

GM & Coaches Clinic -Chicago

Friday Sept 19, 2014

Intro - Adam Silver

- I believe the NBA is the best league in the world and it's evolving and growing. The league is open-minded with women and international coaches. I'm open to ideas to improve the league, feel free to email or contact me.

What I've learned about managing teams and people - Jim Leyland

- I have been "Manager of the Year" 3 times
- I want to share my stories and I hope it touches your heart
- The keys to be a successful coach
 1. Get talented players
 2. Create your organization while doing things the right way
 3. Don't let your ego get in the way
 4. Some coaches are former players who have instant respect, others were not and needs to gain respect - it's important to let them know and get their respect
 5. It's important to get everyone on the same page, it takes a while. I started with no money, no organization, and no talented players.
- One of the most important things to being a coach - LEARN HOW TO HANDLE PEOPLE
- Must know what makes players tick
- Must get the players to abide the rules
- RESPECT - if you give respect you normally get respect
- I never shut the door with a player in my office because the media was always there and rumored something was wrong. Instead, I walked around batting practice and went up to the player. This showed respect. Never try to go out of your way to embarrass a player.
- About the media - The reporters saw the game so write what you saw, don't ask what I saw. I protected my players from the media to a fault. (He hopes he goes to the grave with that). I always believed in "One heartbeat", one team, one locker room. Media will have a story whether you win or lose, so don't worry about the media.
- About the team - You need a mixture of star players and complimentary players.
- Player Relationships - Never lie to a player. Always tell them the truth. If you lie to them you have lost them forever.
- Wins/Losses - How you handle your wins and losses matter to your team. Be aware of yourself and your coaches.

- Locker room – It's the players domain, allow them to have it and enjoy it. Stay out of their home. You can feel their emotions and read their body language. You don't have to ease drop on their conversations.
- Retire – A good gage to retire is when the wins don't taste as good and the losses don't hurt anymore.
- As a coach – Try to get the right people together, if you make a mistake turn the page and move on. Don't worry about the media. Don't be afraid to make a mistake. Don't cover it.
- About hiring coaches - It's important that you're smarter than the assistant coach you are interviewing. Don't be afraid to answer any questions and it may be wrong but be honest.
- Media – always return the call to media, show respect.
- What do think of stats? – As a manager I want to know as much information as possible, but be careful if they haven't played before. Don't outsmart your instincts. Numbers don't count a pulse in your heart. Numbers don't count a pulse in a players heart when they take the last shot. Nervous is good, Panic is bad.
- Winning creates chemistry – sometimes managers need to step back and let the players call each other out. The players need to hold each other accountable. The best players have a little selfishness inside of them, but in a good way.
- Earn respect and keep their respect. Let them know your human too. Let them in. You don't work for me, I'm just the boss on the field. I am social with my players but not outside the field.
- As a head coach – you must forever make adjustments. Most players want to be disciplined and coached. Let them think their making the decisions, bullshit them at times, and always be ahead of the game.
- Great coaches have their players ready to play every game.
 1. I want guys who want to compete everyday.
 2. Never talked to the team about winning. Only emphasize preparation.
- Being a head coach is a lonely life. After a loss, your usually just by yourself. I made it a point when I got home, I turned the page and moved on. I never brought the losses home. Always keep the same message to your team win or lose. The good thing about our season is the next game isn't that far away.
- With problems, I always tried to reason things one on one with common sense. Timing is everything, and knowing when to discuss the problem is important.
- Motivating older teams, give them a day off with an already schedule day off. So the reward ends up being 2 days off. Pick your spots in your schedule when to do it.

*** My thoughts – Leyland is very humble and a very hard worker. He really stressed in always doing the right thing and what would be better for the team first.

No shortcuts to Greatness – Kevin McHale, Larry Bird

Larry Bird (aka Birdie)

- The NBA is evolving players that are stronger and more athletic because of all the new equipment and trainers. It's good for the NBA.
- Offensively the ball must move side to side and not a lot of dribbling and isolations.
- Evolving to more P/R's and more 3 pointers. Before it would just go through me and then the offense would run.
- Bird is a believer in jump shots more than 3's. I didn't shoot 3's. Kevin – said that's a lie because 2 for 1 Birdie would always shoot a quick 3 and then talk shit.
- We don't emphasize on guys who don't shoot. We guard the guys who can't shoot. We must play off them and help. With guys who can't put it on the floor or pass we must pressure them. Sees too much of non-effective defense.

