

Bill Parcells – Finding a Way to Win

Integrity:

- *Philosophy*
 - The philosophy has a sound basic structure.
 - It reflects the leader's vision and values.
 - It is communicated and accepted throughout the organization.
 - Most important, it remains in place long enough to allow for success.
 - When you act with *integrity*, in accordance with your organization's core principles, you're not taking a risk. You're fulfilling your mission – and giving yourself the best possible chance to succeed.

- *Leaders have a vision*
 - They can picture the desired result of a project before they begin
 - When an organization stays the course and holds fast to their philosophy, through good times and bad, they work from a firm foundation. They gain an identity. They stand for something.
 - In an unstable environment, it is especially vital for leaders to articulate their vision for the organization – clearly, explicitly, and often.
 - Every organization, whether it's floundering or ruling the roost, needs a calm, clear vision. Only people inside the group can chart its course; outside voices must be kept in their place.
 - To enlist people to share their vision, leaders must be prepared to walk the walk.

- *People are the most important (components of a philosophy.)*
 - Leaders must know what people are needed to implement a system.
 - Must have an eye to identify them when they surface.
 - Many systems collapse because people can't recognize the parts you need to build the structure your after. (your philosophy will falter out of the gate)
 - Interview a prospective player....ask them what is most important (3 or 4)...football must be in that list.
 - Also want to know about family support system and his goals in life.
 - When matching people to roles in the organization, it's not enough to weigh what they have done in the past. To get the right fit, it's crucial to consider what they could do if the environment allowed them to flourish.

Flexibility:

- *Flexible in strategy*
 - To succeed over the long haul, leaders must stay true to their vision, their core philosophy. But to flourish in a given situation, they must also be flexible in strategy and opportunistic in tactics.
 - Traditions are made to be broken. If you're doing something just because it's always been done that way, you may be missing an opportunity to do better.
 - Consistency is overrated. A leader is obligated not to be consistent, but to be right – to do what's best for the organization.
 - If the competition has laptop computers and your using yellow legal pads, it won't matter how long and hard you work – they're going to pass you by.
 - Flexibility is a make-or-break component of motivation, the art of getting people to do what needs to be done.
 - Flexible leaders understand how to bend to reality without bruising their pride or compromising their philosophy.

Loyalty:

- Three things can ruin any organization.
 - One is your competition...you can't compete.
 - The second is public perception.
 - The third factor...division from within – and this is the greatest threat, hands down.
 - Loyalty has to flow both ways, up and down; if you're not getting any, you'll soon have none to give back.

- The first task of Leadership
 - Promote and enforce collective loyalty, also known as teamwork.
 - Everyone thinks they know what teamwork means, but very few people really understand it.
 - Sign up in our locker room: "Individuals play the game, but teams win championships."
 - When selfishness is tolerated, the entire organization is in jeopardy. When leaders stop trimming dead wood, the whole tree soon falls.

- The most common form of disloyalty.
 - Behind-the-back complaint.
 - Leaders need to keep a close eye on the hostility index. The best way to lower the index is by confronting the source. Right away. To his face. And in front of the whole group, if possible.

- Unit Pride
 - Pull for one another
 - My main point I make over and over again, is we win or lose as a team.
 - For the team-first mind-set to take root; it must be reinforced at every opportunity.
 - Do things together as a unit – builds a bond.
 - Recognizes top special teams player each week. – lower profile guys appreciate this.

- Staff
 - Welcome opinions, ideas, even disagreements from my coaching staff. But once I set the course, we all get behind it.

- There are two conflicting mentalities in any organization: to have and to be.
 - People with a *to have* mentality are obsessed with what they can get out of their jobs: a bigger salary, promotions, recognition and fame. *To have* mentality is a dead end. It can never be a sufficient motivator to win at the highest level. Complacency always sets in.
 - People with a *to be* mentality concentrate on what they can give to the organization: their best efforts to help the team succeed.

- The head coach is unique in two ways.
 - He's the one person who sees the big picture down on the field.
 - He's the only one whose fate is totally wrapped up in winning.

