

Beyond Basketball by Mike Krzyzewski with Jamie Spatola

1. I believe in you.
2. Those four words can mean the difference between a fear of failure and the courage to try.
3. Our team's practices.
4. I want to have each player picture himself doing these words: having *passion*, striving for *excellence*, playing with *poise*.
5. It keeps us together and committed to a common goal, even in the heat of the game. (*Ubuntu*)
6. It is about owning them.
7. But for these words to become instinct, part of the person you are, requires understanding.
8. Your plan has to suit who you and your team are *right now*. And you must always be willing to adapt.
9. "You outlive your darkest day." In other words, failure can never be your destination.
10. Improvement comes.
11. From learning about limits and how to break those limits.
12. I look *at* the problem and then *beyond* the problem. I look for the solution and then I look for the positive impact it will have on me, my team, or my family.
13. I wanted to give him *a destination beyond the devastation*.
14. Winners expect to win.
15. "*I believe in you.*"
16. Those four words can mean the difference between a fear of failure and the courage to try.
17. You are letting them know, "You are not going to take this journey alone. I'm not going to allow you to." When someone believes in you, it helps you to overcome the anxiety that comes as a result of feeling alone.
18. In an atmosphere of belief, both wins and losses are shared.
19. Belief does not occur naturally; you have to work for it, earn it, continue to deserve it.

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20. As powerful as belief can make you and your team, it is also fragile. You have to take care of it. (*Same with trust.*)
21. In two seasons, I had a 27-30 record.
22. We decided that we are going to be much more focused in our recruiting effort, giving us a chance to form meaningful relationships with the few kids we were trying to bring in.
23. Something that you show genuine concern for that person or thing, in good times and bad.
24. The immediate responses of those on your team, those you trust the most, will determine how you perceive your mistake. It can make you fearful of making that mistake again.
25. Several times a year, my wife, Mickie, and I will have the team over to the house for an afternoon. We will serve a casual meal, put football games on the television, and allow the guys to relax and be themselves. Additionally, I will often meet with the players one-on-one and ask them questions about their lives: their families, their girlfriends, their classes.
26. We were going to be good and then asked them, "Do you believe it?"
27. "*Coach, if you say it, I believe it.*"
28. I try to teach each season a new challenge because I have a new team to work with, new opponents to encounter, and often new ideas and theories to try.
29. I think it is important not to get into a personal comfort zone.
30. Over recent years, I have taken on such challenges as motivational speaking.
31. No matter how successful you believe yourself to be, you can never feel as if you've reached the absolute pinnacle.
32. Collective responsibility is to point to a scoreboard.
33. On a team that wins and loses together, there is no such thing as blame. Blame is destructive.
34. Just imagine: *what could you do if you believed you could not fail?* Being on a team that embraces collective responsibility puts you in that position.
35. One concept I have always tried to instill in my team is the idea that you play for the name on the front of your jersey and not the name on the back.
36. Because he was committed to me and never doubted me, *I never doubted me.*
37. Because I was never afraid of losing my job. It is easy to be committed to someone or something during good times, because when you are winning, your

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commitment is never challenged. But loyalty and dedication during more difficult times can be tough.

38. And when commitment doesn't waver, that's when you have the greatest chance of winning.
39. However, communication does not always occur naturally, even among a tight-knit group of individuals.
40. Eye contact is an important act of mutual respect but also enforces the most crucial element of communicating: telling the truth.
41. In order for a message to get across, it must be echoed by every member of the group.
42. I like having my former players as assistants because they have already been apart of the culture we instill in our young men.
43. "Courage is the first of human qualities because it is the quality which guarantees all the others."
44. But if you don't have the courage to proceed, you may never see those qualities come to fruition.
45. Courage means daring to do what you imagine.
46. People do not attempt things because they fear the consequences. But the greatest consequences of all comes in not attempting to do the things that you believe you can.
47. My job as a leader is to show them a face of courage.
48. Let's have the courage to do the actions necessary to reach our goals.
49. "Encouragement" and you will see that it means helping another find courage. Always surround yourself with individuals who will help to enable your courage when it is lacking within.
50. Courage is the capacity to confront what can be imagined.
51. You prepare for the crisis well ahead of time by establishing trusting relationships among all members of your team.
52. If you plan to manage a crisis when the time comes, it is already too late to establish the communication and trust that should already exist among the members of your team.
53. Crisis causes people to think and act as individuals rather than as part of a team.
54. When you truly trust and rely on one another, you find strength in your unity.

