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FLEXIBILNÍ PRACANTI

FAST LANE
TO THE
FUTURE

MODUL 2 Pit Crew
26/5 Performance



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REFLEXE TĚLOCVIČNA

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DEBRIEF
TĚLOCVIČNA

REPREZENTACE vs. KLUB

INFORMACE PŘEDEM → MOŽNOST SE PŘIPRAVIT

ZNAT LIDI, JEJICH SILNÉ STRÁNKY, JAK JICH
VYUŽÍT (JAK JE ZAJISTIT?)
*je společný?
je to priorita?*

- ROZDĚLENÍ ROLÍ
- RYCHLÁ, EFEKTIVNÍ KOMUNIKACE

JASNĚ DEFINOVANÝ
CÍL, STANOVENÝ
POSTUP

- KAŽDÝ POTAŽNĚ
- HRANÝ PŘÍSTUP, BEZPROSTŘEDNOST
- NEUSNOUT NA VADY VECI

Počet lidí v skupině
(včetně se Aiz)



**CO DĚLAJÍ
NEJLEPŠÍ TÝMY
JINAK?**

HIGH PERFORMING TEAMS

- share knowledge and best practices
- give open feedback a umí se poučit z chyb
- jsou motivované, pozitivní, cítím se ocenění
- vědí CO a PROČ dělají (lidé nad tím přemýšlí)
- mají dobrý leadership (je potřeba hlavně v krizi a na tvorbu strategie)
- mají teamspirit (přátelská rovina)
- mají funkční nástroje (systémy)
- mají jasně definované cíle a očekávání
- mají work-life balance
- ownership (zodpovědnost) za svoji část
- členové týmu jsou kompetentní
- mají definovaná pravidla
- mají efektivní komunikaci
- mají vzájemnou důvěru (trust) a respekt
- jsou zastupitelní
- mají jasně definovanou roli
- funguje otevřenost a transparentnost

HIGH-PERFORMING TEAMS

- FEEDBACK
- SHARING KNOWLEDGE (BEST PRACTICES)
- MOTIVOVANÉ (POZITIVNÍ, OCENĚNÍ)
- POUČENÍ SE Z CHYB
- VĚDÍ CO a PROČ DĚLAJÍ (čím jsou důležití)
- LIDÉ PŘEMÝŠLÍ NAD TÍM, CO DĚLAJÍ
- DOBRÝ LEADERSHIP (BUDE CHYBĚT PŘI KRIZI)
- MAJÍ TEAMSPIRIT (přátelská rovina)
- MAJÍ FUNKČNÍ NÁSTROJE (SYSTEMY)
- JASNĚ DEFINOVANÉ CÍLE (STRATEGIE) + OČEKÁVÁNÍ
- MAJÍ WORK-LIFE BALANCE
- OWNERSHIP ZA SVOJÍ ČÁST
- ČLENOVÉ TÝMU JSOU KOMPETENTNÍ
- DEFINOVANÁ PRAVIDLA
- EFEKTIVNÍ KOMUNIKACE
- DŮVĚRA (TRUST), RESPEKT
- ZASTUPITELNOST
- DEFINOVANÉ ROLE (PRŮBĚH OC)
- OTEVŘENOST, TRANSPARENTNOST

the book takes care of itself
(NEG.) negativita, korice

Stavba, návrh, design, design
(přátelství, důvěra, pravidla, důvěry, hranice, pravidla)
(giddiness)

BARCELONA 1992



PEKING 2008



MIKE KRZYZEWSKI



MIKE KRZYZEWSKI



GOLD STANDARDS

NO EXCUSES

We have what it takes to win.

COMMUNICATION

We look each other in the eye.

We tell each other the truth.

TRUST

We believe in each other.

COLLECTIVE RESPONSIBILITY

We are committed to each other.

We win together.

RESPECT

We respect each other and our opponents.

**We are always on time.
We are always prepared.**

INTELLIGENCE

**We take good shots.
We are aware of team fouls.
We know the scouting report.**

FLEXIBILITY

**We can handle any situation.
We don't complain.**

UNSELFISHNESS

**We are connected.
We make the extra pass.
Our value is not measured in playing time.**

ENTHUSIASM

This is fun.

ALL BLACKS



1. SWEEP THE SHEDS

Never be too big to do the small things that need to be done.

Rugby is a team sport and everyone needs to contribute on and off the field. Richie McCaw might be considered a legend of the game but he and other well-known names are just 'one of the boys who clean the sheds' (changing rooms) after every game. Stay grounded.

