

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

1. From politics to business, and from education to coaching, the concept of leadership is under a national microscope. Companies are merging, streamlining, trying to position themselves for a future that seems to be changing by the week. Everyone in business today is under pressure to cut costs, improve the quality of goods and services, try to stay ahead of the competition and the technology curve, and do what they do better, all within a climate of uncertainty.
2. Good leaders provide a vision. Good leaders take away the doubt and uncertainty, the fear of the future. Good leaders provide an environment in which other people can grow. Good leaders instill values. Good leaders make the people around them more successful.
3. We see people trying to lead by being friends with the people they are leading, and then wondering why it doesn't work.
4. Leaders are only effective when they effectively lead the people of whom they're in charge. More to the point, leaders are only successful when the people they're leading become successful.
5. They're the people who are giving all the time, the people who operate with a lack of discipline.
6. When you lack discipline – your chances for success have been significantly narrowed.
7. But I will not put up with a lack of effort. As a leader, I cannot tolerate that. The other negatives can be improved upon, changed, but a lack of effort undermines everything that you have worked for, and that is why a leader must maintain good discipline among those he or she leads.
8. That in order to do great things, you must deserve them, and that you did that by being willing to put in the proper effort it takes to be successful at anything.
9. Vision is your view of the group's future, the place you want to be after the transformation is complete.
10. You simply cannot show up as the new leader and just wish everyone good luck. You must come in with a plan, a dramatic statement.
11. To have the people in that room feed off my energy, my excitement, the tremendous passion I had for this new job and its potential. I wanted them to not only see my vision, but feel it, too. I wanted them to walk out of that room believing in possibilities.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

12. Just as Phil Knight had a vision of the future, back when he was driving up and down the West Coast to track meets, selling sneakers called Nikes out of his trunk, long before the clever television ads and the incredible success of his corporation. Just as all those people in those little computer shops talking a language nobody understood except them had a vision.
13. In the first meeting you must not only seize the moment; you also have to take control.
14. Not in some fuzzy, unfocused way, but instantly, and in clear language that has a sense of urgency about it. Because if people do not believe that you believe in your vision, there will be increased anxiety, doubt, cynicism, bad morale.
15. The biggest mistake people make when trying to change organizations is to plunge ahead without establishing a high enough sense of urgency in fellow managers and employees.
16. Someone said, 'Rome wasn't built in a day.' I like to think that's because I wasn't born yet.
17. Present the vision. Then get people excited about it.
18. You're talking about a better future for everyone and that raises possibilities.
19. What's the point of having a vision for a turnaround of your company if you're not able to articulate it? What's the point of having a vision of the future if you cannot get people excited about it?
20. The next step is to tell them out this is going to happen.
21. That the press was our weapon, our edge.
22. Every five or six years, a new generation will lose sight of the group's tradition unless it's constantly reinforced.
23. Upgrading facilities is a tangible way to tell employees that things are indeed changing, that it's not merely hollow words and empty promises.
24. The first meeting is critical. You don't get a second chance to make a first impression.
25. It's vision that will allow them to survive periods of doubt and frustration. It's vision that will allow them to survive adversity. It's vision that allows your organization to always be moving forward rather than stagnating in

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

- negativity and regret, and it's vision that's the summit for which you're always reaching.
26. Every day I talk to my team about what we're trying to accomplish.
 27. Pete Carril, "What we used to think of as coaching they think of as criticism."
 28. Talking to a group is about providing enthusiasm and passion, about trying to use your skills to move the group in a certain direction. It is about energy. Speaking to one person is about listening.
 29. You also have to be careful not to promise too much to the people you lead. Overpromising is a trap into which it's very easy to fall.
 30. Great leaders inflate the people around them. Poor leaders deflate the people around them.
 31. The true mark of greatness is making the people around you better, elevating them.
 32. I can't satisfy your egos, but I can satisfy your dreams.
 33. We were governed by individual ego, so when we had adversity, we resorted to the things individuals do when they have little invested in the group. The players blamed one another.
 34. Vest people in the process. People have to know that they are an integral part of the group and that their success and the group's success is one in the same.
 35. Having won eleven world championships in twelve years.
 36. Winning two NCAA titles in college.
 37. U.S. Olympic team that won a gold medal.
 38. "In order to win, you have to get yourself past a lot of things that may not be vital to winning but make you feel good like scoring points."
 39. Sport in which success depends upon everyone's individual games blending together to form a more powerful whole.
 40. He also promised that he would never discuss statistics in salary negotiations.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

