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Pat Riley, Inside-Out: The Early Coaching Years

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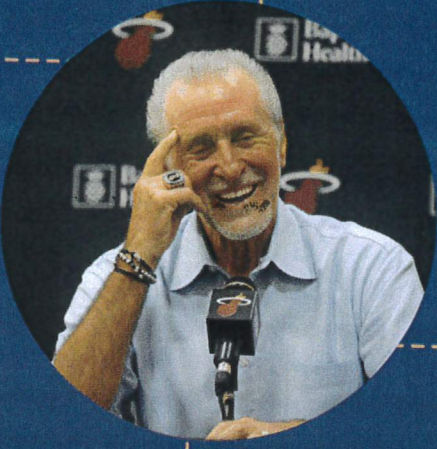
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Pat Riley, Inside-Out: The Early Coaching Years

As part of an exclusive interview, The Daily Coach spoke to Miami Heat President Pat Riley about his leadership influences and his early coaching years with the Los Angeles Lakers.





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Pat Riley

Inside-Out: The Early Coaching Years

Q&A Series
October 14th

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By Trevor Kapp
George H. Raveling

Just about the only thing he had ever known in life was over — and now, Pat Riley was passing his days on the beaches of Los Angeles.

"I was depressed, all of those things, when your career comes to an end after nine years," he said.

But when a secretary/part-time broadcasting job opened with the franchise he'd helped to an NBA title years prior, Riley jumped at the chance to get back around the game he loved.

Over the next year, he would perform a variety of tasks for the Los Angeles Lakers, eventually rising to an interim assistant coach under the respected Jack McKinney.

More than four decades later, Riley is considered among the greatest basketball minds ever, a shrewd tactician and motivator whose slicked-back hair, impeccable suits and stoic temperament are equal parts iconic and intimidating.

The Daily Coach caught up with the current Miami Heat president and Basketball Hall-of-Famer to discuss his leadership influences, critical lessons from his years on the Lakers' sidelines, and advice he would give his younger coaching self.

This interview has been edited and condensed for clarity.

Coach Riley, thank you for doing this. Tell us a little about your childhood in upstate New York and your key role models.

I was raised in Schenectady, N.Y., in the 1950s. There were 60,000 residents, and probably 70 percent worked for General Electric or The ALCO. I come from a blue-collar background. My father and my older brothers, Lee and Lenny, kept me in line when I was a little bit of a wise guy at a young age.

My father was a very, very disciplined, strict man. He was a Minor League baseball player and a manager for 22 years. He was in the Philadelphia Phillies organization. I think at one time, he was promised he would be the next manager of the Phillies in 1949. That didn't happen, and he quit right after. There was a spiral effect from that disappointment.

Then (there was), my high school coach, Walt Przybylo. He slapped the hell out of me one day, not literally but with his voice, and said, "You're not good enough to play for me. You might as well go over to Mount Pleasant," which was our city rival. That really hurt me.

My football coach was Dick Lalla. I was a quarterback at the time, and we were running Bill Walsh offense, sweeps and options. There was one man, Dom Denio, who was an assistant coach who was really the epitome of Vince Lombardi. Then, I go to Kentucky with Adolph Rupp and on to the pros with Bill Sharman.

Those were my early mentors and heroes. My family, my father, my brothers and my coaches. Those were the men early in my life who really had an influence on me.

You certainly had a terrific career at Kentucky, then played in the NBA for nine years. How did the assistant coaching job with the Lakers come about and what stands out to you most from those early coaching years?

I was with the Lakers in 1970 and played there for five years. I was out of the league for two years and did nothing but hang out at the beach.

I got back with the Lakers as a traveling secretary and a broadcast analyst with Chick Hearn. I was hauling bags around, making plans for road trips, itineraries, boarding passes, taking baggage to the airport for the team, etc.

Then, (Head Coach) Jack McKinney had a terrible accident. He was a great, great coach from the Jack Ramsay family back in Philadelphia, with all of those other great coaches. The fate there was that had he not fallen off that bicycle, I probably wouldn't be here, and Jack McKinney would probably be considered one of the greatest coaches of all time.

