

FOREWORD

The more talented people you put in the same room, the bigger the potential problem.

Any realistic formula must include 5 things: people, system, communication, work ethic and discipline.

When you want to win a championship, you don't focus on winning. You focus on the small tasks you have to do in order to win.

PROLOGUE

Pat Summitt describes herself as "Someone who will push you beyond all reasonable limits. Someone who will ask you to not just fulfill your potential, but to exceed it. Someone who will expect more from you than you may believe you are capable of.

Too many people in this world are born on third base and think they hit a triple. They think winning is a natural state of being.

When you take ownership of a project and make a commitment to it and then you fail, it hurts so deeply. If you never make the commitment -if you just stand around waiting for things to happen, failure won't affect you so much. You think, *It's not my fault*. But you won't succeed either.

So you have a choice. You can choose to settle for mediocrity, never venturing forth much effort or feeling very much. Or you can commit. If you commit, I guarantee you that, for every pain, you will experience equal or surpassing pleasure.

Long-term, repetitive success is a matter of building a principled system and sticking to it. Principles are anchors; without them you will drift.

Pat Summitt's Definite Dozen

1. Respect Yourself and Others
2. Take Full Responsibility
3. Develop and Demonstrate Loyalty
4. Learn to Be a Great Communicator
5. Discipline Yourself So No One Else Has To
6. Make Hard Work Your Passion
7. Don't Just Work Hard, Work Smart
8. Put the Team Before Yourself
9. Make Winning an Attitude
10. Be a Competitor
11. Change is a Must
12. Handle Success Like You Handle Failure

CHAPTER 1

RESPECT YOURSELF AND OTHERS

My ideas about how to command respect have changed since then. I've learned you can't demand it, or whack it out of people with a two-by-four. You have to cultivate it, in yourself and those around you.

There is no such thing as self-respect without respect for others. It sounds like a riddle, doesn't it? But it's not., I don't know anyone who has succeeded all alone. Individual success is a myth. We are all dependent on those around us.

Respect is essential to building group cohesion. People who do not respect others will not make good team members, and they probably lack self-esteem themselves. You don't have to like each other. But you do have to respect your colleagues' opinions and decisions, because your personal success depends on commitment to the overall plan and doing your part
to make it work)

Rule No. 1 in our program is to respect others, no matter what their place on the team (or in society), because respect is the first step toward team building: Treat people the way you'd like to be treated. It sounds simple enough. But you'd be surprised at the ill manners some full-grown people can display, and how it can interfere with group solidarity.

The foremost thing we require from our players, before anything else, is that they make good eye contact. To me, eye contact is a sign of both self- respect and mutual respect-it demonstrates that you are confident enough to look at the person who is speaking and that you will give her your full attention.

Another simple matter of respect is being on time. Think about it. Why should you be on time? So other people don't have to wait on you, that's why. Lateness sends a message that you're either too sloppy, too careless, or too special to be on time. If your teammates or colleagues always have to wait on you, rancor builds and egos clash..

Self-respect can be hard won. I know. It's an ongoing process. Take it from me - someone who still wears a retainer at night. But once you attain it, it will bear you up through almost anything, whether you're dealing with a difficult parent, teasing from others, self-doubt, or ordinary work tensions. In critical situations, we all ask ourselves the same silent question: "Do I deserve to succeed?" Under pressure, uncertainty can creep into the subconscious of even the most outwardly confident person- including me. A crafty little sucker sits in your head and whispers in your ear. If you haven't developed self-respect and mutual respect with those around you, the whisper is, "Deep down you know you don't deserve it."

So the next time you ask yourself, "Do I deserve to succeed?" make sure the answer is yes.

CHAPTER II - TAKE FULL RESPONSIBILITY

If you don't want responsibility, don't sit in the big chair. That's the deal. To be successful, you must accept full responsibility. For everything. Headaches, problems,

crises. Even when it doesn't seem fair. And here's part two: The more successful you are, the more responsibility you must assume. Responsibility never ends. It's not a step. Or just a chapter. You don't finish it and then move on to something more fun or interesting. Responsibility is a constant state of being.

Responsible is something that I am expected to be, as the head coach of our program.

Responsibility is a building block in both personal and team growth

Not too many people realize what the day to dayness of coaching consists of. The tougher, more time-consuming aspect of the job-or any other management job lies in the constant judgment calls you must make about personnel.

It may sound like I take responsibility for some things that are none of my affair. But I guarantee you, if there's a problem with a player, everyone will hold me accountable for it and tell me what I should have done to prevent it. So their personal problems are my problems, too. I assure our recruits and their parents of what to expect at Tennessee: tough love and constant monitoring. For these four years, it's my responsibility to know, within reason, where you are and what you're doing.

When you sit in the big chair, you must make tough, unpopular decisions, because you are responsible for the group and the greater good. It's the absolute worst part of having authority. I'm not going to lie to you about that. If you don't have the stomach for unpleasant tasks, for firing people, fighting battles, or breaking bad news-and doing it forthrightly- you shouldn't be in that position. In a management job, every knock on your door represents a potential problem. Every single one. As a manager you are responsible. If you don't want to deal with problems, don't accept the job.

Here's another thing about responsibility: It evolves

We don't start out responsible, none of us do. It's something that must be taught, and it can be self-taught, too. How do you learn it? There's just one way. By taking on responsibility and forcing yourself to cope with it.

In order to grow, you must accept new responsibilities, no matter how uncertain you may feel or how unprepared you are to deal with them. Unless, of course, you want to do the same thing day after day, for the rest of your life. If comfort is what you're seeking, then don't aspire. Ambition is uncomfortable by definition.

But the key is to make people accountable for their piece of the puzzle. The only effective way to teach responsibility to younger people is by making them accountable for the small things, day in and day out. A lot of people like to say "Don't sweat the small stuff." But I do, I sweat the small stuff. I sweat the small things, and I make our players accountable for them, too, because they are habit-forming.

Two things must happen before I can demand responsible behavior from the team at large.

1) I've got to demonstrate to them that I fulfill my own responsibilities. That means that I, too, am accountable. For instance, I'm not the most punctual human being. But the one thing I am never, ever late to is a team meeting or a practice.

2) I must make sure that the responsibilities of our players and staff are clearly delineated and that everyone understands them. That way, when there is a breakdown, we know what happened.

If you do not clearly articulate who is responsible for what, nothing will get done. We've all been in situations where the simplest task has gone unperformed. Why? Because even though Anybody could do it, Everybody thought Somebody Else would do it, and Nobody did it.

Organization is half the battle. Start with yourself, and your own desk.

Our players' responsibilities are clear-cut, and so is the penalty for not fulfilling them.

RULE: If you miss a class, you won't start. It's that simple. Skipping a class means you will be on our bench for tip-off in the next game.

RULE: When you are in class, you must sit in the first three rows, so you will pay attention.

RULE: Our floor leaders must be vocal, because it is their responsibility to communicate our plays.

RULE: Everybody on our team is responsible for a loose ball. Otherwise, I'll sit you in a chair-without a chair.

RULE: No tattoos may show in public. When you play for Tennessee, you are a reflection of the university, not just yourself.

Because you don't just take shots for yourself. You take them for the whole team. That's the kind of responsibility we try to instill.

All our rules have to do with breaking old "baby" habits that some people bring into the program. Like whining. Walking with what I call the "loser's limp." Blaming something/someone else for what's going wrong instead of being accountable for your own actions and part)

I'd much prefer that the team be accountable to each other than to me. It's a far more powerful method of team-building.

Think about it. The more responsibility they are given, the more committed they will be to a project, and the more they then make it *their* project. When it's theirs, they feel more accountable for its success or failure, and they do whatever it takes to help it succeed. It becomes "our" team instead of "my" team.

And when it's "our" team, it doesn't take second place

Responsibility equals accountability equals ownership. And a sense of ownership is the most powerful weapon a team or organization can have.

