

CULTURE MATTERS

An in depth look into building, growing and sustaining a positive culture in your department

53rd National Athletic Directors Conference

December 12, 2022

1:30 p.m.

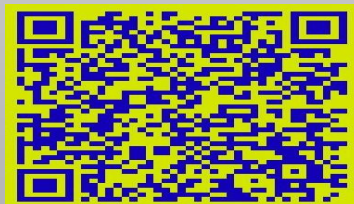
Denny Ziegler, CAA

Strongsville High School, OH
@scsmustangs



Richie Wildenhaus, CAA

New Albany-Plain Local Schools, OH
@napls_athletics



Denny Ziegler, CAA

Certified Athletic Administrator

MPM certified- Mental Performance Mastery (certified in mentoring athletes, coaches and athletic director's in sports psychology and mental peak performance)

Current Athletic Director at Strongsville High School, Strongsville, OH (Division 1 school of roughly 2,000 students; 1100 Athletes and over 150 coaches and staff)

Helped lead School to first State Championship in over 10 years in 2020

Member of the NIAAA Publications Committee

Athletic Director at the High School and College level (9 years exp.)

Served as Greater Cleveland Conference President 2019-2020

Coached collegiately prior to stepping into administration



Richie Wildenhaus, CAA

Certified Athletic Administrator

Director of Athletics; New Albany-Plain Local Schools in New Albany, OH for the past 7 years

Athletic Administrator in Colorado for 7 years

Leads a department of 1200 student-athletes and 165 coaches

Serves on the NADC Planning Committee for the NIAAA

Adjunct Faculty at Ohio Dominican University (Sport Administration)



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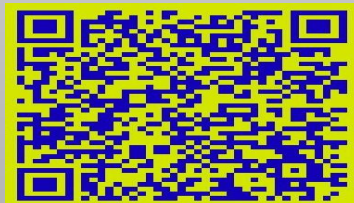
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Session Takeaways

Identify your culture...Do you truly know what your culture is?

Understand the 4 main building blocks to building a positive culture in your department