Once I became an interim assistant with Paul Westhead, I went to work to learn everything I could. As I mentioned to Coach Raveling, I couldn't get enough of Bobby Knight. I couldn't get enough of George's "War on the Boards," anything I could gather up. I would model myself after these coaches and their philosophies. Dean Smith, John Wooden, I could not get enough.

I also began to listen to Zig Ziglar's "See You at the Top" and went to some of his motivational seminars. Most of my reading over the years has been by those kinds of men. Wayne Dyer, who was a great spiritual writer, and Tony Robbins. T.D. Jakes is one of my all-time favorite pastors, and I still have all of his cassette tapes in my office now.

I just studied. I remember to this day, and I still use, Bobby Knight's four Ps. I learned as much as I could while I was trying to be an assistant coach and support Paul.

You were an assistant for just two years before becoming a head coach. Then, you immediately win a title. Did you feel you were prepared as soon as you took over?

I felt that I was ready, and I had tremendous confidence I could coach. Now, could I coach Kareem, and Magic, and (Michael) Cooper, and (Byron) Scott, and (James) Worthy and all of those great players? I never had any fear about going out there or being intimidated by the talent. I really felt I had learned enough in the 13 years I'd been around the NBA, and I felt very confident in what I could do.

Now, they carried me. The talent carried me. I don't think I became a real good NBA coach until 1985. I was there for at least three or four years, and we finally beat the Celtics in Boston Garden. I felt like I had sort of made it at that time.



Andrew D. Bernstein/NBAE, via Getty Images

Looking back on your early successes and some challenges you faced, what retrospective advice would you give yourself that maybe other young coaches can apply?

You've got to know what it is you want to do. And when you know what it is that you want to do, you've got to have a philosophy and develop your own — or steal somebody else's and add to it. You have to develop a plan or system whereby you get a result, and if you don't get the right result, you've got to change it or tweak it.

When you know what it is you want to do and you have a philosophy or plan or system that works, then you take great pride in it. Most importantly, as we all know about Coach Knight back then, it's practice, practice, practice.

I learned a lot from George, and from Coach Knight, and Pete Newell, and all of these people back in the day. I couldn't get enough information about how to coach, and it helped me tremendously.

You coached several great players in your Lakers tenure. Are there two or three whom you learned a lot from as well?

I also learned a lot from players I played with, most importantly Jerry West. When I came to the Lakers in 1970, I had just gotten cut by an expansion team, the Portland Trail Blazers. I was \$5,000 in debt. I'd just gotten married three months before. I had a yellow Corvette and all the Motown records you could ever carry in it.

I got claimed on waivers by the Lakers. They told me to get down to L.A. as fast as I could. I got to Loyola-Marymount and walked into practice about an hour before anybody else. I was in there shooting around, and I remember Jerry West had a ball in his hands. He walked right up to me, shook my hand, introduced

himself — he didn't have to do that — and he said, "Welcome to the Lakers. You're going to really help us, Pat." We became fast friends then as teammates. So, Jerry had an incredible impact on me.

Knowing Wilt (Chamberlain) over the years, he was a really good person. He was misunderstood by a lot of people, but a dominant player. I learned a lot from him when he changed his game when he came to the Lakers in '68 after he won in Philadelphia. He used to average 40 a game, went down to averaging 19 or 20, 20 rebounds. He taught me a lot about, "I want to win, Pat. I'm tired of losing and scoring a lot of points."

Kareem, I played against in high school. I played with him in the NBA as a teammate, and I coached him. When I got the job with the Lakers my first day, he was the first player who I went to. Kareem was not complicated to me. He was a different man who had a different belief system, and it was O.K. He thought outside of the box, but when it came to basketball, he wanted to win. He was judged on a lot of other things other than just being a player.

I remember going to him and saying, "Cap, I'm going to really need you." He looked at me and was not amazed, but he said, "I got you. I'll be there every night, Pat. Don't worry about me. I just want you to get the other guys ready. If you get the other guys ready every night, I'll bring whatever I can bring that night to the best of my ability, and we can win."

He taught me something. He said, "Get these other guys ready to help support me and don't let them run over you."

