

The Carolina Way

Leadership Lessons from a Life in Coaching

by Dean Smith and Gerald D. Bell with John Kilgo

[Fertig Notes]

- Roy Williams: Coach Smith is always looking for better ways to do something...Coach had a saying that went like this: "During the season everything is for the team; out of season, everything is for the individual...Sometimes my players laugh when they first hear me say this, but in the first meeting I have with them each year I tell them that the easiest way for them to be successful and to keep me off their backs is for them to do what I tell them to do. "It would be silly for us to battle," I say, "because I am going to win. Whether you're a McDonald's All-American or someone who thinks you invented basketball, I'm going to win any battle we might have. So let's not waste any time battling." Sure I listen to the players when they talk to me and make suggestions, just as Coach Smith did. But when it's time to make a decision for the good of the team, like Coach Smith, I'm a benevolent dictator. Great leaders know what it means to make tough decisions, even if they sometimes aren't popular with the people they're leading...I've had players tell me that one reason they work so hard is that I do. I guess you could call that leading by example...Lasting memories are not about individual things but about *team* things.
- Play hard; play smart; play together. We knew if we did those things, we would be successful a large percentage of the time.
- Maybe it was easier for me to lead my players, who wanted to be there, than it is for a business manager to lead members of her sales department who feel they have to be there. If I taught eighth grade, I'd prefer teaching an elective subject rather than a course that the students were required to take.
- Leaders must know how to bring the teams back from defeat.
- In teaching our players, I tried to concentrate on the process rather than the result. I think it's the best way to teach. If a coach starts out on the first day of practice talking about winning, that approach can actually get in the way of winning.
- Confidence can be as fragile as an eggshell. Thorough preparation does wonders for anyone's confidence. Hard work that results in success equals confidence.
- There was a trust there that no one wanted to violate. The feeling of not wanting to let your teammate down is a powerful one.
- A leader should take the blame for losses and give the players credit for victories.

BUSINESS PERSPECTIVE BY JERRY BELL

-All great leaders know you can't just talk about good character; you have to live it. You must be what you want your followers to become.

-If the boss doesn't like employees well enough to enjoy going to dinner with them, he or she shouldn't hire those people in the first place. The greatest people I've known are absolutely devoted to their people. There's no way to fake it.

-A leader won't accomplish much, or even be happy, unless he or she is willing to compete.

-Modesty is also a trait of good leaders. They accept criticism and understand their limitations; it helps immunize them against flattery and the egomania that success can breed.

- Don't fear change. Sometimes change can refresh a stale team; sometimes it's mandated by changing personnel; sometimes the rules of the game change. We adapted each year to hide our weaknesses and accentuate our strengths.
- By sticking to our philosophy, we asked realistic things from our players. A player could play hard. He could play unselfishly and do things to help his teammates succeed. He could play intelligently if we did the job in practice as coaches. We measured our success by how we did in those areas. When we put these elements together, the players had fun, one of my goals as their coach.
- **PLAYING HARD** Never let anyone play harder than you. That is part of the game you can control.
- **PLAYING TOGETHER** One man who failed to do his job unselfishly could undermine the efforts of the other four other players on the court.
- **PLAYING SMART** The only way to have a smart team is to have one that is fundamentally sound.

PLAYER PERSPECTIVE **Steve Previs** Coach Smith said, “Years from now, when you look back on your career, it would be terrible to think, ‘If I had only given a little bit more or sprinted harder, we might have won the game.’” When I heard him speak those words, a chill went down my spine.

BUSINESS PERSPECTIVE A leader’s job is to develop committed followers .

-The key to building teamwork is to hire the proper people and then train them to believe completely in the concept of putting the team first.

-If a company doesn’t change, it dies.

-Leaders spend too much time working and not enough time thinking. Work on the important things first; your people and their skills are the important things.

PLAYER PERSPECTIVE **Bobby Jones** One of the things I recall best playing for him came after a heartbreaking loss to Wake Forest in the ACC tournament. He came up to me afterward and thanked me for my effort. That meant a lot to me, to be thanked by my coach after a disappointing loss.

BUSINESS PERSPECTIVE Smart business leaders focus on factors that produce winning rather than winning itself.

- When we won but didn’t play well, I tried to treat that as a loss with the players, but that was hard to sell.
- Some coaches say revenge is not an effective motivating factor because the emotion is short-lived. I’m inclined to disagree in some instances.
- Losing can bring outside distractions, create doubt among the team, maybe result in a loss of confidence, and even bring dissension to the ranks. Therefore it has to be dealt with carefully.

