Put Me in Coach!
Getting the Most from your Team

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SOCIETY OF ANIMAL WELFARE ADMINISTRATORS
EVERY PLAYER WHO HAS COMPLETED HER NCAA ELIGIBILITY UNDER PAT SUMMITT HAS EARNED A BACHELOR’S DEGREE

“I love animals, but I hate people!”
"You win in life with people."
Pat Summitt

“I won 1,098 games, and eight national championships, and coached in four different decades. But what I see are not the numbers. I see their faces.”
Pat Summitt

The Leadership Cliff.............

Who will take over for us grizzled veterans in animal welfare and animal care & control when we’re too tired to do this anymore?
A Culture of Coaching

In order to succeed at the Mission level, we must succeed at the individual level.

Executives must:

- Develop the capabilities of their employees
- Nurture careers
- Manage performance at the individual and team levels

NAME THAT MENTOR...

Who in your life has been a true coach to you? What did they do to boost your career and how has that experience changed you?
Act as a role model. Be transparent about your own need to learn and develop and share how you’re able to do it. Embrace vulnerability: *leaders are never more powerful than when they are shown to be learning.*

SOURCE: Drew Hansen—Forbes

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Reinforce the value of learning. Ask employees about what they want to accomplish and what they feel their gaps are. Celebrate both outcomes and learning. (The journey is as important as the destination).

SOURCE: Drew Hansen—Forbes
Creating a Culture of Coaching

Build sustainable processes to support development. Managers should be expected to coach and develop their people.
- everyone knows what areas they need to improve
- Develop career tracks that give them a sense of where they can go inside the organization (and outside).

SOURCE: Drew Hansen—Forbes

Creating a Culture of Coaching

Reinforce shared values. Employees should be able to link their everyday tasks and responsibilities to the values in the organization. People need to understand why what they do is important.

Are your organization’s values clearly communicated to all of your associates?

SOURCE: Drew Hansen—Forbes
Creating a Culture of Coaching

Leverage problems as opportunities for real world learning and development.

Clarify what is an acceptable failure.

Incorporating challenging assignments...employees will learn from mistakes rather than playing it too safe.

Learning organizations see problems as opportunities.

"The really coachable ones are those who correct their mistakes."

Coach Pat Summitt

SOURCE: Drew Hansen—Forbes

“When a player makes a mistake, you always want to put them back in quickly—you don’t just berate them and sit them down with no chance of redemption.”

Pat Summit, Sum it Up: A Thousand and Ninety-Eight Victories, a Couple of Irrelevant Losses, and a Life in Perspective
According to a recent study highlighted in the Wall Street Journal, external hires get paid more, but for their first two years on the job, they receive significantly lower marks in performance reviews.

- External hires made 18% more than the internal promotes in the same jobs
- External hires scored worse on performance reviews
- External hires were 61% more likely to get fired from their jobs

Promoting from the INSIDE Saves Time & Money

**Difference Between Boss & Leader**

- Boss
  - Drives employees
  - Depends on authority
  - Inspires fear
  - Says, “I”
  - Places blame for the breakdown
  - Knows how it is done
  - Uses people
  - Takes credit
  - Commands
  - Says, “Go”

- Leader
  - ...Coaches them
  - ...On goodwill
  - ...Generates enthusiasm
  - ...Says, “We”
  - ...Fixes the breakdown
  - ...Shows how it is done
  - ...Develops people
  - ...Gives credit
  - ...Asks
  - ...Says, “Let’s go”
**HIRE slow**
- Avoid the crazies
- Find the right fit
- Do you NEED to fill the job?
- Team is everything

**FIRE fast**
- Have you already waited too long?
- Don’t appear to lack conviction
- A bad employee can poison a team
- Team is only as strong as its weakest link

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**Performance Management**

“In the absence of feedback, people will fill in the blanks with a negative. They will assume you don’t care about them or don’t like them.”

