BUILDING CULTURE WITHIN A SCHOOL ENVIRONMENT

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ARU Level 4 – Task #9

Culture

*noun*

1. the arts and other manifestations of human intellectual achievement regarded collectively.

Introduction

I would like to share my own experiences as a head coach and the ways that I/we have built our culture within our school environment. Our culture program constantly evolves from year to year which is important due to the generations.

I have been involved in both schoolboy and club organizations, but I have particularly worked in a private school system for the past 10 years in Sydney. In the past 5 years, I have been working on building a culture within our elite rugby teams within our school program.

I have used my culture teachings in Sydney’s Northern and Western suburbs of Sydney with challenging hurdles along my journeys. Throughout my journeys I have learnt and experienced the different upbringings, hardships and the lifestyles in the Sydney metropolitan’s areas.

The question is: How can I build a Culture that we all can buy into and be proud of?

Key Points on what we have done:

**HISTORY**

- You must learn and know the history of the sport in the organization.
- When the school/club/organization was established?
- What year did the Sport Started?
- Photo or Images of the first team?
- Who were the guardians that wore the jersey?
ENVIRONMENT
• What and Where is the environment where we are?
• Is it a privilege area? Is it an area that families are struggling financially? Is this an environment that has one or many nationalities? Is there a perception about the area we belong? Is there expectation on academics that may affect our training load and program? Is there an expectation from the school, club, organization, players and especially parents? Is there support from the community?

KNOWING OUR PLAYERS
• There are certain things that I must consider before building a culture: I must know about all the players and their family history. I do this by giving them each a personal information sheet explaining their personal details about their family members (Names, Ages, Sex, Nationality, Birth Place), religion, beliefs, home town, role models, favourite things (Food, Animal, Place, Player, Teams, Hobbies, Music and why?) and their future goals.
• By using the VARK test on every player at the beginning of the Off-Season. This will show me their individual ways of learning so I can explain drills and systems to cater for their learnings.

PHILOSOPHIES
• What are our philosophies?
• How do we get all the staff, support staff and players to share your vision?
• What must we do for all to buy in?

How do we do it?

COACH
You are the most important person!
The Coach builds the relationships.
You MUST create a safe environment for all to be Open and Honest to ask questions (Questions help players become Coaches).

PHILOSOPHIES
What is your VISION and How do we get them all to see it?
VISION
• Your vision MUST be clear!
• You must lead and run the ship.
• It must be clear enough for all to see and understand.
• Players must see the visual side (A large majority of males are Kinesthetic learners – learning through physical activities)
• THEMING: eg – Boxing, South Pole, Zulu’s, Teams (eg. Killing a Lion in the Jungle, Climbing Mount Everest, Muhammad Ali (Rope A Dope), Crossing Antarctica, etc)
MISSION
- How are we going to do it and your roles as an individual and/or as a team.

PURPOSE (Common)
- The Brain makes you create visions.
- The “VALUE SYSTEM”
- Taking ownership for your individual actions
- Why are we doing it this way

THE INDIVIDUAL
- The first thing to look for is that they must be a great person (Great people can do great things, Good people Can’t!)
- Are they willing to work within a team environment? Or do they think that their goals are achievable as an individual? Is it TEAM FIRST for them?

LEADERSHIP GROUP
- Selecting a leadership group has been quite simple within our program. We have set up many task and especially hard training sessions to see who leads through actions and talk. Are they saying the right things at the right time?
- Do they talk about each individual’s roles?
- Are they Process and Team result driven?
- Do they only work hard when you are around and watching?
- Are they talking for the sake of talking or Do they encourage others to have a voice and lead within the group or team?
- Do they have Morals and Standards?
- Are they a great person?

BELONGING
- We must create an environment that they are safe and that they have a belonging.
- We create this by nominating the quietest players to speak in front of the group?
- They must have a voice and lead (Calling a lineout or backs strike play during trainings sessions).

HONESTY
- Being honest will probably be the most important thing to build culture!
- We will first mix up the groups or eating tables, once they have done that they must tell the group one thing that they do not know about them.
- This will show their vulnerability and a eye level to the group regarding their playing ability.

BACKGROUND
- You must tie everyone in through Rituals, Music, Food, Dance, etc....
- You must show that you care and respect and understand their genealogy, customs, religions, beliefs and where they came from.
RESPECT
- They must understand and know the meaning of respect!
- The coaching staff, Support Staff and Vision
- Their team mates and the players they are competing against
- The opposition and game staff
- Their parents and extended family
- The Community (Giving Back – Feed the Homeless, Clean Up days, Anzac Services, etc....) and natives of the land
- Support groups and sponsors
- School, Group, Organization
- The Jersey

FORTITUDE
- Courage in Pain or Adversity!
- Do this by creating game scenarios physically and mentally.
- TCUP – Thinking Correctly Under Pressure

OUR HOUSE

They way that I have created a visual in “Building OUR House”. This way the players understand on how important each individual, units or team is to the functioning of the house.

FOUNDATION = CORE VALUES
- These are our 5 Core Values (Concrete, Sand, Stone, Water & Steel) that make up a foundation. This should come from all the players and that they should live by during the season. Our foundations determine the character of the individual and team. The BrotherHood is the real essence of the foundation. The be brothers, you must know more about each other personally and be willing to be there through the good times, but especially through the bad!

Our Foundations for 2017 was:
1. Pride
2. Mongrel
3. Legacy
4. Trust
5. Bond
FRAMEWORK = PLAYERS
The Framework represents all the players. The framework is connected to the Foundation and the Roof. They hold in place the values of the structure (windows, doors, interior finish, exterior sheathing or siding, insulation and utilities) and help give shape to a building.

ROOF = COACHING STAFF
The roof represents the coaching staff. The roof protects the the house and everything in it. It is important that all the coaches know their own individual roles. A roof provides protection from the elements and precipitation, helps drain water away from a structure, and provides insulation that helps keep the interior of a building warm or cool, depending on the season.
ELECTRICAL & PLUMBING = S&C COACHES and MEDICAL STAFF
The Electrical (Strength & Conditioning Coaching Staff) and the Plumbing (Physio’s & Medical Staff) is responsible for the power and supplies to the house. They all make sure that the house

KITCHEN (HUB) = GAME PLAN, STRUCTURES and SYSTEMS
The kitchen is the hub of the house because of most of the activities and heart is based in the kitchen. It is the centre of the house when most of the preparation is done. Without our game plans, structures and systems, there would be no direction for the team.
ROOMS = UNITS
The rooms are the units of the team (Forwards & Backs).
**FAÇADE = PERSONALITY**

How do you want it to look like?
Personality, Perception, Intimidation, etc?

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**CONTRACTOR = HEAD COACH**

A general contractor is responsible for the day-to-day oversight of a construction site, management of vendors and trades, and the communication of information to all involved parties throughout the course of a building project.

The Head Coach is the most important person to the culture. He drives it in the direction he wants it to and then it is leadership and player driven.

He is responsible of the harmony of all the different personalities and staff to make sure that the whole build runs smoothly together.

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**SUMMARY**

To summarise, I hope that this helps you build or at least gives you direction in building a culture within your environment.

I mentioned earlier that your foundations will change from year to year due through it being player driven.

Remember that the core of the BROTHERHOOD, and what each other are willing to sacrifice. Culture represents yourself, family, history and your way of life!

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“Be Yourself” – If you can’t be yourself, you’re not doing yourself justice!