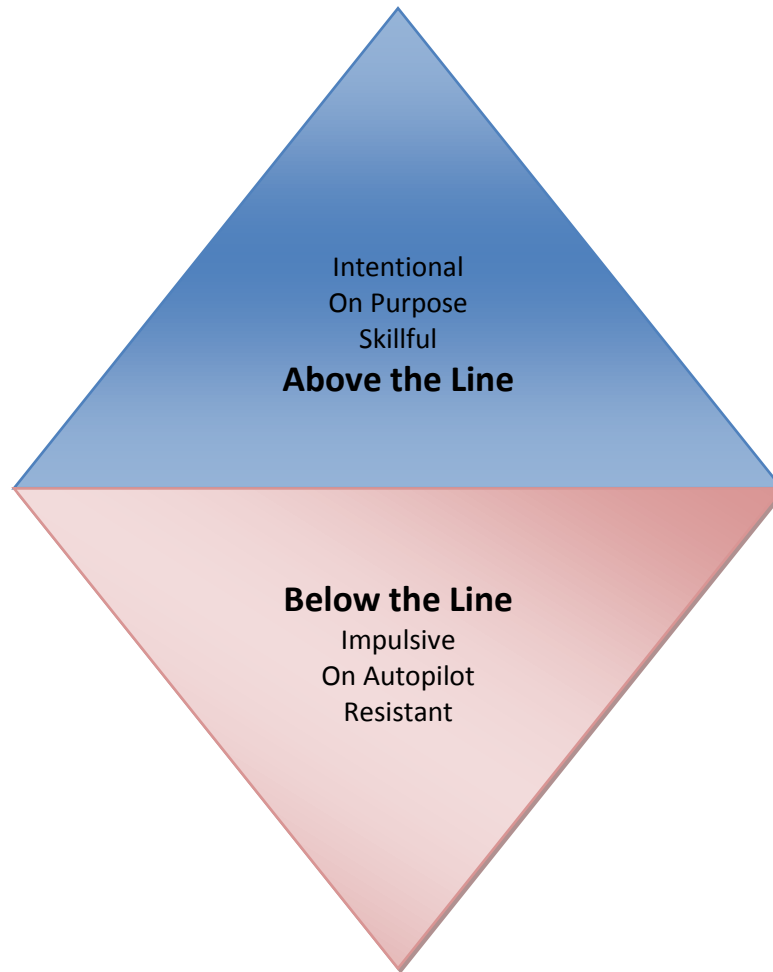


2019 Olentangy Girls Cross Country Handbook

- ✓ Leadership isn't a difference maker. It is the difference maker!!!
- ✓ Leadership is much more than simply declaring what you want and then getting angry if you don't get it.
- ✓ A leader is someone who earns the trust, sets a clear standard, and then equips and inspires people to meet that standard.
- ✓ Be true to who you are!
- ✓ Talk straight and demand accountability.
- ✓ Run toward problems. If you ignore them, they only get worse.
- ✓ Work to get better every day!!! Staying the same gets you nowhere.
- ✓ Savor the journey. Every day! You only get to do it once!

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- ✓ Every day is a battle for how you will live your life: Above the Line or Below the Line.
- ✓ Getting and staying Above the Line is the foundation for success in anything you do. It does not come naturally. It must be taught and learned.
- ✓ The best outcomes are the result of getting and staying Above the Line. The people and teams who consistently produce exceptional results are those who have trained themselves to perform intentionally, on purpose and skillfully when it matters most.
- ✓ **Beware of BCD:** blame, complain, defend. BCD has never solved a problem, achieved a goal, or improved a relationship. Stop wasting your time and energy on something that will never help you. Ruthlessly eliminate BCD from your life!
- ✓ It starts with leadership. If you want the people on your team to perform Above the Line, then you must lead Above the Line.

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$$E + R = O$$

Event + Response = Outcome

- ✓ Success is not determined by the situations you experience. Success is determined by how you manage your R (Response).
- ✓ The R Factor disciplines are the essential skills for getting and staying Above the Line.
- ✓ There are six disciplines:
 - R:1 Press pause
 - It helps you avoid doing something foolish or harmful.
 - It focuses you on acting with purpose to accomplish your goals.
 - R:2 Get your mind right
 - What you focus on. (Positive or negative)
 - How you talk to yourself. (Positive or negative)
 - R:3 Step up
 - Elevate your game and effort.
 - Big E's and Big O's require Big R's.
 - R:4 Adjust and adapt
 - Be flexible. Life gets more difficult if you don't learn to adapt.
 - Make sure your habits are Above the Line.
 - R:5 Make a difference
 - Your R is an E for someone else!
 - You don't get the team that you want, you get the team that you build!
 - R:6 Build a skill
 - Build a skill every day!
 - Everyone has talent. Talent is a gift. Greatness is a choice!
 - You need to embrace discomfort. Train and practice Above the Line. Grow beyond your talent!!!

Embrace productive discomfort. Discomfort marks the place where the old way meets the new way. Push through the DOOR OF DISCOMFORT! If it doesn't challenge you, it will not change you!

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Leaders create culture.
Culture drives behavior.
Behavior produces results.

Building culture is a three-part process.

- Believe it.
- Sell it.
- Demand it.

The power of culture lies in its ability to engage heart and minds, align effort, and energize the behavior called for by your strategy.

Nothing affects daily execution more powerfully than culture.

Every organization or team has a culture either by design or by default.

Winning behavior will not thrive in a culture that does not support it.

You will run like you practice. You can't practice on autopilot and run with purpose. How you compete in practice will determine how you compete in the meets.

People do not experience your intentions; they experience your behavior.

Trust is built when people have repeated experience of your behavior in three areas:

Character-----Competence-----Connection

The strength of a team is determined by the strength of the connections on the team.

There is no more powerful force than a group of athletes who share a an uncommon commitment to each other and to achieving their mission.

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An aligned team gets things done faster and with better results, and is more able and responsive to the environment of the competition.

Achieving alignment requires effective leadership. Avoid the extremes of command and control and leniency.

Hold everyone accountable. If someone is out of alignment, deal with it quickly and decisively.

The Power of Belief

- ✓ Belief creates vision. It sees the invisible. It sees the goal and the pathway that are required to accomplish the goal.
- ✓ Belief creates strength of will. It animates the ability to respond to any situation with extraordinary toughness, tenacity, and perseverance.
- ✓ Belief creates resilience, the ability to respond and bounce back from adversity.
- ✓ Belief ignites and activates.
- ✓ Under competitive pressure, strong belief will pull your performance up; weak belief will pull it down.
- ✓ Belief is not simply about individual performance. It is an essential element of exceptional team performance. Shared belief empowers a team to operate at its fullest.