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Talking About How to Attract and Retain Talent Coaches in Social Football Youth Training Organizations

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Abstract: *In today's competitive market environment, talent coaches have become the first resource of competition between social football youth training institutions. The success of social football youth training institutions, in addition to the need for decision-making leaders, outstanding talent coaches are also the key to the development and growth of a social football youth training institution. But how can the social football youth training organization attract and retain the talented coaches is also a subject that the leaders of the social football youth training organization need to think seriously and implement. Through the literature method, the analysis of the social football youth training institutions brain coach turnover status and reasons, importance and so on. Put forward the countermeasures to solve the problem of talent coach ingress: incentive and vision, necessary material support, help employees grow, manage employees, avoid excessive consumption, enrich the amateur life of employees, etc., with a view to helping the social football youth training institutions to find a combination to meet the social football youth training institutions and employees to maximize the interests of the combination, This attracts and retains talent coaches. Let the social football youth training institutions can continue to innovate and develop, to achieve the same industry has competitiveness and influence of the social football youth training institutions.*

Key words: *Social football training institutions; Talent coaches; Incentive system*

Introduction

The fundamental source of power for the development of a social football youth training institution is human resources, and the most important human resources are the management of talent coaches. With the development of China's economy and society, the continuous development of social football youth training institutions can not be separated from the competition of social football youth training inter-agency talent coaches. Therefore, how to retain talent coaches has become a major problem in the development of social football youth training institutions. Through the method of literature, this paper analyzes the current situation, reasons and importance of the loss of talents and coaches in the youth training institutions of social football, and puts forward countermeasures to solve the problem of the loss of coaches: motivation and vision, necessary material support, helping employees grow, administrator work, avoiding excessive consumption, enriching spare time life, etc. So as to help social football youth training institutions to find a combination point to meet their own interests, and then attract and retain talent coaches. Through the continuous innovation and development of social football youth training institutions, enhance their competitiveness and influence in the same industry.

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Analysis of the Importance of Talent Coaches

Talent coaches on behalf of the social football youth training institutions effective management capacity

In the era of knowledge economy, many excellent founders of social football youth training institutions are saying that talent coaches are the core competitiveness of social football youth training institutions. Ren Zhengfei said: "Talent is not Huawei's core competitiveness, the ability to effectively manage talent, is the core competitiveness of private enterprises." Many social football youth training institutions are not lack of coaches, but do not know how to use excellent coaches correctly, so they can not turn talent resources into strong value creation ability, which is the so-called "not good, not fast, not adjustable". There are also some teams with great fighting power and cohesion in the early stage, but as time goes on, the organization becomes rigid and loses the ability of continuous evolution, which is the most lethal. Therefore, the effective management of talent coaches is the core competitiveness of social football youth training organizations. Many training institutions invest a lot of money to tap talents, coaches, and develop training and incentive measures. But whether these behaviors are effective and whether the rate of return on investment is high is a puzzling problem. Of course, this is related to the high complexity of human capital, there is no once and for all solution. Excellent talent coach management must be a dynamic optimization process.

The importance of talented coaches to the development of private social football training institutions

As long as a company occupies the commanding height of its ecosystem, people around it will realize its leading position, and the best talent coaches and capital will flow in one after another. Then, the talented coaches can help the social football youth training institutions to continue to improve the service and sales ability, especially the training business level, improve the ability to expand rapidly, and large-scale capital injection can promote explosive growth. For example, China and Silicon Valley in the United States are both seen as the areas where top-notch new companies are most likely to emerge. If the first giant company in a certain field is born in China or Silicon Valley, it will attract human capital and financial capital from around the world, which will further enhance its ability to maintain growth. In Hoffman's view, that's the key reason for Uber's sheer size and value. Uber, which was established in 2009, had at least 15 rounds of financing before listing, with a cumulative amount of more than $ 15 billion.

Reasons for the loss of talent coaches in social football youth training institutions

There are three main reasons for the brain drain of social football youth training institutions. First, there is a lack of long-term development planning. Training institutions are tired of market competition, lack of clear development direction and strategic objectives, not to mention the formation of organizational culture, which makes the sense of collective identity and collective honor among employees. Second, the football youth training institutions manage coaches in a simple and rough way, and do not form a perfect coach management system and system. Third, the incentive mechanism is not perfect. The training institutions did not provide the excellent coaches with the corresponding salary, housing subsidies and other welfare benefits, ignoring the employees' career planning of pursuing progress, development and dream.

