

***CULTIVATING STUDENT LEADERSHIP
AS A HIGH LEVERAGE STRATEGY
FOR PROGRAM IMPROVEMENT***

**KYLE LEMIEUX, CAA
ASSOCIATE PRINCIPAL/ATHLETIC DIRECTOR
WAUKESHA WEST HIGH SCHOOL (WI)**



Hello!

Kyle LeMieux, CAA

Associate Principal/Athletic Director
Waukesha West High School



MY JOURNEY



STUDENT-ATHLETE

Mukwonago High School
Football, Basketball,
Track & Field, Baseball



EDUCATION

University of Wisconsin-Madison
B.S. - Kinesiology 2007
M.S. - Educational Leadership &
Policy Analysis 2012



TEACHER/COACH

Physical Education
2008-2012
Mukwonago HS & Youth
Baseball Coach
2003-2009
Waukesha North HS
Head Baseball Coach
2010-2012



ADMINISTRATOR

Associate Principal/Athletic Director
Waukesha West High School
2012-Present



WAUKESHA WEST HIGH SCHOOL



- ◆ 1,164 Students
- ◆ 11% w/ IEP
- ◆ 2% ELL
- ◆ 13% F/R Lunch
- ◆ 3 HS District
- ◆ 30 min West of Milwaukee, WI
- ◆ Classic 8 Conference
- ◆ Significantly Exceeds Expectations on State Report Card

OF THE WOLVER

23 STATE CHAMPIONSHIPS
16 STATE RUNNERS-UP

Established 1993



Room For Improvement:

- ❖ Poor sportsmanship
- ❖ Negative community reputation
- ❖ Childish attitude
- ❖ Sense of entitlement
- ❖ Lack of conflict resolution
- ❖ Inconsistent student leaders

So now what?....



Our Game Plan

- 1) Rooted In Our Mission
- 2) Defining Leadership
- 3) Building Up Student-Leaders
- 4) Equipping Coaches
- 5) From Extra to Embedded



Our Mission

*Transforming Aspiring
Adults Through Athletics*

Our Mission:

Transforming Aspiring Adults Through Athletics

The word “**transformation**” is defined as a thorough or dramatic change in form or appearance.

We strive to provide **adult-like opportunities and responsibilities** for our students in a manner that will equip them with the tools and skills necessary for post-high school success.

Although life lessons can be taught through a variety of circumstances, we believe **students engage at a unique level** through their athletic programs, and we therefore have a **captive audience** ready for learning.

What change could make the
biggest impact?

How do we most effectively
achieve our mission?

How would YOU
define LEADERSHIP?

Leadership is intentional influence.

-Joseph Grenny

● KNOW YOUR WHY



If I were to start a program or athletic department from scratch...

Creating a plan to develop **more** and **better** leaders among student-athletes and coaches would be the top priority!

CONFLICT RESOLUTION

- ❖ Student to Student
- ❖ Student to Coach
- ❖ Parent to Coach
- ❖ Coach to Coach
- ❖ All to AD!
- ❖ Consistent Communication!

MARKETING/PUBLICITY

- ❖ Our Brand -color/font
- ❖ Sponsorships
- ❖ Website/Social Media
- ❖ Wall of Fame

NCAA CONTACT

- ❖ Eligibility
- ❖ Recruitment
- ❖ NLI Signing Days

MEDIA RELATIONS

- ❖ Television
- ❖ Radio
- ❖ Journal Sentinel
- ❖ Waukesha Freeman
- ❖ ESPN 540
- ❖ WisSports.net

The World of the ATHLETIC DIRECTOR

FACILITIES

- ❖ Capital Improvement
- ❖ Maintenance/Safety
- ❖ Vision for the Future
- ❖ Scheduling

EVENT MANAGEMENT

- ❖ Game Workers
- ❖ Officials
- ❖ Hosting WIAA Events
- ❖ Law Enforcement

PROGRAM MANAGEMENT

- ❖ 28 Programs
- ❖ Growth/Development
- ❖ Scheduling
- ❖ Day to Day Operation

FUNDRAISER

- ❖ Booster Club
- ❖ Endowment Fund
- ❖ Capital Improvement

SCHOOL LIAISON

- ❖ Classic 8 Conference
- ❖ District 7 WADA
- ❖ WIAA

ACCOUNTANT

- ❖ Site Budget
- ❖ Appendix C
- ❖ \$750,000 total

ELIGIBILITY

- ❖ Forms & Fees
- ❖ Academics/Behavior
- ❖ Transfer Students

POLICY MANAGEMENT

- ❖ Code of Conduct
- ❖ Coach Education
- ❖ Accountability
- ❖ Supt, Bus. Off., HR

