

The LITTLE BOOK *of*
Coaching

ALSO BY KEN BLANCHARD AND DON SHULA

Everyone's a Coach

ALSO BY KEN BLANCHARD

Big Bucks!

Gung Ho!

Raving Fans

(all with Sheldon Bowles)

The One Minute Manager

(with Spencer Johnson)

Ken Blanchard
and Don Shula

The LITTLE BOOK *of*

Coaching

Motivating People to Be Winners



COLLINS BUSINESS

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TO:

*Everyone who has the opportunity
to help others accomplish their
goals through effective coaching*

A C K N O W L E D G E M E N T S

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Introduction

Most of you reading this book are not football coaches and never will be. But whether you're a teacher or a committee chairperson, a sales manager or a choir director, a Little League coach or a military officer, you can improve your ability to get the best performance from people.

Football and business are different, of course, but these days, the challenge for business people is not entirely different from what a coach faces on the football field. The strategy is similar—finding and using the edge that makes a difference require constant attention.

In the end, whether it's sports or business, the difference between winning and losing doesn't depend on trick plays or using new systems each week. The competition has the same information as you do. So, what are you going to use to win? *It's a matter of motivating people to prepare and work hard to play as a team.* In a word, it's coaching.

Don Shula

Leaders come and go on the American landscape. There aren't many examples of people who have sustained success in their organizations over a long period of time in this kind of pressure-cooker environment, where evaluation goes on week by week. Somehow, Don Shula was able to do it. As you read about his coaching philosophy and begin to understand how his coaching principles apply to the workplace, you will come to the conclusion that all organizations are moving closer to what Shula and top football coaches face in their jobs.

Today there are no guarantees. If your organization doesn't take care of your customers and perform well, there's somebody out there who will. The pressure is on for people to perform at their best, so there has never been a greater need for effective coaching. Regardless of whether you have an official title, there are people out there who need your help. *Everybody's a coach in some aspect of their lives, and that means you, too.*

Ken Blanchard

C.O.A.C.H. to Win

Now that you've begun to learn about what we think it takes to be successful, we want to help you put some of this philosophy into action on a day-to-day basis. Just as we did with our book *Everyone's a Coach*, we've organized the key points of *The Little Book of Coaching* into a simple acronym: C.O.A.C.H.

Each letter stands for one of the five secrets of coaching, combining what Don practiced and what Ken has taught over three decades.



*C*onviction-Driven: Never compromise your beliefs

*O*verlearning: Practice until it's perfect

*A*udible-Ready: Know when to change

*C*onsistency: Respond predictably to performance

*H*onesty-Based: Walk your talk

In this book, we use a tag team format. First, one of us shares a quote associated with a C.O.A.C.H. secret and comments about it, and then the other does the same. We want you to hear both of our voices and philosophies of coaching. So grab your whistle and clipboard and let's get in the game.

Ken Blanchard and Don Shula

S T E P O N E



Conviction-Driven

*Effective leaders
stand for something.*

What do you stand for? If we asked your colleagues, team members, or clients what your principles are, would they be able to tell us? What is the main message you broadcast to people based on your daily actions and words? Remember, *if you don't stand for something, you'll fall for anything.*

Think about your own mission and values and share them with the people around you. Think about the values of your team or your organization. Do you have core values that guide the behavior of the group? If you don't, start working on them now. Get the opinions of people around you. Have a common vision, and everyone will begin to move in the same direction.

Ken Blanchard and Don Shula

The problem with most leaders is
that they don't stand for anything.

And yet, leadership implies
movement toward something—
a sense of direction.

The realization of a dream like the Miami Dolphins' 1972 undefeated season is invariably the result of a strong set of operating beliefs and principles that are continually evident throughout the formation, training, and day-to-day practice of a team.

As a coach, I always carried with me a set of core beliefs, values, and convictions that supported my vision of perfection. These beliefs drove my entire philosophy of coaching. They set the context and boundaries from which players and coaches could operate.

You can't be a successful leader if you don't have a clear idea of what you believe, where you're headed, and what you're willing to go to the mat for. These beliefs were at the heart of everything I did with my coaches and players on the way to building a team that won consistently over many years.

Don Shula

Beliefs and convictions provide the boundaries and direction that people want and need in order to perform well.

Someone watching a football team consistently pull off brilliant plays might wonder if that kind of success is simply a matter of knowing more about the game, being more creative, or having better players or a better playbook.

Without downplaying the importance of those factors, successful coaching has more to do with the coach's own beliefs in the long run. If you're going to be a good coach, you may have to set aside the fascination with game and science and look first at what's true for you.

Beliefs are what make things happen. Beliefs come true. Inadequate beliefs are setups for inadequate performance. And it's the coach's—the leader's—beliefs that are the most important, because they become self-fulfilling.

Ken Blanchard

A river without banks
is a large puddle.

When you apply that saying to human interaction, it should remind you of your job as a coach. Like those river banks, a good coach provides the direction and concentration for performers' energies, helping channel all their efforts toward a single desired outcome.

Without that critical influence, the best achievements of the most talented performers can lack the momentum and drive that push them into becoming champions. *Over the course of my career, the one single vision of perfection that motivated all of my coaching was winning every football game.* If you don't seek perfection, you can never reach excellence.

Without exception, every coaching strategy I ever adopted was aimed at that one target. A broad target that's easy to achieve leads to the "puddle" of mediocrity. Keeping that specific focus before the team and concentrating their efforts within narrowly defined limits are the tasks of any coach.

Don Shula