

An Overview has been created to make things easier to prepare for facilitation of the Put Me In, Coach course. Keep in mind that Learning Curve Consultants® is merely providing suggestions to help ensure maximum impact on your participants.

## Section 1: About the Guide

In this section, we walk you through different components to the guide, as well as provide you with documentation that can be useful to you as you prepare for it.

- > *Facilitation Checklist* – designed to help you prior to (and the day of) the session; highlights key elements of communication, as well as materials and room set-up.
- > *Facilitator “How To”* – walks through the layout of the facilitator guide to familiarize you with the different components.
- > *Facilitator Roadmap (2-Day)* – provides you with topics, timing and reference information; comments (instructions) are included where needed.
- > *Facilitator Roadmap (1-Day)* – alternate timing provided for those who cannot allocate the full two days to *Put Me In, Coach*.
- > *Email Templates* – provided to assist you with communication to participants prior to the session.

## Section 2: Dodgeball Activities & Handouts

Dodgeball is the underlying experiential (ongoing) competition which runs throughout the course. There are several documents crucial to facilitating each activity to this competition. In this section, we provide you with the documents to be used.

- > *Point Breakdown (Rubric)* – walks you through what point values to allocate to each activity within the competition. We recommend that you document scores for each team as you go while their performance is “fresh” on your mind. Team with the highest point value at the end wins.
- > *Dodgeball Cities Overview* – provides overviews of the four cities (Alpharetta, Kennesaw, Marietta, Roswell) for the initial visioning (team charter) activity; you may want to replace these city descriptions with descriptions of cities that are aligned with your organization’s locations.
- > *Dodgeball Player Overviews* – provides detailed descriptions of each dodgeball player (Coaching and Decision-Making Styles and summary descriptions); to be used after the draft activity (appropriate mix of styles) and the coaching activity (appropriate identification of styles for those players highlighted for coaching/mentoring) to determine how each team did.

## Section 3: About the Guide

There are additional documents which Learning Curve Consultants® recommends you use to ensure successful facilitation.

- > *Course Evaluation* – provides targeted questions to capture participant feedback; if your organization uses its own evaluation, this is not needed.
- > *Roster Sign-in Sheet* – we recommend capturing participant details for each session; this will ensure they get credit for completion (should you track it on your Learning Management System).
- > *White Paper* – to be distributed to participants prior to their attendance as part of their pre-work.
- > *Put Me In, Coach 2-Day Agenda* – optional document to distribute to participants at the beginning of class.
- > *Put Me In, Coach 1-Day Agenda* – alternative document if you are rolling out the 1-Day version.
- > *Coaching Profiles* – nine profiles are provided for review and discussion after the completion of the BEST<sup>2</sup> Assessment™ review; our suggestion is to print 2 copies of each and distribute one or two profiles to each group/table. Ask participants to review and determine the Coaching and Decision-Making Styles of the individual in question. Foster a brief discussion to uncover the why.

## Table of Contents

### **Section 1: About the Guide**

Facilitation Checklist . . . . .	FAC-1
Facilitator Guide “How To” (Understanding the Format/Layout). . . . .	FAC-2
Facilitation Roadmap (2-Day). . . . .	FAC-3
Facilitation Roadmap (1-Day). . . . .	FAC-8
Email Templates. . . . .	FAC-13

### **Section 2: Dodgeball Activities/Handouts**

Point Breakdown (Rubric). . . . .	FAC-15
Dodgeball Cities Overview . . . . .	FAC-16
Dodgeball Player Overviews. . . . .	FAC-20

### **Section 3: Additional Handouts (to be duplicated for teams ahead of training)**

Course Evaluation. . . . .	FAC-22
Roster Sign-in Sheet . . . . .	FAC-23
White Paper: Five Traits of a Successful Head Coach . . . . .	FAC-24
Put Me In, Coach Two-Day Agenda. . . . .	FAC-29
Put Me In, Coach One-Day Agenda. . . . .	FAC-30
Coaching Profiles (9 pages) . . . . .	FAC-31

- > Print 2 copies of each Profile (1 set of Profiles per table) before the session



Visit [www.putmeincoach.solutions](http://www.putmeincoach.solutions) for high-res activity pages and handouts for your upcoming class.



# Section 1

About the Guide

### Three (3) Weeks Prior to Session

1. Send out BEST<sup>2</sup> Assessment™ link to all enrolled participants with instructions for completing (see our sample email template)
2. Obtain and print PDF of each participant's BEST<sup>2</sup> Assessment™ results
3. Secure/Organize Participant Materials – 1 per participant
  - Put Me In, Coach Participant Manual
  - BEST<sup>2</sup> Assessment™ Customized Report
  - Put Me In, Coach Anti-Stress Ball
  - “Game Day Ticket” (Job Aid) with Lanyard and Clear Casing
  - Name Tent
  - Pen (optional)
  - Note Pad (optional)
  - Tshirt (optional)

### Two (2) Weeks Prior to Session

1. Send out Key Coaching Traits Whitepaper along with training details/logistics; in same email, encourage participants to bring to the class a) development plans, b) coaching logs, c) vision, mission and/or purpose statements (and any other documentation you believe will support the session and action planning post-training)(see our sample email template)
2. Send Outlook appointment (if appropriate) to each participant that confirms session details, logistics and expectations

**\*NOTE:**

If there are any additional pre-reads you believe are important to setting up the training, include them in this second email communication.

### Prior to Training (Night Before or Morning Of)

1. Set up tables “Pod Style” (4-5 seats per pod)
  - Lay out Participant Materials and Anti-stress Balls at each spot
  - Hold on to Lanyards with Game Day Tickets and TShirts (if applicable)
2. Hook up computer to Projector and display PowerPoint
3. Display X&O Model™ and SCORE to Win Coaching Framework™ posters
4. Print Roster Sign-in Sheet and Course Evaluations
5. Send Put Me In, Coach Toolkit PDF to each participant (evening of day 1)

Post Training: Submit participant names/email addresses to [subscribe@lc-consultants.com](mailto:subscribe@lc-consultants.com) so they can be added to monthly newsletter distribution.

Facilitation details (completion time, slides, activities)

Page specifics (number and title)

PAGE 2: WHAT DRIVES YOU TO SUCCEED?

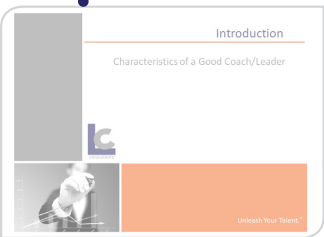
THIS PAGE

- > Estimated Completion Time: 10 Minutes
- > PowerPoint Slides: 8-9
- Flip Charts: Activity Responses (slide 9 and participant page 2)

Icons are used for specific activities

Slide visual

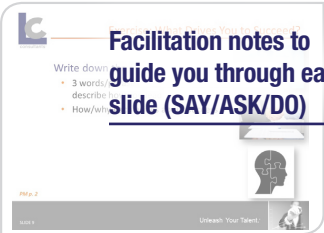
PowerPoint slide number and description



Slide 8: Characteristics of a Good Leader (< 1 min)

SAY: "Let's take a closer look at what makes a great leader. Turn in your books to page 2."

Facilitation notes to guide you through each slide (SAY/ASK/DO)



Slide 9: What Drives you to Succeed? (9.5 min)

DO: Allow participants to spend 2-3 minutes jotting down key words and phrases that describe their leadership style. If participants are new to managing people, ask them to think about what they plan to focus on to be successful.

Flipchart responses (key words and phrases). Post in the room somewhere where you can revisit it later.

Transition box used to help segue from one page/topic to another

TRANSITION

SAY: "Now that we have established what success looks like from a leadership standpoint, let's take a closer look at why successful sports coaches provide a blueprint for corporate leadership best practices. Turn in your books to page 3."

