

BECOMING THE BETTER PEOPLE LEADER

*Presented By
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WHAT WE WHINE FOR

- If only the family were stronger in America and would produce BETTER PEOPLE
- If only our universities and colleges would produce BETTER PEOPLE
- If only Human Resources would recruit BETTER PEOPLE....



IF ALL THAT COULD HAPPEN

- I could keep customers satisfied
- and
- Keep my partner happy

What's reality today?

- Birthrate – increasing or contracting?
- Talent pool – shrinking or expanding?
- College graduates – more or less capable of hitting the street running?



OUR BEST SOLUTION

- Get our PEOPLE BETTER
- Become a BETTER PEOPLE LEADER



BE A BETTER PEOPLE LEADER

- Hire better than you...
 - Have been hiring
 - Have in majority of your current team
- Cut out the cancer
 - Immediately upon diagnosis
 - Mind the margin for completeness
- Coach those you keep
 - Individual plans and execution
 - Focus on next best step



BE A BETTER PEOPLE LEADER

- Hire Better than you have
 - Current team members
 - Applicant must compare favorably with top quartile
 - Eliminate early in the process non-top quartile applicants
 - Interview to the job requirements, not the past experience
 - Major leagues all focus on ‘what they want done’
 - Over interview, use several team members
 - 3 sets of eyes minimum, including support person
 - Profile using PPS and other instruments
- Expect the Best and they will show up

BE A BETTER PEOPLE LEADER

Cut out the Cancer – or virus

- Could be attitude or aptitude
- Oncology has two important terms
 - **Immediate** – Do Not Wait for it to improve
 - **Margin** – Take extra (even apparently healthy) cells to be sure it is all gone
 - Post operative treat the area of extraction to return to full health
- How many have terminated someone too soon?
- Anyone ever terminated anyone too late?



BE A BETTER PEOPLE LEADER

Coach those you Keep

- Develop dynamic player development plan
 - Keep, Accelerate, Start, Stop
- Focus on next best steps
- How long do you coach those who do not respond?
 - Until you get tired
 - Only coaching immorality is to keep someone you won't coach
- Continuous process of improvement