I talked to Magic, to the team. Those players early in my career taught me a lot. Magic taught me a lot about leadership from a player who wore his emotions on his sleeve. James Worthy taught me a lot through silence. He was quiet, but his silence had absolute power to it. James carried himself like a pro, like a winner and had great pride. Michael Cooper, Byron Scott, all of those guys.

I learned so much in the 80s about coaching that I could carry on to New York and Miami.

Part Two of "Pat Riley: Inside-Out" will run next Saturday, Oct. 21.

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Pat Riley, Inside-Out: Core Leadership Views

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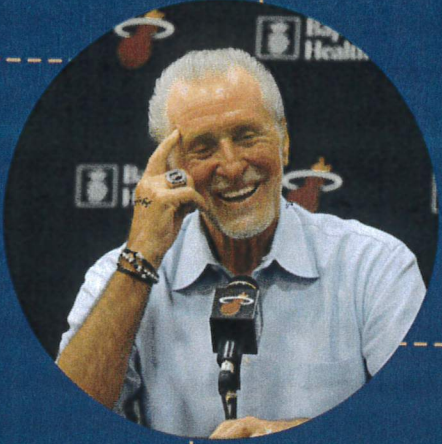
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Pat Riley, Inside-Out: Core Leadership Views

The Daily Coach spoke to Basketball Hall-of-Fame coach and executive Pat Riley about essential qualities for impactful leaders and the elements of effective communication.





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Pat Riley

*Inside-Out:
Core Leadership Views*

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October 21st

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By Trevor Kapp
George H. Raveling

On Pat Riley's first day as head coach of the Los Angeles Lakers, his wife gave him a critical reminder.

"A house divided against itself surely will not stand," she said.

Riley still thinks about that quote when he reflects on the disappointment of the 1980-81 season.

The selflessness and sacrifice of a year prior gave way to jealousy and resentment — and the Lakers lost to the Houston Rockets in the first round of the Western Conference playoffs.

The turbulence provided Riley critical lessons in ego management and perspective on the multitude of factors that can derail even the most-talented teams.

For Part 2 of "Pat Riley, Inside-Out," *The Daily Coach* spoke to the Hall-of-Fame coach and executive about the external elements that can tear a team apart, essential qualities for impactful leaders, and the hallmarks of an effective message.

This interview has been condensed and edited for clarity.

Part 1: [Pat Riley, Inside-Out: The Early Coaching Years](#)

Coach Riley, thanks again for taking the time to do this. You mentioned some of the great players you were around with the Lakers. In your eyes, do you coach a great player or do you simply manage him?

I think you have to do both. You coach the hell out of them, and you manage the situations that surround coaching them. I can remember Wilt Chamberlain, who I played with, being interviewed and somebody said something to him about coaching and managing him. He said, "Look, nobody manages me." Only Wilt could get away with a statement like that. Nobody manages Wilt Chamberlain (laughs).

Coaching, that's different. I think you coach players hard, and as I mentioned the four or five Ps, I'd add a fifth "P" to Bobby Knight's philosophy (see *Part One*). You have to feel privileged to be part of something

that can be great. I was very, very fortunate to be with the Lakers. For somebody who had never been a head coach — to become a head coach of one of the most incredible teams in history — there was a lot of resentment I think out there in the coaching workplace about some broadcaster getting this job and winning championships.

I coached them hard, but I was fair with them. I never insulted anybody, but I would let them know how I'd feel, and I think we've lost a lot of that today in some way, shape or form. I think players want to know really where they stand. I was taught that. "Where do I stand? If I don't stand in good stead with you, how can I get better?"

You've got to coach them hard, but you have to be fair with them. That's what I've always felt.

I want to ask you about something you're synonymous with in leadership circles: "The Disease of Me." Can you take us back to its origins?

"The Disease of Me" is simply what it is. It's about someone not getting out of themselves and wanting everything for themselves and resentment (building).

A lot of things that happened in our second year with the Lakers — this was 1981 after we won the championship in '80 — was simply the team started to fall apart.

There were a lot of outside things that happened that bothered a lot of the players. We could never really get that together that year, and Houston took us out in the first round. They blamed Magic (Johnson) for it. There was some resentment within the organization that Jerry Buss had paid Magic \$25 million on a 25-year contract. It just created an atmosphere after we had won a title of "The Disease of Me." "I want mine." That really hurt us that year.

