

GETTING TO US

PEAK Profile

PERSISTENCE

-Persistence is the strain of character one leans upon during those quiet moments when self-doubt creeps in

-It is evinced in the day-to-day mundane routines, the unglamorous aspects that make up the bulk of the time spent on the job. Those tasks are performed in solitude when the fans are gone and the cameras are nowhere in sight

-If a coach lacks sufficient persistence, he will be unable to complete the critical task of finding growth opportunities out of adversity

-If the setbacks do not enable him to mature and learn, he will ultimately fail

_____ -Persistence is the mortar that holds the bricks together when the high winds blow

EMPATHY

-Empathy requires feeling whatever that person is feeling. A great coach must find ways to learn about his players, taking time to acquire the critical information that will lead him to understand how the player's mind, heart and guts operate

-Great coaches have the ability to discern the different ways to motivate each guy

AUTHENTICITY

-You have to remain true to yourself and then act accordingly

-Great coaches refuse to be something they're not

-Trust may be an important component in any team, but there is no trust without authenticity

-Team members must have full confidence that their coach will remain authentic, particularly in those critical moments when the team must function as a single unit or suffer defeat

-It is more important for the coach to recognize his own strengths and weaknesses, and acknowledge that they often come from the same place

KNOWLEDGE

-The acquisition of expertise is a lifetime pursuit

-A player also needs to trust that a coach has the knowledge to justify his instructions

-It requires a level of knowledge for the coach to persuade his players to commit totally to what he is asking them to do

URBAN MEYER



“Nine Units” and “unit leaders”

The time he spent away from coaching enabled him to accrue different kinds of knowledge; intellectual, emotional, psychological, spiritual.

- His sabbatical taught him the importance of living a balanced life and conserving energy, which replenished his persistence

- Having to face his own weaknesses and limitations deepened his empathy

- The time off gave him a chance to reevaluate what was important to him, which reset his authenticity

 - He learned so much from books, travel and conversations that he could apply down the road

 - The sabbatical made Meyer a better husband and dad, and certainly made Meyer a better husband and dad, and certainly a better coach, one who possessed an even greater ability to get his teams to US.

 - He also rediscovered his faith

- “There’s CEO’s and doctors and teachers. Everybody deals with this at some point in your life. It’s work/life balance, health issues, the regret of neglecting your family

“Lead . . . For God’s Sakes!” by Todd Gongwer

$E + R = O$ (Event + Response = Outcome) → Kight’s message was that while we cannot control outside events, we do have a choice in how we respond to them.

“The message never deviates with him. Everybody from the strength staff to the video staff to the equipment staff to academics to nutrition - everybody who touches the players there at Ohio State gets the same message and the same expectations and the same goals. I think that is very rare.”

-Tom Herman

He remains both a delegator and a micromanager, fueled by his inability to leave well enough alone.

“I’m just at the point in my life where I just want to coach people that I like.”

TOM IZZO



Guilt is his constant companion. When he's working, he feels like he should be at home with his kids. When he's home, he wonders if he should be back at the office, grinding.

Izzo is content in his soul and comfortable in his skin.

Show up. Work hard. Give back. Stay humble.

“From day one, he creates a family atmosphere and makes it known that he cares about you as an individual.

“The answer is I spend time with my players. That's how I get to know them and can determine which way I need to go with them.”

One of the first things he learned as a young man working in his father's shop was the proper way to give customers change. First, look 'em in the eye. Second, count the dollars and cents deliberately and out loud. Not only did this establish trust with the customer, but it also ensured that he didn't accidentally give them too much change. Honest was good for business.

“If you don't get up early and shovel the driveway, you ain't going anywhere. It's that simple.”

By the time Izzo joined Heathcote's staff at Michigan State, his PEAK profile was well established. He had learned from an early age the importance of persistence, which was as simple as being where you were obligated to be, on time, every day, ready to work. He was taught that empathizing with the people around him - literally, his family- was more important than whatever goals he had for himself. He carried a deep and abiding sense of who he was and where he came from, which strengthened his authenticity. And he gained a lot of knowledge about how to work, how to run a business and how to deal with people.

-He was taught to connect with people on the simplest of terms. They were either honest or they weren't. They either worked hard or they didn't

Recruiting requires a lot of persistence; it rewarded hard, lonely work.

