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Managing Talent

Talent Management of your Coaches

Talent Management is the science of using strategic human resources to improve organizational value and to aid in goal attainment for those organizations.



Who are we as an Organization?

- Start with the end in mind-managing your coaches (talent) must be tightly in line with your organizational strategy.
- Business goals and strategies drive the quality and quantity of the talent you need.



Defining your Club Mantra Activity

Determine Your Emotional Appeal

- For starters, think broadly about your club personality and how it impacts the experience someone will have with you.
- Are you a club that wins, is fun, promotes _____?
- What do people love about your club?

Make a list of words that best describe these features of your club personality. These words are known as emotional modifiers.

Hint: They can be as simple as Disney's "fun."

- How do we make people feel?
- How do people benefit by playing here?
- What words do others use to describe your club?

Determine Your Club Description

Your next step is coming up with a descriptive modifier that brings clarity to the emotional modifier, identifying what or who your brand is for.

In Disney's case, it's "family." In Nike's mantra, "authentic athletic performance," "authentic" is the emotional appeal, while "athletic" tells you what the brand is for.

- What business are we in?
- What are the words we would use to describe our work?
- Who is our target audience?

Determine Your Club Function

Lastly, write down what, exactly, you do (or will do). It might be something that relates to your club: development, pathway or education.



Put it All Together

- Finally, look at your three lists of words, and see how you can combine them into a short sentence or phrase—no more than five words.
- Your brand mantra should communicate clearly who you are, it should be simple and memorable, and it should feel inspiring to you.



THRIVING, COMMUNITY BASED LEARNING CENTER.

RESPECT - EXCELLENCE - FRIENDSHIP



Now we know who we are....

What type of coach do we want to hire, keep and grow?

Is every type of coach good for my organization?

Diversity in backgrounds?

Aligned in purpose?

Key things about coaches

There is a relationship between better talent and better organizational performance. But does this mean just coaches who win?

Employee expectations are also changing. Makes organizations place more emphasis on hiring the right people and engaging them.

Employees today: Want challenging and meaningful work, more loyal to the profession than to the organization, less accommodating to traditional structures & authority.



Looking @ myself & my organization

“Sweep the Shed”

All Blacks from New Zealand

Need to figure out what my staff thinks, where they are at






How do I know how my coaches want/feel?

Ask them!






Connection of coaches goals and team goals to organization, & providing clear expectations and feedback to coaches.

Culture Survey






1. Do you and the DOC have scheduled one-on-one conversations, which are focused on you?*

-  7% **A.** Yes, at least monthly (count: 1)
-  60% **B.** Yes, but not scheduled (count: 9)
-  13% **C.** Only when there is a problem (count: 2)
-  0% **D.** We have tried (count: 0)
-  20% **E.** No, I have never had one (count: 3)






3. How aligned is your passion and what you naturally do well with your day-to-day training?*

-  47% **A.** To a tee!! (count: 7)
-  47% **B.** Mostly (count: 7)
-  0% **C.** 50/50 (count: 0)
-  7% **D.** A little bit (count: 1)
-  0% **E.** Couldn't be more off (count: 0)






2. Are you recognized for your efforts (small and large)?*

-  47% **A.** Almost always (count: 7)
-  47% **B.** As much as needed (count: 7)
-  0% **C.** About half the time (count: 0)
-  7% **D.** Rarely (count: 1)
-  0% **E.** No, not at all (count: 0)






4. Do you feel like you are growing towards your personal and professionally designed career path and goals?*

-  13% **A.** Right on track! (count: 2)
-  73% **B.** Mostly (count: 11)
-  0% **C.** I have no clue (count: 0)
-  7% **D.** A little (count: 1)
-  7% **E.** Definitely not (count: 1)






5. Do you feel like your opinion is encouraged, listened to, and valued within LUFC?*

-  47% **A.** Absolutely (count: 7)
-  47% **B.** Mostly (count: 7)
-  0% **C.** Listened to, but not heard (count: 0)
-  7% **D.** Not often... (count: 1)
-  0% **E.** No, not at all (count: 0)