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Coaching Talent Introduction Strategy

Motivation and vision

Ren Zhengfei once said: "as long as money is enough, not a talent coach can become a talent coach", which is the so-called "there must be brave men under great rewards".Many social football youth training institutions learn from Huawei's practice of using bonus to motivate employees, but the result is not effective, and often because of the uneven distribution of interests, the employees complain, and finally the team is centrifugal. So we should think about why Huawei's bonus distribution can stimulate employees' morale, while others who follow suit are prone to interest disputes?

The main reason is that the football youth training institutions ignore the team mission, vision and values. Only when inspired by the internal mission can employees actively strive, while high salary is only an auxiliary to make the striver have no worries. On the contrary, if the employment mode is adopted only, the attention of both sides is only focused on money, which is easy to cause disputes due to uneven distribution and reduce the cohesion of the team. Therefore, the most important incentive for employees, must be mission, vision and values of the inspirational incentive, only this "three-way" incentive to do a bit, this time the effect of material incentives can be shown, otherwise it is likely to be counterproductive. Especially when a social football youth training organization has no brand and can't give high salaries in the start-up period, the way you attract talent coaches and motivate talent coaches can only be mission and vision.

Essential material support

There are two more things to note when it comes to material motivation. First of all, your assessment criteria should be consistent with the culture and values of the social football youth training institutions. For example, many social football training institutions have stressed the supremacy of users, but in the performance appraisal only focus on short-term profits, did not include the customer experience, customer safety and other important indicators into the assessment, the result has led to Baidu WeiZhexi, drip windmill and other vicious events. For example, some social football youth training organizations advocate the spirit of team work, but in the performance appraisal only pay attention to personal performance. This results in the material incentive and mission motivation between the contradictions, the two not only cannot form a joint force, but also mutual dissolving, of course, cannot be inspired effect.

In addition to paying attention to the assessment standards and social football youth training institutions in line with the values, material incentives to pay attention to the second point is to manage the expectations of employees. The same bonus, if it is higher than the employee's expectations, the incentive effect is good, and how to lower than the employee's expectations, the incentive effect is not good, or even lead to negative incentives. So what matters is not the absolute value of the bonus, but the gap between the bonus and employee expectations. So how do you bring employees' expectations back to rationality? It's also simple to set the employee's goal. Huawei's up to 90% of its employees are unable to meet their goals, but apart from the worst-performing 5%, most of the rest of the workforce receivebonuss. Such a group will have a sense of guilt: not complete the task can take so much, ashamed ah! Next year we'll have to roll up your sleeves and do it well. And if you set the goal too low, everyone feels very capable, expect sweding naturally.

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Helping employees grow

Help your employees make long-term career plans. Specifically, you can communicate with employees about their career plans, and during the conversation, learn about the employees' past and their future plans. Specifically, you can communicate with employees about their career plans, and during the conversation, learn about the employees' past and their future plans. A well-designed career development plan will help employees who decide their professional needs, develop and promote the positions offered by the Social Football Youth Training Institute, and align the needs of employees with the goals of the Social Football Youth Training Organization. For career planning management to be successful, individual employees and social football training institutions must be equally accountable. Individuals must be aware of their needs and competencies and, through consultation, what training and development need to be acquired in a particular career path. Social football training institutions must also be aware of their needs and opportunities to provide employees with the necessary professional information and training through a workforce programme. At present, the vast majority of social football youth training institutions will encourage employees to carry out on-the-job further education. Employees will obtain higher education certification through their own learning. The company will also give employees the policy of bearing all or part of the tuition fees. Employees improve their quality and ability through continuous education learning, and at the same time help the company's future development. It is also the policy that most of the social football youth training institutions adopt to change positions and promote their employees in the organization. By constructing the management and development mechanism at all levels of the organization, the employees can clearly understand their future development trend. Regularly provide some vacant positions and the qualifications and skills needed for these jobs, and encourage and organize employees and managers to carry out a dialogue on employee career development planning to help employees establish their career goals.