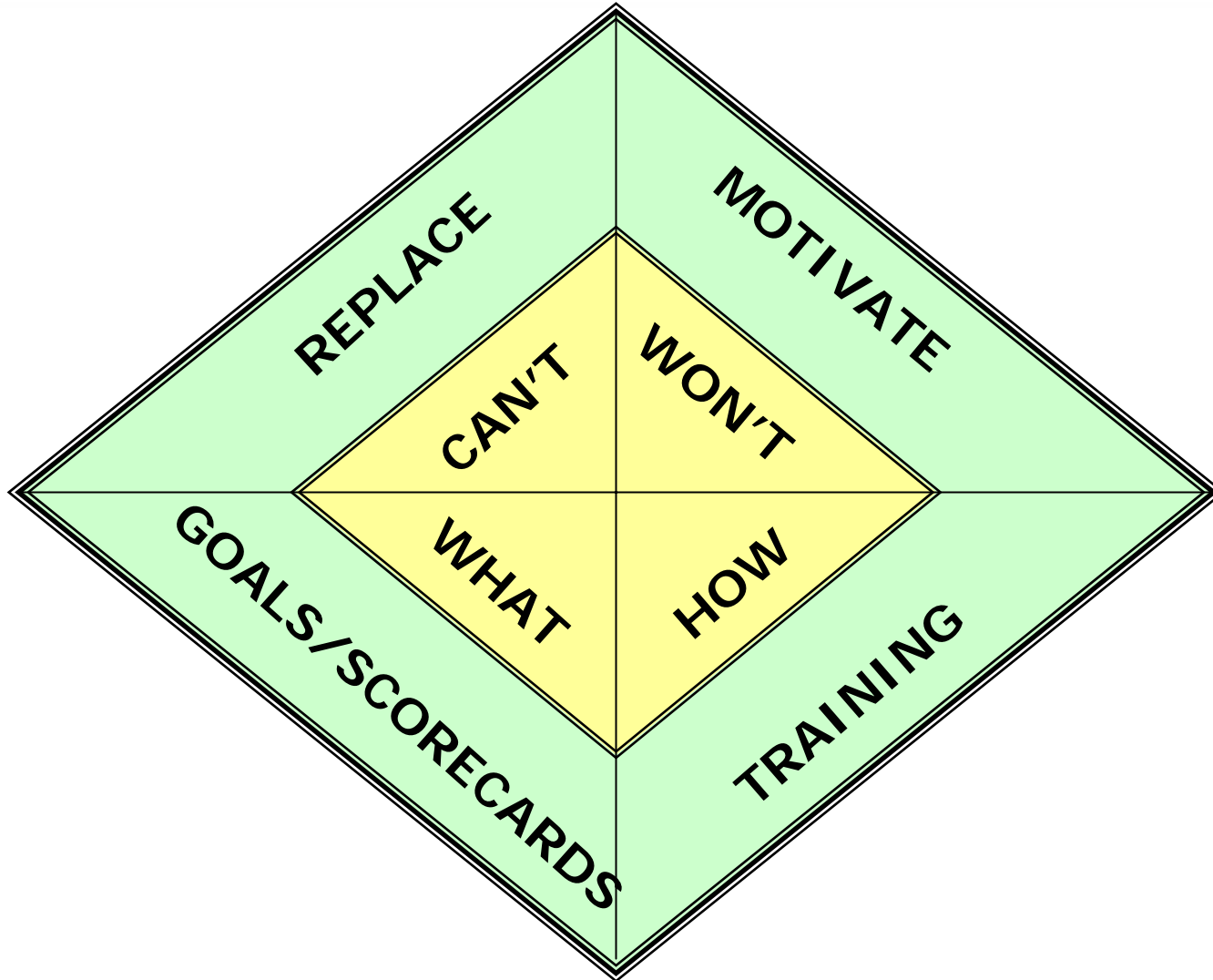
COACHING

“Whenever we win, you consider it to be a team victory. But, whenever we lose, you all think it is my fault.”

Duffy Daugherty

Head Coach – Michigan State University

WHY PEOPLE DON'T DO WHAT YOU ASK



“Leadership does not begin with
vision.....

it begins with getting people to
confront the brutal facts and to
act on the implications.”

*“Good to Great”
by Jim Collins*



DON'T KNOW WHAT TO DO

- Annual store and/or department goal setting
- Monthly contribution to annual total
- Daily contribution to weekly total
- **Our Culture is to 'Win Every Day'**
- Current customer base – results
- New customer development – goals
- Scorekeeping to support the goals

DON'T KNOW HOW TO DO

- Assess needs in basic skills
- Develop list of augmentations needed - prioritize
- Develop sequence of trainings
 - Including timeline
- Take them into the 'game' and show the skill you are demanding they demonstrate
- Refer out for training which cannot be done by the coach
- Confirm 'learnings' have been achieved



THEY DON'T WANT TO

- Rewards anticipated are insufficient
 - Financial
 - Non-Financial – Recognition – Appreciation
- Actions required too difficult
- People are Individuals
- Career path analysis – including milestones
- Next five years income needs and desires
- What would your player do with an after-tax 20% increase in income next year?



THEY SIMPLY CAN'T DO IT

- This may be a lack of skill – usually
 - Most of us don't turn in the same times we used to in NASTAR
 - Or seek out the bumps
- Most important to reach agreement with the individual before moving
- Look for another 'slot' on your team
- If not a place here, assist and counsel with new organization



What Great Coaching Looks Like?

