

Trillion Dollar Coach



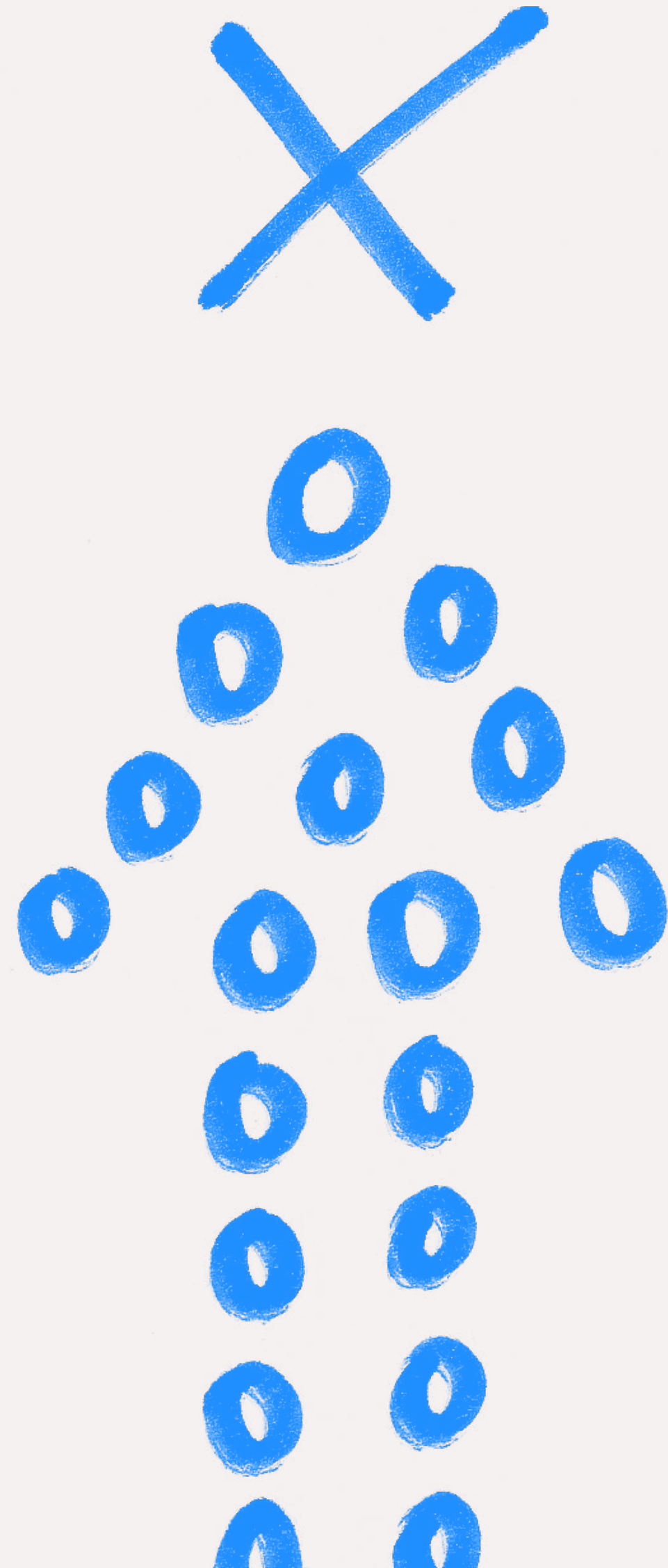
Open-sourcing the leadership playbook of Silicon Valley's Bill Campbell

By Eric Schmidt, Jonathan Rosenberg, and Alan Eagle

At Apple, Google, Intuit and startups throughout Silicon Valley, the late Bill Campbell built teams and communities that delivered well over one trillion dollars in market value.

How did he do it?
Here are Bill's principles:





01

Your title makes you a manager, your people make you a leader.

To be a good leader you need to first be an excellent manager. Accrue respect, don't demand it.



02

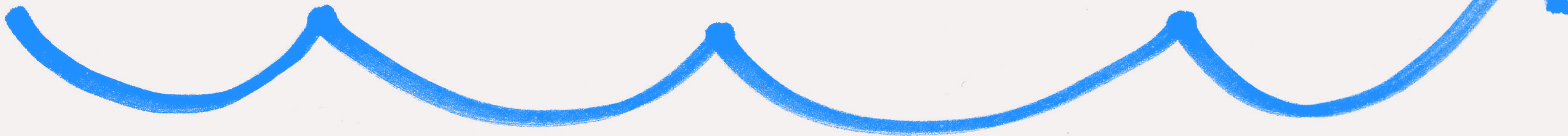
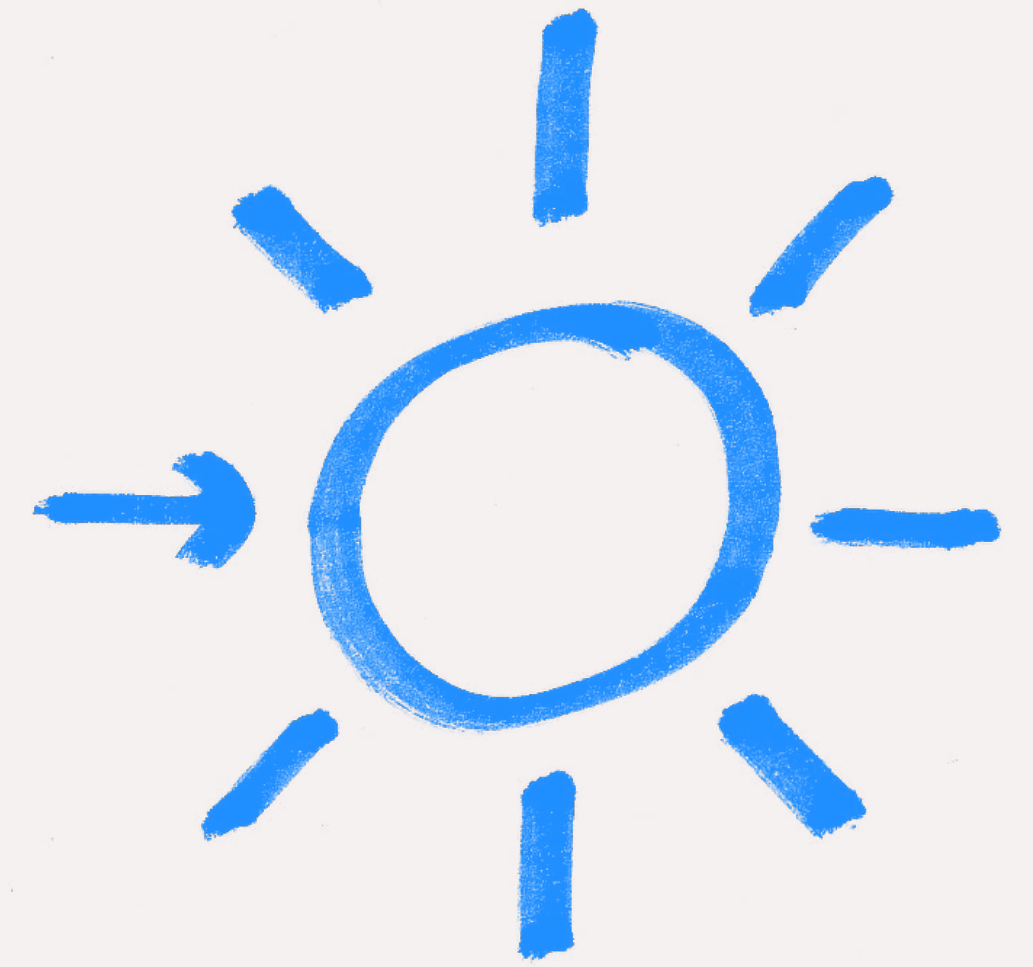
It's the people.

The top priority of any manager is the well-being and success of her people.

03

Start with trip reports.

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



The background features two parallel, upward-pointing arrows drawn in a hand-drawn style. Between these arrows, five circles are arranged in a slightly curved path, also drawn in a hand-drawn style. The entire graphic is set against a solid blue background.

