



Evolution of an Athlete

The difference between sport and business

Presenter: Pat Howard (Chief Operations Officer – Cromwell Group)

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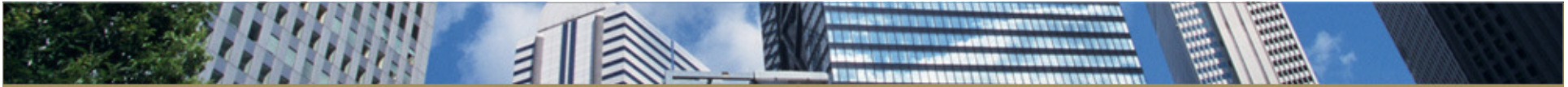


Business

- Teaching is the only major occupation of man for which we have not yet developed tools that make an average person capable of competence and performance. In teaching we rely on the "naturals," the ones who somehow know how to teach
- Peter Drucker

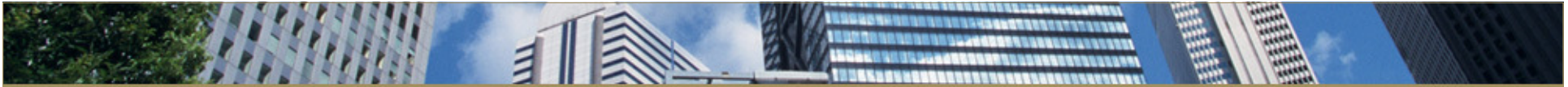
Sport

- Peak performers want more than merely to win the next game. They see all the way to championship. They have a long-range goal that inspires commitment and action.
- Charles Garfield



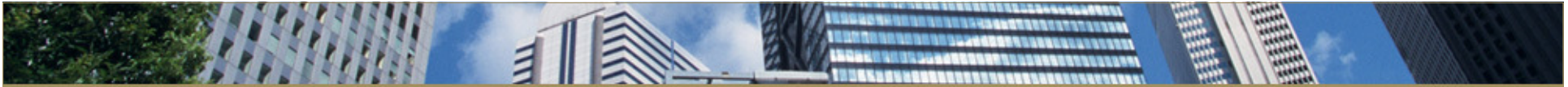
Performance Fundamentals

- Carrot and/or Stick – each individual needs both for context
- A coach or manager must tailor “COACHING” to the individual
 - *“ In my experience the only guaranteed way of gaining corporate performance change and improvement is to terminate and promote in tandem and to do it openly and visibly” – John Stuckey CEO McKinsey Consulting*



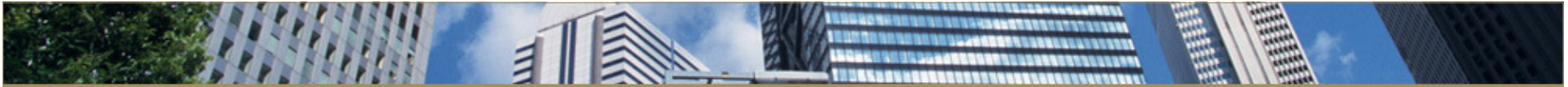
Performance Fundamentals

- Engagement
- Common Goals
- Fear – Does fear drive performance?



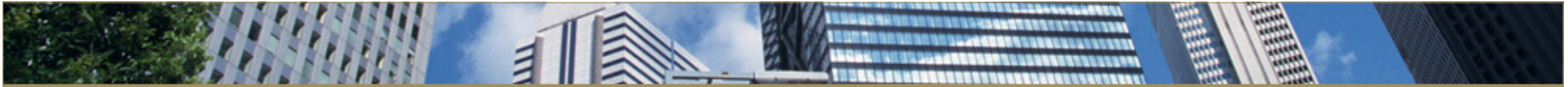
Carrot

- Promote
- Reward
- Encourage
- Remunerate????



