

DATES FOR WORKSHOP

BAND NAME

WORKSHOP NAME

Insert a picture or other info here!

Leadership Retreat 2008 Agenda **FILL IN YOUR OWN AGENDA HERE**

Sunday, July 27

- 9:30 AM – Depart
- 11:00 AM – Arrive, unpack, eat lunch
- 1:00 PM – Session #1 (Attitude)
- 4:30 PM – Breakout Session #1 and free time
- 6:00 PM – Dinner
- 6:45 PM – Session #2 (Planning)
- 9:30 PM – Breakout Session #2 and free time
- 12:00 AM – Lights out

Monday, July 28

- 7:00 AM – Wake and breakfast
- 8:30 AM – Session #3 (Building)
- 10:00 AM – Breakout Session #3
- 10:30 AM – Final Words
- 10:55 AM – Finish packing and load buses
- 11:00 AM – Depart for home
- 12:30 PM – Arrive at HS

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Building a Better Band

Welcome! We're very excited for this year's leadership retreat and for the marching band season ahead. We hope to build on our successes from last year and make adjustments to things that didn't work so that we can reach our goals. You, the student leadership of the **YOUR BAND NAME HERE**, are a key part of everything that will happen over the next four months. The work that you do will ultimately determine our success and what memories we can create.

Our mission for you over the next 24 hours is to dive deep into the idea of leadership. Many authors and thinkers have recorded and published thoughts about leadership – from band directors to business executives – we could spend the next year talking about how we will lead our group. However, to simplify some ideas, we've reviewed some of the best leadership practices and will share those with you today and throughout the season. Also, we'll establish a plan to continue meeting throughout the season not only to check up on our goals, but also learn more about being a leader.

We can all learn from each other: "*None of us is as smart as all of us.*" When you leave retreat, think of it as a launching point into your quest to become a better leader. Start to read and listen to the people we talk about today and find others that have good ideas. Gathering tools and knowing more about what motivates people should be a top priority to you as a leader.

Our "theme" today is "Building a Better Band." As directors we made the analogy, or comparison, of building a house and teaching marching band a few weeks ago. We found, or at least created, some similarities and we'll share those with you today.

In our packet today, we'll have some of that analogy carried through, but more importantly there are some tools and things you'll create that will guide our efforts here at retreat and throughout the season. USE this packet – write in it, use the notes column, and don't be afraid to (ask) question anything in it!

Musically yours,

Andy Scheurer – FEEL FREE TO PUT YOUR NAME IN HERE OR WRITE YOUR OWN WELCOME LETTER!

Attitude – our foundation

Dictionary.com defines as attitude as...

“[The] manner, disposition, feeling, position, etc., with regard to a person or thing ... [the] position or posture of the body appropriate to or expressive of an action, emotion, etc.”

While we all understand what attitude is, it is kind of a “squishy” subject because no real concrete measures can be put on it. We can’t show a trophy for best attitude and we surely don’t get rated on it at a show.

Even though it is a “soft” subject, knowing what attitude is and how to manage attitudes (including your own) are at the foundation of being a leader. And with that being said, the attitude that you have and the attitude our group has lays the foundation for our season.

Discussion – “Why do this?”

Why did you make a choice to do band when you were a freshman?

Why did you choose to continue after your first year?

Why did you choose to become a leader?

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As we discuss some of your answers, write down some of the key or reoccurring words that you hear.

Notice that those are all positive words, memories and descriptions. Are there negative emotions that made you want to come back for another year?

As a leader, you're the one responsible for carrying-on those good emotions and creating positive "anchors" for others.

Discussion – Your Attitude

Think back a year ago – what was your attitude going into the season? What about when band camp was finished? Middle of the season, etc.?

What is your attitude now about the season ahead?

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Managing Attitudes

“We are not just our behavior – we are the person managing our behavior.”

– Ken Blanchard, author The One Minute Manager

Today we’re going to talk about three ideas related to managing attitudes that come from motivational speaker Tony Robbins’ work and research. Those are:

- Personal Power
- State
- Anchors

Each, on its own, is a pretty easy concept; however, we could talk for days about how they interact and how you can use them to your advantage. The goal today is to give you a basic overview of each term and then tell you how to use state and anchors to your advantage as a leader.