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55. "We are going to win." Whether they believed this seemingly ridiculous claim or not, it had the effect of immediately focusing everyone's attention on our collective goal instead of thinking about blame, regret, fear, or what beach they would be going to next week instead of the Final Four.
56. It is so vital in a group for each member to hear the team message echoed by more than one voice.
57. Luck favors those who have spent their preparation time building effective systems of communication and trust in one another.
58. Developing a culture means having a tradition that maintains the standards you want to define your program.
59. A successful development of culture means that you hear different voices echoing the same message throughout the organization.
60. Culture is a continuum. This means that it is not merely a matter of creating a culture, but perpetuating it. Those who have been in the organization for the greatest amount of time pass on the values and the message of the organization to those who are just entering.
61. Teaching culture is not just a leader's task; everyone on the team is responsible for passing the values, standards, and traditions on to the next generation.
62. Dependability is the ability to be relied upon.
63. Dependability is not only about being there physically, but being there at your best. It is about loyalty and commitment, about being someone on whom your teammates can count. You don't have to have a master's degree to teach dependability; you teach it by example.
64. I love who you've become.
65. Empathy: the ability to walk in another person's shoes.
66. As a coach, a parent, or a leader of any kind, one of the most important things that you can feel for one of your "teammates" is empathy. If someone believes that you can identify with their situation and understand their feelings, they are more apt to trust you, which leads to faster responses to situations and better conclusions.
67. Instead of being a prisoner of that particular feeling.
68. When you are enthusiastic, you are a catalyst to those around you. Your unabashed love and emotion for what you are doing is contagious.
69. "Always try your best."
70. Excellence is not measured the same way for everyone.

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71. The persistent pursuit of excellence determines winners, not the score of the game.
72. "You have to *run your own race* individually while we are running our collective race as a team."
73. Another part of seeking and maintaining excellence is always surrounding yourself with others who have high personal standards.
74. Our goal should not be to be our heroes, but rather to *learn* from them and then do the best possible jobs of being ourselves.
75. That progress is impossible if you only attempt to do the things you have always done.
76. Changing limits is not easy.
77. Is that failure is a natural result of breaking out of your comfort zone. At West Point, I learned to view each failure not as its own entity but as a steppingstone on a path to something greater. It was never a destination, but I had to pass through failure to be successful at what I was attempting to do.
78. Failure cannot be your final destination; rather you can use it to shatter limits.
79. A person is never more comfortable than when they are with their family, which is why I try to create a family atmosphere with my team and encourage people in other businesses to do the same with their employees and organization.
80. I consistently remind myself of the most basic formula of teaching: you hear, you forget; you see, you remember; you do, you understand.
81. I have learned that when you use your success to have a positive impact in these other battles, it adds depth to your life. Having a positive influence on people, helping others, that's winning.
82. As I have become involved with more community service, I have felt more complete.
83. The feeling you have is addictive. It is a unique feeling knowing that you have gotten outside of yourself and made a positive impact on someone else.
84. That is why I am a strong advocate of mentorship programs. Such programs give children a chance to be around and learn from positive influences.
85. Giving back breeds giving back.
86. "Hey, One-Way."
87. Must remember to give back, to be a two-way person.

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88. No matter who you are or what you have achieved, you are incomplete until you find a way to use the blessings you have experienced in your life to have a positive effect on others.
89. *Solutions are personal.* They are yours. You must take ownership of them.
90. As a college basketball coach, I work with young men who are experiencing a great deal of change in their lives. The transition from high school to college is a giant mental and emotional heap.
91. In offering a path as opposed to an answer, you put people in the position to follow that path again and again.
92. The mind is so powerful.
93. "I won't hang up on you if you won't hang up on you."
94. Integrity means doing what is right whether you are alone or with a group, doing the right thing no matter what the rewards or the consequences may be.
95. The honor code states, "A cadet will not lie, cheat, steal, or tolerate those who do."
96. Cheating means you are giving up on yourself.
97. Giving up on your integrity is a dangerous thing. One slip can lead to another, and before you know it, you may forget your ethics completely.
98. The key to learning is *listening*.
99. With great players, it pays to be flexible. There isn't just one way to do things.
100. You can't just write out a game plan of how to motivate people, you have to do it by feel. You have to know your people.
101. "Mike, be sure that you get on the right bus."
102. Chose the right people to get on the figurative bus.
103. Sometimes by adding more in terms of quantity, you actually get less in terms of quantity, you actually get less in terms of team cohesiveness and the ability to form relationships.
104. People tell you things in different ways and a leader's job is to learn that where one individual may sit down and say.
105. With a facial expression, their body language, or merely with their eyes.
106. That everyone needs to be motivated differently.

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107. Motivating people must be flexible and versatile process. And you have to know the people on your bus well enough to see which tactics to apply what times.
108. No one person can be the sole source of a team's motivation.
109. *When we motivate each other, our bus usually ends up at a great destination.*
110. Nearly as important as what you are doing right now.
111. It is about what's next.
112. The first part of our plan was to change venues, to get out of the locker room and the gym and meet somewhere comfortable, intimate, and most importantly, different.
113. Whatever we have, let's take care of it.
114. At Duke, my staff and I try to create a climate where everyone believes it is theirs. When our players, managers, and staff feel ownership they feel empowered and proud. But, most importantly, they feel inspired to take care of the program, uphold its standards, and defend its beliefs.
115. The wheel is sustained by mutual ownership, not by a single individual serving as the wheel's hub.
116. I have merely been pursuing my passion and loving.
117. When you are passionate, you always have your destination in sight and you are not distracted by obstacles.
118. I never kept my passion to myself.
119. Surrounding yourself with other passionate people can help keep you motivated and driven.
120. But for him, accounting was his job, not his passion.
121. His contagious passion, quite frankly, is why he is the best in the business.
122. The element of poise can make you appear much stronger in the eyes of your opponent than can your talent alone.
123. You never want to show your opponent a weakness through your words, facial expressions, or body language.
124. You have been there before and that you expect to do well.
125. In moments of doubt, I tell my players to listen to that voice inside their head and to be sure that the voice is always positive.

