



JIM HARSHAW JR.

Revealing Failure as the Path to Success

Success Through Failure Podcast

Action Plan Episode #137

Jeff Janssen

Today I bring you, Jeff Janssen. Widely considered the world's top expert on Sports Leadership, Jeff is the founder and president of the Janssen Sports Leadership Center. Jeff and his top-notch team's pioneering work on sports leadership development with student-athletes and coaches has led to the creation of cutting edge Leadership Academies at top colleges and high schools across the country. A prolific author, Jeff has authored numerous books including *The Team Captain's Leadership Manual*, *The Team Captain's Culture Manual*, *The Athlete's Responsibility Manual*, *The Teammate's Accountability Manual*, *The Athlete's Commitment Manual*, *How to Build and Sustain a Championship Culture*, *Championship Team Building*, *Jeff Janssen's Peak Performance Playbook*, *How to Develop Relentless Competitors*, *Develop Relentless Competitors Drillbook*, and *The Seven Secrets of Successful Coaches*.

Quotes

"What separates the best from the best when the talent starts to even out at the highest levels, it becomes those intangible factors that really make a difference in championship teams."

"The higher you want to climb, the more important it's going to be that you've got full accountability because you can't have people forgetting to do the basic thing."

"No involvement equals no commitment."

About Getting People to Embrace Accountability

"I think what you need to do is get people involved in it. Some of the best coaches that I know, they don't come down from on high and just impose these rules on people. If you read Coach Kay's book, 'The Gold Standards', when he worked with the Olympic team for the very first time, what he was able to do was take a lot of selfish guys who were only doing it for endorsement kind of things and was able to get them all in a room – certainly some of the key guys, LeBron, Duane Wayne, Kobe and some of the others – and get them to really talk about, 'This is a special

opportunity to represent our country and we've been embarrassed in some of the previous years. We can't have that happen anymore.' He sat down and said, 'What are our standards going to be?' The more people you can involve in the standards, the more buy-in you're going to get."

About Sticking to Your Principles

"One of the big things we try work on – and I know you do too – is to really have people look at what are your core values? What are the things that no matter if you won 15 in a row or lost 15 in a row, that come heck or high water, you are going to stick to these principles because they are what you are all about and you know long term that if you stick with these principles, they are going to provide a solid foundation for you from which to build upon, and they're also a solid foundation that if you look in the mirror at the end of the day, you can look in your eyes and know you did the right thing for yourself?"

About Regular Evaluation

I heard one time if you're going to take a cross-country flight from L.A. to New York, a lot of times, that plane is going to start getting 1 degree off of its destination. And what these different monitors and measures and GPS are able to do is nudge it back on course. Well, there are a lot of coaches and managers that maybe aren't doing that regular evaluation. Now they're getting 1% off course, and now they're getting 2% off course and now, 3%. And they may end up in Hawaii rather than New York because they didn't do that regular evaluation along the way."

About Accountability

"One of the things we did is put together this seven steps of accountability and creating a culture of accountability. Those steps are :

Number 1: You have to understand what you're trying to achieve, your desired result. The higher your goal, the more you have to hold people accountable.

Number 2: Clearly communicate what are your standards, your expectations you have for yourself and for those on your team. If you don't establish them clearly, it's hard to hold people accountable for things.

Number 3: You have to exemplify that standard. You've got to be the best example of that standard, the first one in and the last one out, one of the hardest workers there. You can't hold anybody else accountable if you're not bringing it consistently yourself.

Number 4: Getting your people to embrace those standards. The standards are going to be pretty high and it's going to ask for a lot of sacrifice, blood, sweat and tears. You have to get them to embrace the standard, not feel like it's the leader's/coach's standard. It's about 'our standard.'

Number 5: Evaluate the standards. Whatever you have set, from a performer's standpoint or a behavioral standpoint, we need to build in regular evaluation opportunities to look at how close are we to the standards.

Number 6: What people don't understand with holding people accountable is endorsing and complimenting the people who are hitting and certainly exceeding the standards, is probably as much if not more of a holding people accountable than it is calling them out when they're missing it.

Number 7: Identify if people are falling short of the standards intentionally or unintentionally, and use different coaching methods accordingly. If it's unintentional, we're going to coach that person. If it's intentional or far below the standard, then we have to get a lot more serious."

Action Item

"Whether it's an individual or a team, I think what you've got to be clear about is what is your vision or what is your clear and compelling goal that you're really driving for? Not only what is it but more importantly, why is it? Why is it that you want this so badly? What is it that you feel like it's going to bring you because that I think is where the ultimate reservoir of motivation is going to be if you can tap into that clear and compelling goal, and then have really compelling why behind it. It's going to force you to get up early, force you to maybe do the things that normally, you wouldn't want to do but you know that if you do those things, not many of your competition is going to be willing to do those kinds of things. That's what's going to start differentiating you from them."

Recommended Tool

"The best thing we've done is we started using the Net Promoter Score (NPS). In most businesses –especially the high level ones – will use this. It's simply asking people, 'Would you on 1 to 10 scale, recommend us to someone else?' If you're at a 9 or 10 level, then you're certainly considered a promoter. If you're a 7 or 8, you're kind of just middle of the road. If you're 6 and below, you're a detractor. So we do that with all of our coaches. We do that with all of our student athletes about all of our programs."

Website and Social

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