What did you learn from that experience that served you in the long term?

It doesn't make any difference what happens to you. It's how you deal with it. Adversity is always an element we have to overcome. But in every adversity is a seed of equivalent benefit. You, as a coach, have to find that seed for them or for the team and replant it or regrow it because things happen every day that are tough, and you can't let them slide. Then, you get to, "O.K. what's going to happen now after adversity, and how are we going to react to it?"

You have to go through those years and grow from them and keep priming the pump on teamwork, and we did, and we got over that. The next year, we won a championship and came back strong with a more-together team and a better understanding. So, unless you can get out of yourself and your selfishness, and "I want everything for me, and I really don't care about anybody else," you're not going to make it in this league. I don't care how talented you are. You're not going to win at a high level with that attitude.

You've got to get out of yourself and get with the program. You've got to get other people to get out of themselves and get with the program. You've got to voluntarily, in some way, shape or form, do the things you don't want to do in order to achieve what really needs to be done. You're either with me or against me. You're either in or you're out.

What are the most critical qualities for a coach or leader in your opinion?

(This is from) Max De Pree's book. Leadership is an interactive relationship whereby you get put in a position, you get hired, you grow to that position, however you get to the position, you must get a result. That's it. That's the definition of leadership. It's an interactive relationship you have with everybody because you've been put in a position to get a result.

So, how do you do that? How do you get that result? You only get it through *trust*. When it comes to trust, it has to be *sincere* as a leader. Your coaching has to be sincere. You're not just coaching them to get

something out of them for yourself. You have to be sincere in your efforts in helping them achieve what they really want to achieve if they put in the hard work.

You can only gain their trust if you're *competent*. Players know immediately if you're putting them on, if you're a fake or a fraud as a head coach. You've got to be competent, and your competency has to lead to them becoming better. They have to believe that you can help them become better players and they can earn more and reach the dreams they want to reach. But you have to be competent.

The last thing is you have to be *reliable*. They will only trust you if you're going to be there when it's tough. In the pros, that's a hard one because sometimes players get traded. You're teaching trust and can be trading a guy tomorrow. That has to be explained to them — that this is a business that goes both ways. But you have to be reliable in those instances where things start going sideways for a player or for a team.



Andrew D. Bernstein/NBAE, via Getty Images

What do you believe are the keys to effective communication?

When it comes to real communication, you better have a good message, and you better have one every day.

A lot of my time spent was in deep thought after games, before the next practice. What was I going to say tomorrow pre-practice, post-practice? What was I going to say in my pregame speech, at halftime, postgame? What was I going to say when I had to bring a player in individually and talk to him? What was my message going to be to my owner or to the community in the press about the team?

Communication comes with a *message*. You better have a good one, and you better think about it. If you can't come up with a good one, then go take one from somebody else and figure out how to make it yours. We all do that. I think what you do with *The Daily Coach* gives all of these coaches and leaders great

opportunities to read this material, and use it in their own way, and build it, and made some of that their own. The message is really important.

The second point with communication is your *tone of voice*. Your tone of voice would probably be most important in how you talk to people, whether it's with a real negative tone of voice, loud tone, accusatory, compassionate or an empathetic tone of voice. Your tone of voice is important as you communicate.

The last thing is your *body language*, how you're moving, how you're standing, what you're wearing that day, how confident you are in that message. When I talk about temporary insanity, I'm moving my arms around. I'm throwing my fist into my palm of the other hand or something.

People will get the message through those three things, but you've got to have a message. You can't just get up there and B.S. somebody because they're not going to buy it. You have to be honest with them.

Part Three of "Pat Riley, Inside-Out" will run next Saturday, Oct. 28.

