What is **THE** skill women are missing that would improve their chances of becoming a:

- Coach
- Head Coach
- Athletic Director
- Administrator

JOT IT DOWN ON A POST-IT AND PASS IT TO THE FRONT...

NO NAMES, JUST THE MOST IMPORTANT MISSING SKILL
Diane Ratigan SHRM-SCP, MSOP, HBDI

Strategic Formulation & Planning Partner
Thoughtful & Intentional Change Management Designer
Team Dynamics Coach
Leadership Development Strategist

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Elevating Sport Through Intentional Leadership Development

This session is about everything except the X’s and O’s. If we want to recruit and retain females in our organizations, everyone must play a role. This session will help you develop an individual development plan to reach your goals and provide tools to help you bring out leadership abilities in your teammates.
Elevating Sport through Intentional Leadership Development

• Elevate Sport
  • Elevate What?

• Development – Leadership or Otherwise
  • How do I develop myself or my {player, student, assistant coach, parent coach, head coach, administrator} for their NEXT level?
  • Robust & Holistic Individual Development Plans

• Intentional
  • Brains Matter....
  • Praise Matters....
  • Gender Matters....
Map of Our Dialogue Today

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  • Gender Matters….
<table>
<thead>
<tr>
<th>Role</th>
<th>Male Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief executives of Fortune 500 companies</td>
<td>James 5%</td>
</tr>
<tr>
<td>Directors of the 100 top-grossing movies</td>
<td>James and Michael 8%</td>
</tr>
<tr>
<td>Venture capital investors in the largest</td>
<td>David, James and Peter 11%</td>
</tr>
<tr>
<td>Presidents of private colleges</td>
<td>David, James, John, Richard, Robert, Thomas and William 23%</td>
</tr>
<tr>
<td>Editors of the largest newspapers by</td>
<td>Chris, Dan, David, Frank, James, Joel and Mike 26%</td>
</tr>
</tbody>
</table>
Let’s get real about the data...... (NYTimes Article)

How representation has changed among the groups we counted in 2015

Pct. women, 2015 and 2018

- Dem. senators: In 2015, 30%; In 2018, 35%
- Supreme Court justices: 33% (no change)
- Dem. representatives: In 2015, 31%; In 2018, 33%
- Cabinet members: 20% in 2015, 26% in 2018
- Corporate board members: 16% in 2015, 19% in 2018
- Rep. senators: 12% (no change)
- Rep. representatives: 9% (no change)
Coaching in Women’s Collegiate Sports is only the...

THE DOWNWARD SLIDE

In their 37-year study, researchers R. Vivian Acosta and Linda Carpenter tracked the decline in the percentage of female head coaches in 24 women’s varsity sports. Before 1981, when the NCAA began sponsoring women’s sports, numbers were collected from the Association for Intercollegiate Athletics for Women.

View the graph larger

- Recreational Sport Coaches
- Athletic Trainers
- Sports Media & Broadcasting
- High School Coaches
- Club Coaches
- Club Directors
- Administrators
- Community Leaders
I want MORE money....
Will counting my money help me get more?
Diversity Programs That Get Results

Companies do a better job of increasing diversity when they forgo the control tactics and frame their efforts more positively. The most effective programs spark engagement, increase contact among different groups, or draw on people’s strong desire to look good to others.