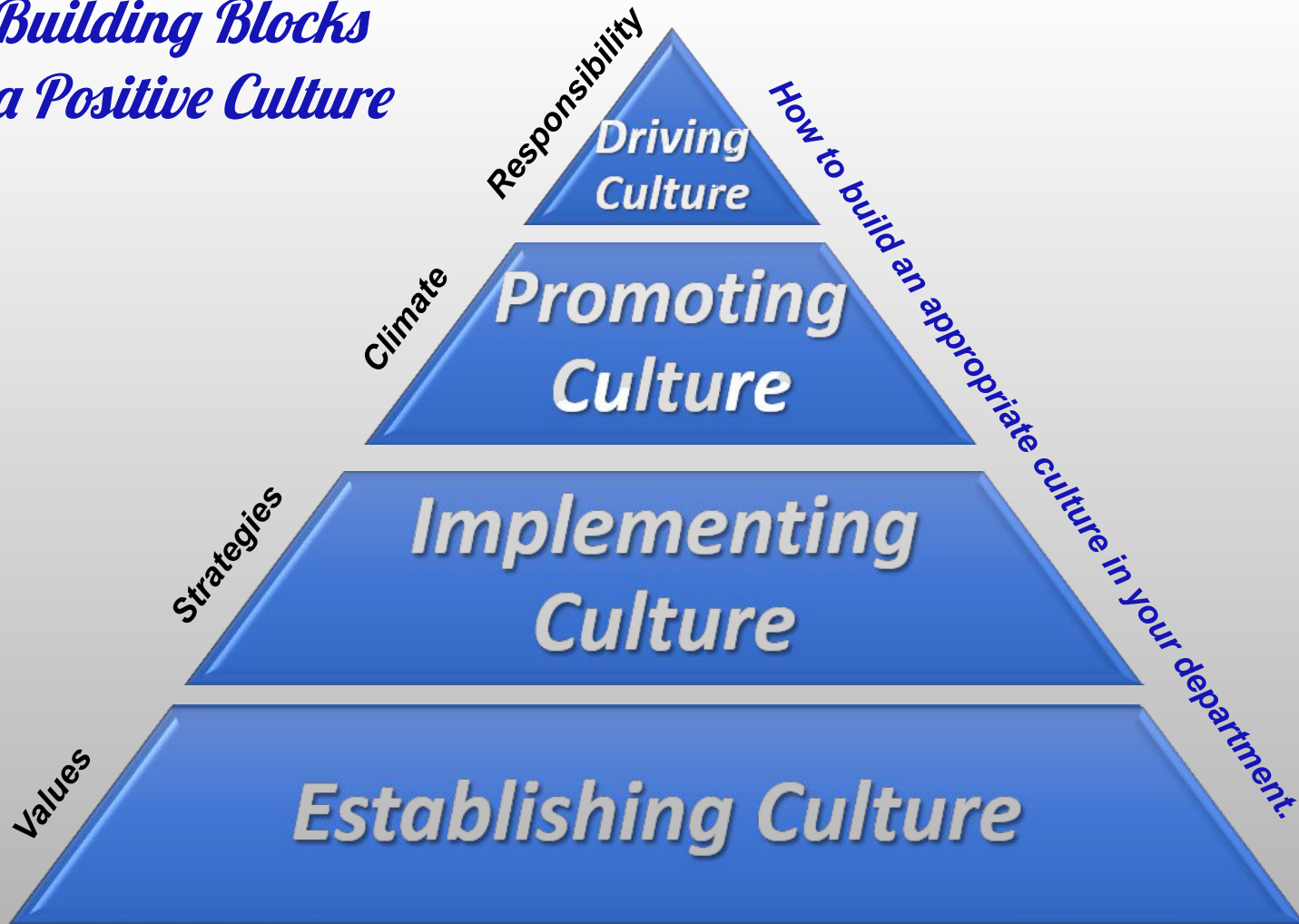
Identify different strategies that help lead to a better culture



Your Ideal Culture?



4 Building Blocks to a Positive Culture



Establishing Culture

Values

EVERYONE HAS A ROLE IN THE CULTURE

- Athletes
- Coaches
- Parents
- Admin
- Staff
- Students

EVERYONE MUST OWN THEIR SQUARE FEET OF THE CULTURE (20 square feet)

MUST HAVE “BUY-IN” FROM EVERYONE

QUOTE: “What you permit, you promote! Promote the culture you want.”



Establishing Culture

Values

Who We Are

CORE
VALUES

Are they measurable?

*Are they in line with the
schools mission?*

Are they observable?

Are they universal?

What We Do



MODEL MUSTANG

Values



The Eagle Way

Values



VALUES – BEHAVIORS - OUTCOMES

The Eagle Way....

Achieve, Serve, Grow, and Lead
Be Exceptional

VALUES	BEHAVIORS	OUTCOMES
Rise Up & Own It	• Be present, responsible, and own your work. • Act with purpose and pride. • Choose to do the right thing.	Accountability at school, at home, in the community and in life.
Stronger Together	• Care, listen, and communicate. • Make each other better. • Respect differences.	Safe, supportive and connected.
Better Every Day	• Give your best effort. • Get focused and stay focused. • Persevere.	Better tomorrow than today.