Facilitation Guide page number; each page coincides with the participant page to the right



## Welcome and Introduction (65 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Welcome & Introductions	18 min	Important Notice	1-2	<ul style="list-style-type: none"> <li>&gt; Pass out printed agenda if you created one.</li> <li>&gt; Distribute white paper to those who had not read it.</li> </ul>
About the Facilitator	2 min	Important Notice	3	You will need to customize this slide.
About this Program	1 min	1	4	Make sure purpose and objectives mirror those of the key stakeholders.
Icebreaker	24 min	1	5-7	Have participants work in teams (table groups).
Characteristics of a Good Leader	10 min	2	8-9	Flipchart “What” (words that describe leadership traits) and “How/Why” (How they bring about success).
About this Course	2 min	3	10	Pick out elements from the page that you relate to the most.
Course Objectives	3 min	4	11-12	If your organization has created custom objectives, share them here.
Sports vs Real World (Comparisons)	5 min	5	13-15	<ul style="list-style-type: none"> <li>&gt; Consider highlighting sports analogies used within your organization.</li> <li>&gt; Think about facilitating the optional activity if you have a few extra minutes.</li> </ul>

## Module 1: Understanding Self (145 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Best Boss Activity	8 min	7	18	<ul style="list-style-type: none"> <li>&gt; Flipchart responses and set aside for later in the program.</li> <li>&gt; Point out “Instant Replay” feature in manual and how to leverage.</li> </ul>
Defining Leadership	7 min	7	19	Flipchart definitions of leadership and success.
Building Blocks	2 min	8	20	Consider highlighting relevant company initiatives.
Provide BEST <sup>2</sup> Assessment™ Overview	5 min	3 (BEST Report)	21	Hand out printed BEST <sup>2</sup> Assessments™ to each participant.
Walk through Coaching Styles (Blazing and Energizing)	5 min	7 (BEST Report)	22-23	N/A
Walk through Coaching Styles (Supportive and Thorough)	5 min	8 (BEST Report)	24-25	N/A
Review Participants’ Coaching Style	10 min	4 (BEST Report)	26	Encourage participants to review styles and mark up.
Coaching Style Activity/ Discussion	35 min	9	27-28	<ul style="list-style-type: none"> <li>&gt; Have the groups document information on a Flip Chart.</li> <li>&gt; Use Coaching Styles Recap if/as needed (after BEST-5).</li> </ul>
Walk through Decision-Making Styles	10 min	11 (BEST Report)	29-32	N/A
Review Participants’ Decision-Making Style	10 min	5 (BEST Report)	33	N/A
Decision-Making Style Activity/Discussion	35 min	9	34-35	<ul style="list-style-type: none"> <li>&gt; Encourage participants to review their style and mark up.</li> <li>&gt; Hand out BEST job aids.</li> </ul>
Coaching Profile Activity	10 min	Profile Handouts	36	Distribute Coaching Profile Handouts (1 set per table).
Introduce X&O Model	3 min	11	37	Hand out Five Traits White Paper to those who have not read it yet.
LUNCH BREAK (45-60 min)				



## Module 2: Articulate a Clear Vision of Success (DAY 1 - 110 Minutes; DAY 2 - 75 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Transition to Module 2	1 min	M-II	38	N/A
Read "Bear" Bryant Quote	2 min	M-II	39	N/A
Set Up Dodgeball Exercise	2 min	13	40	Make sure each team has representation from most (if not all) styles.
Assign Teams and Expectations	3 min	13	41	<ul style="list-style-type: none"> <li>&gt; Hand out city descriptions.</li> <li>&gt; Hand out rubric showing how they will be graded.</li> </ul>
Allow Participants to Complete Charters	40 min	14-16	42	Check on each group frequently.
Team Report Out	10 min	16	42	<ul style="list-style-type: none"> <li>&gt; Each team should be sharing their flip chart.</li> <li>&gt; Use rubric to evaluate each team.</li> </ul>
Discuss Keys to Setting the Tone	5 min	17	43	Hand out copies of company vision, mission, purpose for next page.
Define your Mission	12 min	18	44	Review company Mission.
Define your Vision	13 min	18	45	Review company Vision and Purpose.
Discuss SWOT Analysis	5 min	19	46	Working through SWOT Analysis is optional (if time allows).
Provide Goal Setting Tips	5 min	20	47	Share organization-wide performance management initiatives as appropriate.
Highlight PLAY BALL Goal Setting Tips	2 min	21	N/A	N/A
Introduce Four Quarter Planning	9 min	22-23	48-49	N/A
Wrap Up Day 1	1 min	N/A	N/A	<ul style="list-style-type: none"> <li>&gt; Explain where you will pick up tomorrow.</li> <li>&gt; Send out PMIC Toolkit after class.</li> </ul>
END OF DAY ONE				
BEGIN DAY TWO				
Recap of Day 1	5 min	24A	50	N/A
Dodgeball Training Video	2 min	24B	51	Click images on the slide to show videos.
Four Quarter Planning (Dodgeball Team)	28 min	24B	52	Use Rubric to assess each team's plan.
Four Quarter Planning (Your Team)	37 min	25	53-54	Pair up those in the session who are on the same team (as appropriate).
Trait #1 Action Planning	3 min	25	55	Ensure everyone has a grasp of Trait #1 before proceeding.

### Module 3: Assess, Develop and Manage Your Talent (178 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Introduce Module 3	1 min	M-III	56	N/A
Read Nick Saban Quote	1 min	M-III	57	N/A
Read Dawn Staley Quote	1 min	M-III	58	N/A
Introduce Dodgeball Draft	3 min	27	59	Hand out 24 dodgeball cards to each person.
Walk through Draft Rules	2 min	27	60	Determine number of players to be selected per team based on class size.
Allow teams to Prep	20 min	27	60	Allow the GM of each team to draw numbers out of a bowl for draft order.
Conduct Draft	10 min	27	60	<ul style="list-style-type: none"> <li>&gt; Flipchart slots for each team and record selections.</li> <li>&gt; Remember to allow for trade discussions in middle and end of draft.</li> </ul>
Assess Team Effectiveness	20 min	28	61	Split participants into 4 groups. We suggest different groups from Dodgeball teams. Assign each group one category to discuss.
Assess Your Team's Talent	5 min	29	62	Point out any organizational tools/resources that may be beneficial.
Assess Competency and Performance Gaps	15 min	30	63	Optional Activity
Discuss Day-to-Day Assessment	8 min	31	64	Highlight relevant organizational initiatives.
Discuss Performance Management Tips	2 min	31	65	Consider customizing PowerPoint slide.
Introduce SCORE to Win Framework	5 min	32	66	Hand out Game Day Ticket job aid (lanyard).
Apply Coaching Framework to your Dodgeball Team	35 min	33	67	Use Player Overview document and rubric to evaluate performance.
Apply Framework to Direct Report	20 min	34	68	Conduct this activity OR the one on page 36.
Apply Framework to a Situation	20 min	36	69	This is Option B.
Discuss Keys to Managing Consistently	4 min	35	70-71	Flipchart how to ensure consistency (if desired).
Trait #2 Action Planning	16 min	35	72	Make it an active discussion.

## Module 4: Plan for Long-Term Success (103 minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Introduce Module 4	5 min	M-IVA	73-74	N/A
Read Trait #4 Quotes	1 min	M-IVB	75	N/A
Discuss Making a Personal Connection	14 min	M-IVB	76	Determine how you want to discuss.
Highlight Keys to Relating to Employees	3 min	37	77	N/A
Read Trait #4 Quotes	1 min	38	78	N/A
Read Trait #4 Quotes	1 min	38	79	N/A
Discuss Setting Stretch Goals	13 min	38	80	N/A
Discuss Applying Stretch Goals	15 min	39	81	Allow participants to work independently and then discuss.
Read Trait #5 Quote	1 min	40	82	N/A
Define Being a Role Model	12 min	40	83	Refer back to “Best Boss” Flip Chart.
Discuss Tips for Being a Role Model	2 min	40	84	N/A
Provide Training Summary	2 min	41	85	Highlight organization-specific items if needed.
Establish an Action Plan	18 min	41	86	Have participants select an accountability partner.
Wrap Up Course	15 min	N/A	N/A	<ul style="list-style-type: none"> <li>&gt; Announce dodgeball team winner and distribute prize (if applicable).</li> <li>&gt; Remind participants about the Toolkit.</li> <li>&gt; Pass out and collect evaluations.</li> <li>&gt; Share your contact information.</li> </ul>