BUSINESS PERSPECTIVE It’s an absolute necessity for a leader to be able to handle losing.

-When Brad Faxon, considered by many to be the best putter on the PGA Tour, was asked the secret to his excellent putting, he replied, “I’m not afraid to miss.”

-Here’s how the most effective managers handle losing: 1) They recognize a loss when it occurs, admit it quickly, and never try to cover it up. Trying to hide the loss or cover it up is the worst thing to do. 2) They move to patch things up as quickly as possible and correct the mistakes that led to the loss. There is no time for excuses. 3) They meet with everyone involved in the loss to figure out the lessons they can learn from it. 4) They ask everyone involved to write down five actions they will take to avoid a similar loss in the future and then implement those five steps that same day. 5) They forgive themselves and others involved 100%. 6) They vow never to think about it again after learning everything they can from the loss.

-One of the most significant characteristics of effective leaders is that they care about the people they lead.

-Once people know you’re on their side, they trust you, believe in you, and will follow your lead.

- We didn’t have a lot of chatter in practice. It was a learning session. If I criticized an act, the player wasn’t allowed to respond. He would have spent the time trying to convince me that he wasn’t wrong. “That might work with your parents,” I’d say, “but not with your coach.” I told the players, “I will be in my office after practice. If anybody doesn’t understand something we did today, come on by.” In my years as head coach, maybe three or four players took me up on it.

PLAYER PERSPECTIVE **Charles Shaffer** Arriving late, in his eyes, was a way of telling someone that your time was more important than his.

BUSINESS PERSPECTIVE When leaders commit to making great selections, leading becomes much easier. Hire smart; manage easy. The only way to have a great company is to have great people working for it.

For a business to become excellent managers must select people whose skills and interests match those required by their jobs. It is close to impossible to make people do what they don’t want to do or to get them to execute tasks for which they lack skills.

Relationships built on dishonesty become complex and ambiguous.

- Spin it any way choose, but we allow freshmen eligibility in men’s basketball and football because of money. If colleges give a freshman a basketball scholarship, they want him “earning his keep” on the court right away. It’s wrong and shortsighted. But I’ve fought that battle for years. I know when I’m licked.
- Peer pressure is often a wonderful thing.

BUSINESS PERSPECTIVE People won’t change their behavior until they change their beliefs. They’ll change their beliefs only when they see for themselves that they’ll come out better by changing.

Your goal as a business leader is to create experiences that give your people feedback about the results of their behavior so they will be motivated to learn how to change their actions when the results are negative.

- Because of the long season, coaches run the risk of inadvertently making basketball boring for the players. If one of the practice sessions wasn’t going particularly well, we sometimes divided into two teams, which we

made as equal as possible, and let them have a competitive scrimmage. We also ran competitive drills late in the season. Players enjoy competition.

BUSINESS PERSPECTIVE There is so much pressure on business leaders today that they often have grave problems managing their own lives and their own stress. Burnout is a serious problem in today's business world, for leaders and their subordinates. Their "season" is their career; they have forty years of "game days." The best bosses know that their workers must have balance in their lives, must be rested and have positive attitudes if they are to sustain peak performance. The key to making this happen is pacing. Leaders need to understand that people must have time for resting, processing their experiences, and recovering in order to retool to be able to perform their best on the next assignment.

On teamwork: You can identify how much teamwork exists in your current organization by measuring your team in the following areas: First, *individual peak performance*. On great teams each member typically performs at his or her highest level of ability. Second, *selflessness*. In great teams the individuals become so committed to the mission and goals and purpose of their teams they lose themselves in the process of working to achieve their teams' mission. The members of a successful team compete to contribute to the team rather than to beat one another. The members of ineffective teams retain their individual priorities. Third, *high morale*. People love coming to work; they enjoy one another's company and have fun executing their roles. Energy is high; they come to work full of enthusiasm, and passion for the work prevails. On terrible teams, people are miserable coming to work; the spirit is dead. Fourth, *no fear of failure*. Fifth, *mutual care and support*.

