



The "Coach"
James A Morel
President

JAM Sessions

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Our newest program:

- **COMPASS—Navigating Better Finishes**
- Learn how to:
- **Maximize the "Yes"**
- **Minimize the "No"**
- **Eliminate the "Maybe"**

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Confidence

In working with many of our clients the topic of confidence comes up quite frequently. How do I get it? How do I keep it? Dr. David Morrison, in his work on the characteristics of Highly Successful Executives, found that confidence was a key contributor to creating greater personal appeal. In her book *Confidence: How Winning Streaks and Losing Streaks Begin & End*, Rosabeth Moss Kanter makes for the power of confidence. In any situation where two people are competing with

relatively similar skills, the more confident person will always succeed at a greater level.

Courage comes from wanting to do it well.

Security comes from knowing you can do it well.

Confidence comes from having done it well!



What difference does 1% make?

Author: **Jonathan Males**

The consequences of small performance differences are easy to see in sports that directly align with the Olympic motto of *Citius, Altius, Fortius*, Latin for "Faster, Higher, Stronger". In these sports the outcome variables of time, distance or weight can be precisely measured. It's harder to document the precise difference that a 1% performance improvement makes to outcome in sports such as football, tennis, handball or basketball. Here the outcome is

binary – win or lose. So winning an Olympic medal requires safe passage through a series of tournament matches up to and including the semi-finals and finals. The cruellest result is to lose in a semi-final, knowing that an Olympic gold medal is now out of reach, with nothing but the ignominy of a third and fourth place play-off. Even a bronze medal is not assured.

What difference does 1% make? (continued)



Greg "Heff" Heffington RCC
Managing Partner

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Yet talk to any team sport player or coach and you will learn that these sports are examples of chaos theory in action. A shot on goal that misses by millimetres, an injury to a key player, or a single poor refereeing decision can all have a significant impact on the ultimate tournament result. Success in these sports requires that a long series of coach and player decisions and actions unfold well, as well as a dose of luck in areas outside the team's control.

Clearly it's not as simple as just trying 1% harder. Successful performance in sport pulls together a whole raft of physical, technical, psychological and logistical factors at exactly the right time.

So small improvements can make a big difference – and the closer an athlete or team are to the podium, the more important these marginal gains become. It's a modern version of the old proverb; *For want of a nail the shoe was lost. For want of a shoe the horse was lost. For want of a horse the rider was lost. For want of a rider the message was lost. For want of a message the battle was lost.*

For want of a battle the kingdom was lost. And all for the want of a horseshoe nail. In modern sport this proverb is turned around to pay attention to the quality of each and every nail on the battlefield.

What can we learn from Olympic sport?

Many managers would argue that they're not aiming for a gold medal. But when I'm working with organisations it's because they want to make the most of their people's potential. To do that

you can use the same principle: small improvements in the right areas will lead to big differences. The question is, where do you start?

1. Clarity of intent In business, you also need a crystal clear image of what your role should deliver. What are the specific outcomes you're responsible for? Who are you delivering to, and by when? How much of your time and effort goes toward achieving them? Without this clarity of intent, you can't separate what's important from what isn't.

2. Do the basics very well In business it's just as easy to dismiss the boring basics for the latest shiny fad. But what are the essentials for your role? Are you, and your team robust under pressure? Could you bring 1% more of your attention to your basic processes and procedures?

3. It's not just about feeling good Although emotions can be an important source of information, they shouldn't be used to justify inaction or poor performance in business. All too often I see managers who can't tolerate emotional discomfort, and who hide from hard decisions about themselves, their teams, or their businesses. What if you were just 1% more willing to face emotional discomfort and do what's right?

4. Get the right balance between process and outcome

In business, effective strategies rely on the best possible intelligence and careful judgment about the right process to achieve the desired results. Process and

outcome then need to be held in a dynamic balance. Process without outcome becomes senseless bureaucracy, while outcome without process leads to either wasted resources or blurred ethics. A small change in this balance, in either direction, can make a big difference.

Over to you

Clarity of intent, doing the basics well, pushing through emotional discomfort and managing the balance between process and outcome. In almost any business or line of work, these are four areas where even small improvements can make a big difference. In summary, the art of performance is about being able to think straight, relate well, and act powerfully. No matter how good you are already, my challenge to you is to seek out a 1% improvement in any or all of these areas.



1980 USA's Ice Hockey win over USSR



Behind the Bench—George Amidon

Having grown up in Northern Minnesota I was introduced to the game of hockey at an early age. I was fortunate enough to play with some very talented individuals with a number of us going on to play College Hockey and a few on to the NHL. One good friend ended up coaching in the NHL. His name is Kevin Constantine.

Kevin has coached at nearly every level and found significant success along the way. He won a National Championship at the Junior level, a Turner Cup Championship at the Minor League level and has held Head Coaching positions with the San Jose Sharks, Pittsburgh Penguins and New Jersey Devils.