**Welcome and Introduction (55 Minutes)**

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Welcome & Introductions	12 min	Important Notice	1-2	<ul style="list-style-type: none"> <li>&gt; Pass out printed agenda if you created one.</li> <li>&gt; Distribute white paper to those who had not read it.</li> </ul>
About the Facilitator	2 min	Important Notice	3	You may want to customize this slide.
About this Program	1 min	1	4	Make sure purpose and objectives mirror those of the key stakeholders.
Icebreaker	20 min	1	5-7	<p>Have participants work in teams (table groups). Condense activity by having each table select 1 game and describe:</p> <ul style="list-style-type: none"> <li>Why it is a group favorite</li> <li>What they've learned by playing it (strategy and communication)</li> <li>What about it sticks with them (fondest memory)</li> </ul>
Characteristics of a Good Leader	10 min	2	8-9	<ul style="list-style-type: none"> <li>&gt; Participants list words and phrases (2-3 min)</li> <li>&gt; Flipchart responses (7-8 min)</li> </ul>
About this Course	2 min	3	10	Pick out elements from the page that you relate to the most.
Course Objectives	3 min	4	11-12	If your organization has created custom objectives, share them here.
Sports vs Real World (Comparisons)	5 min	5	13-15	<ul style="list-style-type: none"> <li>&gt; Consider highlighting sports analogies used within your organization.</li> <li>&gt; Think about facilitating optional activity if you have a few extra minutes.</li> </ul>

**Module 1: Understanding Self (180 Minutes)**

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Best Boss Activity	10 min	7	18	<ul style="list-style-type: none"> <li>&gt; Flipchart responses and set aside for later in the program.</li> <li>&gt; Point out “Instant Replay” feature in manual and how to leverage.</li> </ul>
Provide BEST2 Assessment™ Overview	5 min	3 (BEST Report)	21	Hand out BEST2 Assessments™ to each participant
Walk through Coaching Styles (Blazing and Energizing)	5 min	7 (BEST Report)	22-23	
Walk through Coaching Styles (Supportive and Thorough)	5 min	8 (BEST Report)	24-25	
Review Participants’ Coaching Style	10 min	4 (BEST Report)	26	Encourage participants to review styles and mark up.
Coaching Style Activity/ Discussion	25 min	9	27-28	<ul style="list-style-type: none"> <li>&gt; Have groups document information on Flip Chart</li> <li>&gt; Using Coaching Styles Recap if/as needed (after BEST-5)</li> </ul>
<b>10 MINUTE BREAK (RECOMMENDED)</b>				
Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Walk through Decision-Making Styles	10 min	11 (BEST Report)	29-32	
Review Participants’ Decision-Making Style	10 min	5 (BEST Report)	33	
Decision-Making Style Activity/Discussion	25 min	9	34-35	<ul style="list-style-type: none"> <li>&gt; Encourage participants to review/highlight their style.</li> <li>&gt; Hand out BEST job aids.</li> </ul>
Coaching Profile Activity	30 min	Profile Handouts	36	Distribute Coaching Profile Handouts (1 per table).
Introduce X&O Model	5 min	11	37	Hand out Five Traits White Paper to those who have not read it yet.
<b>LUNCH BREAK (30 min)</b>				

## Module 2: Articulate a Clear Vision of Success (Part 1: 120 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Transition to Module 2	1 min	M-II	38	N/A
Read “Bear” Bryant Quote	1 min	M-II	39	N/A
Set Up Dodgeball Exercise	1 min	13	40	Make sure each team has representation from most (if not all) styles.
Assign Teams and Expectations	1 min	13	41	<ul style="list-style-type: none"> <li>&gt; Hand out city descriptions.</li> <li>&gt; Share rubric showing how they will be graded.</li> </ul>
Allow Participants to Complete Charters	21 min	14-16	42	Check on each group frequently.
Team Report Out	10 min	16	42	Each team should be sharing their flip chart.
Discuss Keys to Setting the Tone	5 min	17	43	Hand out copies of company vision, mission, purpose for next page.
Define your Mission	7 min	18	44	Align to goal setting/planning.
Define your Vision	8 min	18	45	Align to vision and purpose to goal setting/planning.
Discuss SWOT Analysis	1 min	19	46	Reference importance of conducting SWOT.
Provide Goal Setting Tips	2 min	20	47	Share organization-wide performance management initiatives as appropriate.
Highlight PLAY BALL Goal Setting Tips	2 min	21	N/A	N/A
Introduce Four Quarter Planning	2 min	22-23	48-49	N/A
Dodgeball Training Video	2 min	24B	51	Click images on the slide to show videos.
Four Quarter Planning (Dodgeball Team)	23 min	24B	52	Use Rubric to assess each team’s plan.
Four Quarter Planning (Your Team)	20 min	25	53-54	Pair up those in the session who are on the same team (as appropriate).
Trait #1 Action Planning	3 min	25	55	Make it an active discussion.
10 MINUTE BREAK (RECOMMENDED)				

### Module 3: Assess, Develop and Manage Your Talent (75 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Introduce Module 3	1 min	M-III	56	N/A
Read Nick Saban Quote	30 sec	M-III	57	N/A
Read Dawn Staley Quote	30 sec	M-III	58	N/A
Introduce Dodgeball Draft	2 min	27	59	Hand out 24 cards to each person.
Walk through Draft Rules	1 min	27	60	Determine number of players per team based on class size.
Allow teams to Prep	15 min	27	60	Allow the GM of each team to draw numbers out of a bowl for draft order.
Conduct Draft	9 min	27	60	<ul style="list-style-type: none"> <li>&gt; Flipchart slots for each team and record selections.</li> <li>&gt; Remember to allow for trade discussions in middle and end.</li> </ul>
Assess Team Effectiveness	17 min	28	61	<ul style="list-style-type: none"> <li>&gt; Split participants into 4 groups. We suggest different groups from Dodgeball teams.</li> <li>&gt; Assign each group one category to discuss.</li> </ul>
Assess Your Team's Talent	2 min	29	62	Point out any organizational tools/resources that may be beneficial.
Introduce SCORE to Win Framework	2 min	32	66	Hand out Game Day Ticket job aid (lanyard).
Apply Coaching Framework to your Dodgeball Team	15 min	33	67	Use Player Overview document and rubric to evaluate performance.
Apply Framework to Direct Report/Situation	7 min	34/36	68	Conduct this activity OR the one on page 36.
Discuss Keys to Managing Consistently	1 min	35	70-71	Flipchart how to ensure consistently if desired.
Trait #2 Action Planning	2 min	35	72	Make it an active discussion.

## Module 4: Plan for Long-Term Success (103 minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
10 MINUTE BREAK (RECOMMENDED)				
Introduce Module 4	30 sec	M-IVA	73-74	N/A
Read Wood Quote for Trait #4	30 sec	M-IVB	75	N/A
Highlight Keys to Relating to Employees	1 min	37	77	N/A
Read Trait #4 Quotes	30 sec	38	78	N/A
Read Trait #4 Quotes	30 sec	38	79	N/A
Discuss Setting Stretch Goals	1 min	38	80	N/A
Read Trait #5 Quote	30 sec	40	82	N/A
Highlight Being a Role Model	90 sec	40	83	Refer back to “Best Boss” Flip Chart.
Discuss/Share Best Practices (Traits 3-5)	15 min	37/39/40	N/A	<ul style="list-style-type: none"> <li>&gt; Assign each group 1 Trait (3, 4 or 5) to discuss.</li> <li>&gt; Report out best practices and “ah ha’s” for each.</li> </ul>
Provide Training Summary	1 min	41	85	Highlight organization-specific items if needed.
Establish an Action Plan	6 min	41	86	Have participants select an accountability partner.
Wrap Up Course	12 min	N/A	N/A	<ul style="list-style-type: none"> <li>&gt; Announce dodgeball team winner and distribute prize (if applicable).</li> <li>&gt; Remind participants about the Toolkit.</li> <li>&gt; Pass out and collect evaluations.</li> <li>&gt; Share your contact information.</li> </ul>



## Email Template - To be sent 3 weeks out

Looking forward to seeing everyone at the upcoming Put Me In, Coach session *drop in dates here*.

We've got a great group from across the organization attending. It will be a great opportunity for everyone to learn from one another and compare best practices.

In preparation for the session, I wanted to share the following:

### **Session Details/Timing:**

*We suggest including the following...*

Appropriate dress/attire

Training times

Whether breakfast/lunch will be served

Guest speakers that will attend (if any)

### **Directions to training facility:**

*If necessary...*

### **Pre-work TO COMPLETE BEFORE CLASS:**

Please read the attached white paper, *Key Coaching Traits*, before the session. It will serve as the foundation of what we will be covering over the two days.

In addition, attached is an overview of the agenda *[you need to pull this from your facilitation kit]*. This will give you a feel for what we will be covering.