Kevin McHale

- Red Auerbach said I want basketball players not athletes. Basketball players make plays at the end not athletes.
- Players now a days workout a lot on their muscles and bodies but they don't use them. There's not a lot of holding and grabbing like back in the day.

Larry Bird (aka Birdie)

- How did you build chemistry? – We tried to compete everyday to make each other better. One on one games everyday after practice. Practice real hard. Kevin would goof around in practice but would always work hard for 2 hours after. Needed to be tough to survive on our team. We felt like we had bulls eye on our back. Everyone wants to beat us. Anything in the media motivated us to play better. We went about 100 days straight with no days off. Did about 10-15 2 a days with no break. Bird had an unbelievable motor and never complained. Game days Red believed in going 45 mins hard, if your there you might as well go hard.

Mistakes by coaches or GM's today?

Larry Bird (aka Birdie)

- Coaches call too many timeouts. "Rick Carlisle."
- If they're making bad mistakes let them play it out. Let them learn to figure it out on their own, if not eventually the other coach will call a timeout.
- Start your offense at 17 sec not 14/15 sec, that's too late
- Put multiple P/R's in your offense. 2 will always give you an open look.

Kevin McHale

- The front office don't get caught up in chasing too much talent. Must be talented and tough! I want guys who are more dependable and you know what you are going to get. Character and guys who you can depend on are the most important.

How important was stats to you?

Larry Bird (aka Birdie)

- I like to just let the game flow and figure out what the team needed, whether they need assists or scoring.
- Kevin said one game he'll never forget Birdie was close to getting a quadruple double and coach took him out. Kevin asked aren't you mad you were close to getting a record. Birdie said stats are not important to me.

Talk about rivals

Larry Bird (aka Birdie)

- We made it 4 straight times in a row to the finals. Your definitely mentally fatigued and it was tough to get to the finals while the west was easy. It was a dog fight to get to the finals.
- Self Motivation – I love to play. When I was young, I grew up playing against no one really good and I had a lot of success early. A coach once told me that when I played "Once I cross that line I must play my heart out." Then when I got older, I got challenged by great players but I knew I was better. I then wanted to win against the best players around. Losses stuck with me more than wins. I wanted to prepare to be able to play at the highest level. I was expected to play at the highest level every game in the NBA.
- Back in the day compared to now, I believe we enjoyed each others time more after practice than players do now. We would play baseball and just hang out. Guys don't do that now a days.

Isaiah Thomas

- I had the opportunity to follow Boston because I wanted to learn how to win. I followed them in their locker room after they won the championship. Boston taught everyone how to win. They taught us how to communicate with one another and to help motive each other.

Saturday Sept 20, 2014

Introduction - Tim Grgurich

- As a head coach you must have a presence on the court and instincts with your players.
- As an assistant coach your job is to protect his ass, you need to respect the HC.
- The feeling we saw from Kevin and Bird last night is the same feeling your team has to have. If you have a big 3 with that feeling you have a chance to win.

Using analytics as a tool to predict Team Chemistry

- You need to follow your instincts and numbers come later. Numbers inform you on how you do things, it comes second to your instincts.
- Different people bring diversity to the team and different resources.
- Baseline characteristics that we use to predict the chemistry of a team – age, tenure in NBA, country of origin, salary
- Diversity of the team makes it more competitive.
- Maximum fault lines are not good for the team because it will cause too many splits. It's important to have a good balance and communicate. Communication is key.
- Number of years together and amount of time is important to team chemistry
- From an experiment called "The Happiness Project" – it helps to have things in common because they can relate and confide in each other more. Isolation factor – you don't want a player with nothing in common because they will isolate themselves. Ego factor – don't want to have too many stars, need a combo of stars and role players.
- If you can't measure it, it doesn't exist.

1st year Coaches – Brian Shaw, Jeff Hornacek, Jason Kidd

Brian Shaw

- He never expected trades, injuries, or suspensions in his first year.
- The incident with Andre Miller was a disagreement of coaching style and the relationship that went south. Suspended him and later took off the pay. Miller never had a DNP before in his career. He was upset he got a DNP and had to give up his minutes.

Jeff Hornacek

- He was happy he learned a lot in 2 ½ years under Tyrone Corbin.
- As he interviewed for assistant coaches, he wanted coaches with the same philosophy. There would be times that media was so distracting, assistant coaches had to take over and he wanted a similar message being delivered. That's why having the same philosophy was important.
- The signing of Eric Bledsoe was very surprising to Goran Dragic. The next day, Goran and all his entourage came to meet about Eric. They were all very frustrated and wanted to know how they were going to play together. He couldn't believe Goran ended up being a selfish player and causing conflict before the season started.
- Be prepared because you get thrown in the fire with a lot of things.
- Figure out your players and what you need to do to get the most out of them.