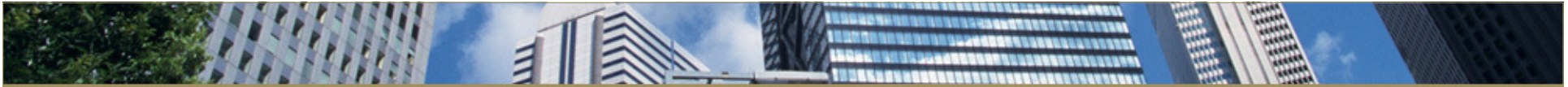
Stick

- Criticism
- Termination
- Regulation



John the Athlete

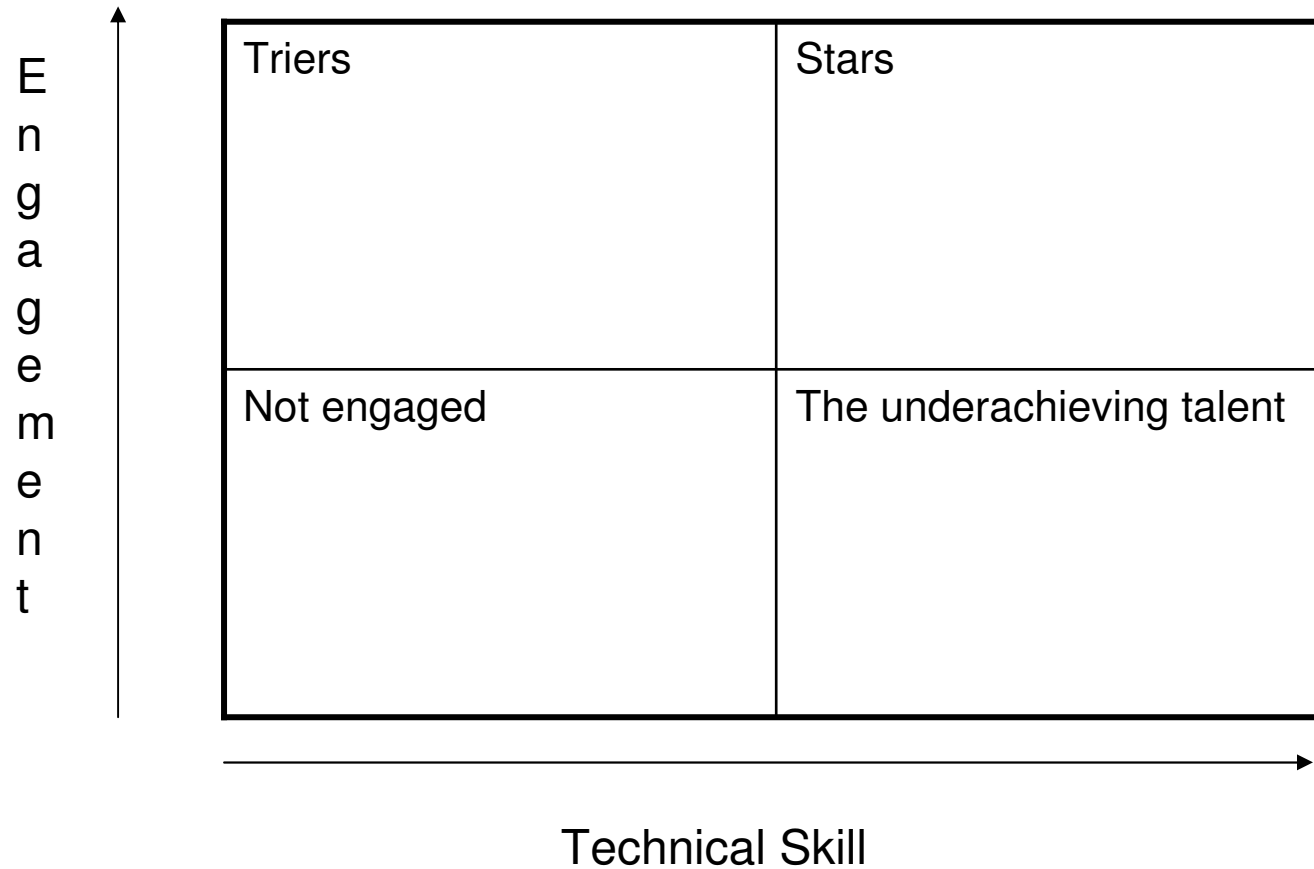
- Coach is looking for improved performance – Why:
 1. Massive potential John is “good enough to represent Australia”
 2. Never had to work to get where they are today
 3. Disengaged
 4. Is motivated by material benefits

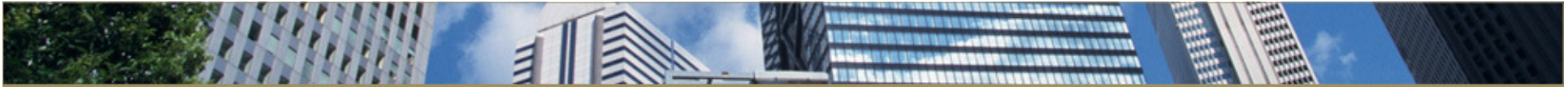


John the Accountant

- Manager is looking for improved performance – Why:
 1. Massive potential John is “good enough to be the CFO”
 2. Never had to work to get where they are today
 3. Disengaged
 4. Is motivated by material benefits

Assessing each individual

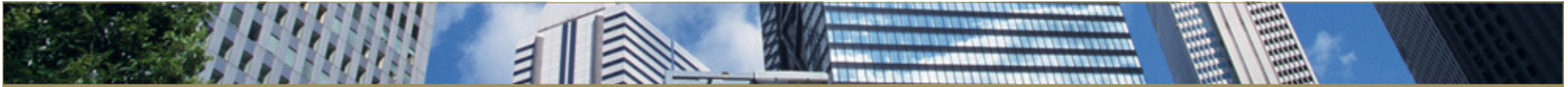




Sport

- You cannot select them
- Tangible metrics
- Discipline them
- Warn them of non contract renewal
- *All stick*
- *Carrot – offer them a big break the one and only break*
- *Carrot – engage them through consultation*
- *Carrot – engage them through training and development. “Bridging the gap”*

- Now how does the apply in a business sense!



How do we get the best out of people

- Each player must accept the cards life deals him or her: but once they are in hand, he or she alone must decide how to play the cards in order to win the game
- Voltaire



Thank you for your time

