

# **You Win in the Locker Room First**

## **By Jon Gordon and Mike Smith**

***Culture → Culture drives expectations and beliefs; expectations and beliefs drive behavior; behavior drives habits; and habits create the future. It all starts with the culture.***

### **Building Your Culture Up and Down**

- Culture is defined and created from the top down, but it comes to life from the bottom up
- It is important to have collaborative conversations on a regular basis to discuss the changes you make and why they are being made
- Players should be evaluated on their character and their attitudes in addition to their football skills
- They should also be looked at for the intangibles that they bring to the locker room, and we want players that will positively represent the organization both on and off the court
- We will not add outliers to the organization, no matter how talented they are
- To have sustained success, you need to have a winning organizational culture; everyone the organization needs to buy in

### **Everyone Creates Your Culture**

- Everyone in the organization shapes the culture; everyone has an integral part in the team's success
- My role is to assist them in doing their jobs and together we would build a winning team
- As a leader, it is so important that your words equal your actions
- You need to self-evaluate your process almost daily to make sure that your actions are in line with your words

### **X's and O's are Overrated**

- The most overlooked aspect in team sports, and what most coaches and leaders fail to grasp, is the fact that it is your culture that will determine whether your strategy works and is sustainable
- It is your culture that will be the driving force to create the resiliency, toughness, passion and attitude to overcome the obstacles in your way
- X's and O's are important but culture is the rock that your organization must be built upon, and if you do it the right way, you'll have sustained success

### **Sustained Culture= Sustained Success**

- You must spend more time on building your culture than on everything else; that is what produces wins over time

## **Know What You Stand For**

- “We know who our people are. We know who fits our culture.” →Jeff Tambroni, Cornell Lacrosse
- Brad Stevens, Boston Celtics: Culture is not just your tradition, it is the people in the locker room who carry it on.
- Steve Jobs and Steve Wozniak from Apple knew the culture that they wanted to create was to challenge the status quo
- Southwest Airlines knew their mission was to serve every day flyers, so they chose not to charge baggage fees

## **Process and Milestones**

- Seven responsibilities of the Atlanta Falcons
  1. Have fun, work hard and enjoy the journey
  2. Show respect for every person you have contact with in the organization
  3. Put the team first. Successful teams have teammates that are unselfish and willing to put their individual goals behind the team’s goals
  4. Do your job. It is defined, but you must always be prepared for it to change, especially if you’re a player
  5. Appropriately handle victory and defeat, adulation and humiliation. Do not get too high in victory or too low in defeat. Be the same person every day.
  6. Understand that all organizational decisions aim to make the team better, stronger and more efficient
  7. Have a positive attitude. Use positive language, both verbally and with your body language
- I also made it very clear from the beginning that we were going to be a team that focused on the process of preparing for each practice and game, not on the outcome of our entire Season
- My intention was not to focus on goals, but on preparation and milestones. We were not going to concern ourselves with our overall record; instead, we were going to focus on mastering the skills to be the absolute best team we could be
- The first milestone was to win a game
- Once we won, we wanted to start a winning streak and win a game on the road
- We lost, so our new milestone was to prevent a losing streak

## **Focus on the root, not the fruit**

- If you focus on the fruit and not the root, the tree will die. But, if you continue to care for the root and focus on your culture, process, people and purpose, then you’ll always have a great supply of fruit
- Culture can change quickly if you don’t focus on it

## **You Have to Fight for Your Culture and Team**

- My team knew that I was all in with them and was willing to fight for them both physically and mentally
- Anyone who tries to violate that culture needs to be dealt with straight on
- Make sure that the new people joining the team and organization know what you

stand for

**Contagious** → *Leadership is a transfer of purpose, passion, optimism and belief.*

### **Germ or Vitamin C?**

- You are broadcasting either positive energy or negative energy, apathy or passion, indifference or purpose
- Each member of your team is contagious and every day you all are either sharing positive or negative energy with each other
- Great leaders and teammates realize that their overall attitudes affect everyone in the locker room and the building

### **Contagious with a Vision and Mission**

- Every team needs a vision and mission to unite them and serve them as a North Star to guide them in the right direction; there should be something tangible and exciting to serve as a rallying cry and focal point for your team
- Research shows that people are most energized when they are contributing to a bigger cause beyond themselves
- When your team has a greater vision and purpose they will play with greater passion and energy

