

BASICS OF COACHING

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A. LEADING AND COACHING

a. DEFINITION

- i. Leadership Definition: Leadership is influencing people – by providing purpose, direction and motivation – while operating to accomplish the missing and improving the organization.

b. DO RIGHT RULES

- i. Relentlessly pursue excellence
- ii. Respect yourself and others
- iii. Take full responsibility
- iv. Faithfully serve your neighbor
- v. Develop and demonstrate loyalty
- vi. Put the team before yourself
- vii. Discipline yourself so no one else has to
- viii. Make hard work your passion
- ix. Be a competitor
- x. Learn to be a great communicator
- xi. Make winning an attitude
- xii. Handle success like you handle failure

c. LDRSHIP

- i. Loyalty, Duty, Respect, Selfless service, Honor, Integrity and Personal courage.

d. KEY COMPONENTS OF LEADERSHIP – Army

- i. Be – honest, competent, forward-looking and inspiring
- ii. Know – interpersonal skills, conceptual skills, technical skills, and tactical skills
- iii. Do – Leaders act by influencing, operating and improving.

e. QUALITIES OF A GOOD LEADER

- i. Lead rather than tell (show the whys)
- ii. An inspiring vision to transmit to our players.
- iii. The communication skills to get people to work together to achieve the vision.
- iv. A willingness to lead.
- v. Use plural pronouns – our, we, and us.

f. EXPECTATIONS OF LEADERS

- i. Be committed to excellence
- ii. Be positive
- iii. Be prepared
- iv. Pay attention to detail – do the corners
- v. Be organized
- vi. Be flexible
- vii. Be ethical
- viii. Emphasize sportsmanship
- ix. Follow the smoke – seek the right information

g. TEACHING

- i. You hear, you forget. You see, you remember. You do, you understand.
- ii. Remember the two most powerful words in response to general charges:
Be specific.
- iii. Five laws of learning
 1. Explain what you want
 2. Demonstrate for the learner
 3. Student demonstrates
 4. Correct demonstration
 5. Repetition is lord and master

h. THREE WAYS TO MOTIVATE

- i. Flatter me, and I may not believe you. Criticize me, and I may not like you. Ignore me, and I may not forgive you. Encourage me, and I will not forget you. William Arthur Ward
- ii. Leaders listen. Leaders don't criticize every mistake. They let people learn from their mistake.
 1. By fear and coercion
 2. By incentives
 3. By persuasion and inspiration → ONLY LOVE LASTS

i. DISCIPLINE

- i. You can't lower your standards during hard times, you must raise them.
- ii. You can't talk about sacrifice without mentioning discipline.
- iii. Discipline is not what you do to yourself, it is what you do for yourself.
- iv. A coach doesn't punish the players, the players choose the punishment as a result of their actions.
- v. You can treat people differently as long as you treat them fairly.

- vi. Discipline is doing what you are supposed to do in the best possible manner at the time you are supposed to do it.
- vii. Sometimes a leader has to draw a line in the sand.
- viii. Sometimes people have to move on, despite your best efforts.
- ix. Be willing to walk away from the table.
- x. There will be times when you have to say no even though it will injure someone's feelings.

j. GENERAL THOUGHTS

- i. It's important that people know what you stand for. It's equally important that they know what you won't stand for.
- ii. Put people first
- iii. As a coach, you must be visible and approachable. You have to be "out there." A coach who is visible, honest, and understanding encourages his people to communicate back.
- iv. Coaching is first and foremost a teaching function. Are you teaching the right thing?
- v. The great leader is not the one in the spotlight. He's the one leading the applause.
- vi. A coach who is visible, honest, and understanding encourages his people to communicate back.
- vii. Authority and credible leadership are not the same thing.
- viii. As a leader, you must lead the WHOLE person.
- ix. Rather than seeking success, a leader should seek to deserve success.
- x. Love your people more than the position you hold.
- xi. Distill all the tasks a coach must perform, all the things they must teach and instill within the team down to bedrock, and you will be left with this: confidence and self-esteem.
- xii. Teach the fundamentals
- xiii. Innovate as necessary

B. VISION

a. REGARDING YOUR VISION?

- i. Can you taste it?
- ii. Can you touch it?
- iii. Can you smell it?
- iv. Can you see it?
 - 1. You can seize only what you can see.

b. KEY STEPS

- i. Set priorities for the achievement of that vision.
- ii. Enforce priorities for the achievement of that vision.
- iii. Implement the “theory of the next step.”

c. GENERAL THOUGHTS

- i. Good coaches have a clear, precise vision of what they want for their team. This picture of excellence, this vision, is the essence of coaching.
- ii. Leaders make sure people not only see the vision, they live and breathe it.
- iii. Winning teams believe in their vision, they take ownership of their vision. Their vision is their reality.
- iv. Without goals, dreams, a vision—today will look the same as yesterday and tomorrow will.
- v. Winning teams are goal oriented
- vi. Create visions, not dreams.
- vii. See victory in your mind.
- viii. Imagine what it will like when you reach your dream?
- ix. Run to Win!
- x. Dare to make your own miracles.

