

Improving Your Coaches Through Evaluation Using an Education-Based Process

Darren Howard, CMAA
Deon Birkes, CMAA

Oswego SD 308,
8A
6000 HS Students
250 Coaches

Lincoln Consolidated
School District
4A/3A
500 HS Students
17 Coaches

Darren Howard, CMAA
Deon Birkes, CMAA



CREATIVITY, INC.



***Ongoing Conversations and Evaluations
(based on Creativity Inc. by Ed Catmull)***

**How do we do, or how have we
done, evaluations to this point?**

Probably using:

Check Lists?

Strengths & Weaknesses?

Happens after the season?

Then place in a file until next year!

What are we accomplishing with this process?

Was anything learned or improved?

If there were negative evals, what did the coach leave with?

Did we mentor or offer help, or did we just “check the boxes” and cross another eval off of our long list?

Are we developing coaches or just evaluating them?

Have you ever not been “honest” with someone on your staff, in your school, or in the District for fear of hurting feelings, fear for your own well-being, or your position?

If you allowed your staff to each write 2 things on post it notes (anonymously) that they see as weaknesses of your department, what would they be?

Culture

- Honesty vs **Candor**
Willingness to Receive
You can't challenge
without being willing to
be challenged!
- **What is our job?**

How has the last 2 years changed students, parents, coaches and us?

Should we go back to status quo? OR..



"A HALLMARK
OF A HEALTHY
CREATIVE CULTURE
IS THAT ITS PEOPLE
FEEL FREE TO SHARE
IDEAS, OPINIONS, AND
CRITICISMS. LACK OF CANDOR,
IF UNCHECKED, ULTIMATELY
LEADS TO DYSFUNCTIONAL
ENVIRONMENTS."

FROM CREATIVITY, INC. BY ED CATMULL

What is an Ongoing Conversation?

- It maintains a “fertile” environment where **ideas** matter
- Communication structure vs. Organizational structure (Conference Room Table Idea)
- **Trust** the people – helps to get the **right** people in the right seats
- Assembly line mentality (Toyota Way)
- Get smarter - ideas from anyone
- “Fail as quickly as we can!”



Photo: Toy Story 3 / Disney Pixar ©2010

What are the benefits?

Goals - Progress, obstacles, next steps

Empowerment - Engagement in process

Course Corrections - Fix issues in real time

Relationship - Build, build, build

Value Investment - Investing in people

- Building year round and not just at the end!!

What does it look like?

"WE BELIEVE THAT
IDEAS ONLY BECOME
GREAT WHEN THEY
ARE CHALLENGED
AND TESTED."

FROM CREATIVITY, INC. BY ED CATMULL



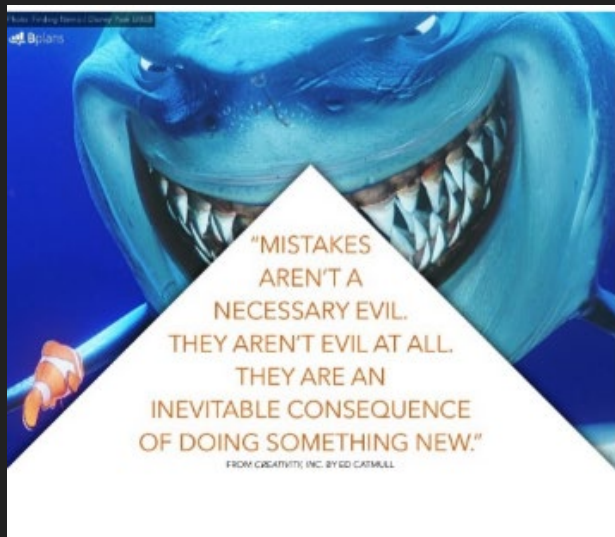
**Gather key data and
info, but in a
collaborative
atmosphere without the
pressure of the old
formal evaluation.**

*Allow for constant growth all along the way
rather than just looking back at the past.*

Timing of Meetings (Check-Ins)

(at the least)

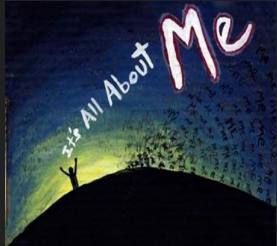
- Pre-season
- 1-2 times In-Season
- Post-Season
- Not tied to a set length of time
- Let the conversation flow naturally and it will end when the purpose is fulfilled



We always want to try to mentor and help people, but they must be a WIT (Whatever It Takes) and not a WAM (What About Me). WAM's will not make your team or your culture better or stronger.

