

Good Crew for Every Race

DRYA Winter Seminars 1/18/2017

Dave Simon – “As You Wish”



Tim Prophit – “Fast Tango”



So, now you have good crew. Then what happens?

“My greatest sailing skill is my ability to attract and retain good crew” (Tim Prophit)



Us too!

“Working hard to be like Tim when I grow up” (Dave Simon)



Agenda

The Desire and The Problem

Trends

The Crew Pipeline

Recruiting

Retention

Development

Program Management



The Desire and The Problem

The Desire: Have as many boats as possible on the start line for every scheduled race.

The Problem: The #1 reason given for local boats not attending races in series for which they are signed up is “can’t find crew”.

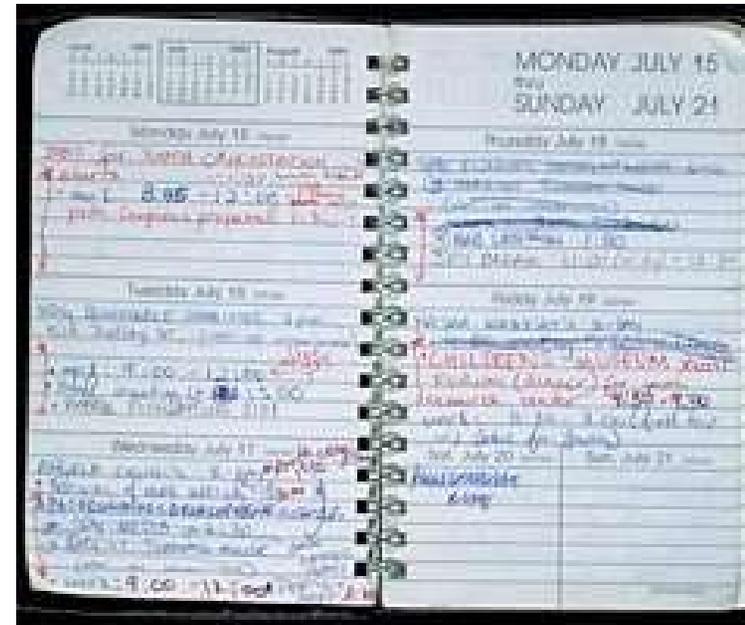


Trends: The Olden Days

Crews were committed to boats, and boats were committed to crews.

People planned their lives weeks and months in advance.

Crew were trained for specific functions on a boat, and eventually advanced toward the front and back of the boat. Crew development was a point of pride.



Trends: The Olden Days



He crewed on this boat every race 1973-1979, attended all of the practice sessions, and eventually got promoted from starboard grinder to mainsail trimmer.

Trends: Today

Crews are willing to commit to boats for one event at a time.

People sometimes plan their lives almost 72 hours in advance, but reserve the right to change their plans if something better comes along.

Winning boats staff up with versatile crew who can fill any position on a boat. Crew development can be discouraging as they tend to disappear.



Trends: Today



These guys are learning names on the way out to the race course, and trying to figure out what other boats they sailed together.

The Crew Pipeline: Definitions

You: The owner/skipper.

Core: There all the time.

Regular: Those you expect to generally show up and race on the boat (*but often don't*).

Hot: Sailors who you would very much like to have on your boat whenever they are available, and have in turn expressed a willingness to do so.

List: Your “smile and dial for crew” contacts.

Network: People who know people and may sometimes be available or randomly show up.

The Crew Pipeline: Our Numbers

Beneteau 36.7 “As You Wish” had **32** different people race on the boat in 2016 through the DRYA season, BOD, and both Macs.

Cal 25 “Forty-two” in 2011 had **43** different people race through the DRYA season, Doublehanded, BOD, and Nationals.

NA 40 “Fast Tango” had **44** different people race on the boat in 2016 through the DRYA season, Tuesday nights, BOD, and both Macs.

The Crew Pipeline: Successful 8-person Boat

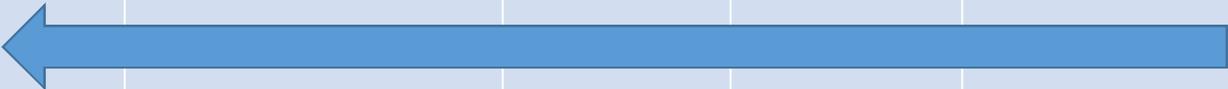
You	Core	Regular	Hot	List	Network	<i>Total</i>
1	2	12	10	12	30	67
90%	60%	30%	10%	10%	3%	
.9	1.2	3.6	1	1.2	.9	8.8

The Crew Pipeline: Discouraged 8-person Boat

You	Core	Regular	Hot	List	Network	<i>Total</i>
1	2	6	3	5	10	27
90%	60%	30%	10%	10%	3%	
.9	1.2	1.8	.3	.5	.3	5

The Crew Pipeline: Goals

Continually move people left on the chart, anticipating attrition and opportunity.