04

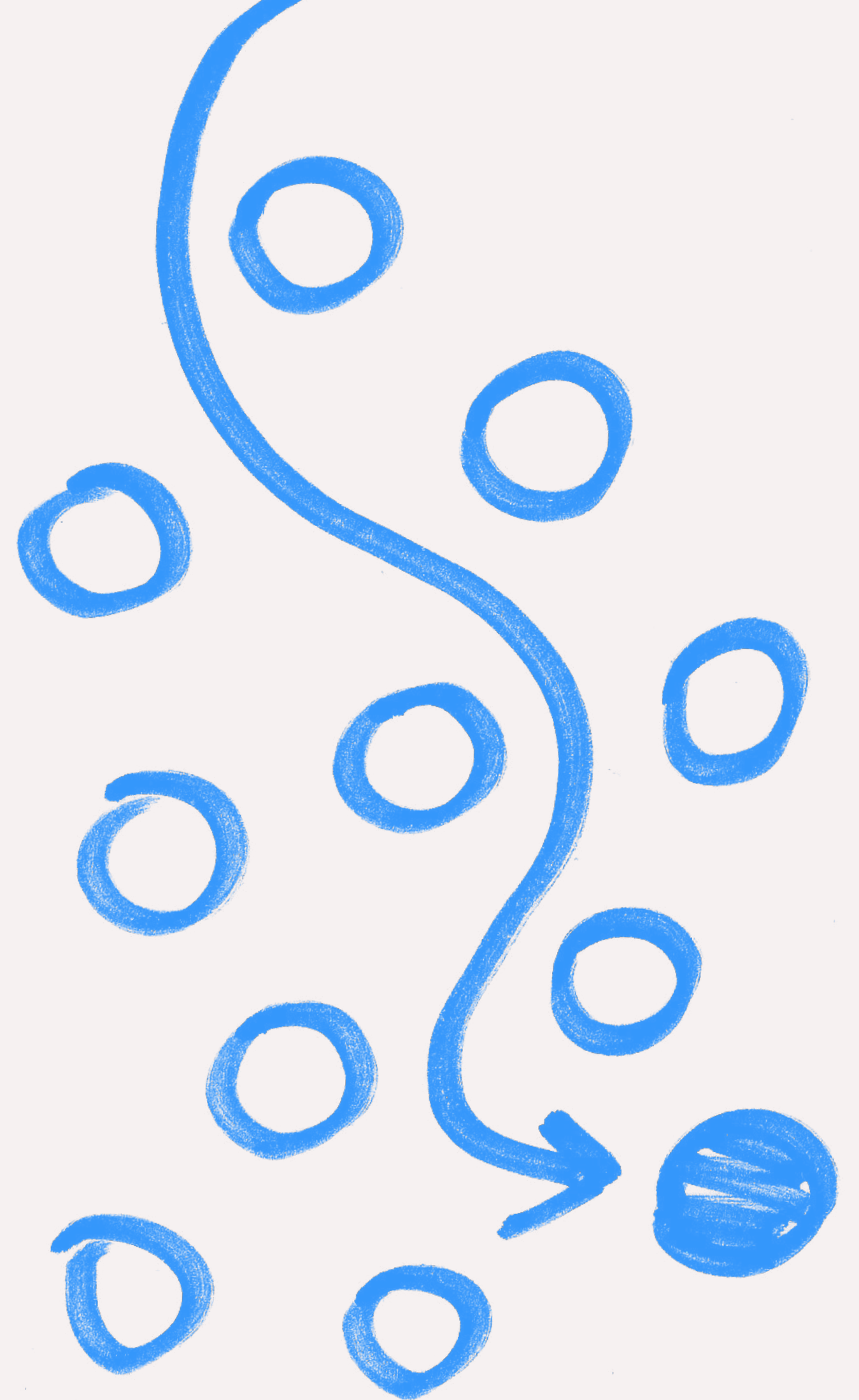
5 words on a white board.

Have a structure for one-on-one's and take the time to prepare for them, as they are the best way to help people be more effective and to grow.

05

Best idea, not consensus.

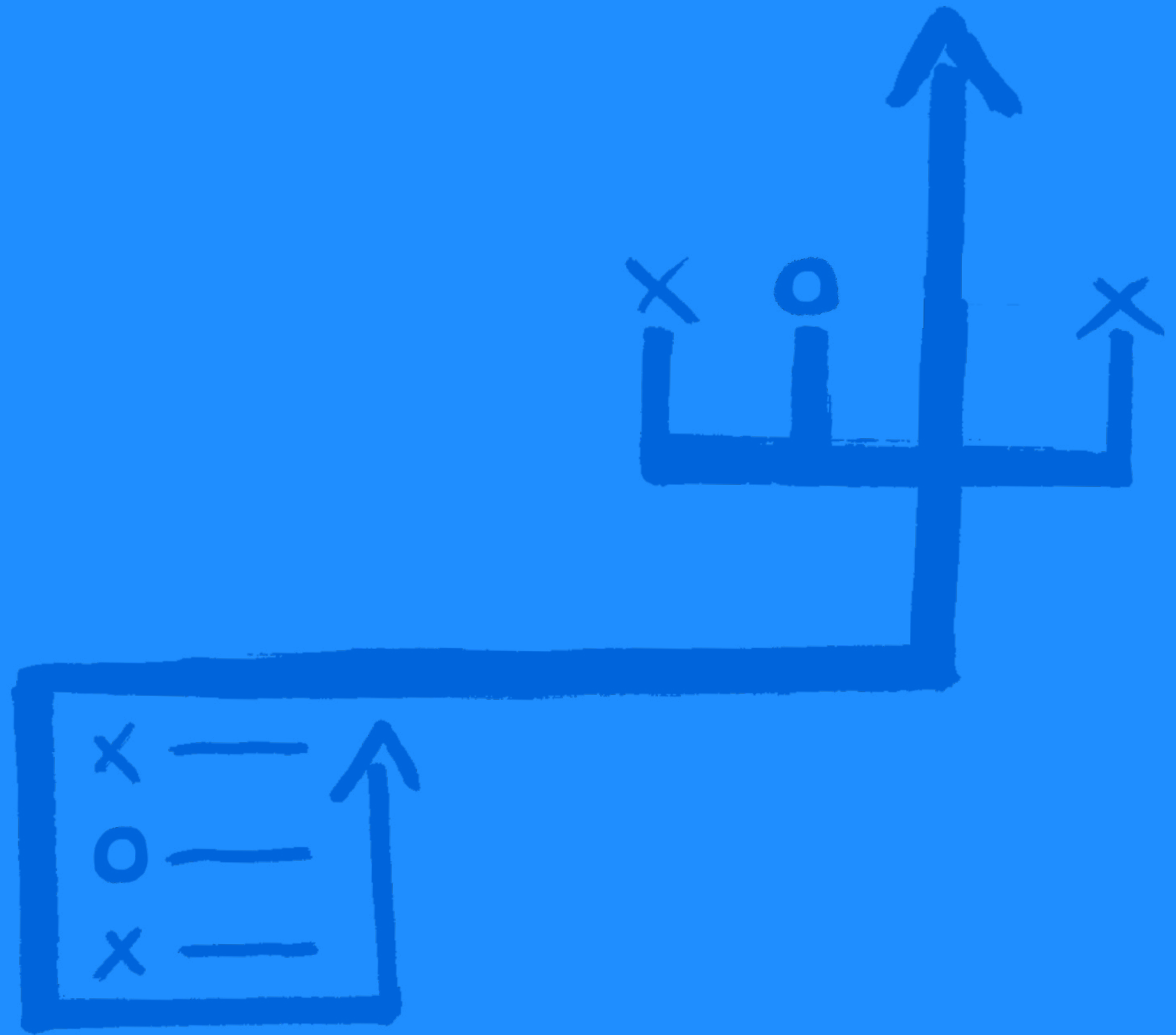
The manager's job is to run a decision-making process that ensures all perspectives get heard and considered, and, if necessary, to break ties and make the decision.

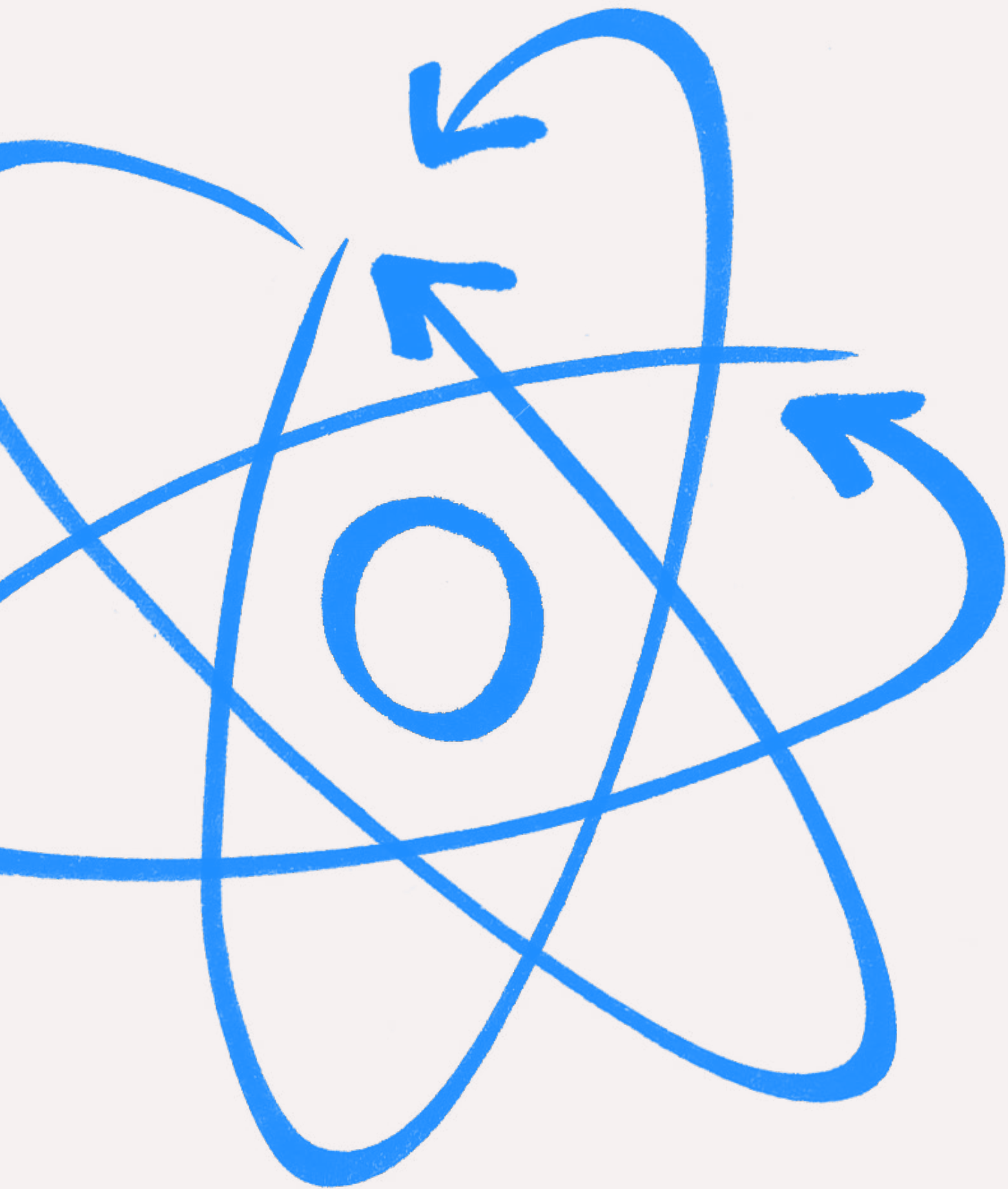


06

Lead based on first principles.

