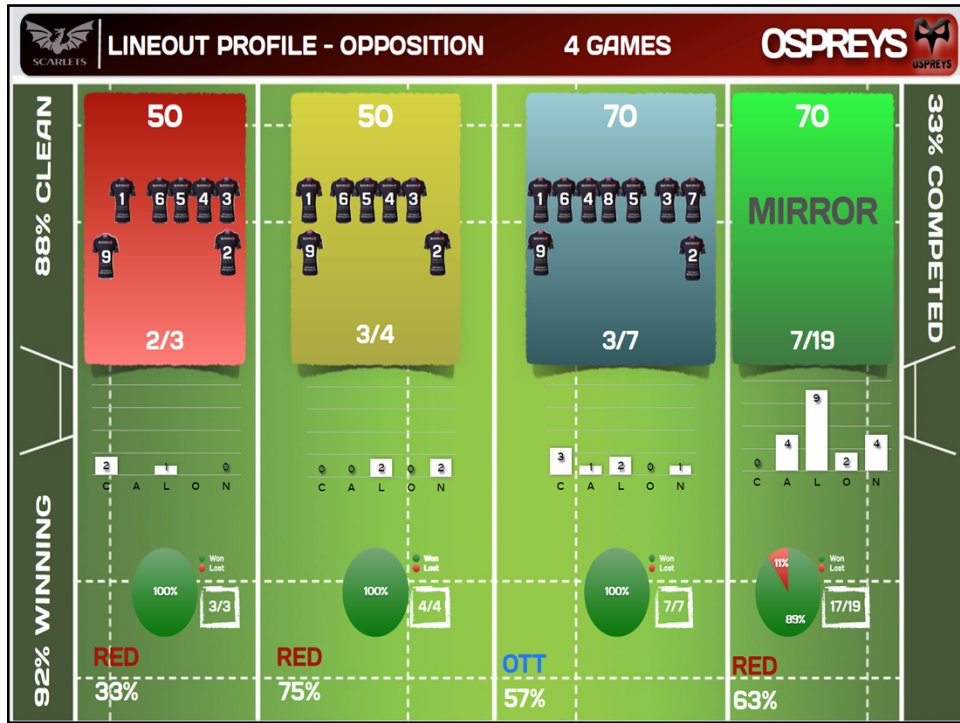
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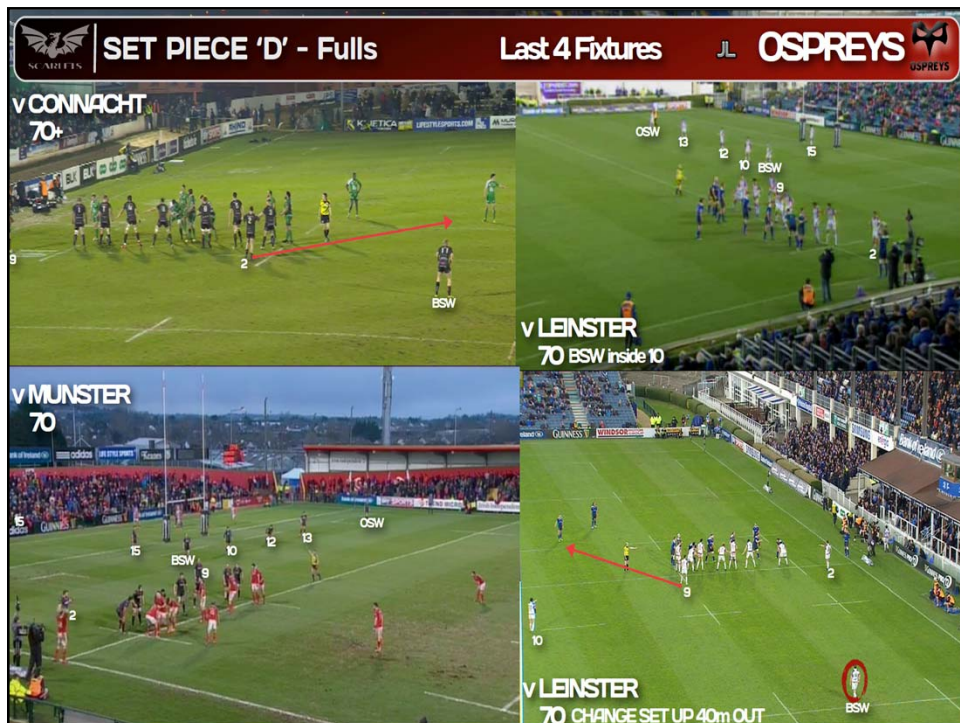
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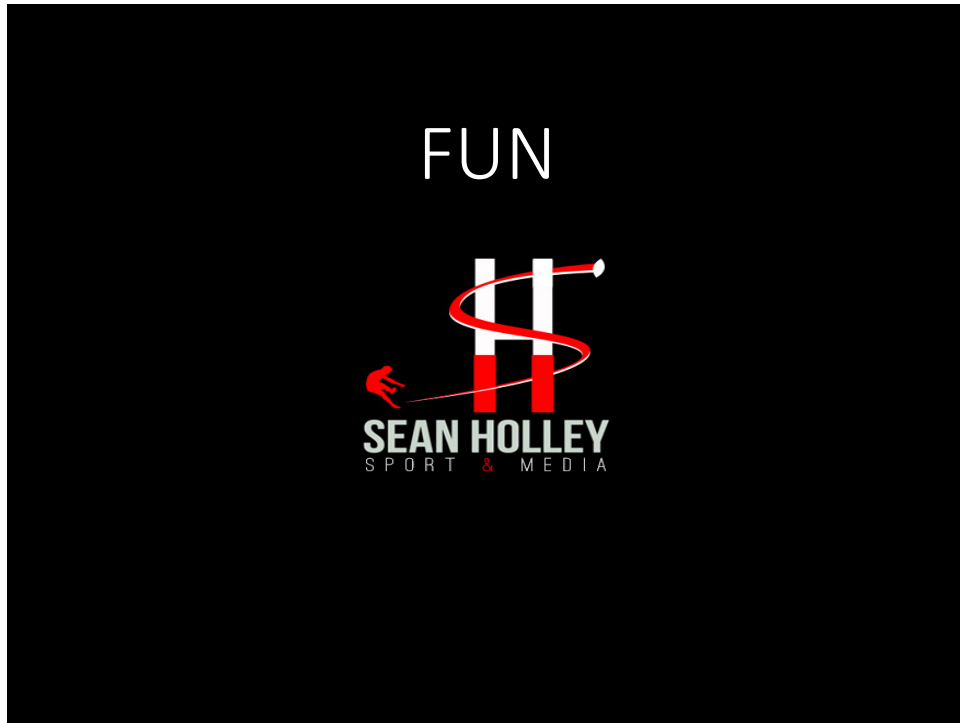
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REWARDS