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Pat Riley, Inside-Out: Organizational Dynamics

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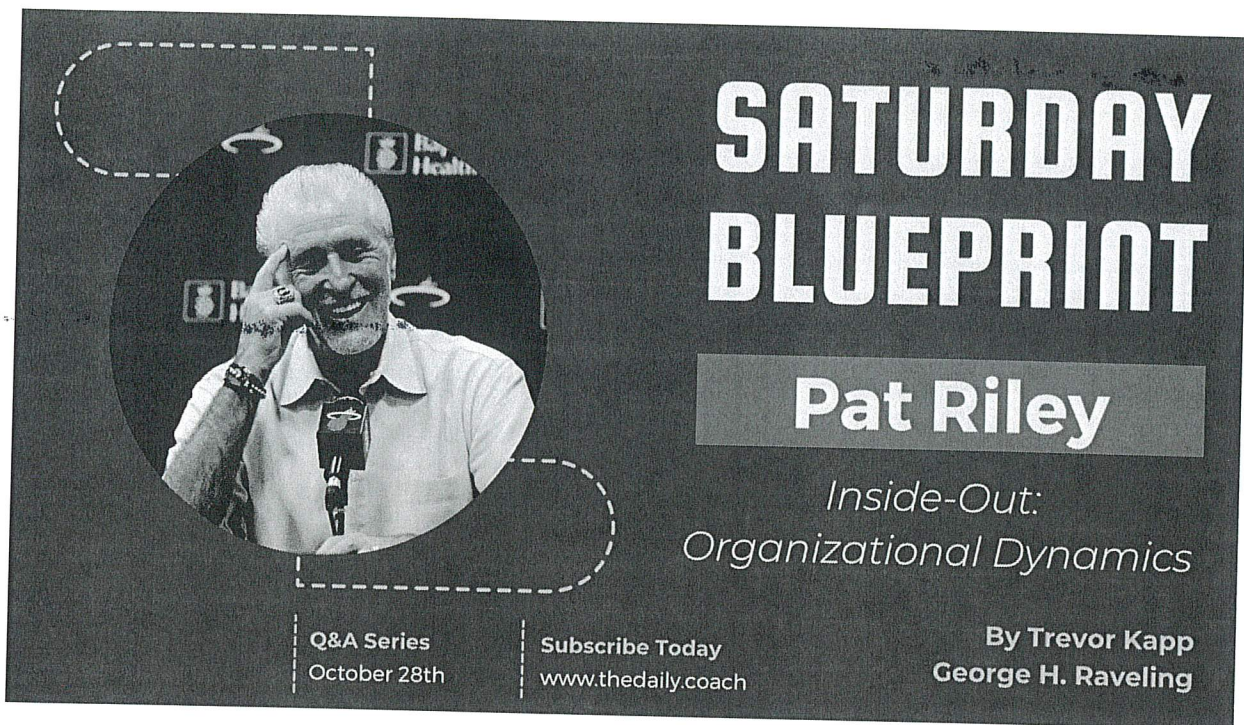
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Pat Riley, Inside-Out: Organizational Dynamics

The Daily Coach continued its conversation with Pat Riley about what he saw in a young Erik Spoelstra and the value of organizational continuity.





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Pat Riley

*Inside-Out:
Organizational Dynamics*

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By Trevor Kapp
George H. Raveling

Before Erik Spoelstra was a two-time NBA champion head coach, before he was even a top assistant on a title-winning team, he was a baby-faced video coordinator penning detailed notes for Miami Heat Coach Pat Riley.

"I told him to slide them under my door," Riley said, laughing in retrospect. "I didn't want to have a meeting. 'Just slide them under my door.'"

Spoelstra has now worked for the Heat for nearly three decades and is considered arguably the best coach in the NBA.

For Part 3 of "Pat Riley, Inside-Out," *The Daily Coach* continued its conversation with the current Heat president about what he saw in a young Spoelstra, why he feels organizational continuity is essential, and the importance of image for a leader.

This interview has been edited and condensed for clarity.

Part 1: Pat Riley, Inside-Out: The Early Coaching Years
Part 2: Pat Riley, Inside-Out: Core Leadership Views

Coach Riley, thank you again for doing this. Whether you were with the Lakers, Knicks or Heat, it seems like there's never been an aversion to conflict with your teams. Why do you think conflict is important and what does good conflict vs. bad conflict look like?

It's human nature when you're playing 100 games per year that you're going to have nights and practices where players, who are human beings, are not going to be at their best.