6. Do you feel like there is a sense of team, group or community in the LUFC?*

-  33% **A.** Absolutely (count: 5)
-  47% **B.** Most of the time (count: 7)
-  20% **C.** Sometimes (count: 3)
-  0% **D.** There are a few cliques (count: 0)
-  0% **E.** Absolutely not (count: 0)

7. How well do you feel LUFC's DOC communicates its values, current goals, and overall strategy?*

-  67% **A.** They are clearly communicated (count: 10)
-  13% **B.** I know most of them (count: 2)
-  20% **C.** I have a slight idea of what they are (count: 3)
-  0% **D.** I could tell you one (count: 0)
-  0% **E.** We have goals? (count: 0)

8. How proud are you to coach for your LUFC?*

-  53% **A.** My family and friends are tired of hearing how awesome it is (count: 8)
-  40% **B.** Whenever someone asks me (count: 6)
-  7% **C.** I put on a good front in public (count: 1)
-  0% **D.** Only in front of my coaches (count: 0)
-  0% **E.** Never at all (count: 0)

9. Rate your overall average trust within LUFC and your colleagues on a scale from 1-5. (1= "Very little trust", 5="Trust with my life")*

1 - Zero trust



2 - Little trust



3 - Trust a select few



4 - Greatly trust



5 - Trust with life



10. Rate your overall happiness in both professional and personal life on a scale from 1-5. (1= "Miserable", 5="I couldn't be happier!")*

1 - Miserable



2 - Could be happier



3 - Content



4 - Happy



5 - Couldn't be happier



#10

I would really start with our communication. In no way is it bad. However, I think we could do a better job. I know we do something with each of the following topics. Not sure I know the full extent and I most certainly do not know how to participate in the planning/execution.

Fundraising, LUFC Culture, Training cycles, Periodic Clinics, Website Content, College and Pro Games, Community Involvement, Travel, Charities, US Soccer.

#11

We need more and better recruiting efforts, and I have been and will continue to try and improve the club in this area.

#12

Look to maintain the size of the Club as it currently stands (or maybe shrink it a bit.), so as to keep its "Family" feel and player focused development, which I think appeals to many parents today, over the impersonal "Super Clubs" that are constantly expanding to take in any player, regardless of skill level. Develop the teams and player & parent relationships that we have in order to maintain the loyalty to LUFC throughout the players Club soccer career.

#13

I have not been a member of the staff long enough to responsibly answer this question.

#14

Nothing

2. What is the most important thing we should be doing as the LUFC staff?*

#1

“ Focusing on youth development!

#2

“ Providing a professional, nurturing, challenging, safe and fun soccer environment for our players and families.

#3

“ Asking ourselves "What can I do to help?" We are all coaches, but running a club includes a lot more than that. It would appear that the DOC and several others are taking on a huge workload. How can I help? What can I take off of your plate? How do we help our club?