2. GO FOR THE GAP

When you're on top of your game, change your game.

Or to put it another way, if you stand still everyone will pass you by. The All Blacks are always looking at ways to test themselves, even Dan Carter admitted he still had a point to prove when he said he took the last conversion of his international career with his right foot because he had never scored with his weaker foot. Constantly strive to improve.

3. PLAY WITH PURPOSE

Ask 'Why?'

Mastering how to play rugby is just part of the equation for success, but good skills can be ineffective if you don't know what you are trying to achieve. It is clear that the All Blacks are all on the same page and this helps to form a team from a group of individuals. Understand the shared goals.

4. PASS THE BALL

Leaders Create Leaders.

In rugby the captain is just one leader on the field but successful teams like the All Blacks have leaders throughout their ranks. Take responsibility.

5. CREATE A LEARNING ENVIRONMENT

Leaders are Teachers.

Coaches want hungry players. Players who want to learn and develop their game, who constantly strive to improve. However it does not mean it is solely the coach's responsibility to teach. The All Blacks actively encourage players to share and mentor each other while maintaining a competitive environment. Help others improve.

6. NO DICKHEADS

Follow the whanau.

Excuse the language but it conveys the point. You want to enhance your team by adding talented players but that doesn't mean that any talented player will do. The All Blacks are very much a team first and look to find individuals who have the right character. You can develop talent, you cannot change character.

7. EMBRACE EXPECTATIONS

Aim for the highest cloud.

When targeting back to back RWC titles the All Blacks certainly didn't limit their horizons when it came to deciding what they set out to achieve. Setting personal goals and team targets is part of what drives improvement. Dream big.

8. TRAIN TO WIN

Practice under pressure.

Commentators say the difference between the All Blacks and other teams is their ability to perform under pressure. Training lays the foundations of success but there is always a balance to be struck in training between skill development and pressurised game scenarios. Do the extra work to make the difference.

9. KEEP A BLUE HEAD

Control your attention.

In games where opponents have run them close the All Blacks have been able to make the decisions under pressure that have won them the match. Decision making is a tough skill to learn and only develops over time but staying calm when the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

10. KNOW THYSELF

Keep it real.

The All Blacks know that the real competition is with yourself when it comes to developing as a player. Be honest about your progress, performance and effort levels if you want to become a better player. Ask yourself, could I do more?

11. INVENT YOUR OWN LANGUAGE

Sing your world into existence.

Rugby is known for its sense of community both on and off the field. To succeed as a team you must work together and from these shared experiences will come a vocabulary and set of beliefs. Find your common bonds.

12. SACRIFICE

Find something you would die for and give your life to it.

After every game Richie McCaw writes 'start again' in his training journal. As a group the All Blacks do not tolerate poor performances and as individuals they strive to maintain the highest standards in all aspects of the sport. Good isn't good enough. When the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

13. RITUALISE TO ACTUALISE

Create a culture.

Teams could copy the All Blacks approach to the game wholesale but that isn't what makes the New Zealand team winners.

Their team culture is based on their heritage as a nation and rugby team, which is unique to them. It represents who they are, which is why it works for them. Build a

14. BE A GOOD ANCESTOR

Plant trees you'll never see.

The All Blacks often speak of their responsibility to protect and enhance the reputation of the team for as long as they are chosen to wear the shirt and to leave it in a better place for the player who follows them. It is not about personal glory, it is about the team. Play for the name on the

15. WRITE YOUR LEGACY

THIS IS YOUR TIME

The All Blacks gift of a book featuring shirts from legendary teams which is given to each new player includes blank pages for them to fill. It sends a powerful message that regardless of what has gone before there is still history to be made. Build your legacy

THE FIRST XV 15 ALL BLACK PRINCIPLES

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In games where opponents have run them close the All Blacks have been able to make the decisions under pressure that have won them the match. Decision making is a tough skill to learn and only develops over time but staying calm when the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

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Tuckmanův model zrání týmů

FORMING

Charakteristika fáze: Nejistota, slušnost, opatrnost, vyčkávání



Emoce: nervozita, nejistota, úzkost, očekávání, zvědavost



Chování: Lidé se poznávají, jsou velmi slušní, vyhýbají se konfliktům, lidé se učí role a zodpovědnosti, snaží se pochopit cíle týmu