But when it becomes something that's intentional on their part, then you have to create conflict. I used to plan my temporary insanity. If I could see something happen on a Sunday in a game, I would address something after the game, but I didn't really talk to the players until the next day after I reviewed the film. We would sit against the bleachers, and I would talk about the game. If I didn't get any response the next day or I got the look I didn't want or the pep in the step that wasn't there in practice, I'd say, "On Thursday, I'm going to have to put my fist through a blackboard or something and let them know I care about it."

You can't always be crazy when it involves conflict, but sometimes, you have to create crisis to get their attention. A good, healthy conflict that arises within a team needs to be handled internally, quietly and not in secret but with the trust of your assistant coaches and training staff and players that they're not going to leak all this stuff out to the media — especially today with social media on the extreme right or left that could send a team sideways.

There's healthy conflict, which is good, and there's real bad conflict. When you have bad conflict within a team, that has to be addressed instantaneously. Healthy conflict simply comes from human nature. Players have a tendency to go sideways on you, not for any other reason than fatigue, boredom, monotony, 82 games, 30 cities, same place, same arenas, same locker rooms, same hotels, same food. It's not a bad life, but it's hard to keep a team sharp for 100 games a year.

Whenever you're shown on TV, you seem to always have the same stoic expression. Can you explain the Pat Riley look to us?

I don't know (laughs). I think it's a learned response over the last 50 years. When you're young, and now at 78 years old, I think you do gain a lot of experience and wisdom in how you carry yourself.

This all started with my father. My father was rather stoic. He was very well dressed. He always taught me, "You do not walk out of this house without shoes and socks and pressed khakis and a clean white shirt and a belt. Comb your hair." That's the way he was as a manager. His uniform was impeccable. When he went out to give speeches in Schenectady, N.Y., or he received some kind of an honor, he was really a dapper man. He had great shirts and ties, and I took that with me.

I think when you're a leader, you have to present yourself in a way that's real, that's who I am. If I'm going to be representing the Los Angeles Lakers, which was a \$100 million franchise at that time, I don't think Dr. Buss wanted to see me in a warmup uniform out there. So, that whole "Pat Riley look," or "GQ look," or slicked-back hair... the reason I slick my hair back is that my dad slicked his hair back. I started slicking my hair back in 1978 actually before I became a head coach. The suits were impeccable because I felt I had to present a respectful leadership figure to the fans in Los Angeles. I'm that way today.

When I'm trying to create a message, I'm always in deep thought. When I watch a game, I don't really react to almost anything that happens on the court because I'm evaluating and watching. Plus, you're always on television and you never know when they're going to be reading lips if you say something. It's just something that I do.



Hans Deryk/Reuters

How do you maintain that level of discipline to not react to plays or what's happening in front of you when there's so much at stake?

I think there's a humility to it and not going over the top with your behavior when you're a leader. I think people expect all coaches, all executives to behave in a manner where they look like they have a presence, they have an expertise, and they can be followed by other people. Not just men and women but anyone in a position of leadership, you want to be respected. If you give somebody a chance to ridicule you for something you might do that's out of sync, that's on you. I don't do it consciously. That's just who I am as a man.

You've been with the Heat since 1995. Erik Spoelstra is now the second-longest-tenured head coach in the NBA. When you see all of the turnover in the profession now, what do you make of it — and do you think leaders have in general become overly impulsive?

I think you're right. It's almost frenetic in a way based on the one tenet that probably a lot of organizations have: Win. I believe you only win through continuity and keeping people together, helping them grow. Erik Spoelstra, I didn't even know who he was when I came here in 1995. He was down in the video room. He just kept supplying me with information. He used to send me some of the greatest notes that I used in practice, and I let him know.

But I think the thing that really helped Spo was in 2006, when we won the championship, was that he had delivered the edit from a game the night before. All of the players were sitting in the locker room waiting for the film. He brought it into me. We put it into the DVD, turned it on, and I gave him the remote and said, "You go over the film in front of the players." That day, the film was really directed at Shaquille O'Neal not getting back on defense. I said, "You know what I asked you to put on that edit. I want you to explain to all these players who have respect for you. Don't hold back." He was a little nervous in his first presentation to those guys.

