

"Become More"

Kevin Eastman - "Teaching the Big Man"

3 Defensive Keys

0. Position
1. Awareness
2. Alertness

- Role may not be what you want but its what we NEED to win a championship.
- The quality of your feet will determine the quality of your shot.
- Once somebody can do what you do and 1 more thing, you are REPLACEABLE!
KEEP IMPROVING.

Big Man Development

- Own the midline - not as much skill involved
- Post in the "mini" lane
- Post across (don't post up)
- Mini goals (ft's per half, rebounds per timeout)
 - 1 pass ahead lay-up per half
 - 1 off. rebound basket per half
- If you find a niche, you'll find the floor
 - Must have an "energy player"
- May be bad 1st shots, very rarely bad 2nd shots (offensive rebounds)
- Get ball into paint 50-60 times per game
- Rim to rim in 3 or 4 seconds
- You can never rebound "too much"
- Rebounding - the more you go after the more you get
- Offensive rebounding - mid rim and weak side rim
- Fist fight to get open, foot fight to score
- Leverage game to get position - lower shoulders win "shoulders game"
- 3 C's
 - Catch
 - Chin
 - Check
- Perpendicular post-up: don't chin it, shoulder it
- Floor shrinks: every level higher, players get more athletic, quicker, longer
- Feet give advantage, ball gives you separation
- After post catch, see 90% of floor
- Give up position for possession
- Butt into thigh = no deny

- Sprint to spacing (takes help defense away)
- Play low to high
- Sealing
 - Feet, butt, triceps, elbows
- Pause for poise
- Cutters - see the ball all the way to the rim (late cut pass, open more often)
- Depth makes games easier
- Take away deny arm when posting
- "Break the angle" - get the ball to post receiving hand
- Offensive rebounding - know your teammates
- Run rim to rim
- Timing - don't waste a post, rather post late than early
- If you can't score don't post

Making Post Moves

- Feet first, ball second
- Shoulders/hips
- On the catch - read don't rush
- Let post feeders cut, let junk clear out
- Don't limit your options by post position
- Ball fakes - violent and tight
- Eye fakes
- Play off of 2 feet - dunk off 2 feet
- Drop step atrium - ankle to mid rim
- Inside, outside, deeper
- Inside, outside, follow (ball screen)
- Change speed on your moves
- Read defender's back of head
- Watch the guy guarding you (not the ball)
- vs Zone: screen the 1st guy, post the 2nd guy
- Know the floor

Post Moves

- Midline jump hook
- Dribble drop
- Up and under
- Quick spin
- Catch right into baseline hook
- Free throw

Face-up Game

- Front pivot
- Reverse pivot
 - Catch low, reverse pivot high (middle)
 - Catch high, reverse pivot low (baseline)
- Jab, jumper
- Jab, cross
- Jab, shot fake, go
- Jab, go
- Jab, shot fake, cross
- Reverse pivot, rip through
- Get fouled and make the free throw

In the Post

- KG "vice"
- If you feel forearm on your back, Spin
- Perpendicular post-up
- Screener, scorer
- Put pressure on big to get shooter open w/ good screen
- Must screen situation

Pick and Roll Game

- Arrive at screen w/out defender "sprint to screen"
- Pump fake near rim - KG
 - once defender in air, go through chest and chin
- Timing on weak side
 - wait until ball screen occurs before duck in, etc.
- Weak side post on penetration
 - ball goes middle, slide under
 - ball goes baseline, pop middle
- Don't get fouled on shooting hand (don't expose ball)

Post Drills

- Post entry, post skip (1 hand catch, 1 hand pass - block to opposite elbow, on catch at elbow, rip through finish at rim)
- Continuous hooks
- Circle 1 on 1
- Rapid fire shooting - so below avg shooters don't think about mechanics
- Dwight Howard Drill
- Survivor Drill

- 1 on 1 Chair Drill - (chairs at each elbow, players on baseline/lane line, offensive dribbles around 1 chair while defender sprints around other and tries to beat offense to spot)
 - Same drill for guards - put chairs at half court

Doc Rivers: Building a 'Culture' / Offensive Concepts & Strategies

"As a Coach it's not about YOU"

- Are you embarrassed or embarrassed for your team?
- Players will figure you out.

