

TRILLION DOLLAR COACH

The Leadership Playbook of Silicon Valley's Bill Campbell

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ERIC SCHMIDT served as Google CEO and chairman from 2001 until 2011, as Google executive chairman from 2011 to 2015 and as Alphabet executive chairman from 2015 to 2018. He was previously the CEO and chairman of the board of Novell and is one of only a few people who have become billionaires based on stock options granted in corporations they have not founded.

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ISBN 978-1-77544-970-6

MAIN IDEA

Bill Campbell was a legendary coach and well-known business executive in Silicon Valley before his death in 2016. The people he personally coached and mentored – including Steve Jobs, Larry Page and Eric Schmidt and others – have gone on to create well over a trillion dollars in market value in various dynamic marketplaces.

So what was Bill Campbell's secret sauce? Pure and simple, he preached that to be a great manager, you have to be a great coach. The higher you climb in the corporate world, the more your success will depend on making other people successful – which is by definition what coaches do.

Specifically, the Bill Campbell approach to being a great coach was to bake into every team five distinguishing factors:



**SAFETY
CLARITY
MEANING
DEPENDABILITY
IMPACT**

"Every sports team needs a coach, and the best coaches make good teams great. The same goes in business: any company that wants to succeed in a time where technology has suffused every industry and most aspects of consumer life, where speed and innovation are paramount, must have team coaching as part of its culture. Coaching is the best way to mold effective people into powerful teams."
– Eric Schmidt, Jonathan Rosenberg & Alan Eagle



SAFETY

Pages 2- 3

People have to know they won't be fired for trying something new which ends up not being as successful as you hope. Your title might make you a manager but it's your people that will make you a leader.



CLARITY

Pages 3 - 4

The most important currency in any relationship is trust. Make it obvious to your people that you trust them. Establish trust and people will become more coachable and more honest and humble. Make it crystal clear you are a servant leader.



MEANING

Pages 4 - 5

To achieve big things, you need a team and the right way to build a great team is to engender a team above all ethos. If you get the team right, it doesn't matter what issue you face the team will come up with the right answer. Build great teams.



DEPENDABILITY

Pages 6 - 7

It's okay to show your human side and to love the people on your team. In fact, there's a direct correlation between warmth and competence. Let your people know you value them as human beings first and foremost and they will do great things.



IMPACT

Pages 7 - 8

As counterintuitive as it may sound, it's often the highest-performing people who feel most alone. The greatest impact you can have as a coach is to provide emotional support for your people. Everyone needs a coach to perform at the highest level possible.