PROFESSIONAL DEVELOPMENT

- ❖ Coaches Book Study
- ❖ New Coach Orientation
- ❖ Alignment with Vision

MISSION/VISION

- ❖ TRANSFORMING
ASPIRING ADULTS
THROUGH ATHLETICS!
- ❖ Leadership Development
- ❖ 5 Year Plan

BUILDING RELATIONSHIPS

- ❖ Being Present
- ❖ Help People Feel
Valued
- ❖ Invest, Invest, Invest

HUMAN RESOURCES

- ❖ Recruitment/Hiring
- ❖ Annual Evaluations
- ❖ Termination
- ❖ 110+ Coaches

A swimmer wearing a white swim cap and goggles is captured mid-stroke in a swimming pool. The swimmer is moving from left to right, with their head above water and mouth open. The pool is divided into lanes by blue and yellow lane lines. The water is a clear blue, and there is some white splash around the swimmer's head.

**How do we raise up and
strengthen student-leaders?**



Annual Leadership Conferences

I Accept – Built For Others – You Have Been Chosen – Pass the Torch
Future Starts Today – Good Today, Better Tomorrow – Create the Culture

Student-Driven Themes Serve As Launch Points!

● OUR PROCESS

STUDENT PLANNING COMMITTEE

- ❖ 20-25 Students representing most sports (10th-12th Grade)
- ❖ Meet routinely to shape and guide the conference including:
 - Theme/Branding
 - Invite Process
 - Core Activities/Learning
 - Student-led Seminars
 - Lunch
 - Team Time
 - Traditions
 - Fun!

COACHING STAFF COMMUNICATION

- ❖ Asked to invite 8-10 per program, roughly two per grade level
- ❖ Thinking about student-athletes with current leadership skills and others with potential (NOT just “captains”)
- ❖ We want to be the primary influence for students - especially those on the fringe
- ❖ Coaches are strongly encouraged to attend when possible



LC19 – Create the Culture





CONFERENCE AGENDA

8:45am	FUN & GAMES
9:15am	WELCOME/MAIN SESSION #1
9:35am	TEAM TIME #1 – COMMUNITY BUILDING
9:40am	9TH/10TH “ASPIRING WOLVERINES” – 11TH/12TH BREAKOUT SEMINARS
10:45am	GENDER CONNECT
11:05am	LUNCH
11:50am	MAIN SESSION #2
12:00pm	11TH/12TH “LEADING A CHAMPIONSHIP CULTURE” – 9TH/10TH BREAKOUT SEMINARS
1:15pm	TEAM TIME #2 – REFLECTION, CORE COVENANTS, PROGRAM SUMMARY TO GO PUBLIC
2:15pm	CLOSING SESSION – PASS THE TORCH
2:45pm	BACK TO SCHOOL



**Students Have the Power To
Raise the Bar For One Another**

Student-Led Seminars

- ❖ Super Fans/Sportsmanship
- ❖ Leading Without a Title
- ❖ Managing Adversity
- ❖ Ambassadors Off the Field
- ❖ Practice & Preparation
- ❖ What Coaches Wish You Knew
- ❖ Overcoming Fears of Leadership
- ❖ Leadership Styles
- ❖ Common Team Issues

Students build off of our theme to prepare and facilitate multiple breakout sessions for their peers.



Jeff Janssen is going to help you build the culture you want... the one that leads to *Championship*!

How to Build and Sustain a **CHAMPIONSHIP CULTURE**

Your 10-Step Blueprint to Build a Winning Culture
of Commitment, Accountability, and Ownership



JEFF JANSSEN, M.S.

Author of The Team Captain's Leadership Manual

FOREWORDS BY PAT SUMMITT AND GARY BARNETT

JEFF JANSSEN, M.S.