You	Core	Regular	Hot	List	Network	<i>Total</i>
1						
90%	60%	30%	10%	10%	3%	
.9						

The Crew Pipeline: Ratio for Success

For a boat that needs “X” number of crew in addition to you:

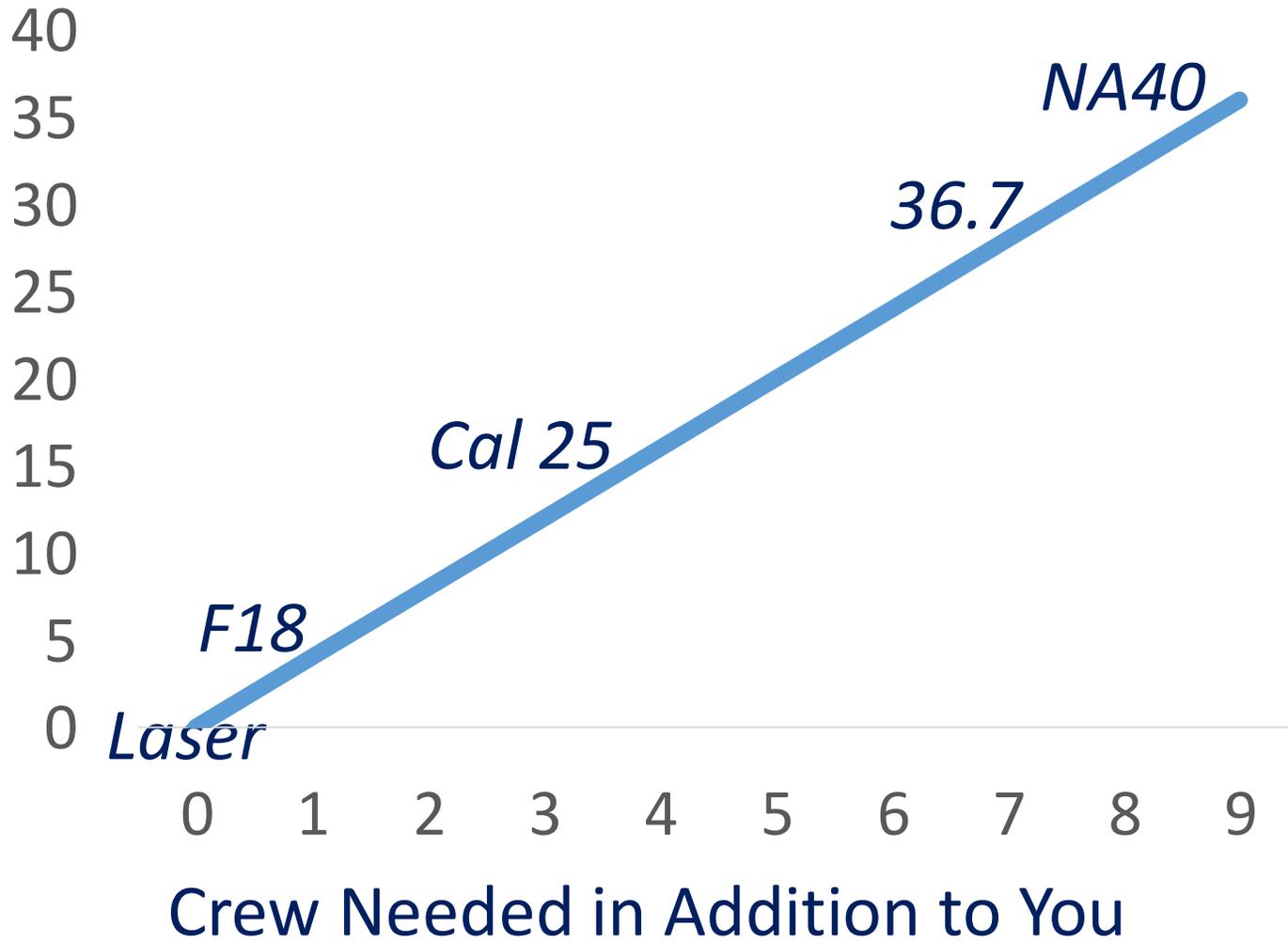
$$\text{Core} + \text{Regular} + \text{Hot} + \text{List} \geq 4X$$

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In this example the added crew needed is 7 and the CRHL total is 36 which is greater than $4 \times 7 = 28$.

The Crew Pipeline: Numbers to Fill

Core + Regular + Hot + List \geq 4X



Recruiting

Love: Love the sport, love the people. You can't fake it.