C. KEY TRAITS

a. SUCCESSFUL TEAMS HAVE FIVE DISTINCT CHARACTERISTICS

- i. The team collectively determines what end result it wants to achieve and how it will achieve it.
- ii. Team members understand how accomplishing the team’s goals will help them achieve their individual goals (each individual understands “what’s in it for me”).
- iii. Team members see how their individual efforts contribute to the overall success of the team and accept personal accountability for the success of the team.
- iv. The team is mentally tough, able to rise each time it falls.
- v. The team makes its vision an absolute part of its believe system.

b. WHAT DO GOOD TEAMS DO?

- i. Put the good of the team first.
- ii. Work together to accomplish the goals of the team.
- iii. Execute tasks thoroughly and quickly.

- iv. Meet or exceed standards.
- v. Thrive on demanding challenges.
- vi. Learn from the experiences and are proud of their accomplishments.
- vii. Discipline – bringing pride to the team.

c. FIVE QUALITIES – Coach K

- i. Communication, Trust, Collective Responsibility, Caring and Pride

d. COMMUNICATION

i. Keys

- 1. Good ideas don't sell themselves.
- 2. Everything you do as a coach is a form of communication. People never take their eyes off of you.
- 3. It's not so much what you say, it's how you say it that matters.
- 4. The strong leader who is secure enough to give simple instructions and trust his followers' abilities to implement them will almost always come out ahead. RESIST the urge to over-lead.

ii. When does it take place?

- 1. Hear or see what you have to say.
- 2. Understand it.
- 3. Believe it.
- 4. Believe you mean it.
- 5. Remember it.
- 6. Internalize it.
- 7. And begin to use it themselves.

iii. Qualities of a good listener

- 1. Take an active interest in the other person.
- 2. Suspend judgment until all the facts are known.
- 3. Listen with a "third ear" to discover what the person wants but doesn't or can't say.

e. CARING

- i. Leaders forge relationships with people that allow for clear communication of goals, priorities and expectations.

f. TRUST

- i. Trust is the only thing that makes leadership possible.
- ii. You can't create trust – it comes from your people, not you.

g. CHARACTER

- i. Before we can do, we must be.

- ii. Humility, hard work, honesty, integrity, personal appearance and conduct.
- iii. Integrity is nothing more than doing the right thing no matter who's watching you
- iv. The leader as servant.
- v. Equality and compassion for all.
- vi. Convictions above convenience.
- vii. Recruiting character.

h. GOOD HABITS

- i. We are what we repeatedly do. Excellence then is not an act, but a habit.
- ii. Good habits make success second nature.
- iii. Do your homework because your competitor is.
- iv. Don't put things off. Do the unpleasant things first.
- v. Creating time for preparation and organization is the real key to organizational efficiency. By planning ahead and allowing yourself time to be prepared, you will avert many crises that often come with management.
- vi. Fundamentals are the small things essential to your success.
- vii. WIN—What's Important Now

i. GENERAL THOUGHTS

- i. The absolute number one characteristic of a winning team or organization is mental toughness, mental discipline—the ability to hold on to what you want, your goals, your vision, in the face of setbacks and adversity.
- ii. Three key questions: Can I trust you? Are you committed to excellence? Do you care about me?
- iii. Don't waste energy on the unknowns – worry about what you can control.
- iv. Instill pride
- v. Autograph your performance
- vi. Do the corners
- vii. Lack of inspection leads to mediocrity.
- viii. Know your weakness.
- ix. Leaders guide people's efforts towards a common goal.
- x. Keep probing, questioning and discovering.

D. TEAMWORK

a. KEYS

- i. People support what they help create
- ii. The secret is to work less as individuals and more as a team.
- iii. Teamwork is what the Green Bay Packers were all about. They didn't do it for individual glory. They did it because they loved one another. Vince Lombardi

b. REQUIREMENTS FOR SUCCESSFUL TEAMWORK

- i. Trust – product of competence
- ii. Communication – share information and value opinions
- iii. Loyalty
- iv. Selfless service – giving of oneself for team success
- v. Respect

c. MAGIC - Make a greater individual commitment.

d. GENERAL THOUGHTS

- i. Everyone wants to talk about their rights and privileges....what about their obligations and responsibilities?
- ii. We become them or they become us. You conform to the program. The program doesn't conform to you.
- iii. People acting together as a group can accomplish things which no individual acting alone could ever hope to bring about. Franklin D. Roosevelt
- iv. Who are you to jeopardize everybody's chance at success?
- v. You can get everything in life you want, if you help enough other people get what they want. Zig Ziglar
- vi. The achievements of an organization are the results of the combined effort of each individual. Vince Lombardi

E. ATTITUDE

a. WHAT IS IT?