Accountability is essential to personal growth, as well as team growth. How can you improve if you're never wrong? If you don't admit a mistake and take responsibility for it, you're bound to make the same one again.

Ask yourself every day what your responsibilities are, and be accountable for them. When you've fulfilled those, ask for more. Then, ask yourself if you have fulfilled your responsibilities to the other people in your life as well'

Michelle Marciniak on Pat Summit:

We have our bitching sessions in the locker room. She knows that. But she's like, If that's what you need to do, go on and get it out. Get it out in the locker room. But it better not leave here.

CHAPTER 3 DEVELOP AND DEMONSTRATE LOYALTY

It's an unusual way of doing business, I know. And it's not for everyone. But I sincerely believe the "family" model is the most conducive to success.

Here's why.

In pressure situations, you don't wonder how the person next to you will react. You know. Isn't it better to work with someone you have a regard for and a relationship with, someone you have shared good and bad with, and have developed some trust in and loyalty to? The single most common reason organizations self-destruct is disloyalty, especially when they are made up of young people who have a tendency to talk behind each other's backs.

In the family model, you can count on each other

When I say surround yourself with loyal people, I don't mean yes people. I want to make that clear. In fact, it's a crucial distinction. In a family- model organization, you have to allow for differences and entertain the opinions of others, without accusing them of disloyalty. People who say yes to you all the time are, in my opinion, insulting you. They assume you are either too immature or unstable or egotistical to handle the truth.

The absolute heart of loyalty is to value those people who tell you the truth, not just those people who tell you what you want to hear. In fact, you should value them most. Because they have paid you the compliment of leveling with you and assuming you can handle it.

I'm just saying that shared personal experiences, whether they are shared arguments, laughs, weddings, funerals, births, wins, or losses, are the only way I know to build genuine long-term loyalties.

If you consider the things or people you are loyal to, nearly all of them are longtime associations. You are loyal to institutions and individuals that you have come to trust and understand over time, like your college, or your oldest friend. Usually you have endured some adversity with them, or through them. That's why I've never viewed adversity as negative. It can be tremendously reinforcing, handled in the right way.

Loyalty is not a bargain, or an exchange. It's something that must be tended to on a daily basis, and it will be sorely tried on occasion. In any family, in any organization, jealousies arise. Relationships get stale. Some people want to move up. Others want to clean house. Not everyone to whom you feel loyal is automatically loyal back. It's not an "I'll do this for you, if you'll do this for me," deal.

Loyalty is a selfless proposition.

You won't ever have it unless you're willing to give it away first.

CHAPTER 4 - LEARN TO BE A GREAT COMMUNICATOR

There is a lot more to communicating than just plain talking. Take it from someone who spends half her life hoarse.

Talking is the least of it. If you really want to get something across, body language, facial expression, eye contact, and listening are all necessary parts of communicating.

Sometimes so is yelling.

By communicate effectively, what I mean is, how can you best command the attention of those you are speaking to? Should you employ high decibels or low? Are you talking to your boss or your employee? Would a touch of humor help? Decide what you are trying to accomplish, whether you are trying to motivate, elicit a confession, ask for a raise, or instill confidence. Be clear on what you want to say, and say it in a way that is appropriate to your surroundings.

Why is communicating important? Because you can't do anything without it.

Communication is necessary in order to avoid confusion. It's vital to any successful organization to be clear. When you communicate, you eliminate mistakes. Everybody understands the system and understands his responsibilities within the system, so that he can carry them out.

It makes some people uncomfortable to see me snarl at our players from the sideline. I know my reputation: I'm that lady who's so mean to those poor young women. But I'm not concerned with that, or with hurting our players' feelings. They know me. Sure, my volume can be off the charts. But it has to be -in that game-day situation.

Off the court is an entirely different matter. You have to see the inside of our team structure and understand our relationships to understand why I speak to them the way I do and how they transfer it.

I employ three completely different modes of communication as a coach. Off the court I am a confidante and substitute mother. In that situation, my chief role is to listen, advise, and comfort. In practice I speak as a teacher who sometimes needs to employ severe methods to maintain the attention of the students. In a game I issue blunt commands and motivate our players to endure adverse situations. It's a competitive situation with no time for politeness or misunderstanding.

We require our players to write everything down. Everything. For instance, if I want to install a new in-bounds play, I don't just *give* them the play. They must diagram the play themselves in their notebooks. The reason for this is twofold. They'll have better recall if they write it down themselves, and they will understand everyone else's position and role as well as their own.

Understanding each other's roles helps you execute. And so does understanding each others' personalities. The better you know your staff, the better you know how to work with and motivate each other. For instance, when we are trying to decide who should take our last-second shot, we need to know who *wants* the ball.

I meet four times a year with each player on our team, individually. We look eyeball to eyeball and talk about everything from her fears to her ambitions. I spell out what her role is and what's expected of her, but more important, I ask what *she* wants. After those

talks, I feel more in tune with her. I know what she needs to hear to help her performance. And I have heard her.

You have to listen to develop effective, meaningful relationships with people. Especially seventeen-year-olds. As a coach, I need to know a lot about them, and a lot about their families, their goals, and their dreams. You can't do that by talking. You do that by listening. What I have learned is, coaching is not all about me going into a locker room and telling them everything I know about basketball. It's a matter of knowing how they think and feel and what they want and what's important in their lives. Listening has allowed me to be a better coach.

There is more to being vocal than simply being audible. Especially if you are in a leadership role. You communicate with gestures and body language all the time without realizing it. How you sit in a meeting may send a message. Which chair you choose to sit in might send one also. You can unconsciously project confidence or uncertainty.

It's a general rule of speaking that the first and last thing you say will be what they remember most. Everything in between will probably go in one ear and out the other. So those first and last things must send a strong message.

When is it appropriate to use harsh words? Only you can be the judge of that. But I'll say this: They must be used in combination with praise. What I don't condone is berating players. Negative reinforcement must be used sparingly.

Something I learned from my father was how bad you can crave a compliment if you've never gotten one. There is this to be said for negative reinforcement: It will motivate you. I know, when I ride my players, how deeply they ache for a good word

If you come to Tennessee, I'm going to challenge you. There will be times when you're going to have a love-hate relationship with me. You're going to look at me and say, "I don't know why this woman is always on me, I can never please her." That's all right, as long as we're getting positive results. But once a player or an individual starts to slide in a downward direction, then it's time to examine my methods. And I've had to examine them on occasion.

Frequently, knowing what to say to someone is all about time and location. You don't always make the right call. There's a judgment involved. You have to ask yourself, "What does this person need today?" And you have to watch his or her body language. You may need to say, "You're better than this!" just to inspire him and let him know you believe in him.

It's important to strike the right balance between commending and criticizing. Take benching players. Typically, if you've sat them down for making a mistake, you want to put them back in before the game is over. You don't just berate them and bench them with no chance of redeeming themselves.

The trick to communicating with a group is to maintain the credibility of both praise and criticism. Too much praise loses effectiveness just as too much criticism does.

You don't compliment people for driving the speed limit or stopping at a stop sign. I'm not going to rah-rah every time you sprint down the floor, because you're *supposed* to sprint. If you make six passes, set four screens, and make five cuts, I can't possibly compliment you for doing all those things. That, would clog the gym with inane chatter.

The best way to maintain the credibility of compliments and criticisms is to use them meaningfully. Don't overuse them.

In recent years I've tried to understand that more is not better. You don't beat a dead dog. Sometimes you step back, create some space and silence, and let things solve themselves. Communicating is not just about giving great speeches. It's about allowing other to express themselves. Often a strong, dominant leader is the worst listener. He or she is too busy telling everyone else what to do and what to think. The more I have listened to our players, the better I have known them and understood them. And the easier it has been to know the right thing to say to them.

CHAPTER FIVE

DISCIPLINE YOURSELF SO NO ONE ELSE HAS TO

I practice preemptive discipline. Preemptive discipline is what happens when the mere thought of the consequences-like, say, facing *me*, right up close-is enough to prevent a problem from occurring in the first place. You can see how it would be pretty effective in getting people to do what you want them to do.