Confidence:

- Take Chances
 - The higher the stakes, the tougher the competition, the more daring you must be to carry the day.
 - The chances my team takes are calculated – only fools gamble at random. But you can't play safe and pursue your vision: you can't shrink from risk and expect others to follow you.
 - But there is a middle ground, a terrain of bold but carefully planned risk-taking. When you ask people to try something out of the ordinary, and then lead the way, it shows them that you're unafraid. And when you hand them what they perceive to be an edge on the competition, they become even more confident in your leadership.

- Risk Taking Strategies
 - Never ask people to things that are beyond them.
 - Reserve your risk-taking for times when the risk-reward ratio is favorable.
 - Explain what you're trying to accomplish...when people understand the point of the risk, they're more likely to give their all, in the effort, and less likely to second-guess afterward.
 - Prepare and rehearse your gamble in lower-pressure situations.
 - Accept false steps as opportunities to learn...it's one thing to hate failure; it's another to fear it.

- Confidence
 - The most basic way to demonstrate confidence is by enabling people to act – by delegating authority.
 - When you fail to give your staff meaningful tasks and input, you wind up with robots and yes-men. You stop getting quality advice and innovative ideas. Every way isn't my way. The challenge is to find the best way, and then collectively commit to it.
 - Sometimes it's easier to criticize than praise. But it's praise that fuels an organizations progress that bolsters people's confidence and spurs them on to greater things. Winning managers look for opportunities to praise. Anything that reflects a commitment to the company is praiseworthy.
 - Sometimes leaders don't have the luxury of explaining each step they take. Once trust is established, those occasions become fewer- and better accepted.
 - Confidence is only born of demonstrated ability.

- Psychology of Results
 - Team's mental state is ruled by the psychology of results...in other words, past outcomes dramatically affect the group's attitude going into the next game. A team-teaches itself what it is on the field, in action. Sometimes this can be a resource to the leader; at other times, you're fighting your darnedest to overcome it.
 - To keep his team on track, a coach must take this syndrome into account before the fact, and frame the most positive mind-set he can for his players.
 - Coaches can't leave their teams to decide for themselves what's going on; they have to assert their influence, prepare their players for any result.

- Psychology of Results...four areas to contend with.
 - Play well and win; the danger of over-confidence. You end up playing to the level of the competition.
 - Play well and lose; the plight of lost confidence. Don't be hypercritical after a loss. A disciplined coach applies the same standards to evaluate each performance, win or lose, and ignores how his team is reviewed by fans or the press.
 - Play poorly and win; the pitfall of false confidence. I warn them they are living on borrowed time. Sooner or later, an underachieving organization runs into someone that exploits its nonchalance.
 - Play poorly and lose; the pain of no confidence. I've never bought into the idea that you learn much from losing. In my experience, you learn far more from winning, which also makes your players more receptive to criticism.

Accountability:

- Accountability Starts at the Top
 - You can't build an accountable organization without leaders who take full responsibility.
 - People under you want to know whether their managers practice what they preach-and whether they're steering the ship, or just drifting in the wind.

- Coaches should be judged on three things:
 - Do players have a design that allows them to function on game day?
 - Are the players prepared to deal with contingencies that may confront them?
 - Do the players behave the way the coach wants them to?
 - ...a competent coach should be able to field a team that is strategically sound, that plays with discipline, that doesn't beat itself. If any of those components are missing, it's the coach who must be held accountable.

- Accountable Leadership
 - Accountable leadership isn't some mysterious quality. It starts and ends with hard work.
 - Leaders have to work harder than the people they hope to motivate.
 - But while hard work is essential, by itself it isn't enough. A leader's style of work is equally critical. There's a big difference between leading and managing. You can manage inventories, but you lead people.
 - Leadership is the most visible thing there is – because if it's not visible, there is no leadership. People need to know who's driving the train. If they think that the drivers aren't qualified, that too much authority has gone to less experienced or competent managers, you're going to have little train mutiny.
 - If you look back through history, from Lincoln to Churchill, some of the boldest, most decisive moves came about after long, hard thought. It's rarely easy to make an important decision, but effective leaders keep their doubts to themselves, concealed from their organization and the public. And once that decision is made, they throw their heart and the full weight of their office behind it.
 - It's better to decide wrongly than weakly; if you're weak, you're likely to be wrong anyway.
 - Collect all the input you can before big decisions. Then cut off the seminar and do what you think is right.