41. He was asking me to do what I did best and at the same time what the Celtics needed most.
42. Telling the truth is the best problem-solver there is. Lying makes a problem part of the future; truth makes a problem part of the past.
43. As the face of an organization, you are going to be second guessed.
44. We live in very cynical times.
45. Acting like royalty flies in the face of jumping in the boat with the people you are leading.
46. That if the players didn't think pass before shot, defense before offense, team before individual, they simply were not going to play. Regardless of who they were. Regardless of how much money they made. Regardless of any of it.
47. I told them these issues were non-negotiable.
48. These others- pass before shot, defense before offense- were non-negotiable issues, as were being on time, having a great work ethic, and being happy in the locker room after a win, even if you didn't play at all.
49. What made Lincoln so successful was his willingness to take small steps in order to cover a great distance.
50. Lincoln's true genius lay in his ability to compromise.
51. Compromise too much or too often, it only leads to chaos.
52. They want the power.
53. They want the status. It's the responsibility they don't want.
54. But if you aren't willing to accept the responsibility that comes with being in charge, then you ultimately will fail.
55. You must study people who have been successful as leaders.
56. I examined the people who came before me and asked this one basic question: Why did they succeed or why did they fail? And if they did fail, what can I do differently?
57. They develop roles, determining who's responsible for what within the organization so that everyone is clear on the chain of command. They have good time management. They implement daily goals. They educate

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

for the future, realizing that this is essential in keeping ahead of the competition.

58. One of the things we do is psychologically test our draft choices.
59. Conversely, people with low self-esteem tend to be fragile. They tend to doubt themselves, thus when criticized they have a tendency to deflate, as if the very criticism simply reinforces their own image of themselves.
60. You must face the crisis.
61. Change is part of the natural order of things and you must change with it or get left behind. How quickly can you adapt? How quickly can you rebuild? These are questions.
62. When I got to the Celtics one of my first plans was to get everyone into a serious off-season conditioning program.
63. Then we showed Antoine Walker the printout we did on Grant Hill. Why is Hill playing better? Because he's taking higher percentage shots.
64. Young people are different and that's not simply because they are younger. They don't want "fatherly advice". They don't like to be told what they're doing is wrong. Do it often enough and they eventually will tune you out.
65. Young people have to "see it".
66. That's another thing you must understand: Everyone is a critic today. It's part and parcel of the times we live in and you must not only understand that, but also be able to deal with it. Critics are everywhere, daily snipers.
67. The point is you can't be the boss every minute.
68. For two things happen to leaders who don't adapt: They get paranoid and adopt the belief that everyone is out to get them. They get left behind, for the simple reason that their competition is always adapting.
69. You must be adaptable with your methods, you must also be consistent with your message.
70. It's why I talk to my team for ten to fifteen minutes every day. For without this, people's focus quickly wanders. I have players whose moods can change by the hour, never mind by the day. They must be constantly reminded what the common goals are.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