-He won over Mateen Cleaves by recruiting his parents as hard as him

Izzo became special because he slowly accumulated a little more knowledge every time he showed up for work

What the public did not realize was that Izzo was building a culture that was authentically aligned with his own worldview, and it was just taking some time.

-Everything would be centered on defense and rebounding, basketball's version of blocking and tackling

"I've always said a player coached team is much better than a coach-coached team."

Izzo can be harsh, but he is also fair. If he is going to give his guys shit, he understands that sometimes they will want to give it back to him. → "My attitude is, I'm hard on them, so if they want to challenge me, they better bring the goods."

-A coach who allows that kind of candid dialogue might be taking on certain risks, but he also builds trust

For someone who admits he was just an okay student, Izzo is quite stringent when it comes to his player's academics

Izzo has resisted getting overly involved with USA Basketball because it would have taken too much time away from the family store

Having persisted through those early struggles, Izzo has a deep respect for those who handle adversity with authenticity and class.

-Only a coach understands a coach

Izzo will spend hours studying how other coaches, especially football coaches, conduct press conferences.

Izzo does not hide his disdain for what he sees as the instant gratification culture that has overtaken the sport, not to mention the world in general. He believes that building relationships and developing players takes time.

"That's why there are no leaders on teams any more. Kids can't communicate . . . Fuck that old school shit. This is not about old school/ new school. It's about right school/ wrong school."

Our best qualities and our worst ones come from the same place. I think what you're talking about is true for 99.99% of successful people. I don't know how you can enjoy your success without losing your edge.

That's a big reason why Izzo takes losses so personally. He's continually afraid of letting other people down.

Why would you trust anybody in this day and age with everybody screwing everybody?

MIKE KRZYZEWSKI



Coach K coaches his guys from the inside out

Failure is not a destination, and you're never going to do it alone

There are moments when even the most persistent of men feel broken. For Mike Krzyzewski, that moment came after a game on December 12th, 1981, when he cried alone in a shower.

Those building years are very lonely, but out of it, I think, comes toughness

Instead of beginning with a long list of candidates, he would narrow it down right away to just a few choices, and then recruit those players with intensity.

He was so much more passionate than any other coach who came into my living room and made a pitch

"Here's to *never* forgetting about tonight." → losing 109-66 to Virginia

"It was just 'Excuse me, fuck you man. We're going to do this.' I got angry at the people who wanted to get rid of me. I used that anger properly. There are still people that I have nothing to do with, who now want to cuddle up and say, 'We believed in you.' No, you didn't."

"He had to learn to communicate in a softer way. He was constantly surprised when he said the wrong thing. It made him think 'Why was that wrong? Why did she accept that in that way?'"

-Mickie K on raising daughters

Even in the worst moments, the players had faith in their leader's knowledge. Practice plans were scheduled down to the minute, but they also included notes explaining how each drill would prepare the team for its next opponent.

Krzyzewski's empathy also enabled him to help his players maintain their confidence even as they were losing. He wanted them constantly diving into pools, trusting he would never let them down.

-A miss is not a mistake

After beating UNLV, he got all over his guys at practice for acting cocky, even though they really weren't. His anger forced the players to maintain their edge, which propelled them to win a game over Kansas on Monday night.

Friction may be unpleasant, but it is authentic. And it warded off complacency in the locker room

I don't coach for winning, I coach for relationships

Is this how you want your teammates to see you?

He doesn't want his players just to think like winners; he wants them to feel like winners.

The coaches showed Quinn Cook video of himself sitting on the bench during games and not cheering on his teammates. Krzyzewski and Capel ripped Cook for his selfishness and suggested that he should turn in his uniform.

“You're being an upper-body player here. That means you were thinking about just yourself. If you're talking and giving instruction, you get outside of yourself, and you become a lower-body player. Your feet are wider. You're in a stronger stance. Your arms are out, your feet are out.”

He wants his players to be instinctive, not calculating.

If you put a plant in a jar, it will grow to the shape of the jar. BUt if you put a plant outside, there is no limit as to how much it can grow.

Instinctiveness begets adaptability. Krzyzewski is constantly on guard against being trapped by old habits. He makes decisions on playing time based on performance, not hierarchy.

The willingness to share blunt truths gives Coach Krzyzewski his authenticity . . . “They know they're going to get the truth from me all the time.”

-He insists his players do the same for each other. Krzyzewski often says that he works to instill three systems; offense, defense and a communication system.

He is a prolific texter and emoji enthusiast, and he has always made an effort to get to know his players favorite music.

