

What Drives Winning-Brett Ledbetter

Don Meyer-I'm not real big on goals. We just wanted to make sure that we had the best practice possible every day.

When a goal is defined as the result to which effort is aimed. It's a problem. When you focus on goals, what do you focus on? RESULTS. If you think about it, results are often times outside of our control.

They watch the way we teach footwork in our academy. We've developed a scientific approach that breaks down the movements of the game into manageable steps in a way that almost anybody can learn. We need to see this progression.

Coach K-Character drives everything. When you have good character it drives it up. And when you have bad character, it drives it down. Character is the foundation upon which you win.

Performance Skills: character skills that govern your relationship with yourself. These are the skills that will get you up at 5:30 a. m. to go work out in a gym by yourself to get better.

Moral Skills: character skills that govern your relationship with others. These are skills that make you a great teammate and friend.

Performance skills get you to the top, moral skills will keep you there.

The championship coaches I've been around focus less on the results and more on the process, but they realize that **character is what drives the process, which drives the result.**

Can you remember who was the leading scorer three years ago? No. But you can probably remember who your favorite teacher was because you built a relationship with them. What do people forget? They forget stats. What do people remember? They remember who you were as a person and your true character.

The person is more important than the player. And ultimately, the person drives the player.

After losing a game (missing the last shot, etc.) most of the time you are graded on whether you won or lost. What if we switched the grading system? What if we graded them as a person? What if you graded them on how they handled missing the shot? The missed shot now becomes an opportunity to show your teammates how to handle failure. On the flipside if you hit the game winning shot you can demonstrate how to handle success with humility.

Repurpose everything that happens as a player as an opportunity to grow as a person. Who you become as a result of chasing your goals is the most important thing. It's a challenge to do this.

I think it's critical for us to use the powerful forces of sport to move us closer to the person that we want to become.

Happiness is short-term pleasure. The excitement of happiness doesn't last long-term. And for most people, it's tied to the outcome.

How do we enjoy the journey? What are we looking for? We are looking for fulfillment. Fulfillment is satisfaction from developing one's ability or character.

I learned how to convert the pressure that comes with goals (from a threat) into an opportunity. How did I do that? I began to use the energy pressure creates as an opportunity to grow into a better player and, most importantly, a stronger person.

When we learn to appreciate pressure, we turn it into a partner rather than an enemy. Pressure creates an urgency that can help us with our development. Pressure can you make you better, can challenge you, get you to a higher level, make you a stronger person.

Convert pressure into a friend. The best way to view pressure, as an opportunity is to appreciate all that it does for your growth.

Why do people fear failure? People fear failure when they attach their self-worth to achievement. When this happens, what they do becomes who you are.

“I am a failure because I didn’t reach my goal of becoming an All-American.” Vs. “I failed reaching my goal of becoming an All-American.”

The why behind the goal is more important than the goal itself. An example of a why would be, “to narrow my focus and challenge myself to develop as a player and as a person so I can use my experience to help others.” The goal creates the chase. Why is that important? It’s important for growth. When we attach our “why” to something external like status, recognition, or validation it’s not lasting and we start to chase the next thing.

When you set an external goal it creates something. What does it create? It creates a chase. When you have something to chase it creates pressure, narrows your focus, and accelerates your growth. The “why” behind your chase is the most important thing. If you chase things externally to help you grow internally, then it becomes a productive challenge. I believe that who we become as a result of the chase is the most important thing. The real goal is personal growth to help others.

Kyrie Irving-“Never think that basketball is the world. My dad always told me that basketball is a privilege, it’s not a right, it can be taken away from you just like that. That’s what I understood. I had to take care of my priorities in life first. Then, basketball comes natural. That’s what I do. But life, I live that.” Basketball is what he does, not who he is.

We have to get the order right. We have to have a multi-dimensional approach to grow the person first and the player second if we want to have a lasting, meaningful impact on the people that we work with.

To become the best player you can become, you have to go through a significant amount of adversity.

If you view yourself as a person first you begin to see failure as an opportunity to build resilience and become a stronger person.

People who view themselves as a player first are defined by their results as a player. Which is why it’s not “OK” for them to fail. Their self-worth is attached to their performance.

People who see themselves as a person first are defined by how they handle results, which are in their control. So, they handle success and failure in a much more stable way.

Just because you view yourself as a person first, doesn't mean that you don't chase excellence as hard as someone who views him or herself as a player first. You just value the outcome in a different way.

When we realize that who we become as a result of the chase is the most important thing, we get the order right. Person first, player second. And our sport becomes a platform for us to show the world who we are as a person.

Players always say before a big game, "This is what I live for." It's an indicator that you have a pretty shallow life.

