

COACHES SELF IMPROVEMENT CLINIC 2009



**HOSTED BY THE UNIVERSITY OF FLORIDA
AUGUST 25-26, 2009**

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Clinic Originators: Advice from the Wisest

This group was founded thirty years ago in 1979. I joined two years later in 1981. We made ourselves a self improvement clinic. We have a motto: “Never have so few needed so much, so fast, so often.”

Every season I made sure I didn’t make a major decision about my basketball program until I consulted these guys.

Originally my three priorities were:

- Play hard.
- Rebound.
- Take good shots.

However looking back, if I were to do it all over again the three priorities would be:

- Effort - without effort, everything else is useless.
- Focus – the effort is useless until you have focus.
- Execution - only when you have effort and focus, can you have execution.

My motto now ten years retired is:

“I’m never going to get it right, but by the time I’m gone, I’ll know what I should have done.”

Using the Foul as a Defensive Weapon:

- 1986, I’m coaching at Western Kentucky. We’re playing Syracuse in the NCAA second round. We’re intentionally fouling. Before the clock starts we’re fouling their worst foul shooter. He subsequently goes 1 for 10 and Jim Boeheim can’t get him out of the game. That day in the Carrier dome, the intentional foul rule was changed.

If I had to do it again:

- I totally under coached fouling.
- In college every year you have 360 fouls you can commit before the bonus
- In the NBA you have 1400 fouls you can commit.
- It’s a different situation from when you’re in the bonus to when you’re not.
- Players make dumb fouls every game
- Players should be aware of:
 - a. How many fouls they have.
 - b. How many fouls the team has.
 - c. How many fouls the opposing team has.
 - d. If either team is in the bonus.

Who should know what the foul situation is?

- The player should be the first to know their foul situation.
- Secondly, the assistants should be tabulating the foul situation.
- Thirdly, the Head Coach should know so he can make decisions.

A foul is a defensive weapon that should be wisely invested. Yes I mentioned it, yes we talked about it, but we didn't teach it. If I was to do it over that would be one of my priorities.

- Do you teach fouling?
- Do you practice it?
- Do you physically show your players how to foul?
- Do you bring a referee in to help teach that and supervise so your players know what a foul is?

I was in the Southern Conference when they started the three point line. January 1981, we score with 12 seconds left to go up two. Furman bury a three pointer to win.

- Seven seconds or less, up three you should foul.
- I would spend 15 minutes a week on up three or down three situations.
- How many games do you see that go to this situation?
- We talk about it, but how often did we practice it?

If you score to tie the game or go up with seven seconds to go, please call a timeout get the game stopped so you can setup your defense:

- There is always more of an advantage for the defensive team to call a timeout.

If you are up by one point or two points with three seconds or less left in the game, intentionally miss the free throw:

- The only way they can get a good shot is if you make it. They get to take it out of bounds, and they can run the baseline.
- If you miss it they have to chase the rebound, they can't control where it goes
- We won games in that situation; I've seen other teams lose in the same situation.

I've been retired from Stetson for ten years. I live half way between Billy Donovan and Seth Van Gundy. I spend as much time as I can watching both of these guys in action. What impresses me the most is the total ability and commitment these coaches have in getting their guys to focus. Everything these guys do is about getting these guys to focus. When they practice, the adjustments they make. Really get things focused.

I've enjoyed watching the Magic practice. Most days I'm there, I'm the only non-employee in the building. I consider that a great privilege.

Two teaching techniques that I thought were awesome:

1. Emphasis on defensive transition. Opened every practice with the same drill.
Five-on-four disadvantage at one end, twelve seconds on shot clock
 - Even if they score they take it out of the net and run.

- Don't take the ball out of bounds during a defensive transition drill (it slows things down).

2. Four-on-four basketball:

- The game can be taught much better with four-on-four.
- Practice defensive transition and stopping penetration.
- During the preseason, they have a four-on-four competition with rules and a scoring system. Trophies are given to the winners at the team banquet.

Basketball is the greatest game because it teaches WE over ME:

- What are the We Plays?
 - The things players do that affect their teammates.

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Clinic Originators: Advice from the Wisest

Here's what I would do differently:

- I would limit the number of wives that I've had!
- Second thing I would do is cheat. I'd go out and buy players, go to some Final Fours, make a lot of money, then write a book and expose myself.

Seriously though:

The best thing I ever did as far as players go:

- After practice I spent an hour staying in the gym with my players.
- If I didn't leave, they stayed and worked on their game.

The second best thing I did:

- I tried to talk to my players everyday.
- I took my desk from my office and threw it out. It became a lounge, and at 3pm everyday, I wanted it to become a zoo.
- One thing I'd like to do is try to touch my players everyday one way or another. My yoga teacher touches everyone in the room.

Everything you do counts:

- When you wake up in the morning it starts counting.
- Everyone in here is a leader and these guys are looking at you.
- One of my teams at Fresno, I lost them, we lost the trust factor, I didn't do a good job.

Peer pressure drills.

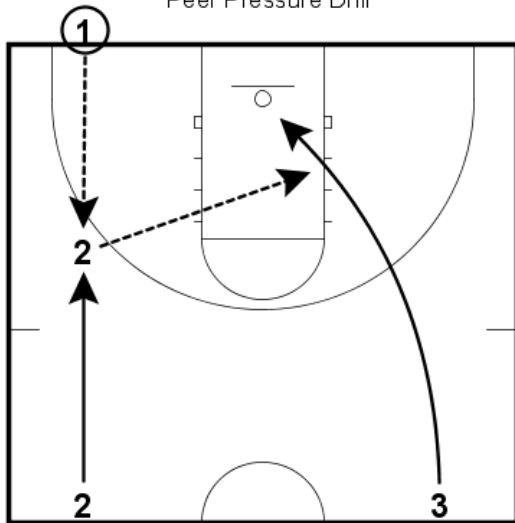
- The best thing that I've ever found (I stole this from Ralph Miller).
- Six peer pressure drills, four half-court, two full-court, free-throw line, and rebounding peer pressure drills.
- For the first hour I was never the bad guy.

An example of a peer pressure drill I used:

- I wanted to be the best passing team in the league. Then I figured my team would be unselfish. I wanted to emphasize strong overhead passes, chest passes, and bounce passes, and created peer pressure drills to practice these skills.

Figure 1

Peer Pressure Drill



Peer pressure drill:

- Ball would start on the baseline.
- The man in line two would come down jump-stop, reverse pivot and give a bounce pass to the man in the line three.
- Man in line three would be in a dead sprint.
- We would make twenty layups in a row before we moved on to the next drill.
- The first time it took twenty-five minutes.
- I was never the bad guy.

Free-throw drill:

- Five minutes on the clock.
- Make five free-throws in a row or you don't get to drink.
- We had guys that didn't drink for three weeks.
- A rebounding drill we got from Calhoun. We had guys quit because of that one.

I'm not a fear motivator so peer pressure drills saved me.

Surprise and Confusion:

- I'm really high on showing something and doing something else.
- Show man-to-man, play zone.
- Show zone, play man-to-man.
- I love to get the other team into their zone offense and then play man-to-man defense.

We played three-on-three everyday:

- Take the three quickest guys and put them against the next quickest.
- Those three guys could do anything they wanted.
- They could trap, they could flow back. They've been doing it everyday.

Simplicity in execution:

- We're struggling at Fresno. We've got a good ball club. I call Bill Foster and Bobby Hussey who had won the NIT with "Yankee" the early game offense. I had five days to put it in, and we won the next twelve games in a row. I don't know why more people don't do it.

Fouling:

- I'm in total tune with Murray on fouling. We even took it a step further. We're playing, the score is tied with ten seconds left, I'm fouling! I wanted to determine the game on our end. I don't know if you have the courage to do that, but I did!

There are three kinds of coaches:

- Students of the game.
- The player's coach (the personality guy) they love one another, they'd do anything for the coach.
- Great coaches are both – if you can't do both, you might need to change your profession.

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Clinic Originators: Advice from the Wisest

Glen was really the guy who was the instigator of this clinic. The word got to Sonny and he told me he was going to a meeting with these guys. I asked if I could have in as I was just starting out coaching for the Rockets. After about three years we had worn each other out with our ideas. The best idea George had was to bring in outside guys, motivators, financial experts, agents etc.

Swearing:

- I agree with Gary, swearing isn't my style. But it is most guys' style. What I tell the young coaches I deal with is:
 - If you over use the "F" bomb and "S" bomb, what have you got when you're really pissed off.
 - A well placed Hell or Damn is not going to keep you from going to Heaven, but use it sparingly so they know when you're actually upset.
 - Throwing things doesn't work so well anymore.

Don't get into coaching for the money:

- We didn't get in coaching for the money.
- I got in with the goal of becoming a small college coach.
- My first job: I made \$2750 for nine months.
- I worked fifteen years before I made \$10,000 a year.
- My first job in the ABA was for \$15,000.
- Back in those days we had summer jobs.
- Ultimately I was able to make money in the job. But advised everyone in those days not to get into coaching, if they could do anything else.

Work Ethic

- Depends on your definition of work ethic as a coach.
- If it's about the time you spend in the office, then I disagree.
- Efficient work is what you need to strive for.
- You need to have time to grow as a person.

Read Books:

- George taught us the value of reading books. He'd always come to our clinics with great book recommendations.
- If you don't take time to read, you won't develop as a person.
- If you don't like reading, listen to a tape in the car.
- "The talent code" is a book I'd recommend.

Film is overrated:

- Back when I was at the Rockets we could only tape 10 games a season.
- Second year in the league we played in the finals against the Lakers. We eliminated the Lakers from the playoffs without film.
- Don't use it as a hammer; use it as a positive tool.
- Don't wear your guys out with film. Pace yourselves, don't be glued to the camera.

Respect the job:

- This is a great job.
- This job is about relationships.
- You have to take care of the little people:
 - The secretaries, the custodians, the parking attendants.
- I still have guys that are sixty years old who played for me back in college, still rely on my for advice.
- The most important thing in life is the relationships that we develop.

Be thankful:

- There are only two kinds of jobs in the NBA and NCAA:
 - Good jobs.
 - No jobs.

Don't fight the media:

- You can't win that battle!

Smile:

- You might be on Facebook!
- Be very careful where you're doing your smiling.

Keep your old friends:

- I'm lucky to have thirty year friends, forty year friends, and fifty year friends.
- Go back to where you came from. Visit your old high school and hometown.

On offense forget about breadth, focus on depth:

- Have a few sets with lots of options.
- When you get to the playoffs everyone knows your stuff, everyone knows your option 1 or 2.
- If you can have more depth to the sets, have different options to counter, then you can be successful.

Find your "A" game:

- You need to pick out your "A" game.
- Your "B" game needs to be pretty good too.
- You can't just do the same thing all the time without adjusting.
- Commentators talk about pick and roll as if it's one play.

- What kind of pick and roll is it? There isn't just one pick and roll

Teaching:

- The best thing I learned on teaching was from Don Nelson. He didn't have an academic background on these things, but he had a knack for teaching. He's going to end up as the winningest coach in the NBA.
- If he made a mistake in practice he would stop.
- In watching film he never needed to rewind, he always knew where the 10 guys were. He would go to the mistake and run the play from there. That's how he taught, and he was very successful at that.

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Clinic Originators: Advice from the Wisest

Offense:

- Design your offense to get the rebound. I don't care how good you are, you're going to miss more than the 50% of your shots.
- Design your offense so that your players get shots where they can make the most shots.

Work on your fears:

- I was scared of switching defenses.
- Whatever your coaching fears might be, I suggest you work hardest on controlling those things.

Make sure your offense is an offense that creates mismatches:

- You can do it very simply:
 - Have big guys screen little guys going away from the basket.
 - Have small guys screen big guys coming toward the basket.

Tex Winter came up to me and said "you run too many plays, how do you get them to run so many plays?"

- I had fooled one of the greatest minds in the game.
- I never ran more than five plays.
- I ran five plays for half the season and then changed them half way through the season.
- However, I ran those five plays out of four different formations.

Don't copy everything that comes out:

- If you can't teach it you won't be able to run it.
- If you can't teach it don't put it in.

Design your offenses and defenses based on your depth:

- I was only ever able to have 7 or 8 really good players.
- All I'd do is stay between you and the basket, and be the top rebounding team in the league.

Learn to deal with the officials!

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Clinic Originators: Advice from the Wisest

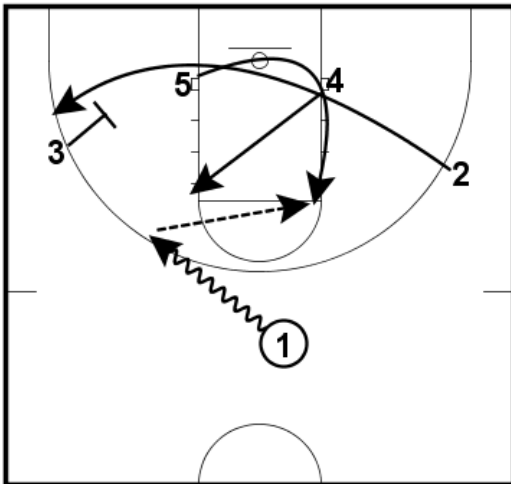
The "X" Play

This is a play that came out of our coaching group. I used it for a number of years to great success:

- A post isolation play.
- We used it a lot at late in the game.
- We used it if we hadn't scored in the last three or four possessions
- It's a post drive play.
 - How many teams do you think teach their post players how to drive.
 - How many posts do you have that can guard a driver?
- If the man guarding our five-man gets his third foul, we would run this play before the coach has the chance to make a substitution.

Figure 1

Initial Position

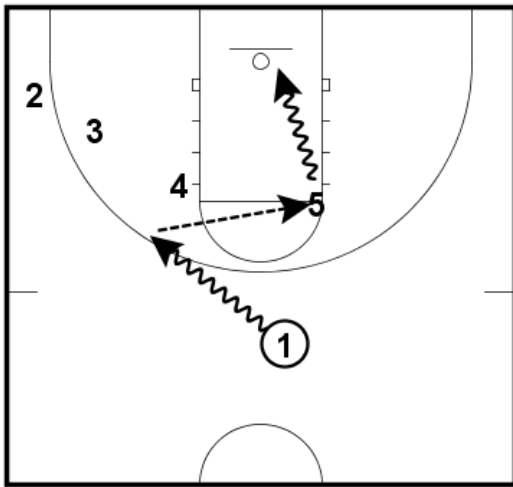


Initial position:

- If we want 5 to drive, we're going to dribble at him.
- 1 tries to send it to the left.
- 2 is clearing all the way to the corner.
- 3 sets a decoy screen.
- 4 flashes to the high post.
- 5 curls around to the elbow.
- With four overloaded on the left side of the floor, give the ball to 5 on the elbow to drive.

Figure 2

Positioning after Initial Cuts



Positioning after initial cuts:

- This is how the overload looks after the initial cuts.
- This happens really quickly.
- 5 has a clear path to drive to the basket.

Teaching points:

- The point guard should not dribble too deep as he would have to make a lateral pass which would be easy to intercept.
- The point guard should not dribble too wide, as the pass will be too long and easy to intercept.
- The five-man must curl to the elbow. If his curl is too wide, the help defense will sag toward the ball.
- To practice correct positioning, we would tape circles on the floor where we wanted the point guard to dribble to.

George Raveling: "In my opinion, that was the best offensive play in the thirty years we've done this clinic [. . .] In Harold Minor's last years with us, he scored 14 games in a row on this play. It's also a great play if you want to force a guy's fourth or fifth foul."

The five-man catches the ball at the elbow. I know coaches who won't run this because they're afraid the refs will call the five-man for walking.

If I was to do it all again, I would put a tremendous amount of emphasis on footwork. Think of the number of situations in a game that require different footwork:

- Initiating the offense for the point guard.
- Point guard catching it when he's being trapped.
- Jump shot off a pass.
- Jump shot off the dribble.
- Forward catching the ball at the wing.

In many situations when a kid walks, it is the coach's fault because they haven't taught the appropriate footwork for that situation.

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Clinic Originators: Advice from the Wisest

The value of sharing:

- Anytime in life that we're provided with information to share is an important moment.
- Nothing in life is of any value unless you share it with someone.
- Throughout my lifetime I've always placed importance on sharing with others.

Relationships:

If we stop and think about it, when most of us were about ten years old our mother gave us our first lesson in relationships. Make friends, play nice, tell the truth, take a bath, do your homework. As we grow into adulthood we learn the importance of relationships

- You can have relationships with people, places, and things.
- Relationships with books and newspapers are important.

Two words that determine our success:

- VOICES & CHOICES.
- If we listen to the right voices we will be lead to make the right choices.

At every final four I'd encounter someone who was unfulfilled from their career, I'd usually ask: "Why don't you do something else?"

- There's a whole wealth of talent in this room. If most of you put in as much time into another vocation, you would be making millions of dollars.
- I'd say to myself, George, I'm never going to allow myself for someone to be able to write the final chapter of my career.