Author of Championship Team Building and The Secret Secrets of Uncoached Coaches

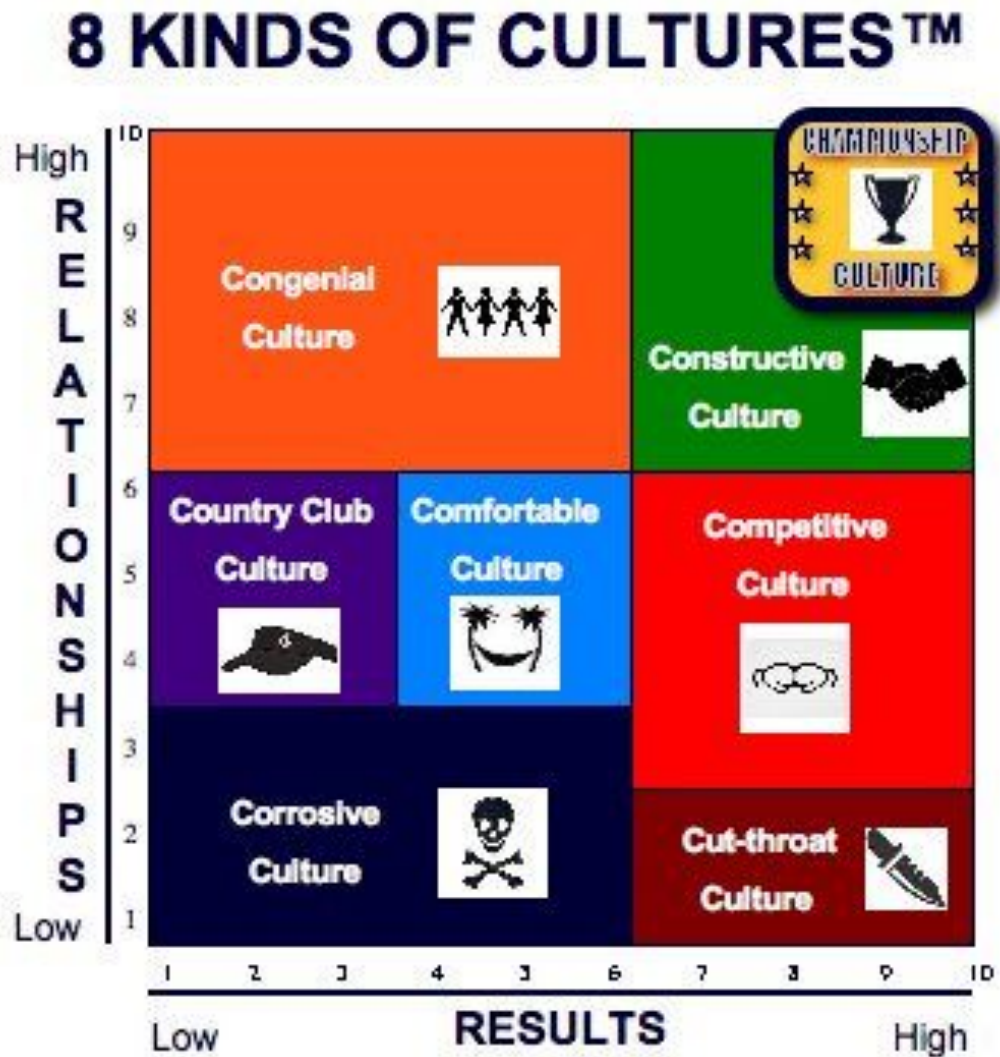
THE **TEAM CAPTAIN'S LEADERSHIP MANUAL**

*The Complete Guide to Developing
Team Leaders Whom Coaches Respect
and Teammates Trust*

A PROVEN 10-WEEK PROGRAM FOR BOTH ATHLETES AND COACHES

Highly
recommend
any and all
work from
Jeff Janssen!

janssensportsleadership.com





Championship Culture

RELATIONSHIPS & RESULTS

FAMILY-LIKE CONNECTIONS WITH A RELENTLESS DESIRE TO IMPROVE



CULTURE SURVEY

RELATIONAL LEVELS

- ❖ 10 - Togetherness
- ❖ 6 - Enjoyment
- ❖ 3 - Cordial
- ❖ 1 - Conflict

- ❖ Sample True/Value Phrases
 - 10 - Deep trust present, coaches and team members willing to be vulnerable.
 - 3 - Team leaders may possess a title, but do not differentiate themselves through actions.

RESULTS MINDSET LEVELS

- ❖ 10 - Desire
- ❖ 7 - Commitment
- ❖ 2 - Mediocrity
- ❖ 1 - Divided Focus

- ❖ Sample True/Value Phrases
 - 10 - Team members fully engaged with team's mission and goals having co-authored.
 - 2 - Excuse making by athletes and/or coaches is regular.