- After the first blue-white scrimmage, which was usually held about three weeks after the start of practice, I met individually with each player. I told each player where he stood at that particular time and what he could expect as far as playing time was concerned. I emphasized that things could change, so he should strive to improve with each practice. Giving up, pouting, excessive griping, or complacency were not options. I thought it was important for our players to understand their roles clearly.
- There's a bromide in basketball that goes like this: "We took what they gave us." Well, I never thought any of our opponents ever willingly gave us anything that was good for us. We preferred to be stubborn. In stead of taking what they gave us, we took what we wanted.
- Sometimes those things backfired, as we knew they would. That was one of the reasons I never substituted for mistakes, because sometimes making a mistake is part of the process. Another reason I didn't substitute for mistakes is that nobody – whether he or she be in business, athletics, entertainment, or politics – likes to be embarrassed in public.

BUSINESS PERSPECTIVE Part of Dean Smith's greatness as a leader lies in his ability to get his players to get beyond understanding their roles to *embracing* them. But their commitment starts with clarity. It's important to teach people what their jobs aren't.

- Good people are happy when something good happens to someone else. To build teamwork, it certainly helps to start with good people. It takes some people longer to understand and grasp the personal benefits associated with putting the team first.
- Building teamwork is harder than it ought to be, simply because of both our society's fascination with individual success and the emphasis it places on winning no matter how it is achieved.
- I was a dinner guest of Jack Nicklaus's one night. The conversation turned to the long-term, no-cut contracts of NBA players. Jack speculated on how the game of basketball would change if the NBA operated on the same basis as the PGA Tour, as it relates to the competitors being paid. Professional golfers don't make anything if they don't play well enough in a tournament to make the weekend cut. Their paychecks are based on performance. Let's suppose the NBA operated under a system whereby the players on the winning team were paid big salaries, based on a sliding scale of the individual players, with the most talented rated number one and receiving the most money and the least talented ranked number twelve and receiving the smallest amount. The only monetary rewards would be for team success, not individual honors. Can you imagine what a beautiful game the best basketball players in the world would produce under this system? There would be no selfish play, because all the players would understand, and buy in to, the philosophy that playing hard, playing together, and playing smart would give them the best chance of winning – and large paychecks.
- From the start of my head coaching career, I believed that teamwork would be enhanced if we punished the team for on-court mistakes. In the U.S. Marine Corps. if one guy messes up, every person in the platoon hikes at 5:00 A.M. When mistakes were made in practice, the whole team ran. No one, at least no one I wanted on our team, wants to let a teammate down. In most instances a player felt awful if his mistake caused his teammates to be punished.

- Teamwork and togetherness can be destroyed by finger-pointing. It's usually fatal in a team atmosphere.
- Team goals supersede individual goals. It takes a special person to do that, but once players commit to it, they learn that team success makes each individual stronger. The coach's job is to be part servant in helping each player reach his goals within the team concept. In the off-season, things change to focus on each individual. We had a saying, "During the season, everything for the team; out of season, everything for the individual."
 BUSINESS PERSPECTIVE Trying to get employees to be selfless and play for "the team" is a hard sell because it appears to go against the grain of human nature. Furthermore, people think they'll help the team most if they are featured prominently in its plans. Their intentions are good, but the results often are not. If managers allow unselfishness to go unnoticed, employees will assume that you don't value it.
- As long as they played hard and unselfishly, we did our best to show respect to the players and not embarrass them publicly.
 PLAYER PERSPECTIVE *Scott Williams* My experience in basketball at every level has taught me that the most successful teams are the ones that have the best team chemistry. On the other hand, some of the worst experiences I've had in the pros was playing on talented teams that lacked chemistry. It's such a waste. Coach's philosophy was that the coach should take a backseat to the players.
 BUSINESS PERSPECTIVE Even if the formula is perfect, if the employees don't trust their manager's judgment, the employees will reject it.
 Praise behavior you want to see repeated.
 Sharing credit is a powerful force, and it makes the person on the receiving end eager to help again. It is difficult to complete most jobs without aid from others. If they are never rewarded for their contributions to your success, their desire to help you will diminish. You will suffer, and so will your team.
- Putting the responsibility on the players to tell us when they were tired enhanced team togetherness and fostered honesty. It also made the players on the bench feel they were part of the team when a starter in effect said, "Go in for me while I rest." We trusted our players to make wise, unselfish decisions for the good of the team.
 BUSINESS PERSPECTIVE Major and costly mistakes occur much more frequently because of fatigue. To overwork is to underperform.
 If people don't believe they will matter to your team, they won't join it. Leaders must make sure that each person on their teams play a valuable role, or they should help the person leave and find another job. Each team member pays a price when a leader allows a weak link to remain and damage the team's performance. Making each team member count (and be accountable) should be a foundation of an organization's work-smart efforts.
- A steady focus on taking care of the little things, attending diligently to the many details involved with building a team, helped us produce a mind-set that enhanced our ability to handle the big things. Handling details haphazardly often leads to treating the bigger things carelessly, and those things determine the outcome of games.
- PUNCTUALITY Tardiness is the height of arrogance. In effect, you're saying, "My time is more important than yours."
- SWEARING Anger can be expressed without using profanity.
- SCOREBOARD GAZING I didn't want our players looking at the scoreboard and worrying about the score until there was five minutes left in the game. I wanted them to concentrate on each possession and execute well. That was hard to do if they were preoccupied with the score and the outcome of the game. It's important to stay in the present.
- TAKING GOOD SHOTS To encourage the taking of good shots, we sometimes scrimmaged without keeping score on the board. I secretly gave the score to a manger, and all the scoring was based on shot selection. A great shot (layup), even if it didn't go in, was worth three points; a good shot, even if it didn't fall, was two points; for a shot that was merely acceptable because of the shot clock winding down, one point. If a player made a tough three-point shot that shouldn't have been taken, zero points. Loss of ball without getting a shot was minus two points. I announced the winning score at the end of practice. We defined a good shot as one the shooter could make most of the time, that was taken with our rebounders in position, unless it was an open layup. We'd shoot that anytime. Part of playing smart involves taking good shots.
- HITTING THE ROAD We gave the players an itinerary. We did not include plans about the return trip. We wanted the players to focus on the reason for going on the trip in the first place and not to worry about what time we would get home. The received the return trip information in the dressing room after the game.