Distance yourself from the good/bad plays. Let them die.

By focusing on growing your character skills your performance will actually improve.

Use the glossary on page 71-72, everyone needs to speak the same language.

Think about this: when you talk negatively to yourself, not only are you being challenged by the other team, but you're also making it harder on yourself. Think about the energy that you are wasting.

We need to win the conversation in our head. We need to turn our private voice into an inner coach that can guide us through the storms of life. Building a player's inner coach is one of the most important things that we do.

Sometimes it's difficult to be aware of the story that you are unknowingly telling others.

To replace negative thoughts: acknowledge, interrupt, and replace. Replace it with a good and useful thought.

Everything comes down to how you frame the moment. If your teammate makes a mistake, it's an opportunity to be encouraging. If you have a 5:30 AM workout, it's an opportunity to build discipline.

It takes work. It takes practice. But when you repurpose moments where you could "go negative" into opportunities for personal growth, you are taking full advantage of the moment. That's what "good and useful" thinking looks like.

When you make mistakes and lose you can beat yourself up for 20 minutes or for two days. Either way you are getting to the same spot. Why not get to that spot sooner so you have an extra two days to prepare for the next thing?

Two questions to help you move forward: What did I do well and why? What can I do better and how? The second question forces you to move past the mistake. It takes your focus from what happened to how you are going to create a plan to prevent it from happening again.

When you don't get attention you question your ability. You anchor your confidence and the way you feel about yourself to something external that's not in your control.

Three questions: What is your definition of confidence? How do you build confidence? Why do people struggle with confidence?

Confidence is self-trust. How do we define trust? Relying on someone or something. Self-trust means that you rely on yourself.

Confidence can be built by tying it to an external source such as achievement-it's just not as stable because it's not fully within our control. Internal confidence is a sustainable confidence that can be applied across all situations because it's attached to things within our control. It's trusting in your ability to handle the moment (regardless of the outcome) and external sources provide the moment.

You have trust in your ability to be courageous (go all in) in that moment regardless of what happens. Tie your confidence to something

that's internal within your control (Courage). Your success is tied to your ability to detach from the result and "go all in" in that moment.

You don't have control over whether or not your coach yells at you. But you do have control over how you handle it.

When faced with a problem ask yourself, "What advice would I give my best friend in this situation?" This advice will be based on love and care and gives you a great dialogue with your inner coach.

Confidence is essential for leadership because if you won't listen to your own advice, why would anybody else listen to you?

How do you manage failure so it doesn't affect your confidence? Get a head start or view it as a great opportunity to bounce back. Don't waste energy beating your self up. Instead, reinvest the energy into the next thing.

We feel confident when we are in control. It is in our control to trust our ability to be resilient. If we plan our performance on how we handle the loss, then we just have to trust ourselves to execute.

There is a difference between self-doubt and useful feedback. The best athletes have a good inner coach but that doesn't mean that their inner coach can't point out things that they could do better (in a positive way) in order to improve.

Validation from outside sources can get in the way of self-trust. Other people appear to tell us whether or not we are doing well. When you get into relationships, that all goes away. Nobody is there to be like, "Man, way to show patience in that conversation." You have to learn to listen to yourself and trust yourself.

After performances, we have a tendency to remember and focus on all of the bad things that we did. This exercise helps you neutralize all of the emotions that you are feeling (What did I do well and why? What can I do better and how?). When you answer these two questions it gives you a plan and a place to direct all of your energy. You go inside yourself to

find answers. Once you have your answer, self-trust is built by taking your own advice.

Despite all of the situations where you came up short, you continue to put yourself in the situation because you are not afraid of the moment. Winners fail. Losers hide.

Winners fail. Losers hide. The coach should care more about the player having the courage to take the shot versus whether or not the shot goes in. That's a high level mentality and it shows players you value courage. Courage has nothing to do with the outcome. It has everything to do with going all in and being OK with falling flat on your face. Winners fail, losers hide.

Courage is simply operating outside your comfort zone. Life begins at the edge of your comfort zone. High achievers learn to live there.

You have two options when it comes to a challenge. You can hide from it or you can chase it. What prevents people from getting out of their comfort zone? Fear. The fear is tied to the outcome and all of the things that come with the outcome.

If your coach takes you out every time you make a mistake you may begin to play tentatively so you don't make mistakes. When you do this you eliminate the chance of being great by playing tentatively and not being taken out of the game. A better option is to go all in and risk being taken out of the game for a chance to be great.

Yellow represents caution. You will be tentative. Playing green means you have the courage needed to chase the win, not avoid the loss. (Green dot, wrist band, etc.)