One of the great things about Shaquille and the players that day is they actually sat up in their chairs and showed him the respect because they knew how much he worked behind the scenes. They let him basically criticize them, praise them. It took him about five minutes to get his voice going, but that was the first time I said this guy has something special.

Continuity to me is the most important thing. Teaching from within. Promoting people who have believed in you and done their job. Giving them the opportunity. With a lot of what's going on in professional sports with turnover, turnover, turnover, I don't want that here, and neither does Micky Arison, our owner. He doesn't like to fire people.

Train them up, give them a job, let them know it's all hands on deck, even though you might have to help somebody else out in times of need. But just do your job, and do it well. Present yourself in a manner as a leader, because everybody here is a leader in their own department.

Spo now is the catalyst for all of this. Spo is a different thinker than I was. He's a more contemporary thinker at his age. The books that he read versus the books that I read are different. He's very intelligent. He really has a depth of knowledge now about coaching and people and how to coach contemporary players. Sometimes, I look at him and he says, "Coach, it's not the way it used to be." I trust him implicitly, and he's turned out to be one of the great coaches ever.


Part 4 of "Pat Riley, Inside-Out" will run next Saturday, Nov. 4.

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Pat Riley, Inside-Out: The Leadership Legacy

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Pat Riley, Inside-Out: The Leadership Legacy

The Daily Coach continued its discussion with Pat Riley about his evolving definition of success and what drives him each day.





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Pat Riley

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The Leadership Legacy*

Q&A Series
November 4th

By Trevor Kapp
George H. Raveling

He's a model in stoicism, the envy of coaches, executives and leaders worldwide for his ability to remain stone-faced regardless of the situation.

But one thing still fires Pat Riley up: Bruce Springsteen.

"He's just been a prolific songwriter, guitarist, philanthropist," Riley said. "I get all jacked up when I go see him in concert. I go down to the pit, stand there for three hours and just get filled up with his spirit."

For the final installment of "Pat Riley, Inside-Out," *The Daily Coach* spoke to the Basketball Hall-of-Fame coach and executive about his musical interests, his evolving definition of success and what continues to drive him each day.

This interview has been edited and condensed for clarity. It was conducted prior to the start of the NBA season.

Part 1: Pat Riley, Inside-Out: The Early Coaching Years

Part 2: Pat Riley, Inside-Out: Core Leadership Views

Part 3: Pat Riley, Inside-Out: Organizational Dynamics

Coach Riley, thank you once again taking the time to do this. I know you're a big Bruce Springsteen fan and that you particularly like the song "The Land of Hope and Dreams." Why do you think those lyrics resonate with you?

Well, Marvin Gaye is my first and foremost greatest artist of all time. I was in my formative years back in the day at the end of the 60s. I was between 15 and 25 during that period. He blew me away in 1983 when I was the All-Star coach and they invited him to sing the National Anthem at the Forum. He did a soulful, melodic rendition of it that stands to this day as the best that I've ever heard.

As far as "The "Boss" goes, "The Land of Hope and Dreams" is an anthem song. It really is about all kinds of different people jumping on the train. Whether you're a beggar, or a criminal, or a good person or a bad person, whatever, just pack your bags and jump on and enter into the land of hopes and dreams.

I met Bruce in 1988 on the Amnesty International Tour in Europe with Sting and Tracy Chapman. I met (Springsteen) for the first time in an elevator. You talk about a shy man. I didn't say anything to him. He didn't say anything to me. I didn't want to disturb his presence. But "The Land of Hope and Dreams," and his anthems, and his writing over the years have been something that's inspired me.

The one that's inspired me most is probably the year that he released "The Rising." After 9/11, he'd been going to a lot of funerals for his friends who lost their lives in the World Trade Towers. He was on hiatus at that time and not really writing. Somebody walked out of a church funeral and yelled at him, "Bruce, we need you." He went home and started to interview a lot of families from 9/11. Then, he came out with "The Rising," which was a testimony to that particular day.

Want to shift back to your professional career. You've won nine NBA titles now as a player, coach and executive. How does Pat Riley measure personal success?

