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.)

“CHALK TALK”
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)
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

“CHALK TALK”
COACH VINCE LOMBARDI

• 1959-67  Green Bay Packers head coach

• 1959-68  Packers general manager

• 1969  Washington Redskins head coach

“CHALK TALK”
LOMBARDI’S RECORD

• 105-35-6 (.750 pct.) 10 seasons

• 5 NFL Championships & 2 Super Bowl Championships

• 3 in a row (1965-67)
LOMBARDI’S ROLE MODELS & MENTORS

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

“CHALK TALK”
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

“CHALK TALK”
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
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.

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
LOMBARDI’S RULES

• STRIKE THE BALANCE
  – Be as close as you can be – and as far away as you have to be.

“CHALK TALK”
COACHING

• Leads to increased productivity

• Characteristics of an effective coach include:
  – Positive/Enthusiastic/Supportive
  – Trusting
  – Respectful
  – Patient

“CHALK TALK”
MOTIVATE ‘EM!

People are generally motivated by

– Need to Achieve
– Burn to Learn
– Craving to Contribute

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
THE OFFENSE

• Practice good listening skills
  – Receive
  – Reflect
  – Rephrase

“CHALK TALK”
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

“CHALK TALK”
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

“CHALK TALK”
QUICK HITTERS

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

“CHALK TALK”
THE DEFENSE:

• Avoid the trap of acting out of anger

• Watch your @#$% language

“CHALK TALK”
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

“CHALK TALK”
MENTORING

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

“CHALK TALK”
MENTORING SCHEMES

• Sharing
  – Insights
  – Observations

• Challenging
  – Encouraging team members to think for themselves
SHARING

• Knowledge and experience
  – Successes and mistakes
  – Strategic placement

  – Imposes nothing and allows the player to try for themselves, while giving them information

“CHALK TALK”
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?”

“CHALK TALK”
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

“CHALK TALK”
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.”

“CHALK TALK”
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
CHALLENGING

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

“CHALK TALK”
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

“CHALK TALK”
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)

“CHALK TALK”
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

“CHALK TALK”
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.

“CHALK TALK”
STARR PERFORMANCE

“CHALK TALK”
SOURCES


“CHALK TALK”