He likes being surrounded by images that evoke feelings. They remind him to trust his instincts.

If the freshman fall short of Duke's standards, the seniors hold them accountable. If the seniors fall short, there are plenty of former players handing around to deliver the message.

-They have the highest of standards and they want you to love their product.

JIM HARBAUGH



Attack the day with “an enthusiasm unknown to mankind.”

The body continually repairs itself, and then it’s tougher and stronger

Harbaugh is excellent in spontaneous moments, but he would rather his actions be meticulously planned. He often writes down ideas he wants to impart at the start of a day’s practice.

-Loves itineraries

If his players can remember what he tells them, then they can execute it

“If you were going to cut the grass, he’d teach you, he’d show you, and then he’d let you do it. That’s how it works in coaching. You give them a tool, give them a teaching point, but at some point the player has to learn to do it himself.”

“If the truth hurts, then so be it. It might hurt your feelings for a couple of days, but he never lied to me. People can work with the truth. At least they know where they stand.”

Harbaugh peppered Al Davis with questions about how to evaluate players, develop talent, run an organization. Every day was an opportunity to learn- on the field, in the film room, and in the office, where he went from not knowing how to turn on the computer to mastering Excel spreadsheets.

Everybody’s got strengths, everybody’s got weaknesses, we need each other to make this thing great. So it doesn’t matter whose idea it is, as long as it works.

At the University of San Diego, he was able to join their drills and compete with them, whether it was throwing the football or dropping to see who could do the most push-ups. He enlarged the roster with recruits from all over the country, which created more competition on a day to day basis.

No element of the program was too small for him to tinker with

Harbaugh’s high-wattage personality, insatiable competitiveness, and cutting bluntness grates on people after a while- that he can be successful coaching a group in the short term, but eventually he frays relationships, just as he did as a kid on the playground

“The Old Man and the Sea”: A man can be destroyed but he can’t be defeated.

Diplomacy has never been his forte

In San Francisco, the players were grown professionals who didn’t always take kindly to things like Harbaugh’s decision to ban music and card games on flights because he wanted them to focus on the game.

If being too demanding is a crime, then Harbaugh will happily plead guilty.

Tell me the key thing. There is no one *thing*. It’s a thousand little things that are going to add up and make all the difference . . . and you’ve got to be right about 95% of the time. No one is going to be 100% on their decision making, but you should strive to get an A. If you’re not in the mid-high 90’s, then people aren’t going to follow you.

He prefers players whose parents are hands-on when it comes to their development

-It just seems those players are better than the ones whose players aren’t involved

JIM BOEHEIM



We think of great coaches as being naturally extroverted, but Boeheim does not fall into that category. Rather, he gets to *US* by earning their confidence in the knowledge he has accrued during his lifetime spent playing, learning and thinking about basketball

One day in practice, Seikaly finally got frustrated and asked Boeheim why he never yelled at freshman Stevie Thompson. Fine, Boeheim said, and spun on Thompson. “Stevie, stop working so hard! Stop making so many good plays! Stop doing what I tell you to do! Stop doing all the things I want without me having to say anything!” Boeheim turned back to Seikaly and said, “Happy now?” Suffice to say, Seikaly was not happy.

GENO AURIEMMA



Auriemma understood that women were to be feared and respected, and ultimately loved

So this idea of women being the weaker sex, that's just so foreign to me.

He developed an innate insecurity that provided him with an empathetic core. Geno didn't always understand what people were saying, so he studied *how* they were saying it. He was never book smart, but he has great emotional intelligence. He sizes up rooms, analyzes situations, reads people and reacts accordingly. That empathetic instinct, that keen emotional intelligence, provides Auriemma with the blueprint he needs.

What are you gonna do, be an asshole when you lose? Even when you beat him, Auriemma gives you the feeling that he still knows just a little bit more than you do.

He never feared sticking his nose into anything. He could drop into any conversation and hold his own.

We have to win every game, because I have to prove that I can coach. He was an eager learner and a relentless assistant.

Where others saw squalor, Auriemma saw potential. "The gym must be a piece of shit, because they never showed it to me."

The closer the game, the calmer he is.

Auriemma let Dailey handle all aspects of the program he either didn't enjoy or wasn't good at- tickets, recruiting, practice schedules, academics, marketing, community outreach.

From then on, he recruited players who could deal with his style of coaching. If he failed at that part of the job, then he wasn't going to last very long.

