

# CHALK TALK:

**A Game Plan for Leading,  
Coaching, and Mentoring**

# PRACTICE SCHEDULE

- Warm-up (5 min.)
- Leadership (15 min.)
- Coaching (10 min.)
- Mentoring (10 min.)



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# COACH VINCE LOMBARDI

- Defensive guard at Fordham University and was one of the “Seven Blocks of Granite”
- 1939-1946 coach at St. Cecilia H.S., Englewood, NJ (32 game unbeaten streak)

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# COACH VINCE LOMBARDI

- 1947-48 assistant coach at Fordham
- 1949-53 assistant coach at West Point under Colonel Earl “Red” Blaik
- 1954-58 New York Giants offensive assistant coach

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# COACH VINCE LOMBARDI

- 1959-67 Green Bay Packers head coach
- 1959-68 Packers general manager
- 1969 Washington Redskins head coach



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# LOMBARDI'S RECORD

- 105-35-6 (.750 pct.) 10 seasons
- 5 NFL Championships & 2 Super Bowl Championships
- 3 in a row (1965-67)



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# LOMBARDI'S ROLE MODELS & MENTORS

- His dad Harry
- Jesuit priests at Fordham
- Fordham coach Jim Crowley
- Army coach “Red” Blaik
- George Halas
- Paul Brown



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# POINTS OF INTEREST

- Injury-prone and not a particularly gifted athlete at Fordham
- Suspended temporarily for fighting with a teammate after subjected to a racial slur
- Dropped out of Fordham law school after one year

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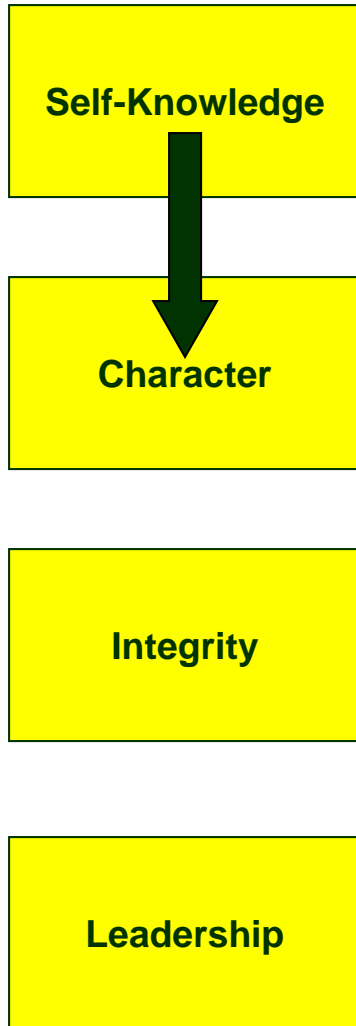
# POINTS OF INTEREST

- His first head coaching job came at age 47
- Head coach in the NFL for 10 seasons
- Super Bowl trophy is now called the Vince Lombardi trophy



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# THE LOMBARDI MODEL



**Leadership starts with self-knowledge, which is the basis for character.**

“You can’t improve on something you don’t understand.”

**Character is the root of integrity.**

“Character is an unshakable set of principles that you will not violate under any circumstances. It is something that can be, and needs to be, built and disciplined.”

**Integrity provides the foundation of leadership.**

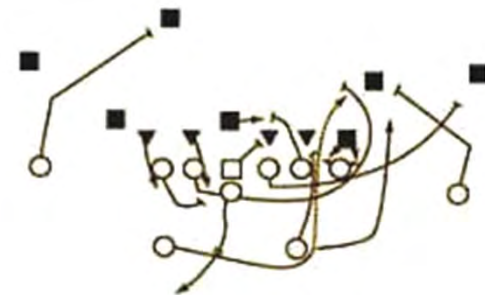
“Integrity means having an upright, honest, and complete character.” “Character in action.”

**Character and integrity are the two pillars of effective leadership.**

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# LOMBARDI'S SCHEME

- Management and leadership are the same
- Teaching and coaching are part of leadership and are essentially the same
- Situational leadership is a matter of semantics



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# LOMBARDI'S RULES

- **BE AUTHENTIC**

- Act your integrity. Be predictable. Make amends when you foul up

- **EARN TRUST THROUGH INVESTMENT**

- Use your authority to build the organization's trust in you

- **USE YOUR MISSION**

- Define the goal. Pursue the goal

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# LOMBARDI'S RULES

- **CREATE A SHARED VISION**
  - “We can do better” is a good place to start
- **ALIGN YOUR VALUES**
  - Bring espoused values into congruence with practices – or else!
- **KNOW YOUR STUFF**
  - When the time comes, show that you know it

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# **LOMBARDI'S RULES**

- **GENERATE CONFIDENCE**
  - Set the stage psychologically, and give your team the tools they need
- **CHASE PERFECTION**
  - Settle for excellence along the way
- **LIVE WHAT YOU TEACH**
  - And live what you coach. And sell what you teach and coach

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# LOMBARDI'S RULES

- **STRIKE THE BALANCE**

- Be as close as you can be – and as far away as you have to be.