Management of talent coaches

In general, we may think that in the operation of social football youth training institutions, customers are customers, external connections, talent coaches are talent coaches, internal management, customer management and talent coach management are separated. But recently, Peng Jianfeng, chairman of Huaxia cornerstone, published an article and shared a different idea. In his opinion, as the two most important elements of the operation of institutions, the management of customers and the management of talent coaches are actually interlinked. On this basis, he also proposed three elements of talent management, which he summarized as the "iron triangle" of talent management.

In the era of sharing economy and industrial Internet, talents are customers, and customers can also be transformed into talents. First of all, social football youth training institutions provide products and services for customers, which in fact rely on the talents and coaches of social football youth training institutions. To retain customers, we must first retain talents and coaches, meet the needs of talents and coaches, and operate and maintain talents and coaches as customers. Conversely, as "fans" of social football youth training institutions, customers can In order to participate in the product upgrading, marketing and brand promotion of social football youth training institutions, at this time, the customer has become an important part of the talent coach system of social football youth training institutions, so we should also operate the customer like the talent coach. Therefore, the operation of social football youth training institutions will ultimately be implemented to a core issue: the management of talent coaches.

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Three elements of talent coach management

The management of talent coaches includes three elements: knowledge management, ability management and psychological capital management. First of all, the first element, knowledge management, is to establish the knowledge management system of social football youth training institutions. On this basis, the social football youth training institutions form a unique culture, which can not be imitated by competitors, and will not be affected by the departure of talent coaches, which is the effect of knowledge management.

How to establish knowledge management system? There are four dimensions for reference. The first dimension, the corporatization of personal knowledge, is to turn the knowledge in the personal brain into the public knowledge of the company. The second dimension is the dominance of tacit knowledge. The so-called tacit knowledge refers to the outstanding experience accumulated by the youth training institutions of social football for a long time, while the explicit knowledge means to sum up these excellent experiences, and simplify, standardize and standardize them into a model, which can be replicated in the whole company. The third dimension is to establish a shared knowledge system. Social football youth training institutions can enlarge everyone's ability by establishing a systematic knowledge sharing platform. The fourth dimension is to establish the application, transformation and innovation system of knowledge. It is to raise the talent coaches from the functional management level to the management level, fully tap the potential of everyone, and make everyone become the creator of value.

The second element is ability management. Capacity management is the capacity building of a social football youth training institution, which includes not only the leadership building, but also the technical innovation capacity building of the business. There are two ways to operate. The first one is to introduce the abilities that are lacking in the social football youth training institutions from the outside world. The second one is to cultivate the abilities independently, which is to develop the relevant requirements and training programs according to the needs of the social football youth training institutions to create one Ability development system, this system can independently train a large number of relevant talents and coaches for social football youth training institutions. These two ways of management capacity are equivalent to the social football youth training institutions to build two chains: talent coach supply chain and ability development chain, which are used to maintain the needs of the rapid development of the strategy and business of the social football youth training institutions.

The last and most important factor is psychological capital management. This is an important concept put forward by modern human resource management. Generally speaking, it is the positive and healthy psychological state of employees, which is also the psychological resource to promote personal growth and performance improvement. As we said before, we need to operate talent coaches like customers, human resources products of social football youth training institutions like customer-oriented products, and strengthen the psychological identity of talent coaches to social football youth training institutions. The most important thing is to form a driving social football youth training organization culture, so that employees can have a sense of belonging after entering the social football youth training organization. With a sense of belonging, they can have a sense of responsibility of the master, and improve their satisfaction and loyalty. In a social football youth training organization, the identity of talent coaches and customers can be transformed from each other. To train a talent coach, you need to adopt the "iron triangle" strategy, including knowledge management, ability management and psychological capital management.

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How to Retain Talents and Coaches

Job demands of talent coaches

A study conducted by way up, a platform for job hunting and recruitment for college students, surveyed 750 college students and MBA students and analyzed their requirements for future employers. Interface news compiles the study. The results show that millennials' perceptions of work may have changed. Millennials refer to the generation born from 1984 to 1995.

First, nearly half of the students said they would consider "a balance between life and work" when looking for a job, one of their three most important references. The study defines whether companies prioritize the most important things for employees, such as health, leisure time, and family. In short, they want to know if the company cares and cares about them. Second, it's important for a company to have a clear and meaningful goal. 43.9% of the students hope that the company's culture can meet their values in the future, and the company can have a clear goal. That is, if a company's goal is to provide products that make the world a better place, it may be easier to attract people to join. Finally, many companies worry that they are not big enough, not big companies in the traditional sense. However, only about a third of people who look for a job value the size and brand of the company, according to the survey. So the researchers suggest that companies should be more concerned about their products and what they have created for the world. This goal is more attractive than that of the famous companies.