Establishing Culture

Values



P.R.I.D.E *Personal Responsibility In Daily Excellence* *(Strongsville Athletic Coaches Standards)*

MISSION

- Train to be a MODEL MUSTANG

MOTTO

- **HAVE P.R.I.D.E- Personal Responsibility In Daily Excellence**

VISION

- Be the model program in NE Ohio and the State; Grow Multi sport athletes; Win Conference Championships, Win State Championships

PRINCIPLES

- **CONTROL YOUR "R"**- Press Pause; know your environment; know who is always watching; Don't Blame Others
- **W.I.N THE MOMENT**- What's Important Now- Body Language, Focus, Self-Talk; Effort; Professionalism; Language
- **CONTINUE THE EXCELLENCE**- Earn your reputation; Earn everything; Be accountable for all your actions in and out of the program
- **COURAGEOUS CHOICES**- Leave your EGO at the Door; Be Vulnerable; Doing what is Right and Doing what is best for the program
- **RELENTLESS COMMITMENT**- Year round Program; Embedded with youth; Learn from Others; Collaborate; Share athletes

**Developed 2/2/22*

IN SPORT

- Be coachable and accept constructive criticism as a compliment
- Execute early work and have consistent daily routines
- Always a plan-Have detailed plans for all practices and games
- Act different than how you feel, Never show weakness or make excuses
- You DO NOT FEEL CONFIDENT, YOU DO CONFIDENCE
- BFS- BODY LANGUAGE, FOCUS AND SELF-TALK
- Pay attention to execution of details
- Play one play at a time with BIG body language at all times
- Communication on each play on the field, play loud
- Hold yourself and others to a standard and admit when you fall from that standard
- Focus on the Process; Measure practices and games; find the measurables

IN SCHOOL

- Go to class on time, everyday, turn phone off and sit in the front
- Turn in all my homework assignments on time
- All on one team; support each other in good and bad times; ownership
- Never complain about being given work
- Communicate with my teachers and develop a relationship with them
- Do my own work at all times, my integrity is more important than grades
- You are the average of the 5 people you hang around with most; Keep your inner circle small

IN COMMUNITY

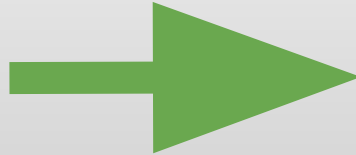
- Only positives with social media it's a reflection of the programs
- Be a role model for others and know I represent SHS at all times
- Participate at volunteer events, to whom much is given much is expected
- Earn your reputation at all times away from school and with your friends; know your inner circle
- Walk away from negative situations, stay in control of myself at all times
- Set-up an accountability partner at least once a week
- Maintain eye contact in communication
- Go out of your way to smile at everyone you cross paths with everyday



Establishing Standards/Norms

Values

1. Communication
2. Fundraising
3. Final Forms
4. Vertical Alignment
5. Process-Based Practices
6. Academic
Tracking/Progress
7. Year Round Programs
8. Professionalism
9. Service Hours
10. Multi-Sport Student-Athletes



Internal Competition/FUN



Establishing Culture

Values

Who We Are

ATHLETIC
T.B.T
(STANDARDS)

Are they measurable?
Create a Scorecard

Are they in line with the
schools mission?

Explaining the Why

Are they observable?

Are they universal?

