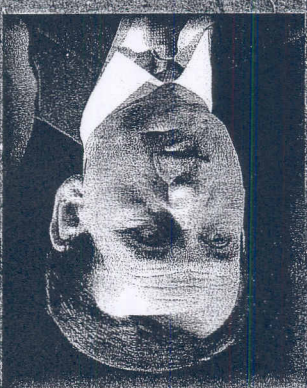


LEGACY OF Mike "Coach K" Krzyzewski



- Passed Dean Smith in 2005 for the most wins in NCAA tournament history.
- Led Duke to three NCAA national championships (1991, 1992, 2001) and ten Final Four appearances.
- Graduated from West Point and played for future Hall of Fame coach Bob Knight.
- Established programs built on hard work, commitment to excellence, teamwork, and attention to detail.
- Regarded as an excellent teacher and a person of the highest character.
- Believed the primary responsibility of a leader is to inspire.
- Selected NABC Coach of the Decade for the 1990s.

Mike Krzyzewski has been one of the most dominant college coaches during the past two decades and was selected the NABC Coach of the Decade for the 1990s. Krzyzewski led Duke to three NCAA national championships (1991, 1992, 2001) and ten Final Four appearances. His three national championships place him third on the all-time list, tied with mentor Bob Knight and trailing Adolph Rupp (4) and John Wooden (10). "Coach K" passed Dean Smith in 2005 for the most wins in NCAA Tournament history. His ten Final Four appearances place him second on the all-time list behind John Wooden (21). Krzyzewski won a Gold Medal in the 1992 Olympics, serving as an assistant coach. He is a graduate of the United States Military Academy, where he played for future Hall of Fame coach Bob Knight. Krzyzewski returned to West Point and began his head coaching career in 1976. He led Army to an NIT appearance, before accepting the position at Duke in 1980. He has been named national Coach of the Year 11 times.

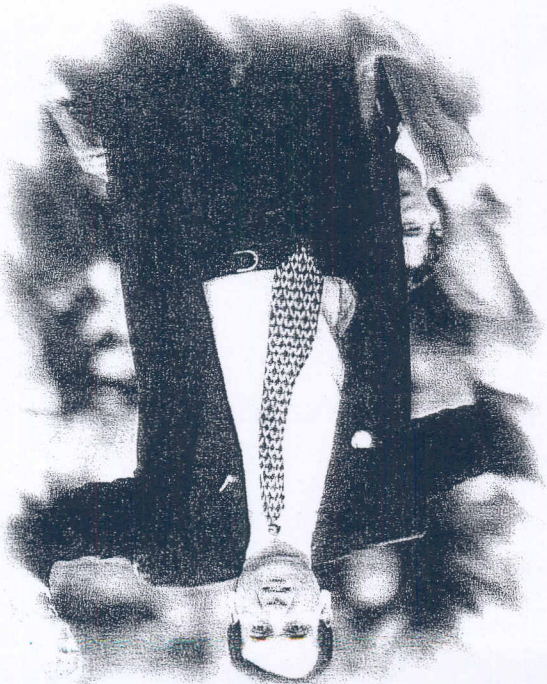
Inducted into the Naismith Basketball Hall of Fame in 2001

Born: February 13, 1947 in Chicago, IL

BIOGRAPHY

"When our goal is to try to do our best, when our focus is on preparation and sacrifice and effort—instead of numbers on the scoreboard—we will never lose."
—Mike Krzyzewski

MIKE
"COACH K"
KRZYZEWSKI



...SCOUTING REPORT...SCOUTING REPORT...

Mike "Coach K" Krzyzewski...

They still can't spell or pronounce his name (Krzyzewski which sounds like Sha-shef-ski), but they know that "Coach K" is associated with the highest level of success in the college basketball world. But what sets him apart from thousands of coaches striving for success in the basketball coaching fraternity? It is one word—"leadership." He believes that the main job of a coach is to motivate, and the primary job of a leader is to inspire, and how well he does that. Grant Hill, former Duke All-American player, said it best. "My first team meeting in 1990 was an awesome day. I remember being excited, anxious, and nervous when Coach K. walked in; the first thing he said was that we're going to win the national championship. That's one of his most valuable qualities. He's inspiring. He makes you a believer." (Krzyzewski, 2000). An even more important question is how he became such an exceptional leader?