Define the “first principles” for the situation, the immutable truths that are the foundation for the company or product, and help guide the decision from those principles.





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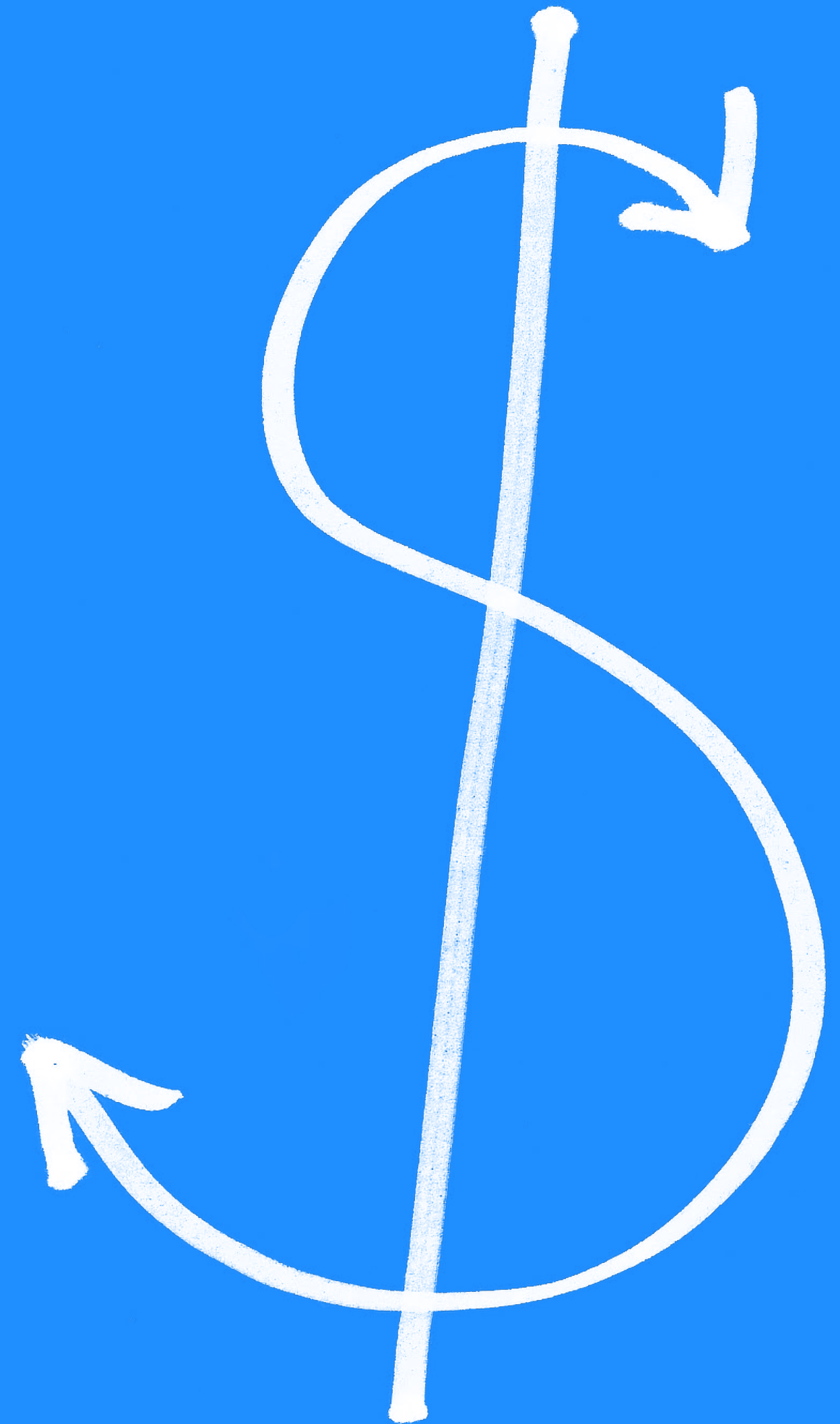
Manage the Aberrant Genius.

“Aberrant geniuses” - high performing but difficult team members - should be tolerated and even protected, as long as their behavior isn't unethical or abusive and their value outweighs the toll their behavior takes on management, colleagues, and teams.

08

**Money's not just
about the money.**

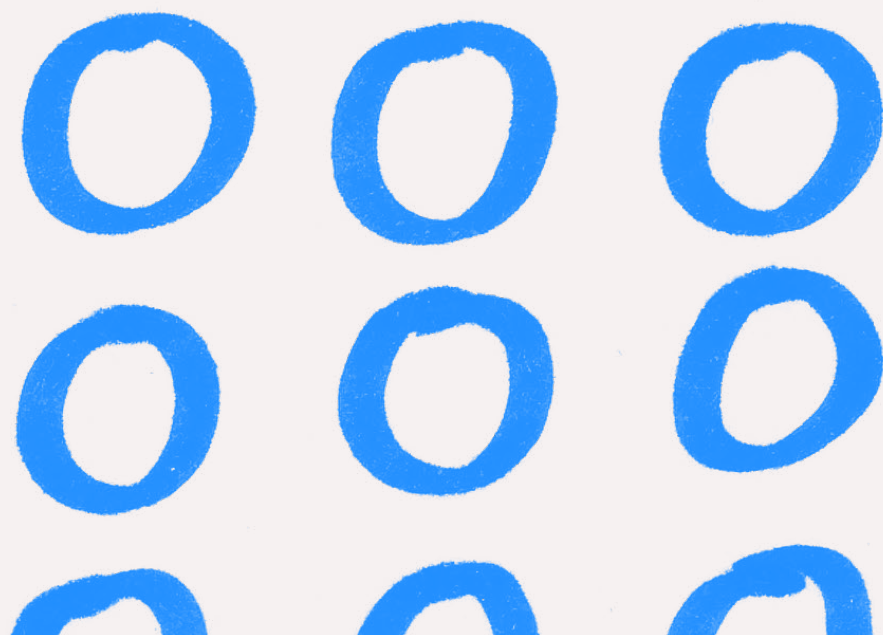
Compensating people well demonstrates
love and respect and ties them strongly
to the goals of the company.



09

Innovation is where the crazy people have stature.

The purpose of a company is to bring a product vision to life. All the other components are in service to product.





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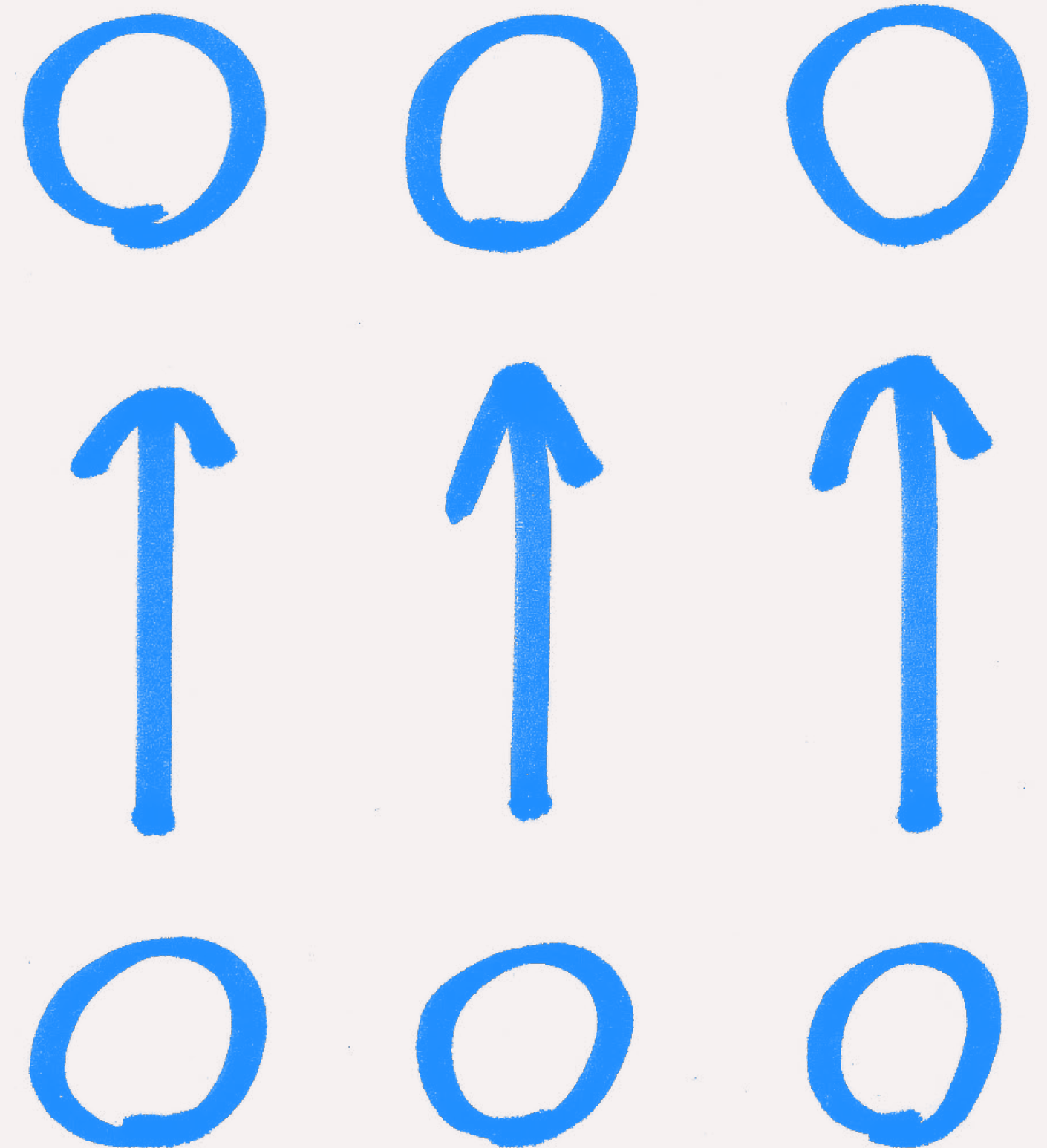
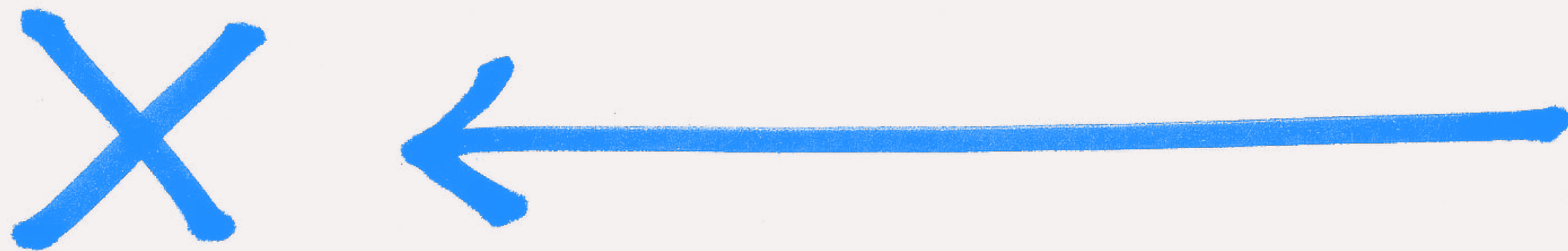
Build an envelope of trust.