What We Do



Implementing Culture

Strategies

Implementing your Culture into behaviors

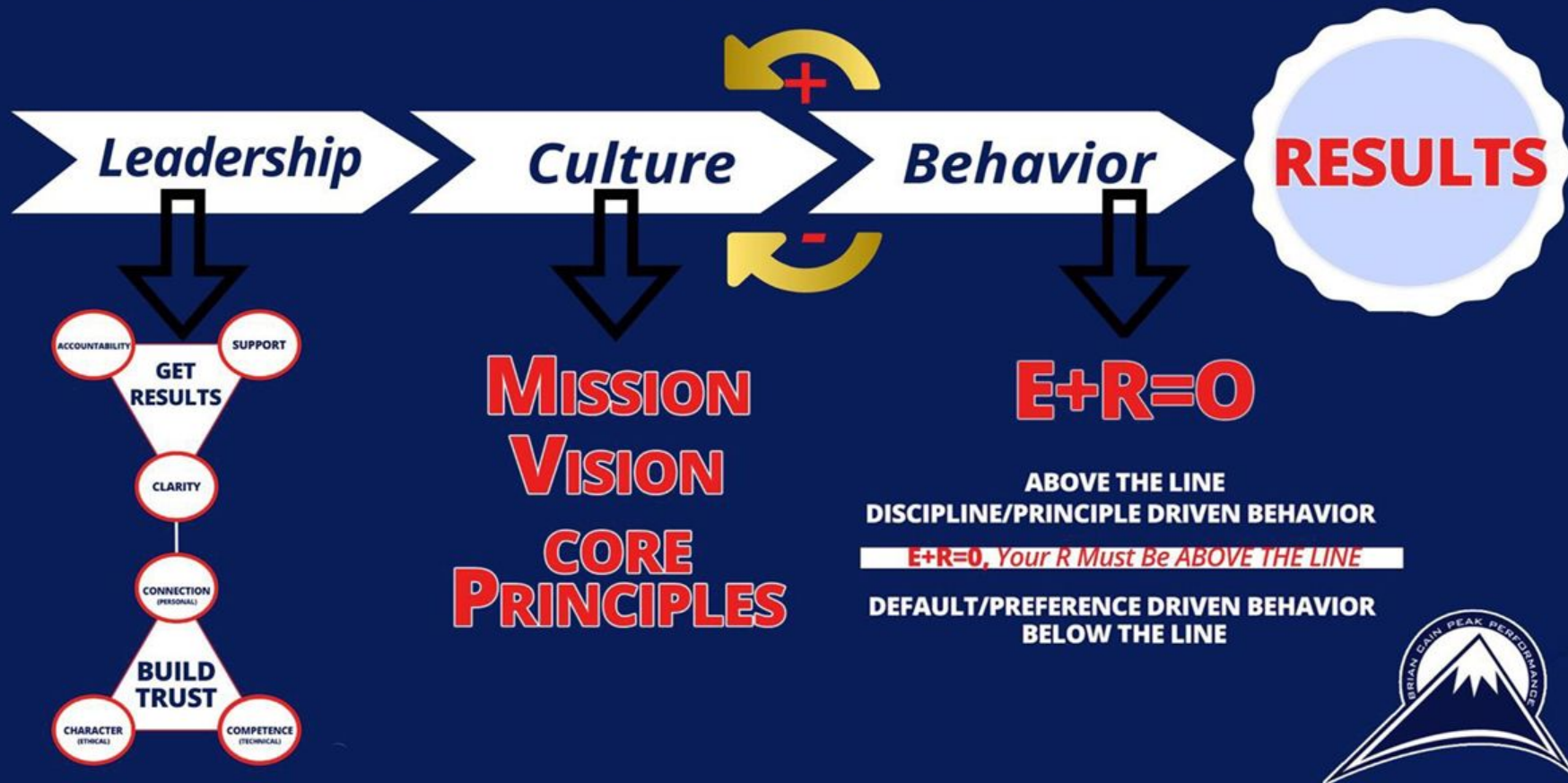
1. Live It
2. Teach It
3. Reward It
4. Supervise It
5. Let people go based on it

Performance Pathway

- $E+R=O$ mindset
- Behavior



THE PERFORMANCE PATHWAY



Establishing Culture

Values

Which Culture Does Your Team Look Like?



The “b” team may be talented, but talent alone is not enough.

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Establishing Culture

Values

The
Leadership
System



Program Modules

- Culture
- Positive mindset
- Character strengths
- EIQ/Resiliency
- Communication strategies
- Relationships/Trust
- High performing teams
- Transformational change