Mike Krzyzewski had humble beginnings filled with early involvement in sport and a strong support system; father William (an elevator operator at Wolloughby Tower in downtown Chicago), mother Emily (a homemaker and cleaning woman at the Chicago Athletic Club), brother Bill, and best friend, Moe Mlynski. There were few material things but lots of love and pride in the family. The family sacrificed so Mike could attend a private all-boys Catholic high school in Chicago, Weber. This may be why he has developed such a strong sense of confidence in what his family/his teams can accomplish together. His strong sense of unconditional support and commitment to success he attributed to his mother; he stated that her happiness, commitment to family, and not being afraid to fail came directly from her. In fact, before each game, he puts his hand over the pocket where he carries his mother's rosary and says this prayer, "Please God, help me to do my best, help me be myself, and help me lead from my heart."

When Mike decided to attend the United States Military Academy at West Point, a difficult decision, it was again because of his parents. Even though he didn't want to go, he had the discipline to believe and trust in his parents at a moment's notice. This is another coaching trait he felt was important for success. During his four years at Army,

he was exposed to the teachings of future Hall of Fame coach Bob Knight, as well as being absorbed in the Academy, and it's claim as one of the best leadership development programs in the world. Not only did he assimilate the West Point honor code: "I will not lie, cheat, or steal—not tolerate those who do" but he took to heart the academy purpose "to develop leaders of character for service to the nation." His coaching videos stress absolute honesty (instant belief in each other), complete responsibility for your own actions (no excuses), and shared experiences (the Army code of soldiers depending on each other). When Mike left West Point as an officer/leader, he went on to another military service leadership development experience that led to his eventual promotion to Captain. He still attributes his formative years at the USMA as a strong factor forming his character in the West Point crucible of leadership.

Coach K views coaching as being focused on two essentials:

• TEACHING—he states that "I am a teacher and a coach". Our whole approach to coaching revolves around teaching. "We need to always find better ways to become better teachers. Teaching is what I love most." (Krzyzewski, 2000). He also believes in exposing his players to teaching; to force them to learn themselves and serve others, and to teach is to learn twice.

Coach K has said that teaching is the heart of his coaching style.

• LEADERSHIP—like most coaches, he believes strongly that the coach is a leader, but his background and development have forged a new definition of leadership in the coaching world. The lessons learned from his family, the Academy experience at West Point, the leadership laboratory in the Army, plus his varied coaching experiences have produced a new leadership model. This is reflected in his belief that leaders need to do their best, learn their limits, and try to extend them as a proper leader perspective. He believes that the main job of a coach is to motivate and the main job of a leader is to inspire. (Krzyzewski, 2000). These are sound principles for all to follow.

.....SCOUTING REPORT.....SCOUTING REPORT.....

Coach K's emphasis on leadership and teaching has produced the following milestones at Duke:

- Three national championships (1991, 1992, 2001)
- 12 National Coach of the Year honors in eight different seasons

- 21 NCAA Tournament bids

- Ten Final Four appearances (third all-time)

- Seven ACC tourney championships (first to win four straight in 2002)

- Nine ACC season championships

- Passed Dean Smith in 2005 for the most wins in NCAA tournament history.

- NABC Coach of the Decade (1980s)

- Coach K Court naming honor at Cameron Indoor Stadium in 2001

- Duke's all-time winningest coach

- Naismith Basketball Hall of Fame in 2001

- John Wooden Legends of Coaching award in 2000

- NABC President in 1998-1999

- Named "America's Best Coach" by Time/CNN in 2001

- Coached players selected as National Defensive Player of the Year seven times

- Named Sportsman of the Year in 1992 by *The Sporting News*.

