

# The Coach: Principal or Principles.

Stuart Lancaster Leinster Senior Coach

In Association with



# Farm life





# 1<sup>st</sup> Leadership Role



# Education!



## GENERAL STUDIES

Name W.S. LANCASTER,

Form/Set L6SC

No. in Form/Set 34

Term Order 34

Examination Order & Mark

Final Order 34

His General knowledge is very weak and  
in a recent test he scored only 7/40.

A diet of Trivial Pursuits is required  
over the holidays!

102.

# Amateur playing days





# Teaching



# Academy role





# Talent development

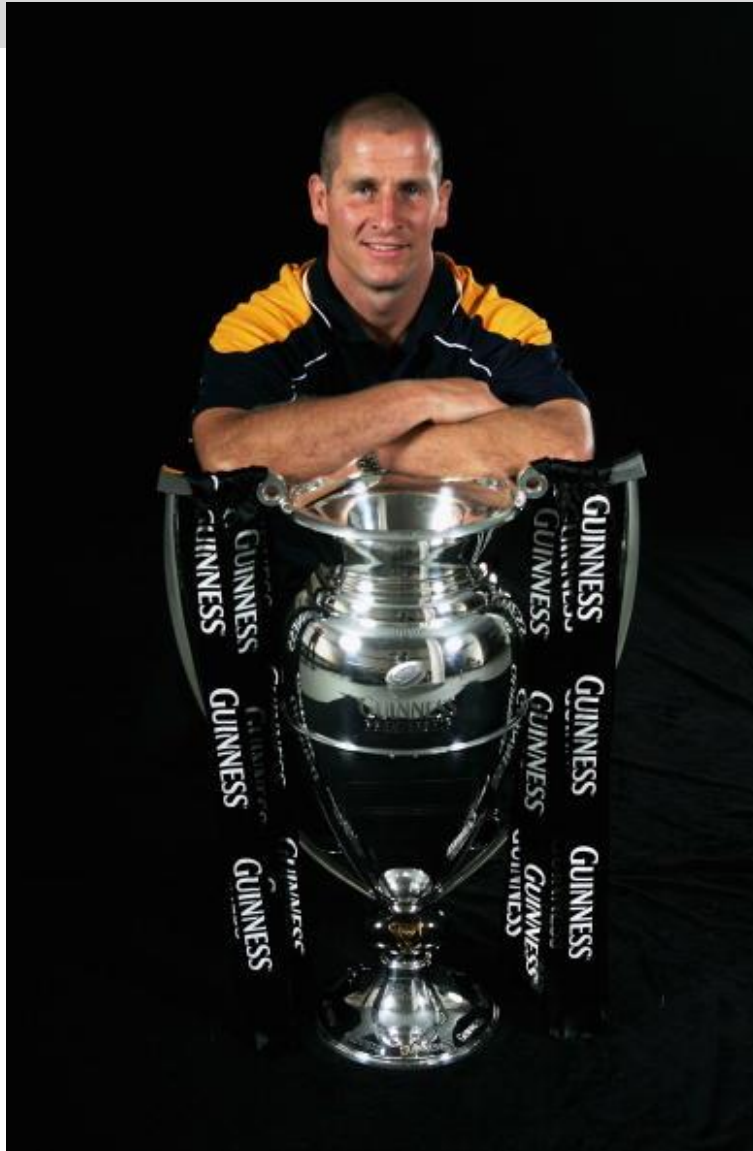




# Head Coach



# The prize





# England Saxons



# Success stories





# Interim England Coach



# Head Coach





# World Cup Draw



# World Cup 2015





The end....



Tough days.....but reassuring.