The Little Things Matter

- Wins - 2008 Championship Run
 - Jump ball vs. Cavs - Paul Pierce gets loose ball, calls T.O.
 - Extra pass - Eddie House to P.J. Brown
- Losses - 2010 NBA Finals vs. Lakers
 - Dig Down Rule: NEVER dig on player KG is guarding but did late and Fisher hits 3
 - Trap in Post: don't trap ever unless called but trapped vs. Lakers twice that led to scores
- Build your staff as if it were the perfect team you would want to Coach
- How to use Staff
 - Football Style
 - Offensive Coordinator
 - Defensive Coordinator
 - Head Coach involved in all facets, final say
 - Give coaches room to be good - let them coach
 - If you tell players to have certain roles and keep to those roles, shouldn't you do the same with coaches?
 - You have to hire the Right People
 1. Good values and character
 2. Share your vision
 3. Knowledge and Passion

"All the X's and O's don't matter unless you get players to buy into your system. Buy into your cause for the season."

- "Ubuntu"
 - a person is a person through other people
 - 'I can't be all I can be unless we all be what we can be'

- Prior to 2008 Season
 - Trust
 - Get out of your Comfort Zone
 - "Do you want to win?...only if it's comfortable for you."
 - Sacrifice
- Fight for Your Culture Every Single Day
 - Believe in what you do
 - Character over Characters (More R's than S's)
 - Don't let a talented player affect your standards

Offensive Concepts: Things to think about

- Multiple Ball Screens (b/s)
 - teams prepare/scheme for 1st b/s, not 2nd
 - use 1st b/s to set up next action
- After Free Throw Sets
- Transition Game
 - 1st 6 seconds
 - Deep post
 - Random
- Must Get Easy Baskets
 - It's hard to score in today's game
 - More athletes but...
 - Less skill
 - Less IQ
 - Have to find ways to get easy scores (transition, sets, def pressure, etc.)
- Sets for non-shooting PG's (Rondo) - defense laying off, inviting jump shots
 - try to create diversion to set up b/s
 - actions that lead to b/s
 - movement of player using b/s (multiple screens)
- More 1-2 and 1-3 Ball screens
 - teams don't prepare as much for guard to guard b/s
 - use PG as screener in b/s - PG's never practice b/s coverage off ball
- Late Game Side Out and After Timeouts (ATO's)
 - run action early in game, pay attention to coverage (how do they defend action?)

- maybe run it 1 more time, but more often if it worked don't run it again - save it
- disguise action at end of game (different alignment, players, positioning, etc)
- just as effective, run counter out of same look (set up early to run what you want late)
- most important thing late in game is to get ball to the players you want to have it in positions where they can be successful

Miscellaneous Coaching Tips

- Execution is what wins games in the big games when teams are evenly matched
 - Importance of ATO's
 - 5 plays per game that team has never run before
 - Who will take ball out of bounds?
 - Can't always have the 'safe' guy take it out
- Run things early to set up plays late
- Give PG play sheet during game, see what he thinks
 - Gets him thinking about game for entire team
- Create your culture - Hold onto it
- Stress the Little things
- Form relationship with best player and COACH him (don't kiss ass)
- The Best player is Lonely - form relationship w/ him, get him to buy into you, and coach him
- 1st year in Boston: KG didn't come out of practice 1 time ALL year

Overtime: Doc Rivers, Lawrence Frank, Kevin Eastman & Brendan Suhr

- Success Leave Footprints
 - Find those footprints and follow them
 - Seek wisdom from those who came before you
- Training Camp / Early Practices:
 - Defense or Offense? - DEFENSE
 - More importantly, set your Standards - interactive (get players involved; creates sense of ownership)
 - No excuses
 - Know your role, stick to it
 - 1st message is very important
- "List Your Players" Exercise
 - make sure you know everyone on your team
 - know something about them outside of basketball
 - same exercise can be done for managers, coaches, trainers, etc.
- 3 Fights to Deal with Every Single Day
 2. Division from within
 3. Competition everyday
 4. Outside influences
- 1st Practice - Message from Head Coach

"I'm going to screw up. I'm going to make mistakes. But every decision I make is for the good of the Team."