I've found that being honest (telling the truth) when confronting a difficult personal situation is one of the things that players struggle with the most.

When you cosign something, you give your endorsement. Don't cosign a teammate's behavior that hurts the team. How do you cosign: By agreeing with a teammate because you do not want to upset them or by

not saying anything at all. People are afraid of conflict and they get stuck on what to say.

Failure is not going all in and taking risks. Success is going after it and embracing whatever came with it.

There's winning and learning. There's no such thing as losing.

Bouncing back is a mindset.

When players echo the coach's message, that's a great thing.

Even the greatest players deal with mistakes. It's important for younger players to understand that even the best players in the world deal with adversity a large majority of the time.

Stephen Curry- nine turnovers when McKillop watched him, he kept playing hard, good body language. In his first college game he had nine turnovers in the first half, he kept playing hard. The next night against MI he had 32.

Nobody wants to make mistakes. Basketball is a game of mistakes. You'll need to learn how to handle mistakes.

You need to develop resilience to deal with turnovers, bad calls, getting yelled at, being subbed out, injury, and playing on the road. You need to be "road tough". All of these are opportunities to develop resilience.

The next play is the next moment. Why wouldn't you want to be at your best for the next moment?

When a player doesn't show a reaction after making a mistake, he's reached a level of maturity that you need to reach to be a really good player. You can't let one mistake lead to another mistake. How you handle mistakes is critical to your performance.

It's hard to be your best when you are focused on the past.

In practice the coaches made “road calls”. If you are reacting negatively, you aren’t in the game mentally. Why should you be in the game physically?

Negative energy is poison to a team. If a player has negative energy after making a mistake, they watch the rest of practice away from the team in the stands.

Use edits showing mistakes, and reaction to those mistakes. Ask yourself, “Is this the person I want to be?”

The only way you can build resilience is to have setbacks. Embrace adversity, it will make you stronger.

What’s the difference between wanting to be the best versus wanting to be your best?

Run your race. Coach K story on page 169, really good.

The word compete comes from the Latin root word, competere, which means “to strive together”. We need other people to challenge us and push us to a level we could not reach on our own. We need to strive to get to this level together.

Then my contest is against myself from yesterday and your contest is against yourself from yesterday. We’re there to make each other better. I need you to bring out your best and I’ll bring my best. We both benefit.

When you frame it like this you no longer look at your teammates as the enemy. They are your partners and you are striving together to make one another better.

The Power of Four:

1. Compete: To strive together.
2. Competitor: A partner in challenge.
3. Competition: A partnership to challenge.
4. Competitive: Strive to be your best.

How can a good relationship (based on care) flourish in an environment where people don't want to see each other do well?

How can a friendship exist when both people don't want to see the other do well? It can't.

Lift the player you are competing against by giving them encouragement. The goal is to help your teammate be their best so they challenge you more, so you'll be pushed to be at your best. That's what it looks like to strive together.

Look in the mirror, that's your competition.

Win the moment.

Competere-striving together.

Example: Coach gives the team a schedule, every opponent is listed as US. Send your team the message they are competing with themselves. Each game presents it's own set of challenges.

"I already know who we play in the first round, ourselves".

Kevin Durant-One thing I try not to do is be a guy that goes into the gym and wants to be the only guy in the gym. I don't want to be that guy that says, "I was working today, what were you doing?" I want to pull my teammates in the gym with me. If I work hard and we all work hard, I know only good things can come out of it.

Player rankings give you status. Status and recognition can get in the way of your development. When players get status at an early age, you know what starts to happen? They start to protect their status instead of seeking out challenges to discover more about themselves and their weaknesses.

You always want your opponents to bring their best. When you view competition like this you no longer fear anyone. You embrace the challenge of taking someone's best shot because you are more

interested in discovering more about yourself. The more you are challenged, the more you grow. A true competitor understands that.

Change the opponent by redefining what competition is. Competition is a partnership to challenge each other. The goal of each player is to bring their best each day in order to make their teammate better.

Comparisons to your teammates can destroy player-to-player relationships inside the team and undermine what healthy competition looks like.

We've been conditioned to value performance over being a great teammate-no one has ever gotten a standing ovation for getting your teammate water.

Would you rather win and score 5 points or lose and score 30 points?

If you score 42 and lose, your 42 will be in the headline. If you win and score 5, they'll think something is wrong with you even though the team won. People infer there is something wrong with you if you don't score.

A conditional winner puts their points first, the team winning comes second. You will not have meaningful connections with your teammates.

Not everyone can play the majority of minutes, start, and or average double figures. Undress the truth and show your team that sacrifices will have to be made.

Learn to embrace your role.