Listen intently, practice complete candor, and be an evangelist for courage by believing in people more than they believe in themselves.

11

Only coach the coachable.

The traits that make a person coachable include honesty and humility, the willingness to persevere and work hard, and a constant openness to learning.





12

Practice free-form listening.

Listen to people with your full and undivided attention - don't think ahead to what you're going to say next - and ask questions to get to the real issue.

13

SF-ACTEMENT

**No gap between
statements and fact.**

Be relentlessly honest and candid, couple negative feedback with caring, give feedback as soon as possible, and if the feedback is negative deliver it privately.

14

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.

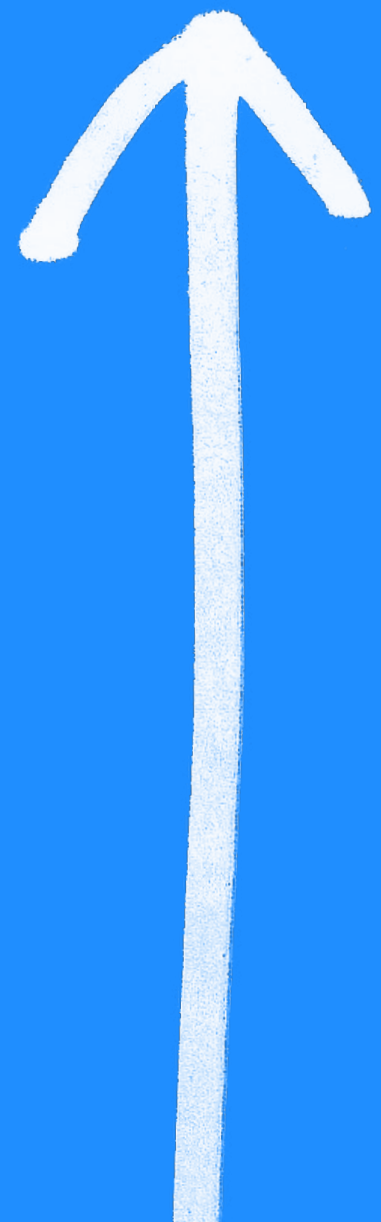




15

Be the evangelist for courage.

Believe in people more than they believe in themselves, and push them to be more courageous.



16

Full identity front and center.

People are most effective when they can be completely themselves and bring their full identity to work.



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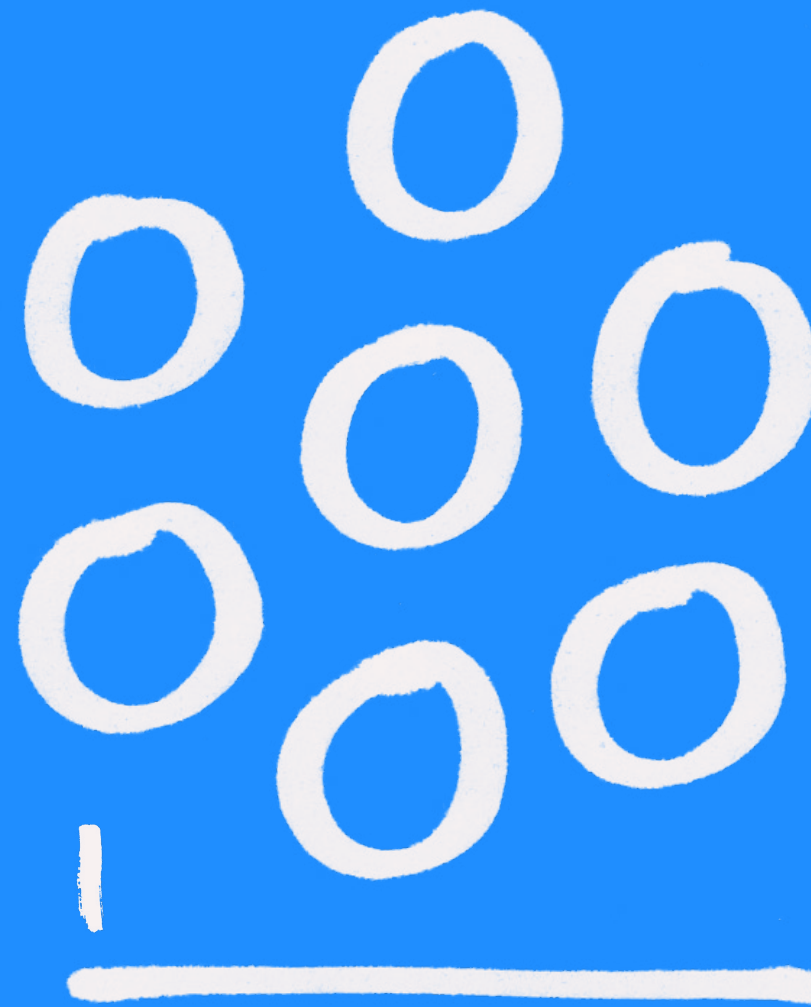
Team first.

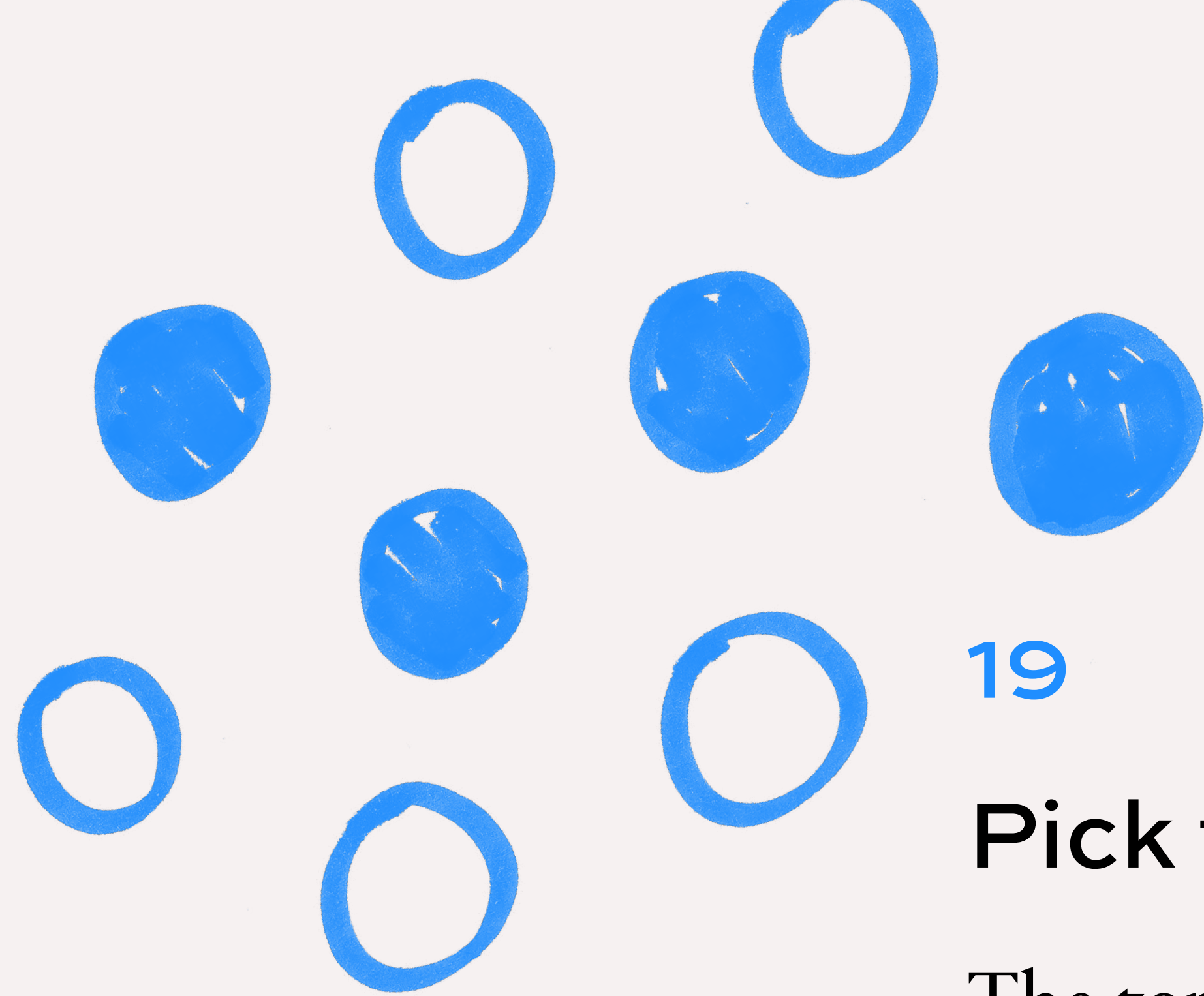
Team is paramount, so the most important thing to look for in people is a team-first attitude.