I had Kevin speak to an organization that I was running and he shared some insights on how to get better results by looking at things a little differently.

His first Head Coaching job in the NHL was with the San Jose Sharks. At the time Kevin was the 2nd coach in their history and the previous year they set a record for most losses in a season. Kevin, realizing he needed to change things began to get his players to look at things a little differently.

In hockey most of us would agree the most exciting thing to do is to score a goal. It's what every hockey player hopes to do. In order for a goal to be scored, I think everyone would agree that the puck needs to be on your stick. Right! But if there are 5 skaters on either team, not including the goaltenders, and the puck is moved around somewhat evenly—how often is the puck on your stick? 10 percent of the time! So if the most exciting thing to do is

score a goal and the only way that will happen is if the puck is on your stick and it's only on it 10 percent of the time, what is happening the other 90 percent of the time? That's what Kevin asked his players.

It's easy to focus on the fun or exciting things but what about the things that aren't exciting but are critical to success? In our business we find that bringing on new clients or bringing in more assets is fun and exciting. But in order for that to happen we need to be in front of our clients or prospects. But we aren't there 100 percent of the time, so when we aren't what are we doing to make ourselves more effective?

That was Kevin's challenge to his players and my challenge to you. What are you doing to improve your communication skills, industry knowledge, understanding of client behaviour, sales skills, etc.? All things that might not be exciting or fun but are critical to your success.

Kevin by getting his players to focus on the 90 percent away from the puck set a record in the NHL for the largest point change in a single season! Taking the time when you aren't in front of your clients or prospects to polish your skills and improve your ability to communicate can make you more impactful and score more often!



George Amidon
Managing Partner

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Kevin Constantine
coaching the New Jersey Devils



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Helping You Succeed In Today's Ever- Changing Environ- ments

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Coach's Corner

Confidence: from understanding to application by Kaleen Barbera (CPC)

What can we do in our behavior to display confidence? Often confidence is the inner knowledge that allows us to have conviction, which then drives certain behaviors that we do without thinking. But what about other actions we may not be aware of that can also exude confidence? Is it the pace or tone of our voice? Is it our body language? Is it how we hold our hands or the tilt of our head? Our eyes, voice and body all send many messages, and one of those is certainly our level of self-confidence. Think about the last person you met or had a conversation with-what kind of impression did they make? Did they comfortably make eye contact? Did their body language seem rigid, or relaxed? Although there is no secret recipe for displaying confidence, there are many things that can be supportive behavior when trying to send a confident message. Before we touch on some of those items, we should recognize that much of what we feel or think about ourselves constantly coincides with things that are considered basic rules of etiquette. So think of this as a two-for-one: good manners and knowledge of etiquette can assist in demonstrating confidence in ourselves. Ok, so how is it done? Try a few of these tips: 1) Eye contact- making eye contact isn't as easy as it seems. In fact, you may make someone uncomfortable by staring at them directly for too long. However, eye contact demonstrates that we know what we're talking about because we don't have to go searching the clouds to remember what we were going to say, and it shows that we aren't afraid of connecting with another human. Eye contact is one of the most noticeable body behaviors we have and therefore one of our most powerful. It is ok to break eye contact once or

twice during a conversation, but doing so repeatedly can signal to the other person a lack of confidence. Keep the pace of your voice at a rate that allows you to focus on the other person while thinking about what you are saying, and if it feels like a staring contest, the easiest thing to do? Smile and soften your facial expression. You'll feel much more at ease and so will the other person. 2) Learn how to shake hands properly. There are over 6 basic rules to a proper handshake (making eye contact is one!). Firm grasp, 2 fist pumps, hand directed toward the other person (not turned up or down), thumb joint to thumb joint, and always stand. The handshake makes the first impression and when done properly, will convey confidence. Practice makes perfect. 3) Don't interrupt. While knowing what you want to say is important in order to demonstrate confidence, knowing when to say it can send an even stronger message. Often when people interrupt it is for several reasons, one of which is that they are worried they will not get their message across; but interrupting to do so can in turn send a message of insecurity. Confidence is the ability to have self-control as well as self-awareness. People who interrupt may be confident in their subject matter, but they will lose points in the eyes of those around them if they aren't demonstrating respect for others. If you are a chronic interrupter try this simple trick: pause for 1 or 2 seconds BEFORE responding to something that someone has said. You'll find it is a more collaborative and respectful dialogue in the end.



At JAM Consulting we specialize in helping select sales groups become more impactful in a highly competitive marketplace through personalized programs and coaching. We believe that every client is unique in who they are and the challenges they face.

Developing a personalized approach to address those challenges and elevate their performance is our focus. Our clients say what separates us from our competitors is our ability to listen, understand and adjust to their ever-changing business needs.