“Be accountable to your assignment, but be dedicated mission.”

.



How many WAM's do you have?

Are you the A.D. for all coaches or are you the A.D. for just the head coaches?

❓ **Key things to review for yourself if you are considering this process:**

- *How often do you meet with assistant coaches currently in your process?*

- *You need to be **INTENTIONAL** in making time to speak to every coach in your department and every person in your athletic office.*

- *Are you developing the assistant coaches into future head coaches with your own mentoring, as well as being sure your head coaches are mentoring them?*

Time is short for all of us, so where are you spending your time?

In these “Ongoing Conversations”, what is the end game?

❓ You will need to answer this based on your own program and philosophy. For me, it is to take chances on potential, hire and work with coaches for what they CAN BE and not what they are now.

- *I want head coaches that want to TAKE MY JOB!*

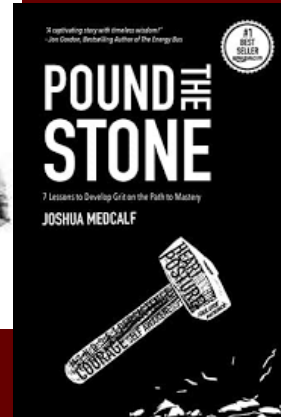
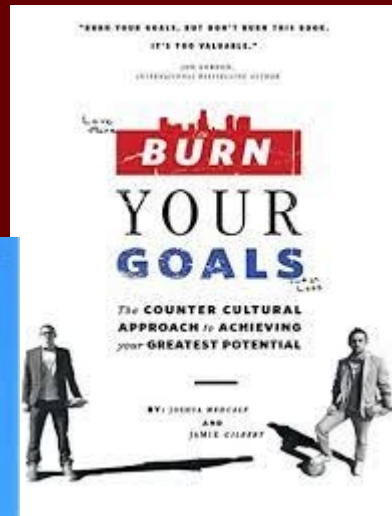
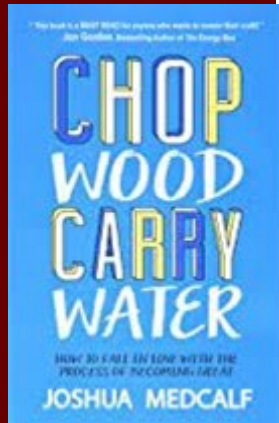
- *I want assistant coaches that WANT THE HEAD COACHES JOB!*

Take a chance on BETTER, even if it is a threat! That is how you make the entire system stronger!

Expectations

Coach

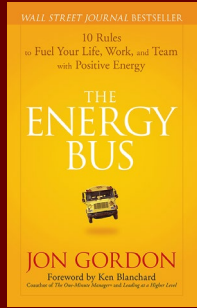
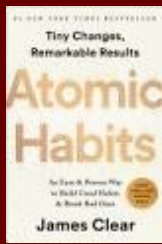
- What their thoughts are for the year.
- What are your expectations for the Team
- What are your strengths of/on the team
- What are your weaknesses What can I help you with
- What do you need from me, admin,
- What is your process



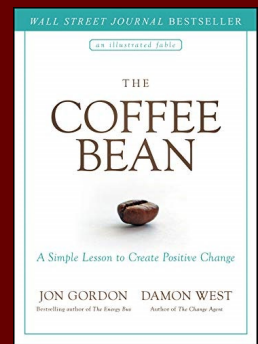
AD- Non negotiables

- Candid expectations what is acceptable and what is not.
- Never ASSume
- Standards vs. Goals (Burn Your Goals)
- Race Horse Blinders





Coaching Plan



Pre Season

Season

Off Season

Immature vs. mature = Length and detail of meeting

Coaching Plan Reflection Questions

What should your end result look like?

How are you going to get there?

What does your road map look like?

What hurdles to you foresee?

What are your biggest challenges?



What you get from me vs what you need from admin/coaches as a staff.

Drop ins * Watch practice * Watch Team Meetings * Listen to the message * Go to team activities

Conversations

Casual- In passing-Relationship Building

- Old Saying-"They don't care how much you know until they know how much you care"
- Coon hunting stories-football coach

Scheduled- Let's talk about how things are going

- What's Going Good
- What's Going Bad
- What's Stumping you?
- Anything I can help or take off your plate? (Football Stats)



Need- If there is something that needs to be addressed or followed up on.