- COME TO WORK Practice was the foundation for everything we did in our program. Therefore, I told our players, “Practice is a privilege. If you’re not here to work, then leave.”

BUSINESS PERSPECTIVE Perfectionist leaders can get mired down in minutiae and spend a lot of time on unimportant details. There is a major difference between fine points that count and those that don’t. Great leaders are adept at identifying and tending to the crucial details.

This manager got confused between excelling in the details and drowning in the trivia. A key question to ask is, Is this detail a substantive one that will help us succeed, or is it simply a matter of form?
- People seem to take more care and respond more effectively when they know the results of their efforts will be scrutinized on a regular basis.
- If I threw a player out of practice, as happened on occasion but not often, he was temporarily off the team until he came to my office to see me the next day. I did all the talking in those particular meetings. I made sure the player understood why I had been upset enough to throw him out of practice, told him how it hurt him and the team, and made it clear that such conduct would not be tolerated. Once the players understood the problem and apologized for their actions, I’d say, “Okay, you’re back, but I don’t expect to see this again.”
- I had a rule from day one in my head coaching tenure, that if a player needed to see me, it took priority over *everything* else, even if it meant asking the governor of North Carolina to leave the office temporarily.

PLAYER PERSPECTIVE **Mike Cooke** Punctuality was very important to him, as was living up to your responsibilities.

BUSINESS PERSPECTIVE Most people’s jobs today are more complex, fast-paced and highly interdependent than ever. The more complex the job, the more difficult it is to communicate. There is a practical solution to the dilemma: People should get together regularly in informal, unstructured meetings to discuss everything they’re doing and thinking about. Informal, unrushed meetings that are not agenda packed or overly focused on the short-term tasks are missing in most businesses. That means people are missing terrific opportunities to communicate better.

One of the major dilemmas of leadership today is that leaders spend more time doing than they do teaching.
- It’s possible for a team to do its very best and still lose. In such situations, say congratulations and move on.
- America society seems to recognize number one and nothing else. It’s an uninformed and unrealistic mindset. For intercollegiate athletics to be worthwhile, there must be appreciation for teams and players that do their best, even if doing so doesn’t result in championships. To say that a college basketball team that came in second, third, or fourth in the nation somehow failed borders on sickness. But it happens, and it’s one of the reasons we were determined to set our own goals without outside interference.

PLAYER PERSPECTIVE **Kim Hubbard** What set Coach Smith apart was his ability to teach his players success didn’t come from simply setting goals and wishing for them to happen; instead it came from working hard and intelligently each day to improve. Success was the by-product of that.