Personal Power

Whether you realize it or not, we all have the ability to do just about anything. People that find something “impossible to do” usually just gave up too soon. We can all do amazing things with our minds and bodies, we just need to know how to harness and use our personal power to make it happen.

Effective and inspirational leaders know how to motivate themselves and those around them to use their personal power to help achieve the vision and goals of the group.

State

Also known as “emotional state.” Again, whether you realize it or not, you’re in a “state” right now and so is everyone around you. It is a cornerstone of human emotion.

Effective leaders know how to identify their own state, identify the states of others, and change them so that goals can be achieved.

Anchors

Anchors, once again whether you realize it or not, are being developed in your mind all the time. Whenever we are in an intense state both positive and negative anchors are formed.

Effective leaders know how to establish anchors that benefit themselves and a group as well as how to remove anchors that get in the way of a group’s success.

When these three forces interact, attitude is established.

Breakout Session #1

For our first breakout session, we want you to explore some of the books and articles of our favorite motivational, human behavior, and leadership-development authors. Use this break time well – have fun and hang out, maybe go for a swim, but use this time and the resources we have provided to find out more about leadership.

Below, take some notes on what you read and be prepared to share with your table during dinner and maybe with the whole group this evening.

TITLE: _____

AUTHOR: _____

NOTES: _____

What's one thing you want to share about what you read with the group?

How will this information help YOU become a better leader for the group?

Make sure you bring this sheet to dinner so you can discuss what you read!!!

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“One Minute Goal Setting”

Let’s consolidate all of our goals into three goals that we agree on for the group. As we discuss which goals to eliminate/use, think about the “80-20 principle.” That is, 80% of our progress and success will come from 20% of our goals.

While we don’t have a perfect number right now (it’s more like 66/33) as you go through the season, we expect that you will have other individual and section goals that are developed.

Let’s use this “formula” for goal setting right now:

1. Agree on the goal
2. Discuss or model what good behavior looks like
3. Write out on a single piece of paper using less than 250 words
4. Read and re-read each goal to make sure it only takes a minute to read *and* understand

During band camp and through the season, we’ll add these steps:

5. Look at the goal each day
6. See whether or not the group’s behavior matches

Of course the next step is making adjustments to what we’re doing in order to achieve the goal – we’ll talk more about that later.

Teams and Groups – building and maintaining

The next bit of planning we have to do is to plan out, establish, and decide on traditions and rituals that we want to include for our group this year. However, before we go into that discussion, let’s talk a little bit about teams and groups like our band.

Many researchers and authors have studied and written about team or group dynamics. A simple review of what everyone thinks would take ages. So, look at the list below and if you think there are other elements we should add, attach them.

Characteristics of High Performing Teams

- Purpose
- Empowerment
- Relationships and Communication
- Flexibility
- Optimal Performance
- Recognition and Appreciation
- Morale

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Group traditions and rituals

Having traditions and rituals is very important for a group. Cultures, religions, families, and many other groups have traditions and rituals that they go through every day, month, year, etc. Life, itself, is a progression of rituals.

Let's talk about some of the traditions and rituals we have had in our group in the past. Quickly brainstorm and jot down as many as you can think of – they might be small things that just your section does or a big thing that the entire band (or school) does.

What other traditions or rituals can you think of that you'd like to add?

Ok... now the hard part. What traditions and rituals do you want to carry out this year and *why*?

Many groups have been destroyed by the simple statement: "Well, we've always done it that way." Innovation in how we do things, from rehearsals to our personal practice to our traditions will transform us from an ordinary group into an extraordinary group.

A couple of examples:

Fraternities have had to revise and edit their ritual ceremonies to eliminate hazing and dangerous elements. *Why?* Not only was pain a deterrent for people joining these groups, but it was costing the fraternities a fortune in risk insurance, lawsuits, and wrongful death settlements.

Without change and innovation, doctors would still be using leeches, houses would be made completely from brick, and you wouldn't be able to text (gasp!!).

Breakout Session #2

Traditions should link up directly with our “house” of team-building and should also be able to be justified. Instead of saying “We used to...” we need to be able to say, “We want to, because...” or “We do this because...” Pick some of your favorite traditions and also some of the traditions you want to add; fill in the chart below.

