

Management Secrets of the New England Patriots

“Collective Performance”

“Meticulous Preparation”

“Mistake Avoidance”

“Players with Passion”

“Our goals this year are about what our basketball team can accomplish this year.”

Team success leads to personal recognition.

Potential and performance are two totally different things

“I don’t think it’s important whose right. I think it’s important what’s right.”

-Belichick

Everyone will reach their individual goals if you help the next guy reach his goals

Do the things that go unnoticed on the stat sheet but help win ball games

Play physical at all times

How will players perform in our system?

Depth is more important than one or two stars

Create a great working condition so that players will want to work together; then the work feels like play.

Bonding makes people want to stay longer

-Makes them more loyal

-Makes communication easier

-Makes them play through injuries

“Everybody has a little ego, but nobody’s ego is so large that it overshadows anybody else. We preach that, and as a result, our guys play as a team.”

-Romeo Crennel

Intentionally design redundancy into the organization to reduce risk

No single player’s unavailability should kill a team’s season

No player is special enough to be given special treatment that would erode away from the team.

Everyone probably isn't going to be available for every game, so prepare for when it is going to happen

- Teach player's multiple positions

Ideally, a back-up entering a game does not force the starters to change how they play

Denver Broncos running game and offensive line play: Undersized, but quick and they play well together

Don't make players one-dimensional as it tips off the other team as to what you are going to do with that player

Level 5 Leaders-Belichick, Abraham Lincoln, Kirk Ferentz

- Personality humility and professional will
- Set up their successors for even greater success
- Understated
- Fanatically driven, needing to produce sustained results
- Workman like discipline
- Attribute success to others but put blame on themselves

Level 4 Leaders-Parcells

-Uses threats, scares and goads players to greatness but fails to build success after their departure

Build for sustained success

- Walk away from negotiations when you have quality depth (Mary H.)

Everyone at every level needs to help the team win, but we, as coaches, must create a role for every player

"If I understand you are passionate about basketball, that you love the game for the right reasons-the competitiveness of it, the purity of it, and not the trappings of it- I respect that and will bend over backwards for you. If I feel you have a big ego or a personal agenda, you're not going to last very long."

Rely on your teammates and fill your role

Trust your teammates and play within the scheme

Role as a coach

- Speak only positively about opponents and teammates
- Never brag about individual achievements

Worry more about the respect of teammates than anything else

It's all about an organization understanding how they want the environment to be
Know their mental and behavioral characteristics

Seven major factors of evaluating an athlete

1. Athletic ability
2. Behavior and personality
3. Competitiveness
4. Durability and injury
5. Mental and learning ability
6. Strength and explosion
7. Physical toughness

Five major traits of individual

1. Work Ethic
2. Intelligence
3. Physical Skills
4. Playing Style
5. Versatility

We have limited time together; if I have to spend time worrying about your work ethic and discipline, I'm not going to be able to teach you very much

What contribution would this player make in our system?

Worry about what a player can do, know what they can't do

For the whole to become more than the sum of its parts, the parts must compliment and enhance each other

Know what is going on while you are out, so that when it is your opportunity, you know what to do

The only thing you can truly control is your attitude

Hire guys who love their work

Success sneaks up on those who unceasingly strive to better themselves

There's always room to improve

Love sweating the details; enjoy the preparation
-If you enjoy what you do, it isn't work

You need players who are going to look to constantly improve themselves

Be hungry but not greedy

Ph. D's from the school of hard knocks

Tough people are the ones you want; people who love to train and enjoy the work

Camp is your rite of passage

Trust your smart players

-They enjoy complex things

Players appreciate respect

Have a plan to win: that's what player's want

Make internships uncomfortable

Always look to upgrade your roster

-You can never have too many good players

-Point guard is the most important position

Get the best player available

Top organizations attract top people

-People who love to win will make great sacrifices

Maslow's Hierarchy of Needs

1. Physiological (food, shelter)

2. Safety

3. Love

4. Esteem

5. "Self-Actualization": Taking what they have around them and what they can achieve with that makes them happy

-Achieving non-descript "life goals" make them truly happy

"Nobody hands you a championship. Money can't buy it. You have to earn it."

Don't be satisfied making it to state; you want to win it once you're there.

Money comes and goes, but being a champion lasts forever

Winners stay hungry and humble

-Don't dwell on past successes or failures

-"What we have to do today to be ready for an uncertain tomorrow"

Don't look beyond the sphere of control

Take gradual steps

-“You can't become full in one bite”

-Chinese proverb

Enjoy players that ask a lot of questions

Always be thinking of ways you can improve the team

Set a lot of short term goals to get your team to continue to work hard

What separates winner and losers is what happens between March and November

-Professionals arrive in shape

-You do me no good having to take time to get you into shape and therefore wasting reps in practice

If the “stars” work hard, everyone else will work hard

-Working together in the off-season will make the team better coming into the season

“If you want to make history, you have to forget about history.”

We determine our own destiny.

Expect greatness and hold the players to an extremely high level

Rely on self-discipline rather than externally-imposed discipline

Everyone needs to be on the same page and focused on winning

-It has to start with the leader

Everyone gets punished when an avoidable mistake happens

Constantly test your players, orally and written

Know when to yell

-Speak to convey information

Focus on what you can control as a coach

-Things you can't control

1. Injuries
2. Officials
3. Personnel problems
4. Competition for jobs

You are only one play away from being a starter

- They're not going to change the schedule because someone got hurt
- Back-ups need to be more mentally tough than starters because they don't know when they are going to be called upon

- “When your number is called, you have to cash in.”

Player's play, coaches coach, official officiate

Keep your mind on the next play, not the previous bad call

- Warn your players that there will be bad calls

Only the SkyHawks can control their state of mind

Three important things

1. No player “owns” his/her job; they must continually earn it
2. A player can best succeed by worrying exclusively about making himself the best he/she can be, not on what others are doing
3. Being a member of a winning team requires everyone helping everyone else to become the best that they can be

Make the players take pride in contributing

The best way to market a team is by winning

Don't blow late game leads; great teams always finish games off stronger than they started

“Luck is the residue of design”

- Branch Rickey

Thrive on adversity and prepare to play under any conditions

Avoid the roller coaster; don't get too high or too low

- Don't marvel at your accomplishments
- Always look to correct the little things
- Overcome the burden of mediocrity

Who are going to be the players that make plays when the going gets tough?

- Who is going to embrace the challenge?

Hard work opens doors

Don't make excuses . . . improve

- Mistakes happen. Accept responsibility and don't make excuses

-Everyone is fallible and is going to make mistakes, but learn from those mistakes and move on

-Just don't keep making the same mistakes

-If they don't, then the coach needs to teach it better

“Collective responsibility for the team”

-Dwelling on mistakes leads to more mistakes

Success can breed false confidence

-Always expect your opponent to play their best game

Every game is winnable and every game is losable

-Don't play down to the level of competition

Don't believe the praise

-“A pat on the back is only three feet away from a kick in the ass.”

No “yes” men allowed

Don't let your ego get in the way of your decision making

Championship rings are like Frodo's ring of power; a great burden

“You have to compete.”

-Tom Brady

“There are no red-shirts, just pink slips.”

Competition brings out the best in players

Base performances on current performances, not past

-Be fair and let the players that deserve to play

Healthy competition pushes each player to maximize his potential

Don't prejudge players based on reputation or past performance

Don't tolerate intolerable players

-Work Ethic

-Practice attendance

-Social life

-Chemistry

-Lombardi time

Apply rules consistently

No one is immune to criticism