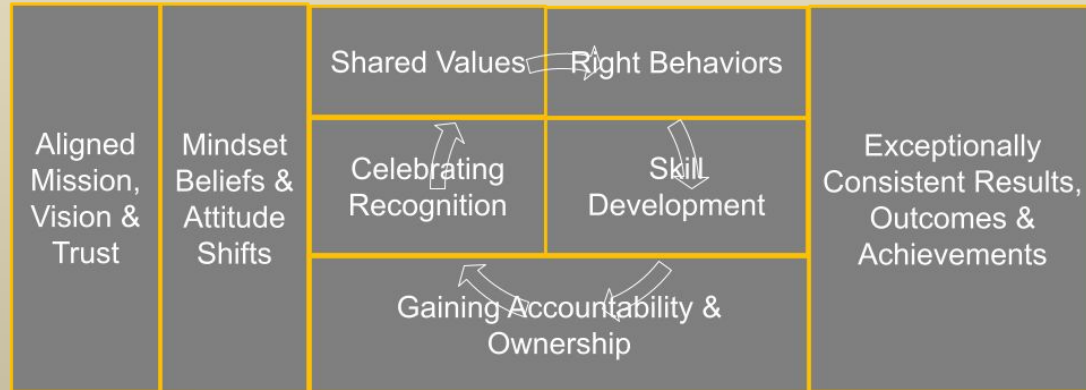
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Establishing Culture

Values

Building Exceptional Culture Reference Model



WHY IS BUILDING AND SUSTAINING POSITIVE CULTURE HARD

You are changing other people's behavior

Turnover in staff

Ego's

Give and Take (compromise)

Starts with Leadership



Barriers to Establishing Ideal Culture?



Promoting Your Culture

Climate

Brand and Market your culture

- Social Media, Website, Signage, Letterhead, T-Shirts, Local paper

Book Studies/Podcasts

- Good To Great. *Jim Collins*
- What Drives Winning? *Brett Ledbetter*
- The Energy Bus *Jon Gordon*
- What Drives Winning? *Randy Jackson*
- Raise Your Game *Alan Stein Jr.*

Weekly Reports/Newsletters/Athletic Council

Reports at BOE Meetings



Promoting Your Culture

Climate

3-Sport Athlete Club

Letterman's Club

Athlete of the Week/Month (Finding Sponsors)

Recognizing Lower level athletes

(Program practice players of the day/week/month)

Use your website and social media platforms!



WINTER SPORTS UPDATES

BASKETBALL

The Basketball teams have been quiet with some Northeast Ohio teams postponing Athletics until December 17th. The Boys basketball team will kick off its season hopefully on December 12th when they travel to Canton South.

The Varsity Girls Basketball team currently sits at 1-1. The team lost to Laurel 65-61 to begin the season and then defeated GCC opponent Brunswick 89-49.

The Girls Freshman team currently sits at 1-2. The girls lost an opening night game to a good Westlake team and then were defeated by Brunswick. The ladies were able to rebound to defeat Mayfield over the weekend. They will be back in action on the 12th when they travel to Brunswick.

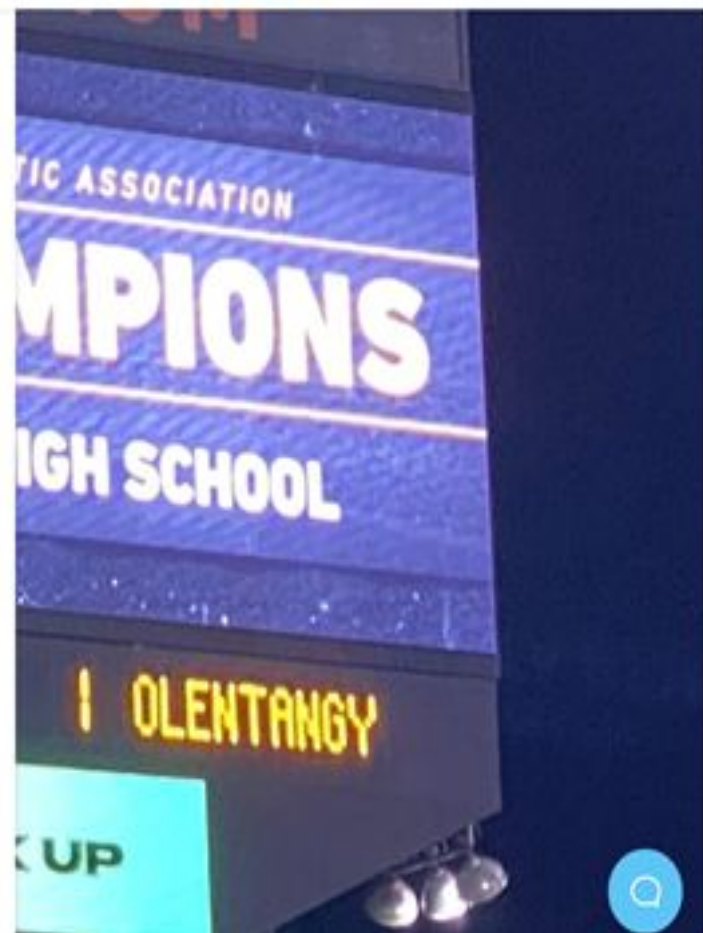
The Girls JV basketball team currently sits at 1-1. The girls lost to Brunswick, but were able to get a victory over Mayfield this past weekend.