#4

“ Developing kids

#5

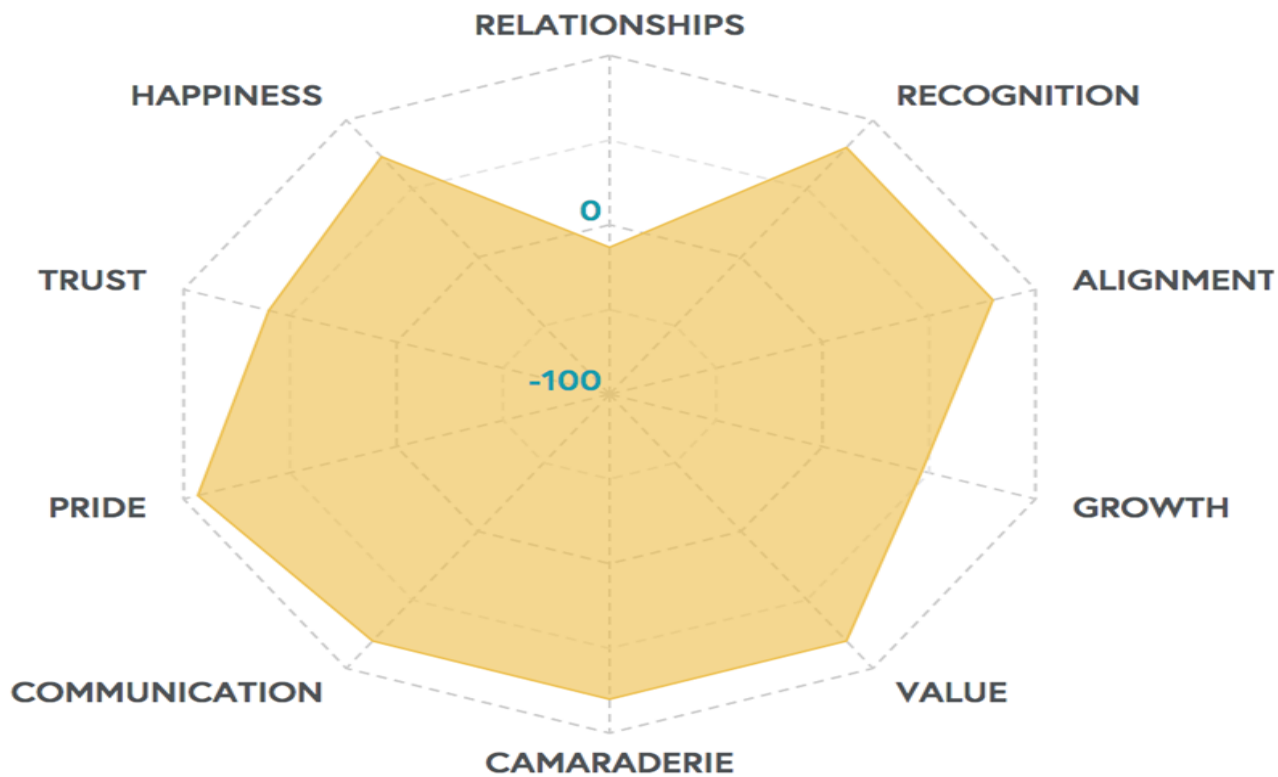
“ Communicating with each other constantly. Sharing common goals and beliefs. Making sure everyone is in the loop and on the same page.

CULTURE | CULTURE BASELINE ASSESSMENT-STAFF

[VIEW RESULTS](#)

66 ENGAGEMENT SCORE

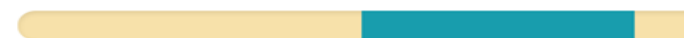
15 TOTAL SUBMISSIONS



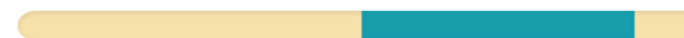
RELATIONSHIPS -13%



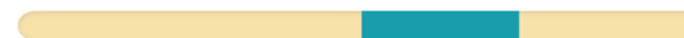
RECOGNITION 80%



ALIGNMENT 80%



GROWTH 47%



VALUE 80%



CAMARADERIE 80%



COMMUNICATION 80%



PRIDE 93%



TRUST 60%



HAPPINESS 73%



Follow up after survey:

Meetings with coaches to talk about them.

Ask them their goals, likes and dislikes.

Thank them for their work.



Developing your coaches for leadership

Delegation of Responsibilities
Internal Mentoring
Continuing Education



Do you develop everyone equally?

Is it a democracy?

Bank of America: Invest in the BEST?

Who should get most developed on your staff?

- High potential leaders
- Those who create value for organization

Taking a leader from potential to readiness is a long process. It takes on average 10 years for a high potential leader to advance into a senior position.

Mentoring

Stretch assignments

Personalized Development plans

Development Activities



Execution of Talent Management

Determine who you are

Communication

Role Clarity

Skill Development

Alignment

Measurement



Coaches are your Biggest Assets

Make sure they are aligned with your organization and do not be afraid to ask their opinions.

Get them engaged and they will do more for your organization.

Keep them and continue to develop them and your organization will THRIVE!





**For the Strength of the Pack is the Wolf,
And the Strength of the Wolf is the Pack.**

-Rudyard Kipling