A friend of mine grew up in Washington DC, graduated with a BS in economics. Coached 32 years then at aged 68, a fortune 500 company came to him, and said we'd like you to run the most important division of this company. That person was me and the company was Nike. If I can do it anybody in this room could do it. What are the chances that a black 68 year old former basketball coach would be running Nike's basketball department.

Prepare for withdrawal:

- The best advice I can give you, is to prepare yourself for withdrawal.
- I don't care if you're Billy Donovan or Phil Jackson; all parties come to an end.

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Relationships

Relationships should be a priority that you work on everyday.

Why are relationships so important?

- The only difference between where you are now and where you're going to be are the people you've met, the places you've been and the books you've read.

Build and sustain a meaningful portfolio of relationships with core constituents which will ultimately assist in the enhancement of your basketball program and career.

Webster's Definition of a Relationship:

- A bond, association, or involvement.
- Emotional or other connection between people.
- People strategy.
- Client management.
- Partnering with others.

Nike doesn't want a sponsorship role with FIBA. Sponsorship is a transfer of products, cash, and services. Nike wants a partnership where together we develop basketball on a global basis.

Four types of relationships:

- Transactional Relationships.
- Resource Sink Relationships.
- Resource Opportunity Relationship.
- Collaborative Relationships.

Transactional Relationships:

- "Acquaintances."
- This is an "arm's length" relationship.
- The frequency of interaction between you and the other party is relatively low and requires minimum level of resources.
- Short term.

Resource Sink Relationships:

- Poor balance.
- You give more than you get.
- Lose-win relationship.
- Short term.

Resource Opportunity Relationships:

- Relationships where the other party provides resources that help you achieve your goals.
- However, you are not helping the other party achieve their goals.
- Win-lose relationship.
- Short term.

Collaborative Relationships:

- You provide resources to the other party and they provide resources to you.
- Mutual love, respect and loyalty.
- Win-win relationship.
- Long term.

Three groups of relationships:

- Type A: Partnerships (mutual vision and sharing).
- Type B: Solid, meaningful, ongoing relationship.
- Type C: Casual relationships (most relationships start off as Type C).

Characteristics of Good Relationships:

- Loyalty.
- Trustworthiness.
- Appreciation.
- Commitment.
- Sincerity.
- Openness.
- Compassion.
- Responsibility.
- Generosity.
- Flexibility.
- Dependability.
- Respectfulness.

Trust & Loyalty:

- Once you've gained a person's trust, never violate it.
- A good reporter never reveals the source of his information.
- If a man hasn't found something worth dying for, maybe he doesn't deserve to live.
- I've never met anyone as loyal as Michael Jordan. But don't ever violate his trust, because you'll never get it back.

Make friends before you leave:

- It makes relationships a lot more authentic.
- It's not who you know, it's who knows you!
- It's your responsibility to connect with the right people at the right time.

In our basketball culture today, I'm not sure we'll be successful with strong trusting relationships between coaches and players alone:

- Friends and relatives are now part of the culture.
- They have influence on your players.
- Who are your players listening to? These are the VOICES.
- Relationships need to be established with these people, if you want to obtain factual information.
- Too often decisions are made based on opinions not on facts.

Objectives:

- Build a reputation.
- Capture minds.
- Earn trust.
- Win hearts.

Create a Brand:

- Everyday we are being judged.
- Smart people brand themselves.
- Branding is about packaging the brand that is you.
- It's about defining yourself and your future.

Always try and get in front of people who are going to say yes.

The relationship Toolkit:

- Smile.
- Introduction.
- Pen.
- Business Card.
- Conversation.

Smile:

- The best gift God has given us.
- If I encounter someone with a great smile, I tell them never to lose it.
- It's disarming, it's natural, it puts the other person at ease.

Introduction:

- Do you mind if I introduce myself to you.
- No one at Nike orders as many business cards as me.
- Whenever you meet someone new, offer them a business card. It could change your life.
- Ask people for their business card, write a note on the back so you remember them.

All people feel better and do better when you give them:

- Attention.
- Affirmation.
- Appreciation.

Everyone in this room wants to be loved, respected, and appreciated. So if I think that's important, it must be important to others:

- Don't wait until it's too late to tell someone how much you love them, respect them, and appreciate them.
- Tell your assistants and your former assistants that you love them.

The Thirty Second Rule:

- Within the first thirty seconds of a conversation, say something encouraging to a person:
 - A personal but flattering compliment.
 - Must be sincere.

Give people a title that speaks to the relationship:

- A nickname makes people feel special.
- It creates a unique bond between you and the person.

The most important relationship question you can ask is "how can I help you?"

- But be ready to help if you ask this.
- Be a servant friend.
- If you help others you will get all the help you need.

Building relationships is a combination of knowing what you want and who you want it with:

- You need a game plan.
- If it's important enough to come up with a game plan on how to beat Duke, then you should have a game plan for the biggest game, your life.

Fundamental Building Blocks of Relationships:

- Establish.
- Build.
- Maintain.
 - You have to invest in a relationship if you want it!

Always plant a lot of flowers on your way up, because you might have to pick them on your way down:

- Who are the people who are going to have the most influence on my career?
- How strong is my relationship with each of these people?

Idea for maintaining relationships:

- Take a post-it-note write five names down. During the day call all five people. If they don't pick up, still leave them a great message.

Relationship Currency:

- Time.
- Creativity.
- Energy.
- Money.

This is what it takes to fuel a relationship. How many of these can I invest in, for how long, and for what cost?

Loyalty:

- Loyalty has gone the way of the buffalo in America.
- Individuals are more loyal to things than they are to people.

Everyone has an invisible sign hanging from their neck. It says: "Make me feel important."

- Teach kids how to earn a feeling of importance.
- Most kids are crying out for discipline and help.
- We take on the responsibility to raise someone else's child
 - Take this as a compliment.
 - A mother sends you the most important possession she has.
 - Inside she is saying, "I'm giving you a child, send me back a man."
- Leave something with your players other than basketball. When you're having trouble with a player, instead of getting pissed off, ask yourself this question: "What's in it for them?"
- No matter how great, how famous an individual might be, every human craves praise.

Relationships with Players:

- Players expect you to know them, respect them, lead them, help them, and serve them.
- Let them be themselves: Respect their braids, their tattoos, and their world.
- There's more lying going on to kids.
- We need to tell them what they need to hear, not what they want to hear.
- Listen to your players.

Final Thought:

- Think of the top four people who've had influence on your life. Everyone in this room would say a coach. For me it would be Lefty Driesell. He taught me how to dress, to read, to die before I give up. You have a unique opportunity to take a child and fashion them into a great person!

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Match-Up Defense

Over the years, our match-up defense has evolved. We mix up a combination of man and zone principles. We start out in a 1-2-2 zone.

Principles:

1. Pressure ball.
2. Not going to deny.
3. Protect basket.
4. Build defense from inside out.
5. Communication is key.

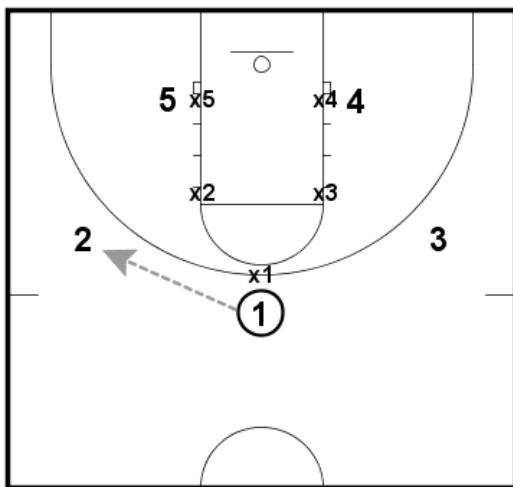
The difference between our match-up and man is that we are not guarding the same player the entire possession. Instead we are guarding the player that occupies a certain space.

We work on our match-up zone for approximately forty-five minutes every practice. This is our emphasis. Everyday we begin practice by breaking down our match-up zone: Wing defense, post defense etc. Then for the rest of practice it's mostly five-on-five. During the season, we might only work on our offense for 15-20 minutes.

Our match-up philosophy is a cousin of the Princeton family. The difference between what we do and say Richmond who run the Princeton stuff, is that their emphasis is on their offense. They feel that their offense is so good that their defense will be better just from opposing teams trying to guard their offense.

Figure 1

Our Core



Principles of our “core”:

- The point and two wings are interchangeable.
- The wings are usually 2 and 3.
- The posts are usually 4 and 5.
- Point picks up ball one step above the three point line.
- Point guards the ball using regular man-to-man principles (not zone guarding)
- We pressure the ball. Our aim is to make the ball handler so uncomfortable, he turns his back.

If you were to come to one of my practices you would here me say “One on the ball, four in” 20-30 times.

What do we mean by four in?

- One hand and one foot in the paint, hands up.

Guard the player with the ball, guard the players without the ball, and rebound. Very few teams are great at all three. We really focus on guarding the ball and doing a good job to help, but we struggle to rebound because there is no particular guy to box out.

If the ball is passed to the wing:

- Close out (normal close out, chopping feet).
- Wings force baseline.

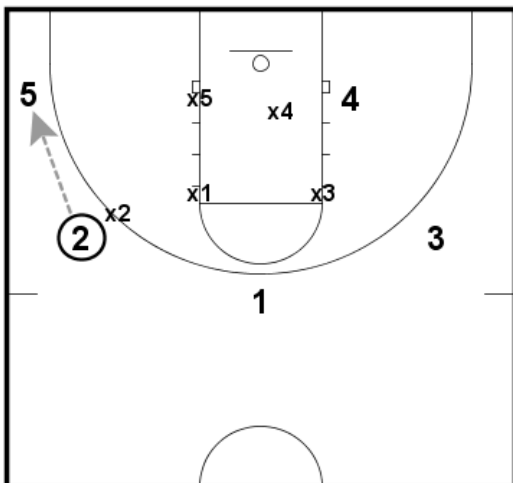
Forcing baseline is exactly that. It’s forcing the offensive payer to the baseline. We don’t want penetration to the middle. That is the weakest area for the 1-2-2 zone. There are more options if the offense drives middle. By forcing baseline we limit the chances of the offense doing something good with the ball.

Our philosophy is that the game of basketball was designed to be high scoring. We could have a great defensive possession and the other team could still end up scoring. Our objective is to make it as difficult as possible for the other team.

This defense is constantly evolving. We might be in a game and one of our players makes a mistake which actually throws off the other team. We like to Mix things up. Sometimes we might follow the cutter, to make the other team think we’re in man. The teams that do the best against us are those teams that run what they would usually run against man-to-man, while making adjustments.

Figure 2

Guarding Ball on the Wing



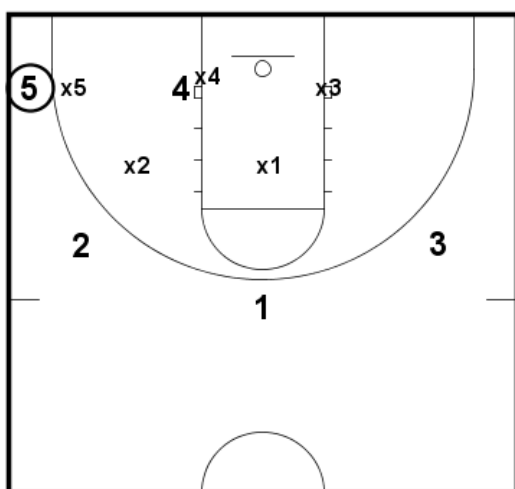
Ball on the wing:

- X2 guards ball.
- X1 drops down to discourage middle penetration.
- There’s a tendency for X3 to want to help if he’s used to man-to man. We prefer him to stay wide as he is responsible for any skip passes.
- X4 is ready to help.
- If post is on the block, once the ball gets to the foul line extended we want X5 to guard the post from the baseline side.

- If ball goes into the post, X4 is ready to double. In our league most of the post men we play against can't pass. When he gets the ball all he wants to do is score. We force a ton of turnovers from doubling the post.

Figure 3

Guarding Ball in the Corner



Ball goes to the corner:

- X5 guards corner. Our posts force middle.
- Theoretically we want our three best perimeter defenders pressuring the perimeter.
- Our 6'10 post could be guarding a 5'11 jet.
- When the ball goes to the corner we want to force middle
- When the ball is in the corner, even if the offensive post is up high, x4 stays low in this position

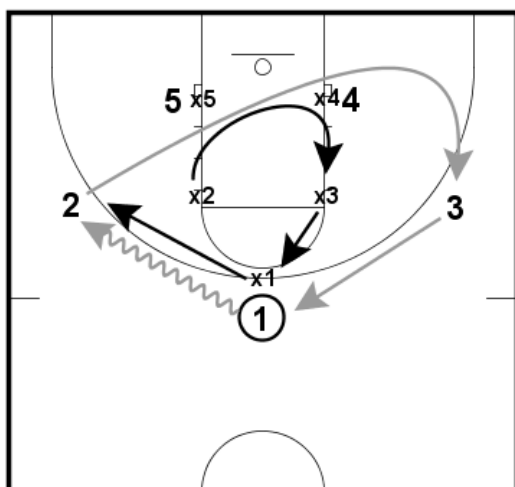
- X3 could be a 6'2 guard trying to box out a 6'10" post. When a shot comes from the corner, we tell our point (X1) unless he sees someone crashing and needs to box out, he automatically goes to the opposite side of the basket to help X3 rebound.

Defending a cut from a 3-out-2-in offense:

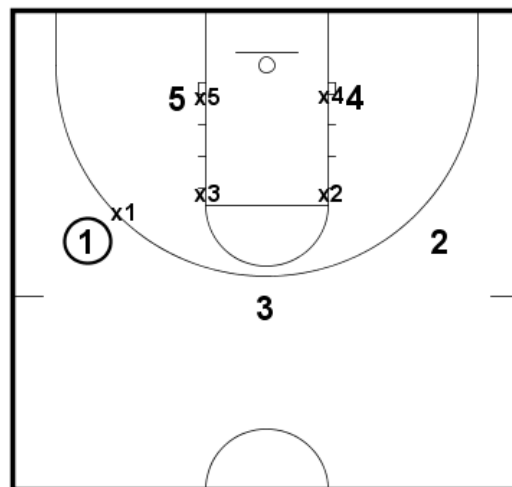
- Say 2 cuts to the basket, 1 dribbles to the wing, 3 replaces 1 at the top of the key. We would have X2 follow the cutter, X1 would stay with the ball, X3 would rotate and X2 would replace X3 on the elbow. As I said the three perimeter players are interchangeable.

Figure 4a

Defending a cut from a 3 out 2 in offense

**Figure 4b**

Defending a cut from a 3 out 2 in offense

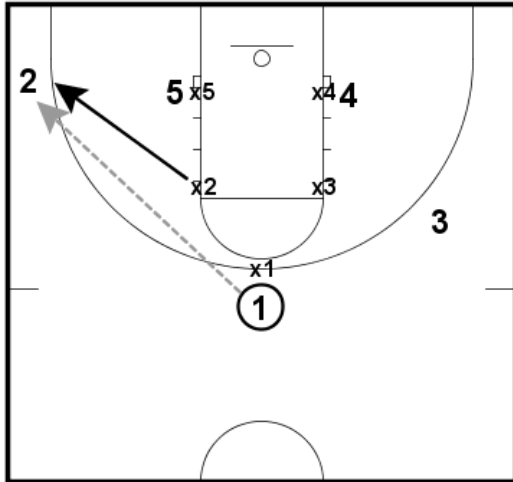


One-on-the-side vs. two-on-the-side:

- How we determine if the post goes to the corner depends on if there's "one-on-the-side" or "two-on-the-side."
- How we determine if there's one-on-the-side or two-on-the-side is not by the middle of the court, but our point.

Figure 5

Guarding the Corner (One-on-the-Side)

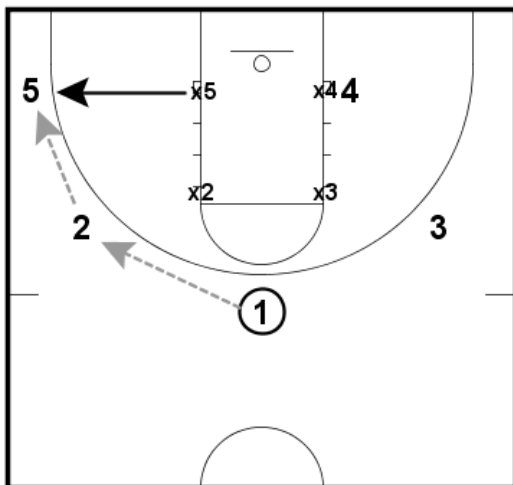


Guarding the corner (one-on-the-side):

- If there is one on the side, perimeter player is responsible for guarding the corner.
- If there is only one on the side, even if that player is in the corner, the post stays one foot in the paint.
- We want to keep our posts in this area as much as possible.
- We would rather have our better perimeter players guarding the corner.