- Get others to accept responsibility
 - Active Enlistment – a leader convinces people what ought to be done. The best leaders are the ones who stick it out through slumps and disappointments, and who hold themselves accountable for their people's progress.
 - No Excuses – excuses and alibis are the main enemies of accountability. On my team we simply don't accept excuses for failure. We have this expression: “don't tell me about the pain; show me the baby”
 - Personal problems, personnel problems, injury problems, drug problems, schedule problems, front office problems – nobody cares

what your up against. The sooner you put those issues out of your mind, the sooner you can direct your focus toward the real issue: pushing your team toward victory.

- Clear Expectations – people can't become accountable unless they understand exactly what you want.
- Specific Responsibilities – Have players stand up and talk on specific points that you consider vital to the outcome of the game. These speakers are taking responsibility for a specific assignment. At the same time, they were enlisting teammates to work together to get it done.
 - Personalize a challenge directly to a player and make it so the rest of the team knows they have to help him succeed.
- Concrete Follow-Up – You can't make people responsible just by laying out what they need to do. You have to continually monitor and assess them, and do it as objectively as you can.
 - Game tape excuses – people will bring in external elements if you let them. A strong leader will preempt those alibis. I watch the tapes by myself first. Then when you watch it together – “I have been watching this all day and this is what I saw – this is what I think happened” I tell them what we did well and what we need to do better, especially in places where we got away with sub par execution. We then turn on the VCR and deal with it in reality.
 - Through it all I struggle to be honest with myself. It's not enough for my team to have a winning record, or for the press and the fans to be happy. As I see it, I've done a good coaching job if my team has reached its potential. I hold myself accountable for nothing less.
 - In an accountable organization, a leader must be willing to play the lightning rod – to take one for the company. But there has to be accountability from below as well, or buck-passing becomes epidemic. (Habitual buck-passers, in fact, have a vested interest in the failure of others; if everyone else is doing a good job, they'll have no one to blame.)
 - Accountable organizations give people room to operate. But when people flounder, the accountable leader doesn't sit back and watch them fail. He steps in and assumes responsibility, and strengthens them for the next time.
 - True leaders stand up to be counted in crunch time. Rather than run from the heat of a demanding job or tough judgment, they welcome it; they understand that it comes with the territory.
 - In the life cycle of any business, there are a few critical moments that a leader must face, a few mammoth undertakings that only the person in charge can pull off. Those are the times that you must drive in and do it; the only failure lies in not taking the plunge.

Candor:

- When people don't know what their boss is thinking they think the worst.
 - When communication is weak, an organization's morale is bound to suffer.
 - I've always found it best to talk straight out to them. I never lie to my players, never skirt the issue, never sell them a line or pay them false compliments. I just tell them the truth as I see it. They may get sick of my needling or pressure. They may think I'm unfair or plain wrong. But they don't tune me out; they appreciate that they're getting an honest opinion.
 - Leaders are watched every minute by people around them. I may choose to look angry or distraught, but it has to be calculated, and it has to be an honest feeling at the same time. You can't create a charade out there.
- Player Evaluation
 - When you're evaluating people's performance, timing is everything.
 - Every game presents issues to be resolved, weaknesses to be shored up, and mistakes to be corrected. Most of the time these things can wait until the next practice.
 - The worst thing you can do to a player immediately after a game is to call attention to the errors he just made.
- Media – after the game
 - After the game in our locker room we are not harping about anything that happened out on the field; I'm warning my team what reporters will be asking them. And if one player had a really bad day, I'll point right at him and add "They're coming after you, so be careful what you say. And you other guys better shield him."
 - Parcells tries to be honest and to answer the fair questions. Never blame a game on a player.
- True Candor
 - True candor is the measured telling of the truth, not the open venting of rage.
- Monday meeting guidelines:
 - Keep your speeches short
 - Pinpoint what you did well and what you need to work on.
 - Usually speaks for 10-15 minutes. (30 minutes if news is really bad)
 - Air out your problems before they fester
 - Sometimes I will let an issue ride for a while in the hope that a player will take care of it, or the circumstances will change. But you can't let it go on forever.
 - Don't try to tell them everything you know.
 - If you bombard them with information, you'll soon put them on overload, and they won't absorb any of it.
 - I try to pick out three or four points that are relevant to the game tapes, and concentrate on them.
 - Not every employee needs to have the company's big picture in total focus. But they do have to understand their role in helping to reach the leader's vision, and to be convinced to work in the right direction.