Jason Kidd

- As a coach you must deal with what you have and if star players don't like each other.
- Kevin Garnett is a professional and takes care of the locker room. He raises his hand on everything because he wants to make sure he knows the coverage and wants everyone on the team to know.
- Loyalty is the biggest thing I learned in my 1st year.
- Players are not dumb so you must be honest and tell the truth.
- He was prepared that if he had a bad start, people would be ready to fire him. You must be prepared for anything.

Brian Shaw

- You must embrace their generation of social media and cell phones so you can understand what makes them tick. You can relate to them better if you show you care and are interested in their lives.
- Add their favorite music to their video, there more likely to watch it.

Jeff Hornacek

- Get to know more about your players than just basketball. Be prepared to help them out and get to know their families.

Jason Kidd

- Believe and trust what you know is right.
- Another big thing I learned is how to be patient.
- Don't speak for 30mins about defense. Keep it short and don't be long winded to get your point across. You will lose the guys quickly.

Jeff Hornacek

- Turnover of the staff, listen to the ones who you can trust and that can help. I was lucky to have my brother-in-law, our strength coach to talk about who was liked and not liked.

Brian Shaw

- Turnover of the staff, we had a whole new staff so we needed time to learn each other and get to know each other. Difficult to tell coaches what to do because they were coaches he admired.

Jason Kidd

- Turnover of the staff, had to deal with disagreements and he felt he was looked upon as a player instead of a coach.

Brian Shaw

- I interviewed 12 times before I took my first head coaching position. Phil Jackson is one of my mentors. Phil pushed yoga/meditation on the team and they would go on winning streaks, so of course the players believed in it. However, my players wouldn't believe in it because he doesn't study yoga/meditation. I believe in celebrating special holidays and teaching the players what they mean. Also, recognizing loved ones who have passed because it helps players recover and get through the tough times.

Jeff Hornacek

- Don't be afraid to approach a coach and ask questions. I asked Jerry West questions and picked his brain to learn.

Jason Kidd

- Find out things about your players and approach them first about their family and lifestyle. Stay strong and be positive.

Positives and Negatives about 1st year Sports Vu – Ryan Warkins, Brian Kopp

- Trying to put more information on a stat. For example, instead of how many touches, we added where and compare the results with other players.
- Shot clock data can be a valuable tool, when certain actions and plays take place.
- We want to go to each team and explain how our program works and how we can benefit them.

- We are trying to get more information on P/Rs. Where they are located and what type. We can only record what they do, not what they were supposed to do.
- Improve Team Scouting Reports – more visual and easy to read.
 - a. Frequency Shooters (low clock)
 - b. Shot Clock
 - c. Locations
- 5 things to anticipate this year –
 1. New Data Integration
 2. Detailed Scouting Report
 3. Data Visualization
 4. Video Integration – trust the data
 5. Athlete Performance Management

Catapult – Brian Kopp

- 12 NBA clients this season
- Collecting information during games and workouts, this information will help prevent injuries.
- Technology can capture when the player is struggling or favoring their body.
- Record – Was it a hard practice? Data – jumps, strides, change of direction, force. Was shooting workouts hard or easy?
- Case Study – TOR Raptors
Raptors – Days lost to injury
 2011-2012 (30th) most in the NBA
 2013-2014 (1st) least in the NBA
- “80% of the game is played moving laterally and backwards. All my conditioning was just forward.” Espn Study
- Emerging Tech
TODAY – League with Sports Vu coverage 2 years. Limited testing of catapult devices during D League games
FUTURE – Potential wearable during NBA/D League games. Live data delivered to trainers to help prevent injuries
- Emerging Tech – Off court
TODAY – Limited data. Guess work through surveys.
FUTURE – Try to monitor sleep habits and hydration levels.
- Emerging Tech in the NBA to help impact performance
RISK – injury prevention
Readiness – maximize performance
Return to play – recover from injury