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

<table>
<thead>
<tr>
<th>Type of program</th>
<th>White Men</th>
<th>White Women</th>
<th>Black Men</th>
<th>Black Women</th>
<th>Hispanic Men</th>
<th>Hispanic Women</th>
<th>Asian Men</th>
<th>Asian Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>+13.3</td>
<td>+9.1</td>
<td>+9.3</td>
<td>+12.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-managed teams</td>
<td>-2.8</td>
<td>+5.6</td>
<td>+3.4</td>
<td>+3.9</td>
<td></td>
<td></td>
<td></td>
<td>+3.6</td>
</tr>
<tr>
<td>Cross-training</td>
<td>-1.4</td>
<td>+3.0</td>
<td>+2.7</td>
<td>+3.0</td>
<td>-3.9</td>
<td></td>
<td></td>
<td>+6.5</td>
</tr>
<tr>
<td>College recruitment: women*</td>
<td>-2.0</td>
<td>+10.2</td>
<td>+7.9</td>
<td>+8.7</td>
<td>+10.0</td>
<td>+18.3</td>
<td>+8.6</td>
<td></td>
</tr>
<tr>
<td>College recruitment: minorities**</td>
<td></td>
<td></td>
<td>+7.7</td>
<td>+9.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+23.7</td>
<td>+18.0</td>
<td>+24.0</td>
<td></td>
</tr>
<tr>
<td>Diversity task forces</td>
<td>-3.3</td>
<td>+11.6</td>
<td>+8.7</td>
<td>+22.7</td>
<td>+12.0</td>
<td>+16.2</td>
<td>+30.2</td>
<td></td>
</tr>
<tr>
<td>Diversity managers</td>
<td>+7.5</td>
<td>+17.0</td>
<td>+11.1</td>
<td></td>
<td>+18.2</td>
<td>+10.9</td>
<td>+13.6</td>
<td></td>
</tr>
</tbody>
</table>

*College recruitment targeting women turns recruiting managers into diversity champions, so it also helps boost the numbers for black and Asian-American men.

**College recruitment targeting minorities often focuses on historically black schools, which lifts the numbers of African-American men and women.

NOTE: GRAY INDICATES NO STATISTICAL CERTAINTY OF A PROGRAM'S EFFECT.

SOURCE: AUTHORS' STUDY OF 829 MIDSIZE AND LARGE U.S. FIRMS. THE ANALYSIS ISOLATED THE EFFECTS OF DIVERSITY PROGRAMS FROM EVERYTHING ELSE GOING ON IN THE COMPANIES AND IN THE ECONOMY.

FROM: "WHY DIVERSITY PROGRAMS FAIL," BY FRANK DOBBIN AND ALEXANDRA KALEV, JULY-AUGUST 2016
Sports build good habits, confidence, and discipline. They make players into community leaders and teach them how to strive for a goal, handle mistakes and cherish the growth opportunities.

~Julie Foudy
What is **THE** skill women are missing that would improve their chances of becoming a:

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- Head Coach
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JOT IT DOWN ON A POST-IT AND PASS IT TO THE FRONT...

NO NAMES, JUST THE MOST IMPORTANT MISSING SKILL
SKILLS NEEDED TO LEAD IN COACHING OR SPORT

• Command Skills
• Strategic Vision
• Communication
• Influence and Ability to Motivate
• Technical Ability
• High Trust
• Discipline
• Confidence
ROLE OF THE EMPLOYEE (DEVELOPEE)

- owns their development by maintaining their Individual Development Plan (IDP)
- understands their strengths and growth opportunities
- can verbalize to their leader how they want to develop and what they want to achieve
- regularly puts forth effort toward their development goals
- asks their leader for training and development experiences that make sense for their plan as well as opportunities to work on projects that align with that development
ROLE OF THE LEADER

- understands the development goals of each of their employees/team members/coaches/players
- connects them to the training and development opportunities inside and outside of their organization, when feasible
- provides opportunities on new projects to give them the exposure to skill building that they need
- keeps their eyes open in the wider scope of the institution/organization/industry for roles that align with development interests
- considers both short term and long term needs of their team and organization when approving training and development opportunities
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- Intentional
  - Brains Matter....
  - Praise Matters....
  - Gender Matters....
CONNECTING DREAMS TO RESULTS...

- Dreams & Goals
- Gaps & Plans
- Measures & Vision
- Strategy & Resources

Growth
Development
Achievement
Proof
Stories
Experience
Failures
Successes
RESULTS
CONNECTING DREAMS TO RESULTS...

1. Dreams & Goals
   - Goals through Position & Responsibility Mining
   - Generate THE LIST
   - Self-Assessment Compared to THE LIST

2. Gaps & Plans
   - Prioritize the Gaps
   - Plan for Improvement by Gap
   - Document Everything

3. Measures & Vision
   - What GREAT Would Look Like If You Got There
   - Things You Would Celebrate
   - Visualize the Celebration

4. Strategy & Resources
   - Holistic Development Action Plans per Gap
   - Engage FYI
   - Share & Gather Advice & Opportunities

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Understand the goals of clients and aligning the team to these objectives, setting clear priorities and direction.