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# COACHING

- Leads to increased productivity
- Characteristics of an effective coach include:
  - Positive/Enthusiastic/Supportive
  - Trusting
  - Respectful
  - Patient



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# MOTIVATE 'EM!

- People are generally motivated by
  - Need to Achieve
  - Burn to Learn
  - Craving to Contribute



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# THE OFFENSE:

- Challenge your squad by letting them do the job and making them responsible for their execution
- Give them the means necessary to do the job well
- Match the team member with the task

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# THE OFFENSE:

- Focus on process as well as product
  - Help your team work through the steps so that they become masterful
  - These are fundamentals of mentoring



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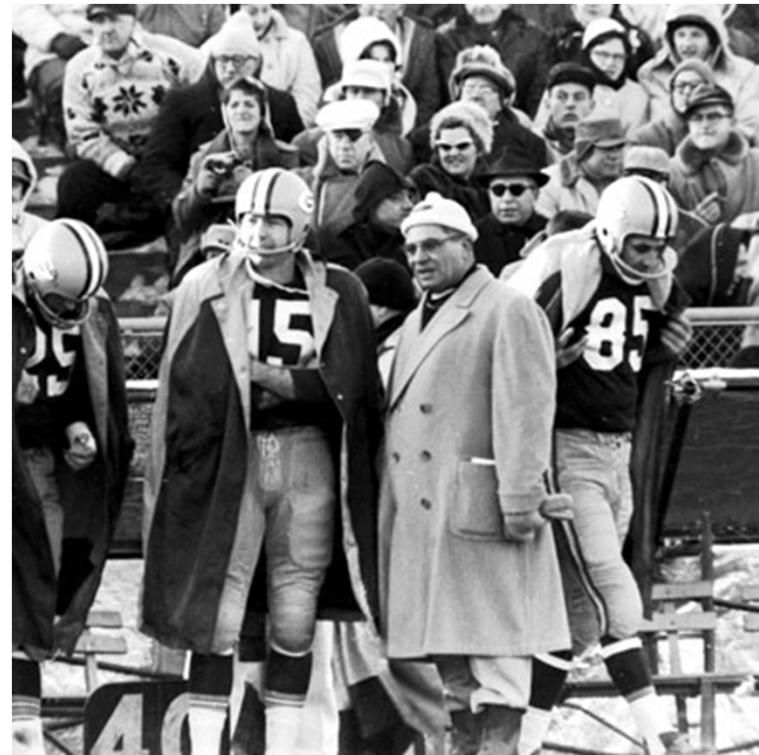
# THE OFFENSE:

- Ask for the team's opinions
  - When you do, really **LISTEN TO THEM**
  - Take their ideas seriously
  - Check with the team before making decisions that affect them

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# THE OFFENSE

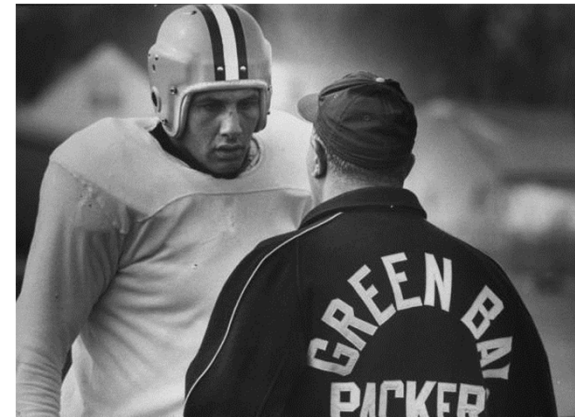
- Practice good listening skills
  - Receive
  - Reflect
  - Rephrase



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# THE OFFENSE:

- Coach One-on-One
  - Establish a clear purpose for the session
  - Ground rules (length of session, coach to player, not buddy to buddy)
  - Stay focused



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# THE OFFENSE:

- Advocate for your players
  - Argue with officials on their behalf
  - Root loudly and passionately for your team
  - Savor their achievement without taking any credit away from them

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# ***QUICK HITTERS***

- Ask good questions
- Stress the positive
- Manage meetings
- Empower independent employees
- Admit your mistakes



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# THE DEFENSE:

- Avoid the trap of acting out of anger
- Watch your @\$% language



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# MENTORING

- Part of coaching
- Skills and behaviors that challenge and develop team members to think and do for themselves
- Independence to perform at their best potential and grow in their career