- i. A winning attitude is developed when a coach creates trust, respect, and commitment within the program and MODELS those same traits daily.
- ii. Winning attitude is about standards of excellence – being the best you can be and doing the best you can are constants.
- iii. You don't win on reputation.

- iv. Optimism transforms attitudes and beliefs.

b. TRADITION & CULTURE

- i. Good coaches transform this winning attitude into a winning tradition.
When new people join the team, the veterans, the old hands, pass the winning attitude on to the new arrivals. "This is how we do things - around here we expect to win." With a winning tradition, you don't succeed just this year, you don't win once in awhile. With a winning tradition, you win time after time, year after year after year.
- ii. Celebrate tradition – tradition never graduates.
- iii. Tradition helps motivate people to come back.
- iv. Honor the seniors in your organization.
- v. Once tradition is in place, confidence, excellence, unity and pride will grow.
- vi. Leaders leverage their organizations traditions, culture and values to unify people in a common cause.

c. GENERAL THOUGHTS

- i. Winning attitude has to be learned. Who teaches it?
- ii. Before you utter a word, the team sees your face, the look in your eyes, even your walk. SHOW THE FACE YOUR TEAM NEEDS TO SEE.
- iii. Obstacles are things a person sees when he takes his eyes off his goals.
- iv. If you only look at what is, you might never attain what could be.
Anonymous
- v. We have forty million reasons...but not a single excuse. Rudyard Kipling
- vi. Once you learn to quit, it becomes a habit. Vince Lombardi
- vii. If you'll not settle for anything less than your best, you will be amazed at what you can accomplish in your lives. Vince Lombardi
- viii. The greatest discovery of my generation is that a human being can alter his life by altering his attitude. William James

F. CHANGE

a. KEY TO EFFECTIVE CHANGE

- i. Give people a "why."
- ii. The imagination to innovate
- iii. The professionalism to perform
- iv. The openness to collaborate

b. POOR REASONS NOT TO CHANGE

- i. We've always done it that way before.
- ii. We tried that before, it won't work.
- iii. It will take ten years to do that, and besides they'll never let us.
- iv. I'm too young, too old, or lack the training or education.

c. GENERAL THOUGHTS

- i. The key to an program's long-term success is its ability to change when necessary to keep itself competitive.
- ii. Leaders must master both innovation and change to be effective. The first is a powerful driver of growth, the second is essential to an organization's survival.
- iii. Understand that change is constant.
- iv. Don't be afraid to change your mind if a bad decision or unfair action has been made.
- v. You must innovate to survive change.
- vi. Innovation is a choice while change is an imperative.

G. SUCCESS & FAILURE

a. SURVIVING SUCCESS

- i. Reach beyond your grasp. Your goals should be grand enough to get the best of you.
- ii. You measure your performance against your ability...not by comparing your performance with others.
- iii. The trick isn't becoming successful – it's becoming more successful each day.
- iv. What have you done for me lately?
- v. Don't forget what you did right.
- vi. Break it! The great ones are always fixing what they do. Keep being creative.
- vii. Believe you can win it all but don't assume you will
- viii. Hunger for excellence, not success. Don't let anyone define excellence for you.

b. OVERCOMING FAILURE

i. MAKE FAILURE YOUR FRIEND

- 1. When faced with failure, recognize it, admit it, learn from it, forget it.
- 2. To overcome a problem – OBSERVE, ORIENT, DECIDE, ACT
- 3. Do not fear failure – everyone makes mistakes.

4. There is no such thing as 'mistake-free' life. The important thing to do is to learn from your mistakes.
5. Do not allow negativity to foster.
6. The ability to carry on during adversity showcases critical leadership traits.

c. GENERAL THOUGHTS

1. Get your mind and body ready for success.
2. Eliminate the word quit from your vocabulary.
3. Continue to have faith in your vision.
4. It's easy to have faith in yourself and have discipline when you're a winner, when you're number one. What you've got to have is faith and discipline when you're not yet a winner. Vince Lombardi
5. The test of success is not what you do when you are on top. Success is how high you bounce when you hit bottom. Gen. George Patton
6. You can't taste victory without risking defeat.
7. Never forget a defeat, it can be the key to victory.
8. One should not dwell on misfortune or mistakes where nothing can be done to rectify the situation.