The ultimate goal of discipline is to teach self-discipline. Discipline is about more than just punishment. Discipline is the internal structure that supports your organization. Used properly, it can help you maintain order without ever having to actually do the unpleasant work

of punishing people. It is the basis of leadership. But most important, discipline fosters achievement and self-confidence. Discipline is the only sure way I know to convince people to believe in themselves.

Discipline is the internal mechanism that self-motivates you. It gets you out of bed in the morning. It gets you to work on time, and it tells you when you need to work late, It drives you. It is essential to success, whether individually or in a group.

To accomplish anything of real quality requires discipline. Nine-tenths of discipline is having the patience to do things right.

As a leader, you cannot develop discipline if you don't have self- discipline. It starts at the top. You have to demonstrate that no staff member, no employee, no star player, is above the rules. I don't ask anything of our players that I haven't asked of myself.

Rules should not be arbitrary. Every one of them is in response to a problem. If we didn't have the problem, we wouldn't need the rule. There's a word for that. It's called accountability, and it is the backbone of discipline. You can't have one without the other. The way I look at it is, I treat our people like adults-unless they act like children. As long as you behave like an adult, I'm pretty flexible. But as soon as you don't, I can be as tough as anybody you've ever met. I'll give you some rope and hope you can handle it. If you don't, I'll be all over you.

Discipline is all about structure. It is the bare-bones architecture of your organization, the beams and joists that hold everything together. Maintaining the integrity of your interior philosophy is crucial. Even if it costs you a valued member of the team. Otherwise, your structure will collapse.

It's important to remember that discipline is not something you wield on others for your own personal empowerment. And it's not something that should be inflicted capriciously, either. In the right hands, discipline is simply a tool for fostering organizational success. It provides conviction to a philosophy.

Really, discipline is just a way of getting people to cooperate with each other. You agree to obey a set of predetermined regulations so that you can all work together toward success.

There are three things to remember about discipline. Discipline should be fair, firm, and consistent.

The key to using discipline so that it is conducive to success is to find out what's important to people. Once you find out what they care about, then you know what to reward them with or take away from them. It's an exchange, a form of currency. In the case of our players, it may be starting time, or freedom from requirements. In the case of children, it might be toys. In the case of employees, it may be a bonus.

This can be applied on a personal level as well. You discipline yourself with rewards and penalties. A natural system of self-incentives will evolve. You can keep yourself on the right track by alternating self-congratulation with self-restraint.

You have to decide what's important to you-you have to set goals. And that is a daily process. An overall goal can seem intimidating, or too distant. For instance, if we set a goal of winning a national championship every year, it would seem inconceivable, and even ridiculous. But if we set a reasonable short-term goal, like winning twenty games this season and getting to the NCAA tournament, our chances of achieving it are a whole lot better, and we will be naturally more inclined to work for it. Taking on too much can be a morale breaker, and when morale breaks down, so does self-discipline.

You have to have a daily goal, and you have to make a daily commitment to the goal. Once you have set that reachable goal for the day, set up a reward-and-penalty system. Take something away from yourself if you don't reach the goal.

Be firm: You have to be willing to set a precedent. It's no good just announcing a set of rules. Trust me, whether you are dealing with colleagues, or your own child, or yourself, the best way to discourage anarchy is to be uncompromising in enforcing the regulations. A stiff, non-negotiable penalty the first time out will prevent a repeat offense.

Be *fair*: The fewer rules you have, the fewer rules will be broken. Establishing discipline will be a lot easier if you don't burden people with a lot of silly minor regulations. All you need is a handful of fair ones that you are prepared to enforce. And when people participate in setting their own goals, standards, and regulations, they tend to be more cooperative.

Be *consistent*: The implied content of any rule is, "This is a priority. This is important enough to make it a rule; and this is the reward if you adhere to it, this is the penalty if you don't. Don't mess with your exchange rate. Make sure the focus of your sanctions remains clear and consistent: If you do X, the consequences will be Y. When you suddenly change the rule, so that a consequence disappears, everyone will be confused. And a lot less likely to take her commitments seriously. You will lose sight of what's important.

Coaching, parenting, and working in an office are all alike in that respect. To be credible, you must be consistent. Any sign of inconsistency, and you lose credibility instantly.

Self-discipline is entirely up to you. You can make or break your own habits. No excuses.

People who exercise self-discipline have an effect on everyone around them. They are tremendously influential in motivating their co-workers and colleagues. Conversely, undisciplined people can have a lousy influence.

It's a phrase most often used for athletes, "playing through pain." But it's a descriptive one that can apply to all of us. We all have to do it, in one-way or another. Maybe you have a small child, and you have to juggle parenthood and career on no sleep. Maybe you get migraines on the job. Maybe you travel a lot and struggle with jet lag. Maybe you're trying to recover from a divorce. Maybe you are coping with the death of a family member.

There are days you just don't feel like taking on the world. We all have them. That's when positive self-talk works. You can talk yourself into or out of anything. All it takes is discipline. Discipline is what pulls us through those days. It's what you hope takes over when you switch to automatic pilot.

Sometimes, that crafty little sucker gets in your head and tells you how much you don't want to go to work. He whispers in your ear that you'd much rather take the day off, or that you don't like your job, or your co-workers, or that you just can't face it. That's when you have to counter with positive self-talk.

Attitude is a choice.

You have to force yourself to concentrate on the positives. Every champion and high achiever I've ever known had the discipline to substitute good attitude for bad attitude.

Visualization is a good aid. See yourself at the *end* of the long day. If I can visualize it, that helps me push myself. Call up a mental picture of where you will be on vacation. Say to yourself, "I'm going to get through this; and after I'm done, I'm going to play golf."

The most difficult part of self-discipline is convincing yourself that it's in your own best interest. Being disciplined doesn't always feel good. In fact, it can feel awful. It makes your knees hurt, and your ego suffer. It's easy to say to yourself, "I really should take a break, give myself a rest".

Self-discipline is not the path to instant gratification. The reward is much farther down the road, and not always obvious. But in the end, it is a much deeper form of gratification. The real reward is self-respect and long-term success.

CHAPTER 6

MAKE HARD WORK YOUR PASSION

The harder you work, the harder it is to surrender. Tennessee wins because, in the end, our players feel they have worked too hard not to.

One lazy team member can sap the entire team of their motivation and faith. No matter how talented a person is, if her work habits don't match those of your organization, she will be a disadvantage. Sometimes the more talented she is, the more challenging she can be to work with. All too frequently people think talent is a substitute for application.

Every fall we bring in new players, and every four years the cast of characters changes. Any first-class organization will struggle to maintain its work ethic as personnel changes. So we have to make sure the players we bring in basically share our work ethic and values. The people in your organization have to be willing to commit to an agreed-on minimum standard of work. Otherwise we would fight amongst ourselves all the time. There are few things more destructive to the morale of an organization than deadweight. Nobody likes a goldbricker with an attitude. For instance, you probably know someone in your office who comes in late, hangs her coat on her chair, and then disappears. She goes off to get coffee or gossip, while everyone around her has started the day. If you ask her why she's late, she'll say something like, "I'm not a morning person." You can affect the mood of everyone else with your habits and attitude. It's not a matter of being a "morning person" or not. "Morning people" don't exist. It's not a legitimate state of being or a physical complaint. It's just an excuse for dogging.

But I firmly believe that, in general, kids today want to achieve. They just don't know how. They want someone to help them when they need a push or a pull. They want someone to believe in them, to teach them, and to lead them. All they need is to be shown how to work in an organized fashion.

At the start of the year, I give our players a sheet of paper and ask them to list their values. The sheet is blank, with the numbers one through ten. I ask them to list their values in order. I tell them they don't have to list all ten. I just want to know a few of the things that are important to them.