Sell: Constantly build your network.

Network: Ask your crew who else they know, and ask those people who else they know. **Work with other skippers to share crew lists.**

Crew: For other people, and meet more sailors.

The Rules: NO POACHING – but lots of sharing.

Recruiting: Sail on Other Boats

In 2016, Dave raced when “As You Wish” was idle on the following boats:

Beneteau 36.7 “Gail Force”

Cal 25 “Forty-two”

Cal 25 “Freestyle”

Cal 25 “Second Wind

Cal 25 “Summer Stock”

NA 40 “Fast Tango”

Thistle

Recruiting: Cruising

“Fun” Sails on non race days

Let newbies/intermediates do jobs they don't do during races.

Recognize and utilize ‘teachable moments’



Recruiting: Youngsters

College Sailors

High School Sailors

Junior Sailors



...and tell them they can bring their friends!

Note on High Schoolers and Juniors: Make sure their parents know what is going on, and invite the parents out to sail.

Retention: Expectations

Crews are willing to commit to boats for one event at a time. You should accept that, and welcome crew on board for “today”. Enjoy the moment.

Do Not Make Promises You Can't Keep: Take things one event at a time.

Your retention rate will be lower than you want it to be. Accept it, embrace it, and build your pipeline.

Retention: Be That Boat

Race to win.



Be safe, be kind, and have fun no matter what.

Feed your crew. Or, find crew volunteer(s) to provide food.

Sail short before you sail with jerks.

Retention: Food Menu for 2016 Edison Race

“As You Wish”

Chicken Tenders
Mini Corn Dogs
Pizza Rolls
Beer
Water

Pringles
Grapes (red)
Grapes (green)
Anne’s Cookies
Twizzlers

Frito-Lay Assortment
Cherry Dr. Pepper



“Remain Anonymous”

Pretzel Rods
Water



Retention: Make crew want to come back

Communicate

Compliment

Educate

Keep building team, no job on the boat is unimportant!

Choreograph all moves

Debrief after every race.

Continuous Improvement



Retention – Sportsmanship

Be gracious winners – Crew responsible for success

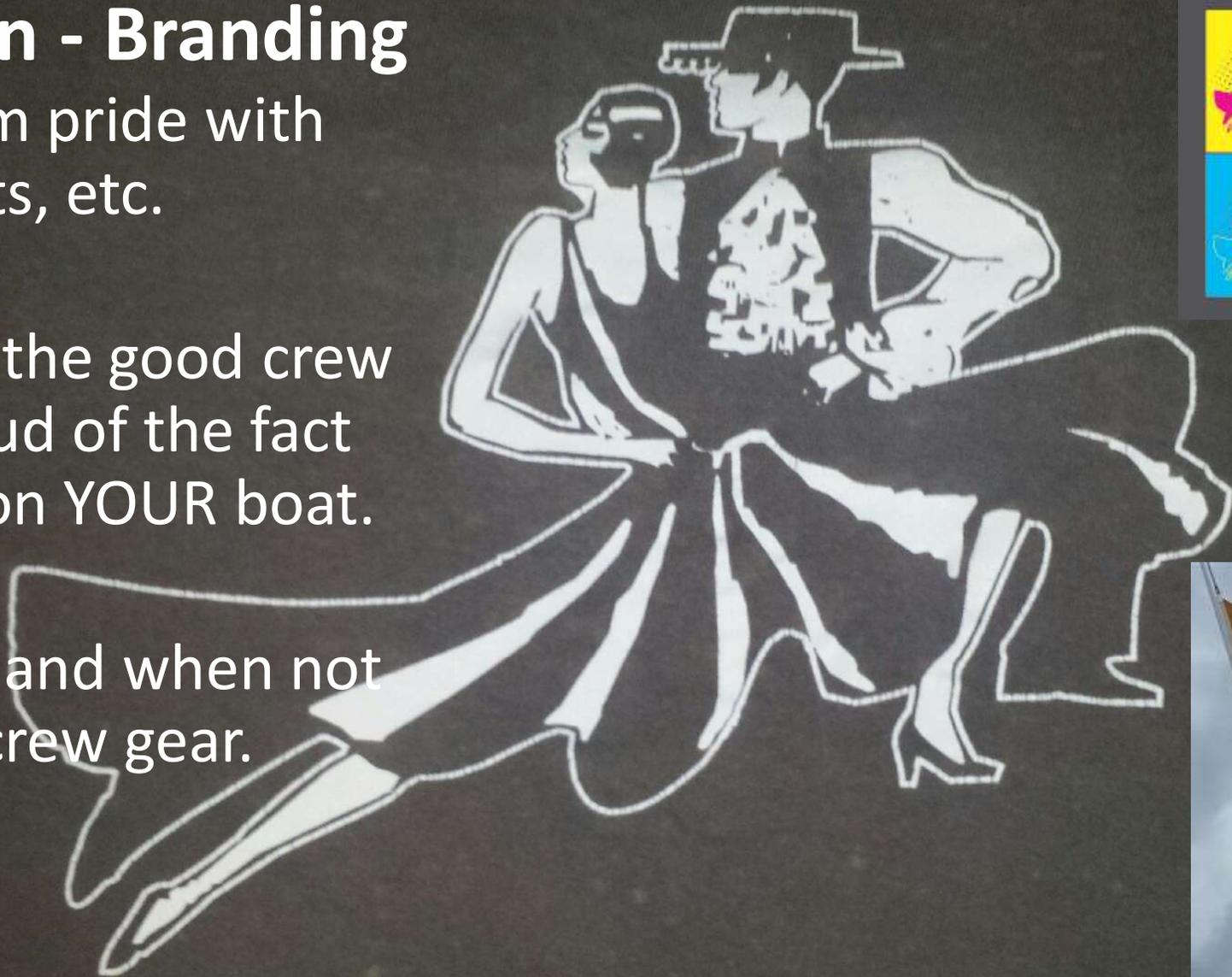
Be gracious losers – Owner responsible for lack of success