# Assistant Coach!



# Coaching in NZ





# Leinster



# Top Ten Principles for effective coaching.

## 1. Be clear on your 'on field' and 'off field' Coaching Philosophy.



portsfile 23 April 2017: Garry Ringrose of Leinster on his way to scoring his side's try during the European Rugby Champions Cup Semi-Final match between ASM Clermont Auvergne and Leinster at Matmut Stadium de Gerland in Lyon, France. Photo by Stephen McCarthy/Sportsfile



# Leadership Philosophy

**Your Leadership philosophy is an aggregate of your attitudes towards fundamental matters and is derived from consciously thinking about critical issues and developing rational reasons why you hold one particular belief or position over another**





**By having a philosophy you have a systematic yet practical way of deciding what to do in any situation**

**IT IS THE SINGLE MOST IMPORTANT POINT ON YOUR  
NAVIGATIONAL LEADERSHIP COMPASS**



## 2. Understand how teams are built.



**PLAYER  
LED  
LEADERSHIP**

**OWNERSHIP**

**BEHAVIOURS & STANDARDS**

**HIGHER PURPOSE**

**IDENTITY**

**CULTURE**

# Building Teams



**INATTENTION  
TO RESULTS**

**AVOIDANCE OF  
ACCOUNTABILITY**

**LACK OF COMMITMENT**

**FEAR OF CONFLICT**

**ABSENCE OF TRUST**



# Building Teams



**ATTENTION  
TO RESULTS**

**ACCOUNTABILITY**

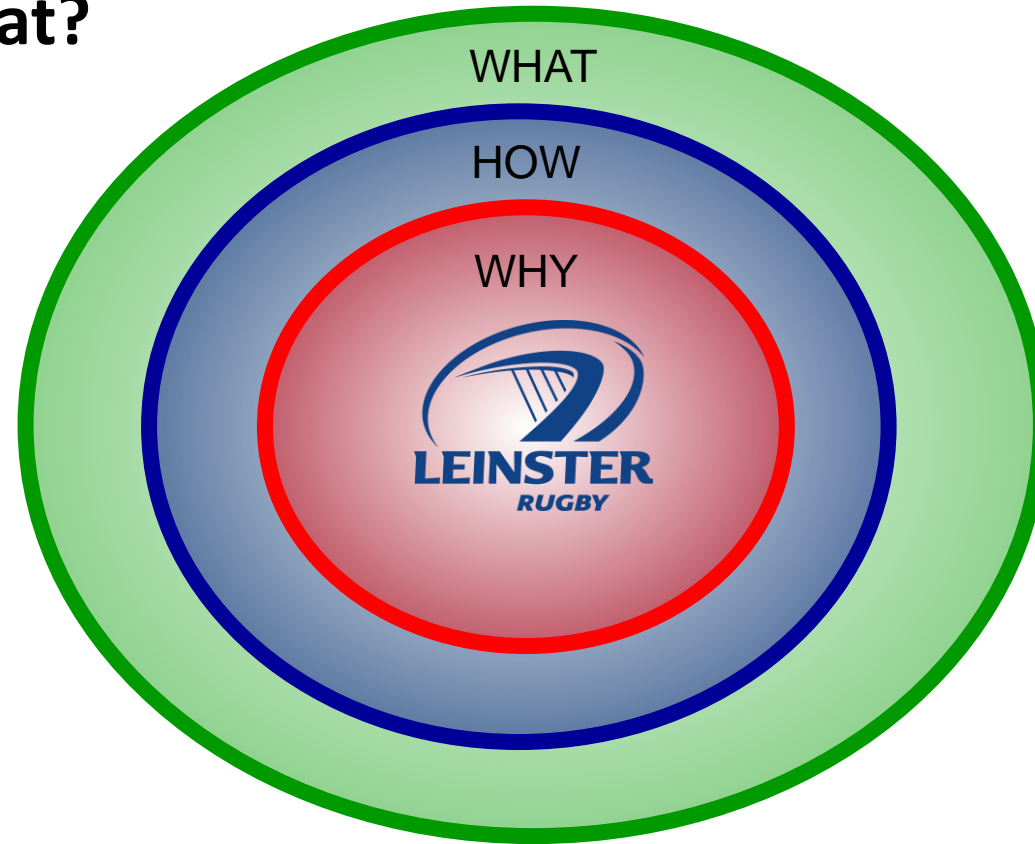
**COMMITMENT**

**CONSTRUCTIVE CONFLICT**

**TRUST**

### 3. Understand the power of the 'reason why'.

**Why? How? What?**



## 4. “Connect” people together

**Connection doesn't happen by accident, how many 'small' conversations are you having?**

**Connection requires energy.**

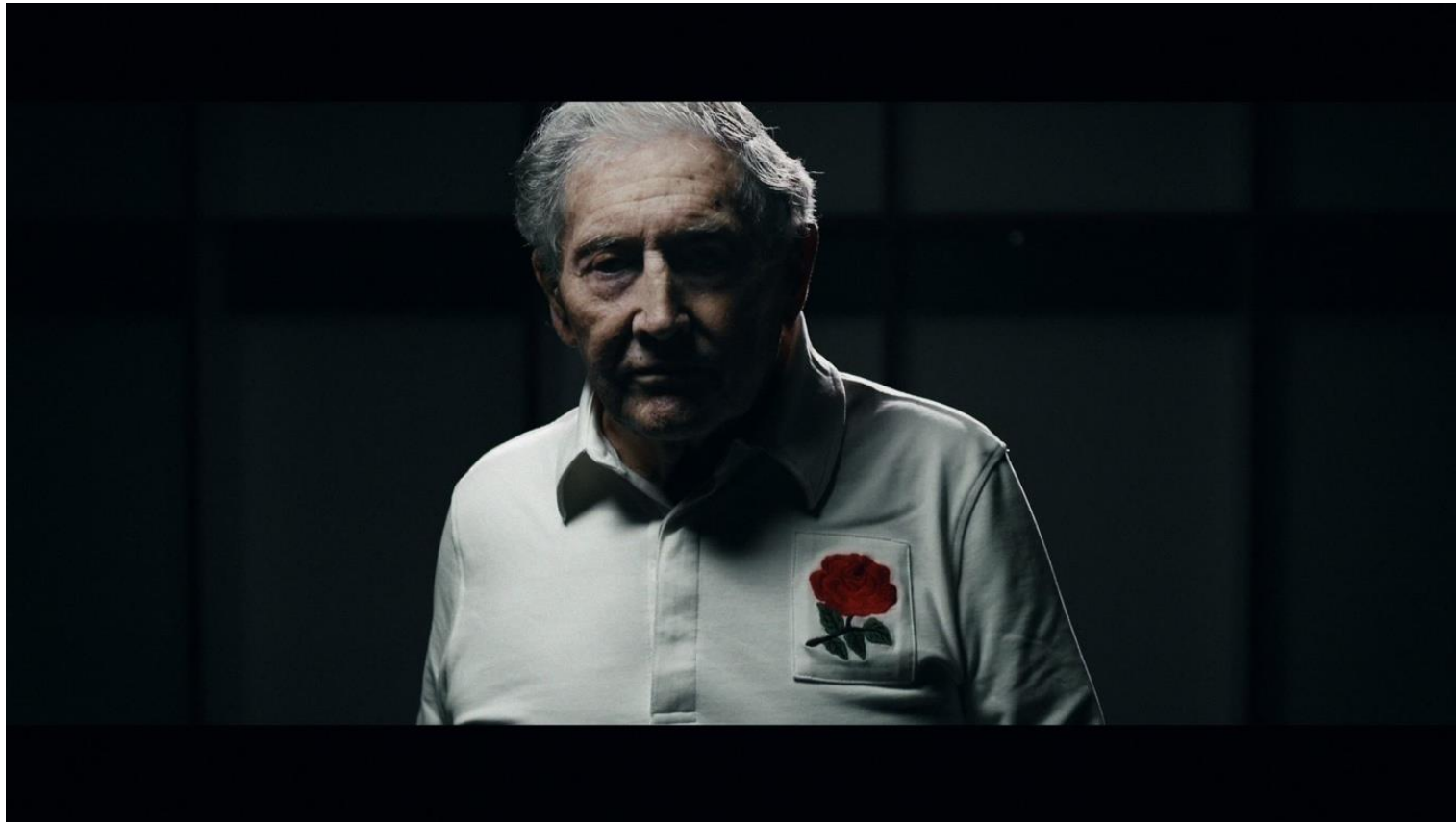


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## 5. Build your Identity



**motivator**

**a cause**

**the shirt** (*All Blacks*)

**band of brothers**

**those who care about me**

**me** (*ambition / personal glory*)

**behaviours**

discretionary effort

sacrifice