We sit down together, and I give them my list, and they give me theirs. We swap lists. Almost invariably, they put hard work somewhere on their list.

There is an unspoken understanding that develops between like-minded people who share a goal. The understanding is, "Only you know and I know how hard we are willing to work on each other's behalf."

In the end, the hard work is what makes our team have so much faith in itself. I tell our players, "All you've got to do is work. I'm here for you. I don't *have* to coach. I'm here because I want to be. Let me help you"

A lot of people say, "I want to be the very best," or, "I want to win a national championship." Everybody says it. Who doesn't? It's not enough to say it, or even to mean it. If you want to succeed, you need a plan. Plan your work, and work your plan.

You have to work toward a goal in an organized fashion. You don't just show up in March and win a championship. You work every day in a systematic fashion. You have a long-range plan. But you also have a short-range plan. Most important, you have to plan your daily activity and know what your goal is.

Think big, focus small. That's the way I like to put it. You have to focus small, because attention to everyday, ordinary detail is what will separate you from everyone else.

You spend most of the game preparing to win in the final seconds. And that is what separates winners from losers. Everybody wants to win. But very few people are willing to *prepare* to win.

When you are in those final seconds, what allows you to perform well and with confidence is the knowledge that you have worked and prepared up to that point. That's why we practice so hard. We simulate and prepare and train so that the task of winning does not seem daunting. It's what we are *supposed* to do, because we have worked hard all year.

We expect to win because we practice it. I believe you get what you expect.

If you are making a presentation, you should have done most of your work beforehand. Good preparation allows you to go into the presentation relaxed and calmly talk confidently about what you have to offer. The presentation is such that it's informative, professional, personable, and delivered in a way that will gain the trust of the people you are talking to.

Work is work. There's no way around it. Like Tom Sawyer said, "Work is something a body is obliged to do. Play is something a body is *not* obliged to do." How can you make work fun? You can't, at least not entirely. *Fun* is the wrong word for something that makes your back hurt, your hands stiff, and your head ache. There is no

nice word for work. There is no pretty way to say it and no pleasant substitute for it. It is drudgery, grind, toil.

But you *can* make your work more satisfying. The first step is to commit to it. Decide to do it well.

Hard work is hard work. But the results of hard work *are* fun. They're rewarding.

If you don't like what you are doing, then I urge you to find something else. If you can't, then at least do the job before you respectably. There is not much you can control in this life. Freak accidents, good or bad luck, these things are out of our hands. But how hard you work is within your control. Rather than complain about bad breaks, or being trapped, make a few breaks of your own.

The best work should have an alive quality. It should be performed with some feeling—even with passion. You may not think your intention is visible, but it is. The intent is obvious in your every action—more so than you may know.

CHAPTER 7

DON'T JUST WORK HARD, WORK SMART

While I preach hard work, I also preach smart work. What do I mean by smart work? I mean the combination of efficiency and effectiveness that will help you succeed without wasted motion, and *with* perspective. Smart work is a matter of sizing up the job that has to be done and deciding on the best way of doing it.

You can't push a piece of string. But you can pull it.

If you do a job in a nonsensical, disorganized way, then no matter how much hard work you apply, you won't get anywhere. You'll just go in circles and have a whole lot less fun doing it.

Success in my business is about putting the right people in the right place at the right time.

When you have the right tools on hand to do something properly, it makes a job infinitely easier.

Now, as a coach, my tools are people. You can't expect to have a successful working organization if you have the wrong people in the wrong jobs, no matter how many hours they may work. You don't put a shy person in sales, or a math whiz in service and parts. What you try to do is put people in positions that suit their natural abilities and inclinations.

Sounds simple, right?

But it's not nearly as easy as it sounds. Human beings are not socket wrenches. They are extremely complicated, enormously inconsistent, and they change emotional shape on

you all the time. What you see is rarely what you get. I'm here to tell you that young women are especially complex. They can be alternately innocent and calculating, stubborn and malleable, selfish and affectionate. It isn't always apparent what their strengths and weaknesses are. They are riddled with insecurities and frailties, some of them pretty carefully hidden.

All of us handle pressure in different ways. That's when people will hide or bend under the fear of failure. Prior to ever getting on the court, you must have a working knowledge of how people will respond to pressure.

It's your chief responsibility as a leader, or manager, or CEO to know who you can delegate to and when. Most important, you'd better have the round peg in the round hole. When I do hand the ball to a player in the stretch, I need to know she's capable of handling it - and handling it on a sustained basis, not just a onetime basis.

The obvious question is, how can you know these things? By talking with people, first and foremost. But there are also some tools that can help you. One of them is the Predictive Index, which I have used for the better part of the last ten years in an attempt to understand our players

better. It is a survey that categorizes personality traits. Some people are authoritative, some are craftsmanlike, some are methodical, and so on.

The Predictive Index can tell you *how* to work with people. The better I understand our players' personalities, the more able I am to draw out their abilities. And the more aware I am of what situations they are less likely to be successful in. When you do something that's contrary to your personality, it uses up mental energy. Each of us only has so much mental energy. If you've got a person who is not a comfortable, natural leader and you ask him in every practice and every game to be the leader, at some point in time, you will drain him. And when one gets mentally tired, one makes physical mistakes.

I do believe that there is a basic blueprint for coaxing performances out of athletes or any other talented people. The blueprint is this: knowledge, confidence, relaxation, results. Knowledge builds confidence, which causes you to be relaxed, which gives you good results.

The opposite of that, of course, is a lack of knowledge, which causes self-doubt, or a lack of confidence, which causes anxiety; both give you poor results.

Pressure is not bad, applied correctly. It can tell you a lot about people. Self-concept can grow or diminish, based on the pressures that people respond to. People can either flower or wither, depending on how you handle them.

The greatest strength any human being can have is to recognize his or her own weaknesses. When you identify your weaknesses, you can begin to remedy them-or at least figure out how to work around them.

I hire people who have qualities I'm deficient in. By evaluating my own strengths and weaknesses, I can put people in position to complement me. It means setting aside your ego. But it's a far more sensible way of doing business than to insist on being right all the time.

We each have vulnerabilities. We're human. Probably the most common mistake we all make is letting our emotions get in the way of rational decision making under pressure. When you have worked hard and invested in a project and things don't go your way, passion can take over. Instead of continuing to think and work in an organized way, you get panicky and try to do everything all at once or try to force the situation.

Sound familiar?

There is no emotion more wasteful or detrimental than panic. And none more human. A classic example of allowing panic to compound a mistake is when you turn the ball over and then commit a foul on the defensive end by overplaying.

But you can control panic. I am talking from experience here. Self-control is the one quality a coach must have on the bench if she expects her team to hold together under duress. I have to handle the mistakes we make so our players will handle them.

In adverse situations, you don't get results by crying, or yelling at other people just to make yourself feel better. When you're twenty points down with five minutes to go, throwing a tantrum is not the smart way to work. The smart way to work is to take care of the first possession. And then the one after that. And the one after that. With each small thing you do right, you regain some confidence.

When you give in to excessive emotion, you betray your weakness and vulnerability to others, and you cloud your thinking. It's like I tell our players, when they get tearful on me. "Hey, I'd like to cry sometimes, too. You think I don't? But what would you do if you looked over at me on the bench, and I was in tears?" More important, what would our opponents think? They'd think I'd gone to pieces, and they'd take advantage of it.

Part of working smart is having the discretion to know when you need to impress, intimidate, or befriend.

There are two ways to break through a glass ceiling. You can scream and kick at it and try to shatter it with your high heels. Or you can learn to cut glass. I chose to be a glass cutter.

Glass cutting requires patience and positive thinking. If I had resented my employers or complained about my paycheck, there is no way I could have survived at Tennessee. Instead, I trusted in their good intentions and focused on the job at hand, which was to run an honest program, win games, graduate players, and maintain discipline. I made sure we did those things thoroughly and well. And I never asked for more than I needed. If the men's basketball team got twenty new pairs of game shoes, I didn't go to the administration and slam my fist on the desk and demand twenty game shoes for the women. I asked for three pairs. Because that's all we needed.