NBA Officials – Kiki Vandeweghe, Don Vaden

- Our job is impossible and we will never have a perfect game.
- We brought all the refs to Grg Camp and it changed their perception of coaches in the NBA. They were shocked with how hard the coaches worked and how much they worked together.
- Trying to use 4 refs so we can cover all the blind spots. Not ready yet but hope to do it soon.
- Emphasize on 3 points – Screens, Travels, Verticality
- Screens – You can't have your arms or legs outside of your body. You can't move your hips outside your body. When the post has the ball, you cannot use your butt to set a screen. When you set a step up, you need to give the defense a natural step or a second before you make contact. Your feet need to be shoulder width apart, refs need a guideline. Side P/R is ok to set it right away because the defender can see the screen.
- Traveling – Be alert to not shuffle your feet before you dribble.
- Verticality – Must be straight up and down, contact is ok. Cannot jump and turn, must be straight up and down. It's ok to get bumped and turned after the contact. One arm is ok, as long as the other one is in.
- Push Play – You cannot push the defender into your own teammate as a foul.
- Touch Play – Any unnatural follow through is a foul on a contested shot. We must protect the shooter to land safely.

Applied Sports Science – Dr. Marcus Elliot

- 30+ unique, physical, cognitive tests
- Collection of thousands data points
- What's the value proposition? – insight about ID and target individual movements, pathological, and imbalances = injury risk modeling
- Players with a poor motor usually gets injured
- NBA is a sport more looked at for skill level and toughness over physical training.
- It's not about their recovery it's about their biochemical set up.
- Players need a motor or a heavy work ethic in order to maintain being healthy.
- What P3 does is measure and figure out the corrective parts or the body issues, then its up to the players to take care of their bodies.
- Hold them to be more accountable for taking care of their bodies.
- The way you build your system and the environment you put them in, effects how they will play. You want gladiators you must treat and train them like gladiators.
- Kyle Korver spends an entire month and gets in great shape. Stays injury free during season. Kyle is an outlier of the NBA.

- We have 12-15 players we should know everything and anything about our players. Knowing this information will help with the buy in process. Coaches should know as much information as possible.
- Per player is about \$5,000 for a few days to learn techniques on their body.
- Adidas Nations collected information now and will be a case study. In a few years you will see the progress and results.
- San Antonio Spurs send the entire team to P3. They have about 14 people from front office to coaches to trainers on a conference call to discuss the players' mobility, injuries, and progress.

Player Development – Tim Grgurich, George Carl, Eric Hughes

George Carl

- Started real young as a head coach at age 33. My ego, attitude, and politics were all working against me. I realized I needed to focus on just the basketball stuff.
- Vets should put in 100 hours in the summer.
- Rookies should put in 150 hours in the summer.
- It's important to have vet leaders and young talent.
- Not a fan of club med drills meaning there not competitive enough. Too many reps need more competition.
- Footwork drills are really important.
- If I get a head coaching job my first hire is a player development coach.

Eric Hughes

- Player development needs to be all year long. X's and O's are important but most important are the players.

Tim Grgurich

- With player development make sure you put in the time and work with your players. Be able to sacrifice your time for them.

George Carl

- Head coaches have to have a certain thing about them. They must be positive and real caring about the players.
- What makes Grg so good, is that he will connect with the players. There's no agenda or plan with him. Getting to know your players and helping them builds their confidence. It's the relationship that you build with them. The trust comes from gravitations and working with each other.

Tim Grgurich

How do you keep young players motivated?

- It's important to have vet players to teach the young players to stay motivated. Now a days not to many vets want to play with young guys because there not motivated. Young coaches should work with the young players. Eventually you have to develop your culture. To get guys working before or after practice/games.

End of Termination – Warren Legarie, George Carl, Ed Stefanski

Warren Legarie

- Make a firing into a positive situation. How do you react to the situation?
- I suggest to take a year off to find your support system. Figure out what you did wrong. Cultivate and maintain your network. Understand you are never doing anything alone. You need people to help you.
- Rick Carlisle helps people around the world. That's who he is and what he does.
- George Carl went overseas and took a risk. Risk defines who you are. It made him better with people to go overseas and communicate with others. He use to struggle with communicating with others.

George Carl

- The reason I got fired was maybe not having a good relationship with the front office.
- I miss the gym and connection with the players.
- I wake up every morning loving my job and going to gym. It's a drug for me. It's my energy force.

Ed Stefanski

- I am brutally honest and today people are afraid to pick up the phone and be honest.
- You must be big on communication with what needs to be done.
- Treat people like they want to be treated.
- Communicate with people, help each other, be friendly and be nice.

Rick Carlisle

- I got fired because I wasn't committing myself to getting better every day. Keep your humility.

Ideas for next clinic –

1. What is the interview process like for hiring a Head Coach?
2. How do they hire GMs?