18

Work the team,
then the problem.

When faced with a problem or opportunity, the first step is to ensure the right team is in place and working on it.





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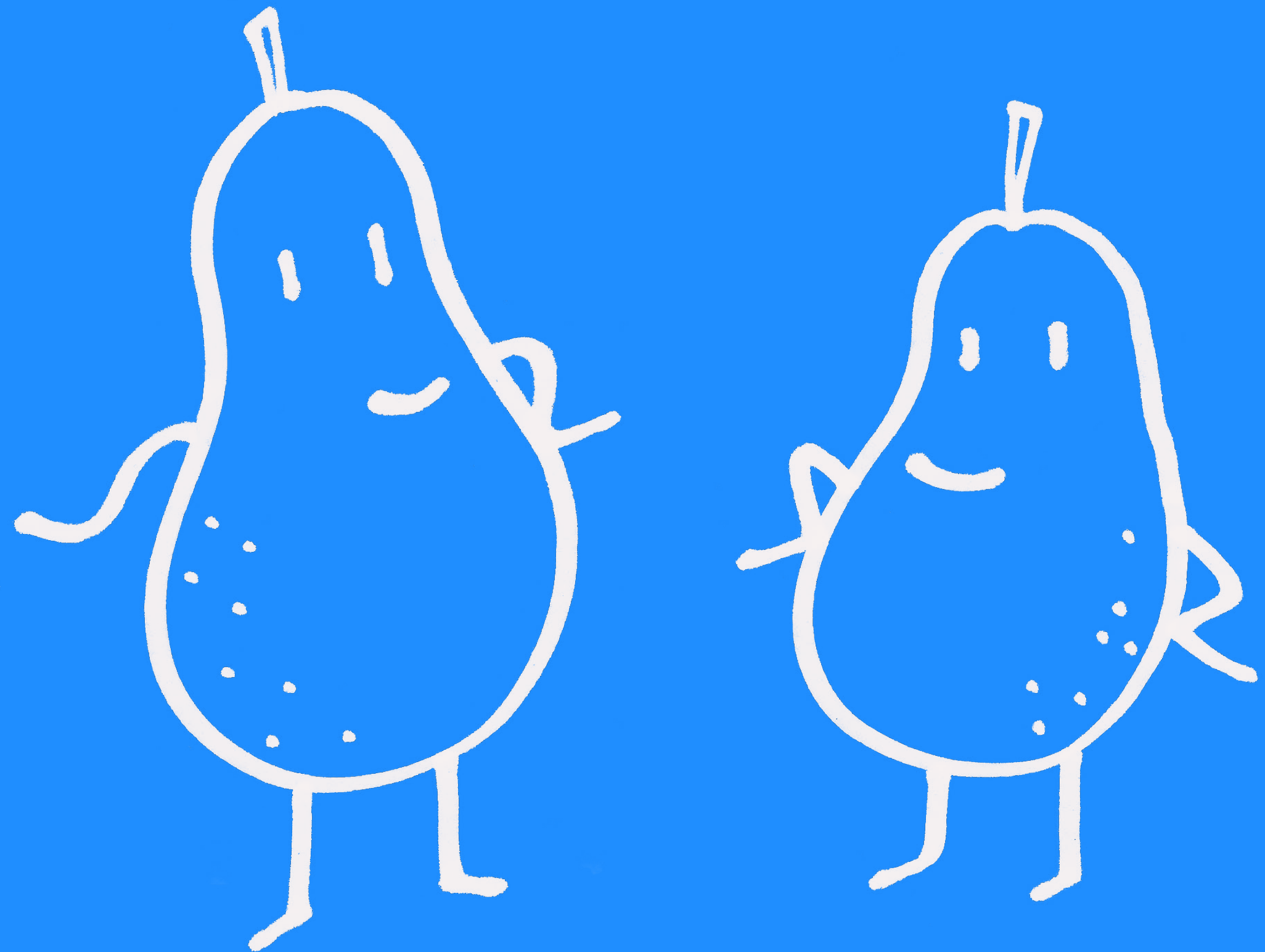
Pick the right players.

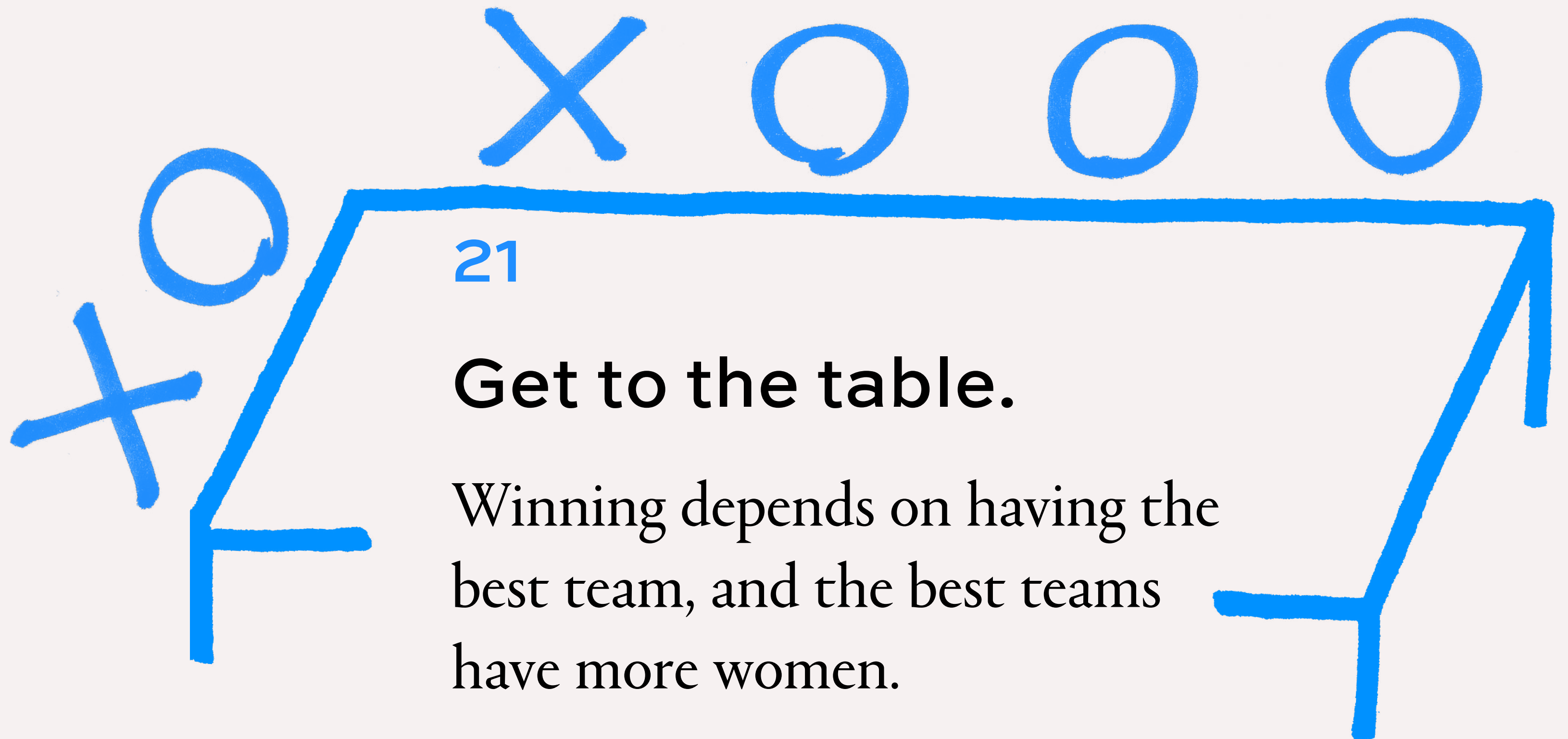
The top characteristics to look for are smarts and hearts: the ability to learn fast, a willingness to work hard, integrity, grit, empathy, and a team-first attitude.