Please use this [link](#) to access and complete the BEST<sup>2</sup> Assessment™. Please complete Assessment by *enter date here* so we can have printed and ready for you at class.

### **What to bring with you:**

1. Copy of your company's vision, mission and purpose. If your team or department has them as well, bring those, too.
2. Competencies either for a job/person you work closely with or for someone you manage. If you don't have competencies, a job description/profile will do.
3. Information about a coaching opportunity/challenge you are currently tackling (or need to tackle).
4. Copy of your company's professional development plan.
5. Details about how you (or those in your organization) manage/evaluate performance, write objectives and give feedback.

If you have any questions, feel free to email me at *insert your email address and phone number (or extension)*. See you *write in date of training!*



**BEST2 Assessment™ URL:** <http://lc-consultants.com/lcc.php>

## Email Template - To be sent 2-3 days prior

Dear participants –

Please respond to this email confirming the following:

1. You will be at the workshop **[include date and arrival time]**
2. You know where you are going **[provide location]**
3. You will have read the white paper before arriving (I can resend if needed)
4. You will bring the requested company-specific information with you (let me know if you need that information)
5. You are ready to have fun!

In addition, you may want to view the 90-second teaser **[include url to animation]** of the Put Me In, Coach course which gives you a glimpse into the upcoming experience. Take a look at your convenience.

See everyone **provide reminder of the date/time!**



**Put Me In, Coach Animation:** [http://lc-consultants.com/wp-content/uploads/2016/11/PMIC\\_Animation.mp4](http://lc-consultants.com/wp-content/uploads/2016/11/PMIC_Animation.mp4)



## Section 2

Dodgeball Activities & Handouts

## Module 1

Category	Description	Point Total	AI	Kn	Ma	Ro
Team Charter (Vision/Mission/Goals)	<ul style="list-style-type: none"> <li>• Clear – explains why, how, what</li> <li>• Differentiates from competition; connects to City</li> </ul>	10				
Brand/Identity	<ul style="list-style-type: none"> <li>• Name/logo are catchy</li> <li>• Tells story</li> <li>• Attaches to city/culture</li> </ul>	10				
Keys To Team Success & Player Competencies	<ul style="list-style-type: none"> <li>• Clear/aligned</li> <li>• Player competencies matched to leadership</li> </ul>	10				
Operating Plan/Metrics for Success	<ul style="list-style-type: none"> <li>• Budget, finances and projected sources of income aligned with vision/brand</li> </ul>	10				

Category	Description	Point Total	AI	Kn	Ma	Ro
Q1 Planning	Plan for Conditioning and Overall Strategy	5				
Q2 Planning	Pre- and In-Game Adjustments	5				
Q3 Planning	Evaluation of Results (Metrics to Track)	5				
Q4 Planning	Progress/Milestone Report	5				

## Module 2

Category	Description	Point Total	AI	Kn	Ma	Ro
Selection Fit – Personnel Alignment	Alignment of Players with Coach & GM Styles	10				
Selection Fit – Strategic Alignment	Alignment of Players with Original Vision & 4Q Planning	10				
Selection Fit – Mix of Styles	Players represent all 4 styles (B > E > S > T)	10				
Best Application of SCORE Coaching Framework	<ul style="list-style-type: none"> <li>• Selection of Most Challenging Player</li> <li>• Best Use of Model</li> </ul>	10				

**Total Possible Points = 100**

## Alpharetta

**Website:**

[www.alpharetta.ga.us](http://www.alpharetta.ga.us)

**Incorporated Date:**

December 11, 1858

**Population:**

57,551

**Total Area:**

23.0 sq mi

Alpharetta, located in Fulton County, was incorporated December 11, 1858. Years ago, Alpharetta was the county seat of the former Milton County. In 1932, Milton County merged into Fulton County. The city's name is a variation of a fictional Indian girl, Alfarata, in a 19th century song, The Blue Juniata. The name of the city is also believed to have been derived from the first letter of the Greek alphabet.

The Autrey Mill Nature Preserve and Heritage Center is located in Alpharetta. This 46-acre forest has an abundance of animal life and a scenic creek. There are 1.5 miles of walking trails, picnic areas and historic sites for visitors to enjoy. The Environmental Education Center is located in Alpharetta. The Center operates as a community service center providing information on environmental topics and features a library with hundreds of valuable resource materials.

Alpharetta is home to the campus of DeVry Institute of Technology, as well as a campus of Georgia State University.

## Kennesaw

**Website:**

[www.kennesaw-ga.gov](http://www.kennesaw-ga.gov)

**Incorporated Date:**

January 1, 1887

**Population:**

29,783

**Total Area:**

8.5 sq mi

In the 1830s, the railroad building craze hit Cobb County, and as more and more rail workers came to the county, Kennesaw grew up around that industry. Residents later founded the city in 1887.

During the Civil War, Kennesaw served as the staging ground for the Great Locomotive Chase, an event now recounted at the Southern Museum of Civil War and Locomotive History.

**History and culture thrive**

Kennesaw takes great pride in protecting and managing its historical and cultural resources for future generations. Attractions include the Smithsonian affiliated Southern Museum of Civil War and Locomotive History, Smith-Gilbert Gardens, and improved public areas and renovated buildings with delightfully eclectic shops and restaurants.

**Kennesaw delivers on quality of life**

Kennesaw's Parks & Recreation programs, special events and facilities, efficient street and sanitation services, environmental initiatives, and a strong, caring Police Department play central roles in supporting and sustaining our livability and economic vitality.

## **Marietta**

**Website:**

[www.mariettaga.gov](http://www.mariettaga.gov)

**Incorporated Date:**

December 19, 1834

**Population:**

56,579

**Total Area:**

22.0 sq mi

Incorporated on December 19, 1834, Marietta is the Cobb County seat of government. While the origin of the city's name is somewhat a mystery, prevailing wisdom has it that the name remembers Mary Moore, the wife of U.S. Senator and Supreme Court Judge, Thomas Willis Cobb. If this origin is correct, it seems apt, as Judge Cobb is the namesake of the county itself.

When, in 1864, Union General William Tecumseh Sherman marched through Marietta, he spared the city before going to burn Atlanta.

Crowned the 2006 All-America City, Marietta was considered one of the nation's 10 best communities, as reviewed by The National Civic League—the country's oldest and most respected community recognition award. Marietta's sound economic foundation is rooted in its base of over one hundred Fortune 500 companies, and a longstanding aeronautics industry. Furthermore, expanding economic clusters in health services, hospitality, tourism, and entertainment, keep Marietta well positioned for continuing private sector investment, new business, and industry development.

## Roswell

**Website:**

[www.roswellgov.com](http://www.roswellgov.com)

**Incorporated Date:**

February 16, 1854

**Population:**

88,346

**Total Area:**

39.0

Incorporated on February 16, 1854, Roswell remembers an original settler of the area, Roswell King. King and others traveled from the Georgia coast with the hopes of investing in mining. After discovering that this area lay near the Chattahoochee River, King decided instead to build a major textile mill powered by the water. The Roswell Manufacturing Co. and the Roswell Mill played key roles in the development of the town during its earlier history.

Roswell maintains a number of historic homes, notably Bulloch Hall, the childhood home of President Theodore Roosevelt's mother, Martha "Mittie" Bulloch. Also of interest are the Archibald Smith Plantation, the preserved home of one of Roswell's founding families, and Barrington Hall, the home of Barrington King, Roswell King's son.

For visitors who'd rather spend time outdoors, the Chattahoochee Nature Center encompasses 127 acres and offers four nature trails that wind through wetlands and woodlands.

Throughout the year Roswell hosts a number of events including the annual Roswell Arts Festival in September, the Youth Day Parade in October, Holiday on the Square in December and the Roswell Roots Festival in February. The city also sponsors the Riverside Sounds Concert Series the first Saturday of the month from May through October and the Roswell Magnolia Storytelling Festival in the spring.