Figure 6

Guarding the Corner (Two-on-the-Side)



Guarding the corner (two-on-the-side):

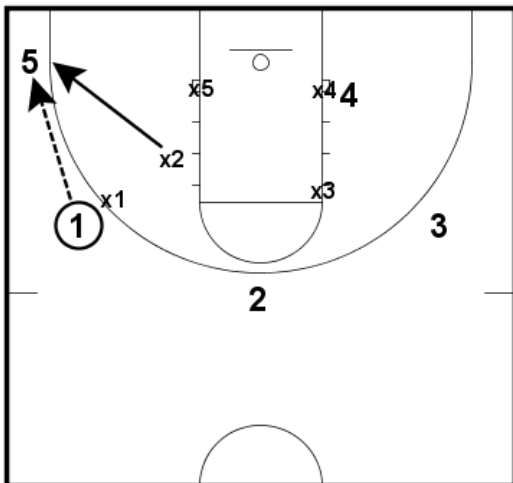
- If there are two-on-the-side, post is responsible for guarding the corner.

Offense dribbles to side in transition:

- Most times we want out point to pick up ball in transition.
- If their ball handler picks a side of the floor and is occupying the wing area, and they send a player to the corner, that is still “one on the side” because the point is the determining factor (not the midline of the court).

Figure 7a

One-on-the-Side

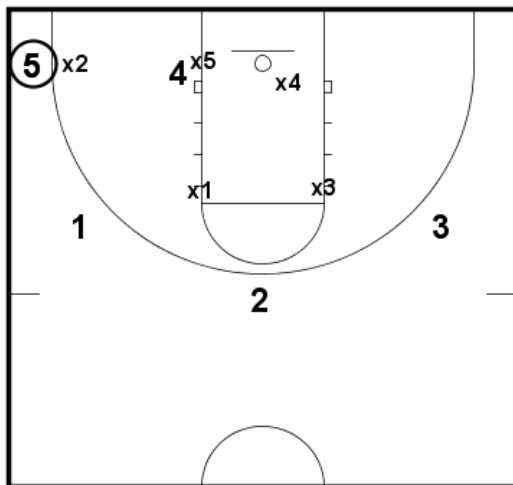


Point guard dribbles to side in transition:

- X1 always picks up ball in transition.
- X2 is helping, discouraging the drive
- Man in the corner is X2's responsibility.
- X2 is ready to close out on 5 as soon as he touches the ball.
- We want to discourage dribble penetration from X1, but we also don't want to give up an easy shot from the corner.

Figure 7b

One-on-the-Side



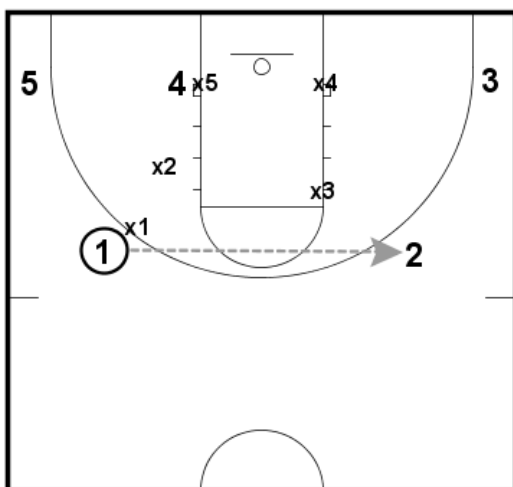
Ball is passed to the corner:

- X2 closes out and forces baseline
- Remember: Perimeter defenders always force baseline in our system.
- X5 is guarding post from baseline side
- X1 falls back.

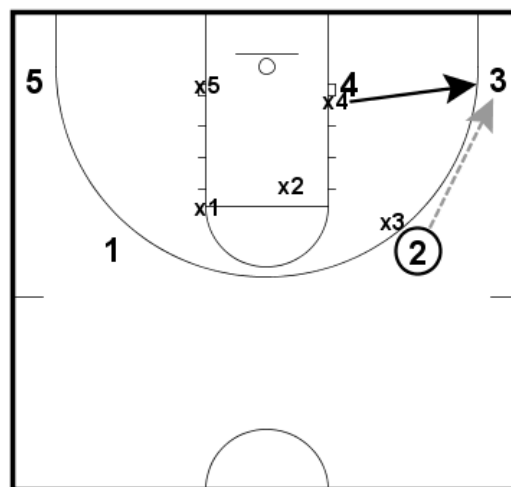
If instead of passing to the 5-man in the corner, 1 passes to 2, and 2 passes to 3, we are now in two-on-the-side:

Figure 8a

Two-on-the-Side

**Figure 8b**

Two-on-the-Side

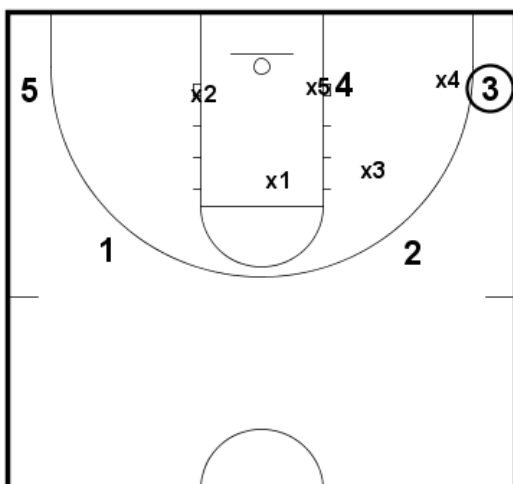


Two-on-the-side:

- If 2 passes to 3 we are now in two-on-the-side.
- X4 hedges and is ready to guard the corner.

Figure 8c

Two-on-the-Side



3 has ball in the corner:.

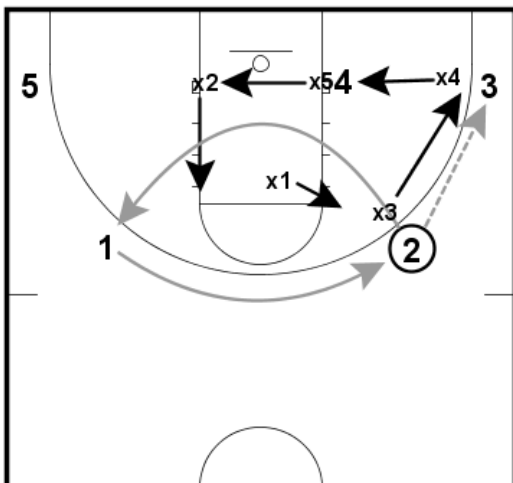
- We now have two on the side.
- Post has to guard the corner.
- Post forces middle.
- We want to get them out of this area as soon as possible.
- X5 guards strong side post.
- X2 drops down to weak side block to prevent pass to 5.
- X3 is ready to help.

When does the post player leave the corner?

- Say 2 passes the ball to 3 in the corner, and then cuts to the basket. Where is the point? How many on a side do we now have? We're back to one on the side.
 - When this happens the wing defender can bump the post and guard the corner.

Figure 9a

Bumping after a Cut



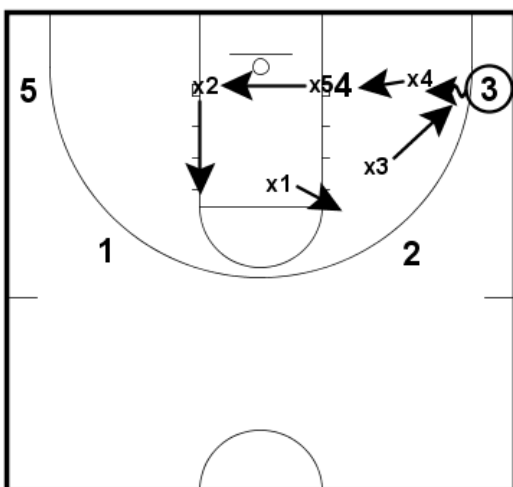
Bumping after a cut:

- 2 has passed the ball to the corner and now cuts.
- X3 can bump the post and guard the corner.
- The defense then rotates.
- X4 rotates back (looking for possible cutters as he does so).
- X5 guards weak side post.
- X2 moves up to weak side elbow.
- X1 replaces X3.

Having said that, rather than bump, we would probably trap the corner from this play 95% of the time.

Figure 9b

Bumping after Corner Dribble

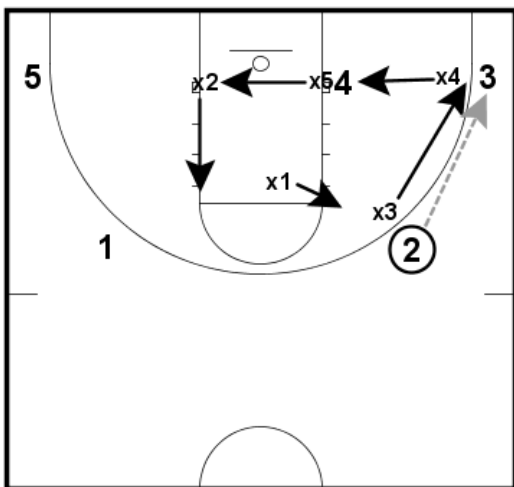


Bumping after corner dribble:

- This time 2 doesn't cut, but 3 puts the ball on the floor.
- As soon as the offensive player begins his dribble, he is no longer the post player's man.
- Post will still stay with him, but we want a perimeter player on him as soon as possible. X3 will drop down and guard the penetration.
- X4 will rotate back (looking out for possible cutters as he does so).
- X5 guards weak side post.
- X2 will rotate to the high post area.

Figure 10a

Guarding Best Penetrator in Corner if X4 and X5 are Interchangeable



If an opposing team has done a good job scouting us they may try to get their best penetrator on the corner to take advantage of the mismatch. If we see this happening, we will have our wing defender go to the corner on the pass:

- X3 Sprints to corner as pass is made from 2 to 3.
- Defense rotates as before.

Figure 10b

Guarding Best Penetrator in Corner when X4 and X5 are Not Interchangeable

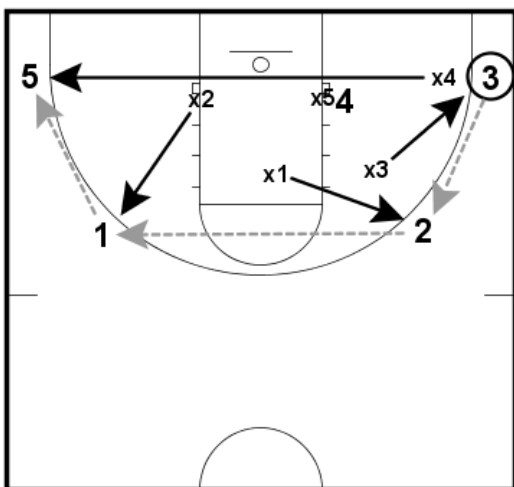
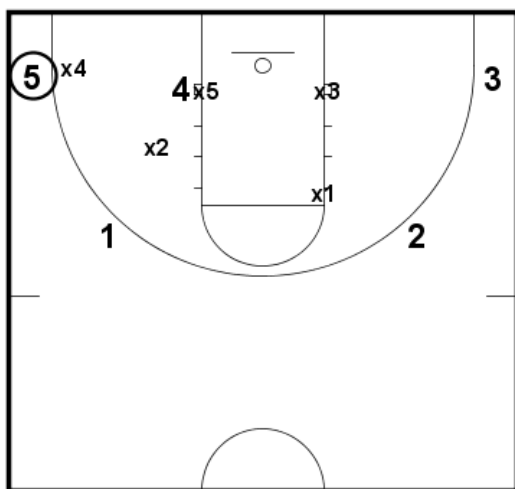


Figure 10a is what we'd do if our X4 and X5 are interchangeable. However we have also had teams where X5 is a seven footer and best defender, and X4 is lanky and quick:

- Instead of bumping X5, X4 goes straight through to the weak side block ready to defend the corner if the ball is swung.
- X1 will closeout on 2.
- X2 will closeout on 3.
- X4 will sprint baseline to closeout 5.

Figure 10c

Guarding Best Penetrator in Corner when X4 and X5 are Not Interchangeable



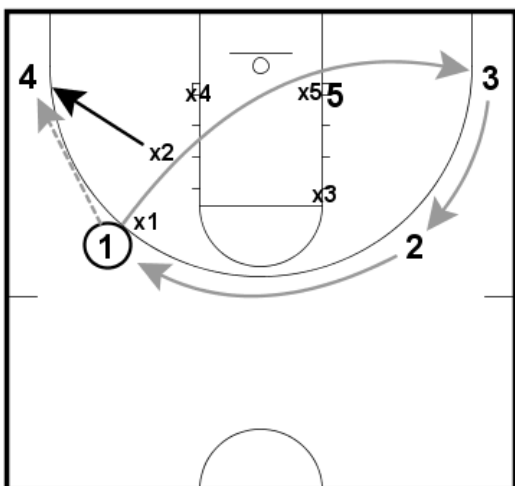
If the ball is swung to 5:

- Don't allow shot.
- Don't allow baseline penetration (force middle).
- We want five to dribble penetrate to the middle.
- If he does X2 is ready to anticipate dribble penetration and will trap.
- X2 is thinking as soon as this guy puts the ball on the floor, he's my man.
- We force a lot of turnover this way.

Guarding a 2-3 Offense:

Figure 11a

Guarding 2-3 Offense (One-on-the-side)



Guarding a 2-3 offense (one-on-the-side):

- X1 guards ball
- X2 drops there is 1 on the side.
- If 1 passes to 4, X2 guards 4 in the corner.
- If 1 cuts through to the corner, x1 doesn't follow, instead he holds steady ready to defend 2 who's about to rotate into his area.

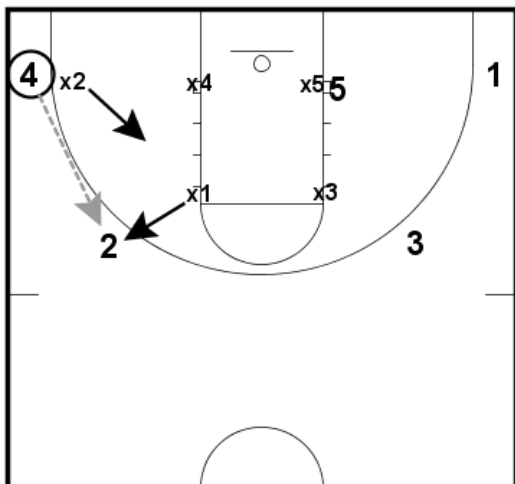
The problem with match-up zones is the theory works great on paper and when the offense is where you want them to be, but you don't get to make that choice. So you've got to do it in a way that gives you as much control as possible. It's all based on our rules, and an understanding of what we're trying to accomplish.

Rules:

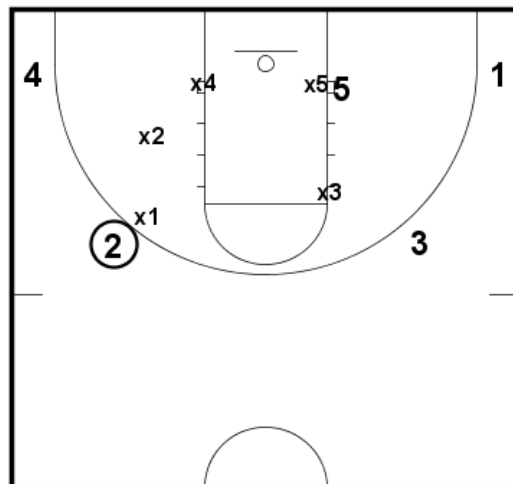
- We want any of our perimeter guys guarding the ball.
- We want our posts guarding the posts.
- We want to guard from the inside out.
- We don't want to allow any easy baskets.