- No Secrets
 - No taboos when we talk about our team; we hold nothing back, and we use tape for objective corroboration.
 - With everything exposed, there are no doubts as to why we are where we are, no question as to whom deserves credit or blame.
 - So when a player runs into some contrary opinion on the outside, he can shrug it off – as I shrug off opinions from my barber.
- Keep it inside the Family
 - The only honest meetings are private meetings. Only players and coaches are invited to our Monday meetings.
 - I know how gossip turns into rumors, and rumors into controversies, and we've already got enough of those.
 - We also all understand that what's said in that room stays in that room.
 - If I say one thing to a player's face and another to the front office I have some credibility problems.
 - Washing dirty laundry in public is probably the quickest way to divide your team.
- No Immunity for the Rich and Famous
 - Usually problems are unit-wide or team-wide. But sometimes an individual is letting the others down, and everyone needs to hear it said.
 - "We've got to hit harder than that, son", I know you're a better player than you're showing us here."
 - Know who the player is and what you can say to him.
- Be Hard on Yourself
 - Confident leaders freely admit their own mistakes. And by doing it publicly, they set an example for others to take responsibility.
 - If I believe I cost my team an opportunity. I apologize "Don't let me do this again"
- Give Role Players Love
 - Praise can be most valuable when it's merited by someone whose supporting role is often overlooked.
 - There are times when my praise is highly calculated.
 - Can give praise linked to a challenge, and give a piece of information the player needed to keep doing his job.
- Input from others
 - To get honest input, reward it with consistent attention-and an open mind.
 - Without new ideas, your organization will stagnate.
 - Coaching is an act of communication – of explaining what you want of people in a way that allows them to do it, assuming they have the ability.
 - Lasted as long as I have in this business because I'm able to reach my players, to hear and be heard.

- Don't turn every discussion into a contest. Makes life exciting, but leads to problems. If one side always wins the other side goes into a shell. The communication deteriorates. I won't pick a fight these days unless I'm sure of the outcome ahead of time.
- A young coach takes on five crises a day; an experienced coach pinpoints the one that will most affect his team.

Preparedness:

- *Preparation*
 - Consider preparation the most enjoyable part of my work, and the most challenging. To the extent my teams have succeeded, I'd say that solid preparation – not talent or strategy – was the primary factor.
 - The more you prepare beforehand, the more relaxed and creative and effective you'll be when it counts.
 - We don't want our players to think during a game we want them to react – thinking takes too long. Have the correct moves ingrained in practice so instinct guides them to the right place at the right time.

- *Prepare to win*
 - When the score is against them, they'll be thinking: We've sacrificed to be good, and damn it, we're not giving in.
 - A team's practices will predict its performance just about every time.
 - Whenever I send my team into a game with some new wrinkle or adjustment they aren't fully prepared for, it blows up in my face more often than not.
 - Well-prepared leaders plan ahead for all contingencies, including the ones they consider unlikely or distasteful.
 - Our practices are pressure-packed all week long. I believe pressure is the only thing people respond to in any undertaking. Those who respond favorably will advance. Those who respond negatively are drones, followers – no room for them.
 - For maximum value, practices must be challenging, both mentally and physically. They can't be passive. When a player deals successfully with pressure during the week, game pressure won't faze him.
 - To add to the pressure, I'll isolate players involved in key match-ups.