Just because they were ladies didn't mean he couldn't bust their balls.

Auriemma stressed that she would only play as many minutes as she earned.

At one point, he could not reclaim the magic after the first national championship. Everytime it looked like his team was going to get back over the top, it got hit with a bad injury, and the season would end with a loss.

His meltdown was not rooted in anger. It was rooted in self-doubt. "I really questioned whether I was a good enough to do this."

They had to win by playing the *right* way. He was chasing an ideal- and an unreachable one at that.

His goal was to make those workouts so taxing that the games seemed easy by comparison.

He wants his teams to play artistically and selflessly. That's why they don't have names on the back of their jerseys, and it's also why he has resisted the trend towards isolation pick and roll offense that has overtaken the NBA and men's college basketball in recent years.

If they complain, he reminds them that he is only helping them get to where they said they wanted to go.

"That's what teachers do. We always expect more out of our students than we ever did from ourselves."

I know there are alot of things out of your control. I used to think I can control the outcome, but I learned that I can't. I can only control how we prepare.

"I live with self-doubt every day, so I can empathize with the players I'm coaching. It's good for you to have self-doubt, because it forces you to look at yourself objectively."

The way he sees it, his job is to put them in situations where they have to deal with failure; Auriemma will look to manufacture the stress himself if necessary.

"I don't know. If you come here and you suck, you're not gonna play."

The words were harsh, but Ralph knew he was right. More important, she knew he was saying them because he cared about her. "How many people in your life that will tell you the truth no matter what? Not many."

As a rule, Auriemma is willing to discuss personal matters with his players, but only if they ask him to

DOC RIVERS



There will be no victims in this house.

His ability to keep moving when bad things happen has long been one of his greatest strengths. But as is so often the case when it comes to the human character, his strength can also be his biggest flaw.

By calling upon his experiences as a player, he empathizes with their frustrations and fears, feels their aches, their pains, their tired legs . . . he convinces them to sacrifice their individual glory for the greater good.

When critical moments arise, he doesn't play the victim and doesn't want a hug. He'd rather pivot and get moving, trusting that his players will follow.

He was disciplined but he was also a lot of fun.

You can't coat everybody with one brush.

He's pretty calm in uncomfortable situations.

"I learned as a player that if you're going to lead, you're not going to make everybody happy."

Rivers had never seen a coach who was so passionate and meticulous about practice like Larry Brown.

"I learned from Riley that the key to coaching is to get a group of players to believe there's one agenda, and that you have the same agenda as them."

The first thing Rivers did was to make sure his players understood there would be no victims in that locker room. He spent the summer meeting with them individually and sending them one page sheets by express mail that included a single quote or statement designed to inspire.

Coaches need to learn that just because you don't get along with someone doesn't mean that they are a bad person.

Rivers invited his players to stand in a circle, hold hands and quietly pray to the God of their choice. It's a ritual he continues to this day.

“Getting fired doesn’t mean you’re a bad coach. Getting fired just means you got fired. If you want to believe you’re a bad coach, that’s on you.”

“Do you think you’re a great shooter?”

“Yes.”

“Then why are your percentages so awful?”

-Either Pierce wasn’t a great shooter or he was taking bad shots. So he encouraged Pierce to move without the ball, and to learn to pass up good shots so he could get better ones.

“Let’s get one thing straight. I am not fucking changing.”

“Everyday during that losing streak, he came in and he would never say anything negative to the players. Even when the coaches were alone, he wouldn’t rip the players. He might get frustrated about what was happening, but he would always say ‘We need to make them better’.”

“But you’ve got to trust me, and you’ve gotta let me coach you. Because if I can coach you three, I’ve got everybody else.”

I try to come up with things that connect our team to our journey and our goals.

I should have enjoyed it more.

“What makes winning special is that it’s hard. That’s what I realized in that moment. All those years I chased it and couldn’t get it. It *should* be hard. So many things have to go right for you to win a title. I had the ultimate high inside, but at the same time I’m thinking, *Okay, we gotta go win this thing again, because this is the best feeling in the world.* So that was my version of elation.”

Tell me what you want to say, and I’ll say it.

He gives you freedom from the start, and if you play well with it, then you keep it.

Unlike alot of coaches, he does not do any conditioning work in practice. He figures if these guys are in the NBA, they’re supposed to show up in shape. Nor does he tell them how much extra shooting work they need to put in.