- What Makes a Great Assistant Coach?
 - extremely loyal
 - works extremely hard
 - never looks for/wants praise
 - brings energy and enthusiasm every single day
 - gets fence sitters to work when they don't want to (add value)
 - confronts players when they violate a core value of your program
 - Body Language: Even if you disagree with Head Coach don't show it!
 - Check your ego at the door
 - Emotion vs. Evaluation
 - Give solutions to problems (Head Coach knows the problems)
 - Read your Head Coach
- Everything you do as a coach should be centered on creating advantages for your team.

Early Bus: Fran Frascilla

- 24 Second Clock at every level of game (at least some shot clock at every level)
 - forces players to make quick decisions
 - learn how to play rather than learn plays/system
- Practice Organization - "Practice is Sacred"
 - fight for your culture everyday in Practice
 - what do you stand for? and do your players know what you stand for?
 - prepare practice today like Bill Parcells / Hubie Brown (your mentors, coaches you admire) were coming to watch
 - most important thing as a coach is organization
 - Defense
 - 3 Man Series (actions practiced in 3 man drills)
 - Closeouts most underrated aspect of game - have to be a 'Good Closeout Team' to WIN!
 - Do you evaluate drills as a staff?
 - are drills relevant to what you are trying to accomplish in games?
 - Practice PRESSURE situations
 - make as many pressure decisions in non-pressure situations as you can
 - Do you practice Pre-game warmup?
 - Do you practice timeouts?
 - Do you have timeout organization?
 - Do you have substitution organization?
 - Do you have free throw organization?
 - Do you have a comeback game?
 - pressure defenses, who to foul, who not to foul, small lineup, etc.
 - Do you have an after timeout (ATO) game?

Coaching Tips

- Don't run all your best stuff in November/December
- Do you practice fundamentals?
 - 15-20 minutes of offensive fundamentals each day
 - you have to work on footwork every single day - good footwork will win just as many games if not more than good plays will
- Offensive and Defensive clip charts
- If you're going to be a good leader, you've got to share!
- #1 Job as coach: give the answers to players before they take the test
- **You don't get bored when you're getting Better!**

Lawrence Frank: Defensive Concepts and Schemes

Growth as a Coach

- Don't be afraid to ask for help
- Go watch other coaches (practices, meetings, film, etc.)
- Put your thoughts, philosophies in writing
- Example:
 - Building Blocks to Success
 - How we play
 - Our Core Values
 - Our Culture
- Who are we?
 - not what you do but how you do it
- Be stubborn on Defensive end
- Habits everyday determine execution in games

DEFENSE

- Need to have defensive system - Principles
- To play on good defensive team you must be
 5. Good individual defender or
 6. Good team defender
 - if player is both he's not coming off the floor very often
- Can you sustain defense? It's hard because...
 - Offenses are good
 - lack size
 - lack athleticism
 - lack basketball IQ
 - no consequences if you don't do it

Defensive Non-negotiables

7. Sprint back, get defense set, no easy baskets
8. Protect the Paint
 - no middle, no paint
 - Help team
3. Closeout hard, contest the shot
 - multiple effort plays
4. Play aggressive defense w/out needless fouls
5. All 5 players must block out and rebound

Daily Things to Work On

- closeouts
- transition defense
- P/R defense
- post defense
- catch and shoot defense
- rebounding
- scramble / disadvantage situations

Good Defense starts with Good Offense

- shot selection
- limit turnovers
- spacing and floor balance
- pace

"No's"

- no lay-ups
- no 2nd shots
- no FT's
- no corner 3's
- no middle
- no uncontested shots (contest high and hard, impact the shot)
- no ball watching
- no buddy running

Paint Consequences - if ball gets into paint...

