

ALFA  
**BeefEX**



**Lisa Sharp**



CEO, Stockyard

# Manager as Coach

Lisa Sharp, Stockyard Group

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# WHO WE ARE



100% family owned and multi-generational



Over 66 years experience in beef exports and lot feeding



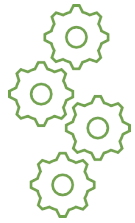
Australia's most awarded branded beef



The Hart family



# WHO WE ARE



Vertically integrated from breeding right through to getting product to market.



Expertise across genetics, animal care, cattle nutrition, sustainability, sales, logistics, processing, marketing, finance, data and cyber security.



*Stockyard Brisbane team*



*Kerwee Feedlot team*





# THE OPPORTUNITY

- Foster individual team member development
- Enhance the effectiveness of our teams
- Strengthen team member engagement





# THE IDEA

- Develop coaching capability across the leadership group
  - Build on previous capacity building
  - Complement management practices
  - Practical, relatable ideas and tools
- What could we learn from elite sports coaches?







PLUS HO



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# KEY INSIGHTS

- Teamwork, communication and self-discipline are the cornerstones of team success
- Perfection never happens – so don't let its pursuit slow you down
- Failure usually comes before success
- Be obsessed with improving
- Accept what you cannot control, and focus on what you can affect
- Simplify your game plan into manageable components for the individuals







# KEY INSIGHTS

- Visualise success and understand what success looks like
- Encourage diverse personalities – everyone has a different skill and role to play
- Coaches can't get out on the pitch and play





# INTERESTING, BUT SO WHAT?

- Identified key elements for our Manger as Coach training program
  - Goal setting, role clarity and alignment
  - Individual responsibility for learning and development
  - Fostering a growth mindset
  - Effective feedback





# Learning from Serial Winning Coaches

Caring Determination



Cliff Mallett and Sergio Lara-Bercial



## EFFECTIVE FEEDBACK

- Good (past): what did you/we do well today?
- Better (present): What could/should we improve?
- How (future): how can we improve?
- Help: What can I do as manager to help you?





# FOOD FOR THOUGHT

- What is the balance of feedback – past, present, and future - you provide?
- Does the feedback provided encourage each team member to take responsibility for their own learning?
- How often do you ask open-ended divergent questions that encourage thinking leading to dialogue and learning?
- How often do you ask temperature-testing questions to help assess where each team member is on their learning journey?







# IN CLOSING

- Parallels with sports coaching and business are strong
- Goal setting, teamwork and communication are key
- People are key to business success
- “Show them you care, then they will care too.”



THANK YOU