“He has a good balance where gives the players alot of freedom, he gives them responsibility, he’s a good guy, but at the same time you better not get it twisted. People know not to fuck with him. They may be stars, but he runs the team.”

He informed the second unit what play the starters were running beforehand, and then he instructed the starters not to change a thing . . . that’s what happens in the playoffs, but you still gotta run it.

Most of all, Rivers is finally learning that for all his strong-willed stoicism, there is only so much a coach can control.

On officials: "I'm coaching better because I'm not worrying about that. At times I have to tell them 'All right, guys, it was a bad call. What do you want me to do? The call was already made. We gotta move on.'"

Why would I waste one ounce of energy on bad people?

BRAD STEVENS



“Moment of Mindfulness”

It is not so much the joy of winning as a disdain for losing that drives Stevens. He is diligent and persistent and a synthesizer of information. His thorough, meticulous, disciplined preparation, and the knowledge he accumulates during that process, is what empowers him to get his team to *US*.

He spends a lot of time during the season speaking one on one with his players, but he is not a big meeting guy

For each opponent, one assistant scouts the offense and one the defense, and a third evaluates personnel. The coaches email their written reports to Stevens and send him their video edits via Dropbox. These are due to him by noon the day before. He likes to stay a game ahead, if possible. That’s why he almost never sleeps on airplanes. If he can get some work done late at night, he won’t have to cram the next day.

-Next, he will take all those videos, select a smaller handful of clips, and edit them on his laptop

The last thing he ever wants to do is waste anyone’s time, most of all his own. Unlike many NBA teams, the Celtics do not hold morning shootarounds. They will meet at the arena a few hours before tipoff, go over the game plan, get up some shots and then get to work.

While he edits videos and analyzes the math, Stevens takes notes on a pad full of templates that he has developed over the years. Once all his watching and note taking is done, he will use his laptop to retype his notes onto another template, which has just enough room for the information that really matters; offensive and defensive sets, individual tendencies, plays to be executed in certain situations. He will also compile a list of plays that he can draw up according to the situation.

He doesn’t work off a daily checklist

Stevens will send several text messages to his players, both individually and as a group. Some of these he sends the night before, so as soon as they wake up they will have something from him.

In college, he could have either quit the team or make the most of his situation.

“You can win a lot of matches by staying patient and waiting for your opponent to make a mistake.”

It taught him the value of persistence when things didn't go his way. It taught him to consider the thoughts and emotions of others. It forced him to decide who he was and what was important to him. And it imparted a very important piece of knowledge; No matter how much you plan, no matter how much you prepare, life is not fair.

He wrote notes while he read his text books. When he was through, he rewrote those notes in cleaner, more organized form. He noticed that as he went through this process, the information magically entered his mind. This resulted from discipline, not genius.

“Do you want to be around somebody who lifts you up, or somebody that breaks you down?”

“I think a lot of people in sports have missed the boat on mental health. You have to be empathetic in knowing that everybody has their own lives, and everybody has something tough going on. You need to make sure you understand that before you coach them.”

Servanthood.

Lickliter like to cite an age-old line from the man who apologizes for writing a long letter because he didn't have time to write a shorter one. He understood that a coach's time with his player is finite, so it's important to make every moment count.

If he had ninety minutes to practice but got the work done in fifty, then practice would end early.

“You've got to be yourself.”

“We tried to identify kids with intrinsic motivation.”

Malcolm Gladwell's book *Outliers* included a chapter explaining that the best hockey players in Canada tend to be born in the first three months of the year. Stevens piggybacked that notion and looked for recruits who were born between March and June, making them the youngest in their grades. He figured that meant they had more potential to grow into their bodies.

“He's such a great communicator that he doesn't need to scream and yell.”

“Someday you're all going to be fathers. Your baby is going to be crying at three in the morning, and your wife is going to want you to feed him. You may be tired, but you still have to be a good dad.”

Stevens encouraged his players to grow by straying out of their comfort zones, so much so that he often ended individual workouts with ten minutes where they could try funky things they'd never think of doing in games. The coaches referred to those periods as “dream time”.

Show up. Work hard. Get better. Persist. That's the Butler Way.

“Toughness is the next right thing.”

TGHT: The Game Honors Toughness

They knew they weren't going to “outathlete” their opponents, so they would have to outsmart them and out-tough them.

He invoked the metaphor of the trampoline, where the lowest point catapults the jumper to the highest level.

All the good ones want to be coached.