When is the best time to change your role, during the season or during the off-season? Change your role in the off-season by getting better. Embrace your role during the season by performing within it to the best of your ability.

Pay attention to how players exit the game and enter the bench. What is their body language? Once you get to the bench do you give energy? Or do you take energy? Do you go to the end of the bench and disconnect

because you are frustrated? There are a lot of selfish signals that can be sent in this situation.

They film the bench and show negative body language in a private meeting. Players need to be aware of this.

Pay attention to the questions that you are getting asked after a game. Who are the people that ask the questions that undermine what you are trying to do with your team? What are the questions they ask? What are they validating?

Before making a decision that affects the team, ask yourself: What's best for the team? When you are mindful of how your actions effect the team, you begin to make decisions based on what can help the team. When your actions reflect what you feel is best for the team you are projecting unselfishness.

On teams, sacrifices have to be made. Think back to the typical team. Everyone wants more.

The time to change your role is in the off-season. In-season, embrace your role to the best of your ability.

Your body language tells a story. What story are you telling? Does your body language support a team-first mentality? How do you exit a game? When you are on the bench do you encourage your teammates?

Do you send selfish signals? Remember, your teammates don't base their friendships on your athletic achievements. They base it on who you are as a person. Make sure your signals line up with who you want to be and how you want to be talked about.

The primary responsibility of a point guard is to deal hope. Your job is to make everyone around you believe that anything is possible all of the time. You can't do that if your shoulders are slumped, if your head is down, or if you look grouchy. You absolutely can't deal hope if you look that way.

There are a lot of coaches who are hoarders. We hoard bad plays. I've found that when I let plays go and move on to the next play, my players do too.

When players make a mistake they look around. What they see in the next 3 seconds is very important. In fact we call it, the most important 3 seconds. If they look around and see someone express disappointment, that can have a negative impact on the person moving forward.

Players who manage the first few seconds after making a mistake are typically the most resilient. When mistakes are met with support instead of judgment, teams take off.

Show edits of making mistakes and see if there are negative reactions.

Encouraging: Dealing confidence and support.

Help a teammate get back to positive by acknowledging them, interrupting their negative thought process, and replace it with a good and useful thought.

You have one job with a teammate. Make sure you lift him up and help him have a great practice. How do you think that will make him feel?

Always try to catch someone doing something right and tell them why it's right.

I think as a coach you try to spend as much time with guys 8-14 on your roster as you do 1-7. Those guys at 8-14 need to know how much you care about them. And they need to know how important they are to our collective success.

Anything worth achieving in life cannot be done on your own.

Billy Donovan-straight jacket example.

Great relationships are built on trust. Being trustworthy is being reliable. Being trust-willing is relying on others. When trustworthy and trust-willing intersect, that's where trust is built.

The key to gaining and keeping access to others trust is being consistent.

Do you want our teammates to consider you trustworthy? Then your words should meet your actions. When your words and actions meet that sends a signal: I'm reliable. On the flipside, when your words don't equal your actions, what happens? You appear unreliable.

If a player is struggling he has to be trust-willing to accept information from their teammate. The teammate teaching has to prove that he is trustworthy by delivering good information.

Shaka Smart: The thing I talk about most is appreciation. That's the number one core value in our program. I feel like appreciation is the foundation for anyone that is successful over a long period of time, on and off the court.

Shaka Smart: I believe in an appreciation-to-entitlement ratio. Appreciation should be high. Entitlement should be low. If someone feels like when they take the floor they deserve something because of who they are and what they've done, they automatically are not going to be in the right frame of mind to make their team win at the highest level.

Appreciation: To recognize the good in someone or something.

Entitlement: Thinking you deserve something based on who you are or what you've done.

Skyscraper example. Would you walk on the plank between them for one million dollars? Only 5% of people said yes. If it was to save a family member 100% of the people said they would. The purpose for doing it has changed.

When you are doing something for a reason outside of yourself, you strengthen the purpose.

Instead of feeling the pressure of letting people down, we repurpose the meet into an opportunity to honor someone that is really important in their life through their performance.

Expressing gratitude is a great way to show appreciation.

Write a thank you note to a setback in your life. Example on page 253.

One of the things that I believe to my core is: everything in life is balanced. Even in really bad situations, there are great things that come out of them.

The people on the way up will be the same people you see on the way down. Show appreciation to everybody that helps you no matter how insignificant that help may seem, because you will see them again.

When someone helps you and takes interest in you, show them appreciation. Chances are you will see them again.

ETM: Enjoy the moment.

Caring: Investing in the person, not just the player.

Hand out 25 touches.

Separate who you are from what you do. Your character drives everything. I know that if I focus on growing as a person that I'll improve as a player and I'll get better results.