Retention - Branding

Build team pride with crew shirts, etc.

You want the good crew to be proud of the fact they sail on YOUR boat.

When to, and when not to, wear crew gear.



Retention: “Investment/Ownership”

Invite crew to help with pre-season fitting out.

People take pride of ownership in their work.

Crew that have invested time working on your boat are more likely to remain committed.

Develop “Team” mentality.

Teach boat repair/fitting out skills.



Retention: Off season

Encourage crew to assist with haulout.

Make list of winter work, assign tasks to crew who are willing to help.

Debrief the season, discuss next season goals.

Have periodic crew get-togethers to keep the 'Team' intact and bonded.

Retention: Off season - continued

Keep crew engaged with sailing:

DRYA seminars

BYC seminars

USSA seminars



Development: Expectations

Crews are willing to commit to boats for one event at a time (we keep saying that – you need to believe it).

Olden Days: Skippers could invest in a newbie and chances were good they would stick around.

Today: Only 10% of newbies will race enough to get any good. You likely need to invite **10** newcomers to come out and try racing to have **1** good sailor in a few years.

Development: Where to Invest

If raw newbies are at best a 10% success rate, where should you invest?

Invest in people who have already demonstrated a commitment to the sport but who have not yet achieved their full potential.

Favorite investments: High school and college sailors, and people who show up all the time.

Development: Strategies

Do not have more newbies on your boat than you can pay attention to without becoming distracted while racing. **That number is usually “1”.**

As you construct crew for an event, pay attention to your daily talent level.

For people tagged as “development” for the day, give them just one or two clear goals and assign them as an assistant to an experienced crew member.

Development: Continuous Education

Identify every component of every task.

Teach/demonstrate how you wish each task done.

Be open to suggestions for improvement.

Reinforce the concept of “Team”, and “Work Cells”

Reinforce the concept of “there are no unimportant tasks”.

Save questions for after the race.



Development: Daily Talent Level

For a crew of 9:

1 Newbie

1 or **2** Development Projects

6 or **7** Experienced, Versatile

**Yes we want to grow the sport,
but frustration does not sell your
program, retain crew, or build
your pipeline. *Be Realistic***



Program Management: Weekly Routine

Saturday: Have fun racing, thank everyone again, let them know about next Saturday's race, and get a quick poll of who is in for sure.

Monday: Try to have 4 crew spots filled, and another 12 people contacted and on the "maybe" list.

Thursday: Roster filled with 8, cognizant of talent mix, still room for 1 more and still hustling another "Hot".

Friday: Based on "Hot" response, fill 9th spot with "Hot" or someone under development.

Program Management: Tools and Process

Technology: Text messages, email, social media all work. So does a telephone.

Hustle: This is part of working hard to play hard. You need to cheerlead, sell, smile, dial, and have fun with the process of getting crew together.



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Program Management: “The ‘5th’ Beatle...”

Besides the crew that sails on your boat, there are other valuable people that can assist with crew development:

Your Sailmaker – Detroit has a lot of great sailmakers that want you to succeed. Don’t hesitate to call on your sailmaker to assist with your crew development.

Thomas Hardware – The folks at THC can assist with any rigging and many mechanical issues that may need optimization on your boat.

The many local national/world champion class sailors – you’d be surprised how many there are, and how many might join you for a crew practice. It might cost you a few beers or a dinner. You won’t know unless you ask.

Good Crew for Every Race

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