

# THE EXTRA POINT

BY JERRY ROBERTS



## # 999 Your Best Managers Are Leaving – and That's Okay?

You hire someone to lead a department in your organization. You share your wisdom, secrets, you pour a lot of yourself into this person. Then, another company comes along and snatches them up. You have to start all over again. How can that possibly be okay? I'm Jerry Roberts and maybe we'll figure that out together, next, on The Extra Point.

Senior corporate leaders and small business owners share a common fear. It's that they'll spend time and money in developing a manager, only to see another organization come along and hire them away.

It can be frustrating, even gut-wrenching. You had big plans for that manager. The expense in time and money is only one factor. For many, the real agony is having to start from scratch, when you might have been close to advancing a key person.

I've felt that pain. In the early days of Guam Training, trained and nurtured a lady who became a good salesperson. Things were going well, then one of our island's top businesses hired her away.

I've lost more than one to major companies, as well as the Government of Guam. If you're in business long enough, it's almost inevitable this will happen to you.

Now, this being the run-up period to the Super Bowl between the Los Angeles Rams and the Cincinnati Bengals, I came across a story that falls in with this topic.

Rams' head coach Sean McVay has been in that position for five years. In that time, the team has done well, made the playoffs four of five years, and two Super Bowls. McVay is considered one of the brightest football minds in the business, and a top-notch developer of coaching talent.

Teams have been pursuing and hiring McVay's assistant coaches since he came to L.A., looking to bring some of his magic into their organizations.

Usually, McVay will lose a couple of his better staff members. That wasn't the case after last season, when the Ram lost seven assistant coaches and two members of its front office.

Before we continue, I want you to imagine that you go into work today, and two-thirds of your leadership team is no longer working there. All the knowledge of how we do what we do is gone. What changes is this going to bring about?

Three of McVay's former assistant coaches are now head coaches in the NFL. Green Bay's Matt LaFleur, Brandon Staley of the L.A. Charger's, and McVay's opposing coach in the Super Bowl, Zac Taylor, was his assistant three years ago.

There are many others who are climbing the coaching ranks, and who may join the head coach club in the next few years. Two of McVay's current top assistants are actively interviewing for those jobs right now. Thus, it's likely the Rams' chief will be scouring the market for new talent once the Super Bowl is over.

I'm sure McVay would like to spend most of his time drawing up plays that lead to Rams' touchdowns, not having to hire new leaders every year. Still, he says he's gratified by the success of people he's worked closely with, and cares about.

There's another aspect to this story that won't make the reports on ESPN and the other media. It's where you and I can learn a great lesson.

(Con't.)

Since the other 31 teams seem to hold McVay in such high regard, and grab his top assistants whenever possible, and those assistants see their careers blossom as a result of their time with McVay and the Rams...

Here's your question.

Do you think McVay has much trouble getting coaches to listen to his sales pitch on why they should take a job in L.A.?

Losing top talent isn't fun at all. However, if you have built a reputation as someone who develops people who grow excellent careers, and that has folks chomping at the bit to work with you — you're going to be just fine.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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