Did I have a legal right to demand twenty pairs? Yes. Would they have gotten me anywhere? No. I never looked at the men's program and complained about what they had

and we didn't. First of all, nobody likes a complainer. Second of all, the men's program was irrelevant to me.

If you ask for what you need, and no more, people will be inclined to give you what you want. And they'll be more inclined to listen to you on those occasions when you do take a stand.

Working smart requires patience and, frankly, a certain amount of calculation. You can't accomplish everything in one swoop; you have to pick your spots and know when to compromise. We spent a lot of years etching away at that glass, and it was slow, painstaking work. And sometimes it bred a frustration that was hard to disguise. Working smart is about being realistic and economical. It's about not wasting your energy on emotions that are detrimental to yourself and those around you, like panic or resentment. It's a pretty magical ability to have, once you acquire it. Everything becomes easier.

Basketball, politics, driving, relationships

Working smart is about understanding what you are best at, and what you are worst at, and what you will settle for in the interest of progress. It's about arriving at a balance. Even if you're balancing on two wheels.

CHAPTER 8 PUT THE TEAM BEFORE YOURSELF

Teamwork does not come naturally. Let's face it. We are born with certain inclinations, but sharing isn't one of them.

My point is, teamwork is taught. You don't just lump a group of people together in a room and call them a team and expect them to behave like one. No organization will succeed without teamwork, no matter how many all-stars you have. Everyone knows that. I'm merely stating the obvious. What's not so obvious or easily stated is, *how* do you create a successful team? How do you convince a group of highly talented individual performers to set aside their personal feelings, ambitions, and agendas in favor of a unified effort? It's no easy matter. As a coach, I have to be at my most inventive and articulate when I talk about teamwork. But basketball happens to be a wonderful tool with which to teach it.

Without an incentive, people simply won't work together consistently. But if you can grasp the real incentive behind teamwork, instilling it suddenly becomes a whole lot easier: Teamwork is not a matter of persuading yourself and your colleagues to set aside personal ambitions for

the greater good. It's a matter of recognizing that your personal ambitions and the ambitions of the team are *one and the same*. That's the incentive.

Teamwork is really a form of trust. It's what happens when you surrender the mistaken idea that you can go it alone, and realize that you won't achieve your individual goals without the support of your colleagues. Once you buy into it, you will feel a sense of relief. It's like relaxing into a chair after a long day on your feet.

Even so, teamwork is a highly tenuous state. It has to be tended to and cultivated every day, because it doesn't take much to disrupt it. A single unhappy troublemaker, a murmured complaint at the end of the bench, can undo it. So can personal jealousies. Whispering campaigns. Meddlesome parents. When you're dealing with highly charged, competitive individuals, egos invariably clash. The most well-intentioned of us will unconsciously cling to self over team.

Now, there are few things more potentially disharmonious than a parent who doesn't understand his or her proper role in the team concept. Parents think their daughter should be playing more or that they know more about how to coach her than I do. I ask them to trust me and let me do the coaching. I ask for their support in making a cohesive unit out of our players. When I discipline or bench a player, our parents must understand that I have to do what I think is best for all: Their proper role on our team is to support their daughter and our team.

Teamwork is what makes common people capable of uncommon results. Let's say I hand out pencils to our twelve players. I tell them, "Now, I want each of you to break your pencils in half" They will do it, no problem. You'll hear the snapping of individual pencils all over the gym. But what if I take twelve pencils, and I bind them together with a rubber band? Now try to break them. You can't. That is the basic principle of teamwork.

Analogies are useful in teaching the team concept. People will buy into it a lot more readily if you can show them what you mean and not just talk about it. Another analogy I like to use is a potluck dinner. Only I don't just talk about it. I throw one. From time to time, I host a potluck dinner for our team. Every player is responsible for contributing just one thing. That's all they have to worry about, no more and no less. They gather over at my house, and we sit around and eat and talk. The lesson is obvious. If they perform their assigned role, if they each fulfill their small share of responsibility and , bring that specific dish-whether they like that dish or not-then we all get a big dinner.

Not everyone is a born leader. Role players are every bit as essential to the success of a group as the leader. The last thing you want is a team full of A personalities who think they can do it all. It wouldn't work. They'd kill each other. Our team would resemble an old B monster movie. Mothra meets Godzilla. What you do want is a good mix of personalities. Some are leaders, some are role players, some are contributors. Everyone has different abilities. Everyone brings a different dish.

Role playing is uncomfortable, especially for people who are competitive and diverse. You may fight the team concept because it means yielding, something you are instinctively opposed to doing. But you can train yourself to become a team player by keeping a disciplined eye on the larger goal and realizing that when you help each other, you help yourselves.

There is a deeper meaning, and an ethic, to team building that can't be taught with a tricky mental exercise or a cute analogy. If teamwork is about trust, then honesty is vital. Before you can work together, you have to be honest with each other.

You don't trick someone into doing something they don't want to do. There is no easy way to slide through the conversation when you ask someone to step aside and sit on the bench. When you talk about unselfishness, you have to be candid, or you'll invite discord.

If you deceive someone, if you insinuate that he will receive more personal gain or satisfaction than he can realistically gain, he will be susceptible to feeling that the team aim was counter to his individual success. He will think, "I set aside my own interests in favor of the team's, and I didn't get what I was promised. I got cheated."

It's important and only fair that people know up front what your philosophy is. You have to be clear about what their expectations should be. If I'm recruiting a role player, for example, I don't say, "I think you're going to get thirty minutes a game, and I think you ought to be able to average twenty points." Unless I really believe that, why would I ever try to influence someone to come into our organization under such obviously false pretenses? I'd be asking for trouble. And you would be right to distrust me.

Team building starts by recruiting good people and turning them into willing role players early on. You have to stress from the outset that no one individual is more important than the other, whether you are the go-to player, or you are the twelfth player. It's the only way to preempt jealousy. If you have a player or colleague who thinks she is somehow more valuable, then you've got trouble. Athletes are especially inclined toward this kind of thinking. They have a natural tendency toward elitism.

To me, teamwork is a lot like being part of a family. It comes with obligations, entanglements, headaches, and quarrels. But the rewards are worth the cost.

When I talk about team building, I don't mean that everyone has to agree, or play exactly alike, or *be* alike. The aim is to build a team, not clone yourself. You have to value people for their different qualities and abilities. The ultimate argument for diversity is not that it is politically correct, but that it is healthier, more interesting, and more conducive to success.

When you put differing perspectives and backgrounds in the same room, you get a bigger, more complete picture. Why would you want to know less, instead of more? Some people want to be surrounded by replicas of themselves. They want to work with people who look and sound familiar. They might as well go to work in a wax museum.

Teamwork is not created by like-mindedness. It's an emotional cohesion that develops from mutual respect and reciprocity and from coping with good times and adversity. As in a family, you have to be generous enough to take pleasure in someone *else's* success, not just your own. And have the smarts to realize that no one succeeds alone. As Alex Haley once said, "If you see a turtle sitting on a fence post you know he didn't get there by himself."

To me, the greatest reward for being a team player, far outweighing any personal gain, is that it means you will never be alone. Think about that. Life has enough lonely times in store for all of us. The wonderful thing about partnership is that it halves your sorrows and compounds your joys. When you are pressured, teammates will lessen the burden. When you are exultant, teammates will only multiply it. The amount of success you are capable of enjoying, and the pleasure you are capable of feeling, is equal to the number of people you are willing to share it with. Go ahead, try it. Share a little.

CHAPTER 9

MAKE WINNING AN ATTITUDE

Belief is actually a fairly practical matter. Most people think of it as something mystical, or, at least, highly conceptual. I don't. To me, the strongest kind of belief is grounded in reality. Like anything else, it's largely a result of focus, hard work, and other verifiable things. I heard once that magicians believe that if they practice a trick over and over, I eventually it becomes genuine magic. To me, that's how belief in anything works.