SWIMMING AND DIVING

The Swimming and Diving teams open their season this past week when they hosted Medina and Brunswick. The teams both picked up where they left off last season before COVID-19 halted their seasons. The girls team defeated both Medina and Brunswick by scores of:

Strongsville - 203

Brunswick - 168





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SCHEDULE AN APPOINTMENT

MUSTANGS NEWS - SEP 29

ABOVE AND BEYOND

The Mustangs athletic department has partnered with Jersey Mike's to recognize student athletes who go above and beyond in the classroom and on the athletic playing field. Coaches nominate athletes and then a committee comprised of administration and high school coaches determine who is selected each week. This week's participants come from the Girl's Soccer and the Boy's Cross-country program.

Girl's Above and Beyond recipient for the Week of September 21- September 26th is:

Shelby Sallee (Senior) Shelby Sallee, a Xavier University commit, has had a tremendous first half of the season. She leads the team with 16 goals and 2 assists in 9 games. This includes massive goals in victories against ranked opponents Anthony Wayne, Ashland, and Amherst. Shelby also scored all 4 goals in a 4-0 shutout of OGC rival Solon. She is on pace to break the 20 goal mark for the second straight season and has a chance to enter the top 5 in career goals scored for the Mustangs. An elite list that includes the program's greats.

Boy's Above and Beyond recipient for the Week of September 21-September 26th is:

Charlie Lin (Senior) Cross Country runner Charlie Lin is quite a story representing Strongsville High



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 UPCOMING EVENTS

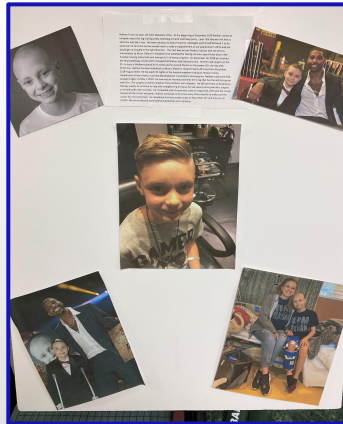
DEC

11

Boys Junior Varsity Basketball of Medina High School

5:45 pm

 New Alerts Live Chat Help





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GIRLS VARSITY TENNIS · NOV 7

Girls Tennis Receives Clair Muscaro Sportsmanship Award



In addition to an undefeated conference championship, district championship, and third place finish in the state at the OTCA Team Final Four, Head Coach Marc Thomas and the Girl's Tennis team have also received the 2022 Clair Muscaro Sportsmanship Award from the OHSAA/OTCA.