16 Team Single Elimination

RELATIONSHIPS

UNITY

TRUST

LOYALTY

INTEGRITY

TEAMWORK

COMMUNITY

SELFLESSNESS

HUMILITY

RESULTS

COMPETITIVENESS

DEDICATION

PASSION

OPTIMISM

DISCIPLINE

PERSEVERANCE

RELENTLESSNESS

COACHABLE

Winner

LEADERS GO PUBLIC

SOCCKER GIRLS

Teamwork

We are all together and united. We will be uplifting to everyone, no matter if we are winning or losing. We will play for each other and give each other equal opportunities to be successful. We stay positive and encouraging towards everyone, even when mistakes are made or the game isn't going our way.

If we are losing in a game, we keep playing like the game is tied, we won't give up. During a practice situation, if an individual isn't doing her best or is having a hard time completing a training session, we will be positive towards her. We need to encourage team members to keep working because practice is meant for improvement and mistakes are expected. You won't get better if you don't make mistakes and learn.

Perseverance

Dedication

We will always give 110% in every practice and game. Whether we are winning or losing, we have to keep going. We have to push each other in order to improve individually and as a team. If things don't go as planned throughout the season or during a game, we have to stay committed to the team and our team goals.

WE ARE WOLVERINES

We think that these three core covenants will help the team to reach our full potential. Without them, a successful team won't be possible. We can embody and emphasize these core covenants because of the team aspect of soccer and the importance of playing as one unit as opposed to eleven individual players. We believe that everyone has something to give to our team and that we cannot succeed without the contribution of everyone. We win and lose as a team.



WAUKESHA WEST WOLVERINES

Leading your peers is one of the most complex tasks a high school student can step into.

Therefore, we need to be intentional in mentorship and modeling to mold more and better leaders!

TRAIN WHAT YOU **VALUE**

At Waukesha West High School, in order to hold an official team leader or captain role at any level, student-athletes must complete our “Captain Training”.

This curriculum is offered at the annual conference, seasonally, and on an individual basis when needed.



Scenario #1: One teammate, who happens to be the best player, is consistently showing up late to practice. You are unsure if the coaches notice or care, but it is beginning to bother the team! What next?

Scenario #2: Lately your playing time has decreased drastically, and a younger player has taken your role. You feel like the coaches must be out to get you? What next?

Scenario #3: Over the weekend, you become aware that a group of teammates are having a party involving alcohol and vaping. You did not plan to attend, but now feel pressured to be a “good teammate”. What next?

Scenario #4: You notice a few teammates that consistently disrespect the teacher during your math class. They represent the program, but these teammates don't seem to care about the team reputation. What next?



LEADERS WILL MAKE **BETTER**
CHOICES



55%

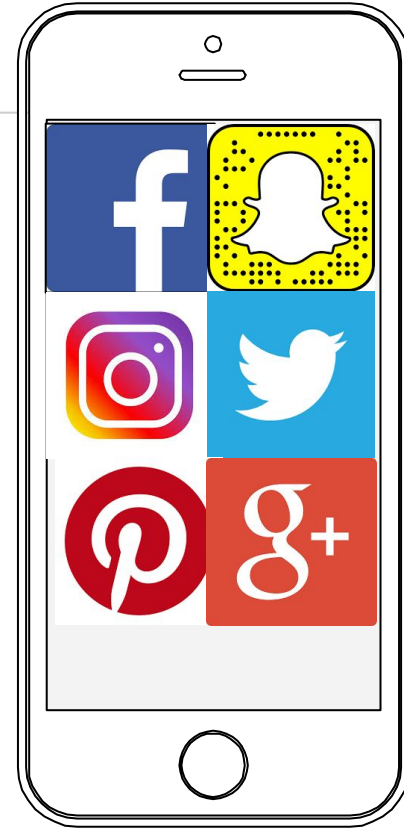


Since August 2017, more than half of our athletic code violations involve vaping.



● SOCIAL MEDIA DOWNFALLS

- ❖ Easy to hide behind the screen!
- ❖ Difficult to have self-control when others show none
- ❖ Leading on and off of the field has a far different meaning than even 10 years ago





CONNECT DATA TO YOUR SUCCESS OF BUILDING UP LEADERS

Are you motivated/inspired to lead your peers?

76%

Do you now have the skills necessary to lead your peers?

63%

Are you willing to put others first in order to lead well?