### **Contagious with Your Belief**

- You win in the mind first and then you win on the field or court. Often the difference between success and failure is belief
- Leadership is a transfer of belief and it's essential that you share positive beliefs with your team, especially from your beginning
- The most important thing a leader can do is be positive and optimistic; optimism is a competitive advantage
  - Dabo Swiney: Every meeting with his team is an opportunity for him to tell them that they can achieve if they truly believe. At every practice, he raises their expectations and then inspires them to rise up and meet these expectations
  - Steve Jobs would constantly set deadlines that were believed to be impossible to meet, but his teams would always meet them

### **Contagious with a Positive Attitude**

- “Never a bad day, only bad moments.”
- Don't focus on the negative, create moments of gratitude and focus on the positive
- When you approach the challenges of the day with a positive, helpful attitude to serve others, it not only uplifts your spirits, but it also sets the tone for the entire organization and helps everyone to perform at their highest levels
- Body language, facial expressions, demeanor and inflection in your voice

### **Contagious Leaders in the Locker Room**

- You have to have the type of leader and mentor in your locker room that will help you maximize your chances of being successful
- When players work on their own without your prodding, you have great leadership
- Ray Lewis: All about accountability, first to himself, then the guy next to him
- Made sure everyone knew we had to rely on one another to be successful and wanted to make everyone around him better
- In an ideal situation, you would have one contagious leader or mentor in every position group on the team
- Make sure you have the right team members to strengthen your culture instead of people who suck the energy out of it

### **No Energy Vampires Allowed**

- To build a positively contagious team, you must not only feed the positive with a positive vision, belief and attitude but you must weed out the negative from the team.
- “No Energy Vampires Allowed.”
  - Why wait? Do it now!
- To build a winning team, you must create a positive culture where negativity can't breed and grow, and the sooner you start weeding it from your team the stronger and more positively contagious your culture and team will be

### **No Complaining Rule**

- You must also weed the subtle sources, like complaining, in addition to overt negativity like Energy Vampires
- If you have a complaint, you can bring it up, but only if you have a suggested solution to the complaint
  - We are not going to complain about insignificant issues
- Complaining is toxic to a team and a locker room
- If you are complaining, you are not leading. If you are not leading, you are not complaining

**Consistent → *If you are not consistent, you will lose the trust your team has in you. When you lose trust, you lose the locker room.***

### **Consistency Wins the Locker Room**

- As a leader, you must be consistent in your leadership style, approach, attitude, philosophy and tactics
- If you are not consistent throughout the year, you will lose your team's trust, and as soon as that happens, you lose the locker room and in turn, lose games.
- Your team must know what to expect from you; you must be the same coach at 0-8 that you would be at 8-0
- The character you possess during the drought is what your team will remember during the harvest

### **Consistency Wins in the Long Run**

- Being consistent isn't easy
- “I must discipline myself to be fully present so I can be in the moment with each person or player.” → Pete Carroll

### **It's not Okay to be Moody**

- Challenge yourself to be positively contagious
- When you are moody, people around you don't know what to expect from you and this causes them to lose trust in you
- To build a winning team, you want to be consistent in your attitude, effort and actions
- Be the kind of leader everyone know they can trust and count on

### **Be Consistent in Your Desire to Be Great**

- Your desire is measured by your routine and preparation; following a routine and being consistent is a very important thing

### **Complacency is a Disease**

- Every team and organization must guard against the disease of complacency; complacency will multiply faster than the most invasive weed.
- Create urgency, focus on our desire to be great, identify what we need to do to improve, and most importantly, focus on the process, not the outcome
- At the end of each year, evaluate your program from top to bottom. The most important part of this exercise is to identify how you are going to make sure that you are going to innovate and improve in the future
- When you focus on the process instead of the destination, you make your desire to be great your number one priority, so you won't allow the disease of complacency to set in

### **Consistently Improving**

- Bill Walsh: Feared success, not failure
  - He worried that once a player or team had success they would become complacent and stop striving to become better
- Past success does not determine future success
- Future success is the result of how you work, prepare and practice, and how you strive to improve each day
  - You have to consistently improve if you want to win consistently
- Stay hungry and stay humble

**Communicate** → *When there is a void in communication, negativity will fill it. Fill the void with great communication.*

### **The Most Important Thing a Coach can do**

-“I communicate to my team. Not just collectively as a team, but individually. I have to know where each person is in order to lead them where I need them to be. Since I communicate often with them, I know who is struggling with a personal issue. I know who needs encouragement. I know who needs to be challenged.”