While he pointed out our shortcomings and mistakes, he was just as quick, or maybe even quicker, to praise good play. Instead of berating us for mistakes, he explained things to us in a manner that allowed us to learn from them so as not to repeat them in crucial situations.
- I’ve never believed that there was a magic formula for building confidence. I think it comes out of the process. The working equation is: Hard work equals success, which equals confidence.
- I believe strongly in positive reinforcement. I looked carefully to determine that we praised behavior that we wanted to see repeated.
- I wanted our players confident but not overconfident because overconfidence leads to complacency. Overconfident people think they’re better than they really are, and they’re ripe for a reality jolt. Sometimes players act cocky to hide being scared.
- I was not a locker room orator along the lines of Knute Rockne. However, I did challenge them.
- Players needed confidence during games more than criticism. One of the best ways to install confidence is through good preparation.
- Upon McGuire’s departure, Chancellor William Aycock, who had served as a battalion commander in General George Patton’s Third Army, Eighty-seventh Division, appointed me Carolina’s head coach, at an annual salary of ninety-two hundred dollars a year. Our contract was a handshake and a pledge from Chancellor Aycock: “Give the university a team it can be proud of, and I’ll support you. Don’t worry about the winning and losing. Do the things I’ve asked of you, and you’ll be head coach here as long as I am chancellor.”
- “There is more coverage of athletics than all other university projects combined,” Chancellor Aycock argued, “and the integrity of the university is reflected to a great extent in what happens in the athletic department.”

- Events and actions that are counterproductive to teamwork should be punished, and the punishment must be meted out fairly, consistently, and promptly.
- No person's time is more important than another's. We wouldn't allow that arrogance in our program.
- In enforcing discipline, there can be no exceptions, no favorites. Players accept punishment that is fair and consistent. They know when they've done wrong, and allowing them to escape punishment is another way to destroy the team. Inconsistent punishment is impossible to defend.
- We believe peer pressure is more effective in building good habits and morale than motivation created by fear, reward, or other means.
- I was a demanding coach, but the teachers that most of us remember throughout life are those who demanded much from us.

BUSINESS PERSPECTIVE People will usually do the right thing if they know they will be punished if they don't. When there's no punishment, people tend to stray. Discipline that is fair, reasonable, and wise is accepted, even appreciated, and results in employees' liking and respecting the leader. It also encourages them to become self-disciplined and to take charge of themselves. Leaders who can't discipline employees should not be in leadership positions. On the other hand, leaders who focus too much on discipline and are arbitrary about it also shouldn't lead.

Learning requires thinking, and time must be set aside for thinking. Many leaders don't change much, so don't work as smart as they could.

So how can you find time to learn on a continuous basis? An effective technique for continuous learning is to develop what I call an Achiever's Brain Book. Keep a notebook accessible throughout the day. In spare minutes write down key things you've learned. At the end of the day add the three major experiences of the day. They might be the biggest decisions made, projects worked on, meetings attended, or interactions with others. Analyze what was done in those instances and what the consequences or impacts were. How did they turn out? How effective were the results? Then establish actions based on what you've learned that will positively affect your future behavior.

- I've never been one to look back at my life and wish I had done things differently. What purpose would it serve? Life doesn't come with a mulligan. Besides, there's no guarantee we'd do better given a second chance. Mistakes are a part of life, and everyone has some regrets. Press me, and I'd say if I could do it over again, I would work harder at recruiting and would scrimmage more. Having said that, I prefer to accept the things I can't change and move forward.
- Our Thought for the Day concerning mistakes was "Recognize it, admit it, learn from it; then forget it."
- A DNA of my personality would reveal that I enjoyed tweaking and putting in new things for my teams. Some were nice enough to call me an innovator, but like they say, necessity is the mother of invention. I felt I had to do some things differently from season to season to stay ahead of the pack.
- I always looked ahead and tried to forecast what was coming for college basketball.
- Being stubborn, inflexible, and refusing to change when the evidence warrants it can reduce your team's chances of succeeding.

BUSINESS PERSPECTIVE It's important to work harder as you grow older to make sure you are moving forward. Look to the past to learn; look forward to live.

Organizations must evolve – daily, weekly, annually – or they will face revolutionary changes, which are costly, risky, and often unsuccessful in saving a business. Change shouldn't be viewed as traumatic but as normal. No organization changes unless its individuals decide to change. Unless people see a problem or are unhappy, they often resist change. People must perceive the gap between the results they are getting and those they hope to get. As long as they see no problem, there will be no desire for change. The most effective way to create desire for change is to ensure that individuals and organizations receive constant feedback about the results they are achieving and those that are possible. To get feedback, leaders must be certain that their followers get out, talk with others, observe competitors and see the changes taking place. It's important to understand that change can create problems. Change means people giving up things they value and enjoy. They suffer losses, as well as gains, and those who are impacted by change tend to focus first on their losses. They must resolve those losses before they will look at or accept the gains provided by change.