Tradition with short description	Corresponding team-building/pyramid of success term(s) that this tradition supports	“We want to because...” / “We do this because...”

Becoming a Leader - building

Now that we've laid the foundation for being a leader and created our blueprints, the hard part begins. Actually practicing being a leader and *building* what we planned. The good news: We have a foundation!

Our goals will be our guiding document throughout the year. They will help influence our decisions and also keep us on track in how we need to interact with the group's members.

By its nature, marching band is a physical and emotional drain on people. It often puts us in a state that is uncomfortable or painful. As we have already talked about, our entire life is a struggle between pain and pleasure.

Look at each of our goals. Think about and then write down what it will "cost" you and the group if you do not achieve that goal.

Goal 1: _____

Goal 2: _____

Goal 3: _____

Most of your "costs" are pain related. Keep this in mind as we work towards our goals – know what NOT achieving them means to you. Effective leaders convey this to the group and express their passion for achieving goals and experiencing success.

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Optimal performance – positive interactions

Everyone has a comfort zone and most of us work or perform best when we are within that comfort zone. Here are a few ideas for keeping people within that comfort zone and promoting hard work (and motivation) for our group.

Install an anchor

Again, whenever we are in an intense state, whenever a consistent and unique event occurs anchors are installed in our mind.

Decide what you will do to install an anchor when you, your section, or the band is in an intense *positive* emotional state. Perhaps when everyone is motivated and working hard during a sectional, come up with a word or phrase that will link to that state.

When you need to get motivated then, use the anchor to change your state and return to optimal performance. Understanding this and doing this will help us keep focused and reach our goals much faster. Teach others how to do this for themselves too – effective leaders teach followers how to lead themselves!

The “One Minute” Praise and Reprimand

These two tools are also from The One Minute Manager (Ken Blanchard), just like our goal setting tool. These are great ways to deliver immediate and specific feedback to keep everyone focused on our goals. Also, be aware that even leaders are not immune to receiving both of these!

<i>One Minute Praise</i>	<i>One Minute Reprimand</i>
<ol style="list-style-type: none">1. Tell people up front that you are going to let them know how they are doing.2. Praise people immediately.3. Tell people what they did right – be specific.4. Tell people how good you feel about what they did right, and how it helps the organization and the other people who [are performing].5. Stop for a moment of silence to let them “feel” how good you feel.6. Encourage them to do more of the same.7. Shake hands or touch people in a way that makes it clear that you support their success in the organization.	<ol style="list-style-type: none">1. Tell people beforehand that you are going to let them know how they are doing.2. Reprimand people immediately.3. Tell people what they did wrong – be specific.4. Tell people how you feel about what they did wrong – and in no uncertain terms.5. Stop for a few seconds of uncomfortable silence to let them feel how you feel.6. Shake hands or touch them in a way that lets them know you are honestly on their side.7. Remind them how much you value them.8. Reaffirm that you think well of them but not of their performance in this situation.9. Realize that when the reprimand is over, it’s over.

Breakout Session #3

A job responsibility that you will have is to run your own sectionals. If you haven't done this in the past, it can be challenging to know exactly what to do and how to spend time. Below is a lesson plan template that we might use during a band rehearsal.

Use the template to brainstorm some ideas for your own sectional time. We can provide clean copies of this template to you in the future if you want to use it.

Sectional date: _____		
Goals:	1.	
	2.	
	3.	
Sectional Tasks (<i>warm-up, technical exercises, announcements, music rehearsal, etc.</i>)	Notes (<i>methods to use, specific measures to rehearse, other notes</i>)	Time (<i>i.e. 12:00-12:15</i>)

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Setting the example – living as a leader

Here are a few axioms from Tim Lautzenheiser about leadership. Refer to this page frequently this weekend and throughout the season, especially when you feel like you're not being as effective as you want to be as a leader.

“However I am is how others are going to be.”

“It’s hard to change a first impression.”

“Being a leader is doing what you’re supposed to when no one is watching.”

“Check your eyes.”

“Leadership isn’t a title, it is a way of being and something you are.”

“You can’t push people to excellence – you lead them.”

“Act like you want to be and you’ll be like you want to act.”

“Whatever you want is what you give away.”

-Tim Lautzenheiser