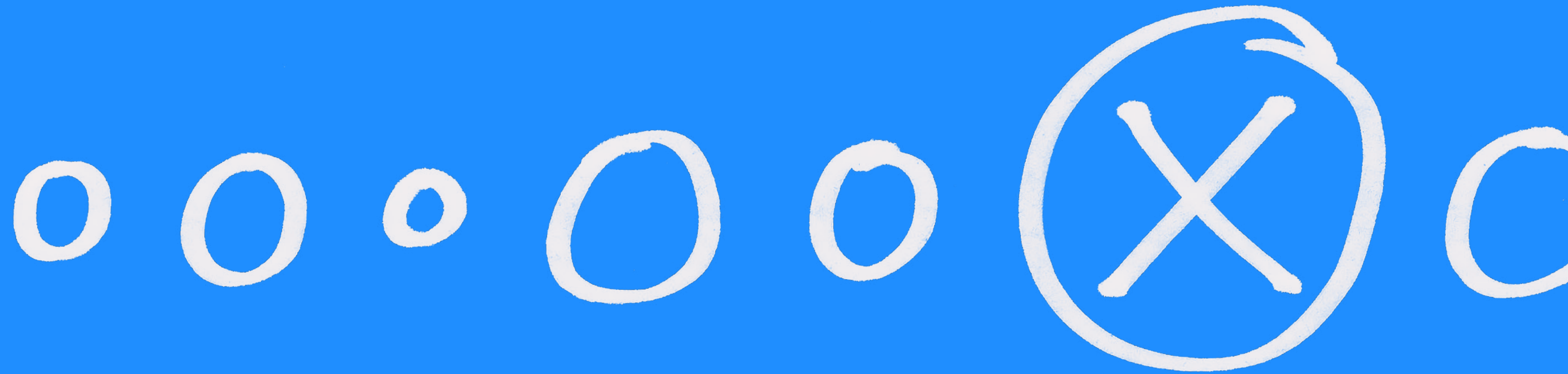
20

Pair people.

Peer relationships are critical and often overlooked, so seek opportunities to pair people up on projects or decisions.



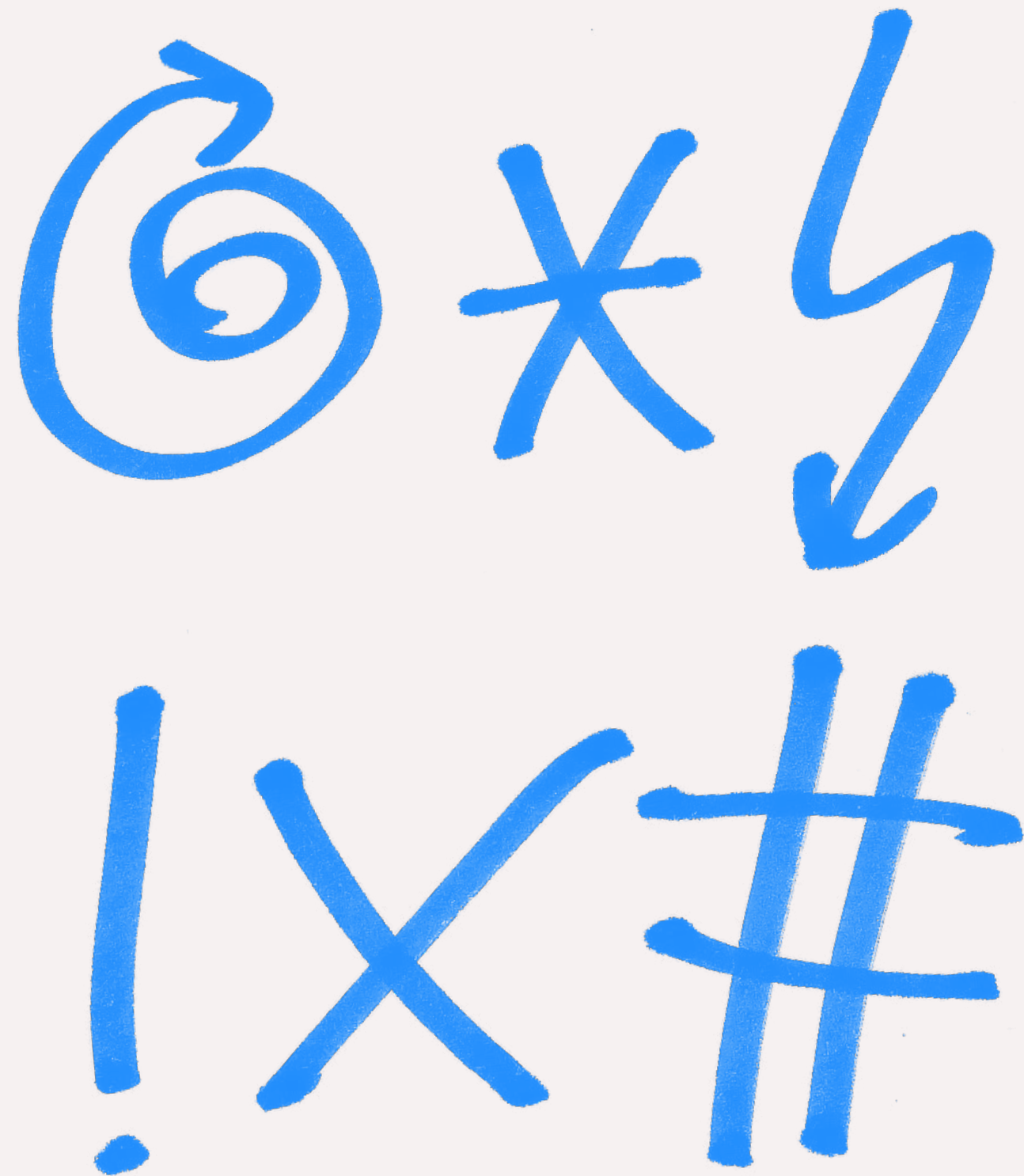




22

Solve the biggest problem.

Identify the biggest problem, the “elephant in the room”, bring it front and center, and tackle it first.



23

Don't let the bitch sessions last.

Air all the negative issues, but don't dwell on them. Move on as fast as possible.

24

Winning right.

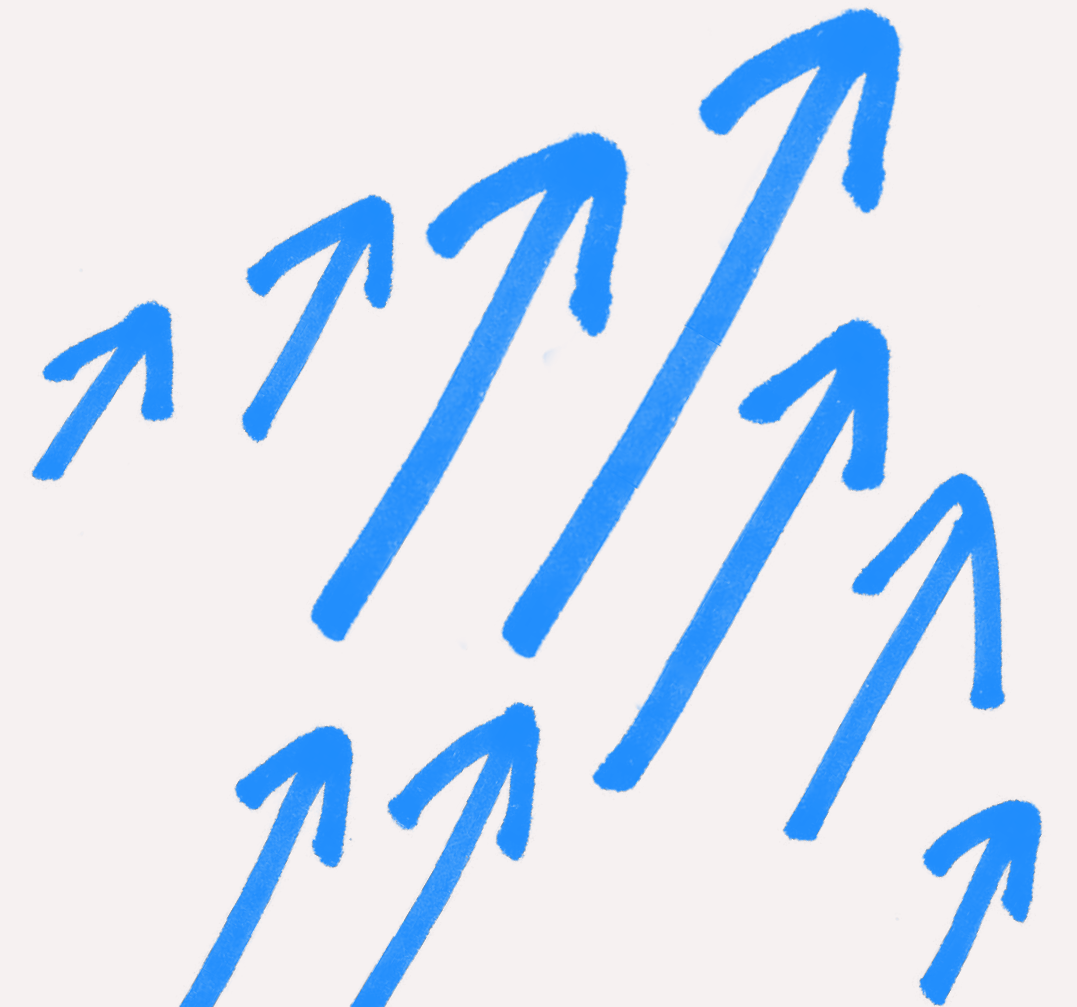
Strive to win, but always win right, with commitment, teamwork, and integrity.