Prepare and present proposals to clients covering the needs of the potential clients.

Influence clients, teams, and individuals positively. Leading by example and establishing confident relationships with both junior and senior stakeholders. Deliver exceptional client service and drive high performance from the team while fostering collaboration. Develop high-performing teams through coaching, challenging opportunities and recognizing the impact made by team members.

Write relevant strategy articles regularly for publishing in business journals, magazines and website as necessary. Knowledgeable in business strategy, marketing, finance, operations, and data analysis techniques. Expertise in operational franchising will be an added advantage.

Bachelor’s or Master’s Degree in Business / Marketing / Accounting & Finance / Management / Economics and/or MBA from top-tier academic institution.

At least 2 - 3 years of work experience in strategy and/or brand consulting OR market research analyst/consultant OR HR Consultancy.

Base level of knowledge in business strategy, marketing, finance, human resources and data analysis techniques.

Demonstrate ability to handle work professionally, independently and efficiently with a strong customer service mindset.

Possess effective organizational and communication skills, both written and verbal.

Good interpersonal skills and able to interface with all levels, internally and externally, in a professional and responsive manner.

Strong networking skills and business acumen.

Well-groomed in both appearance and mannerism.
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PLANS TO IMPROVEMENT

Deeper Exploration
- Insight Plan – increase self awareness and better understand yourself
- Exposure Plan – try out an untested skill to see where you stand

Direct Skill Building
- Development Plan – work on a weakness
- Enhancement Plan – try move a mission-critical skill from average to strength
- Good to Extraordinary Plan – move a strength to outstanding
- Rerailment Plan – get performance back on track after a serious stumble

Alternative Paths
- Substitution Plan – use something else you’re good at to get the same thing done
- Workaround Plan – use someone or something else to get the same thing done
- Compensation Plan – decrease the noise of an overuse

Demonstrating skill
- Marketing Plan - let others know you are skilled in an area
- Skill Transfer Plan - take what is working in one context and transfer it to another
- Confidence Building Plan - build confidence in your ability

Accepting the Consequences
- Redeployment Plan - find a better match
- Capitulation Plan - keep things the way they are
Optimizing this Tool
1. Read the Unskilled, Skilled and Overused Skill to see if which competency best describes your gap
2. Review the list of Possible Substitutes, The Map and Remedies, Quotes and Suggested Readings
3. Focus in on the selected skill for integrating it into your IDP with an action plan for how you intend to elevate the skill
4. Update and review regularly with leader and mentors while soliciting FEEDFORWARD from your peers
TARGETING SKILLS - FYI

Command Skills
Unskilled
• More comfortable following
• May avoid conflict and crises, be unwilling to take the heat, have problems with taking a tough stand
• Might be laid back and quiet
• Too concerned about what others may say or think
• May worry too much about being liked, correct or above criticism
• May be conflict shy or lack perseverance
• May not be cool under pressure
• May not display a sense of urgency

Motivating Others
Unskilled
• Doesn’t know what motivates others or how to do it
• People under them don’t do their best
• Not empowering and not a person many people want to work for, around or with
• May have trouble with people not like them
• May be a poor reader of others, unable to read needs and cues
• May be judgmental and put people in stereotypic categories
• Intentionally or unintentionally demotivates others
TARGETING SKILLS - FYI

Command Skills
Overused Skill
- May not be a team player
- May not be tolerant of other people’s ways of doing things
- May choose to strongly lead when other more team-based tactics would do as well or better
- May not develop other leaders
- May become controversial and be rejected by others

Motivating Others
Overused Skill
- May not be good at building team spirit because of an emphasis on individuals
- May be seen as providing inequitable treatment by treating each person individually
- May not take tough stands when the situation calls for it
- May take too long getting input
- May be reluctant to assign work with tough deadlines
TARGETING SKILLS - FYI