-Doc Rivers

-Communication builds trust. Trust generates commitment. Commitment fosters teamwork, and teamwork delivers results

-Without strong relationships you can't have a strong team

-Most teams break down because of poor communication

### **One on One Communication**

-Ask all of the players the same questions

-The key is to meet your leadership team and the people you lead directly, and then make sure they are communicating well with the people they lead.

### **Listening Enhances Communication**

-People often think of communication as talking, but it is more important to listen. The best listeners truly hear what a person is saying and trying to convey

-One of the keys of listening and communicating is to ask the right people the right Questions

-If you ask the right questions and then listen attentively, you will become a great Communicator

-Abraham Lincoln would ask his advisors questions and receive different ideas and competing strategies before eventually making his decisions

### **What's the Temperature Today?**

-It is important to know what the vibe of your organization is at all times

-You have to be prepared to manage the ebbs and flows that occur by taking the temperature each day

-The best way to gauge the temperature is to have different “thermostats” around the building

-Training room

-Equipment managers

-Weight room

-Locker Room

-Other teachers

-“Lead by Walking Around” by leave a footprint in every area of the building

### **Communicating the Message**

-It's critical to make sure that you drive the message home the first time you present it.

-After the first presentation, you want to make sure that you reinforce the themes and messages over and over again, almost until they become annoying to the players, saying it so often that it becomes ingrained in their minds

-It is also essential that your leadership team also share and reinforce the same messages;

every leader in the organization must be echoing the same beliefs and sharing the same message

- Consistent messaging is essential to a team's success
- You know that the message was accepted by the team when you hear it being talked about in the locker room, on the practice field, in the cafeteria, in the training room, everywhere you go

### **The Power of an Outside Voice**

- It is key to have outside voices come in and convey your message and themes, but in a different way
  - Outside voices are new, fresh and exciting
- The more times they hear it from different people, in different ways and styles the more it will resonate

### **The Enemies of Great Communication**

- “The Reptile” during the season, when you are just fighting for survival
- When you activate the reptile, you don't think about communicating with others and developing relationships; your only focus is your own survival
- The key is to be aware that these enemies exist, take a deep breath, slow down and make communication a priority
- Research says that you can't be stressed and thankful at the same time, so breathe, practice gratitude and find mindful moments of calm to make communication and connection happen

### **Communication Must Lead to Collaboration**

- Everyone on the staff should have specific responsibilities for presenting to the team in meetings. Assistants take pride in that
- Communication without collaboration can lead to underperformance, but when you have a collaborative team that works closely together in an effort to be great, you produce something very special

**Connect → *Team beats talent when talent isn't a team.***

### **Communicating and Collaborating Leads to Connection**

- When you have stronger connections, you have a more committed and powerful team; connection is the key to becoming a great team.
- Connection is the difference between a team that thrives and one that crumbles
- When coaches and players focus on becoming a connected team, the me dissolves into we
- When you are connected, you are able to turn your misfortune into fortune
- Challenges test the resiliency and connectivity of your team
- When you are connecting as teammates, you reach a level of confidence that will take you a long way in overcoming the issues that can cause dysfunction within the team

## **Unplug from Technology and Plug into People**

- We have so many different ways that we can communicate with one another, but unfortunately, we are connecting less meaningfully
- No phone zone, or a no phone time during road trips to encourage conversation
- One on one conversations is where real relationships and connections are developed

## **Create a Connected Locker Room**

- Navy SEAL team-building experts can take a team through a series of exercises designed to foster bonds and connections
- One word exercise: Pick out one word a year and commit to living to that word
- Hero, Hardship and Highlight: Each team member shares who their hero is, a highlight of their life, and a hardship that they have faced
- Defining Moment: Team members share a defining moment in their life
- “If You Really Knew me, You would know \_\_\_\_\_ about me”
- When team members share with each other, their hearts open, the walls come crumbling down, and their vulnerability turns into connection and strength.
- Of course, you have to make sure that you create a safe place where everyone knows that  
everything shared is confidential and not to be shared with anyone outside of the team
- When individuals grow and connect, teams become stronger. Vulnerability may seem weak, but in truth it is the pathway to meaningful connections and a powerful team.
- When team members connect and build strong relationships, they don't just work with each other, they work for each other