Figure 11b

Guarding a 2-3 Offense (One-on-the-Side)

**Figure 11c**

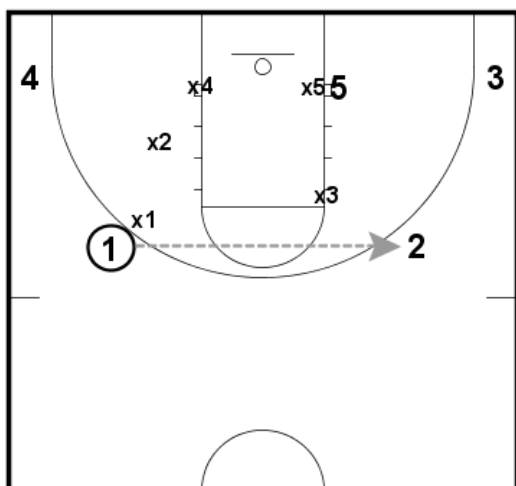
Guarding a 2-3 Offense (One-on-the-Side)



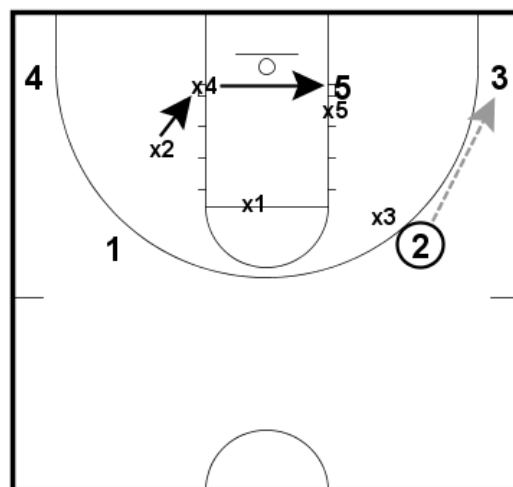
Guarding a 2-3 offense (two-on-the-side):

Figure 12a

Guarding a 2-3 Offense (Two-on-the-Side)

**Figure 12b**

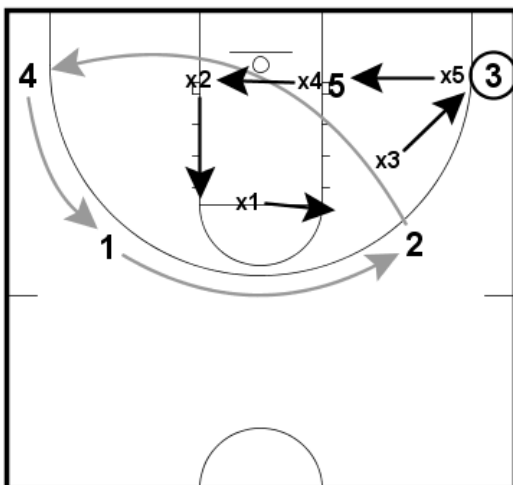
Guarding a 2-3 Offense (Two-on-the-Side)



- When 2 receives the ball from 1, X5 hedges on his man in anticipation of the pass to the corner.
- If 2 passes to the corner we are in two-on-the-side:
 - X5 guards corner, X4 guards strong side block.

Figure 12c

Guarding a 2-3 Offense (Two-on-the-Side)



If 2 cuts to the far corner:

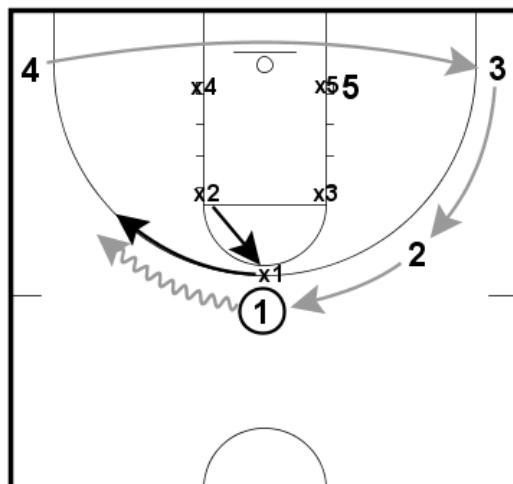
- X3 doesn't follow cutter.
- X3 goes to the corner and bumps X5.
- X5 goes to strong-side block.
- X4 goes to weak-side block.
- X2 goes back to weak-side elbow.
- X1 goes to strong-side elbow.

A team playing us for the first time may get confused to why we bumped one time but not the other time. Remember we only bump when there is two-on-the-side, and the post is guarding the corner.

Guarding baseline cut:

Figure 13

Guarding Dribble Entry to Wing and Baseline Cut



If 4 baseline cuts to corner and 1 makes a dribble entry to wing:

- X1 stays with ball.
- X2 replaces point.
- Now as the offense rotates we are still the same.
- We're not going to keep X2 down in a place where he has nobody to guard. Remember our 3 perimeter players are interchangeable.
- X2 makes the call to rotate as X1 is just focused on guarding the ball.

Guarding the high post in a 2-1-2 offense:

Figure 14a

Guarding the High Post in a 2-1-2 Offense

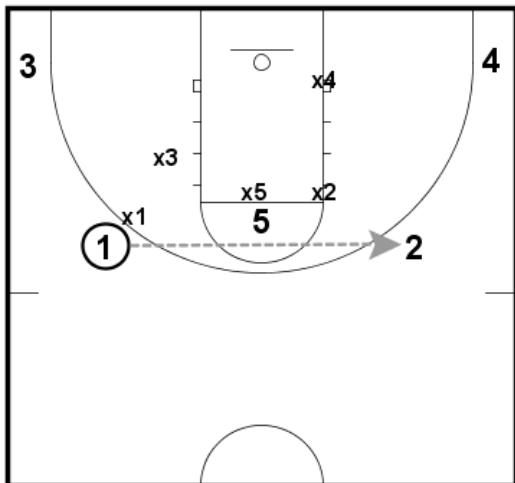
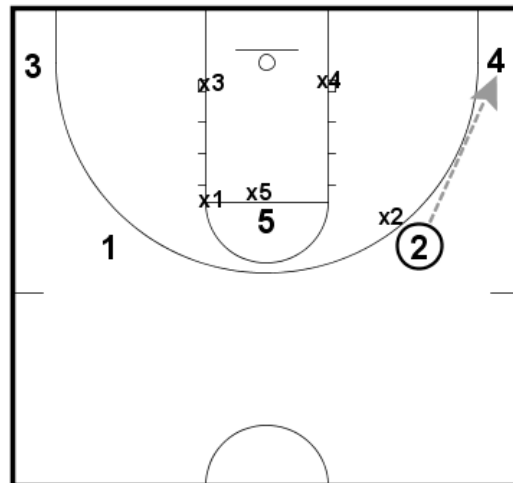


Figure 14b

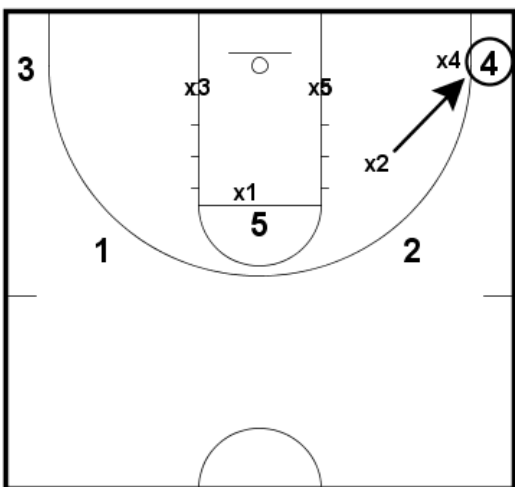
Guarding the High Post in a 2-1-2 Offense



X5 guards high post area while we are in one-on-the-side. If ball is swung from 1 to 2 to 4 in the corner, we are now in two-on-the-side.

Figure 14c

Guarding the High Post in a 2-1-2 Offense



Two-on-the-side:

- X4 will guard corner.
- X5 will drop down to guard the strong side block.
- X3 will drop down to weak side block.
- X2 will be in a position ready to bump X4.
- X1 will dig the high post but knows 1 is his responsibility.

If 2 cuts after the pass to 4, X2 will bump X4 and defense will rotate:

Figure 14d

Guarding the High Post in a 2-1-1 Offense

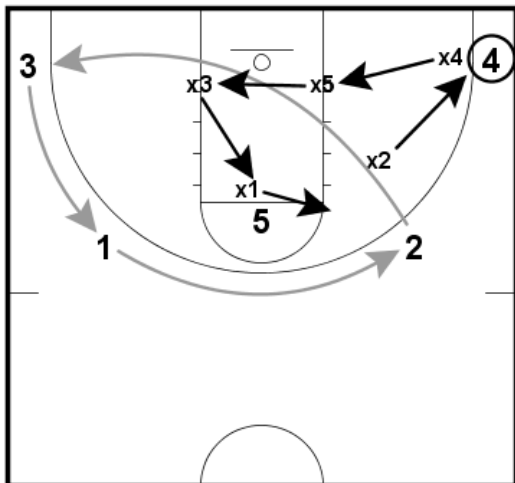
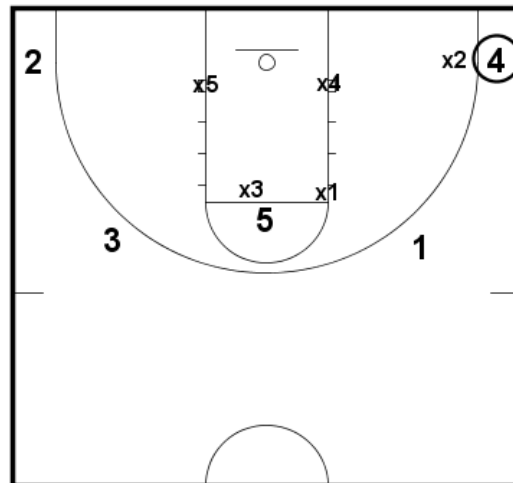


Figure 14e

Guarding the High Post in a 2-1-2 Offense



Trapping dribble penetration from corner:

- Even if there is a threat of dribble penetration from the corner, X2 still forces baseline. X5 is guarding the post from the baseline side.
- If there's dribble penetration anywhere below the free-throw line extended we will trap 95% of the time.

Figure 15a

Trapping Dribble Penetration

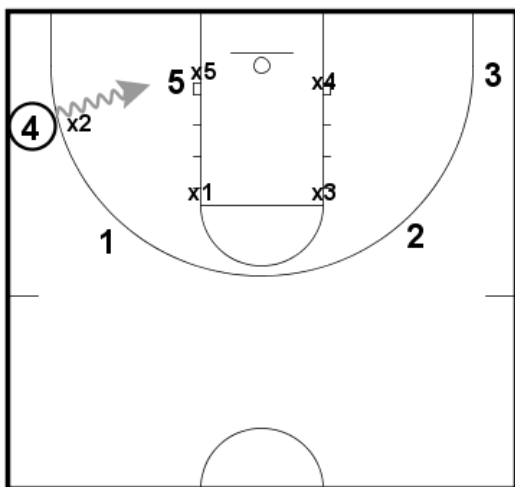
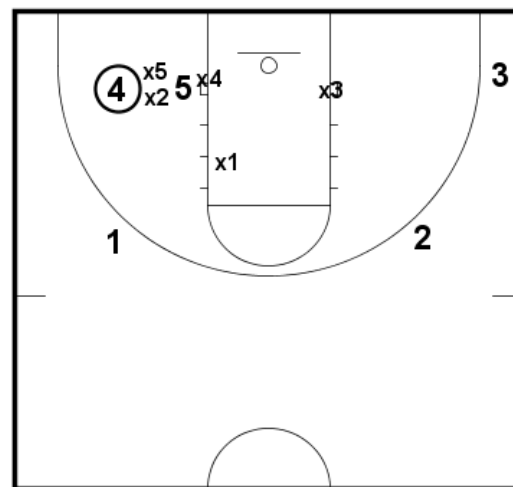


Figure 15b

Trapping Dribble Penetration

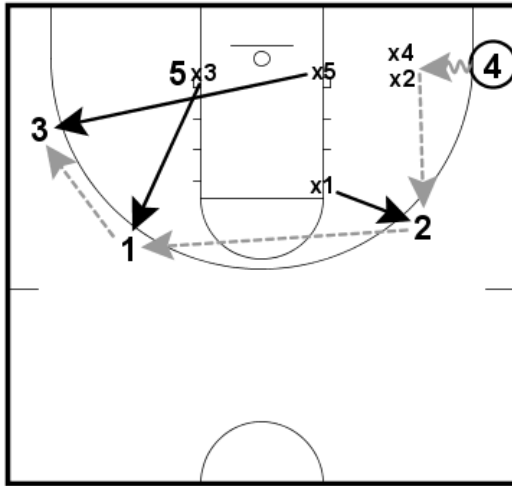


- X5 steps up to trap.
- X1 moves into a position to dig.
- X4 guards the post from baseline side,
- X3 drops down and is looking to take away the pass to the far corner.

- If post player flashes to high post and we have a post guarding corner, the high post is guarded by committee.
- Wing is in help discouraging entry to the high post, point is ready to read.
- If a wing has the corner then the post will have no one to guard, so he will guard the high post.

Figure 16

Defensive Assignments if Corner Penetrates and Kicks



Ball is in the corner and 4 dribble penetrates to draw in X2. 4 kicks it out to 2 who swings it to 1 and then 3:

- X3 will close out on 1.
- X5 has a long sprint to close out 3.
- This is more of an art rather than a science, and we continually have to adjust.

Rules for skip passes:

- If skip is above the foul line is usually the points responsibility, sometimes the wing,
- If skip is below the foul line it's always the wing's responsibility.

Adapting to the offense:

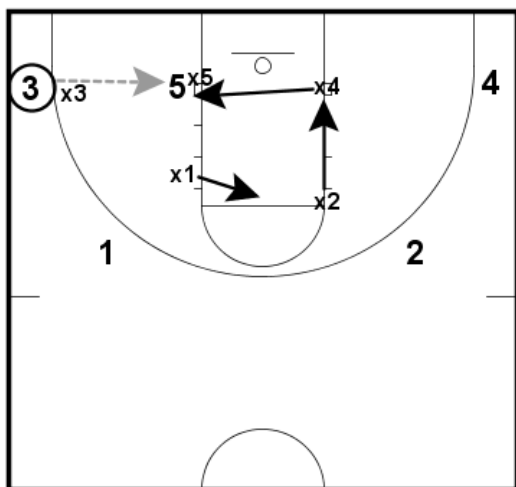
- The more a team's running a zone offense the more we're probably running man.
- The more a team's running a man offense, the more we're in a zone and letting them cut. They'll end up rotating to our spots anyway.
- If you know our rules, it doesn't really matter what you're guarding.
 - Our scouting report is literally two pages. The first page is personnel; second page is a couple of their zone sets.

Doubling the post:

- If we're trapping in the post, we must double on the catch.

Figure 17a

Doubling the Post (One-on-the-Side)



If 3 feeds 5 from the corner:

- X3 may turn but will stay with 3 to prevent an open three.
- X5 is defending the post baseline side.
- As the pass is made X4 comes top side to double.
- Now we have an advantage: We now have a good double on a guy who's not used to being doubled and is a poor passer.

We want to keep in the double, we don't want to dig, reach in, and foul, we want to hold strong. We teach our guys to have their hands out, bodies in towards each other, and we start pushing. The foul is never called, and the offensive player is called for traveling.

Now if post is able to pass out of the double, X1 is split between perimeter players 1 and 2. X2 is split between 4 and 2. If 5 passes to 1, X1 closes out and it's a simple rotation. If 5 passes to 2 we give that responsibility to X2. X1 sprints to guard 4 in the corner and defense rotates with x3 replacing x1.

Figure 17b

Doubling the Post (One-on-the-Side)

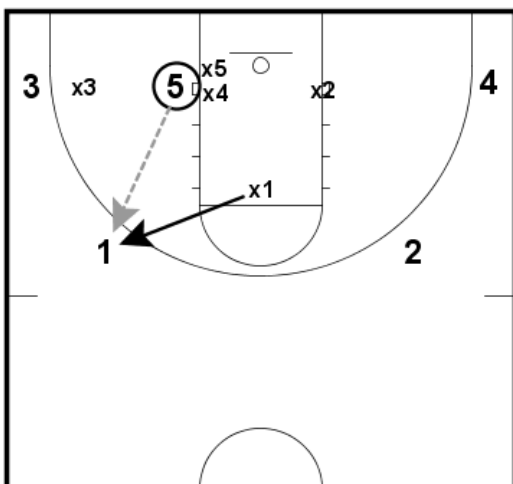
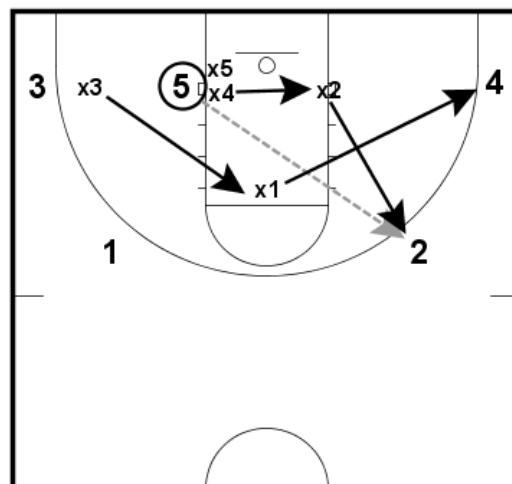


Figure 17c

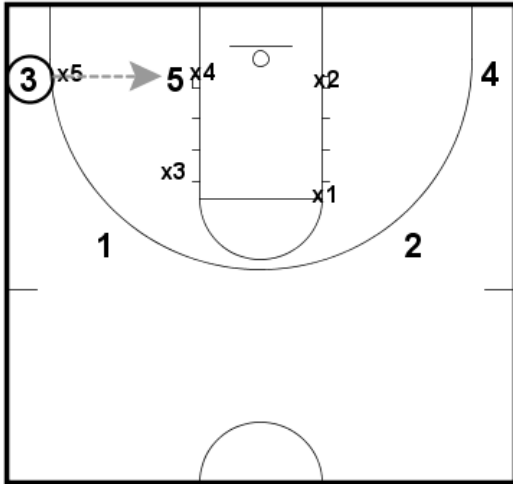
Doubling the Post (One-on-the-Side)



Doubling the post “two-on-the-side”:

Figure 18a

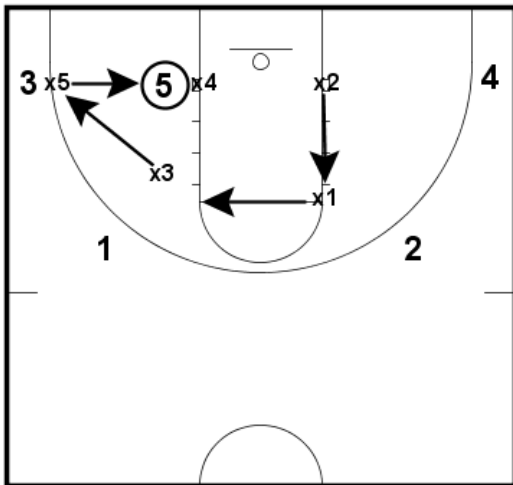
Doubling the Post (Two-on-the-Side)



This time the corner is being defended by the post.