- take a charge
- get steal
- get deflection
- get block
- commit "NBA" foul - no AND 1

Communication

- Why do you talk?...
 - it is necessary
 - it is intimidating
 - it gives you a head start (anticipation, awareness, alertness)
 - it gives man on ball confidence
 - know what's going on behind with talk
 - it wakes up disengaged defender
 - it catches a mistake before it happens
 - it energizes the team

- How do you talk?...
 - early
 - loud
 - often
 - 1 word commands
 - 3 times

- Trust the Talk, Trust the Coverage

Great Defense

9. 5 players maximum effort and focus
10. Relentless
11. Commitment
12. Communication
13. Trust
14. Positioning
15. Awareness
16. Alertness
17. Multiple Efforts
18. Resolve and Mental Toughness

Transition Defense

- no lay-ups
- no deep post-ups
- no open 3's
- no needless fouls
- no 1st pass leads to good shot

- 5 Steps

1. Get ahead of ball, see the ball
2. Stop ball above 3 pt. line
3. Point and Talk off the ball
4. Load to the ball, get to the shrink (help) spots
5. Think Help, Talk Help

- Keys

- Take away early strike
- Force 2+ passes
- Locate shooters
- Defend as team and defend the team (not a man)

Other Defensive Teaching Points / Concepts

- On raise of shot; 1, 2, 3 are getting back on defense
- On made shots, pick up 3/4 court
- Pressure the ball relative to players' quickness
 - at worst, 1 arms length away
- No middle from wings
- Top of key - contain and influence where coverage indicates
- Catch the 1st move, contain the 2nd
- If you get beat off dribble - turn, sprint, and pursue the ball
- 2009-2010 NBA Season: players shot 35% on contested shots

Spencer Wood: "Clutch Performance for the 21st Century Athlete"

- A lack of mental toughness guarantees that you will not win a Championship
- Clutch Performance - poise, focus, confidence
- Sports at the highest levels are greater than 50% mental

Defining Mental Skills and Toughness

- Why coaches don't spend a lot of time if any on mental side of game
 - many principles still a mystery
 - false sense of 'have it or not' - (just like speed, agility, quickness 25 yrs ago)
 - if it isn't broke...don't fix it
 - comfort level (the great ones are not great because of what they know...)

Clutch Performance

- Excellence in 4 Areas - "The 4 C's"
 6. Composure
 7. Concentration
 8. Confidence
 9. Commitment
- Stress Reaction
 - breathing rate changes
 - heart rate changes
 - digestive system
 - muscular tension levels increase
- Spartan Mentality - Arete = Excellence
- Inside-out view vs. Outside-in view
- Choking - the absence of 1 or more of the 4 C's

Our thoughts control our emotions, and our emotions control our actions

Developing Clutch Consistency

- Mistake Management
 - Great athletes are not great because they are perfect, they are great because they have perfect reactions

- Mental Toughness Routine
 - 10. Take out the trash (remove mistakes from the mind, imagery)
 - 11. See it (put correct image in your mind, see from the inside-out)
 - 12. Hear it (correct words in athletes' heads, 1 or 2 positive/realistic sentences -"I am going to make these free throws." Law of Dominant Thought)

- You can never outperform your self belief system

- Superior Clutch Attitude - fear of failure/choking vs. focus on important cues)
 - Build a team culture of Stepping Up
 - Focus should be on present not future
 - Choking has nothing to do with outcome
 - Focus on the 4 C's
 - Don't have outcome focus, focus on variables

- 3 Questions for Player
 - 19. Where am I now?
 - 20. Where am I going?
 - 21. How do I get there?

Knowledge is not the whole key

Knowledge + Application is the key

"Everyday of my career I improve in one aspect of my sport (mentally and physically)."
- Mark Spitz

Kevin Eastman: "Coaching and Life Lessons"

- Do you just want to leave a job or do you want to leave a LEGACY?
- If you are in the top 3 influential people in someone's life, you are making a significant impact and you are leaving a legacy.