## **Connect Outside the Locker Room to be Strong Inside the Locker Room**

- Have different activities throughout the season based on holidays
- Community Service
- Fundraising
- Golf/Bowling events
- When you are truly connected as a team, you will see players participating together in the functions outside of the locker room

## **Stay connected**

- It's important to stay connected. It's so easy to take connections for granted
- Connections within an organization are never static, they are always changing
- When the dynamics and makeup are always changing, you as the leader, have to evaluate  
how well we are connecting, who is connecting, and whether there is a positive or negative charge
- It's all of those little conversations that you had in the beginning that help you build a winning team, and you must force yourself to keep having those conversations regardless of whether you are winning or losing
- Teams that are not connected at the top crumble at the bottom



## **Commitment → *It's not about you. It's about committing yourself to your team***

### **Commit if You Want Commitment**

- You must be committed. A leader must do a self-evaluation to make sure that his or her level of commitment is greater than that of anyone else in the organization
- You must commit to doing everything in your power to make sure you have created the right environment for your team to thrive, grow, improve and enjoy the journey
- You have to be committed to making the team better
- You have to be prepared to make tough and sometimes unpopular decisions
- You have to spend time developing your players' gifts and strengths
- Everyone on the team and in the organization must see that commitment in your actions every day 24/7; it can't be a sometimes thing, it must be an all-time approach
- You cannot have different levels of commitment based on how well the team is performing or how well an individual is performing
- You have to show your team that you are willing to do whatever it takes to help them be the best they can possibly be regardless of their stage of growth
- Commitment is something you should spend more time demonstrating than talking about
- It shows in your actions, in how you treat people, and how you interact with every member of your team. When you are committed, everyone knows it and your team feels it.
- Feeling is more powerful than hearing; your team must feel your commitment
  - Coach K bringing his team to West Point

### **Serve to Be Great**

- Great leaders know that their job is to serve their teams. You can't serve yourself and your team at the same time.
  - You'll have to decide whether to serve me or we.
- True greatness is achieved when a leader brings out the greatness in others
  - Great leaders and great coaches are great servants
- A great coach sacrifices and serves in order to help team members become great
  - What am I doing to serve my team and the people I lead?
- How can I serve them to help them be the best versions of themselves?
  - How can I demonstrate my commitment to them?

### **Commitment starts at Home**

- We only get one shot to be a parent and a spouse, and we must give everything we've got and commit to our "team" at home
  - It's possible to do both; you just have to make both a priority
  - Be a big name in your own house

### **When You Commit You Make Everyone Better**

- When you help your team get better, you get better. When you focus on helping others improve, you improve

-As a team member there are so many ways that you can contribute to the success of the Team

-It's not always about making the big play; it's about taking action and committing yourself to preparation, health, nutrition, practice, recovery and all the ways that make you and the team better

### **Lose Your Ego**

-To be a humble leader, you must lose your ego

-Humility doesn't mean you think less of yourself. It just means that you think of yourself less and your team more

-If the coach didn't inspire them to play hard by creating the right culture, then the coach needs to take the blame, not to pin it on the team

-If underperformers aren't willing to work and contribute to the team, then they need to find a different team

-Our rule of thumb is that you have to care more about what your team thinks about you than what the forces outside the locker room think of you

-Own your own weaknesses then improve

-Lose your ego and let your team and the world know you have their back

-The only option for leaders who serve their teams is to take responsibility for everything that happens on the field or in the marketplace

-As the leader of the organization, the buck stops with you

-Deal with the situation and those involved in a private setting and figure out why it happened and what everyone can do differently in the future to make sure that it doesn't happen again

### **Commitment Requires Sacrifice**

-Your team has to know and feel that you would run into a burning building to save them

-They have to know that you are willing to sacrifice yourself for their gain

-Great leaders ignore the easy road and build their teams by taking the more difficult path, one that is filled with service and sacrifice

-This requires you to lose your ego and love your team

-If you love someone you are willing to sacrifice for them

-If you love your team you will do whatever it takes to build them up, even if it means tearing yourself down

**Care → *Relationships are the foundation upon which winning teams are built, and all great relationships are based on value, respect, love, trust and care***