Figure 18b

Doubling the Post (Two-on-the-Side)



Now when 3 makes the post entry pass:

- X5 turns and doubles 5.
- X3 sprints to the corner
- X1 rotates to elbow
- X2 rotates.

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NBA Time I

Know your players:

- Know your players as people.
- This guy likes the fray, he likes the battle, put him into those kind of situations.
- Know the player off the court, on the golf course, in the dorm room, in the cafeteria, in social situations.
- Know what there strengths are.
- Know who your decision makers are, your screener's (tough guys).
- Don't put your players in positions to fail.

Philosophy of the game:

- If you want to know about great offense, talk to the great defensive coaches. Talk to them about what they can't handle, find out what works and gives them trouble.
- If you can guard pick and roll offenses well, you've got a pretty good defense
- Pick and roll offense.
- Basketball is a game of counters. What do they do and how are we going to counter it?
- It's all about penetration. If we can keep penetration to a minimum we don't have to rotate and create problems where we have penetration in the paint.
- With Coach Wooden it was about recruiting quickness. Trying to get a player that was quicker than an opponent and create mismatches at every position.

Recruit shooters:

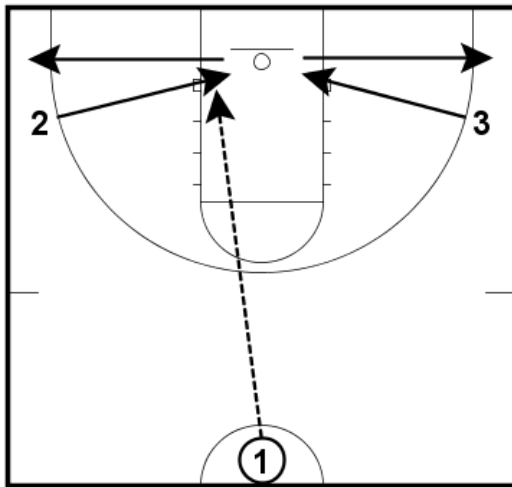
- Mike D'Antoni loves watching guys playing in the summer with all these fancy moves. Give me a guy who can just catch the ball and put it in the hole.
- If you space the floor and have good shooters on your team you will be successful.
- Coaches can run a play for an open shot, but if the guy misses, most people (fans not coaches) think it's bad offense.

Fast-break and flow-break:

- Should be running for layups.
- Most teams in the NBA run for layups the exception is Jerry Sloan's Utah who will cross under the basket.
- In a 3-on-2 or 3-on-1 situation, if a player is open for a layup there is no hesitation in giving him the ball.
- This is a point guard oriented offense, you need a guard who is unselfish and wants to get others the ball.
- You need to recruit four good shooters and an ass kicker. Three-point shooters are like archers: They don't have to get their hands bloody, they just kill from a far.

Figure 1

Positioning of Cutters



Positioning of cutters:

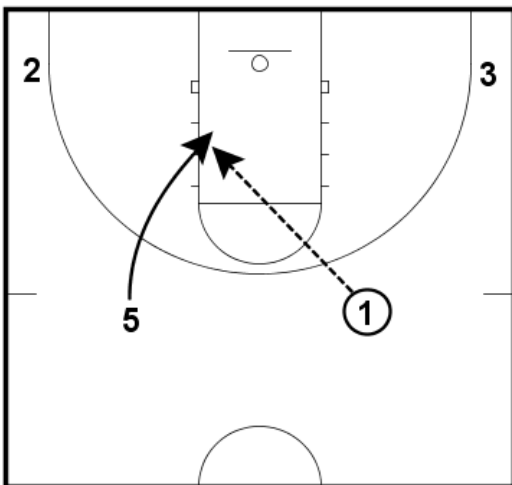
- If the cutting players don't get the ball, they bounce out to the corners for deep corner spacing.
- This is very important: They should not start out too high (see figure 1).
- It's about layups then bumping out, it's about deep spacing and shooting, and it's about the three point toss.

Many teams will run the first big down the middle of the floor? With Amar'e Stoudemire we would usually find he had a bigger guy on him.

- Why would we run him like many teams and rim seal if he's explosive, if he's fast and can shoot the jumper somewhat?
- Why would we run him here where he'll be guarded by a dinosaur, and he's a skilled thoroughbred?
- So we would run him wide. What would that do? It would create better spacing:

Figure 2a

First Big in Transition

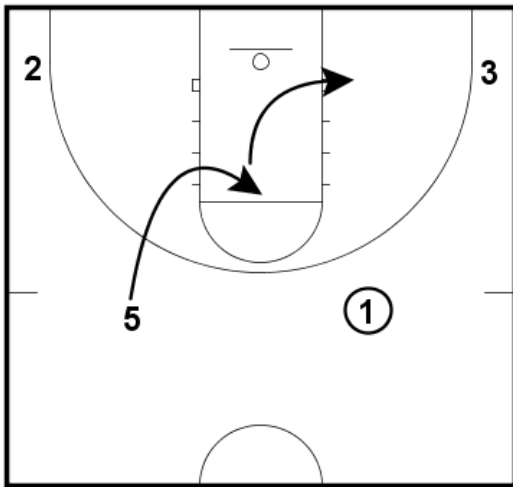


Role of first big in transition:

- The big man is the next guy down the floor.
- As he's coming down the court, he's staying wide.
- If he's open the pg hits him for a layup.
- If the defense steps up for a charge, we kill them with a three.
- You have to be able to make decisions on the move.

Figure 2b

First Big in Transition

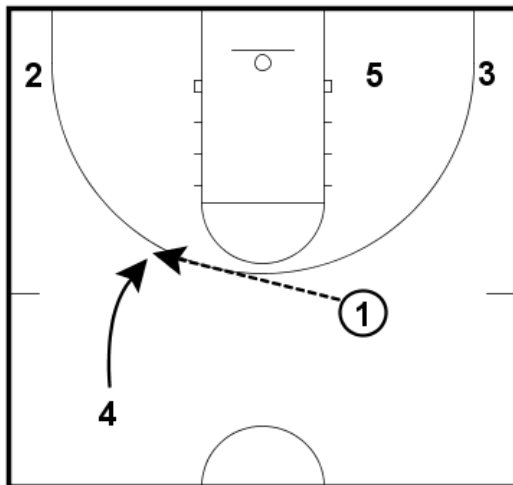


Role of first big in transition:

- If PG doesn't trust 5 to make the decision he keeps the ball.
- If 5's an ass kicker, he slices across posts up and demands the ball.
- He puts it and his man in the basket.
- Is he a gazelle? Have him give a little bit of a post up then go deep short corner.

Figure 3

Trailing Big in Transition



Role of trailing big in transition:

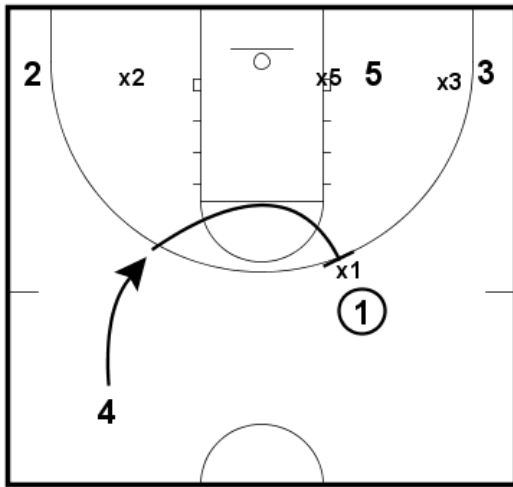
- Now we have the trailing big coming in.
- One year this was Tim Thomas. He'd get the ball right there on the wing and he'd kill you with threes.
- I'm not saying this is the only way, but it's the way that changed my mind about a lot of things.

Countering pick and roll defense:

- There are many ways if defending the pick and roll. I'm just going to put them into three categories:
 1. Attack the ball (shows and your blitz's)
 2. Corral
 3. Switch
- A smart team will not attack the ball when the pick and roll is outside of the scoring area. They will just corral the ball. So you need to have a counter to corraling the ball.

Figure 4

Counter to Corraling Ball Screen Defense

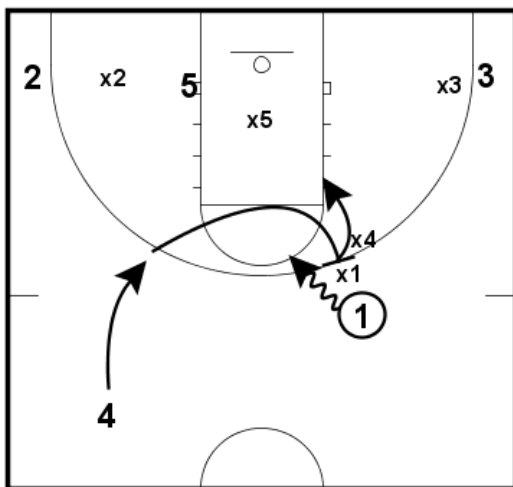


Counter to corralling defense:

- As the screener, I would make sure I got below the ball, and as I look like looking to score, get below the defender and set up a fish hook screen.
- If help side defender comes up that's a three, if he doesn't that's a dunk.
- We've got a runner, lob, kick, and throwback just because we got to a point where the defender's avoidance by going under made no sense.
- Now we've got a great angle to attack the big. He's going to feel pressure to switch or get out. Now the defense has no chance of getting to that.

Figure 5

Counter to Attacking Ball Screen Defense

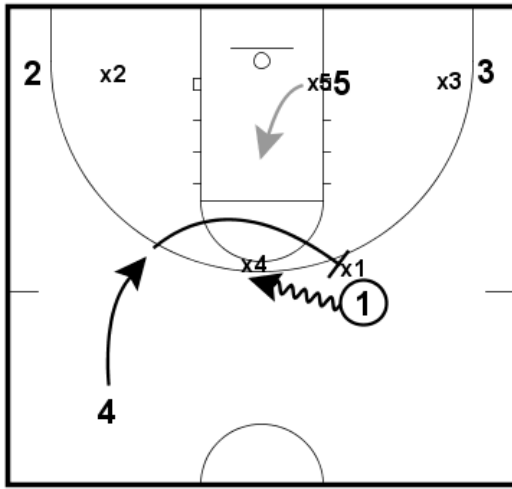


Counter to attacking defense:

- Defender shows hard.
- Screener sets fish hook screen
- Help side defender pushes up because he smells something.
- As screener rolls, because of the initial attacking, we have created an issue for the defense. The issue is that we're creating spacing not only horizontally on the same plane, but vertically.
- You've got to convince your players that it's fun to be athletic.

Figure 6

Counter to Switching Ball Screen Defense



Counter to switching defense:

- Again set a nice fish hook screen.
- This time defense switches. Guard keeps his dribble, and now we have choices.
- Screener doesn't roll to the basket, he just seals and lets the ball find him.
- Defense has another switch, and we are left with a big-little mismatch on the ball.

One of the biggest problems with the pick and roll is that the screen is never set properly:

- If the screen isn't set, it's not a pick and roll.
- Your bigs need to commit to this.
- I kept my job on offense, not because I could shoot 3's or 2's, but because I could screen. I got people open and I took pride in that. You must find those players on your team.

Disguise your pick and rolls:

- Use hiding angles.
- Twist: you look like you're setting the pick and roll one side but you set the other side.

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NBA Time I

This year we were 2-7 to start the year, it was as miserable as you could imagine. I was trying to figure out ways to jump start our season.

Our poor record was down to the combination of a very difficult schedule, and the fact that I had a vision of doing things a certain way, and I had made an error of judgment.

Be honest when you make a mistake.

- Extremely important.
- We were trying to run some Princeton offense out of our free flow offense but instead of being a better fast break team, it was actually slowing us down.
- Dirk Nowitzki was not performing as well because cutting is not his forte.
- I said: "Listen guys, I'm going to tell you the truth, The truth is I've made a mistake. My idea of what was going to work for our team is not working, it's actually having an adverse effect. So we're going to have to either stick with it or adjust, but this is going to be a difficult period of time for us."

We had a very quiet locker room:

- Jason Kidd - great player not a vocal leader.
- Dirk Nowitzki - extremely quiet
- Jason Terry - great guy with personality but not a "rah rah" type guy.
- Josh Howard - quiet type guy.
- Jerry Stackhouse was the one guy who had that edge to him but he wasn't playing due to an injury.

The job was to make this their team:

- I turned the reigns over to our point guard, Jason Kidd.
 - Up until that point I had been calling a lot of the plays.
 - Even though Jason wasn't a vocal leader he could change the game with eye contact.
- We had our Video guy put together clips of each of our guys.

Trying to think of ways to create energy before a game was consuming:

- You've got to come up with some goofy stuff:
 - Syncopated energy – simultaneous claps before a game.
 - Coach Daly would draw a picture on his dry erase board instead of a play.

On April 4th of this year, about to play Phoenix at home, a big game that could have an impact on the final conference standings:

- I received a call from Chuck Daly, his advice:
 - “Wipe everything off the board, it’s all about attitude!”
 - “Do what you do, but do it with attitude!”
- We won that game; it was a huge win for us.

How to get your players to conform to their roles:

- At some point you’re going to hit a tough stretch and guys are going to complain about their roles.
- We laminated cards with exact definitions of each player’s roles.
 - “Jermaine O’Neal: Leader, scorer, rebounder, defender, game closer.”

Ideas during film:

- Ask players questions during film, keep them on toes.
- Make players accountable to know game assignments.
- Break film up into three segments:
 - How bad we were.
 - What we did well.
 - How we want to do it (if there isn’t a lot of footage of your team doing what you want, substitute with another team that does do it well).

Be positive:

- A lot of times you need to be more positive than negative.
- As coaches we have a tendency to scrutinize.
- Show them how close they are to winning.
- Show them the mistakes that cost the games.

Losing:

- Who in here hasn’t been a head coach?
 - Well look forward to your first losing streak.
- You will find out more about your self and your team when you have a losing streak.
- At the beginning of the season talk about losing, and how it can mess up a team. When that happens we’re going to commit even more to who we are.
- When a team loses you’re going to have to make adjustments, gives you a sense of urgency, change rotations.

Stretching:

- Stretching drives me nuts.
- When teams do it well it’s a springboard to a great practice.
- Shane Battier used to get his Duke team going while they are stretching.
- Make stretching analogous to a great start at practice.

Communication:

- Tape yourself talking to your team. First reaction will be yuck.
- Pause mid sentence when you speak.
 - Less is more.
 - Keeps the audience engaged.
 - Generates anticipation.
 - Also helped me become a clearer thinker.

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The Athletic Director's Perspective

There needs to be a mutual trust between the athletic director and the coach.

Every basketball coach that worked here before Coach Donovan was jealous of football.

- A lot of coaches get distracted by not focusing on the job at hand.
- At the end of the day all you can control is your own program.

Our coaches win because they have a positive attitude.

- If you think positively and work hard, good things will happen.
- Relentless work ethic is what makes Coach Donovan and Coach Meyer successful.
 - Coach Donovan left a comfortable spot at Kentucky to go to Marshall, and then worked his tail off here to build a program.

Self improvement:

- Some people are too competitive; they don't want to share knowledge because they want to win.
- We need to improve ourselves everyday.

Be accountable for your mistakes:

- Coaches sometimes don't admit they screwed up.
- Take responsibility.
- Acknowledge that you messed up and move on.

It's not just about winning!

- What do you want your legacy to be?
- I like winning; I like the University of Florida being successful. However, if it's all about winning, you don't care how you get there.

“When it's all said and done it has to be more than just about winning a ring!”

- It's about developing relationships, did you treat people well?
- Were you honest?
- Were you loyal?
- He was a good coach, a good person, look at all the lives he impacted.
- Sometimes in this profession winning is the be all and end all.
- There is a right way and a wrong way to chase that crystal ball.