- *Good Preparation begins with Organization*
 - Before my staff meets with our players, we have to budget our time for the week, set our priorities. We decide which points we'll emphasize in depth, what we'll go through quickly, and what we'll skip altogether.
 - We usually follow a strict schedule. Players are creatures of habit, and whenever we deviate we tell them ahead of time.
 - People perform most reliably when they're sure they can handle the task at hand-and that sureness comes only with specific preparation.
 - To out-prepare the other guy requires hard, steady work. More than that, it demands an understanding of how information is best imparted, how knowledge and technique are best retained.

- *When Preparation is Done*
 - I don't like to disrupt players when the preparation's done.
 - Too much eleventh-hour briefing is the mark of an insecure coach.
 - It's better to leave people alone, let them get ready their own way. Their confidence will come not from a pep talk, but from the work they've done over the past six days.

- *Satisfy Yourself*
 - When leading a group toward important achievement, don't compromise your standards based on people's complaints or conventional workloads. Settle for what you want to settle for – and what serves the group's best interests.

- *Less is More*
 - We'll just outwork 'em," but outworking them can be counterproductive. There's just so much tread on a tire, and you can't afford to wear it off before the flag comes down. So you have to choose your spots.
 - You're constantly balancing mental preparation against physical wear and tear. As the old saying goes, you want to work smarter, but not always harder.
 - As coaches we need to be sure about everything we're doing, to pick out what we need to win that week, and get rid of the rest. Sometimes you add by subtracting.
 - Preparation involves diminishing returns. You can't tell your people everything you know; you can't tell them very much of what you know; but what you do tell them they better get.

- *Assume Nothing*
 - I emphasize the obvious all the time, especially with a younger team, because it's the obvious things that beat you if they're not taken care of.
 - The road to execution is paved by repetition

- *Be a Teacher, Not a Drill Sergeant*
 - To teach you have to listen as well as talk. When we experiment with something new in practice, our players' feedback is invaluable, especially from your veterans who are more honest about any problems they are having. Rookies tend to say what they think the coach wants to hear.

- *Ride your Big Talents Hardest*
 - The most skilled performers may sometimes coast along in practice, as if waiting for the "real" action on Sunday. When their coaches allow them to slide, these players become lost opportunities. Because it's the higher-level players that have the most room for improvement, and the greatest potential impact on a game's outcome.
 - When a big talent is also prepared, he can dominate; if he's lacking in preparation, he'll drift back to the pack.
 - In the age of parity, a small edge in preparation can get parlayed into a decisive swing in the end result.
 - In my business, some tiny detail that you covered in training camp may deliver a key victory, which in turn gives your team momentum and confidence, and suddenly you have a snowball of success.

Resourcefulness:

- *Find a Way to Win*
 - Get your coached thinking like you. When you set off in a quest, you need to enlist others.
 - Columbus didn't sail that boat by himself. You have to foster collaboration. It gives you a surge of power when you have others with you, striving toward the same goal.
 - Figure out what you need to do to win. A coach has to be honest with himself.

- *Adaptation*
 - Successful organizations must be ready to adapt to new environments, no matter how well they've done in the past.
 - The strategic options are virtually endless, though not all of them will work. Trial and error is part of the process; it's rarely fatal to try something and fail. The greater danger lies in hiding behind tradition while the world keeps turning. Resourceful managers tinker and adapt until they find the winning formula.

- *Adjustments*
 - By making needed adjustments, you hand your people a powerful edge. You can't guarantee their success; they don't sell insurance for that. But you're giving them the best possible chance.
 - Resourceful coaches strive to have more ways to win than the other team. It's easier to be resourceful when you have more resources; great players give you more flexibility, more options to work with. But even when we lack star talent, we still try to generate extra chances for our players. (Forcing more turnovers, cutting down on penalties, refusing to give up big plays – all of these create more opportunities to score, and therefore to win.)

- *Target Your Opponents where they are Strongest*
 - Drafts to beat the best teams in his conference or division.
 - When playing opponent - try to disrupt great player or aspect.