Over the past decade, the New Albany tennis program has proven to one of the most respected programs in the state, not only for their on-court performance, but for how they represent their school and community. The Eagles continue to distinguish themselves, competing with the best teams in Ohio while demonstrating character, integrity, and commitment to doing things the right way both on and off the court. The boy's tennis team won the same award in 2017 making New Albany one of the few schools to have both programs honored in such a way.

Great job, Eagles!

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sports medicine and
orthopedic leader for
student-athletes.

[LEARN MORE](#)



📅 UPCOMING EVENTS

- | | |
|-------------------------|--|
| NOV
29 | Girls JV-B Basketball vs. Bishop Watterson High School
4:30 pm |
| NOV
29 | Girls 8th Basketball vs. Hilliard Heritage Middle School Flex Team
Flex Game- 7th/8th Grade
5:30 pm |
| NOV
29 | Girls 7th Basketball vs. Hilliard Heritage Middle School Flex Team
Flex Game- 7th/8th Grade
5:30 pm |





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MULTIPLE TEAMS - NOV 18

NA Basketball's "Community Maroon and Gold Night"



Join the New Albany Boys and Girls Basketball teams for the 2nd Annual Community Maroon and Gold Night this Saturday, November 19, 2022 in the NAHS Gymnasium.

Admission: Canned Food Item – Donated to New Albany Food Pantry

[New Albany Boys Basketball 2nd Annual Community Maroon & Gold Night](#)



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student-athletes.

[LEARN MORE](#)