**Myšlenky: "Kdo jsou ti lidé?"
"Jaká jsou pravidla?"
"Budu se jim zamlouvat?"**



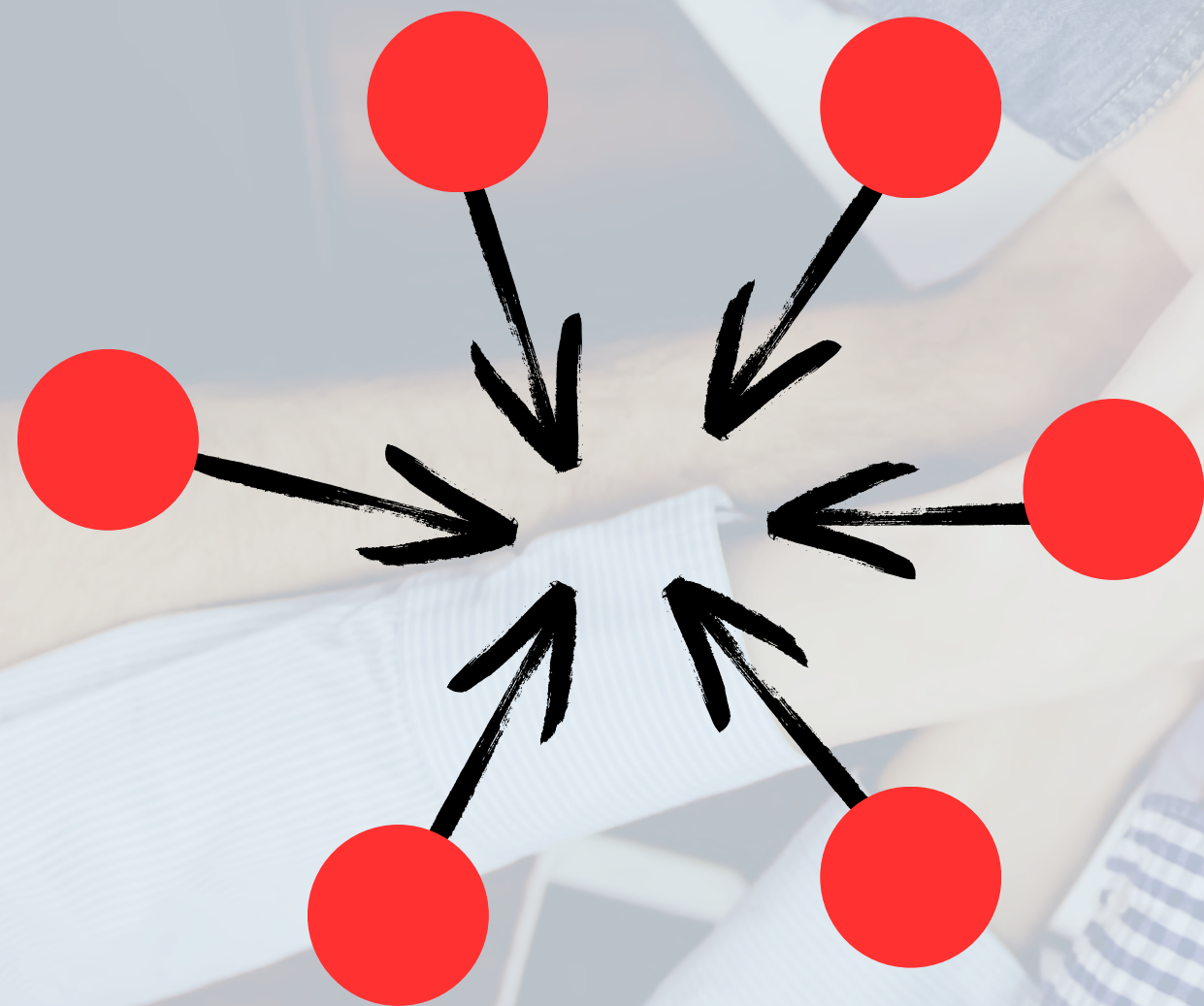
Výkon: Nízký - energie jde do poznávání



Vedení: Direktivní - jasné pokyny a struktura



STORMING



Charakteristika fáze: Napětí, konflikty, boj o pozice



Emoce: frustrace, zlost, odpor, stres, úleva, "aspoň se něco děje"



Chování: Otevřené nesouhlasy, testování hranic, rivalita, boj o své místo a roli v týmu



Myšlenky: "Proč to dělají takhle?" "To není správně!" "Kdo tu rozhoduje?"