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# MENTORING

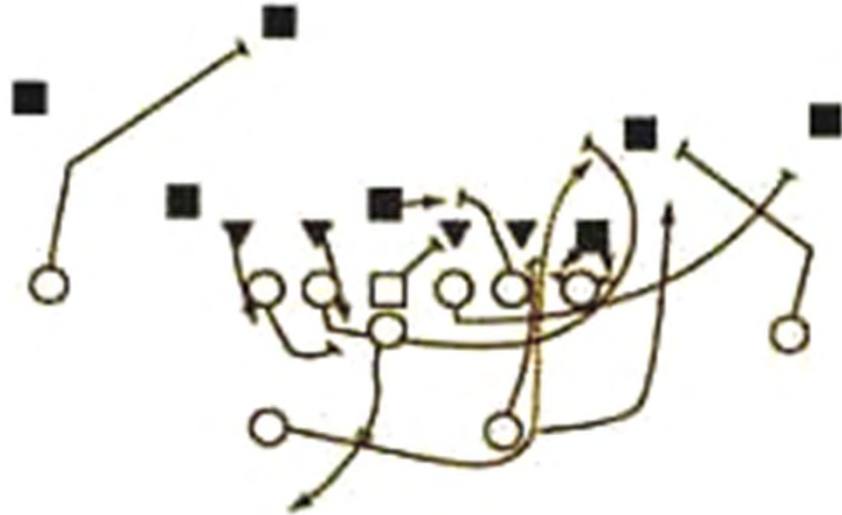
- Two-way communication
  - Team members come in with problems
  - They leave with their problems but have a plan or tools for addressing them



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# MENTORING SCHEMES

- Sharing
  - Insights
  - Observations



- Challenging
  - Encouraging team members to think for themselves

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# SHARING

- Knowledge and experience
  - Successes and mistakes
  - Strategic placement
  - Imposes nothing and allows the player to try for themselves, while giving them information



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# SHARING

- **Observations**
  - Player behavior or performance
  - Occasionally
- **Providing suggestions and advice**
  - When sought
  - Avoid preaching or dictating
  - Avoid imposing your decisions on the player
  - “May I make a suggestion?”

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# SHARING

- **Vision**

- A sense of where you see the team in the future
- What good results look like
- Team member's role as they continue to develop
- Provides a sense of direction and focus for the future

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# SHARING

- **Messages**
  - Often memorable one-liners
  - You know they have it when you hear them repeating it to others
  - Provide a sense of importance
  - Should be stated in positive terms
    - “Positive messages prevent negative results.”

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# CHALLENGING

- Challenging players to think for themselves
  - Used in two-way conversations
  - Used in follow-up meetings
  - Follow-through promotes accountability, while still showing interest and support



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# CHALLENGING

- **Questions**
  - Coach's best friend
  - Powerful and sophisticated
  - “You are often far more influential when you ask questions than when you give answers.”

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# CHALLENGING

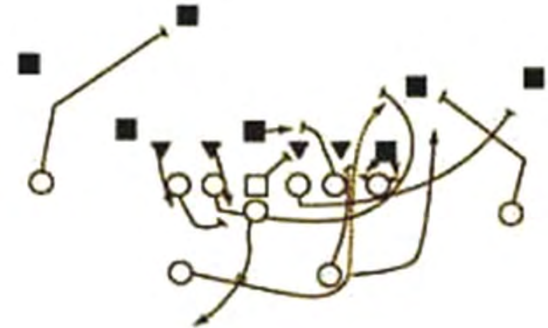
- **Asking for plans**

- Collaborative effort

- The team member takes the lead

- Coach provides direction, information, needed resources, and feedback

- Next steps are mutually agreed-upon



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# CHALLENGING

- **Asking for decisions and recommendations**
  - Collaborative effort
  - Coach and team member evaluate situations, options, consequences, and actions together
  - Give and take discussions
  - Team member does scouting (if needed)

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# CHALLENGING

- Giving challenging assignments
  - Stretch your team member
  - New and different but not beyond their capabilities
  - Coach assists and supports, where needed, and provides follow-up

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# THE GOAL

- Developing a high performing team that meets organizational needs, enhances employee skills, builds employee commitment, and makes the leader's life a little easier.



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# STARR PERFORMANCE



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# SOURCES

- “What it Takes to be Number One, Vince Lombardi on Leadership,” Vince Lombardi, Jr., McGraw-Hill, 2001.
- “How to be a Great Coach,” Marshall C. Cook, McGraw-Hill, 2008.
- “Coaching & Mentoring for Dummies,” Marty Brounstein, IDG Books Worldwide, 2000.

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