Question: Is there a comparison between how Florida athletics is run in comparison to a Professional team? Who's the owner?

- We don't have a CEO telling us what to do. The president is the owner.
- I've had a terrific relationship with the president; he lets me run my own shop. That relationship is very important to me.

Question: For programs like Florida that are unsuccessful, what is holding them back?

- Commitment!
 - You need a coach who can make a difference. When we hired Billy Donovan we broke the mold. We hired a 30 year old guy. He didn't come in here and say we needed to build him a practice facility.
 - It takes resources. Our administration has shown a commitment.
 - Finance is a reason.

Question: How Many Athletic Programs in the SEC are losing Money?

- The two Mississippi programs struggle financially.

Question: How do you begin your search for a new head coach?

- I don't want to chase coaches with big buyout clauses.
- I'm not a search firm fan. I think it's my job to find the coach.
- I think it shows a commitment that Jeremy Foley wants to be involved.

Question: Why do people use search firms then?

- It provides a little bit of cover. If the coach isn't successful, maybe less responsibility falls on the athletic director's shoulders.
- Search Firms make things easy. If Urban Meyer hadn't worked out, I'm not sure I'd still be here. People get too gun shy.

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Beating the RPI

The Ratings Percentage Index (RPI) is one of several factors considered by the committee that selects and seeds the NCAA tournament. The RPI was created by the NCAA basketball committee in 1981. It is a measure of how teams schedule and how they perform against their schedule.

The RPI formula:

- 25% is your team's winning percentage.
- 50% is your opponents' winning percentage.
- 25% is your opponents' opponents' winning percentage.

Therefore, 75% of your score comes down to strength of schedule. Only 25% is how you perform. This is to encourage teams to play better schedules. The committee has backed this up by selecting teams with challenging non-conference schedules, while punishing those teams with poor non-conference schedules.

- RPI always reflects current records.
- RPI continuously evolves.
- Everyone starts at 0, there's no preseason bias:
 - Otherwise you wouldn't want to play Florida at the beginning of the season when they are 0-0 as you wouldn't get any credit for playing them.

One of the new changes to the RPI is the introduction of a weighting system to acknowledge the difficulty of winning on the road.

You get more credit for winning on the road compared to winning at home:

- 0.6 wins for a home win.
- 1.0 wins for a neutral site win.
- 1.4 wins for a road win.

You get punished less for losing on the road compared to losing at home:

- 1.4 losses for a home loss.
- 1.0 losses for a neutral site loss.
- 0.6 losses for a road loss.

Strength of schedule impact (see handout):

- This is the ranking of teams in the order you'd want to play.

Case examples:

- In 2008-2009 Memphis would have been the best team to play for your strength of schedule despite only being 7th in RPI.

- Utah State was the 23rd team in the RPI but the 8th best team to play to improve your strength of schedule.
- As you go down the list you will see that teams that performed very well in non-major conferences may be better for your strength of schedule than teams from major conferences that had similar or worse records.
 - Illinois (#33) had an RPI ranking of 22.
 - North Dakota State (#32) had an RPI ranking of 87.
 - The Summit league as a whole did not perform well, so they didn't get a high RPI.
 - Just as well to play North Dakota State as Illinois.
 - However RPI takes the result into account, so maybe you would have a better chance of beating a team like North Dakota State than Illinois.

Should I play a team that has an RPI of 250 or below and win or play Duke and lose, which will be better for RPI?

- Almost always better to play a lower ranking team and win than to lose a higher ranking team.

Should I play a bad team from a good conference?

- Teams that don't win a lot of games no matter what conference they're in won't help your RPI.
- There was a misconception last year that playing a bad Indiana team despite their record would be good for their RPI because of their Big Ten affiliation. As the handout shows, this was not true:
 - Despite their 216th ranking in the RPI, Indiana was one of the 30th worse teams to play for strength of schedule.
 - Florida Golf Coast was 310th in the RPI (100 positions lower than Indiana) but a much better opponent for strength of schedule.

Scheduling for the RPI:

- Play the best teams you can beat.
- It is better to play a team with a lower RPI and win than a team with a higher RPI and lose.
- Winning helps your RPI and your conference's RPI.
- If your conference plays a lot of guarantee games, and has a lot of out of conference losses that will have a negative effect on your conference's RPI and subsequently your RPI.
- Road wins are even better as you get more credit.
- At large pool is coming from top 50 of the RPI.
- Games against non-Division I teams do not count, win or lose. It would therefore be better to play a non-Division I team and win than lose to a Division I team.

Final Thought:

- There are things that can't be taken into account by the numbers alone. For example injuries. That's why there is a selection committee.

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NBA Skill Development

You can't be tired and you can't be bored. It's not easy getting better. It takes work and discipline. We have a choice of pain of discipline or pain of regret.

Workout discipline:

- Maximum intensity on every repetition.
- Machine like mechanics
- Focus on every repetition - we're going to take one shot 500 times.

Philosophy:

- Becoming a good shooter is lots of reps.
- Becoming a great shooter is lots of reps at game speed from game spots at a game angle.

Theory of two:

- It takes two minutes to show any skill.
- It takes two weeks doing it every single day to get comfortable with the skill.
- It takes two months working on a skill everyday to get good enough to execute in a game.

Shooting form:

- Be ready on the catch.
- Ten toes to the rim (if you have ten toes to the rim you will be square to the basket).
- Only change his form if the shot doesn't go in. Make him the best worst form shooter.
- Two second rule: As soon as it's 1 cm into our players fingers I'm counting one two. Players don't have a great understanding of game speed when working out.
- The better the shooter you are, the better your shot fake needs to be. Definition of a shot fake is a real shot that you don't shoot.

Free-throws:

- Shoot free-throws until you miss, and count how many in a row.
- Players tend to fall forward rather than backward.

Give your players statistical feedback:

- When you chart your players' shots give them percentages for free-throws, lay-ups, jump shots and three-point shots.
- Break it down so they know what to work on.
- Players can be receptive to stats.

Make time to practice shooting:

- You will be surprised how little your guys shoot during practice when you exclude shooting drills.
- We recorded how many shots our players took in a 2.5 hour practice:
 - Paul Pierce – 16.
 - Ricky Davis – 13.
 - Al Jefferson – 7.
- During an hour pickup we shoot on average 12.8 shots per player.
- Average number of shots taken in a game is 16 per player.

My goal right now is to get everything you can teach in the game down to three bullet points. It makes it easier for players to take in:

- For shooting:
 - Perfect feet.
 - Ready for catch.
 - Perfect follow through.

Coaches must maintain their intensity everyday:

- A coach can never get bored.
- The intensity that a coach brings to the floor helps the player have a more intense workout.
- Coaches have body language too. Be careful of your body language, and how it could be interpreted by your players.

Three things skill development can do for you:

- It can create a career.
- It can improve a career.
- It can revitalize a career.

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Clutch Performance

What is important for Mental Skills & Toughness Training?

- If you could come up with a potion that had the attributes of the ultimate player what would it contain?

According to a study based on professional athletes in the NBA, NFL, and NHL, the following eight traits were found to constitute the ultimate athlete:

1. Ability to work hard and sustain intensity.
2. Competitiveness.
3. Athletic ability.
4. Sacrifice for the team.
5. Coping with criticism, failure, and success.
6. Clutch performance, poise, and focus.
7. Ability to execute game strategy.
8. Passion for the sport and commitment to excellence.

When you are looking at the traits of the ultimate athlete, to what degree do each of these traits equate to >50% mental, >50% physical, 50/50 split?

- By admission of the coaches in attendance five of the above traits are considered to be mainly mental attributes.

There isn't a coach in America who would say that mental skills and toughness isn't critical to clutch performance. But how many coaches devote fifty percent of their time developing mental skills?

Whether you asked a coach on the East Coast, West Coast, or Midwest how to shoot a free throw, the answer would be pretty consistent. However if you were to ask those same coaches how you help a player relax, how to help a player focus, build confidence, build commitment, the responses would be inconsistent.

There is a common misconception in terms of mental toughness that players either have it or they don't. Some coaches believe that mental toughness can not be trained or developed. However this was the same thirty-five years ago with speed, agility, quickness training and strength training. These methods are now an integral component of the training regime of an athlete.

Defining Mental Skills & Toughness:

- Many principles are still a mystery.
- Not always same peer acceptance as other methods of training e.g. SAQ training.
- Misconception that mental skill and toughness only need to be worked on if there's something wrong.

- Remember this key point: We must give our athletes an actual skill set to work on. A crisp definition of what is expected.

Mental Toughness = The Four C's:

- Composure.
- Concentration.
- Confidence.
- Commitment.

Confidence is nothing more than the ability to be composed and concentrated in any situation at any point of the game.

What happens to the brain under stress?

- Perceived threat leads to a fight or flight reaction.
 - It's important for our athletes to realize that this process is common.
 - Not too many athletes are going to acknowledge they're nervous.
 - Take time to talk with your athletes about what happens to your mind and body in clutch situations.

Four things occur in clutch situations:

1. Heart rate changes.
2. Breathing pattern changes.
3. Digestive system breaks down – blood from digestive system is rerouted to the prime movers of the body in preparation for fight or flight.
4. Muscular tension – effects fine motor skills (e.g. shooting).

How does this effect performance?

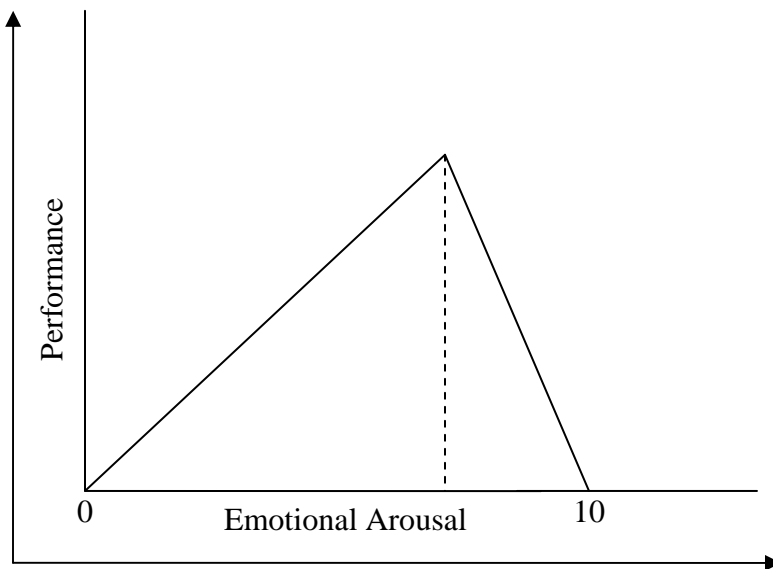
- 8% differential between practice free-throw percentage and game free-throw percentage in NCAA.
- 13.6% difference in free-throw percentage between regular season and playoff NBA games.

Fight or flight is not all bad.

- There is a direct relationship between emotional arousal and performance.

Emotion Arousal (EA):

- Coming out of the locker room before a game, or coming out of a key timeout in a clutch situation, an athlete's emotional arousal level increases.
- As emotional arousal increases, performance potential increases. However at a certain level, emotional arousal reaches a level where performance potential is maxed (as identified by the dotted line in figure 1).
- Once this level of optimum emotional arousal is passed, performance potential tanks.

Figure 1. Relationship between Emotional Arousal and Performance

- Different players may perform best at different levels of emotional arousal.
- Some young coaches pride themselves on their ability to jack up their team without knowing that two of their studs may play better at a level two or three of emotional arousal.
- Ray Allen for example seems to perform best at a very low emotional arousal level. You could have a player with an emotional arousal level of three who looks like they don't even care.
- There is nothing on Earth that you should let take you out of your optimal arousal zone.

Determining a player's optimal EA level:

- It is critical to ask the athlete what EA level they think they perform best at.
- Ask your athletes to think back to the three or four best games of their career, and there will be some continuity to the level of arousal they were at during those performances.
- Also challenge your players in practice. Manipulate their arousal levels and see at what level they perform the best.
- Don't confuse arousal level and intensity. Intensity must always remain high for optimal performance.

Maintaining optimal emotional arousal

- There is a big difference between finding a players emotional arousal level and maintaining that level.
- Once an athlete has identified their level, teammates and coaches can help the player reach that level before a game
- It is up to the athlete to not let anything take them out of their optimal emotional arousal zone.

Mistake Management:

- You can tell a lot about a player's emotional arousal level by how they react to mistakes.
- Train your athletes on how to react to mistakes.
- Great athletes aren't great because they are perfect. They are great because they have the perfect reaction to their mistakes.
- Screaming after a miss is the ego saying I usually make that. However it reveals a level of frustration to our opponents.
- The external reaction of screaming is nothing compared to what is going on under the surface.

Take out the trash:

- With every single mistake made on the court, take out the trash.
- Remove the mistake from the mind of the athlete.
- There has to be a cognitive process to remove the mistake from the mind. Otherwise it remains with players, erodes confidence and kills clutch consistency.

Two step process:

1. Take out the trash (erase the mistake from the mind like burning a photograph).
2. Visualize the correct image.

When you see an image in your mind, whether it is real or imagined, you have a greater chance of reciprocating that image.

Three rules for using imagery before a game to improve a young person's skill level:

1. A goal has to be set.
2. Visualize from an inside out view.
3. Activate all five senses in the visualization (smell the popcorn vendors, hear the sound of sneakers squeaking on the floor, see the colors of the jerseys).

As a player, I was inspired by a record set by Chris Jackson, in which he made 272 straight free-throws in a row.

- I used this imagery to see if I could beat the record in practice.
- I visualized making 273 free-throws for twenty minutes every morning after I woke up and for twenty minutes every night before going to bed. I did this for four weeks.

There is a huge difference between an outside-in view and inside-out view

- Outside-in view is like visualizing the action as if you were watching from the stands.
- Inside-out view is as if you are the one performing in the competition.

Self Vocalization:

- Positive self speak.
- We need to put the right words and images together.
- There are words that we can use that will help us perform at our best.

If we took a mediocre NCAA basketball player, and one of the greatest players in NCAA history and a mediocre player, and compared their self speak, would there be much of a difference? Yes the difference would be immediately apparent.

The inner voice of the mediocre athlete is like this:

- “Oh no this is a big one,” “don’t screw up now,” “don’t you choke,” and “I can’t miss this one, my contract is on the line here.”

The elite athlete’s self speak is like:

- “Oh yeah, I’m at my best when it counts the most,” “I’m one of the best players in the league,” and “I am so consistent in the clutch.”

If you could take down everything Michael Jordan said to himself during a game it would be owe inspiring.

There is a process to marry the right words and the right images to enhance clutch performance.

1. Set the goals.
2. Keep the statement positive and realistic:
 - “I never miss in the clutch” – negative and unrealistic.
 - “I always make free-throws in the clutch” – positive but unrealistic.
 - “I am so consistent in the clutch” – positive and realistic.

Law of Dominant Thought:

- Mind doesn’t always distinguish between do and don’t do.
- Important to keep this in mind when we’re coming up with these key sentences for our internal script.
- “I never miss a free-throw in the clutch” vs. “I always make my clutch free-throws. The first is negative, the second is positive.
- It may seem complicated to come up with the right words and the right sentences, but once an athlete devises a script, and practices it, it will be with him forever.

Channel Selection for Focus:

- There are seven different things that we can focus on.
- The first five are our senses (hearing, vision, touch, taste, smell).
- The 6th channel is our imagination - our ability to see images from the past and the future.
- The 7th channel is our inner voice.
- You can only effectively focus on one channel at one point in time.
- Our mind oscillates between these channels.
- If we just focus on one channel that sense is heightened.
- Most sports success is played in the visual channel.
- 90% of success played in the visual channel.

With a mediocre player, focus switches between channels more often in clutch situations than an elite level performer.

In timeouts get the players to switch to their audio channel.

Is it alright during a timeout to say: “If we make the free-throw we’re in this, if we miss the free-throw we’re in that?”

- Absolutely, you have to scenario plan, players need to have instruction. However understand the difference between giving these instructions during the timeout, and a player focusing on the worse case scenario while attempting clutch free-throws.

Have you ever seen a player use negativity to fuel a better performance?

- Negative motivation can have just as much positive effect on performance on gross motor skill output as positive motion.
- However for fine motor skill coordination there is a huge disparity between positive motivation and negative motivation.

13 year career averaged 15 points per game Nick Anderson, a 70% free-throw shooter. Three points down in the NBA finals has four free-throws, and missed them all. Orlando loses first game, momentum shifted and Houston sweep the series. The next year he shot 45%.

Choking:

- Choking has nothing to do with the outcome.
- If you lose one or more of the 4 C’s of performance you have choked.
- It’s not possible to determine if someone has choked without knowing what went on in their mind. It could be a physical breakdown.

