

# Business Simulation

## Coach | *Co-achieving through Co-operation & Achievement*



### Team Development

*“It’s the  
coach’s  
– the leader’s –  
beliefs that are  
most important;  
they become  
self-fulfilling.”*

**Don Shula,**  
*Head Coach -  
Miami Dolphins,  
the “winningest”  
coach in US  
national football.*

**Coach is a values-oriented exercise that supports participants in exploring their underlying attitudes, beliefs and values around achievement motivation and its impact on individual and team performance.**

Coach highlights over 30 years of research on achievement, in particular, the work of Professor David McClelland of Harvard University and Dr J Clayton Lafferty of Human Synergistics.

Developing the exercise has also involved extensive interviews with sports men and woman, successful coaches and business leaders to verify the findings. An extensive review has also been made of literature on managing teams in both sports and business contexts.

Quotes from leading coaches were commissioned and have been integrated into the learnings for validation and inspiration. With its sporting context, Coach generates vigorous discussion challenging participants’ beliefs about leadership and motivation.

### Key Results

- Recognize the impact of positive psychology on individual and team motivation.
- Clarification of personal values rather than developing group synergy, which is the focus of Human Synergistics’ other simulations e.g. Desert Survival Simulation.
- Identify and develop achievement values.
- Understand Human Synergistics’ thinking styles and the implications for leadership practices.

### The Process

Participants are faced with the situation of coaching a sporting team and asked to mark their preference of style and approach to coaching. Coach is divided into sections including leadership approach, setting goals, selection of the team, training and team talks. Participants indicate their responses individually and then as a group.

**Length 2 to 4 hours**



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## Excitement

Human Synergistics' exercises are highly respected for quality, thorough research and lasting effectiveness.

This simulation:

- is fun and interactive
- designed to generate differing perspectives, leading to energetic discussion on a wide variety of leadership issues
- questions participants' assumptions about motivating individuals and teams in a non-threatening way
- highlights the importance of achievement motivation in creating excellence within organizations.

## Coaching Styles

Coach explains how coaching styles shape and influence team members' motivation. There are 12 styles which provide a way to measure and describe what drives performance of team members, coaches and teams. These are grouped into three clusters as defined below:

**Constructive Styles** reflect a balanced concern for task achievement and motivating team members. The styles are Achievement, Self-Actualizing, Humanistic-Encouraging and Affiliative.

**Aggressive/Defensive Styles** emphasise tasks and pay little attention to the needs of members. The styles are Power, Competitive, Perfectionistic and Oppositional.

**Passive/Defensive Styles** emerge in coaches who lack initiative and direction. The styles are Approval, Conventional, Dependent and Avoidance.

## Growing Achievement-Orientation

Some behaviours are conducive to the development of achievement while others discourage this style. Coach explains how to grow Achievement-Orientation in the workplace.

Examples of growing Achievement-Oriented behaviours are:

- Emphasize task completion
- Strengthen belief in self-development
- Encourage co-operative goal setting.

Both Achievement-Oriented and Non-Achievement Oriented behaviours are further expanded upon in the Leader's Guide.

## The Materials

### Participant Exercise

The kit includes four booklets and instructions:

- *Participant Instruction Cover* provides information about The Situation, Your Challenge and the Group Activity.
- *Participant Exercise - Section One: Approach, Goals and Selection* is an NCR (no carbon required) self-score exercise.
- *Participant Exercise - Section Two: Training and Team Talks* is also an NCR (no carbon required) self-score exercise.
- *The Participant Booklet* explains achievement motivation, distinguishing this from traditional approaches based on Power and Competition. Quotes from leading coaches are provided along with how achievement motivation can be applied in leadership practices.
- *The Action Plan Booklet* provides the opportunity for the individual to plan how to improve their own and their team's performance through applying the principles of achievement motivation.

### Leader's Guide

An extensive Leader's Guide and Presentation (PowerPoint format available on disc) is essential for each consultant/trainer to use in preparation and facilitation.

## Applications

This simulation is best used in conjunction with Human Synergistics' diagnostic tools. It enables a 'discovery-through-enquiry' process to understand the Human Synergistics' 12 thinking and leadership styles.

Using Coach in programmes without other circumplex material can be done, but we believe Coach is most effective and powerful if included as part of a broader circumplex programme.

While the simulation is set in a sporting context, the exercise applies to any group, particularly organizational work groups.

The Coach exercise highlights the importance of constructive values in leading and motivating others and can be used in leadership and/or team development programmes.



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