71. There are going to be times when whatever you do doesn't seem enough, times when you begin to question everything that you're doing because the traditional markers of success are simply not there.
72. At the foundation of this is the belief that you must deserve victory and this is based on first establishing a strong work ethic.
73. You are the one to whom others will be looking and if they see panic or doubt in you, then everything only gets worse. You have to be more positive, more visible, more out front with your message.
74. They must be made aware that the line between who wins and who loses can be a fine one and that they control it.
75. Losing was bad enough, but losing without realizing the specific reason for why we were losing was an even greater sin.
76. If a group doesn't have people who have survived adversity before and it suddenly arrives, people panic. They instantly lose sight of the vision.
77. What kills a lot of companies is they don't have enough people who are dependable, people who have the wherewithal to withstand adversity.
78. To fight through the tough times.
79. That's why I do background checks on every person I hire. I want to know as much as I can about their lives, because distracted people are distracted at work, too. People who come out of motivated families tend to be motivated people.
80. He rarely brought his displeasure into the locker room after a loss, at a time when emotions often run high and no one is happy, the time when it's easy to say things you really don't want to say.
81. Your rule is simple: Reinforce good habits and nip bad habits in the bud.
82. Virtually every day we show our players clips of them taking shots. What's a good shot? What's a bad shot? These things are constantly gone over, examined. As a coaching staff, we don't want these things to go unnoticed. In business, you take similar actions: Be in daily contact with employees, keep your door open, give a consistent message of your vision for them, let them know what they're doing right and what they're doing wrong.
83. And like those leaders, he is a man who stands firmly on the principles, ideals, and traditions in which he so passionately believes.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

84. None is more important than his conviction. He knows in his heart what is right and wrong and nothing is going to persuade him otherwise.
85. Often I will meet groups of season ticket holders before home games at the FleetCenter.
86. The Celtics benefited by some clever advertising that helped keep them in the public eye, something that we always must be trying to do, since we cannot take for granted that people always are thinking of us just because we are the Celtics and have been playing basketball in Boston for over half a Century.
87. When adversity strikes you must return to your fundamentals. Make it simple. Establish more short term goals. Rediscover your basics.
88. There is absolutely no substitute for experience.
89. I do meet spouses of people I hire, for I want to know if they are upbeat, positive people.
90. People who are passionate about what they do are great to be around. They boost morale, make the workplace a better place to be. In short, they inflate the people around them.
91. It's surprising how many people don't prepare.
92. They don't do the necessary preparation needed to ensure success.
93. That's your plan: short term goals to manage the present, long-term goals for the future. And with your short-term goals your methods are going to change as the different obstacles appear before you.
94. The kind of people that look at the highway and just see more highway, not where the highway can take them.
95. A leader has to tell the people he is leading where the vision is going to take them.
96. The first thing new leaders have to do is explain their vision. Then they have to locate the talent in the company. Immediately reducing the workplace before becoming familiar with the talent available will hurt your potential.
97. We had to identify a BU fan, to try and get a good solid core of seven hundred people who would come and support us.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

98. We had to respect the seven hundred people who were there. We had to make sure they kept coming back.
99. If you keep selling your product and don't take anything for granted, you can transform an organization even when the odds say you can't.
100. For I know that my voice can't always be the only voice they here.
101. His main objection as a leader was to make things better, not to be unquestioned.
102. Is providing the environment in which potential can flourish.
103. Your game plan is short-term goals to manage the present; long-term goals for the future.
104. That's why leaders need introspection.
105. Being able to listen is a key factor.
106. Able to hear, sense what they need.
107. The respect of the people very quickly.
108. To instill confidence into those under him.
109. Willing to listen to what's being said.
110. To seek out opinions, to be challenged.
111. That negative people know they must either become part of the team or leave the team.
112. Willing to admit mistakes.
113. "Today, there is a much greater expectation from talented people that a leader will take them under their wing and mentor them," Richard says.
114. You must always keep in mind that you can lose a battle and still win the war. *
115. You deflate behind closed doors.
116. But this is the heavyweight division of basketball, and it's about talent.

LEAD TO SUCCEED : RICK PITINO WITH BILL REYNOLDS

117. 15 wins to 36 wins like we did in my first year with the Celtics. A lot of what you could do with hard work and effort. But going from 36 wins to 46 wins is about talent.
118. You can't deflate when things aren't moving as quickly as you want them to. You can't get down, especially as a leader.