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126. I try to never let my team see fear or defeat on my face. I want to show them, through my own actions.
127. I believe that sport is a tremendous venue in which young people can develop poise.
128. Pressure is a compelling influence. It can be suffocating, stifling, and can cause individuals to resort to negative action or no action at all.
129. I look at being put under pressure as an opportunity to show how strong and capable you can your team really are.
130. *Preparation is key if you hope to operate well under pressure.*
131. If you think about the potential for pressure in advance, you can use repetitions and simulations in practice to help you feel as if you have been in that spot before.
132. Another way to help cope with the pressure is segmenting. I try to divide the situation into manageable steps rather than considering the imposing big picture.
133. Comes a task-by-task process, the big picture will not cause overwhelming pressure.
134. I tell them to focus on one game at a time and to segment the NCAAs.
135. Group around you, you know that the pressure is not yours to deal with on your own.
136. "Michael, everything you do has your personal signature on it. You should take pride in it because it's yours."
137. The pride comes not in the recognition you receive for something, but merely in *doing that thing to the best of your ability.*
138. Giving each member of the staff and each player a permanent marker, we all signed the "D" at center court, thus agreeing to the terms we, as a team, had established.
139. And now it, most literally, had our signature on it. We were going to hold ourselves accountable to take care of what was ours.
140. Pride means ensuring that anything that you do, anything that has your name on it, is done right.
141. Too often, people will miss out on meaningful relationships with amazing people because they quickly pass judgment based on what that person does for a living, the clothes they wear, what kind of car they drive.
142. As "walk-ons."

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143. Serving as an ideal illustration of selflessness.
144. Standards: a level of excellence that we consider our norm.
145. *"It's all about standards."*
146. It is not about losses; it is about standards.
147. As a team, we had allowed our standards to slip. It had become acceptable to not play every defensive possession with the utmost intensity, to allow offensive rebounds, and to play as individuals on offense.
148. Standards define what is and is not acceptable for an individual or a team. When you allow your standards to slip, you are saying, "We do not have to be this good all the time."
149. A Jean Giradoux quote, *"Only mediocre are always at their best."*
150. The only problem would be if you allow a loss or a failure to change your standards.
151. The most talent you and your team have, the more room for error.
152. But even if you do not have a lot of talent, you can still reach your destination. There are more obstacles, and therefore I refer to operating with less talent as taking side streets.
153. One of the key things to remember about talent is that it has to be developed.
154. Developing your talents makes you strong. If you only use your raw talent, it can eventually make you weak by allowing you.
155. Because you are around excellence all the time, and being around excellence makes you strive to be better.
156. When two equally talented teams are matched up against each other, most often the team that works harder and works together will be victorious.
157. The ability to develop your talent is a talent itself.
158. *A talent is a blessing*, and it is our responsibility to develop it.
159. Trust is developed through open and honest communication.
160. Confidence that only comes in knowing that you are not alone.
161. You have two choices: one, you can foul that player, or two, you can trust your teammate will be there to help play defense.
162. That someone else believes in you and that you can believe in them.

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163. Is confrontation.
164. It simply means meeting the truth, head-on. In my relationships, I want you to believe me when I tell you that you are not working hard enough.
165. No time is wasted trying to decipher meaning or understand motive.
166. When you invest in something at such a high level, you will do anything to make it happen.
167. Ambition alone is not enough. That ambition must be coupled with hard work for success to be achieved.
168. I love hard work. It is a staple of all that I do and all that I ask of my teams.
169. They embraced work as the process that you go through to become exceptional.
170. John Wooden. He said, "*Nothing will work unless you do.*" In other words, you can have the best plans, the most perfect offensive and defensive schemes, and even a great amount of talent.
171. Jerry West. He said "*You don't get much done if you only work on the days that you feel good.*" Hard work cannot be sporadic.
172. If you want your best to become a habit, you must engage in intensive, intelligent, and persistent practice.
173. "*Spectacular achievements are always preceded by unspectacular preparation.*"
174. Winners prepare to win. Of course, everybody would like to win. But real winners put forth the time and effort to make it happen.
175. He never wanted his body to tell his mind that he was tired.
176. *Hard work had to form a partnership with ambition.*
177. Communication, trust, collective responsibility, care and pride.
178. But all five together are tough to beat.
179. And what methods do you plan to use in bringing your team together?
180. When I show them my fist and they show me theirs, we remind one another of the five words that will bring us together and allow us to be the strongest that we can be.