- *Play from your Strengths, but keep your Options Open*
 - Any decent game plan will stress what you do well, and thereby hide some of your weaknesses. At the same time, it's dangerous to become too reliant on any one element.
 - Goal should be to have a productive, efficient, well-rounded unit, a team that's balanced on its attitude. Any single player or element can be negated by injury, lackluster execution, an opponent's adjustment, even weather. A balanced team is able to shift gears and find another avenue of attack.

- *Take the First Opening that Presents Itself, but stay Ambitious for Something Better*
 - To win most games, you have to devise a way to do what you want to do. But until you figure that out you need to take what's available.
 - Blind attacks can backfire. So you have to take what you can, probe the holes in their defense, and solve the problems as you go.

- *Proper Outlook*
 - You can't devise resourceful strategies unless your staff has the proper outlook. There are always problems on a football team, as in any other business. And there are coaches, and managers, who can sit around indefinitely expounding upon those problems. *Those people will not help you find a way to win.*
 - When your team is struggling and losing, it's no news that something is wrong. The challenge is to identify exactly what the problem is, and then to solve it. *That second part, the action step, is what separates leaders from analysts.*
 - The ability to recognize a problem is useless, unless you are also able to fix it.
 - "It's not our fault that we can't do the job – we just don't have the resources" – Once this kind of attitude infiltrates your system, it's insidious, people pick it up by osmosis. A leader has to stop it in a hurry. You have to say, "Well, boys, this is what we're going to do now, and it's time to do it. Don't get all hot and sweaty telling me why things are the way they are. It's time to find the solution. It's time to do something."
 - I understand that players have different capabilities. Sometimes you have to gear or alter the job to fit the individual – that's where your creativity comes into play. When you ask people to perform tasks that they find impossible, you're failing them as a leader, no matter how philosophically sound those tasks may be in the abstract. You're also tolerating a built-in alibi: "We just don't have enough talent, so we're going to fail."
 - At its most basic, resourcefulness is simply resilience – a refusal to quit or give in, even when all seems bleak.

- *Re-motivating*
 - Pg. 169-170 story

Humility:

- True Success
 - You're not truly successful until you're challenged at the top level of your ability – and you consistently marshal your best effort.
 - It's so hard to stay great after you win a championship.
 - The main threats, the ones that tear you down, are all internal: complacency, distraction, all the petty jealousies that come with the distribution of credit.
 - In a competitive environment, to remain the same is to regress.

- Genius Syndrome
 - After an organization breaks through to a new level, its leaders have to guard against the Genius Syndrome – the notion that they must be the reason for success.
 - Whenever gimmicks replace content, the product suffers.

- Steps to Keep Organization Humble
 - Train the Spotlight on the Group, not the Individual
 - Praise and attention – and in some cases, incentives – should focus more on collective success, less on one person's accomplishment.

 - Place Achievements in Perspective
 - When people are riding high, a leader needs to function as a reality check, as the honest adviser, to keep them at an even keel.

 - Keep Setting New Goals
 - After winning my first Super Bowl, I had something more to prove (not an accident), and I drove myself hard as ever till we won the second one four years later.

 - Measure Excellence by Performance, not Reputation.
 - You have to demonstrate that you can't be fooled, that you know what's going on – whether you do it with game tapes, performance reviews, or internal audits.
 - You can't let a player hide behind others perception of him. You can't have any secrets, or leave uncomfortable things unsaid. You have to toss out those rose-colored glasses and zero in on the truth.
 - To do less will jeopardize both parties, even when you're at the crest of success. Championships are momentary things; they buy some time, but not security. When you win, you will get to stay a while longer; when you lose you get to go.
 - The instant you relax, or drop off, or rely on who you are rather than what you're doing, you're on the express lane to the chopping block.
 - Success is never final, but failure can be.

- Respect your Mentors
 - Never assume you know it all.
 - When choosing an ally, ignore popular opinion. Go by your direct experience with the person instead.

- Be Yourself
 - Leaders have to be themselves.
 - Some coaches like to fraternize with their players; others stay up in the tower. Some guys are distant and technical, others harsh and abrupt, others warm and emotional. But none of that makes any difference as long as you get results and your team functions on game day.