SOURCE

Krzyzewski, Mike. Vertical Files, Archives, Naismith Memorial Basketball Hall of Fame, Springfield, MA.

Krzyzewski, Mike. Interview with Jerry Krause. 2001.

Krzyzewski, Mike. (2000). *Leading with the Heart: Coach K's Successful Strategies for Basketball, Business, and Life*. New York: Warner Books.

THE CORE OF CHARACTER

By Mike Krzyzewski

COURAGE

Courage is a word that comes up a lot in leadership. And it does take courage to walk down that dark alley where others don't want to go. But true bravery in leadership really revolves around the degree to which a person maintains the courage of his convictions.

That kind of courage takes persistence to believe in yourself — and resilience to keep picking yourself up after every loss, every stumble, and every fall. Following through with your plans, your commitments, and your dreams — even when everyone else is saying you can't do it — that's courage. And why does a leader need courage?

Because someone is always trying to pull you down when you're a leader. And you cannot be vacillating back and forth with the wind. There can be a wind where you're successful and everyone agrees with you. Or there can be a wind where you're not successful, and everybody disagrees with you. Courage gives a leader the ability to stand straight and not sway, no matter which way the wind blows.

A strong gale might change a leader's strategy, but it should never change his core beliefs. If you believe in your system, in the people around you, and in your own abilities, then going 11-17 will not change what you do. But if you don't believe in those things, if you don't have the courage of your convictions, then going 11-17 might change everything that you do. A leader has to know who he is and what he stands for. And he also has to say it, demonstrate it, and mean it if he ever hopes

for people to follow him. And, believe me, when you stand strong in those vacillating winds for the first time, it's easier to have courage again and again.

CONFIDENCE

In 1988, when Elton Brand completed his freshman year, the press, the sports analysts, everybody said that he was a great, great basketball player. I knew he was going to be a great player. But, Elton himself did not yet know it.

Because he was out with an injury for seven weeks of the season, when he finally did come back, he wasn't the dominant player that he could have been. He simply wasn't up to par physically. So he just naturally figured that he wasn't as good as everybody was saying he was.

That summer, Elton had a mental obstacle to overcome. He had to overcome the thought that his reputation was better than he really was. So Elton and I sat down in my office one day and talked about it. He told me that his dream was to play in the NBA, but he didn't know if he'd ever be good enough. I told him that he would definitely be good enough to make it to the NBA and that everything the media was saying about him was true. He just had not come all the way back from his injury. So I advised him to play some off-season basketball and tryout for the Goodwill Games.

Several weeks later, when he made the team, I flew up to New York to watch some of his practices and take in a few of his games. The main reason I did that was so I could reinforce to him that he was good — really good at playing basketball.

You can talk about a pitcher throwing shutouts or striking out twelve batters in a game. But until that pitcher does it, he never really knows he's that good. Elton Brand did not know he was that good. We utilized the summer, then, for him to get to know that he was an outstanding player. He had to have the confidence in himself in order to realize his own full potential — in order to achieve his true greatness.

As a leader, I have to have confidence in myself. That goes without saying. But I also want my players to have confidence in themselves. If I'm a manager of a company and I have a terrific director of personnel, I want him to think he's great, too. I want him to think he's so great that he'll set the world on fire.

So how do I make sure he knows it? Well, it's important for me to tell him what I think. But simply telling him that he's terrific won't really accomplish all that much, except that he knows how I feel. In order for him to know deep within himself that he's really good, he has to prove it to himself. So my job as a leader is to put him in the position where he can do so.

That's what I did for Elton Brand. I advised him to participate in the Goodwill Games, because I was certain he would shine in that venue. And he did shine. In fact, he was a star. So when he came back to Duke for his sophomore year, he was armed with the confidence that comes from experience and knowing. With accomplishment comes confidence, and with confidence comes belief. It has to be in that order.

CONTINUAL LEARNING

When we're born, are we given three baskets of potential? Do we stay with three baskets our entire lives? Or when we fill up two of those baskets, have we developed even more possibilities so that now we have eight baskets of potential? Maybe one of the potentials in the third basket is to learn how to make more baskets.