There are a lot of different definitions for success. I remember Wayne Dyer was talking about happiness one time. He started the lecture by saying, "There's no way to happiness. Happiness is the way. There's no way to making money. Making money is the way. There's no way to success. Success is the way."

How do you define success? Well, the numbers will define it for other people, who will give you the recognition for championships or games or Most Valuable Players. That's not success.

I've learned it's a real inner feeling of great pride in what you're doing and what you've accomplished without thumping your chest. You can be successful at a very low level and feel great about what you're doing for people in the community...

There are so many avenues to success, but to me, it's an inner satisfaction more than it is anything that comes your way.



What worries you these days?

I don't worry about my image. I'm not trying to put on a face.

What I do worry about are people who may not be getting what I believe they deserve, and that bothers me. I try to rectify that, especially in this (Miami Heat) organization if I can.

What's happening in society today, I am worried about where our country is headed. It doesn't make any difference what side of the aisle I'm on. I'm worried about our overall leadership at the highest levels. It's not a post-pandemic thing. I believe this goes back to my formative years between 1960 and 1970.

I think we're products of our environments, our education and our experience. Between 15 and 25, even though I wasn't well-versed in anything other than basketball, I was very conscious of what was going on with the Cuban-Missile Crisis. I loved JFK to death and was absolutely in tears when he was assassinated. When Martin Luther King was assassinated, it was the same feeling. Robert Kennedy, Medgar Evers. That was a decade of youth. There were 177 million people in America at that time, and 70 million of them were young. There was always a revolution in our country at that time because of that damn war. Late in the 60s, all of the young people began to rebel in a lot of ways that they are today.

History has a way of repeating itself when our young people are looking at a future that may not be what they were raised in. This goes across the board, not just in America but in this world.

I worry about those kinds of things that are going to have an impact on my children, and your children and your grandchildren. We have to do something about that. I don't have the answers. We can only do it at the ballot box from that standpoint.

Worry? I'm too old to worry, but I do have some fears about where we are today. The 60s taught me a lot about growing up and becoming a young man.

What mountains do you feel are still left for you to climb?

One of the great speeches I ever heard was by Zig Ziglar in a lecture he'd given around 2000. It was "See You At the Top." He had a pump on stage, and every seven minutes, he'd go over and prime that pump and make you laugh. At the end of the speech, when he primed the pump the very last time, water came out of it. The whole concept was if you prime the pump in life of the things you really want, eventually one day, they will just flow. So, for 55 years, I've been priming the pump.

Are there more mountains for me personally to climb? Yes, there are for me personally. As a coach or president, I really want to prime the pump and see all of the people who have been with me for the last 28 years get out of life what they want, get out of this job what they want. That is very important to me.

Climbing mountains, I hope we can win more championships with Spo, and Jimmy Butler, and Bam Adebayo, and the team that we have here can be in the hunt every year.

I take great pride in our team being in the hunt every year. We don't try to lose, ever. Even when I know we're going to lose, we're going to go out and play hard every single night. I've never, ever played for the lottery. Ever. I will never do that.

I think that's one of the things people appreciate about our team here in Miami. They know we're going to try to win every year. That's why they come and watch us. I want to see this organization grow and be respected and be the most admired and respected team in the NBA. To me, that would be born out of a team that works hard. People respect the work ethic, and our attitudes, and how we present ourselves. To me, that's the last mountain for me to climb is to make sure the Heat and everybody who works for the Heat are left with something good.

How do you most want to be remembered?

There's a great quote from the Grateful Dead. Jerry Garcia was interviewed in *Rolling Stone* one time, and I read the article. I was not a Deadhead like Bill Walton, by the way — I'm more of a Springsteen guy — but I remember (Garcia) being asked by a reporter about his legacy and how he wanted to be remembered. I wrote it down word for word.

He said, "You don't merely want to be considered just the best of the best. You want to be considered the only ones who do what you do." There's nothing wrong with separating yourself from the pack. There's nothing wrong at all in trying to do that. There's nothing wrong in trying to be unique and different.

What you really want to do after a long career is just leave some footprints for others to follow. That's not a legacy. That's something you aspire to do. If some day, somebody were to follow me or to say, "I was inspired or motivated by what Pat said or how he acted or how he looked," then I'll feel like I've done my job.

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