Let me verify something for you. After twenty-four years as a head coach, after watching countless teams ebb and flow, observing them blow leads and rally to great heights, this much I know for sure: With a combination of practice and belief, the most ordinary team is capable of extraordinary things.

That's why belief is at the core of everything I teach our players. I ask them to believe in each other and to believe in our principles.

Attitude lies somewhere between emotion and logic. It's that curious mix of optimism and determination that enables you to maintain a positive outlook and to continue plodding in the face of the most adverse circumstances. But while attitude is a state of mind, it is also based on a few hard certainties. There is nothing mysterious or illogical in the certainty that you are willing to work harder and longer than your opponent, even when you are behind in the game. That small piece of self-knowledge gives you something to hang on to. It's how comebacks are born.

Our attitude with our players in a tight, important game is, "You couldn't be better prepared. You know exactly what to do. So go do it."

There was a thought we posted on our locker room wall in midseason in 1997, while we were losing ten games on our way to our fifth title. Every locker room has its slogans. They are cliches, sometimes to the point of being ineffectual, like elevator music. But our walls were a testament to what that team went through. Every day we would give out a thought for the day.

One of them said, "Fate saves a warrior when his courage endures." What it means is, if you keep fighting, blindly, in a positive and courageous way, sometimes chance will rescue you.

When I say winning is an attitude, that's what I mean. No one ever got anywhere, accomplished anything, or survived any amount of ill luck, by being negative. As a boss,

it's one of the first things I look for in someone I'm hiring. I don't care if the person in question is a student manager or an assistant coach. His or her attitude is paramount. With attitude, you can determine your own performance. But more than that, you can help determine the performance of others. A single individual with a strong positive attitude can lift those around her. She can change the course of events. Sometimes a positive person can walk into a room, and immediately the air feels different. It's as though her presence literally converts ions from negative to positive.

Attitude is a choice. What you *think* you can do, whether positive or negative, confident or scared, will most likely happen. When you doubt, you create a negative. It will affect your performance, and probably drag others down, too. How many times have you watched someone fail, because they were full of self-doubt? Afterward, what do they say? "I knew it"

I've said that success in my business is about putting the right people in the right place at the right time. But all too often it doesn't work out that way. Oftentimes, the wrong person is in the wrong place at the wrong time. What then?

You'd better have a winning attitude.

It may be all that's left you.

In any job, you have to deal with the unpredictable. You can't determine the weather, luck, or other people's opinions. But when things don't go as planned, there is one thing you can count on: your own outlook.

That's when attitude can provide that knife-edge of difference between winning and losing. At Tennessee, we have won games by the margin of a single good thought. There are some concrete ways to create a winning attitude. But nothing beats practicing it. When you prepare to win, belief comes easily

We simulate and prepare. We expect to win because we rehearse it. I believe you get what you deserve. That's why we force our players to make decisions in practice. We put a time and a score on the clock, and let them make mistakes. We work late-game situations, we put the ball in their hands and tell them to make the call.

Many times you have to hand off an important job to someone who isn't necessarily your first choice. Maybe the person you wanted to take the shot is on the bench in foul trouble, or is denied the ball. In any business, you're going to have people in roles where they're not always 100 percent comfortable. An intermediate, or a substitute, has to step forward. It's not something this person is going to do on an everyday basis. But it's a fact of life - we all have to do jobs we didn't plan on.

How do you ask people to perform out of character, or above and beyond their capabilities? Maybe someone who is passive needs to be aggressive. A follower is suddenly forced to become leader. Now, he may not be able to do it on a sustained basis. But you would be amazed at how individuals can rise to an occasion - and more than once, too.

When we have to ask that of a player at Tennessee, we call it "dialing up." Dialing up is the state a player reaches when she plays a cut above her norm, or when she does

something out of her comfort zone. You can recognize when someone has dialed up by her peaks and valleys. She might have a great game one night, scoring twenty-five points, but the next game, she's barely in double digits.

Articulating what's at stake is a good way to force people to believe in themselves. There is nothing wrong with stating the rewards and consequences of a situation when you're trying to dial up a performance.

Every accomplished person I know has the ability to adjust his or her attitude and dial up for the big occasion. Coaches or office managers, particularly, have the power to manipulate group attitudes, for better or worse. If a player makes a mistake, and she runs down the floor still carrying the mistake, it only causes more mistakes. And, of course, that infuriates coaches. So what does the coach do? The coach overreacts, gets the big hook out, and yanks the player out of there. But when you use the big hook, what you are saying to that person is, "I don't believe in you; I don't trust you"

It's critical to understand that, when someone is sensitive to criticism, you can drive that person further into the tank by hooking them. You can ruin his attitude by making him feel like a loser.

Or you can inspire him. You can say, "What did you do wrong out there?" Let him tell you. If he doesn't happen to hit it on the head, then you can enlighten him. But most important, you refocus the person on winning, not losing. We have had players who were prone to feeling -hangdog, and we used a simple technique with them.

Some of our players actually write "Sprint" and "Refocus" on their gear. We put it on their socks, or on their tape, or on their wristbands, to remind them not to have that letdown.

Another method I use to instill positive attitude is "targeting." I single out one person as the recipient of a patented Pat Summitt harangue, for the benefit of all. I intentionally lean on her. I hassle her, put pressure on her, and generally make her the uncomfortable focus of my harsher attentions. The reason I do it is not that I like to pick on people. The reason is, I know that if I can get a strong, positive, uncomplaining response out of that one player, the entire team will follow.

My targets tend to be our leaders. I only target those who can handle it. But that's the whole point of the exercise: *Handling it* is what we're after from the whole team. When our players see that Daedra Charles can absorb the worst I throw at her, and maintain a good attitude, they think, *If she can take it, I can, too.*

The reason targeting works is because a player who can endure adversity literally empowers other people. She can uplift her teammates and instill rock-solid conviction. The message was, if Daedra Charles could survive what I dished out all year. long, then we can win a title. Our players genuinely believed that nothing was harder than what Daedra Charles went through with me climbing up her back.

You have to take risks. You can't steal second with your foot on first. I firmly believe that, and I believe in calculated gambles. A large part of dialing up is getting our players to take chances, whether to go for a steal, or take the ball into the teeth of the defense. It's important that they be willing to go beyond their limits, to go beyond anything they've done in the past. That's why we work on their mental game as much as their physical game. We force them to expand on their talent and on their view of what they're capable of. If we have a player who hasn't wanted the ball in a pressure situation, we get her to try it.

To persuade a player to take a risk, sometimes you have to throw a little emotion into the mix and gear her up. But there are other times when you need to slow down and provide some cool logic to paint the real, true picture of what needs to be done.

Ideally, a good leader knows how to do both. You've probably worked with people who are too emotional. He lets his emotions fly all over the room with no ability to reason. You probably avoid him because he's simply too much trouble. Another attitude that's difficult to work with is the flat-liner. He's Spock-like, to the point that you think, Gee, I'm dealing with a robot here; does this person not have any feelings for me as a human?

It is extremely important to make sure that your leaders have that crucial blend of emotion and logic, because their attitude will infuse your entire organization. That's why I expect our players to be mentally tough and businesslike and not to carry their emotions on their sleeves. I don't want them to be robots. But I don't want them flying all over the place either.

Targeting works because it gives our team a small piece of belief to hang on to. Often, belief is made up of the specific knowledge that you've endured a situation before, and you can do it again. A small piece of knowledge, like faith in your colleagues, or the understanding that a player will take a charge for the benefit of the team, can be invaluable. These things add up to certainty.

Belief in yourself is what happens when you know you've done the things that entitle you to success. Real confidence is not groundless. It is based on everything you've practiced all year long. It's based in your experience and how much homework you have done. The same is true of every profession, not just basketball.