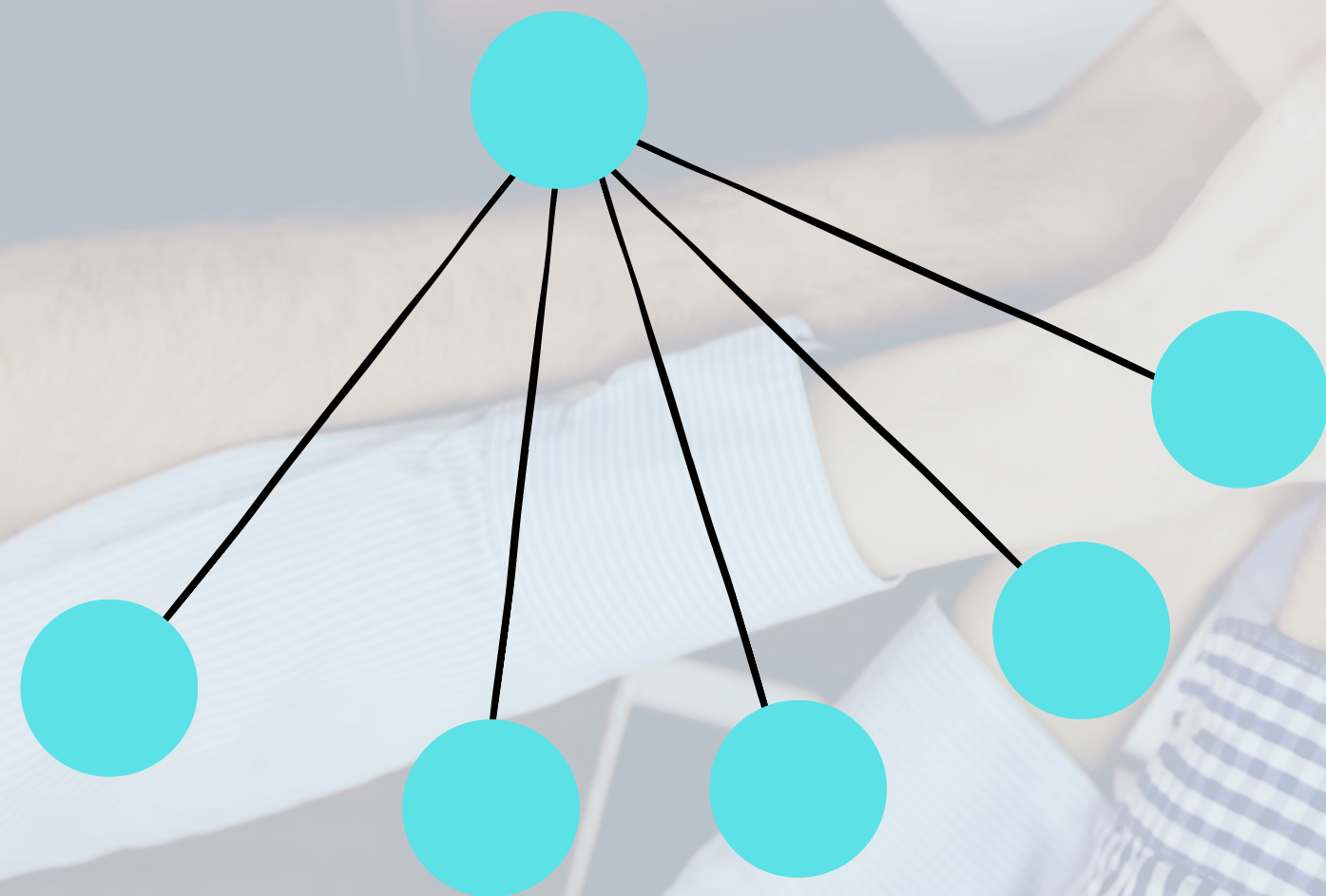


Výkon: Stále nízký - energie jde do konfliktů



Vedení: Koučovací - mediace, trpělivost, jasná pravidla/dohody

NORMING



Charakteristika fáze: Shoda na pravidlech, vzájemná důvěra



**Emoce: opatrnost, únava
úleva, spokojenost, hrdost, jistota**



Chování: Spolupráce, respekt, důvěra a pomoc ostatním členům týmu



**Myšlenky: "Už se známe"
"Takhle to funguje"
"Jsme tým"**

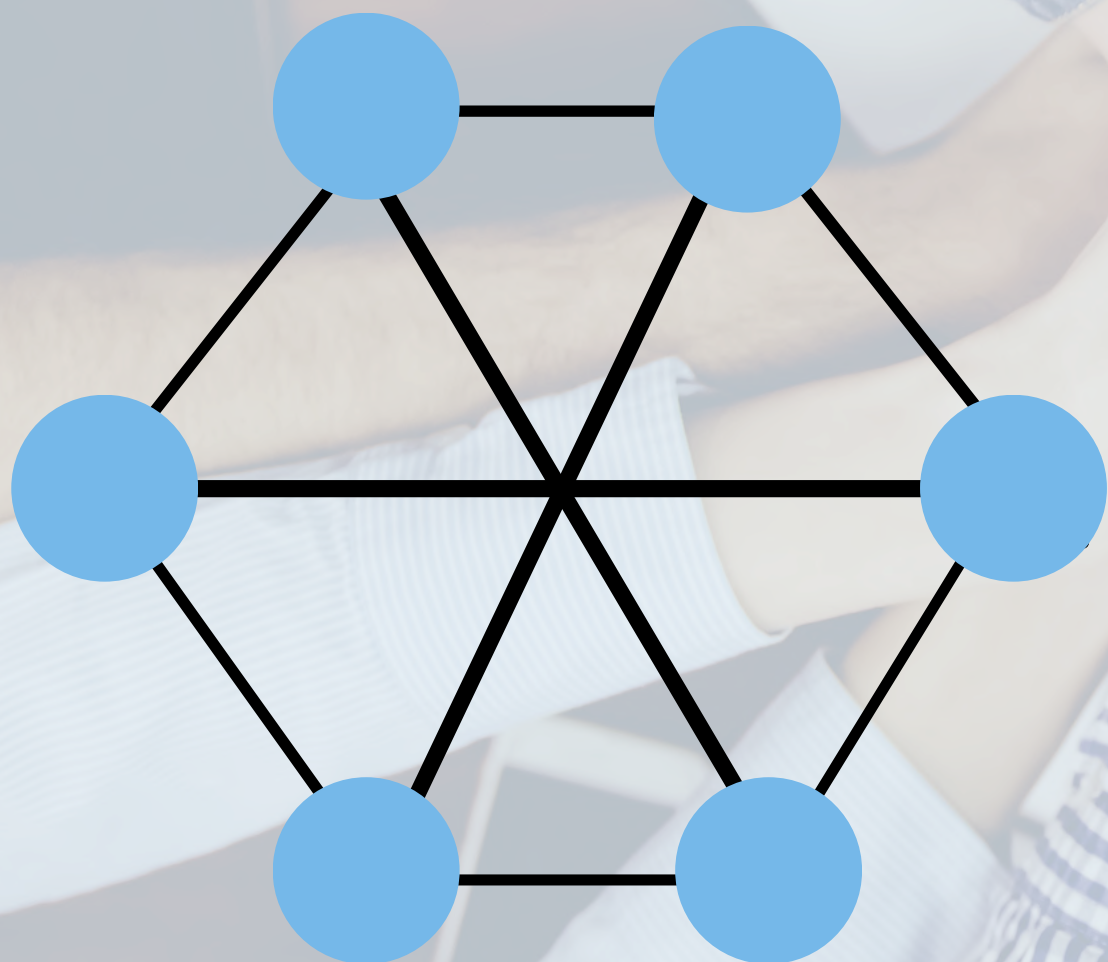


Výkon: Rostoucí - energie se přesměrovává na práci



Vedení: Podporující - delegování, facilitace - menší závislost na leaderovi