I feel like I have a lot more potential at this stage of my life. Of course, I may be less likely to set the world record in a 100-meter dash. Some of the baskets that contained physical potential are full. But scientists say that we use only 10 percent of our brain, so there have to be other things that can be focused on and then achieved.

The beauty of leadership is that there are no complete or perfect recipes. You cannot say: "Do these ten things, and you will be a leader." Those ten things might help you become a leader, but doing them alone won't make you one.

Any blueprint to leadership has to be used as a guide. It can only be structured so much. There has to be room for personal creativity. And every leader has to put his signature on his leadership style.

Continual leadership is a key to effective leadership, because no one can know everything there is to know. In leadership, things change. Events change, circumstances change, people change. As a matter of fact, leadership is all about change. Leaders take people to places that they have never been before.

Because leaders are always encountering new situations, they have to learn how to meet new challenges, to adapt, to confront, to master, to win. A leader's job is ongoing. It's like a ring. There is no end. Leadership never stops.

We have to think of different ways to learn and grow every day. Because when you stop growing, you start to decay. And life goes on, win or lose. Either way, you just have to

HARD WORK

try to figure out what you can do better the next time.

I believe that every person has to learn from success and failure. We should never forget a defeat. Defeat can be the key to future victory.

My mom and dad never missed a day of work cleaning floors and operating the elevator. If they were coughing or sniffing in the morning, it was: "I gotta go to work." If one of them had a fever, it was: "I gotta go to work." They never missed work - I mean, never.

That's what I learned growing up. Show up every day, even if you have to sweat it out. And you know what? I became amazingly dependable - just like my parents.

For some reason, "hard" and "work" have been associated with other four-letter words that have negative connotations. But I believe work is good. There is dignity in work. I also believe that a hard-work ethic forges strong leaders.

I have found that when people achieve something that they've really worked hard for, it makes them feel great, superb, and wonderful. In that context, rather than causing pain, work brings people joy, fulfillment, and self-esteem.

HONESTY AND INTEGRITY

The only way we lose is if we don't try our best. There is always a way to win. Never say you cannot do it. Find the way to win.

A lot of our success in Duke basketball has to do with character. And at the heart of character are honesty and integrity.

Source

Krzyzewski, Mike. (2000). *Leading With The Heart*. New York: Warner Books.

We all know what honesty means. And integrity is nothing more than doing the right thing no matter who's watching you. Are you going to show integrity only when someone is watching you - or are you going to show it all the time?

In our program, the truth is the basis of all that we do. There is nothing more important than the truth, because there's nothing more powerful than the truth.

Consequently, on our team, we always tell one another the truth. We must be honest with one another. There is no other way.

In addition, as a leader, I believe I must be honest with myself. If a leader is honest with himself, it'll be a lot easier to be honest with everybody else. I consider my biggest achievement to be anytime a kid knows I've been honest with him.

Whenever I go back to Chicago, I find myself thinking, "Gee, I'm so lucky, it's amazing."

Not because my family was poor or that I had humble beginnings - but, rather, that I had it so good. And also because of all those values my folks taught me. They were great values - and they proved to be the basis for how I would conduct myself for the rest of my life.

Back then, you grew up believing in God, you told the truth - and you loved your country and playground basketball.

It was really very simple.

RANDOM THOUGHTS

By Mike Krzyzewski

Consequently, on our team, we always tell one another the truth. We must be honest with one another. There is no other way."

"Throughout the season, I look into my players' eyes to gauge feelings, and confidence levels, and to establish instant trust."

"Every leader needs to remember that a healthy respect for authority takes time to develop. It's like building trust. You don't instantly have trust, it has to be earned."

"Too many rules get in the way of leadership. They just put you in a box... People set rules to keep from making decisions."

"Leadership is ongoing, adjustable, flexible, and dynamic."

"Mutual commitment helps overcome the fear of failure—especially when people are part of a team sharing and achieving goals. It also sets the stage for open dialogue and honest conversation."