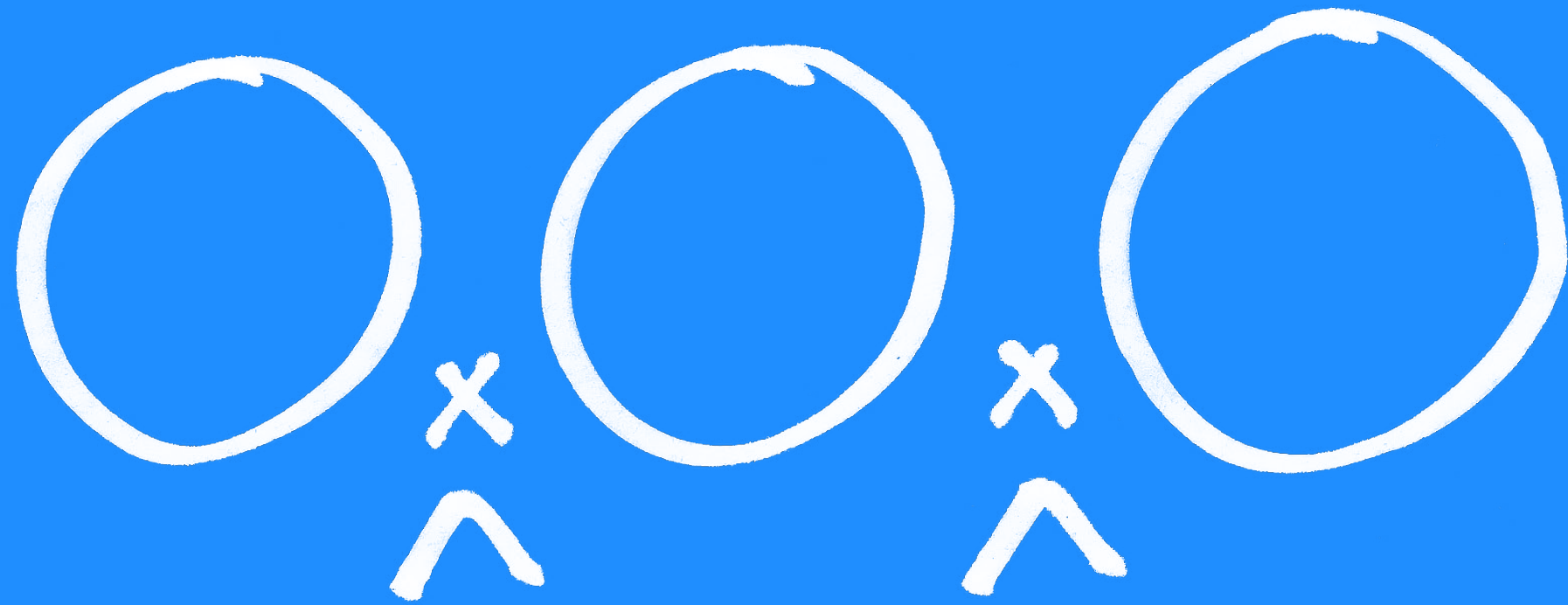


25

Leaders lead.

When things are going bad, teams are looking for even more loyalty, commitment, and decisiveness from their leaders.





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Fill the gaps between people.

Listen, observe, and fill the communication and understanding gaps between people.



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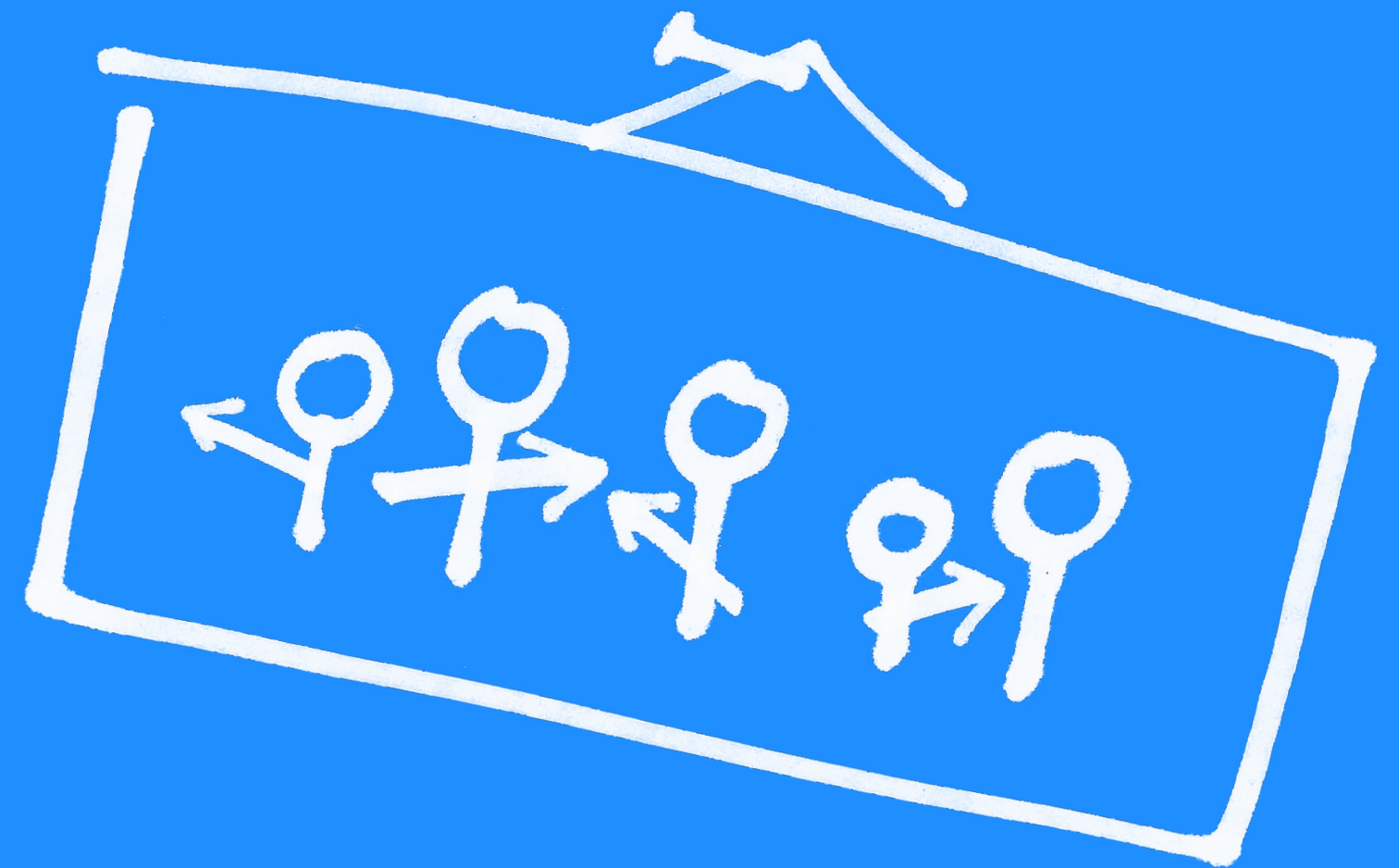
It's OK to love.

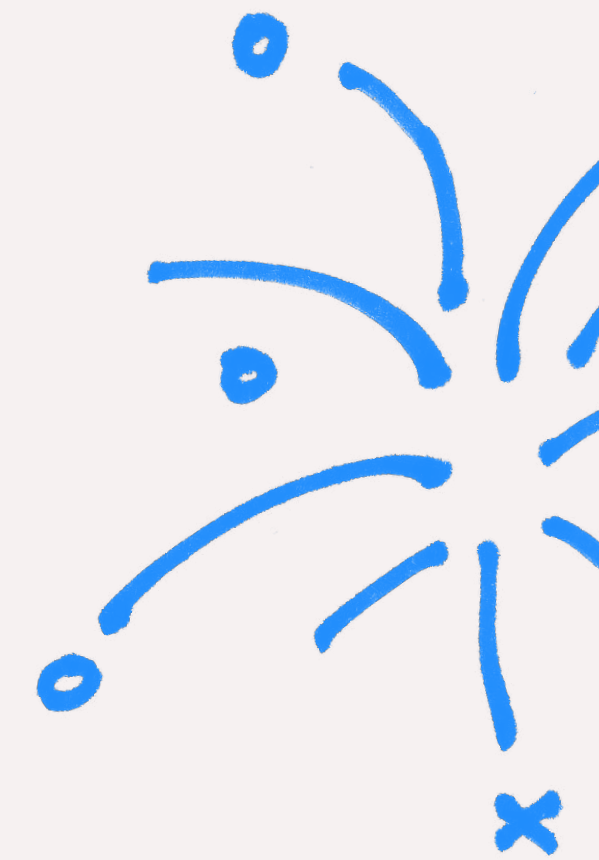
The people on your team are people, and the team becomes stronger when you break down the walls between the professional and human personas and embrace the whole person with love.

28

To care about people you
have to care about people.

Ask about their lives outside of work,
understand their families, and show up.





29

Cheer demonstrably for people and their success.

Don't just sit there, stand up and show them the love for the work they are doing. Clap loudly. Whistle and cheer. Energize people and keep them moving.

30

Always build community.

