

NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER

# TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK  
OF SILICON VALLEY'S  
BILL CAMPBELL

ERIC SCHMIDT  
JONATHAN ROSENBERG  
AND ALAN EAGLE



# Trillion Dollar Coach

## Book Highlights

# The Success Factor

**There is one factor for success in companies: teams that act as communities, integrating interests and putting aside differences to be individually and collectively obsessed with what's good for the company**

**Great teams need to work together and he learned how to make that happen.**

**Not just on the field, but in offices, hallways, and conference rooms**

**People are the foundation of any company's success.**

**The primary task of a manager is to help people be more effective in their jobs and to grow & develop**

# **The Right Environment**

**Managers create this environment through support, respect & trust.**

**Support means giving people the tools, information, training, & coaching they need to succeed**

**Respect means understanding people's unique career goals & being sensitive to their life choices. Help them in achieving these career goals aligned with the needs of the company**

**Trust means freeing people to do their jobs and to make decisions. It means knowing people want to do well & believing that they will**

**Great coaches lie awake at night thinking about how to make you better.**

**They relish creating an environment where you get more out of yourself.**

# **The Communication Tactic**

**The simple communications practice-getting people to share stories, to be personal with each other - was in fact a tactic to ensure better decision making & camaraderie**

**To build rapport and better relationships among team members, start the meetings with trip reports or other types of more personal, non-business topics**

**Letting people go is a failure of management, not one of many of the people who are being let go.**

**So management needs to let people leaving with their heads held high**

**Treat them well, with respect.**

**Be generous with severance packages.**

**Send out a note internally celebrating their accomplishments**

# **Build Envelope OF Trust**

## **Build trust first**

**Teams that trust each other will have disagreements, but when they do, they will be accompanied by less emotional**

## **Leadership**

**It's not about you. It's about service to something bigger: the team, the company**



## **The Right Coach**

**Honesty & humility are crucial for coaching as the relationship requires a high degree of vulnerability much more than is typical in a business relationship**

**Coaches need to learn how self-aware a coaches is; they need to understand the coachee's strength & weakness, but also how well the latter understand themselves**

**Being a great boss means saying what you think in a way that still lets people know you care**

**Be relentlessly honest and candid, couple negative feedback with caring.**

**Give feedback as soon as you can and say it if it's negative, deliver it privately**

## **Don't Stick It in Their Ear**

**Don't tell people what to do; offer stories and help guide them to the best decisions for them**

**There is a “compensation effect” between warm & competent: people tend to assume that warm people are incompetent and those who are cold, competent**

# **Always Build Communities**

**Build communities inside and outside of work.**

**A place is much stronger when people are connected**

**The “five-minute favors” as called in the book ‘Give & Take’ are easy for the person doing the favor, requiring minimal personal cost, but means a lot to the recipient**

**It's about making sure that the benefits of helping others outweigh the costs to you**

**Do favors. Apply judgement making sure that they are the right thing to do and ensure that everyone will be better off as a result**

## **The 5 Answers**

### **Be Creative**

**Your post-50 should be your most creative time. You have the wisdom of experience and freedom to apply it where you want**

### **Don't Be A Dilettante**

**Don't just do a portfolio of things. Whatever you get involved with have accountability & consequence. Drive it.**

## **The 5 Answers**

### **Find People Who Have Vitality**

**Surround yourself with them, engage with them. Often they will be younger**

### **Apply Your Gifts**

**Figure out what you are uniquely good at, what sets you apart. Understand the things inside you that give a sense of purpose**

**Don't Waste Your Time Worrying About The Future**

**Allow serendipity to play a role. Most of the turning points in the life cannot be predicted or controlled**



## **Disclaimer**

**This is just a summary. For a better understanding,  
reading the book is highly recommended**

**This summary is as per my interpretation and learning**

**Please excuse any errors**

**Thank You For Reading**

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