

Executive Coaches: Go to the Film to Improve Leadership

Football coaches often rely on footage and instant replays to help improve the performance of their players, particularly those at the professional level, using it during a game between series to modify today's execution of the "game plan".

I'm not a pro athlete, but I do have a coach who works with me on my golf swing. He often takes the same approach, bringing his iPad to the driving range and recording while we work.

What I find most helpful is when he films my swing and we talk about it, right then in real time. **I watch what I am doing; the film doesn't lie. By watching the video together, he can describe something verbally and then he shows me exactly what he was describing.**

What I think I am doing and what I am actually doing is very often at least slightly different. It is that combination of doing, hearing and seeing that allows me to more easily modify my behavior, so it is an effective tool for my coach, who can then ask me to demonstrate what we have been working on and continue to give me real-time feedback.

It is now up to me to continue demonstrating that move in a practice situation and, then, take it out on to the course.

Part of most leaders' jobs is to coach their employees and get them to perform better. How could you integrate "real time" coaching into your everyday interactions with your people?

Imagine a member of your team is meeting with the boss to hopefully get his support for a new program, **but so far, the boss doesn't seem to agree. What if you could call a timeout,** go into the next room and meet with your team member to discuss and review the tape.

What if you have coached an executive on how to put an employee on a performance improvement plan? You helped the executive practice the conversation, and your suggested **strategy was to control the conversation tightly. But now, on "game day," the employee is unexpectedly giving a lot of pushback.**

Of course, in an office setting, you don't usually have the advantage of timeouts and replay, but you can apply the concepts effectively in professional settings.

Going into a situation with a tight "game plan" - taken from a comprehensive playbook - is a good start. Contingency plans will ensure you are prepared if the original plan gets off track.

The more an employee is able to review - and actually see - his or her performance with a **coach during training sessions, the more “what ifs” are recognized, addressed and added to that playbook.**

As a coach or mentor, you must remind your protégé that practice *almost* makes perfect. With the mindset that nearly anything can happen but armed with well-thought-out **strategies, an employee is equipped to make “audible” plays during real situations when the game plan doesn’t appear to be working.**

That ability to adapt quickly, however, doesn’t happen without consistently going over the tools and techniques - in conversation and by consulting the video - to improve real-time performance.

About the Author

David Hoff is the chief operation officer and executive vice president for leadership development at E•A•S•I-Consult[®]. E•A•S•I-Consult works with Fortune 500 companies, government agencies, and mid-sized corporations to provide customized Talent Management solutions. E•A•S•I-Consult specialties include individual assessment, online employment testing, survey research, competency modeling, leadership development, executive coaching, 360-degree feedback, online structured interviews, and EEO hiring compliance. The company is a leader in the field of providing accurate information about people through professional assessment. To learn more about E•A•S•I-Consult, visit <https://easiconsult.com> or email ContactUs@easiconsult.com or call 800.922.EASI.