Clutch attitude – Fear of failure / choking vs. focus on important cues:

- Focusing on outcome brings you that much closer to losing,
- Focusing on the variables responsible for success (The 4 C’s) will bring you that much closer to winning.
- Define what choking is and what it is not with your athletes.
- Focus should be on the present and not the future (ramifications of winning / losing).
- Build a team culture of “STEPPING UP.”

Educating your athlete on what choking is puts them in a different mindset when it comes to taking that final shot.

- The question now is not whether I’m the G.O.A.T. or not if I miss this, the whole focus is on maintaining the 4 C’s which will in turn increase the probability of success.

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NBA Time II

Eight Must Haves of Defense:

1. Communication:
 - Intimidates opponent.
 - Gives defense a head start.
 - Gives man on ball more confidence.
 - Wakes up a disengaged defender.
 - Catches a mistake before it happens.
 - Energizes team.
2. Trust:
 - Teams that don't trust, foul more. Teams that foul more, lose more!
3. Position:
 - Where are you supposed to be in relation to the ball.
4. Awareness:
 - Ability to sniff things out.
 - Gain awareness by repetition in practice or experience.
5. Alertness:
 - Need to be ready the instant we need you.
6. Multiple weapons.
7. Rotation and scramble:
 - Rotations are rehearsed and practiced everyday.
 - Scrambles are not.
8. Resolve:
 - Watch San Antonio Spurs (when they get scored on, they don't let it affect their egos).

Five Keys to Winning on the Road:

1. Must defend.
2. Must eliminate transition baskets.
3. Must rebound (control defensive boards).
4. Must have resolve, and once back on defense must have position, awareness, and alertness.
5. Eliminate Turnovers.

Five Stats You Should Consider:

1. 50/50 Plays: Need to get 70% of these balls.
2. First to the floor: Be first to dive on loose balls.
3. Charges: We might get four a game.

4. Offensive Rebounding – Challenge your big man to grab two offensive rebounds per quarter. Show your player how to rebound. The more you go after the more you get.
5. Deflections - six per quarter.

Defense can win games, but it's the subtleties that are the separators:

- You can share certain stats with certain players, something personal (i.e. Rondo drawing a foul on hedge defender).

What you hear is what you believe in and what you teach:

- Winning teams - You hear shoes squeaking and lots of talking.
- Losing teams - You only hear shoes squeaking.

Boston Celtics Practice Terms:

- Low man wins:
- Have your shoulders lower than the man you're guarding.
- No dare shots:
 - Must contest all shots, a hand up is not enough.
- Fouling negates hustle.
- Defense is about commitment, offense is about comfort.
- Contest the first shot, don't allow a second shot.
- Try to get three consecutive stops.
- Fight your instincts late in the game:
 - Stay down on shot fakes (shooter up first, defender up second).
 - Hug your man.
- Leak outs:
 - Stay back and don't leak out.
- Know the No's:
 - No middle.
 - No lay-ups.
 - No uncontested shots.
 - No ball watching.
 - No buddy running.
- Pressure the ball.
- Fool's gold in transition defense:
 - You can be back but you are not set and in position.

Rookies must learn to:

1. Play harder.
2. Play harder for longer.

Three Things for an Ideal Possession:

1. No penetration.
2. If there is penetration, no shots off that penetration.
3. No shots in the first three passes.

Fools Gold in Transition Defense:

- One guy back = dunk. Two guys back = lay-up. Three guys back = contested two. Four guys back = game on.
- Make the offense throw two or more passes.
- Match-ups are out the window in transition. It is total team defense.
- Communicate in transition in two ways: with your voice and with your fingers.
- Do the un-required work: defensive position, jumping on loose balls.

Philosophy Points:

- Have a mission as well as a goal:
 - The goal of the 2008 USA team was to win the gold medal.
 - Their mission was to reprieve USA basketball.
- As an assistant coach, you should read “Showtime” and “Rebound.”
- Read “Gold Standard” by Coach K.
- Use individualized motivation (one-to-one), and inspirational motivation.
- Get out of the It’s:
 - It’s are excuses.
 - “It’s too hard,” “it’s too early.”
- Allow your team one timeout per practice: players call it, run over to their bench area, and coach themselves.
- Have a silent coaches practice.
- Regular season games are won by your strong side defense. Championships games are won by what happens on the weak side of the floor (stay in rotation, stay out of scramble).
- Keep the guys who dislike you away from those who are undecided.
- Success leaves footprints: find them and follow them.
- Seek wisdom from those who came before you.
- Your second unit is extremely important: they may not win a championship, but they can keep you from winning one.
- If you give your shooters permission to shot, you have to give them permission to miss.
- Pressure is only a factor when you are under-prepared.
- The difference between failure and success is very minimal.
 - “Failure is a few simple errors in judgment repeatedly done.”
- Be open with your players:
 - Open door.
 - Open ears.
 - Open mind.
 - Open heart.

Notes for Assistant Coaches:

- You are given a role by the head coach and that is your job and it is not negotiable.
- Check your ego at the door.

- Improvement and advancement do not exist in isolation.
- Do not fear going up to someone. Fear the consequences of not going up to someone.
- Law of diminishing intent: the longer you put something off, the less likely you are to get it done.
- Your paycheck is your responsibility based on the value you bring to your head coach and team.
 - Your income will seldom exceed your own personal development.
 - To have more you have to become more.
- It is about investment, not entitlement.
- You can't get a job with a written resume. It's about a visual resume.
- Jobs find coaches, coaches don't find jobs.
- Be prepared before you need to be.
- We need "doormen" in life:
 - We need people to provide us with opportunities and give us a chance to showcase our knowledge or capability.

Player Messages:

- What is Kevin Garnett like?
 1. Talented.
 2. Passionate.
 3. He works on his game every day.
 4. He wants to know what you know that can make him better.
 5. He is incredibly competitive in games.
 6. He never makes excuses (in fact he blames himself).
 7. He wants the truth.
 8. He can respond and deal with failure.

Final Statement:

- Talent plus fundamentals can make a player unstoppable.
- Talent plus fundamentals plus mental capacity can make him the greatest of all time.

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NBA Time II

“Chuckisms” – Chuck Daly Sayings:

- Never trust happiness.
- Coaching isn't about X's and O's, it's about managing diversity and adversity.
- The better the players are, the more coachable they become.
- You're only as good as your best players.
- Your best player has to be your best listener. He has to lead by listening.
- Everyone wants to be coached, you just have to find the right way to reach them.
- You must be honest with your players all the time.
- You can reach any player if they believe your only intent is winning.
- If you have a chemistry guy on your basketball team, do not let that guy out of the building.

Work on team building and chemistry everyday:

- Watch the locker room closely.
- Move seats around and put guys together / keep them apart.
- If a player has an event, every player and coach must go.
- Sometimes you have to force guys to hang out with their teammates.

Chuck Daly said if there was one thing he would do differently in his career, he would have talked to his players more:

- Players have so many answers if you will listen to them.
- There is an art to listening to your players. You will be amazed by what you can learn from a player's body language, their eyes, etc.
- At the end of the game, you should look at your players and look to see who is looking at you. If they are not looking at you, then they don't want the ball.

Philosophy going into a basketball game:

- How many points can I steal?
- How many points can I score out of timeouts?
- How many points can I get from sideline out of bounds?
- How many points can I steal from baseline out of bounds?

Game strategy:

- 10 seconds left in the first half and the other team is shooting a free throw:
 - Put five guards in the game and force a mismatch or make the other team take a timeout (in college basketball).
- Bad free throw shooters are bad misers. You can't control where the ball is going to go if they miss.
- Try to score from every sideline out of bounds and baseline out of bounds:

- Sideline out of bounds player needs to be a risk-taker, a thinker.
- Beat them in the first six seconds down the floor or beat them with execution.

Shot Selection:

- No problem if a player takes a shot very early in the possession so long as it is his shot.
- An open shot is not an open shot unless it is that player's shot.
- Convince players what "their" shot is using statistics and by talking to them.
- Don't say much about bad shots unless it continues.
- You want players to know they have a shot and that if it is uncontested that they should take it.
- You don't want a player unsure about when he should shoot.

One of the most important parts of the Celtics championship season was the players buying into the system established by the coaches. Trust the system unconditionally, offensively and defensively:

- We won't win unless you drop your guard and let me (Coach Rivers) in, and let me do my job.
- The roles I'm going to give you may not be the roles that you want. They might not be great for you but they will be great for the team.
- Biggest challenge after winning the championship was getting our role players to continue to be role players.
- Winning isn't about being comfortable, it's about stepping outside of your comfort zone.
- You have to get your team on one agenda. Constantly work on the process of getting better each day.
- On the first day of practice I told the team "we are going to win a National Championship, this is the last time we're going to mention it. From this day forward all we are going to do is work on the process of playing together."
- UBUNTU: I can't be all I can be unless you are all you can be.

Pick & Roll Offense:

- "13" – 1-3 pick and roll (three setting screen for one), middle pick and roll play, we want to get a switch.
- Emphasis on picking – screen the lower half of the defenders body, back half of body to prevent defender from going under screen.
- Whenever a defense goes under a screen, it's a race to the basket.
 - Can the player coming off the screen win the race to the opposite elbow?
 - The player with the ball gets to "say go" based on how they set up the screen.

Offensive Sets and Execution:

- Occasionally, let the players draw up their own plays:
 - They run these plays harder and execute at a fairly high level.
 - Good practice for the players and gets them thinking.
- Do not be scared to run a play that your players have never seen.
- Run a play out of timeout that is a wrinkle of your normal offense and your players will be able to execute it.
- Don't run plays that have the potential to turn in to turnovers.
- Random offense is the early offense - No rules.
- Bigs have to set picks continually within the offense.
 - If you are ahead of the ball as a big then you can run to the post.
 - If you are behind the ball, then you have to find the ball and go get a screen.
 - You have to run into the picks.
 - Sprint from pick-to-pick.
- Eventually, you can incorporate the bigs setting screens off the ball (eg. Garnett setting screens for Ray Allen in the Celtics offense).
- Do not dance with the ball, over-dribbling for 10-15 seconds. Turn the corner and attack the basket.
- Don't be afraid of changing a player's game for the good of the team, even if that player is a star.
- Instead of attacking weaknesses, you attack strengths over and over again.

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Dealing with the Media

Today's media has the ability to be around players much more than today's coaches:

- My job is about observation and evaluation.
- We operate from a different perspective than coaches.

Things to remember:

- Your reputation, no matter what it is, cannot be hidden on the internet or in the newspaper. It is what you cultivate it to be.
- Most successful people in dealing with media have opened themselves up to the media and allowed the media to see them as they really are.
- The best way is to really get to know who you are interacting with on a daily basis in the media.

Different types of media people:

- Movers and shakers:
 - Most dangerous to deal with...always looking to get ahead.
- Lazy guys:
 - Will take whatever you give them, as long as you hand it to them.
 - Have a sense of entitlement.
- Guys who are flat-out good at their jobs:
 - Will be fair.
 - Will always know where they are.
 - Sometimes you may like their product, sometimes you may not.

You will be treated by the media the same way you have treated the media:

- You increase the chances of having a positive relationship with media personnel if you at least provide a small window into who you are and what you're thinking.

Coaches often ask for my opinions on things:

- What are some of the positive and negative things media members get when dealing with coaches?
 - Phone calls should be cordial and compartmentalized.
 - Longer calls spark more interest.
 - I'm impressed if I get off a long call with a coach and leave the conversation thinking he had done his research.
 - I like getting information, but I have more fun gathering intelligence.

What sets you apart from others?

- Recruitment by itself is not the only thing that leads someone to a head coaching position.

- Don't just say that you need good players.
- Know what you really need.
- Helps a scout provide information.

Next time you call someone for players; have a good idea of what you need:

- What is a good player for your program? Tell me and then I can help you.
- My goal is to trim the list of 1,000 guys to the top five players that you can recruit, and that fit your program.
- If your head coach can't communicate his likes and dislikes for a player to his assistants, it means your program doesn't have a whole lot of branding to it.
- You need a foundation or a focus.

You need to have a better respect for relationships beyond "What you got for me?"

- Needs to be a mutually beneficial relationship.
- Hard to get information when you take this approach.

I send out 30 reports to colleges a year. The first page is a run down of the event: name, position, level, height, high school, telephone number, if they've signed, and where. It's very concise and easy to read:

- It's nice to talk to coaches who have read it.
- If they call me, we can talk about it.
- The last page of every report includes every AAU coach and their telephone number.

How should a coach handle dealing with competing local guys?

- Alternate between them, or give them the same information.
- Have to take care of the guy whose story is going to impact your community the most.
- Try to keep as many guys happy as you can.

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Dealing with the Media

Doc Rivers is as good as it gets when dealing with the media:

- Open.
- Personal with people.
- Doesn't try to hide anything.

Bill Belichick is the complete opposite:

- Can listen to him for 45 minutes and not get a single quote.
- Seems like he is hiding something.

“Don't trust the media.”

- You shouldn't lump all media under this thought.
- Writers try to be as objective as possible, but it is difficult
- Don't push the media away:
 - Try to get the media closer to you.
 - Coaches should get closer to journalists to help promote objectivity.
 - It's harder for media members to hammer someone they like.

It's a hard job because I know and like a lot of coaches, but I still have a job to do:

- I don't always get to decide what I cover.
- Sometimes my editor may want me to cover negative things that happen off the court.

It's important for coaches to do research on media members:

- Read something written by a writer so you have something to talk about with that person.
- Often only takes one story to get to know a writer.

Have your players get to know media members:

- Maybe not on a deep personal level, but suggests having them go up to a writer and introduce themselves; maybe during a shoot around or something.

What gives a media member the right to call a player personally?

- Writers need to clear it with coaches – can I text this guy, can I call?
- Coaches need to be able to trust the writers.
- If the writers go behind the coach's back, then they are going to lose the coach's trust.
- The relationship goes both ways.
- Make sure the players know: “Be friendly to the media, but don't be their friend.”

How to develop a good relationship with the media:

- Give a writer a heads up if you are putting out some sort of press release.
- If you take care of media members now, then they will probably take care of you down the road.
- Mention a writer's name when you get the chance.
- Don't be defensive; you're not going to win against the media.
- If you have a more open door policy with the media, then less likely that bad things will be written.
- Writer is more likely to fight back if you go after him.
- Always end things professionally.
- If you are upset with a story, then sit for awhile and simmer a bit before making a call to the writer.

What if things written aren't factual?

- Call them in a professional manner...don't come after them, give them more information.
- Many media members will write corrections.

What if the damage has already been done?

- Depends on how serious the mistake is.
- Still call them, and give them more information.
- Have the person (someone you trust) in your program who has already developed a relationship with that media member sort some of the issue out and run as a intermediary if need be.

Bloggers are often lumped in with all media, but they often give a bad name to the media industry:

- Anyone can be a blogger.
- They usually didn't receive any sort of formal education about how to write media items.

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Motion Offense

Motion is a system:

- If you commit to the system, it will become second nature to your players.
- If you don't have very good players one year, don't be afraid to experiment and try doing something different.

Reasons why I changed to a motion offense:

- I realized how easy it was to scout and shut down set plays.
- I didn't like the stoppage in play that resulted from the point guard bring the ball back out to call another play. During those two or three seconds, you have effectively stopped attacking.
- You only have 28 seconds to score (after bringing the ball over half court), so why not attack constantly.
- I loved that you could get straight into motion from transition without any breaks in the action.
- I loved it that every player can be involved at the same time.
- When we were running the defensive shell drill in practice, what offense were we running? No matter what the drill, you can always work on your motion offense.
- High school players are not used to playing without the ball in their hands.

Things I worried about:

- Lack of control.
- Shot selection.
- Who gets the shots.

Role of post players in the motion offense:

- The key to Florida's national championship teams was the ability of their bigs (Noah & Horford) to pass the ball.
- The motion offense will improve the passing and catching ability of the bigs.
- Has great impact on the chemistry when the bigs develop their passing ability and feel for the game.
- In our system, every third pass in the motion offense should go through the high post, and look for high low.
- One of the keys to the motion offense, in addition to incorporating the high post, is to keep the ball in the middle of the floor- prevents there from being a weak side.

Principles of the motion offense:

- The more rules you have the more it becomes like a structured offense.
- “Trust your instincts” – When your team is playing it, and you are watching it, you will be able to coach it.
- If you throw five passes, and everyone is moving, then you will score.
- Kids develop by playing the motion offense because you are forcing them to think while running .
- Essential for all players to stay within their capabilities.
 - Kerry Kittles – best player at moving without the ball. Kittles couldn’t dribble, but he could come off screens, shoot like crazy, and he could run the floor.
- Used to take pride in “cutting people up” in the half-court. Teams were forced to play zone because they could not guard us in man.
- We stopped screening on the perimeter and started insisting that all screens were big-small or small-big.