### **Caring is a Strategy**

-Worry about crafting the back of the fence as well as you do the front

## **Care More**

- To work harder, you have to care more
- You may have a good team, but to be a great team you have to care more
  - Care about the work that you do and how it contributes to the team.
  - Care about the people that you work with
  - Care about the mission of your team
  - Care more about the people you lead
- Our goal is to be the most cohesive team in the world and our mindset is to focus on the process of getting better every day
- If you want to win, don't focus on winning; focus on the culture, people and process that produces wins
- You must have leaders who care more about everyone else and everything they do
- I've found that a leader who cares builds a team that cares. Then together they care about their effort
  - They care about getting better
  - They care about each other
  - They care about the organization
  - They care about the culture
  - They care more so they do more

## **Create a Culture of Caring**

- Find ways to extend yourself to others and serve them.
  - Write a note
  - Make a call
  - Go out of your way to serve someone
  - Go beyond the expected
- People know you care when you go out of your way to show them they matter; a smile, an encouraging word, an extra five minutes of time, solving a problem, listening to an employee and any other examples can make all the difference
- Caring is the ultimate team-building strategy
  - Care about what you do
  - Surround yourself with people who care
  - Show your team you care about them
  - Build a team that cares about one another
- Together show your customers/ fans/ students/ patients that you care about them

## **Show You Care**

- Having one on one personal contact is the most effective way to show people you care

## **More than a Uniform and Number**

- You have to remind yourself that under each uniform or business suit is a person who has challenges, personal issues, pain hurt and human wants and needs
  - It is your job as a leader to know and love your team members
- Get to know your team and see them more than numbers, and they will see you as more than a number.

-They will be loyal to you and work harder for you, and they will want to work with you because they know that you care

### **Transactional versus Transformational**

- Transactional coaches see their teams as a bunch of numbers who are meant to help them succeed and win
- Transformational coaches see their role as a transformer of lives who helps each team member become the best version of him or herself
- Transformational coaches still want to win, but they know their foremost job is to develop people, serve their teams and transform lives
- Transactional coaches may win in the short run, but their approach is not sustainable

### **Love Tough**

- Because you care, you challenge them to be their best. Because you love them, you don't allow them to settle for less. Because you expect more, you challenge them to do more
- I believe in tough love, but love must come first
  - Practice love tough, not tough love
- Leaders that invest so much in their team members can earn the right to challenge them and help them accomplish more than they ever thought possible.

### **Discover Your Caring Trademark**

- A caring trademark is something that you do to show everyone that you care
- Cori Close: Treats her family like family, investing as much of their time and energy developing their player's character and mindset as they do in their athletic skill
- Identify ways you love to show you care, and describe how you want to make a difference
  - What do you want to be known for?

### **When You Care, Your Team Will Care**

- I cared that our team cared. I knew it meant that we hadn't lost in the locker room
- Sometimes you experience a strange season, as every coach will attest, but I have found that caring and winning in the locker room will greatly increase your probability of winning on the scoreboard

## **The Other Two "Big C's"**

### **Coaching**

- True leaders don't create followers; they create more leaders
- You must coach the people you lead to develop, mentor, encourage and guide them
  - By coaching with optimism and positivity you become contagious.
- By coaching your team and mentoring them individually you earn their trust and connect with them.

- By being consistent, their trust in you is strengthened
- By helping them get better through adversity and challenges you show you are committed to their growth and progress
- Research shows that principals who coach their teachers to be better instructors create greater student performance
- Help them become the best versions of themselves and they will help the company grow
- Great coaches succeed not because they are great, but because they bring out the greatness in others

## **Character**

You can be the greatest coach on the planet, but if your team lacks character you will fail to reach your potential

- It's the other big C because without character you can't coach a team to be successful, you can't build a great culture, and the other C's don't work very well
- Talent without character is like a race car with no steering wheel. Talent isn't enough.
  - Talented doesn't last
  - Talent without character is also like an expensive car with no gas
- Character drives talent toward greatness. If you have people who are humble, hungry, hard working, honest, dedicated, selfless, loyal, passionate and accountable, they will be the kind of people who develop their talent and make the right decisions to benefit themselves and their team
- We believe in giving every person a chance to become a high character person; do everything you can to develop character
- If you have someone who isn't willing to improve, and he's making decisions detrimental to himself and the team, then you will have no choice but to let him off the team. If someone is going to crash, don't let him hurt the rest of the team
- Character doesn't just build great teams. More importantly, it builds great people

