

# COACHING NOTES FROM COACHING CULTURE



## EPISODE 134: HOW TO CREATE A CULTURE WHERE EVERYTHING IS EARNED AND IT FEELS LIKE FAMILY.

Mark Manson, *The Subtle Art of Not Giving a F\*ck*

Entitlement - The feeling “as though [one] deserves good things without actually earning them... The problem with entitlement is that it makes people need to feel good about themselves all the time”

### Jon Beck Tweet

*Players: Entitlement isn't attractive. You appear entitled if you think coaches should:*

- *Lower Standards*
- *Accept Laziness / Mediocrity*
- *Give you what you haven't earned*
- *Reward you for simply showing up*
- *Accept Excuses*
- *Treat you differently than your peers*
- *Put your individual wants before the team*

### Culture of Belonging versus Culture of Earning

As, Bs, Cs, Ds & Fs

### Notes from Sefu Bernard Article, “[High Performance Teams Are NOT a Family](#)”

In *high performance environments* – be it in sports or business – your team is not your family.

- In a family your inclusion in it is unconditional (everybody eats)
- In high performance, your participation is very conditional (the best players eat)

In college, at all levels, athletes get cut, recruited over, scholarships get revoked, etc. In the pros, players are released, waived, traded, offered below market contracts—all the time. Same with national team athletes.

Coaches and support staff, in college, the pros and on national teams, get fired, hired over, hit glass ceilings, leave for greener pastures, etc.

# COACHING NOTES FROM COACHING CULTURE



## EPISODE 134: HOW TO CREATE A CULTURE WHERE EVERYTHING IS EARNED AND IT FEELS LIKE FAMILY.

### Excerpt from Michael Gervais podcast with Jack Clark

**Jack Clark** - If we genuinely care about one another, it's going to help the team perform. It's going to really contribute to the culture of the team – immeasurably. So I think it's the right thing to do to have empathy for each other; to be kind to each other and care about one another.

It might just be semantics, but I roll my eyes sometimes at the notion that we [in high performance sport] describe ourselves so frequently as a family, when family, as you point out, is unconditional. High performance teams are highly, highly conditional. There's a requirement to contribute to the middle... to do your job... to perform... to put your guts into it.

You can't really research a high performance organization of any type where you don't come to that conclusion; that there's a lot of conditions here. And that it's not right for everyone. That those conditions help this organization operate and succeed.

And, I think that's how high performance teams are. I think they're highly conditional [high standards of eligibility].

That doesn't mean they don't care about one another. It just means that it's not like you've got to 'accept me for who I am'... or, if that means, 'you can't trust me or if I'm not punctual or if I break rules or if I don't give full effort, you've got to accept that.' That's not true. You don't accept that in high performance athletics.

**Michael Gervais:** Meaning that people get fired?

**Jack Clark:** People get fired. People get cut. People separate from the team – coaches and players. There's an expectation in a high performance team that everyone is putting everything they have into it.

So, this is the rub... High performance teams are both caring \*and\* conditional. It's not an either/or. It's a both/and.

When you establish that type of connection among members of the team, those relationships start to feel like a family. Yet, they're (still) not. And, that's okay.

It's a condition of the pursuit of excellence in any high stakes environment. It's okay to acknowledge the contradiction. In fact, it's imperative—to be honest.

# COACHING NOTES FROM COACHING CULTURE

## EPISODE 134: HOW TO CREATE A CULTURE WHERE EVERYTHING IS EARNED AND IT FEELS LIKE FAMILY.



### Radical Truth and Transparency

Contracts to Not Play

Frank Martin: Walk the kid through the problem, not rescue them.

3 Cultures of Entitlement: Talent, Effort, or Breathing

### The Solution: Simultaneous Thresholds

1. Eligibility - You must maintain minimum academic and cultural standards to be eligible to play.
2. Performance - Competition among eligible players for playing time. Those that give the team the best chance to win will play.

### The Amusement Park Analogy

#### Credibility

#### Matthew Syed in *Bounce*

*We have "learned to filter out unwanted evidence in order to sustain an exaggerated belief."*

JP Nerbun

[jpnerbun@thriveonchallenge.com](mailto:jpnerbun@thriveonchallenge.com)

Twitter: [@jpnerbun](https://twitter.com/jpnerbun)  
[thriveonchallenge.com](http://thriveonchallenge.com)

Nate Sanderson

[@CoachNSanderson](https://twitter.com/CoachNSanderson)

[Nate\\_S@BreakthroughBasketball.com](mailto:Nate_S@BreakthroughBasketball.com)