Shooters make motion more effective:

- Shooting the ball is the most important skill in the game today.
- The ability to shoot forces teams to guard several feet farther out.
- A motion offense is more effective with the ability to shoot and make 3’s.
- Recruit a four-man who is a threat from the perimeter. A guy that can still get you 6 rebounds per game but will make 1 or 2 threes per game – so that he has to be guarded. This will really help your spacing.

After the guard passes to the wing there are seven possible things he can do

Three of these options, we don’t do:

- Follow the pass and set a ball screen – poor for spacing. Never liked screening perimeter players with perimeter players.
- Follow the pass for a dribble handoff – poor for spacing.
- Pass and stand – we definitely didn’t want that.

Four things we do encourage after a pass:

- Screen away.
- Cut to the basket.
- Cut to the strong side baseline.
- Replace yourself.

Don’t worry about the ball, worry about how you are being played by the defense:

- We would spend an incredible amount of time hitting the screener with the pass.
 - The screener was the “forgotten man.”
 - I would tell my players, the more screens you set, the more shots you will get.

Rules for perimeter players:

- You want 16-18 foot spacing. The three point line is a great spacing device
- Only want players to dribble:
 1. To get to the basket.
 2. To get out of trouble (back dribble out of a double team).
 3. To improve your passing angle to get the ball to the post.
- Never cut into an occupied post.

The biggest thing I had to shout off the bench was “move, move, move.” If there was movement and screens, good things were going to happen.

Rules for setting screens:

- Want to set down screens with your back to the ball.
- Want to set back screens with your back to the basket.
- Ball side post always starts the screening action.
- Three moves if people are switching:
 1. Replace yourself.
 2. Back door cut and roll back.
 3. Slip screen.

Remember: If your team is unselfish, passes the ball more than five times, and sets screen, you will score!

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What I Would & Would Not Do Today

Develop a positive relationship with the athletic director:

- Do not be fooled. There is not a “Jeremy Foley” athletic director at every school.
- Work your ass off to establish a great relationship with your athletic director.
- You need to have a mutual understanding with your athletic director.
- The athletic director is key when looking for your first or next head coaching job.

Hire an agent to handle your contract negotiations:

- Although I did not have an agent, I believe every college coach today needs one.
- I don’t think an agent will get you a job.
- An agent can serve as a negotiator with your athletic director.
- Helps you to avoid an adversarial relationship with your athletic director.
- Makes sure you are protected should you lose your job.
- Use the leverage that you have as a coach, it is a business.

Kevin O’Neil came up with the “five & dive” philosophy:

- Take a program that is down, work hard for five years, build the program up, and then “dive” for another rebuilding job, for more money.
- Leave when you are doing well, it’s hard to find another job when you’re losing.
- Biggest mistake coaches make is staying at one school for too long.

It’s hard to sustain a program when you are constantly trying to figure out how you are going to play:

- Take a job where you can recruit the kind of athletes you need to play your style.
- Recruit athletes who fit the way you want to play.
- Create a brand of play, it helps you recruit.

If I was to return to coaching I would:

- Press more.
- Shoot the three more.
- I would play more up and down.
- I would play a style that kids want to play.

Recruit Shooters:

- They will win games.
- Get your best players on the floor.
- Play small.
- If you can put four shooters around one low post scorer, they are unselfish, move the ball, and move themselves, you will be successful.

The four-man is the most important piece of the recruiting puzzle:

- Coaches are now recruiting four-men that can shoot the basketball.
- Days of playing two bigs are gone unless you have two that can really play (for example Al Horford and Joakim Noah).

Ball screen defense:

- If I was coaching today, I would become more of a zone coach.
- Zone allows you to avoid guarding all of the ball screens in today's offenses.
- When in doubt switch on the ball screen.
- If they have the best player coming off the ball screen, trap and force someone else to beat you.
- Switch up the way you defend ball screens.
- Consider playing more man to zone defense and vice versa.
- Who has better zone plays than man plays for a last second shot? So why not play zone defense in this situation?

Defending ball screens by changing from man to zone:

Figure 1

Man-to-Man vs. Flat Ball Screen

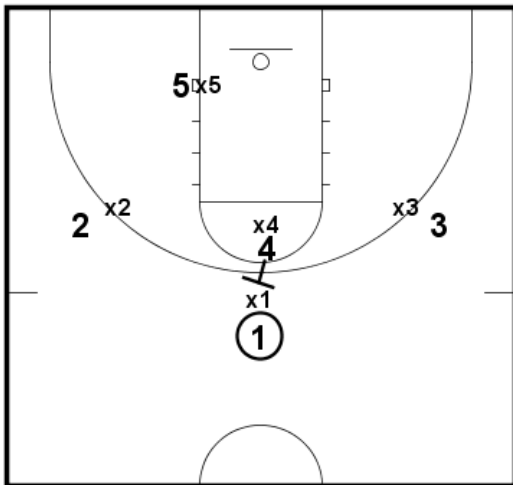
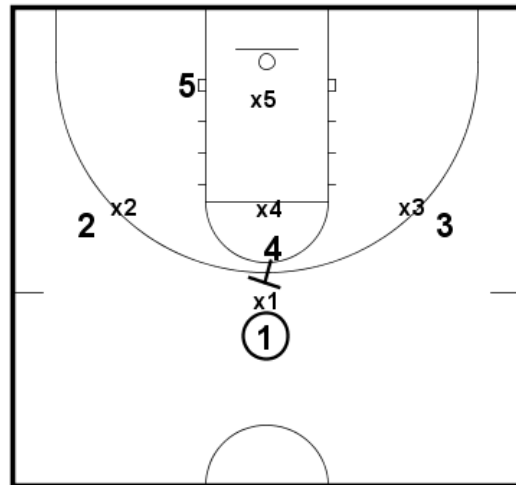


Figure 2

1-3-1 Zone vs. Flat Ball Screen



Changing from man-to-man to a 1-3-1 zone to guard a flat ball screen only takes a small adjustment (compare figure 1 to figure 2). You could go from man to zone if you are in a situation where you think you have a disadvantage. For example, if the offense set a flat ball screen, and the screener is a good player that can flare, shoot, drive, and pitch.

Try switching to a 1-3-1 zone during the last ten seconds of the shot clock, or when the offensive team comes out of a timeout.

Defending ball screens by switching:

Figure 3a

Switch to Avoid Mismatch on Ball Screen

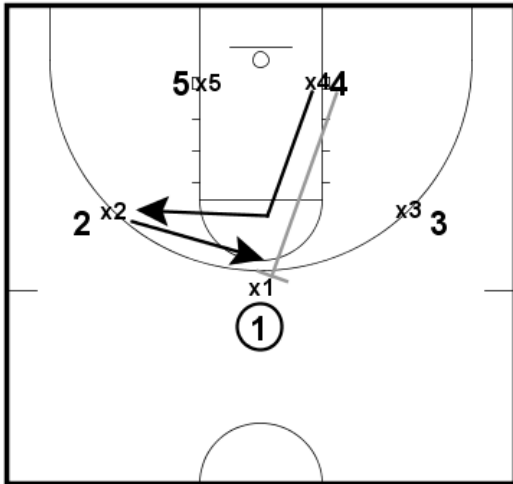
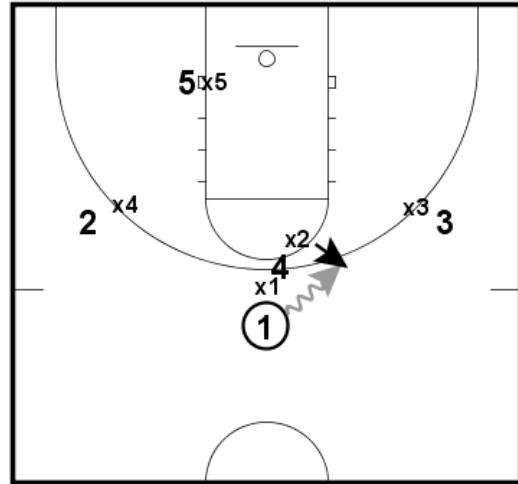


Figure 3b

Switch to Avoid Mismatch on Ball Screen



If 4 is setting a screen for 1, the defense can avoid a mismatch on the ball if X4 and X2 switching their defensive assignments (see figure 3a). Now when X2 switches with X1 on the ball screen, we have a guard defending the ball (see figure 3b).

Defending ball screens by trapping:

Figure 4a

Initial Positioning Leading to Trap on Wing

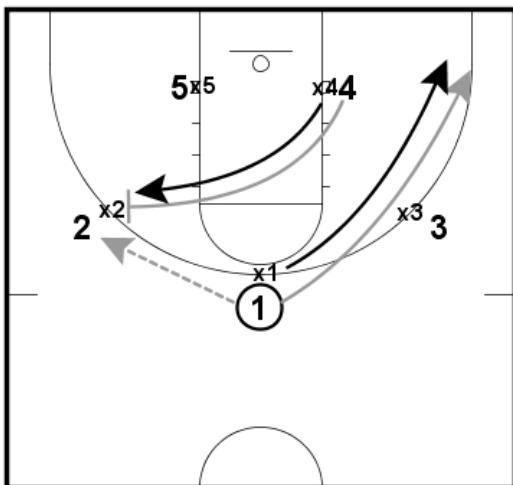
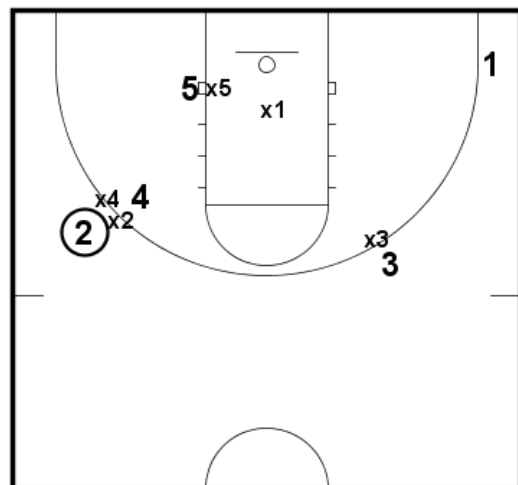


Figure 4b

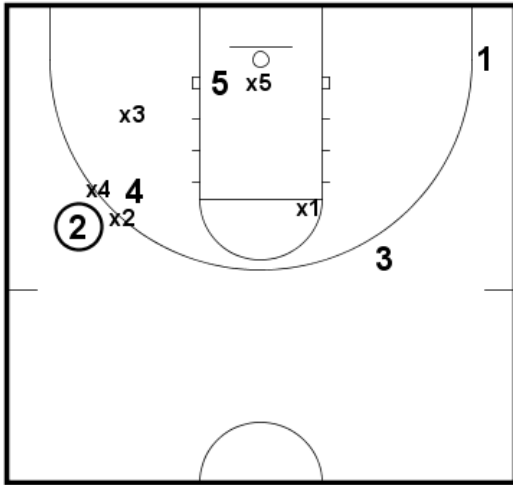
Man-to-Man Trap on Wing



If 4 is setting a screen for 2 on the wing, X4 goes with his man. When the screen is set, we have a trapping opportunity on 2. A simple adjustment can put us in a 2-2-1 Zone trap (see figure 4c).

Figure 4c

2-2-1 Zone Trap



2-2-1 Zone Trap:

- You've got the best player out of the game, and now you're scrambling your butt off.

Out of bounds defense:

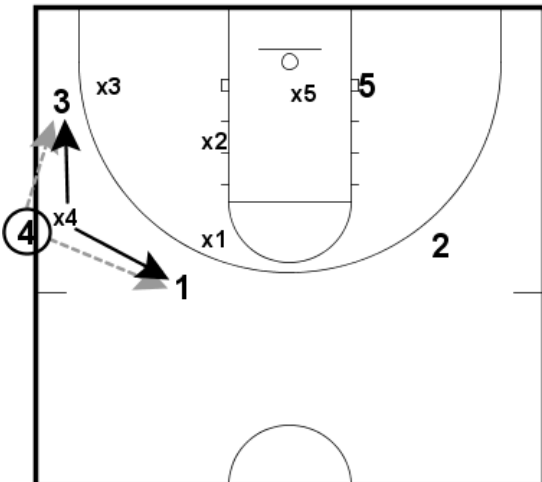
- Offense is trying to score rather than just getting the ball in.
- Who has better zone plays than man plays to score from underneath out of bounds?
- I never played one possession of straight-up man-to-man when the offense had the ball underneath the basket.
- We would switch if in man-to-man.

Maryland plays a 1-2-1-1 angled zone press on sideline out of bounds:

- Most ACC teams just throw the ball into the backcourt.
- If offense throws the ball to the wing we trap it, defense changes to a 2-2-1.
- If offense throws the ball to the corner we trap it.

Figure 5

Maryland 1-2-1-1 S.O.O.B. Defense



Situations:

- Simulate late game situations because so many games in college basketball have a five point or less differential with five minutes left in the game.
- The success of your team in a season depends on how well you did in close ball games.
- Last part of every practice, Dean Smith would work on overtime situations.
- If you want to win close games, spend more time on end of game situations.
- In fifteen years, I never saw Dean Smith write a play on a clipboard during a timeout: It was all talked about or worked on in practice. He expected his players to remember their responsibilities.
- Talk to your players and practice how to utilize timeouts late in games. When to use them and how to use them.

Advice to young coaches:

- Never be held hostage: when you become a head coach, you want to be successful, don't play a guy who will not do the things you preach and believe in as a coach. Sit down any player who has his own agenda and does not play with the team.
- As a young head coach, hire an older, former head coach who knows a lot of the issues.
- To African-American assistant coaches: don't simply be a recruiter, don't let a coach not let you fulfill the full duties of coaching.
- Players will play their hardest for a coach who develops the best player-coach relationships.
- Head coaches should show up to practice at least half an hour earlier and just mess around with a few players to get to know them better. Ask them about their life and make them feel comfortable.
- If you can't go to practice every day and enjoy seeing your team and have fun coaching, then you should not be coaching. Enjoy your players.

Shot selection:

- Shot selection is a dictatorship not a democracy.
- "There is nothing wrong with a guy who can't shoot so long as he doesn't shoot."

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NBA Time III

You must have your player's heads and hearts before they will do anything for you
At the end of the day, the team is always more important than the individual.

We will teach the players how to play before we teach them any specific plays:

- “We’re not just going to teach you plays. We’re going to teach you how to play, and then we’ll teach you plays.”

Jeff Van Gundy told me there are four keys to being a successful coach:

1. Work ethic.
2. Competency – knowing your subject matter.
 - As a coach, you must know the answers before the questions are asked.
3. Sincerity / trustworthiness.
4. Reliability.

Coach Parcells-isms:

- Five unexpected things will happen to you every day:
 - It’s all about how you react to these things.
- Three fights that every team has every day:
 - Division from within:
 - Team Chemistry.
 - Unhappy with roles.
 - Unhappy with shots, playing time, teammates, coach.
 - The competition in front of you:
 - Who you’re about to play.
 - Outside influences:
 - Agents.
 - Media.
 - Family.

In the NBA, you must have a partnership with your best player:

- If your best player is not driven by competition and achievement, you are probably going to have a bad team.
- Best player must embody what you are about.
- We put signs up defining our culture, our belief system, and what we’re about.
- Your best player has to buy into your system; otherwise you’re going to get fired.
- Don’t necessarily need to like each other, but you must create mutual respect because you need each other.

If you're having difficulty getting through to a player:

- Get other great players to talk to this player – they will listen to their peers.
 - Kevin Garnett, Jason Kidd, Chauncey Billups are culture changers.
- Show them tape of what they are doing; compare this to what other top players are doing.
- Bring in outside resources e.g. motivational speakers.

If you have to work this hard to manage a player, then maybe he is no longer your best player:

- You can't make players like you as a coach, sometimes you just have to appreciate guys for who they are.
- Rank players based on who is going to help you win games.
- If you are under-talented, you have to do something to be different.
- You can't beat more talented teams by running the same stuff they do.

Pick & Roll Concepts:

- Starting point on a pick and roll is key.
- Set-up is the next step, trying to get four-on-three situations.
- Random pick and roll – unexpected, not called, quick.
- The screener should do a half-roll.
 - Roll until you are a point between the elbow and the NBA half-circle under the rim.
- Punish the help and use their rotations against them.
- People in the NBA are not called selfish, they are called thirsty.
- Tell the players to not get caught up in the plays, but understand the concepts.
- Four men will show in the NBA, fives play soft.
- All defensive commands: E.L.O:
 - Early.
 - Loud.
 - Often .
- Location of the screen is a big factor. You can mix things up by moving the screen down.
- Horn action - counter defense going under screen.
- Twist action - make it a two on one screening action.
- Freeze action – dribble at your teammate and dump the ball off to him as you screen their man.
- Don't move after you release the ball, stay in a fixed position blocking the defender.
- To see the best way to execute the pick and roll, watch Chris Paul. He has redefined the pick and roll aspect of basketball.
- On a double screen with the two bigs as the screeners, depending on personnel you want your four-man to pop out and your five-man to roll straight to the rim. The five should post up on the NBA half circle under the rim because you can't front him there defensively.