

# The GAME of WORK

---

*Presented By*  
*Chuck Coonradt*

STEAMBOAT ECONOMIC SUMMIT | May 20, 2010



“It’s what we learn,  
after we think we  
know it all, that really  
counts.”

- John Wooden -  
UCLA Coach



# MOTIVATION OF RECREATION

At recess we learned .....

- Feedback
- Scorekeeping
- Goal Setting
- Coaching
- Personal Choice

# WHAT I HAVE LEARNED

People will pay for the privilege of working harder than they will work when they are paid.

# FEEDBACK

---



Denial or the withholding of feedback is the most severe form of psychological punishment we can inflict on one another.



# FEEDBACK

If you don't think feedback is  
important

---

- Try counting the mirrors in your house
- Try ignoring your 4 year old
- Try telling that special person in your life the outfit he/she has picked out for the company party is just ok

## Why players won't

---

- Didn't care for the response last time
- No news is good news
- Don't believe they will get answer
- Sign of insecurity
- Don't want to be a WIMP

## Why coaches don't

---

- Don't know how
- Not enough time
- Doing more important “stuff”
- If it ain't broke don't fix it
- Don't like the confrontation
- If you can't say something nice about someone, ...



# FEEDBACK

Reinforce behaviors you  
want repeated

---

- Make a big deal of the good stuff you want more of
- Over-celebrate
- Under-criticize



# FEEDBACK

The appropriate amount of  
feedback can only be  
determined by the recipient.

Never by the giver!

The ability to deliver appropriate feedback is:

- The MOST important human relations skill you can develop
- Think about one of your best MENTORS. Did they have this skill?

BUT...

- Giving inappropriate feedback is...
  - The world's greatest morale killer
  - Have you been to a morale killing?
    - Was inappropriate feedback the weapon of choice?
    - How long ago – Do you still remember?



# FEEDBACK

The person giving the  
feedback is...

---

- Always in control
- Regardless of position or title

Make Sure It Is You...For Your Team



# FEEDBACK

People would rather get  
negative feedback than no  
feedback at all.

# SCOREKEEPING

---



# PEOPLE ALL WANT TO KNOW . . .

- How do I win?
- Must be no way to win
  - Why try?
  - Quit !!!
- If they quit and leave: vacancy, turnover, opportunity
- When they quit and stay: virus



# PEOPLE ALL WANT TO KNOW...

Everyday, everybody  
needs to know whether  
they are winning or  
losing

“If you can’t measure it, you  
can’t manage it.”

- George Odiorne -



# WHAT'S BEING SAID

“When performance is measured,  
performance improves.

When performance is measured, and  
reported back; the rate of improvement  
accelerates.”

- Thomas S. Monson -



# SCOREKEEPING

The primary reason for scorekeeping, is to determine: when, how much, and what type of feedback is appropriate.



# SCOREKEEPING

Appropriate feedback is  
either:

---

WOW

HOW



# SCOREKEEPING

- Objective
- Self-administered
  - Peer audited
- Dynamic
  - Players know the score during the game so they can change their behavior, to win, before time runs out



# SCOREKEEPING

**CPP**

**PPP**

**AS**

**Current  
Personal  
Performance**

**Past  
Personal  
Performance**

**Accepted  
Standard**

# More like Ice Hockey or ..... Figure Skating?



# GOAL SETTING

---





# GOAL SETTING

Scorekeeping must precede goal setting if we want to get buy-in.



# GOAL SETTING

In recreation the goals are known, and understood, by all of the players before play begins.



# GOAL SETTING

In the absence of clearly defined goals, we are forced to concentrate on activity and ultimately become enslaved by it.



# GOAL SETTING

- When we change our behavior to meet our goals, that is called accomplishment.
- However, when we change our goals to accept our behavior, that is called rationalization.

# CONSISTENT COACHING

---





# CONSISTENT COACHING

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



# CONSISTENT COACHING

Consistency is the most  
desired attribute in a  
coach.

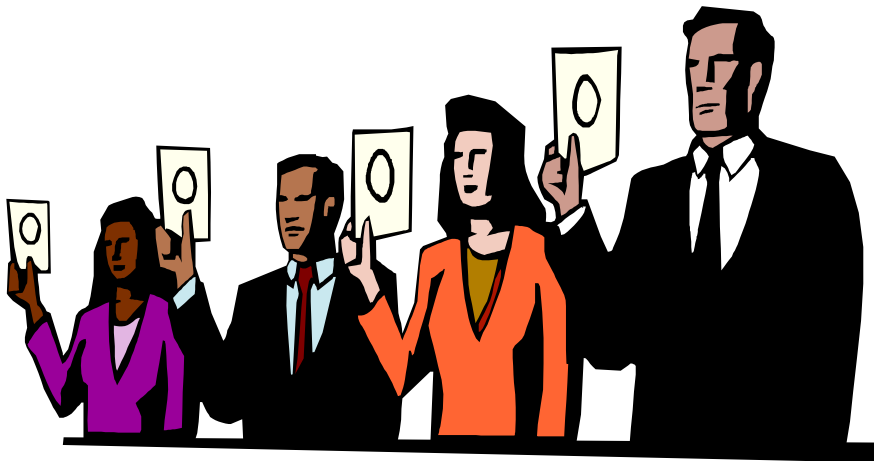


# CONSISTENT COACHING

I accept the platinum pledge  
of coaching.

I will coach my team better  
than I am being coached.

# PEOPLE TRADE THEIR PERFORMANCE FOR



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

“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*

# CONSISTENT COACHING



“We will do what we do so well; that the people who see it, will want to see it again, and bring their friends.”

-Walt Disney-

# PERSONAL CHOICE

---



Have To



(-)

Victim

Work



# PERSONAL CHOICE

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 “, indicate **BOOK** on the card.

# The GAME of WORK

---

*Presented By*  
*Chuck Coonradt*

STEAMBOAT ECONOMIC SUMMIT | May 20, 2010