Coaching requires Trust

- One-on-one ... personal ... tailored to the individual
- Has one objective: Help the player see how to change their behaviors to improve their results
- Regular, ongoing, planned
 - 20 minutes to 1 hour per month per player
- Focused ...
 - What is the next best step for this individual to take to improve their results?
- A process and a mindset
 - Not a check list



GREAT COACHES

- Identify the next best step required for each individual to improve their performance and then
 - help them take the next step



BECOME A MENTOR

- Review your team
 - strengths that need reinforcement
 - make a big deal out of the good stuff we want more of
 - opportunities that require improvement
 - create a common agreement plan for growth



PLAYER DEVELOPMENT PLAN

NAME: _____

COACH: _____

Behavior to:	Fill Current Assignment	Qualify for Next Level
KEEP		
ACCELERATE		
START		
STOP		



KEEP

- Reinforce the behavior you want repeated
- Reiterate the rule of ‘Mostly’
- Sets the tone for ‘Caring’ and respecting the ‘professional’
- Creates proper perspective for Coach and Player

“I criticize by creativity,
not by finding fault.”

Cicero

The Roman Coach

- As a coach, if you don't have a better alternative, keep your mouth shut
- Or, better still, admit it and work together on the solution



ACCELERATE

- Turning the occasional into the consistent
- Needs to be reassuring and reinforcing
- My mentor said ‘If you can do it once, you can do it twice. If you can do it twice, you can do it three times. And if you can do it three times it can become a habit.’
- Is the best first step in ‘changing behavior’



COACHING

“Coaching is taking them
someplace they don’t
believe they can get on
their own.”

- Bill McCartney -

Former Coach University of Colorado

Founder of Promise Keepers



START

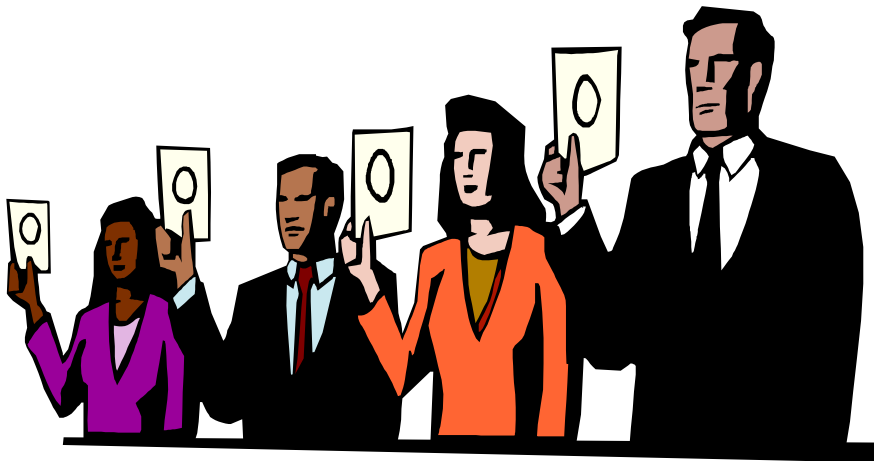
- Recognize this is new, different, scary
- Coach must express a strong ‘I believe in you’ posture
- Need to provide complete information and instruction on the new behavior
- Start with behaviors similar to existing skill set.



STOP

- Now
- ‘Why’ it is detrimental to results and career growth.
- Benefits of stopping
- Describe ‘new’ or ‘start’ behavior to fill void.

PEOPLE TRADE THEIR PERFORMANCE FOR



- Approval
- Appreciation
- Applause

- Don't cheat them
- 2080 hours per year
- How much feedback



CONSISTENT COACHING

The way people feel about their organization is primarily dictated by the way they feel about their coach.

Have To



(-)

Victim

Work

Want To



(+)

Control

Fun

PERSONAL CHOICE

Have To



(-)

Victim

Work

Want To



(+)

Control

Fun



PERSONAL CHOICE

Why?

What?

How?



PERSONAL CHOICE

To important people we insist
on explaining why

To unimportant people we
simply tell how

They can tell how we feel
about them by the way we talk
to them



EVALUATION

Please fill out **EVALUATION CARD** and drop at the door.

If you would like Power Point handout, indicate **NOTES** on the card.

If you would like an electronic executive summary of the “Game of Work” and “The Better People Leader”, indicate **BOOKS** on the card.

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