CHAPTER 10

BE A COMPETITOR

Competitiveness is not always compatible with good manners. It's not the most sociable quality you can possess. People won't always like you for it; it won't win you a lot of friends and dates. If being well-liked is your aim, I can't help you. But competitiveness is what separates achievers from the average.

Only by learning to compete can you discover just how much you are capable of achieving. Trust me, you have more within you than you realize. Competition is one of the great tools for exploring yourself, and surprising yourself. Too many people elect to be average, out of timidity. As I look around, I see scores of underachievers. The world is full of them. The reason so many people underachieve, instead of overachieve, is simply because they are afraid to make a mistake, or to fail, or to be wrong. They're afraid to find out what's inside of them.

Competitiveness is the opposite of complacency. It's disquieting and uncomfortable. It requires commitment, and risk, and soul-searching. When you choose to compete, you take a huge gamble. You might just lose. You might just have to admit, "That's the best I can do"

I ask our players to give more of themselves than they think is possible. I know they have more inside of them. I *know* it. That's why I set such high standards for them physically. I want them to learn how to dig deeper.

By doing things when you are too tired, by pushing yourself farther than you thought you could-like running the track after a two-hour practice- you become a competitor. Each time you go beyond your perceived limits, you become mentally stronger.

You think, *I'm a little tougher than I thought.*

The next time you have stretched yourself, try this: Think, *Well, maybe I can go even further.*

And after that, if you have continued working, think, *I wonder if I have a little more in me?*

Pretty soon, you are exploring your real depths.

You can't always be the strongest or most talented or most gifted person in the room, but you *can* be the most competitive. There are bound to be days when you run into someone who is better than you. What can you do about it? You can compete, that's what. You can put forth so much effort that you cut your opponent down to size and force him to play below his own abilities.

Competitiveness allows you to influence your opponent.

There is always someone better than you. Whatever it is that you do for a living, chances are, you will run into a situation in which you are not as talented as the person next to you. That's when being a competitor can make a difference in your fortunes.

You have to love your adversaries. They make you better. They force you to improve, to stretch your capacities. Competitors respond to a challenge from their opponents, and to negative motivation as well as to positive. Competitors seek revenge for losses. They crave a compliment if they haven't gotten one. They are constantly asking, "Did I do the right thing? Was I was good enough?" Competitors want to prove everyone else wrong. They want to show skeptics "I am better than this. I am a winner."

Your competitors make you better. Having worthy adversaries stimulates your work ethic, and brings out qualities you may not have known you had. So don't resent them. You should love your competitors. And you should thank them.

Competitors are essentially selfish.

I admit it. If I want something, I'm going to get it, and I lose sight of everyone and everything around me in pursuit of it. Competitors have a tendency to shy away from self-examination, because it can distract from that single-minded focus. So while I believe that competition is basically healthy and good, I also know that it is not easy on the people around me.

You may feel that competition conflicts with being a good, compassionate person. I have my own inner conflict on the subject.

But ask yourself, what are competitive instincts good for? Why were we given them? I believe that they are meant to help us battle adversity, to help us endure difficult situations, to help us get up when we've been knocked down, and to help us prevail over the blows that life deals us. Really, when I teach basketball, I am trying to teach our players about life.

Competitiveness is not meant for peacetime. But it's an invaluable quality in coping with misfortune. Channeled correctly, you can use it to battle all sorts of hardship in your life, not just the athletic kind, or the corporate kind, or the managerial kind.

When you choose to be a competitor, you choose to be a survivor.

When you choose to compete, you make the conscious decision to find out what your real limits are, not just what you *think* they are. Competition trains you to accept risk and to endure setbacks. By embracing it, you can enhance your life. But it will also pull you through those painful, frightening everyday battles we all have to face at one time or another .

Ask yourself, are you a competitor? Are you selecting weak competition or strong? Are you settling for less, or reaching for more? When you compete, refuse to limit yourself. Elect to overachieve instead of underachieve. Believe me, you will surprise yourself. Want to bet?

CHAPTER 11

CHANGE IS A MUST

We all resist change. Change is the opposite of security and familiarity. Even when you know you need to change, even when you *want* to change, it's hard to do. Why? Because it forces you out of your comfortable chair.

Change is good. It's underrated. It's got a bad name.

How can you grow, if you never change? Without changing something almost every year, Tennessee would never have won five national championships. We'd still be losing the big one. And without accepting some pretty dramatic changes in my own life, I wouldn't be the head coach of the Lady Vols.

My whole strategy is to force the opponent into a state of false emergency. As a sideline coach, I try to short-circuit the opposing bench and set off the alarms. I love it when our opponent has to do the basketball equivalent of calling the electrician out of church. There is a phrase for it: It's called "changing the tempo", and there is an art to it. But breaking out of old habits or cycles is hard work, and frightening. We resist it out of laziness, or fear, or insecurity. We're afraid it won't work, or we're afraid of what people might say.

The willingness to experiment with change may be the most essential ingredient to success at anything.

When you make a change, you force your opponent to hesitate. She has to adjust, and, in that small interval of time, you can seize an advantage. Success in any field is about who is best able to change fluidly. The better your competition, the more open you should be to change.

Stability, security and familiarity are all words that should be faintly distasteful to you in any line of work. The most successful organizations are those that are always looking for the new idea, the new way of doing things - or at least improve upon what they know. There is the time-proven way of doing something, and then, eventually, there is always a better way.

The willingness to change allows you to turn a weakness into a strength. Think about it: Why would you live with a weakness, when it's within your power to remedy it? Only because you are fearful or insecure.

Don't just give lip service to change. A lot of people say, "Oh, I've changed," when really, they just got a haircut.

Genuine, fundamental change takes determination. It doesn't happen overnight. You have to constantly break old habits and instill new ones. You must wonder every day if you are staying abreast of the trends in your profession, or in command of altering circumstances in your life.

Examine yourself. Learn how to self-check. Seek others' opinions about what you could be doing differently. Look at what you *aren't* doing, so you can improve.

How many times have you listened to motivational tapes on the way to work? People will listen to perfect strangers -like me- in, an effort to change something about themselves. But they never listen to, or watch the person in the mirror.

The older I get, the more flexible I'd like to be. Change is a force of nature; the truth is that nothing, good or bad, lasts forever. There will be setbacks, injuries, and adverse circumstances, and the person who deals best with them will win out.

I've got more experience with change than most people. If I don't seek it constantly in my profession, I get left behind. Familiarity is not a good thing on the basketball court. It's a game of constant shifts and adjustments; the correlation between change and basketball is constant. But it applies to any field: If you aren't flexible, if you don't change your mind-set to meet the circumstances and your personnel, you will lose.

If you grant yourself the freedom to change, it will open worlds to you. Don't like your job? Change it. Don't like your attitude? Change it. Just because you start out having a

bad day doesn't mean you can't change it. You can change the way you think; you can change your game plan. And you can change your life. Don't just sit there in your comfortable chair. Do something.

CHAPTER 12

HANDLE SUCCESS LIKE YOU HANDLE FAILURE

You can't have continued success without experiencing failure. So you'd better get used to it.

There are different kinds of success. There is fame and fortune, which is a pretty flimsy, short-lived kind of success. Then there is the more gratifying kind of success that comes from doing something you *love*, and doing it well.

But notice something about all the various forms of success. They are *open-ended*. They aren't tasks that you finish. Success is a project that's always under construction.

Too often, we treat professional success as an isolated goal, an end. No wonder so many people have trouble duplicating success. They get to a certain point and they're satisfied. They quit working.

It's much harder to handle success than it is to handle failure.

You have to learn to handle them alike. Only by placing success and failure in their proper perspectives can you maintain the principles and priorities you arrived with.

It's tougher than it sounds. When you fail, you have a natural tendency to examine it more closely. You analyze it. You critique it. You look at every second of your performance, every possession, and every turnover. I'll tell you straight out, I've learned more from losing than from winning.

Whereas , if you win, you are not nearly as concerned with your mistakes.