"When you first assemble a group, it's not a team right off the bat. It's only a collection of individuals."

"When a leader takes responsibility for his own actions and mistakes, he not only sets a good example, he shows a healthy respect for people on his team."

"Discipline is doing what you are supposed to do, in the best possible manner, at the time you are supposed to do it."

"Goals should be realistic, attainable, and shared among all members of the team."

"There are five fundamental qualities that make every team great: communication, trust, collective responsibility, caring and pride. I like to think of each as a separate finger on the fist. Any one individually is important, but all of them together are unbreakable."

"You develop a team to achieve what one person cannot accomplish alone. All of us alone are weaker, by far, than if all of us are together."

"Confidence shared is better than confidence only in yourself."

"In leadership, there are no words more important than trust. In any organization, trust must be developed among every member of the team if success is going to be achieved."

"Two are better than one if two act as one."

"A leader may be the most knowledgeable person in the world, but if the players on his team cannot translate that knowledge into action, it means nothing."

"Erect no artificial walls that might limit potential, stifle creativity, or shackle innovation."

"Leaders should be reliable without being predictable. They should be consistent without being anticipated."

"A leader has to be positive about all things that happen to his team. Look at nothing in the past as failure."

"Courage and confidence are what decision-making is all about."

"Leaders show respect for people by giving them time."

"I don't look at myself as a basketball coach. I look at myself as a leader who happens to coach basketball."

"Your heart has to be in whatever you lead."

"Confrontation simply means meeting the truth head-on."

"Believe that the loose ball that you are chasing has your name on it."

"During critical periods, a leader is not allowed to feel sorry for himself, to be down, to be angry, or to be weak. Leaders must beat back these emotions."

"It takes courage not only to make decisions, but to live with those decisions afterward."

"You have to work hard at staying in contact with your friends so that the relationship will continue and live on... Friendships, along with love, make life worth living."

"During the season, your team should be led with exuberance and excitement. You should live the journey. You should live it right. You should live it together. You should live it shared. You should try to make one another better. You should get on one another if somebody's not doing their part. You should hug one another when they are. You should be disappointed in a loss and exhilarated in a win. It's all about the journey."

"In our program, the truth is the basis of all that we do. There is nothing more important than the truth, because there's nothing more powerful than the truth."

"Sometimes, all the good things you try to provide for your team members do not make a difference. Sometimes, people have to move on."
 "Hunger not for success, but for excellence. And don't let anyone else define excellence for you."
 "Enjoy the journey."

SOURCE

Coach K - The official website for Coach Mike Krzyzewski. Website: <http://www.coachk.com>
 Krzyzewski, Mike. (2000). *Leading With The Heart*. New York: Warner Books.

"Don't let a single game break your heart."
 "People talk to you in different ways - through facial expressions, moods, mannerisms, body language, the tone in their voice, the look in their eyes."
 "Sometimes a leader has to draw a line in the sand."
 "The people on your team expect you to be upbeat, positive, confident, and certain they can win."
 "Take time to get refreshed. Clear your head, rest and recharge your batteries, and then get after it."
 "The worse the crisis, the more people will tend to think as individuals rather than as members of a team."
 "Before you ever utter a word, the team sees your face, the look in your eyes, even your walk. Show the face your team needs to see."
 "A leader's job is to remove any obstacle that can negatively impact his team's performance."

"I believe God gave us crises for some reason—and it certainly wasn't for us to say that everything about them is bad. A crisis can be a momentous time for a team to grow—if a leader handles it properly."
 "Encourage members of your team to take the initiative and act on their own."
 "People want to be on a team. They want to be part of something bigger than themselves. They want to be in a situation where they feel that they are doing something for the greater good."
 "Never set a goal that involves number of wins - never. Set goals that revolves around playing together as a team. Doing so will put you in a position to win every game."
 "When teaching, always remember this simple phrase: "You hear, you forget. You see, you remember. You do, you understand."
 "Members of your team need to see themselves through your eyes - so that they may see how they *really* are, not how they *think* they are."