Eye-Hand Coordination: ★★★★★  
 Strength (Upper/Lower): ★★★★★  
 Agility: ★★★★★

Seed	Player	BEST <sup>2</sup> Style	Comments
1	Tiger	Blazing Bold	King of the court Born leader of others Has unwavering confidence Expects to be on a winner
2	Wolf	Blazing Bold	Can out-think opponents Floor leader; very intense Win at all costs mentality
3	Diamond	Blazing Bold	Strategy/speed/eye-hand coordination Leadership capabilities/self-confidence "Go getter"
4	Ice	Supportive Safe	Great defender; flawless technique Never gets rattled Quiet/calm; listens to team/staff
5	Havoc	Energizing Engaging	Quickest hands; agile; sound technique Fiery/polarizing personality Likes to rattle opponent ("trash talk")
6	Tower	Supportive Safe	Very imposing/intimidating; lacks quickness Very quiet on court; solid team player Loves to make others better Attributes his success to others
7	Storm	Thorough Tactical	Perfectionist; counted on for precision Balances skill, technique, work ethic Must set expectations from start May be critical and resist direction
8	Rocket	Blazing Bold	Very fast; strong arm Good coordination Considered very self-confident Perceived as cocky/condescending
9	Turmoil	Blazing Bold	Great attacker ("worst nightmare") Very agile; great technique; poor vision Blunt; can cause trouble with others
10	Gazelle	Supportive Safe	Speed, strength, eye-hand coordination Good role player Easy to coach/play with Prefers hands-on coach (up front)
11	Flame	Supportive Safe	Solid role player; start rallies off bench Great team player Enjoys doing what's needed to make others better
12	Fury	Supportive Safe	Has skills to generate offense/defense Great role player when given direction Likes structure/team focus

Eye-Hand Coordination:  
Strength (Upper/Lower):  
Agility:



Seed	Player	BEST <sup>2</sup> Style	Comments
13	Flash	Thorough Tactical	Fast to ball; undersized/lacks strength Follows rules; needs clear instruction Likes structure/clear expectations
14	Beast	Thorough Tactical	Needs direction/tutelage Overanalyzes; inflexible to new ideas
15	Blast	Energizing (Supportive) Engaging (Safe) BLEND	Poor technique; builds relationships Not comfortable directing others Relies on others for game planning Impulsive
16	Titan	Thorough (Supportive) Tactical (Safe) BLEND	Intimidating offensive approach Great coordination; lacks speed/agility Well-liked; great work ethic Team first mentality Desired by coaches needing on-floor support
17	Turbo	Supportive Safe	Super fast/agile; use to shake up pace Lacks technique Solid team player; listens Good for chemistry; puts others first
18	Elektra	Energizing Engaging	Infectious personality Favorite of coaches/players Keeps mood light during stressful situations
19	Jade	Energizing Engaging	Very athletic; pretty good skill set Needs a lot of coaching/direction Wants to be center of attention Handful to manage/keep focused
20	Sky	Energizing Engaging	Below average overall skills Role player/defender Coachable but viewed as “spacy” Has difficulty focusing
21	Mayhem	Blazing Bold	Loves to attack/defend; lacks endurance Understands game Not afraid to voice opinion Expects to play Can be divisive to team chemistry if not “held in check”
22	Hawk	Thorough (Blazing) Tactical (Bold) BLEND	Can pinpoint weaknesses of opponent Good bench player/coaches up team Loves to take charge (sees self as captain)
23	Zap	Energizing Engaging	Helpful driving strategy Dynamic personality that can uplift or drain teammates/coach
24	Cobra	Energizing Engaging	Leverages quickness to pounce Difficulty focusing in practice/games



# Section 3

Handouts to Print



Please rate the following questions by marking an "X" in the appropriate boxes. Use the following scale:

- > SA – Strongly Agree
- > A – Agree
- > D – Disagree
- > SD – Strongly Disagree

	SA	A	D	SD
The session offered a good opportunity to network with other leaders within our organization.				
The training helped me learn more about myself.				
The documentation provided was useful (white paper, participant’s manual, job aid, playbook).				
The personality inventory (BEST <sup>2</sup> Assessment™) results were accurate for me.				
The dodgeball activities helped bring business challenges and opportunities to life.				
I have a plan of action for how I will use the course information when I return to work.				
I would recommend this session to others.				

The most valuable aspect of this session was:

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One thing I would recommend be changed to the session is \_\_\_\_\_: (please explain)

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Additional comments/feedback:

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Put Me In, Coach

Facilitator Name: \_\_\_\_\_

Date: \_\_\_\_\_

Participant Name	Participant Signature	Participant Employee ID	Participant Email Address

KEY COACHING TRAITS

# Inside the Mind of a Coach:

Five Leadership Traits You Can  
Apply to Your Team



info@lc-consultants.com  
www.lc-consultants.com



# Inside the Mind of a Coach: Five Leadership Traits You Can Apply to Your Team

## Life's Defining Moment

Do you ever think back to what it was in your childhood that shaped who you are today? What was the defining moment or person that influenced you most and gave you the clarity to say, "This is who I want to be like when I grow up"?

My defining moment was listening to my dad's welcome speech to all new players and parents at the beginning of every sports season. Regardless of whether it was baseball, which is both America's Pastime and mine, basketball or football, at our first practice my dad always told the kids and parents on my team the same thing:

*"I have three goals for our team this season – Number 1. We will have fun. That's why we're here. Number 2. The kids will each learn more about the sport. I want them to be better at it when the season is over than when we started. They need to gain an appreciation for it. Number 3. We will win. We want to compete, and it's always more fun when you win (chuckle). These three goals are in order of priority."*

That introductory speech stuck with me. It has served as part of the foundation on which the sports teams I coach have been built, as I share these exact same goals a generation later when coaching my son's baseball teams: 1) Have fun, 2) Learn and 3) Win. But beyond that, I learned by playing on a team what it meant to be a good sport, a teammate, how to win with dignity and lose with grace, and many, many other life lessons. It was through my dad and other coaches that followed that I based my approach to coaching – and connecting with – those that play for me. At Learning Curve Consultants, our principal focus is very simple, as we work to help clients Unleash Your Talent®.

## The Buck Stops with the Head Coach

Let's be honest. Managers, just like coaches at all levels – regardless of the team sport – are repeatedly forced to make split second decisions. Sometimes these are made on the World's biggest stage like the Super Bowl or World Series and can result in moments of "fame" or "shame". Making it to the pinnacle of a sport – its championship – takes hard work. A Head Coach, whether it's right or wrong, is often credited or takes the fall if his or her team succeeds or fails.



While millions across the country are considered “sports coaches”, the truly good ones – those that separate themselves from the pack – share inherent traits and have a knack for connecting with their athletes, sharing life lessons and doing things the right way. When you look at the most historic head coaches across the different major sports – people like Paul “Bear” Bryant, Pat Summitt, John Wooden, Bobby Cox and Coach “K” – they share several common traits that every corporate leader should embrace. Let’s look more closely at them.



### Essential Coaching Traits for Team Success

#### Trait #1: Articulate a Clear Vision for Success

Successful coaches are able to articulate their expectations of the team and individuals on it, and more importantly, their philosophy or approach to coaching. Athletes know where they stand at all times when playing for a good, organized coach. There is no confusion about what is expected. John Wooden, one of the most famous college basketball coaches in the modern era, is known for authoring the Pyramid of Success. This philosophy taught his players how to win in both basketball and life and helped lead UCLA to 10 national championships.

Success often hinges on a coach’s ability to articulate his or her philosophy, which requires the person to know his or her own make-up. An understanding of self is paramount for one to be able to lead others in the same direction and ultimately to wins. This means understanding one’s strengths, vulnerabilities, or “blind spots”, and what is needed to offset those weaknesses. Knowing who you are and “what makes you tick” must be identified and embraced. One’s personal values should be shared as well, and these need to be tied to (support) that of the organization. Honor, integrity and respect for one another should be cornerstones to all relationships and team principles.

Bobby Cox, fourth most winning Major League Baseball (MLB) Manager of all time, was revered for the professionalism of his teams and the clarity his players had about their role on the team. He dealt with dissension and protected his players so they could focus on their jobs, as evidenced by his MLB record 161 ejections for arguing with umpires. It is widely held that ejections are a sign of a manager protecting his players.

**TRAIT #1 ACTION PLANNING QUESTIONS:** What is your vision for the team? Do you have goals and a short- and long-term strategy for your team? Do your employees know what it is and do they embrace it? How often do you revisit it and measure success? Does your team know and share your values?



#### Trait #2: Assess, Develop and Manage Your Talent

Successful head coaches ask the right questions to assess the current situation once they take over the team. They strive to determine what is needed to transform the team so identified goals can be achieved. In short, they begin making the necessary changes to the team chemistry so their vision and plan can be put into action. Setting individual performance goals that are tied to the team/department goals is crucial to successfully managing employees. Employees must understand how their performance will be measured, and the rewards that follow should be tied to meeting or surpassing goals that have been set. In sports, salaries are often based on personal statistics over the course of a season. Because performance numbers, in many cases, don’t lie, companies have utilized the same approach over the years by using





dashboards, leader boards and performance metrics tied to one's responsibilities. Used in conjunction with the human factors such as communication, teamwork, impact on others, this type of an approach is very effective.