I've learned to welcome loss, and failure, and adversity. Why? Because they erase success. They make you start all over.

Success lulls you. It makes the most ambitious of us complacent and sloppy. In a way, you have to cultivate a kind of amnesia and forget all of your previous prosperity.

Failure is hard to swallow, but much easier to remedy. Failure is simple. It gives you a distinct blueprint of where you've gone wrong. Success is a much trickier matter. It's like balancing on top of a pole. It's one thing to climb up the pole, but quite another to stay up there. That's why it is so difficult to go undefeated. Your attention wanders, your original priorities become obscured, other people try to knock you off the top of the pole. Pretty soon you have lost your balance.

I want our team to experience victory, and to develop some confidence. And yet, right about the time that they have the world by the tail, just when they have it all figured out, I don't mind if they get knocked down. It's the best lesson they can learn.

I have a love-hate relationship with losing. I hate how it makes me feel, which is basically sick. But I love what it brings out. It forces our players and coaches to improve

and to make better decisions. Only through adversity do we arrive at a more complete perspective and understanding of the game.

So many times in life other people will make decisions to protect you. But if I'm always making decisions to protect our players from failure, if I soften their disappointments, they don't get better. My message, when I leave a player in the game is, "*You* figure it out." Eventually she gets it. Or she fouls out.

Losing makes you wiser. There is nothing to be ashamed of in short-term failure, or in making a mistake, so long as you deal positively with it. If our players don't get smarter, I find a way to enlighten them, even if it means slight embarrassment.

The reason success is so hard to duplicate is because we tend to stop doing the disciplined things that made us successful in the first place. We lose our focus. Really, success is not overcomplicated. The truth is, it's a simple matter of focus.

A lot of people succeed once but never understand why. They don't examine what they did right or wrong. It's important to define your method and know what you did right, so you can reemphasize it.

It's amazing how much intensity comes from what you emphasize. If you pay fierce attention to a few important fundamentals, you can fight complacency. The most successful organizations tend to have a signature. They do two or three things extremely well. They don't try to be all things to all people. You can try to do fifty things not very well. Or you can, emphasize a few things to perfection.

The five things we emphasize are: pressure defense, dominating the boards, taking care of the basketball, taking good shots, and making layups and free throws. That's it. In everything we do, every offensive and defensive set we use, these are the points of emphasis. Now, defining your method and emphasizing it doesn't mean being inflexible. We might play pressure defense in a lot of different ways. We can full-court press, half-court trap, deny passing lanes. But it's all with the ultimate aim of putting pressure on the opponent.

You don't win basketball games on first shots. You win them on second and third and fourth shots.

Follow-up is the secret to continued success in anything. That's why we set specific goals for every game. Win or lose, we evaluate whether or not we met those goals. That way, you learn to compete, not only against the opponent, but against yourself.

But there is one big problem with a second success, or a third one. Multiple achievement leads to spiraling expectations. With each additional feat, you create pressure to perform. It gets harder and harder to do what you're *supposed* to do. Eventually, high expectations are a killer.

To me, humor is essential in handling success and failure alike.

On a boat, if too many people are on one side, you need load levelers. Sometimes they are called trim tabs. They keep your bow down and level out your boat, so you don't ride

funny on the water. Well, my husband, son and assistant coaches are like my trim tabs. I've always got one on each side of me, and the boat never gets too unbalanced one way or the other.

Continued success is about load leveling. It's about putting together all the life skills we've talked about to our players throughout their careers: respect, responsibility, loyalty, discipline. They are each building blocks, forming a sound foundation. With that, you can build success after success-because real success is about developing a value system.

Our value system is this: We work as a team, and we understand that the world doesn't revolve around us as individuals. We surround ourselves with good quality people, and we interact and work effectively with them. We accept our roles, because we have gotten to know and believe in ourselves. And at the end of the day, we hope to have personal contentment and happiness, not just trophies.

If you haven't made the correlation between being happy and successful then you aren't really successful. Material success varies from one person to the other, but deeper success is a matter of what makes you happy, of what brings a sense of satisfaction and contentment and peace. It has nothing to do with financial gain. For me, that's nowhere near the top of the list. A more gratifying, long-term success is the reward that comes from feeling that I am a good mother, or a good coach, or a good friend. More than collecting trophies, it's about seeing young people take those independent steps and make good decisions without me.

EPILOGUE

I carry a poem around with me, stuck in my weekly planner.

*You can love me
but only I can make me happy.
You can teach me
but only I can do the learning.
You can lead me
but only I can walk the path.
You can promote me
but I have to succeed.
You can coach me
but I have to win the game.
You can even pity me
but I have to bear the sorrow.
For the Gift of Love
is not a food that feeds me.
It is the sunshine
that nourishes that which I must finally harvest for myself
So if you love me
don't just sing me your song.
Teach me to sing,
for when I am alone,
I will need the melody.*

The meaning of the poem is this: I can challenge you, and teach you, and discipline you. But ultimately it's up to each of you to make the right choices. Success is a lifelong endeavor. You can't solve every problem in your life, and you can't make yourself perfect.

THE DAILY DOZEN

1. Respect Yourself and Others.

There is no such thing as self-respect without respect for others. Individual success is a myth. No one succeeds all by herself. People who do not respect those around them will not make good team members and probably lack self-esteem themselves. When you ask yourself "Do I deserve to succeed?" make sure the answer is yes.

2. Take Full Responsibility

There are no shortcuts to success.

You can't assume larger responsibility without taking responsibility for the small things, too.

Being responsible sometimes means making tough, unpopular decisions.

Admit to and make yourself accountable for mistakes. How can you improve if you're never wrong?

3. Develop and Demonstrate Loyalty

Loyalty is not unilateral. You have to give it to receive it.

The family business model is a successful one because it fosters loyalty and trust.

Surround yourself with people who are better than you are. Seek out quality people, acknowledge their talents, and let them do their jobs. You win with people.

Value those colleagues who tell you the truth, not just what you want to hear.

4. Learn to Be a Great Communicator

Communication eliminates mistakes.

Listening is crucial to good communication.

We communicate all the time, even when we don't realize it. Be aware of body language.

Make good eye contact.

Silence is a form of communication, too. Sometimes less is more.

5. Discipline Yourself So No One Else Has To

Self-discipline helps you believe in yourself.

Group discipline produces a unified effort toward a common goal.

When disciplining others, be fair, be firm, be consistent.

Discipline helps you finish a job, and finishing is what separates excellent work from average work.

6. Make Hard Work Your Passion

Do the things that aren't fun first, and do them well.

Think big, work small.

Plan your work, and work your plan.

See yourself as self-employed.

7. Don't Just Work Hard, Work Smart

Success is about having the right person, in the right place, at the right time.

Know your strengths, weaknesses, and needs.

When you understand yourself and those around you, you are better able to minimize weaknesses and maximize strengths. Personality profiles help.

Be flexible.

8. Put the Team Before Yourself

Teamwork doesn't come naturally. It must be taught.

Teamwork allows common people to obtain uncommon results

Not everyone is born to lead. Role players are critical to group success.

In group success there is individual success.

9. Make Winning an Attitude

Combine practice with belief.

Attitude is a choice. Maintain a positive outlook.

No one ever got anywhere by being negative

Confidence is what happens when you've done the hard work that entitles you to succeed.

10. Be a Competitor

Competition isn't social. It separates achievers from the average.

You can't always be the most talented person in the room. But you can be the most competitive.

Influence your opponent. By being competitive you can affect how your adversary performs

There is nothing wrong with having competitive instincts They are survival instincts.

11. Change Is a Must

It's what you learn after you know it all that counts the most.

Change equals self-improvement. Push yourself to places you haven't been before.

Take risks. You can't steal second base with your foot on first.

12. Handle Success Like You Handle Failure

You can't always control what happens, but you can control how you handle it.

Sometimes you learn more from losing than winning. Losing forces you to re-examine

It's harder to stay on top than it is to make the climb. Continue to seek new goals.