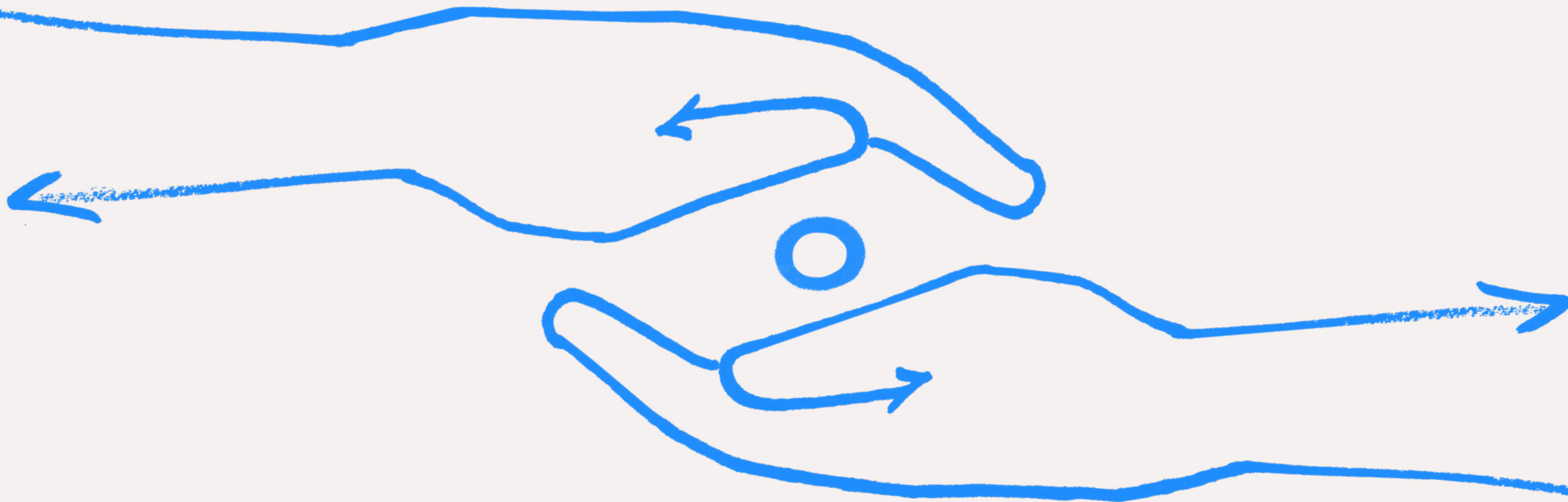
Build communities inside and outside of work. A place is much stronger when people are connected.



31

Help people.

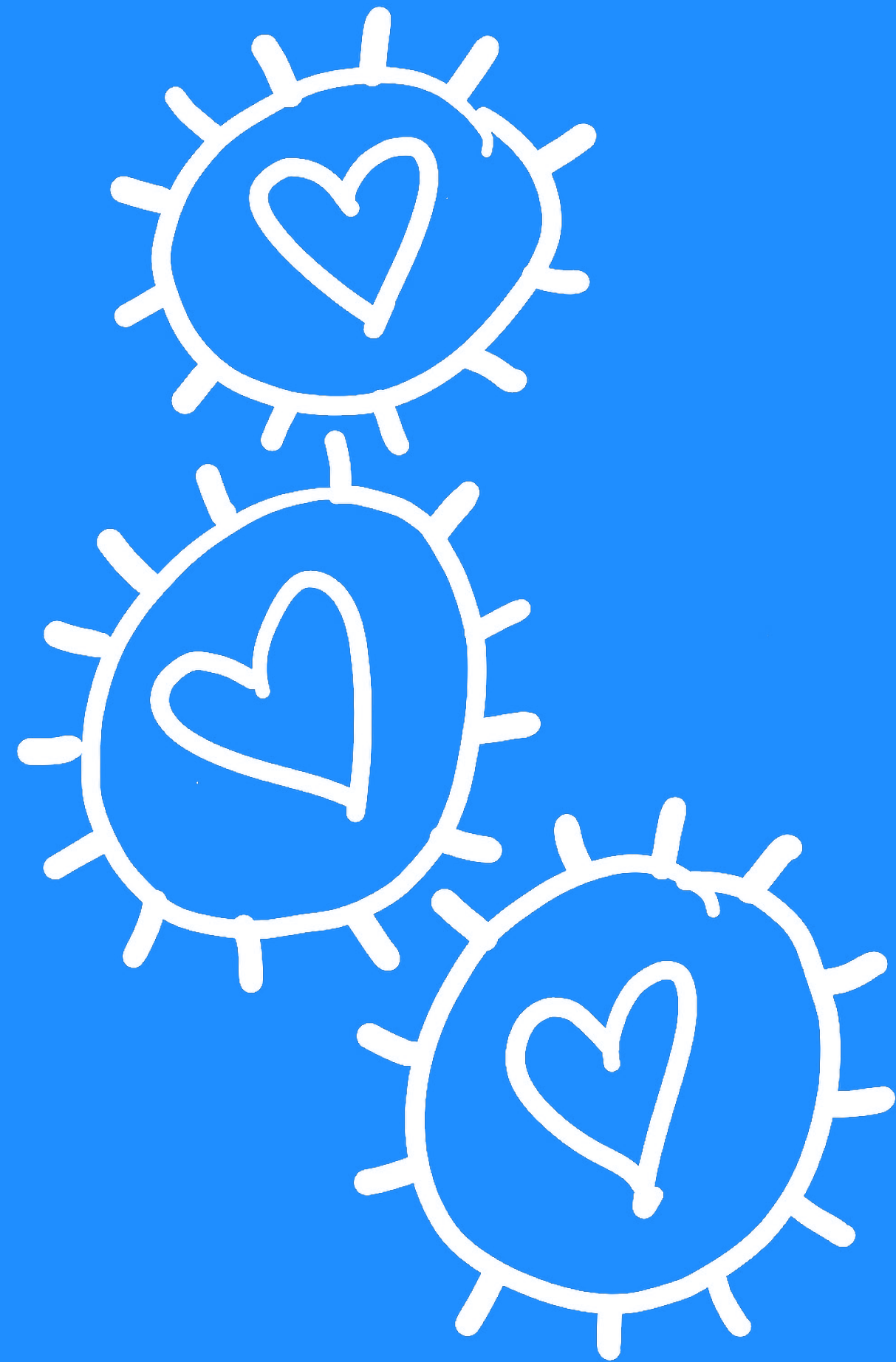
Be generous with your time,
connections, and other resources.



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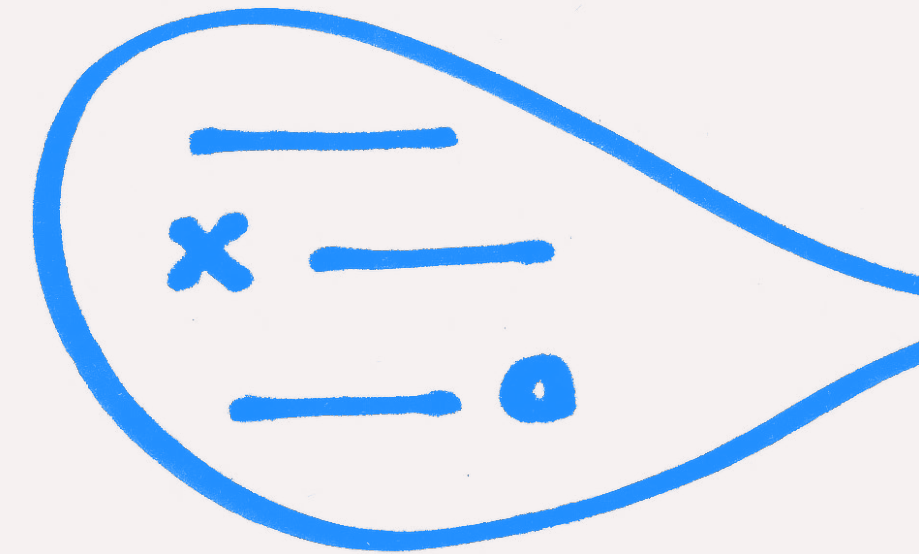
Love the founders.

Hold a special reverence for - and protect - the people with the most vision and passion for the company.



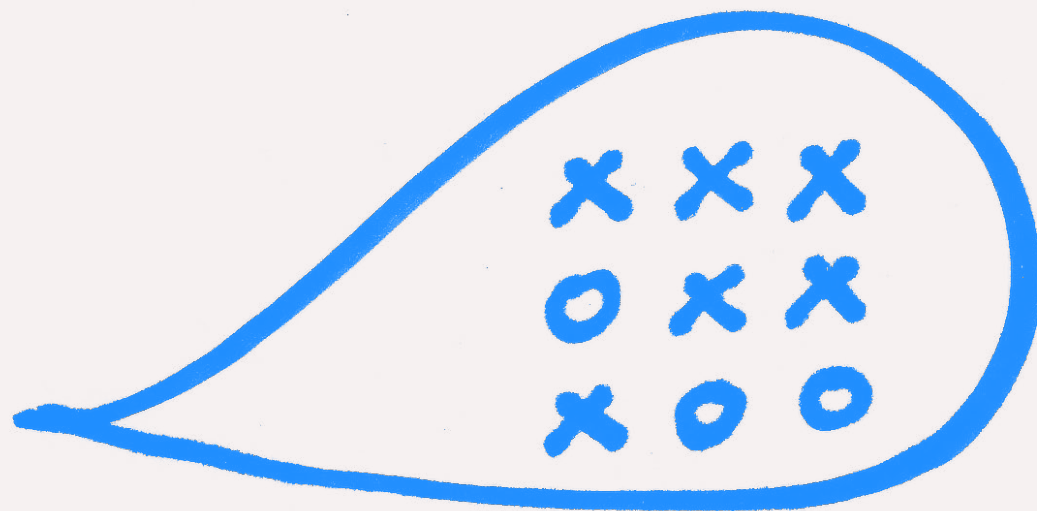


33



Build relationships whenever you can.

When you're in the elevator, passing someone in the hallway, or see your teammates in the cafeteria, take the time to stop and chat.



We assembled these principles by interviewing over 80 great leaders, each of whom credit Bill Campbell with playing a major role in their success.

We hope that you can use them to become a better manager, coach, and leader.

That would make Bill happy.

www.trilliondollarcoach.com