- Get to know your players
 - Try to say something to each individual every day. Doesn't have to be a lot every day. Just "How you feeling? You looked good in the tapes last night, keep it going."
 - On the field I may use last names, but in the locker room or in my office I stick to first names.
 - Jimmy Johnson once said that knowing the people who work for you is more important than knowing all the mechanics of the job.
 - To motivate people you need to find out what makes them tick. You have to prepare how they'll respond in tight situations, so you'll know who should get called on and who might find the pressure too great. And the players need to understand my personality, as well. If they don't, they might take my abrasiveness personally; it could drive them into a shell.
 - None of the personal conversations have a direct bearing on the work you do together – until you face some high-tension crunch and find out that those relationships are what's tiding you over.

- Relationships
 - Over the years, some of the players grow on you, till they're almost like your children. You see them play hurt. You watch them lay their bodies on the line to win, and you get emotionally attached to them. I don't mind showing my affection; there's a lot of hugging on my teams. Or I'll be telling them how proud I am after a hard-fought win, and I'll start to cry – it's happened more than once.
 - I've never liked the term "player's coach." I consider myself a communicator, not an accommodator. I have no insecurity about getting close to a player and having to put the hammer down if he messes up or crosses the line. But even then I try to respect his dignity.
 - When organizations contain strong relationships, they can weather internal storms.

- *Win the Right Way*
 - Winning is something I strive for and enjoy; and it's the standard by which I'm judged. But winning isn't my life. It doesn't erase my sense of morality. It doesn't control the human part of me that responds to others.
 - I wouldn't ask a player to do something I wouldn't do with my own kids. I don't want them to think that I would ever compromise them.
 - Over time your players become a product of your system. If you provide a way to train that's healthy and structured and gives them the results they need, they eventually buy into it.
 - More often than not, the way to win is also the right way.

Self-Discipline:

- *Avoiding Ways to Lose*
 - Finding a way to win means avoiding ways to lose.
 - The team that makes fewer mistakes will generally get the opportunity to win, even when the opposition has more talent.
 - You may not be able to take advantage of that opportunity on a given night, but you'll have your chance.
 - The disciplined team has to get beat by somebody; it refuses to beat itself.
 - When my team assembles for our weekly meeting on Monday, I'll talk about a blunder that cost some other team a game that weekend. I want them to file it away, so it won't happen to us.
 - There is always a way to compete, even against superior forces, but it requires strict adherence to a calculated plan.

- *Mental Errors vs. Physical Errors*
 - Mental errors reflect poor concentration or inadequate preparation.
 - A Physical error can also result from poor concentration, but physical errors are typically caused by an athletic mismatch, where you're up against someone whose ability is greater than yours.

- *What sets disciplined people apart?*
 - *The capacity to get past distractions*
 - Focus on the task at hand.

 - *The willingness to condition mind and body for the task at hand*
 - An ill-disciplined body makes for a weak mind.

 - *The ability to keep your poise when those around you are losing theirs.*
 - I tell my players to put their emotions on hold, to stone-face their opponents. Once the opposition knows what you're thinking, it gains an advantage.

- *Controlled Aggression*
 - To instill discipline in your loose-cannon talents, try making them responsible for more than their own individual performance.

Patience:

- *Be Realistic*
 - Organizations can't improve without setting the highest standards. But they also need to measure achievement against their real potential at a given time.
 - What the quick-fix guys miss is that there's a process at work here – there are steps you need to take to build a successful organization, and if you try to skip one you'll trip.
 - When people consistently perform below their level of ability, at some point they'll have to be replaced. But even here a leader must be patient. A coach needs the discipline to keep using a lazy player until he finds someone better; you've got to keep the train on the track until you hire a new switchman.
 - Patience is rarest – and most valuable – when an organization is performing poorly. It's not enough to know what changes must be made; it's equally important to decide when to make them.
 - The disciplined course isn't always the daring course or the exciting course. It's the course that gives your organization the best chance to prevail.