- “ Keeping the Bubble & Squeak Going !!”
- CHANGING UP THE WEEK
- DICTIONARY / LANGUAGE
- O.U.R.S. / MFL
- PLAYER AWARDS
- No. of CAPS



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Some Final Messages.....



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CARE ABOUT & KNOW ABOUT YOUR STAFF

Sports

vendredi 9 octobre 2010 - page 53

Rugby - H-Cup

Collins, le retour du clown triste

OSPREYS

Il avait promis de revenir au sein de son club, mais le retour de l'ancien capitaine des Ospreys n'a pas été sans heurts. Le joueur a dû attendre plusieurs semaines avant de retrouver sa place sur le terrain. Sa blessure a été longue et douloureuse, mais il est maintenant prêt à relever le défi. Ses coéquipiers ont été très accueillants à son retour, et il a rapidement retrouvé son rythme habituel. Sa présence sur le terrain est précieuse pour l'équipe, et il est sûr de pouvoir apporter sa contribution habituelle.

Pas en phase avec le RCT

Il sera le bienvenu en France, mais il n'est pas encore tout à fait en phase avec le RCT. Il a besoin de temps pour s'habituer à l'environnement français et à la culture sportive locale. Ses coéquipiers ont été très accueillants, mais il a encore du mal à trouver son rythme. Il est sûr de pouvoir apporter sa contribution habituelle, mais il a besoin de temps pour s'habituer à l'environnement français et à la culture sportive locale.



de retour, dans le en contre-attaque de son équipe. C'est un joueur très complet, capable de jouer à tous les postes. Il a une grande expérience et est très apprécié de ses coéquipiers. Il est sûr de pouvoir apporter sa contribution habituelle.

Amoureux contrariés

Toujours amoureux de son ancienne partenaire, il a dû faire face à de nombreuses difficultés. Il est sûr de pouvoir apporter sa contribution habituelle, mais il a besoin de temps pour s'habituer à l'environnement français et à la culture sportive locale.




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Any Questions ??



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