PERFORMING



Charakteristika fáze: Vysoký výkon, flexibilita, autonomie



Emoce: radost, nadšení, vzrušení, naplnění, hrdost



Chování: Efektivní spolupráce, řešení problémů, inovace



**Myšlenky: "Víme, jak na to"
"Zvládneme všechno"
"Jsme skvělý tým"**



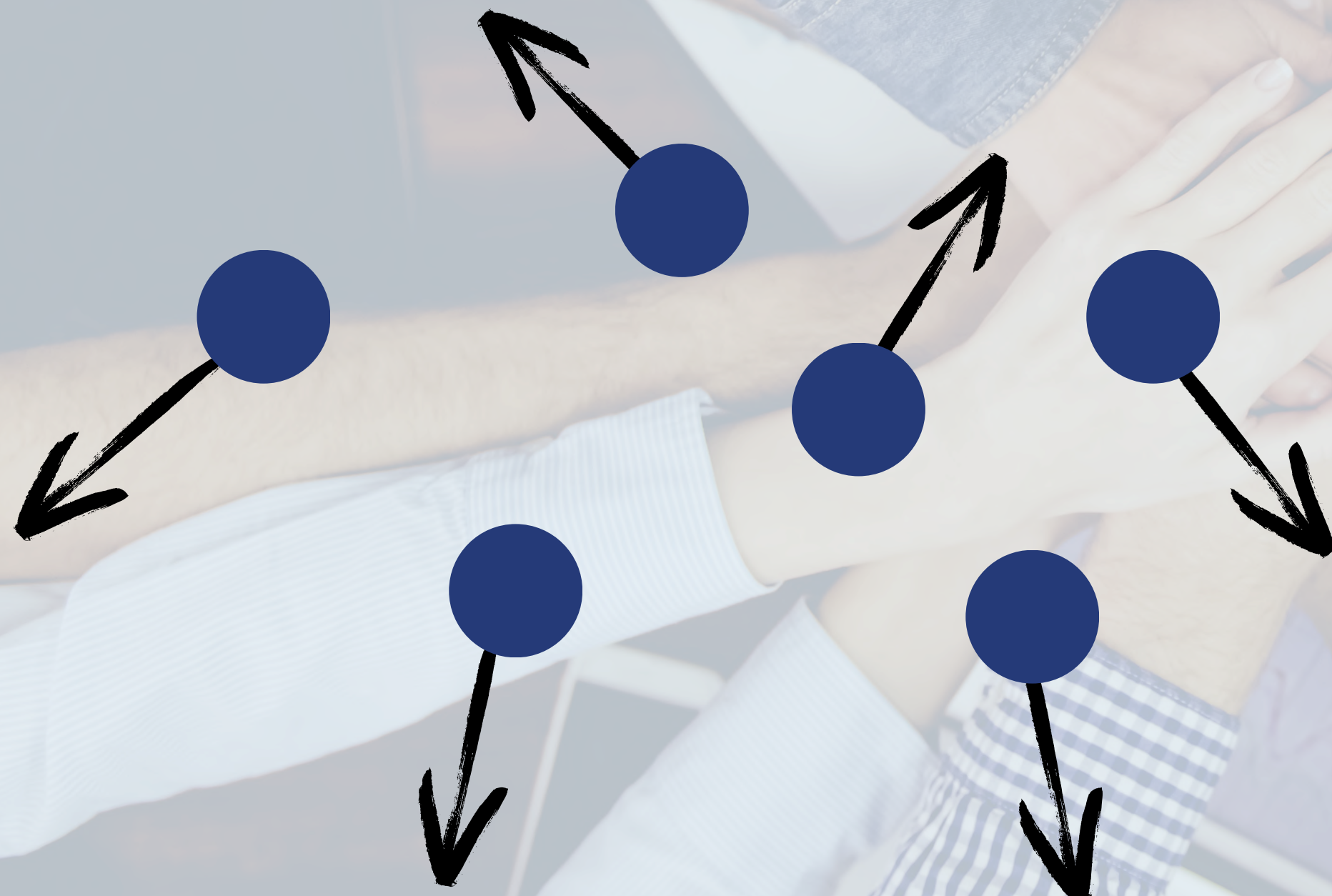
Výkon: Vysoký - fokus na výsledky



Vedení: Delegující - minimální intervence

**Charakteristika fáze: Dokončení úkolů a cílů týmu
"rozchod" členů týmu, uzavření vztahů a procesů**

ADJOURNING