“I just think I enjoy that. It's a puzzle, right? It's figuring out how you can score in a given moment . . . All I do is steal from everybody else based on how I watched other teams guard things.”

A person cannot fake who he is for this long. If Stevens appears cool on the outside, I believe it's because he really is that cool on the inside.

“That's because they underestimate how much time and preparation he puts into everything. He's obviously very smart, but he prepare better than anybody I've ever been around.”

And yet unlike many coaches who fall victim to the grind, Stevens has a deft instinct for when he needs to pull back and recenter himself.

The pleasure is in the process.

DABO SWINNEY



He conducts an exercise each summer in which he chooses a single word that will serve as his theme for the upcoming season; Swinney asks his players to do this same exercise.

“Guys, we gotta love what we do, love the grind, love each other, love your school, be passionate. When you love something, you want to give that little extra.”

There is a reason why Swinney hammers his guys with such numbing repetition. Each time he invokes a life lesson or turns a clever phrase, he is lighting one tiny pixel that, when placed alongside the thousands of others, projects a clear and colorful message onto a big screen.

I try to teach our team not to let one moment make us lose sight of all the good.

His mother taught him to be proud of who he was, which fortified his authenticity.

The things I learned about myself, the challenges, the sacrifices, the team aspect, the work ethic I had to bring every day was just powerful in shaping me into who I am today.

Working in sales provided him with an understanding of the business culture, which he has applied to his work in coaching.

He instituted the tradition he called “The Tiger Walk”, which involved the entire team walking through the stadium parking lot two hours before kickoff. With Swinney providing a badly needed injection of energy, the Tigers won four of their last six games, including a 31-14 win over rival South Carolina.

Swinney put on his businessman’s hat and lobbied his board of directors to invest in underfunded areas. He procured higher salaries for assistants as well as commitments to upgrade the woebegone facilities.

“Those great businesses out there, those great programs, they don’t plateau. How do you do that? Well, you have to constantly reinvent, reinvest, reset, learn, grow, change.”

He is a meticulous planner who tells the same stories, uses the same phrases, and harps on the same messages, even if his guys have heard it all a thousand times.

That's how he protected his culture; when you say it enough so your players can repeat it, that's when you know they're getting it.

ALL IN: Attitude, Leadership, Legacy, Improvement, New Beginnings

EARN: Effect, Accountability, doing what's Right, Nourishing the concept of team and family

BEST: Belief, Effort, Sense of urgency, and Toughness

PAW: Passionate About Winning

“Do the common things in an uncommon way, and you can command the attention of the world.”

Swinney like to call Clemson a “relationship-driven program,” but it is not easy to form intimacy with a roster of over 100 players, not to mention dozens of assistants and staff.

He meets every Monday with a leadership group he calls Swinney Council. He holds meetings with each player at the beginning and end of each season. And he makes sure he is around his guys as much as possible, from the family nights they have at the facility to the stretching lines, where he can walk up and down the line and exchange words more casually.

Swinney gathers his players in the team meeting room, where he will speak for about ten minutes, give or take, to set the tone for the day. The walls bear signs listing the sixteen commandments as well as five goals for every season.

Swinney is constantly taking notes. He carries a pen and index cards in his pockets at all times, which he uses to jot down observations and ideas. After he introduces the guest, he will take a seat near the front and take notes during their entire presentation.

Swinney says he has kept every notebook he ever filled, dating back to his playing days at Alabama. He flips through old notebooks frequently.

In his coaches manual, the sections are separated by tabs that cover a comprehensive range of topics; personnel, game-day preparation, recruiting, strength and conditioning, operations, tickets, security, academics, maintenance, travel, administration and everything in between. There are sections devoted to Swinney's philosophies as well as concepts related to offense, defense and special teams. No detail is too small to be included. He wants the wide receivers coach to know what the janitors do.

- “I really think it's not fair to hold people accountable to something and not explain very specifically what it is they're supposed to do.”

Most coaches barely take time to acknowledge their wins, much less enjoy them, but not Dabo.

- “We're never gonna be like that. We're always gonna have fun.”

“I’m always giving my players perspective on life, because I don’t want the game to be too big. What’s the worst that can happen? You lose a ball game? Hey, let’s just put everything into it, and when you look at the man in the mirror, as long as you did your best, you can live with whatever result you got.”

“Try not to suck.”

“We will get to Tampa this year if I will . . .” The players wrote their answers and placed them on the board, which hung in front of the team meeting room.