discipline

suppress self interest



## 6. Understand how to develop your Credibility

### DEVELOPING YOUR CREDIBILITY AS A LEADER

*In life people have to believe in the messenger to believe the message!*

*Credibility is the foundation of Leadership*

***Honest***

***Inspiring***

***Forward thinking and planning***

***Technical excellence – (clarity on Philosophy)***





# Credibility

## Credible Leaders....

- Practice what they preach
- Their actions are consistent with their words
- They keep their promises
- The most frequent response of qualities people admire in Leaders is ..

They do what they say they are going to do!



## 7. Get the players to 'find' their voice

### Develop a 'dual management' model



© sportsfile 23 April 2017, Leinster players following the European Rugby Champions Cup Semi-Final match between ASM Clermont Auvergne and Leinster at Marmot Stadium de Gerland in Lyon, France. Photo by Stephen McCarthy/Sportsfile



## 8. Build Belief.

### Belief



**Understanding the power of 'belief' - it is a Leaders responsibility to build this**

**Belief creates a Vision - Leadership is painting a picture for the team for the future**

**Belief creates a strength of will – competitive players who have enormous competitive drive combined with belief makes them relentless**



# Build Belief.

**Under pressure you don't rise to the occasion... we rise or fall to our level of our training**

**10 / 80 / 10 principle!**

**Positive peer pressure means that everyone pushes harder to get better**



## 9. Use your minutes wisely.

**If you have limited time how can you make the biggest performance impact.**

- 1. Are you coaching or organising? Make sure you have spent time creating and planning your session. Cater for all players.**
- 2. Is it fun, enjoyable and competitive?**
- 3. It should be challenging and have a conditioning effect**
- 4. Does your training replicate situations that occur in the game?**