There are five stages of grief: The first stage is *denial*. The second stage is *anger and blame*. The third is one of *resignation*. People will then begin to *search for alternatives*. Finally there is the *action* phase. Everything will change, so if a change is resisted in any way, the organization and its people will become obsolete. You can predict a person's ability to change by answering these questions: 1) Is this person

curious?; 2) does he or she like to learn?; 3) does he or she listen to ideas different from his or her own?; 4) is he or she humble enough to understand he or she doesn't have all the answers?; 5) is he or she resilient?; 6) does he or she like to test new ideas?; 7) is he or she willing to admit fault when necessary?

PLAYER PERSPECTIVE **Charles Scott** I learned about a lot more than basketball playing for Coach Smith. He taught us life's values: loyalty, the importance of teamwork, our obligation to follow through on our responsibilities. What he taught us mirrors life, and that is what I try to teach my children today. Take responsibility for something, do it as well as you possibly can, and then accept the outcome. If you do your absolute best, you won't have to second-guess yourself, no matter what the outcome. It's kind of sad to see the nature of basketball today, where there are so many selfish acts and so many players putting themselves above the team.

- Once we got our Olympic team to Chapel Hill for the six weeks of practice, one of the players seemed to have a poor attitude. I pulled him aside and said, "The rules say we can't take more than twelve players to Montreal, but they don't say we can't go with eleven, which is what we're going to do if you don't shape up."
- The only way for us to succeed was to win.
- Why did I treat this team differently from one of my Carolina teams? Because we represented a nation, not a university, and our goal was clearly laid out for us. Second, I hadn't recruited this team. Finally, I had this group for only six weeks of intense practice, not for four years. I wasn't responsible for these players' education or seeing to it that they went to class. I wasn't going to build relationships with them the way I did with my North Carolina players. My job was to make them Olympic winners. Nothing else would do.
- I told them the first day, "We're together as a team to win the gold medal." I also told them there would be no all-tournament team selected, no most valuable player named. One group would stand together on the platform to receive gold medals; twelve players would be called the best basketball team in the world. Only one team would be there. There would be no individual awards. College basketball could learn a thing or two from this way of doing it.

BUSINESS PERSPECTIVE Dean's methods and philosophy in coaching the Olympics serve as a wonderful road map to how to successfully handle such leadership assignments.

- He clearly defined the team's goal, the work that had to be done, and every person's role. There was no ambiguity. Instead, he got the team to focus on the goal and how to succeed.
 - He selected excellent assistant coaches and had a major role in selecting players whom he thought would put the team ahead of individual honors and recognition.
 - He told the players the winning team would stand as one to accept the gold medals.
 - He convinced players from starkly different backgrounds and basketball systems that the best way to win the Olympics would be to play hard, together, and smart.
 - He stuck to his guns. He trusted his experience and wisdom and didn't allow critics or the pressure of the situation to cause him to alter his approach to executing a successful game plan.
 - He placed the players in the spotlight while he and his assistant coaches labored in the background.
 - He convinced the players to buy in to his philosophy and to trust it.
- When study committees such as the Knight Commission on Intercollegiate Athletics complain about college athletics being too commercial, only two sports are ever cited: men's basketball and Division I-A football. Maybe commercialization is not *all* bad either, because colleges depend on those two "revenue" sports to fund all the sports that college athletic departments try to maintain. How would the Knight Commission, or any other study group, recommend that those "nonrevenue" sports be financed if not by men's basketball and Division I-A football? If it wasn't for the commercialization of those two sports, how would the other teams on campus be subsidized? How would Title IX requirements be met?
 - It's much easier to cite problems than it is to create effective solutions.

PLAYER PERSPECTIVE When Billy Cunningham is asked to describe what separates Coach Smith from other coaches he says, "Coach Smith realized when we played for him that we probably would have forty or fifty years left to live after we left his program. He prepared us for that life, and he cares as much about us now as he did during the four or five years that we played for him. That's what separates him."

BUSINESS PERSPECTIVE Leaders need to lead more balanced lives. They must give themselves more years to reach their professional and business goals so they don't burn out and miss life while achieving success. A common mistake for leaders throughout the world is they lose their personal lives by being overcommitted at work. In many ways, this diminishes their families, destroys their love relationships, damages their health, and restricts their joy.

