Courageous Coaches: Creating a Winning Team
LMGT-1112
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Objectives
The participant will

– identify 7 characteristics of successful coaches & how to develop these characteristics
– compare & contrast coaching to other leadership styles

Being a coach

• What is a coach?
  – a person who trains an athlete or a team of athletes
  – a tutor, instructor, teacher, educator
  – mentor

• Good coaches versus Bad coaches

Seven Secrets of Successful Coaches

• Character-based
• Competent
• Committed
• Caring
• Confidence-builders
• Communicators
• Consistent

Character-based

• Do the right thing

“Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are.”
Coach John Wooden

Picture this...

• Who do you picture as an exceptional coach?
• What makes this coach “special” for you?

“I don’t know any other way to lead but by example.”
Don Shula
Competent
• Thorough understanding of strategies & fundamentals
• But, don’t be afraid to learn from your team

“No coach has ever won a game by what he knows; it’s what his players know that counts.”

Coach Paul “Bear” Bryant

Committed
• Create a shared vision for your team & be willing to put in the time required to make it happen

“Once in a while, you have to be committed to yourself—and yourself only.”

Coach K

Caring

“She taught me that it’s OK to let down your guard and allow your players to get to know you. They don’t care how much you know until they know how much you care.”

Pat Summit

Caring
• Want the best for your team in all aspects of their lives and willing to help them in any way possible
• Coach with your head
  — Long & short term goals
  — Fundamentals/basics
  — “ Scout” & analyze
• Coach with your heart
  — Develop quality relationships
  — Monitor & improve your team’s chemistry
  — Build each individual person’s confidence & self-esteem

Confidence-building

“Once again we felt like nobody really thought we could win going into this game. Our guys have done a phenomenal job of putting all the doubters aside, all the people that didn’t believe in us, and going out to do their job.”

Shaka Smart

Confidence-building
• Demand & set high standards, yet be patient enough to help your staff develop & improve
Confidence-building
Seven steps to building your team’s confidence
1. Focus on Potential
2. Plant Seeds of Success
3. Sell them on Themselves
4. Show them a Simple & Specific Plan
5. Inspire them to Work Hard
6. Set them up for Early Success
7. Accentuate the Positive

Fall down seven times, stand up eight.
Chinese Proverb

Communicators
• Open, honest, & direct
• Remind & refocus
• Involve team members as much as possible & value their input

Consistent
• Don’t let highs get too high or the lows to get too low
• Consistent approach to the rules & standards
• Tend to have few rules

“A great leader is firm, fair, and consistent, and always ready to show mercy when a person needs it.”

• Allow for latitude & flexibility

Characteristics of a “Good” coach
• Patience
• Supportive
• Interested
• Good Listener
• Perceptive
• Aware
• Attentive
• Flexible
• Chief Retention Officer

What about YOU?
• How do you want your team to describe you as their coach & leader?

How do you become a courageous coach?
Traditional Management

Boss feels in control
Performer wonders if he has a choice
Both feel involved but it may be slow
Performer feels obliged or dumped on

Dictates Persuades Debates Abdicates

“Coaches who can outline plays on a blackboard are a dime a dozen. The ones who win get inside their players’ heads and motivate.”
Vince Lombardi

Coaching

Boss KNOWS what is going on
Performer CHOOSES to take responsibility

Coaching to Potential

Traditional Thought
New Thinking

“A good coach will make his players see what they can be rather than what they are.”
Ara Parseghian

Know who you are coaching...

• Knowledge
• Skills
• Confidence
• Position
• Team Dynamics

“Confidence shared is better than confidence only in yourself.”
Coach K

GROW for it!

Goal
Reality
Options
What, when, willing?

Effective Interaction

• Avoid “why” questions
  – Tell me what you were thinking.
• Interrogative words in open-ended questions
  – What led you to make that decision?
• Move from broader to detail
  – What would you like to accomplish in this conversation?
• Avoid leading questions
  – What options have you considered?
• Be attentive...listen

“Coaches have to watch for what they don’t want to see and listen to what they don’t want to hear.”
John Madden
Powerful Question Examples

- Frame the conversation
  - What would you like to focus on?
  - Where should we start?
- Understand the current state
  - What makes this challenging for you?
  - What impact is it having?
  - What's going well?
  - What is the consequence if nothing changes?

Powerful Question Examples

- Explore the desired state
  - What would you like to see happen?
  - What would you try if you could not fail?
  - What approach might you take to move in the direction you want to go?
  - How will you measure success?
- Lay out the success plan
  - What first steps could you take?
  - When will you begin?
  - How can I help hold you accountable to follow through on your plan?

Power of Feedback

“Feedback is the breakfast of champions.”
- Rick Tate

- Recognizes things well done
- Help improve performance
- Not optional, an obligation

Coaching Infractions

- Know it “all”
- Taking over situations or projects
- Questions strictly to monitor completion
- Leading questions for a preconceived solution
- Operating as if there is only one right way!

“It’s what you learn after you know it all that counts.”
- John Wooden

Challenges

- Cynicism
- Time
- Expectations
- “I already do it”

“There’s only two options regarding commitment. You’re either IN or you’re OUT. There’s no such thing as life in-between.”
- Pat Riley, Miami Heat

Personal Coaching Journey

- Life-long learning
- Personal reflection
- Feedback
Practical Tips

- Plan & Prioritize
  - Write it down!
  - Schedule it!
    - If you don’t schedule it, it will schedule you...
  - Do it!

Communicate
  - Coaching strategy
  - Story telling
  - 70 / 30 rule

What about the Team Members?

- Enforcer
- Encourager
  - Confidence-builder
  - Re-focuser
  - Team builder
  - Servant Leadership
  - Heart

“Leaders have to search for the heart on a team because the person who has it can bring out the best in everybody else—including the leader.” Coach K

In which direction will you lead your team?

Don’t forget to enjoy the journey!

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