- 5. Is your session creating behavioural change so it becomes 'hard wired' into the players?**



## 9. Use your minutes wisely.

**If you have limited time how can you make the biggest performance impact.**

- 6. Get the balance right between structured v unstructured – repetition with increasing intensity / challenge is key.**
- 7. Can we help the players learn through reviewing training and games?**
- 8. Coach the core skills repeatedly.**
- 9. Create as many decisions in the session as you can and review the quality of the decision making. “Coach in the moment”**
- 10. Create unconscious competence (instinct)**





# 10. Hit the right balance between Leadership, Management and Coaching.

## Qualities of Great Leaders

1. They are authentic
2. They have great communication skills
3. They can align people to a cause
4. They have a point of view
5. They are good with people
6. They can sense – ‘mood in the camp’ - Situational sensing
7. They build trust
8. They focus on the key relationships
9. They possess raw intellect and the ability to think strategically
10. They understand organisational context



# Leadership

## Qualities of Great Leaders

- 11. They have domain excellence**
- 12. They focus on performance and results**
- 13. They get the balance right on social distance**
- 14. They have the moral courage to do the right thing**
- 15. They have great body language**
- 16. They prepare for Leadership moments**
- 17. They have great energy, drive, resilience and persistence**
- 18. They are optimistic, ambitious and willing to take big bets!**
- 19. They make performance meaningful**



# Leadership

**The secret about Leadership is that it is not about you.....it's about making others better**





# Leadership



**“I don’t remember what they did and I don’t really remember what they said, but I remember how they made me feel.....”**

# Leadership



**They are prepared to take on the  
Challenge!!!**

# Henry Fraser