Celtic Culture

- Winning
- Personal Sacrifice
- Accountability

Culture is every single day

Culture must be:

- defined
- communicated well
- understood

Celtics Standards

- Respectful communication
- No excuses
- Commit to personal accountability
- Will do our job every day
- Always put team first
- Care for one another
- No pacing ourselves
- Eliminate jealousy
- Emotional poise under pressure
- Collective responsibility
- Pride
- Positive enthusiasm
- Be on time
- Trust

4 Pillars of Team Building

- 22. Talent
- 23. Character
- 24. Work ethic
- 25. Focus

Getting through to Today's Player (Open Door Policy)

- open mind
- open ears
- open heart

6 Ways to Create a Buy In

- 26. thoroughly study the game - knowledge leads to respect
- 27. thoroughly study your system
- 28. catch players doing something right
- 29. educate them on their label
- 30. tell them the truth (verbally, statistically, through film)
- 31. it's not what you know, it's what you bring (Energy and Passion)

- Go through life with big eyes, big ears, small mouth
- Good exercise (1 or 2 times per year)
 - yellow legal pad
 - write down everything you need to get better at
- *Letter Exercise
 - write a letter to your son
 - write down everything you know / need to know to be a good coach
 - make a copy
 - give original to son when its times
 - keep other copy for yourself, read it periodically when needed

Pain of Discipline is nothing compared to the Pain of Regret

Ego of Assistant Coach - I don't use it to advance, I use it to enhance

"The single biggest thing you can do for a player as a coach is let them know that you believe in them."

- Pat Riley

Charles Klask: "NBA Scouting Reports and Game Preparation"

"Motivate through Preparation" - Tom Landry

Stan Van Gundy - Champion Nature over Human Nature

Assistant Coach's Role - "reduce the clutter"

Scouting Process

- Control what you can
- Coach-onomics: always increasing your efficiency and effectiveness
- Know the game and build your system
 - terminology
 - textbook
 - comprehensive model of what works and what fits

Offensive and Defensive Philosophy

- Strength recognition
- Sets and playbook (start & finish)
- Quality over Quantity
- Doc Rivers: Multiple ways to get key players makeable shots
- Options and counters vs. various defenses

Scoring Actions

- Ball screens and dribble hand offs
- Post / Iso
- Catch and shoot
- Movement / continuity

Scouting Assignments

- Asst. Coaches: Prep, recruit, both
- Basketball Operations: Advance scout or prep
- Video: Edits, play books, personnel, highlights
- Managers

Scouting Schedule

- Last 5 Games
- Last Relevant Opponent (LRO)
 - your style
 - last big game
 - star performance
 - pre-injury/suspension/coaching change
 - comeback/blow out
- Last time you played

Scouting Technique

- Full games
- Offensive/Defensive Edits
- By Category
- Scoring Situations
- Chronological Segments
 - ex: 1st 5 minutes of each quarter / last 3 minutes of 4th quarter
- Note Style
 - Play-by-play
 - Summary

Game plan

- Schemes
- Plays
- Personnel
- Situations
- Opponent/Game Summary
- Generic Scoring Actions
- Tendencies

Do as many Multiple Effort Drills as you can in your practices.

Recommended Reading: Coaching the Mental Game, H.A. Dorfman

Brendan Suhr: Coachmanship

Leadership

- Leaders define reality
- Create hope and optimism
 - Inspire
 - Influence
 - Coach
 - Encourage

Practice Coaching Every Chance You Get

You don't get a job with a resume, you get a job through relationships.

Management

- How to put a team together
- Evaluate talent
 - Youtube
 - Susan Boyle: Britain's Got Talent
 - Flawless: Britain's Got Talent

Coaching

- You better be able to Coach
- Be Innovative
- Sell your Brand
 - Quality
 - Innovation
 - Excellence
 - Customer Friendly