Command Skills
Skilled
• Relishes leading
• Takes unpopular stands if necessary
• Encourages direct and tough debate but isn’t afraid to end it and move on
• Is looked to for direction in a crisis
• Faces adversity head on
• Energized by tough challenges

Motivating Others
Skilled
• Creates a climate in which people want to do their best
• Can motivate many kinds of direct reports and team or project members
• Can assess each person’s hot button and use it to get the best out of them
• Pushes tasks and decisions down
• Empowers others
• Invites input from each person and shares ownership and visibility
• Makes each individual feel their work is important
• Is someone people like working for and with
WHO DO YOU TRUST WITH YOUR TRUE DEVELOPMENT PLANS?

**Back Office View** – EVERYTHING, ALL in thinking through your development intentionally for yourself only

**Sharing with Current Leaders** - 1-2 Action Plans & Why’s

**Sharing with Mentors/Coaches/Sponsors** – Only What They Can Help With

**Personal Board of Advisors** – Share Everything
Robust & Holistic IDP’s

The Cone of Learning
Based on our level of involvement, after 2 weeks... we tend to remember:

- Reading: 10% of what we read
- Hearing Words: 20% of what we hear
- Looking at Images: 30% of what we see
- Watching a Movie, Exhibit, or Demonstration: 50% of what we hear & see
- Participating in a Discussion: 70% of what we say
- Simulating or Doing the Real Thing: 90% of what we say & do

Source: Edgar Dale

- Classroom/E-Learning
- Conferences
- Books/Articles/Publications
- Professional Skill Development
- Shadowing
- Mentoring & Sponsoring
- Coaching
- Professional Networks, Diversity Event Leadership, Community Event Leadership

- Stretch assignments
- On-the-Job training
- Project work
- Volunteer Roles & Committee Work
TOUR OF IDP TEMPLATE

- Goals & Dreams
- The List
- Gaps & Actions
- Holistic Development
- Log
- Past Feedback & Feedforward
- Mentors & Contacts
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  • Gender Matters....
Herrmann Brain Dominance Instrument Assessment
"Failure is an opportunity to grow"

**GROWTH MINDSET**

- I can learn to do anything I want
- Challenges help me to grow
- My effort and attitude determine my abilities
- Feedback is constructive
- I am inspired by the success of others
- I like to try new things

"Failure is the limit of my abilities"

**FIXED MINDSET**

- I'm either good at it or I'm not
- My abilities are unchanging
- I don't like to be challenged
- I can either do it, or I can't
- My potential is predetermined
- When I'm frustrated, I give up
- Feedback and criticism are personal
- I stick to what I know
How Growth Mindset Works
3:23 – 5:36

The Different ways to PRAISE
0-1:40 and 2:46 – 4:15
**Growth Mindset**
- Skills are built; you can learn and grow.
- The process getting better.

**Key Ingredients to Growth**
- Useful - leads to growth.
- Embrace & persevere - frame as an opportunity.
- Use them to learn.
- Appreciate & use it.

**Fixed Mindset**
- Skills are born; you can’t learn and grow.
- Performance outcomes; not looking bad.

**Beliefs**
- Not necessary; not useful.
- Back down & avoid - frame as a threat.
- Hate them; get discouraged; avoid them.
- Not helpful; get defensive; take it personal.
Herrmann Brain Dominance Instrument Assessment
Please be intentional about elevating WOMEN in sport with leadership development.
Resources

• Carol Dweck – Mindset, book
• Train Ugly – Applying Mindset Work to Motor Learning & Growth Mindsets - https://trainugly.com/v-essays/
• https://www.ncaa.org/static/champion/where-are-the-women/#graph
• FYI: For Your Improvement A Guide for Development and Coaching
• Olympic Committee Coaching Evaluation Tool
  file:///H:/My%20Documents/Documents/Personal/3bTeam/NSSA/USOC%20Coaching%20Effectiveness%20Tool.pdf
• Defining the Growth Mindset - https://www.youtube.com/watch?v=75GFzikmRY0
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