70%



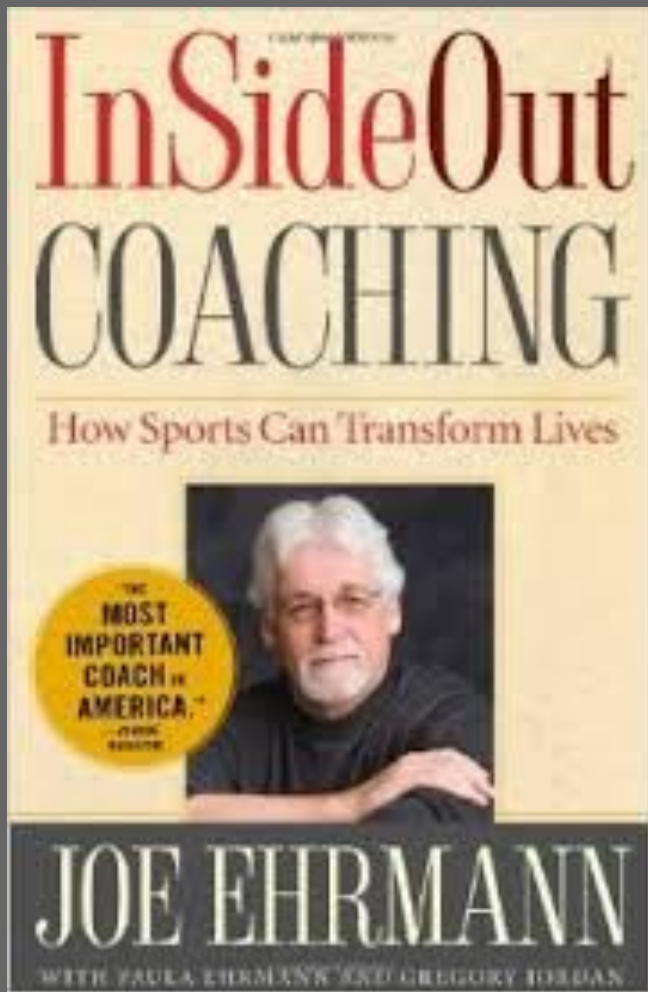


WAUKESHA WEST
OLVERINE
LEADERSHIP ACADEMY

Do not assume that your coaches
understand how to **TEACH** leadership!



Lack of **COACH INVESTMENT** will leave
you stranded.



Joe Gets It Right!

“Competition isn’t about winning or perfection. It entails being the best you are capable of becoming based on your unique gifts and abilities. We compete with others to achieve excellence. But the person you become in the pursuit of excellence is worth far more than the apparent achievement of excellence.”

– *InsideOut Coaching*, p.231

Moving From **Extra** to **Embedded**

Joe Ehrmann Building Blocks

- ❖ Defining “Transformation”
- ❖ Cohesive Coaching Narrative
- ❖ Legacy Activity – Circle or Square?
- ❖ Essential Coaching Questions
 - Why do I coach?
 - Why do I coach the way I coach?
 - What does it feel like to be coached by me?
 - How do I define and measure success?
- ❖ Codes of Conduct
- ❖ Value of Ceremony

Moving From **Extra** to **Embedded**

Character Development & Leadership App

- ❖ Simple and straightforward
- ❖ Accessible to ALL student-athletes
- ❖ Common weekly themes for entire athletic department
- ❖ Daily activities with reflections for coaches to monitor
- ❖ Goal of discussing as a team once per week
- ❖ Coaches do not need to create content, just prioritize and hold athletes accountable



Moving From **Extra** to **Embedded**

Character Development & Leadership App



Moving From **Extra** to **Embedded**

Character Development & Leadership App

- ❖ characterandleadership.com/student-athlete-program/
- ❖ Dr. Joe Hoedel
- ❖ jhoedel@characterandleadership.com
- ❖ 231-983-4140
- ❖ Download the app and preview, or contact Joe!



Moving From **Extra** to **Embedded**



“In the end, as a leader,
you will always get a
combination of two things:
What you **CREATE**,
and what you **ALLOW**.
–Dr. Henry Cloud

THE CIRCLE OR THE SQUARE



**Positive
Intentional
Investment
Genuine Care
Transformational**



**Negative
Passive
Unengaged
Shamed
Transactional**

THE CIRCLE OR THE SQUARE



Positive
Intentional
Investment
Genuine Care
Transformational

**20 YEARS
FROM NOW...**



Negative
Passive
Unengaged
Shamed
Transactional

**WHERE WILL YOUR ATHLETES
AND COACHES PLACE YOU?**



Leadership
Can Be Lonely

HIGH SCHOOL



WEST
HIGH SCHOOL

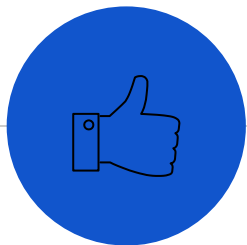


WAL
W
HIGH



Good luck leading leaders!





Thanks!

Any *questions?*

You can find me at

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