Restructuring a team to fit a coach's vision includes adding and changing coaching support staff and teammates to impact team chemistry. Practice routines, game plans and strategies are introduced and enforced. Those who do not buy into the vision are asked by successful coaches to leave or are forced out.

Player development can take many forms. It's building knowledge of the coach's game plan, offensive and defensive plays and strategy. It's also skill building, as specific physical abilities often need to be strengthened. Paul "Bear" Bryant, a legendary college football coach, is notorious for his intense training workouts to prepare his football teams for the coming season. Those who survived his 10-day training camp at Texas A&M became known as the "Junction Boys".

**TRAIT #2 ACTION PLANNING QUESTIONS:** Do your employees know where they stand with regards to their performance? How are you holding them accountable? Are you creating an environment of continuous development and learning? Do you have formal and informal training set up for roles and positions? Are you supporting training with opportunities to practice and hone their skills?



### Trait #3: Make a Personal Connection with Each Individual

Successful coaches know the importance of relating to each of their players. A "one size fits all" approach does not work, especially with younger players (college athletes and below). While team goals are vital to overarching success and give people a single purpose to strive for, understanding each person and what motivates them is crucial. You must set individual goals to drive their performance in a specific direction and stretch their capabilities in a controlled fashion.

Bill Snyder, legendary Kansas State football coach, relates to each and every one of his football players because he explains his philosophy (16 Goals for Success) and wants the best for each player personally. He explains that the only limits to your ability are those you place upon yourself.

**TRAIT #3 ACTION PLANNING QUESTIONS:** What are you doing to connect with your employees? Do they have their own "game plan" for development? Do you collaborate on career goals and aspirations? Are you giving them opportunities to make strides toward these goals?



### Trait #4: Set Stretch Goals

An executive I once worked with told me that, in order to be successful, think two jobs ahead. Otherwise, you'll never really grow. I passed this message along to the high potentials who participated in the programs I managed. I think the same can be said of sports coaches. A player should never be satisfied with last year's performance, accolades or statistics. Live in the "now" while thinking about what must be done today to stay a step ahead and get better. Many successful athletes train as if someone else is working harder than you and wants to take your

spot or position on the team. With that thought at the forefront of your mind each and every day, it pushes you to constantly focus on doing what it takes to get better.

Pat Summitt, historic head women's basketball coach at the University of Tennessee, was known for setting goals prior to every season. She believed strongly in setting stretch goals that pushed her team but were realistic and attainable with hard work. This helped lead her teams to 8 national championships and more wins (1098) than anyone in women's college basketball history. She believed in setting goals not just for the season, but also for every day. Summitt had teammates hold one another accountable, and was a big fan of giving rewards for hitting goals and setting consequences for failing to follow rules.

**TRAIT #4 ACTION PLANNING QUESTIONS:** Are you identifying stretch goals and opportunities for your employees? What are you doing to push your employees and grow their skills? What else can you be doing? Do they have accountability partners?

### Trait #5: Be a Role Model



Integrity comes in many forms: treating others the way you would like to be treated (“Golden Rule”) and treating others as they want to be treated (“Platinum Rule”) help establish a mutual sense of understanding between two people, regardless of the personal or professional relationship. If the vision and goals you set (Trait #1) don't specify “acting with integrity and respect”, it is important that you make this standard clear through your actions. As a father of three, I am not trying to be my children's friend. I need to teach them life lessons and what it means to be a person of integrity. My goal is not to have my kids like me; I want them to respect me. That should be how you approach relationship with your direct reports: they should be a collaborative business partner and not a close personal friend of yours. Keep your business matters separate from your personal (private) life. You will be much happier by doing so!

### Essential Coaching Traits for Team Success

- 1: Articulate a Clear Vision for Success
- 2: Assess, Develop and Manage Your Talent
- 3: Make a Personal Connection with Each Individual
- 4: Set Stretch Goals
- 5: Be a Role Model

Managing your employees based on mutual respect, as well as business practices embedded in integrity, will help you prepare others to lead. In sports, establishing “bench strength” in both player personnel and with one's coaching staff gives head coaches the flexibility to meet unforeseen challenges and adversity. In addition, it helps everyone grow, develop and strive for something more. The ultimate testament to a head coach's success – outside players' personal and sports development and winning—is the ability to give assistant coaches enough tools to leave and become head coaches elsewhere. If you are able to “pay it forward” and prepare others for leadership, you, your direct reports and the organization all benefit.

Mike Krzyzewski, affectionately known as “Coach K”, is the legendary head NCAA basketball coach at Duke. Over the past 30 plus years, Coach K has accumulated the most wins (over 1,000 and counting) in history. He is believed to have one of the largest “coaching trees”, or assistants of his who went on to become head coaches, of any coach. It is because of his approach and willingness to delegate to his assistants that he has been able to groom other successful coaches.

**TRAIT #5 ACTION PLANNING QUESTIONS:** Have you identified employees who possess leadership characteristics as well as a personal interest in leading others? Have you identified the next “head coach” to take over your team? What can you do to prepare employees to take on leadership and management responsibilities? What opportunities can you provide to help them grow?



## 2-Day Agenda

### Day 1

- > Icebreaker: Traditional Games
- > Welcome & Introductions
- > BEST<sup>2</sup> Assessment™: complete and review
- > Introduction to the Five Core Traits
- > Lunch
- > **Trait 1: Articulate a Clear Vision of Success**
  - » Forming the Perfect Team
  - » SWOT Analysis
  - » Goal Setting
  - » Four Quarter Planning

### Day 2

- > Recap Day 1
- > Trait 1 (continued): Applying Four Quarter Planning
- > **Trait 2: Assess, Develop and Manage Your Talent**
  - » Conducting a Dodgeball Draft
  - » SCORE to Win Coaching Framework™
  - » Assess, Develop and Manage Your Talent
- > Lunch
- > Trait 3: Make a Personal Connection with Each Individual
- > Trait 4: Set Stretch Goals
- > Trait 5: Be a Role Model
- > Action Planning Activity

## 1-Day Agenda

- > Welcome/Introductions
- > Icebreaker – “The Games We Play”
- > **Course Introduction**
  - » What Drives You to Succeed
  - » Course Overview
  - » Sports/Corporate Crossover
  - » Best Boss
- > **Understanding Self**
  - » BEST Assessment – Personality Inventory Review
  - » Coaching Styles
  - » Decision-Making Styles
  - » Activity to Ensure Understanding
  - » Walk through of 5 Core Traits
- > **Trait #1: Articulate a Clear Vision for Success**
  - » Visioning Activity
  - » Aligning Mission/Vision/Purpose to Goal Setting and Planning
  - » Four Quarter Planning
- > **Trait #2: Assess, Manage and Develop Talent**
  - » Dodgeball Draft Activity
  - » Discuss Application of Concepts
  - » Assessing Team Effectiveness Activity
  - » SCORE to Win Model – Dodgeball
  - » SCORE to Win Model – Real World Application
- > **Sustaining Team Success (Traits 3-5)**
  - » Introduce Traits
  - » Share Best Practices
  - » Introduce Additional Tools
  - » Wrap-up

## John Calipari



**University of Kentucky Men's Basketball Coach – 2010-present**  
**Head Basketball Coach since 1989**

**Accolades – 1 National Championship (2012), 6 Final Four appearances (with 3 different schools), induction into Naismith Memorial Basketball Hall of Fame**

**Vision** – win the hearts and minds of his players

**Mission/Purpose** – help his players reach their dreams through a “player first” mentality

**Motto** – “...it's never a matter of how far you have fallen, but instead it's about how high you bounce back.”

**Team Slogan** – “refuse to lose”

**Fundamental Principle** – Players come first.

**Coaching Philosophy/Style** – Coach Calipari expects his players to compete with passion and heart and for one another; he does not care where they came from or what their past accolades are – if they don't buy into and play his brand of basketball, they don't play. He's been accused by his assistants for often wanting it more than his players. His coaching style is often seen as abrasive, as he will yell at his players, call them names and stretch them; he is often polarizing with opposing head coaches because of his style.