## **Beyond the 7 C's**

### **Integrity**

When you lead with integrity you won't always win, but you will always do the right thing

- Do I want immediate gratification or sustained success?
- Will I lead with integrity or violate my principles and compromise my ethics?
- There's tremendous power generated from leading with integrity
- It may not be manifested this year or next, but over time this power will lead to powerful results

### **Be Passionate, Not Emotional**

- Passion involves a belief about something. Emotions involve feelings about something
- Emotion causes you to act in illogical ways more often than not. An emotional decision is usually a spur-of-the-moment, by the seat-of-your-pants decisions that have not been well thought out and often leads to poor outcomes
- Passion, on the other hand, is the engine that drives you to be a great leader and build a winning team

### **Create Your Own Style of Leadership**

- No two teams or organizations are the same
- You must be the person who you have always been and use all of the experiences that you have had throughout your career to mold and create your own style of leadership
- You have to be yourself. Everyone else is taken.

### **Lead Your Leaders**

- You can lead from where you are and help your leaders be their best
- A big part of leadership is leading from where you are and influencing people around you regardless of your title, rank or position
- If you want to build a winning team, this means that there may be times when you have to lead your leader and build him or her up
- Success takes time

### **Forget the Past, Focus on the Fundamentals**

- Past failure does not determine future failure
- Past success does not determine future success; future success is determined by what you do today
- To build a winning team, you must help your players and staff to have amnesia about past outcomes and remember all of the little things they did to get better

### **L.O.S.S. → Learning Opportunity, Stay Strong**

- When we lost, we analyzed why and identified ways we could improve. Every loss was a learning opportunity and we had to stay strong and positive in order to move forward
- When adversity strikes, your belief system is the very thing that will get you through and help you triumph

### **Culture Contamination**

- If you have energy vampires on your team, the process will take longer, and you probably won't be able to completely change your culture until they change or leave
- The longer you allow people from your old culture to contaminate your new culture, the longer it takes to change and build a team
- The last thing you want is for negative veterans to contaminate positive rookies

## **Don't Focus on Winning Championships, Focus on Developing Champions**

- The focus should be on developing champions
- Cultivate leadership, character, work ethic, grit, belief and selflessness in each person on your team
- Help them grow into great leaders and people. Teach them how champions think and act
- There's no guarantee that you will win a championship even when you develop champions, but you'll give your team a greater chance and in the process create better human beings

## **The Time Is Now**

- The first time frame is yesterday, the past
  - The past has to be viewed as a springboard to the future
  - Find the lesson and move on. Don't be bitter, get better
- The second time frame is tomorrow, the future
- There is nothing wrong with looking forward to the future as long as you are using that time to improve and stay ahead of the curve
- You also want to make sure you don't spend your time worrying about the future that is not here yet
  - The third time frame is today, the present
- When you are living in the moment you are immersing yourself in the process to be the absolute best that you can be right now
- The ones that were most successful were the ones that embraced the now and seized the Moment
- They let go of their past mistakes and learned from them to make better decisions in the present, which lead to better results in the future

## **Looking for Murphy (Murphy's Law)**

- Don't wait for this guy "Murphy" to show up and ruin your day
  - Instead, go out and find him, and when they do, kick Murphy's butt
- Instead of letting Murphy bring them down they focus on being mentally tougher to take on Murphy
- To build a winning team, you'll need to help reframe situations and events from negative to positive

## **Pressure, Not Stress**

- Leaders sometimes put stress on their teams when they place expectations on them that are beyond the players' control
  - Instead, you want to apply pressure on things that your team can control.
- Apply pressure when it comes to your team's efforts, work ethic, knowledge of the playbook, preparation, process and other things they can control, such as the fundamentals and teamwork

### **Compete, then Unite**

- The best teams are the ones that were willing to challenge one another in meetings, game planning sessions and practice
- We had to be willing to disagree in order to consider all the possible plans and come up with the best one
- Even though we may have disagreed, once the final decision was made, we united and every coach in that meeting adopted the plan and sold it to the players
  - You compete in the meeting room and then you unite when you leave it
  - Cooperation followed by unity builds strong coaching staffs and teams

### **Become a Lifelong Learner**

- I believe that every coach at every level should seek out other leaders to learn from
- Take time to read about successful leaders and what they have to say about the art of leadership
- Challenge yourself and do not let a day go by in which you are not learning something new