

A Guide to Professional Sports Coaching for BusinessSM



For most companies, if there is one thing that management could do better—one thing that would make the biggest difference—it is coaching. Their people have been trained and up-skilled, but they still report inconsistencies. They do not see executional excellence every time.

The top 10% of performers in just about any industry outperform the bottom 10% in the same line of business and the same job family by 800%... that is an 8-fold difference. Yet they are doing the same thing, with the same products, same pricing, same market, and same brand.

People Make the Difference

It is no secret that the difference in performance is people. This performance gap can be closed through excellence in coaching. That's what everyone strives for, but the reality is that traditional coaching doesn't work. What is going on?

Why Current Coaching Efforts Have Been Relatively Ineffective

Why are current coaching efforts less than effective? In traditional coaching there is too much focus on numbers and plans versus observations and skills coaching.

The typical coaching session looks something like this: The manager (coach) sits down with the employee and says, "Here are your goals. Here is where you are. Now, what are you going to do about it?" This discussion is simply not enough.



How would you feel if this happened to you: Imagine you paid for a golf lesson. The coach brings out a bucket of golf balls and says, "There are 200 balls in this bucket. I want you to hit each one." Then he turns and walks away. You say, "Hey, where are you going?" He says, "I'm going to the clubhouse to have a drink." You say, "But aren't you supposed to coach me?" He says, "No, you hit the 200 balls, and I'll come back, and you tell me how you did."

Unbelievable! But this is coaching in business today. This is coaching in financial services. Coaches ask their people where they are in relation to their numbers against goals. Then they talk about it. Nobody watches! In sports, the coaches stay there, they watch you hit the ball, they observe, and then they tell you how to fix your skills and do better. Just about everyone has used a sports analogy for coaching, and people get pumped up, but nothing changes. They read sports books, they watch films, but they get zip! Most books teach how to increase receptivity and motivation, and become part of a team. What they don't teach is **how** to teach someone to swing the club better. That's what it's about. The coach has to show the players **how** to do what they have been asked to do. A coach has to know the skills and plays necessary to ensure players are fully prepared.

Observations

Certainly a lot of executives will say, "Our people are already observing." But those observations are superficial. One of the problems we commonly see is the acceptance of less-than-perfect performance. For example, when observing a skill such as profiling, coaches will sit with sales professionals and listen as they analyze the needs of a member. If a sales professional does a fair job and covers 4 of 10 required steps, the coaches will be so grateful that one of their sales professionals is attempting to uncover needs at all, that they will say, "Good job." This is sending the wrong message.



The Objective of Coaching is to Give Advice!

How will employees know what they are or are not doing well unless their coach gives them specific skills-based coaching? Coaches must know exactly how the skill should be performed and be able to articulate



and/or demonstrate the desired skill, so they can help employees improve.

Some managers confuse motivating people with coaching. Motivation is part of coaching, but it isn't coaching. If coaches continue to give pats on the back and shout "great job!" all they're doing is getting people excited. All their people will do is more of what they're already doing, which may very well be mediocre. In the end, if you get somebody to do something mediocre with more energy, they are still mediocre.

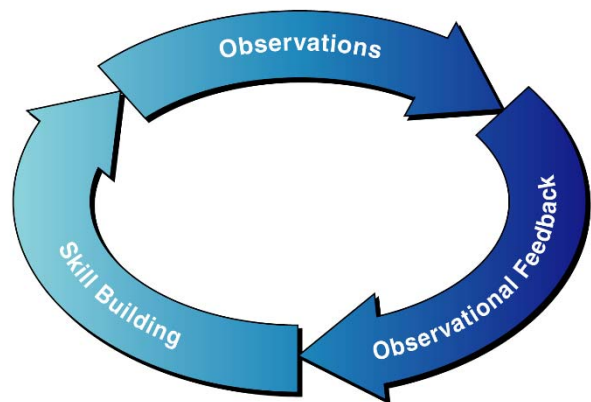
What do you want from a coach? You want advice. You want them to actually tell you how to do better. That is what value-added coaching is about.

Every coaching session has to have an outcome in mind. General coaching does not go anywhere. You should expect to see a change in behavior, and results should go up after a coaching session, or else coaches are wasting both their time and their players' time.

After coaches observe an employee performing a skill, they must provide immediate, honest, and specific feedback followed by targeted skill-building efforts. The Coach Skills LoopSM allows the coach to deliver game-changing performance results.

The Coach Skills Loop

Cohen Brown's *Professional Sports Coaching for Business* is the ultimate and most effective form of performance coaching for generating behavior change and results. It is a process that teaches transferable best practices from professional sports coaching that apply directly to business coaching, including sales and service.



Sports Coaching is a paradigm shift. It is different from traditional business coaching because of its strong focus on how-to methodologies, such as how to effectively observe, provide meaningful advice, and build skills. As in professional sports, *Professional Sports Coaching for Business* teaches coaches how to identify and implement the best "plays," create Proven Best Practices playbooks, and maximize the skills execution of their "players" for maximum bottom-line results.

Sports Coaching is ideal for managers and leaders from all lines of business and support areas.



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