**Recruiting Approach** – Coach Calipari recruits the best of the best and then gets more out of them by pushing them beyond what they thought they could do. He wants players who are hungry to play at the next level, and has had 39 of his players selected into the NBA draft. His recruiting philosophy is one of honesty – he has a “no guarantees” approach, and is straightforward with his recruits – with hard work, discipline and effort, you can play at the next level and realize your dreams.

**Connection with Players** – Calipari sees himself as a father figure to his players; he takes a lot of pride of nurturing those given over to his care and commits to doing right by them. Many of his former players credit Calipari for teaching them that it is ok to love and cry if you are passionate about (and believe in) what you do.

**Calipari's Role Models** – Joe DeGregorio, his Division II college coach at Clarion State. Larry Brown, the first head coach he worked under at the University of Kansas. Calipari is known for never forgetting where he came from, being the hardest working coach in America and giving back through charities. Calipari credits his parents for being loving and humble, and pushing him to pursue his dream of playing (and ultimately coaching) basketball. They ensured he was given the opportunity by sending him to Five Star basketball camp.

## Dawn Staley



*University of South Carolina Women's Basketball Coach – 2008-present*

*Head Women's Basketball Coach since 2000*

*Coaching Accolades – National Champion in 2017; named head coach of USA national team in 2017*

*Former International, ABL and WNBA basketball player/star*

*Player Accolades – Gold Medalist in 1996, 2000 and 2004; voted to Naismith Hall of Fame in 2013*

**Vision** – It's going to hurt, it's going to be uncomfortable, but it's good for you.

**Mission** – treat every player the same – focus on mental and physical development – basketball IQ conditioning, court vision, fundamentals, decision-making / push them to push themselves

**Mottos** – “A disciplined person can do anything.” / “Dare to do what you don't want to get what you do want.”

**Goal** – get better every year

**Coaching Philosophy** – Coach Staley's passion for the game of basketball (“Basketball was – is – my life.”) has carried over into her coaching. She was lured into coaching because of her desire to win, stretch herself and to challenge others and be challenged.

**Connection with Players** – Staley focuses on connecting with players and teaching the game. She approaches the game as she did as a player = find a connection and share a vision with your team. Coach Staley has found that it is more difficult to connect with players when you are further removed as a player – but once you do, that's where success starts (connecting with your players is key). She is a big proponent of building “reciprocal trust and vulnerability” with players so they will let their guard down and develop a deeper connection with her.

She wants her players to have a passion for something and live it. Work every day for something you love. For players who want to make it to the pros, she talks about the discipline required to make it to the next level. She also has a mentoring program to help her players with life challenges.

**Staley's Role Models** – Coach Tara VanDerveer, Stanford women's basketball coach who directed Staley and the USA women's team to the 1996 gold medal. Staley credits Coach VanDerveer for teaching her the importance of preparation – how to put teams into situations they will be successful in. Her other mentor is John Chaney, former men's basketball coach at Temple University. While Staley coached at Temple for 8 years, Chaney supported her and helped her develop the culture she wanted. He would attend her practices and allowed her to come to his. Staley calls him as a perfectionist who put his teams in a position to win games through his coaching.

## Dabo Swinney



**University of Clemson Head Football Coach – 2008-present**

**Accolades – National Champion in 2017; National Runner-up in 2016**

**Player Accolades – played collegiately at University of Alabama (1989-1992); was twice named all-SEC academic scholar**

**Vision** – to be (set) the standard for college football

**Mission** – Follow plan of excellence by having a daily focus and always looking to what is next.

**Mottos** – “You can’t be afraid to fail.” / “Finish with no regrets.” / “Be defined by being the best you can be.”

**Goal** – “Believe” / “IT CAN’T BE DONE.”

**Coaching Philosophy** – Coach Swinney’s philosophy includes the following – Surround yourself with people who will buy in to what you are trying to build. Compete with everything you have. See the future (potential) and don’t be blinded by the here and now. Change it from the inside out by focusing on the problems and how you want to fix by doing the right thing. Let failure develop you, not define you. Every team meeting, Swinney puts out 2 signs – “Believe” and “IT CAN’T BE DONE.” The first time he put out the two signs, he told his team, “This is where it starts.” He has changed the culture to one that expects to win by having the right attitude and believing (how they work and prepare). He demands a little extra from everyone (effort, focus on fundamentals) and talks about not losing to yourself.

**Recruiting Strategy** – Coach Swinney has created and wants to maintain a family atmosphere/culture. On recruiting visits he looks at where kids are coming from and their potential fit with his culture. The program is relationship driven more than process driven. Who he hires onto his coaching staff must serve the players’ heart and not their talent. Swinney is transparent in the recruiting process – you must be a student-athlete and understand that you have to earn playing time through effort and accountability. The best player plays.

**Connection with Players** – Swinney allows his team leaders to set accountability with the team and have the players commit to it. He creates a vision board and has each player explain what they will do to contribute to the team’s success each year. He has them stay focused on that vision, even during the trying times where there is adversity. Swinney has his players focus on the positive future using the vision board and leverages the leadership from within. His philosophy and approach with his team and players is to “Reinvent > Reinvest > Grow” (Study, Get Better). Swinney has a relationship first approach (“love > serve > care”). He is a servant leader to his staff and expects the program to “do the common things in an uncommon way”.

**Swinney’s Role Model** – Gene Stallings, former University of Alabama head coach. Swinney played for and coached with him for seven years. Swinney credits him for, “How he ran the program and managed the staff and practice schedules and just everything. Relationships with people, his involvement in the community, the type of father he was, the type of husband, the balance he created for us as a staff, the balance he created for himself as a head coach, those were powerful things for me as a young man in this profession.” (*Dabo Swinney’s success shines a deserved light on his mentor Gene Stallings - by Kevin Scarbinsky; www.al.com [1/10/16]*)

## Bill Belichick



**New England Patriots Head Coach – 2000-Present**  
**Cleveland Browns Head Coach – 1991-1995**  
**NFL Coach since 1975 (41 years)**  
**Accolades – Five Time Super Bowl Champion; AFC Champion seven times**

**Vision** – Build a team of people who share the same passion about the goals that are set.

**Mission** – Create a culture where every member of the team feels like a shareholder who can contribute by doing their job and putting the team first.

**Goal** – Put a good, competitive team together each and every year

**Team Slogan** – “Every battle is won *before* the war is fought.” (*Sun Tzu, The Art of War*)

**Mottos** – Everything is important

**Coaching Philosophy** – Coach Belichick believes that preparation is key to everything. Know what you are going to be doing and have an idea what the opponent will be doing, as well as what their strengths and weaknesses are. This preparation will make adjustments more manageable during the course of a game. His approach is to review the situation and communication to make sure everyone is on the same page. At the end, it comes down to executing on the game plan and making adjustments to it as needed. He credits his success to taking in information, processing it and then determining the next thing to do. Coach Belichick also believes in trying out good ideas, even when they are unconventional. His expectations of his staff are for them to do their job, pay attention to details and put the team first. Belichick reviews each game and analyzes mistakes that were made by himself and the staff, and they work to correct those. Some describe him as a “control freak” who likes to oversee all decision-making.

**Connection with Players** – Belichick believes in teambuilding and putting the team first. He rewards the entire team when individuals excel in practice to create chemistry. He also does teambuilding activities outside of football and requires them to remove all outside distractions (cell phones, etc.) so the focus is entirely on the experience. Belichick believes in them making personal contacts and sharing experiences so folks get to know one another at a deeper level. He tries to coach all players the same, and gives players what they earn. He believes it’s more than talent and looks at dependability, consistency and the ability to improve being key factors to a player’s success.

**Recruiting Strategy** – Belichick works to find talent that will fill voids, meet the team’s needs and fit his system. He is known for bringing in “green” assistants and teaching his philosophy and approach to them. The expectation of those coaches is to conduct weekly breakdowns of the upcoming opponent and provide to Belichick so he can use to strategize. Belichick gives coaching candidates assignments to complete as part of the interview process to ensure they have the focus and analytical skills needed. His interviews look at whether you can solve problems.

