

Building Culture in your programs





Define Culture

- Critical Clarities required
- Cannot be all things to all people unless you have:
 - Unlimited space
 - Unlimited resources
 - Unlimited time
- Each core membership group has distinct needs, goals and timings which create stresses within your operating environment.
- Play the long game.
- The Day you plant the tree is not the day you eat the fruit!



Pick a lane and hold your nerve!

- Agree on your goals and objectives
 - What do you want to be known for?
 - Involve your athletes (squad members in this process)
 - What are your key outcomes you would like to see? (these are not always water results)
- Athletes prefer clarity and commitment (this is what we ask of them)
 - Key natural influencers will emerge
 - Endorse and continue to be consistent with the values of how you want to operate
- Athlete Ownership is the desired outcome.
 - When this occurs new athlete arrivals will self select if they fit within the squad.
- Momentum is hard to achieve and easy to lose



Non - Negotiables

Consistency

- There will be loads of white noise in the early stages from those seeking to

Personalise the experience and apply it to the whole squad.

- Maintaining alignment with your objectives and goals will strengthen and accelerate the athlete ownership process.

Strong Leadership

- Delivering on what you have agreed!

The Company Line

- Ensuring that your media/social strategy is aligned to the objectives and goals and consistently promotes, endorses and strengthens the squads alignment.



Clubs Role

- Take a long-term view
 - Groups compete
 - One size does not fit all
- Not everyone will be happy all the time
 - Be Open and accepting but not compromising
- Align with the goals and objectives
- Champion your group
- Promote them and support them and commit to them
- Be public about your support of goals
 - Let your athletes see that!
- Ensure the entire board structure is aware and on board.
 - Find a good president (and keep them)

Athletes Role



- Athletes role
 - Buy in and ownership
 - Champion your group
 - Setting standards
 - Culture come from within end
- Results (goal achievements) builds confidence and momentum
- Like attracts like

Building and Sustaining Culture in the Club environment



- Timeline of progress
- A little bit of History
 - At Kand it was a new start part of an existing club
 - The HP group started by accident
 - Goals were to get Athletes on teams
 - Step list of selection invites/ camps/key benchmarks hits (erg/TTs)
 - Grew year on year as results (Performance and conduct) generated interest
 - Athletes became the greatest tool for recruitment and also for distilling our message and focus to ensure we all were working on the same targets.
 - Athletes and club ownership are strongly aligned.

Building and Sustaining Culture in the Club environment



- Walford
 - Consistency was the commitment of the school to want change
 - A very supportive principle
 - Championed the change across the school stakeholders
 - Supportive parent group
 - Athletes who took ownership very early.
 - Seniors who led the value change from within.
 - Cohesive training environment (Small School) allowed the entire squad to feel included.

Building and Sustaining Culture in the Club environment



- At Mercs The focus of the club has been endorsed at board and committee level and all focus and resources are on ensuring that we deliver in our stated HP operating focus
 - I have a very supportive board that are working on medium & long term strategic plans.
 - The entire club has been aligned to support these objectives
 - As a result, the HP group takes priority in terms of resources and focus.
 - Additional squads exist but are aware from the get-go of what the clubs focus is.
 - Masters
 - Clubbies
 - Junior development

Building and Sustaining Culture in the Club environment



- Momentum is tough to create and easy to lose
 - In Melbourne the club's performance has historically been cyclical when compared with other HP focused clubs.
 - We are currently on a growth surge in terms of membership and enquiry.
 - Scale is the greatest challenge to delivering on an acceptable athlete experience.
 - Our strategies are on retention across the pathway journey.

Some key things that worked for me!



- Immerse yourself in the squad goals and let the athletes see your passionate and committed!
- Athletes respond most to clarity – Ownership is key!
- Play the long game
- You will offend someone sometime so be prepared for that.
 - You need thick skin!
- With support you can build something but it can be easily eroded!
- Its worth it - as to be known for something is the easiest recruitment conversation to have!