**Emoce: smutek, nostalgie,
hrdost z dosažených výsledků**



**Chování: tendence odkládat dokončení,
reflexe a hodnocení**



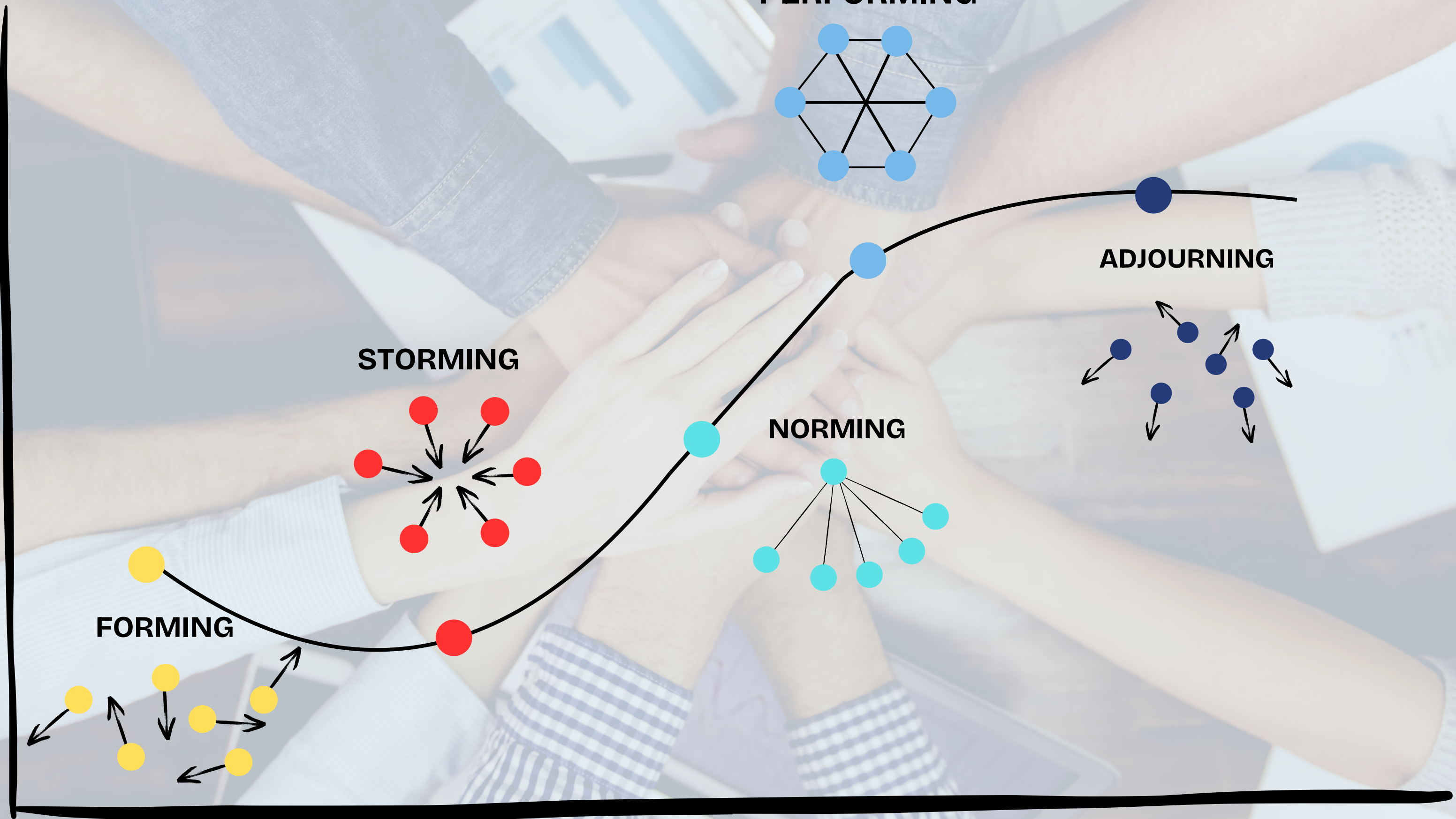
**Myšlenky: "Co bude dál?"
"Bude mi to chybět"
"Podívejte, co jsme dokázali"**



Výkon: Vysoký - fokus na výsledky



**Vedení: Pomoc s uzavřením, uznání pocitů,
oslavení úspěchů,
pomoc s přechodem na nové role**



A blurred background image showing a group of business professionals in a meeting. Several hands are raised in the air, suggesting a discussion or a vote. The people are wearing business attire like suits and blouses. The focus is on the hands and the text overlay.

5 DYSFUNKCÍ TÝMŮ

CO MŮŽE UDĚLAT LEADER?

5 DYSFUNKCÍ TÝMŮ

DŮSLEDEK DYSFUNKCE

Týmové cíle jsou jasné, jednoduše uchopitelné a motivující.

Pravidelná a včasná diskuze i o nepříjemných věcech. Kontrolní body správného sladění a průběhu

Prostor na vyjádření názoru a jasná komunikace očekávání.

Členové týmu mají možnost vyjádřit svůj názor, své pochyby, leader takové chování podporuje a vyžaduje.

Důvěra je základ. Klíčem je otevřený leader, který se nebojí sdílet své limity a výzvy.