In short, the millennials pay more attention to the "balance of life and work" and sense of purpose when they are looking for jobs. Even if your company is small, you can find and retain talented coaches as long as you have a clear and far-reaching plan.

Analysis on strategies of retaining talent coaches

How to retain talents and coaches is a big problem that all social football youth training institutions are facing. In the social football youth training institutions interviewed, the most mentioned reason for staff turnover is to take care of family members, followed by independent entrepreneurship and job hopping. In terms of retaining talents and coaches, the first factor is the culture of social football youth training institutions, that is, whether social football youth training institutions can let employees find a sense of belonging. The second important factor is whether the social football youth training institutions can provide employees with a good career development path. In the third and fourth place are the provision of high wages and the establishment of reward and recognition system. In other words, a good organizational culture of social football youth training can better retain talent coaches than a high salary.

Avoid excessive consumption

If you want to attract and retain talent coaches, you need to avoid the impact of overconsumption on your team. Prioritize tasks. Depending on the likelihood and importance of success, you can divide the task into four types, the first task, the probability of success and the impact on the company are very large, so it is very important to deal with first. The second task, which has a big impact on the company, is difficult, and this

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should be your main area of concern and can be assigned to the best performers. The third task, which has little impact on the company, is likely to succeed, and you can assign it to someone else or put it at the end of the day. The fourth kind of task, the probability of success is very small, the value is not great, you can let go not to do.

To retain a person, first of all, you need to satisfy the person's sense of honor in terms of salary and treatment. The salary you give is 30% - 50% higher than that of the same industry. The cost will not rise too much, but the boss will take the initiative in the work. You can safely ask for it without worrying about the employees leaving at any time. If you are an executive, you need to provide additional income, such as the company's original shares "Don't simply understand wages as material, it's more a sense of honor, because now this society can solve the problem of food and clothing everywhere". Second, the importance of giving full play to personal talents is second only to income. The boss must give the right to the senior managers, or even if he pays a higher salary, he will feel that the hero has no place to use, and will unconsciously feel suffocated, and then leave. Finally, the development prospect of the company. Even if the first two points are satisfied, the industry is a sunset industry, and the company's development prospect is not good and it is not easy to retain talents.

Enriching the amateur life of employees

With the rapid development of modern economy, the work pressure of the employees will also rise with the rapid development of the social football youth training institutions. Every day, they work eight to five, and even need to occupy their weekend rest time to catch up the unfinished work tasks Sometimes it will make some employees feel boring and boring about their work. How to slow down the work pressure of the staff and enrich their spare time life is also a subject that the leaders of the social football youth training institutions need to consider. The construction of amateur culture in social football youth training institutions can be roughly divided into two types: strengthening the construction of internal facilities and regularly organizing and carrying out activities. The construction of internal facilities should be diversified. Libraries, dance rooms, billiards rooms, coffee bars and lounges should meet the needs of employees with different hobbies as much as possible, so as to provide effective basic guarantee for employees' sports activities. Social football training institutions can set up trade unions or activity organization departments, actively carry out rich and colorful cultural activities, singing competitions and other cultural activities can enhance cooperation and competitiveness of employees; Some volunteer activities, such as garbage collection and library book sorting, can enhance the collective honor and human quality of employees, and provide employees with low-cost or free swimming cards, shopping cards, entertainment cards and tourism and other welfare activities, can enhance the happiness of employees. In short, doing a good job in the amateur cultural life of employees, not only help to cultivate the employee's sense of responsibility and collective honor, but also enhance the cohesion between employees, so as to promote the development of social football training institutions.

Conclusion

To sum up, in the modern era of rapid economic development, excellent talent coaches determine the success or failure and height of the development of a social football youth training institution. If the social football youth training institution wants not to be eliminated in the fierce market competition, it needs the innovation

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and promotion of talent coaches to make the social football youth training institution continue to advance and get sustainable development. However, the needs of the staff are diverse. Social football youth training institutions should attract and retain excellent talents and coaches through various incentive channels and effective communication.

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