Baseball Coach - benching players for doing other school functions

Reflections on the year

Coach Self Evaluation

- Helps make sure they think through all aspects of their program

Assistant Coach Evaluation

- The AD evaluates all the coaches
- Head coaches evaluate assistant coaches within their program

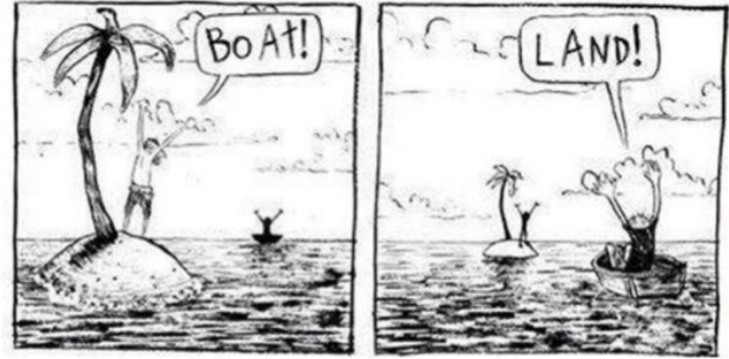


To achieve greatness:

Start where you are, Use what you have, Do what you can -Arthur Ashe

Player/Parent Survey

- Perception is not reality unless that is the perception you are trying to give or your actions reinforce those perceptions.
- Data used to match up different points of views which may lead to perception
- Even if they say stuff that is not true it is useful information
- Your methods may not be getting the results you would like.
- Gives you feedback, good or bad.



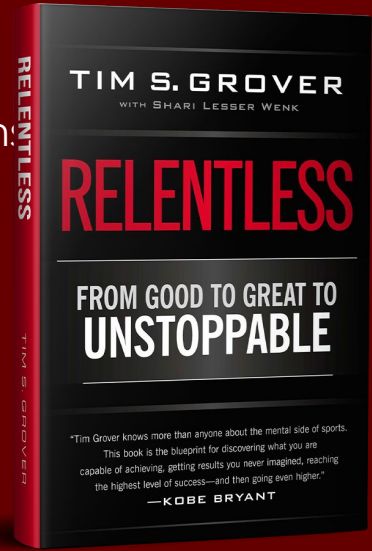
*Perspective..
What we see depends mainly on what we look for.
~ John Lubbock*

The customer's perspective is your reality - Kate Zabriskie

Formal evaluation

Meeting -

- Hired for their Strengths, are we evaluating them on these strengths or only on weaknesses.
 - Failure or quit- how did you respond
 - Do it wrong same way over and over is choice,
 - Or do it wrong and the do it wrong in a different way is learning.
- What could they change if they could
- What would they do more of
- What failures/successes did they have in their eyes?
- What are you going to do differently or do about it.

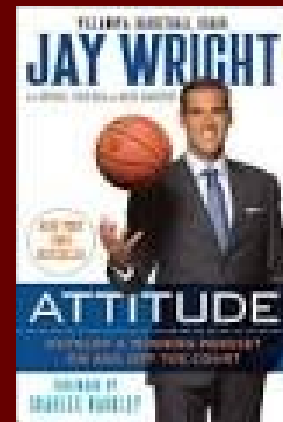


There is only one way to avoid criticism: Do nothing, Say nothing, Be nothing!

-Elbert Hubbard

Improvement plan-NOT BAD

- All of us need to improve- Everyone has a plan moving forward!
 - What do they want to improve on?
 - What do they think they need to improve at?
 - What do you as the AD think they need or want them to improve at?
 - What steps are you going to take to improve and timeline which it should be done?



AD/Coach Conversation

- How do you plan to get better
- Clinics, collaboration with coaches
- Coach K (38-47), Wooden, (13 yrs, 3 NCAA Tment, 0 FF)

Contact information

Deon Birkes, CMAA
Lincoln Consolidated School District
District Athletic Director
District Transportation Director
2022-23 AHSAAA Secretary/Treasurer
NIAAA Hall of Fame Committee Member
dbirkes@lincolncsd.com
athletics@lincolncsd.com
Lincoln, AR
Office 479-824-7447
Cell 479-790-7107

Darren Howard, CMAA
SD 308 District Athletic Director
Oswego High School Athletic Director
2022-23 Illinois Athletic Directors Association
Board Member
NIAAA Membership Committee Member
dhoward@sd308.org
Oswego, IL
Phone 630 636 2023
Cell 630 430 8500

Please Call or email with any questions.
Thank You!