Vyhýbání se odpovědnosti



Nedostatek oddanosti



Obavy z konfliktu



Nedostatek důvěry



Kontrola ega. Snaha o dosažení cílů jednotlivců nad cíli celého týmu. To snižuje schopnost týmu uspět.

Nízké standardy výkonu a chování. Vyhýbání se osobnímu nepohodlí a nepříjemnostem. To brání členům týmu převzít zodpovědnost za dohodnuté cíle.

Nejasnost brání členům týmu ve ztotožnění a přijetí rozhodnutí/plánů za své.

Umělá harmonie a pochyby potlačují produktivní konflikty, které přináší nové úhly pohledu na situaci.

Lidé řeší primárně svůj pocit bezpečí a ne prospěch týmu.

PSYCHOLOGICKÉ BEZPEČÍ

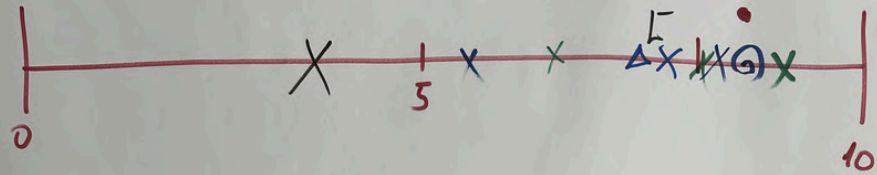


ochota si pomáhat
možnost dělat chyby
cítit se součástí týmu
otevřená komunikace

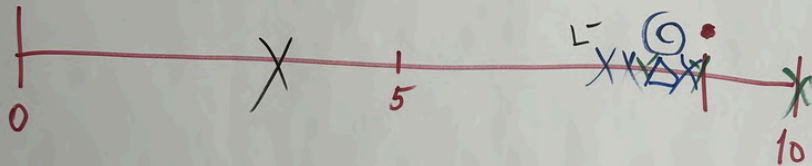


OCHOTA SI POMÁHAŤ

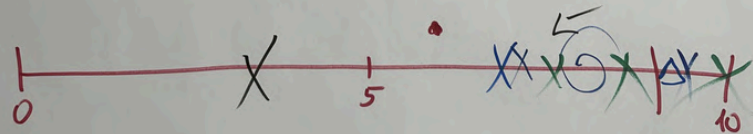
HEADS



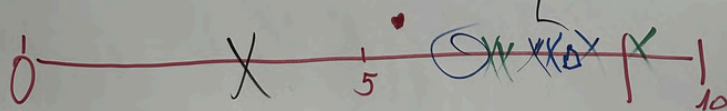
CÍŤIŤ SE SOUČASTI' TÝMU



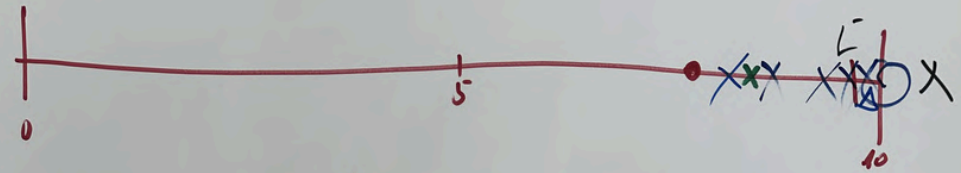
OTEVŘENÁ KOMUNIKACE



MOHU DĚLAT CHYBY



OCHOTA SI POMÁHAŤ NOVÝ TÝM



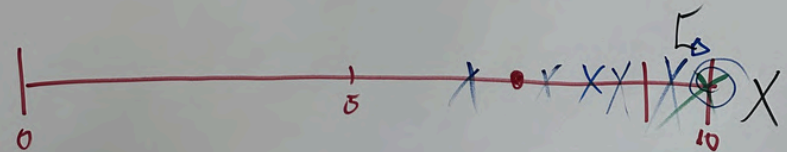
CÍŤIŤ SE SOUČASTI' TÝMU



OTEVŘENÁ KOMUNIKACE



MOHU DĚLAT CHYBY





Gregg Popovich

CO TEDY DĚLAL?

1. Měl s hráči pravidelné rozhovory 1 na 1?
2. Brával je často na večere?
3. Stál při nich v těžkých situacích?

CO TÍM DĚLAL?

budoval vztahy a důvěru

vytvářel bezpečné prostředí

pomáhal jim stát se nejlepší verzí sebe
sama



**LEADERSHIP
CAPITAL**

Gregg Popovich



Moncho Fernandez