NATIONWIDE CHILDREN'S

📅 UPCOMING EVENTS

NOV
29

**Girls JV-B Basketball vs. Bishop
Watterson High School**

4:30 pm

NOV
29

**Girls 8th Basketball vs. Hilliard
Heritage Middle School Flex Team**

Flex Game- 7th/8th Grade

5:30 pm

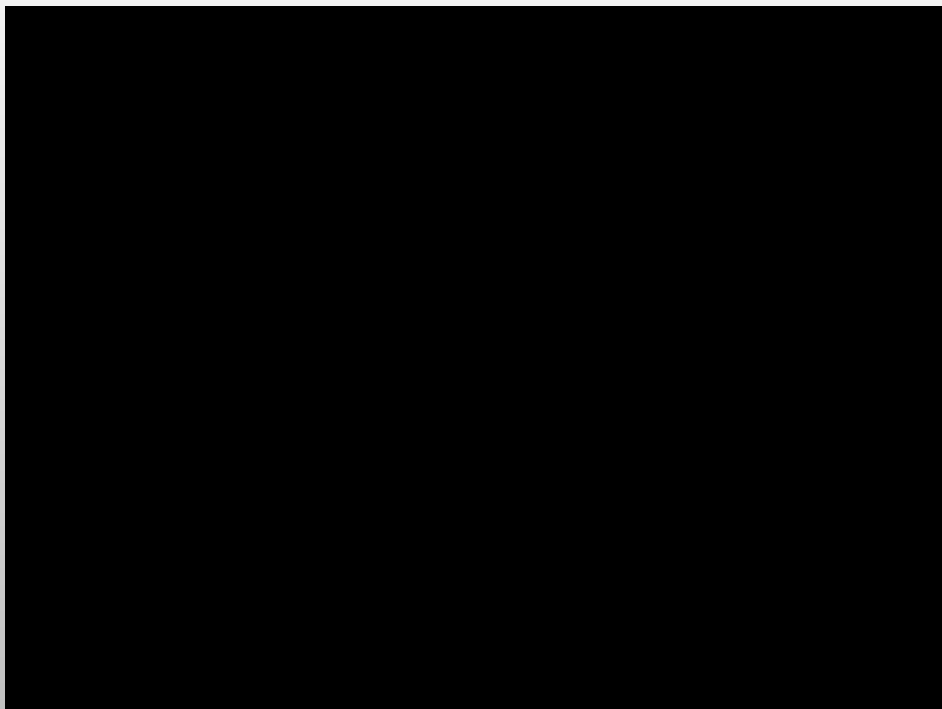
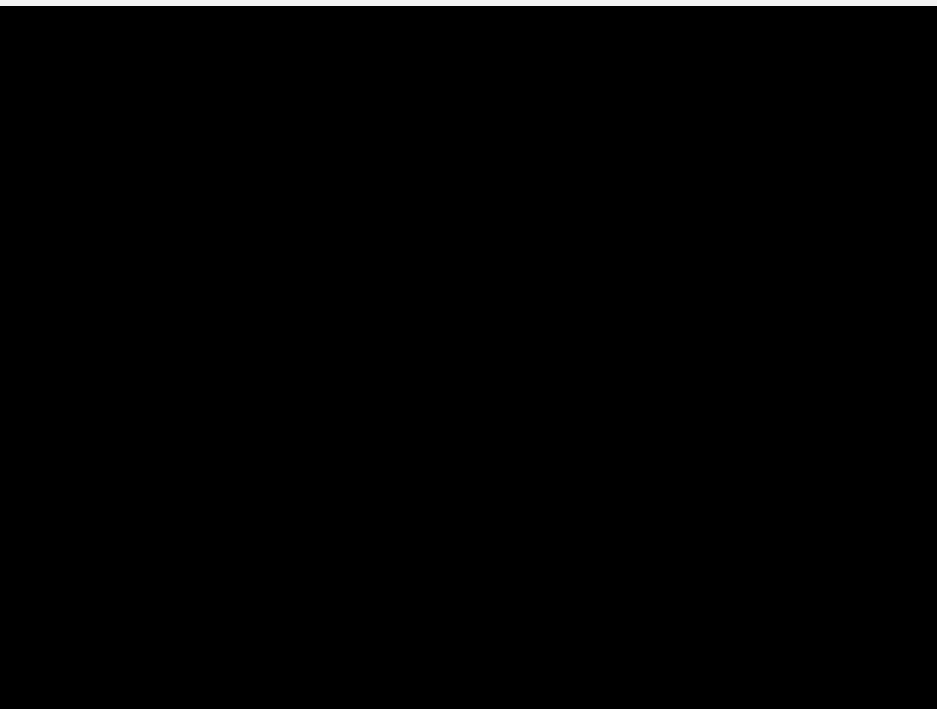
NOV
29

**Girls 7th Basketball vs. Hilliard
Heritage Middle School Flex Team**

Flex Game- 7th/8th Grade

5:30 pm





Promoting Your Culture

Climate



FINISH

-Faith/Family

-Integrity

-Nobility

-Initiative

-Sacrifice

-Humility



Driving Your Culture Forward

Responsibility

Provide Professional Development

- Bring it in house, don't just offer it
- Modify staff meeting agendas

Evaluation Process

- Are the expectations measurable
- Self Evaluations- They are important
- End of Season Student Evals
- Face to Face End of Season Meetings with Athletes
- What is important to you?
- Are there specific artifacts that represent your culture (i.e. TEAM, RESPONSIBILITY, etc.) Why? Why not?
- Focus on Process over Outcome(Define what the looks like)

New coach mentoring program

- Weekly meetings with AD
- Pair with veteran coach
- New Coach Checklist/On boarding process
- Implementing a Coaches Handbook explaining the Expectations



Driving Your Culture Forward

Responsibility

Utilize coaches strengths

- Delegate responsibilities and ownership to all

Hire the right fit for your program

- Intentional hiring practices
- Difficulty finding coaches? Why? What to do?
- Hire people based on your values
- Creating a set of standards- [17 INCH HOME PLATE STANDARDS](#)
- Culture > Strategy
 - Can teach X's and O's
 - Surround with assistant coaches

Vertical communication and Support

- Superintendent, Principal, Athletic Council etc

Be intentionally grateful

- Emails, Calls, Texts



***“Culture defeats
strategy in any sport”***

- Randy Jackson

(High School Football Coach Texas)



Questions



Thank You!



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