**Belichick’s Role Models** – his father, Steve Belichick, an assistant coach at Navy who wrote a book about coaching (*Football Scouting Methods*). He learned coaching styles and approaches early in life because of that. He learned the importance of work ethic, devotion and sense of duty through him and his time at Navy. He credits a lot of different coaches for his success as a head coach, indicating that – as a kid growing up, player and then as an assistant – all provided him with different influences. But Belichick credits Bill Parcells as being his biggest mentor (other than his father). He was the Defensive Coordinator under Parcells with both the Bills and Jets. It is said that Belichick learned how to motivate (and connect with) his players under Parcells.



## Joe Maddon



**Chicago Cubs (Major League Baseball) Manager – 2015-present**

**MLB Manager since 2006**

**Accolades – 1 World Championship (2016), Three-Time Manager of the Year (2008, 2011, 2015)**

**Vision** – “Enjoy the moment.” Ensure that the team has fun and doesn’t see baseball as life and death.

**Mission/Purpose** – To earn the respect of his players

**Motto** – 1) Run hard to first base (play hard) and 2) Have fun

**Team Slogan** – “Never let the pressure exceed the pleasure.”

**Fundamental Principle** – It takes zero talent to play hard every day.

**Coaching Philosophy/Style** – Upbeat, positive/optimistic leader who likes to keep the mood light with his players. His focus is on helping his players become the best they can be. Players respect and trust Maddon and do their best to perform for him. He is said to let his assistant coaches coach and his players play. His players know to expect the unexpected.

**Connection with Players** – Maddon encourages his players to take risks on the field and is fine if they make physical mistakes. He wants them to be loose and have a good time. He believes discipline comes through a consistent, positive approach with his players. He believes that 80% of managing is people, not numbers. Players say he puts a lot of effort into getting to know each player. Maddon’s primary focus is on relationship-building.

**Maddon’s Role Model** – Gene Mauch (former California Angels Manager), an “old school” manager who could still relate to his players. Maddon wants his players to respect the game and work hard. Maddon will use statistics to help aid his decisions, but generally leads with his gut.

## Ned Yost



**Kansas City Royals (Major League Baseball) Manager – 2010-present**  
**MLB Manager since 2003**  
**Accolades – 1 World Championship (2015), 1 World Series Runner-up (2014)**

**Vision** – Develop young talent by putting players in positions to gain experience and ultimately compete for championships.

**Mission/Purpose** – Do right by the team/club at that given moment.

**Motto** – Have confidence in yourself.

**Team Slogan** – “Trust the process.”

**Fundamental Principle** – Let players be themselves.

**Coaching Philosophy/Style** – Yost has changed his coaching style from one of having players conform to his way of doing things to one that gives his players more autonomy to be who they are and make their own decisions. He lets them take part in the decision-making process instead of telling them what he expects or wants them to do. Yost’s in-game decision-making is seen as “unconventional” and “old school” and has been criticized by many. While Yost understands statistics and percentages based on situational coaching, he rarely goes by these numbers and statistics. He instead relies mostly on instincts to make in-game decisions, as evidenced by him being below the norm in almost every category tracked.

**Connection with Players** – Much like his Coaching Style changed, his connection with his players, the fans and media has improved in recent years. He is extremely loyal to his players and protects them from media criticism. Players describe his style as laid-back and one who deflects praise to his players.

**Yost’s Role Model** – Bobby Cox, former Hall of Fame Manager of the Toronto Blue Jays and Atlanta Braves.

## Carol Hutchins



**University of Michigan Head Softball Coach – 1985-present**  
**Accolades – 1 National Championship (2005), 17 Big Ten Regular Season Titles, 9 Big Ten Tournament Championships, 17 NCAA Regional Championships**  
**National Fastpitch Coaches Association Hall of Fame (2006)**

**Vision** – Maintain a great program/culture that places importance on values over victories.

**Mission/Purpose** – Teach the game of life so student-athletes leave as better people (women) who are confident and can be successful (someone with no limits). Play for a national championship year in and year out.

**Motto** – “Play the game one pitch at a time.”

**Team Slogan** – You take care of the program, the program takes care of you.

**Fundamental Principle** – It takes zero talent to play hard every day.

**Coaching Philosophy/Style** – Tough-minded coach who demands a lot from her players. She is known to push her players to their limits while also being there for them. She teaches them how to get out of their comfort zone to get better. Hutchins places a lot of importance on team chemistry. She expects her players to take care of one another and push each other. Hutchins has surrounded herself with great coaches who are loyal to her, with her top assistants having tenures of 24 years and 19 years on her staff. The two assistant coaches turn down head coaching jobs every year to stay at Michigan and coach with Hutchins. Coach Hutchins treats her assistants as equals, and has done so from the beginning of their time together.

**Connection with Players** – Hutchins is known for her focus on the “total person” and does what she can to give them confidence in softball and life. She wants folks to leave “changed”. Some former and current players describe her approach as “tough love”.

**Hutchins’ Role Models** – Kay Purves, head coach of semi-pro softball team Lansing Laurels. Coach Purves gave Hutchins her first opportunity to play organized softball. She is recognized as Hutchins’ first and most prominent mentor (and role model) as a coach. Gayle Blevins, head college softball coach at the University of Iowa. Hutchins coached under Blevins at the University of Indiana for one year at the beginning of her career, and credits Blevins for helping her over the past 20 years as a competing coach.

## Carlo Ancelotti



*Bayern Munich Professional Football (American Soccer) Coach – 2016-present  
Professional Coach since 1995; Professional Player from 1976-1992  
Accolades – Has won professional Football titles as a coach in 5 different countries*

**Vision** – Win at the highest level and have faith in one another doing that.

**Mission/Purpose** – Fit the system to the players in order to win.

**Motto** – Let players play.

**Team Slogan** – “We are who we are.”

**Fundamental Principle** – “When we win it’s got nothing to do with me. When we lose it’s my fault.”

**Coaching Philosophy/Style** – Focuses on having a good relationship with his players. He is adaptable, constantly looking at formations and approaches to the game that suit his players to improve their play. People describe him as being a servant leader. Ancelotti places importance on discipline, following the rules and showing respect. Ancelotti is said to be conservative and introverted and likes to keep to himself. He tries to not get too high or low about wins and losses by focusing more on the process instead of the results (wins/losses).

**Connection with Players** – Players are said to “love him”, as Ancelotti puts his players in a position to be successful. He communicates in a calm manner and is transparent with his players. Ancelotti’s style is one of being a tactician, preferring to have experienced professionals on the roster and letting them play. Ancelotti makes decisions on his own regarding who he plays and benches because that was how he was mentored and what he thinks is an appropriate approach.

**Ancelotti’s Role Models** – Nils Liedholm was his coach at Roma and first mentor. Arrigo Sacchi was his former manager at Milan.

## Hope Powell



*Female Coach Educator for Men's Professional Footballer Association – 2016-present*

*Great Britain Football Association Women's National Coach – 1998-2013*

*Professional Football Player – 1978-1998*

*Member of England National Football Team – 1983-1998*

*Accolades – First Woman of a National Football Team and First Black Manager; Coached England to Two World Cup quarterfinals; instituted Natural Centres of Excellence to help re-shape youth soccer in England*

**Vision** – Continue grassroots effort to open up the sport of Football to hundreds of thousands of boys, girls and young men and women.

**Mission/Purpose** – Help players become better at their craft and prepare them to become coaches and managers of the future.

**Motto** – Do not compromise for anything.

**Team Slogan** – “We live in hope.”

**Fundamental Principle** – “I will not be bullied and I won't compromise. Not for anything.” / Powell has a passion for equal rights, as well as for winning and being the best.

**Coaching Philosophy/Style** – As a football manager, Powell had a desire to be the best and would coach with that focus in mind. Was seen as a “ruthless” manager (coach) by many former players, with a command and control style of leading her teams. She set boundaries for her teams and players and held her players accountable. Powell made it clear that the players have a voice but she had the final say on all team matters. Her focus was primarily on defense. Some felt as if she played favorites with specific players and didn't allow opportunities for all.

**Connection with Players** – Powell likes to give players autonomy to own their development and success. She is a believer in allowing players to lead themselves at times. She supports them but also challenges them by setting high expectations. She believes in providing players with knowledge and guiding them along. She focuses on communication and player involvement. Powell believes in problem-solving during training (practice) and giving that responsibility to the players during games. She tried to extract the best from her players using these different techniques.

**Powell's Role Models** – Alan May was her first manager with the Millwall Lionesses who taught her how to manage people and inspired her throughout her coaching career. Howard Wilkinson is the LMA Chairman who offered her the Football Association team manager position with the England women's team. He also helped push her to obtain a pro license.