Pat Summitt, *Sum it Up: A Thousand and Ninety-Eight Victories, a Couple of Irrelevant Losses, and a Life in Perspective*
7 Steps to Coaching Your Employees

- **Step 1:** Build a Relationship of Mutual Trust
- **Step 2:** Open the Meeting
- **Step 3:** Get Agreement

Source: *The Perfect Hire*, Entrepreneur Press, Katherine Graham-Leviss

7 Steps to Coaching Your Employees

- **Step 4:** Explore Alternatives
- **Step 5:** Get a Commitment to Act
- **Step 6:** Handle Excuses
- **Step 7:** Provide Feedback

Source: *The Perfect Hire*, Entrepreneur Press, Katherine Graham-Leviss
Feedback Tips

- Be timely.
- Be specific.
- Focus on the "what," not the "why."
- Use a sincere tone of voice.

THOUGHTS FROM SOME OF MY COACHES IN ANIMAL WELFARE

A while back I asked a group of leaders in the field what they considered to be important traits of a highly effective animal welfare administrator...
Characteristics of the Highly Effective Animal Welfare Administrator

- Integrity/Honesty
- Thick Skin
- “Outside the Box” Thinking
- Ability to See Shades of Gray...not just black and white
- Recognize your own shortcomings and overcome them with staff strengths
- Ability to Dream and Inspire Others to Dream
- Tenacity (most of the good things accomplished in this field result from long-term, hard work)
- Practicality
- Caring (You must truly care about and believe in what you’re doing)

Characteristics of the Highly Effective Animal Welfare Administrator

- Humility – be willing to become a “student of life” and you’ll learn something new every day.
- Flexibility – be a “jack of all trades” and a generalist
- Patience
- Curiosity
- Sense of Humor
- Good Listener
- Driven
- Visionary
- Risk Taker
- Dogged Determination
- Strong Humane Ethic (practice what you preach)
- Open Mindedness (open to new ideas and ways of doing things)
Characteristics of the Highly Effective Animal Welfare Administrator

- **Team Builder (and Team PLAYER)**
- **Stamina** (physical and emotional endurance)
- **Compassion**
- **Good Communicator**
- **Honest**
- **Collaborative**
- **Confident**
- **Strong Work Ethic**
- **High Self Esteem** (but not arrogance! Must have conviction in beliefs and the ability to express them)
- **Flexibility** (communicate with a variety of people in a variety of situations)

What Have Been Your Greatest Challenges?

- **Staff** (keeping them motivated; accepting that they are human and make human mistakes)
- **Delegating well**
- **Major personnel decisions** that proved disastrous.
What have been some of your greatest successes?

- Making progress. “There is nothing quite like reaching a goal with a group that is committed to that goal and being able to strike it off the list, celebrate and move on to the next challenge with support from those around you.”

- “Ability to be just smart enough to acquire good team players. Few triumphs are the result of only one person.”

- Knowing I have provided the leadership, resources, environment and the support for others to be successful in their work to help animals.

ADVICE from a few of the best coaches in OUR league:

- Never stop talking and LISTENING.
- Hold an argument with yourself every day on the pros and cons of what you are doing
- Surround yourself with as many top people as you can
- Look for talent
- Don’t be afraid to get rid of staff who are in the way of progress
- Don’t be afraid of failure – it is called trial by error, not trial by success
- This business is about people just as much as it is about animals.
- The passion of your workforce makes them your greatest asset and sometimes your “weakest link”.
- Negative thinking impedes progress. “It rarely occurs to me that we can’t accomplish what we set out to do.”
- Good judgment comes from experience. Experience comes from bad judgment.
“very few people are able to organize and direct followers, which is a far more subtle and multifaceted skill. Leadership is really a form of temporary authority that others grant you, and they only follow you if they find you consistently credible. It’s all about perception—and if teammates find you the least bit inconsistent, moody, unpredictable, indecisive, or emotionally unreliable, then they balk and the whole team is destabilized.”

— Pat Summitt, *Sum It Up: A Thousand and Ninety-Eight Victories, a Couple of Irrelevant Losses, and a Life in Perspective*

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**What the heck is CAWA??**

Certified Animal Welfare Administrator -- a certification program of the Society of Animal Welfare Administrators (SAWA)

- Put what you’ve learned to the test—literally
- Never stop learning
- CAWA certification gives candidates the edge in job searches

- [http://sawanetwork.org](http://sawanetwork.org)
Questions & Comments???

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