THE METHOD ON ONE PAGE

Trillion Dollar Coach

Bill Campbell coached the leaders of Apple, Google and Intuit. His rule: the top job of any manager is the well being and success of their people. Everything else follows from that.

WHAT BILL LOOKED FOR IN A PERSON

1 **Honesty and humility**
They tell the truth, admit what they don't know, and give credit away.

2 **Coachability**
They listen, take hard feedback, and are willing to change.

3 **Team first**
They care more about the team winning than about looking good themselves.

THE ENVELOPE OF TRUST

Inside it, people can say anything without fear: **candor**, **loyalty** and **care**. Bill earned it by listening fully, keeping confidences, and telling people the hard truth because he wanted them to win.

1 · TRIP REPORTS

Open meetings with life, not work: weekends, trips, family.

People who know each other work better together.

2 · THE WHITEBOARD

Write the topics up front.

Hardest one first. Decide, then move on.

3 · FOUR AREAS

Results. Work with peers.

Management and leadership. Innovation.

TEAM FIRST, AND LOVE

Pick the **best idea**, not the loudest voice. When a team is stuck, **fill the gaps** between people. And bring real **care** to work: ask about families, celebrate wins, show up when it matters.

HOW TO USE THIS TOOLKIT

1. **Plan one one-on-one.** Use Worksheet 1: trip report, then the four areas.
2. **Run one meeting Bill's way.** Worksheet 2: whiteboard the topics, hardest first.
3. **Check your envelope of trust.** Worksheet 3: rate each relationship honestly.
4. **Give one piece of hard feedback.** With care, in private, and with a clear next step.
5. **Ask one question a day.** What can I do to help you win?

Based on the ideas in Trillion Dollar Coach by Eric Schmidt, Jonathan Rosenberg and Alan Eagle. Independent summary of the book's key ideas, in our own words. Not affiliated with the author or publisher.

WORKSHEET 1

One-on-One Plan

Start with the person, then the work. Bill covered the same four areas every time, and he wrote down what he heard.

DATE _____ **WITH** _____ **NEXT ONE** _____

TRIP REPORT *how they really are: weekend, family, what's on their mind*

THE FOUR AREAS *results · peers · management · innovation*

#	AREA	WHAT I SEE	RATING
1			1 to 5
2			1 to 5
3			1 to 5
4			1 to 5

WHAT'S BLOCKING THEM *that I can remove*

WHAT WE AGREED

#	ACTION	WHO	BY WHEN
1			
2			
3			

WORKSHEET 2

Run the Meeting

Put the topics on the board before anyone talks. Take the hardest one first, get every view in the room, and leave with a decision.

MEETING _____ **DATE** _____

TRIP REPORTS *one line each, to open*

THE WHITEBOARD *write it all up front, hardest first*

#	TOPIC	HARDEST?	BEST IDEA	DECIDED?
1				
2				
3				
4				
5				

WHERE THE TEAM WAS STUCK *and what gap I need to fill between people*

FOLLOW-UPS *who, what, by when*

WORKSHEET 3

Envelope of Trust

Trust comes first. Rate each key relationship honestly, then pick one move that would make it safer to tell you the truth.

MY KEY RELATIONSHIPS

#	PERSON	CANDOR	LOYALTY	CARE	ONE MOVE
1		1 to 5	1 to 5	1 to 5	
2		1 to 5	1 to 5	1 to 5	
3		1 to 5	1 to 5	1 to 5	
4		1 to 5	1 to 5	1 to 5	
5		1 to 5	1 to 5	1 to 5	

COACHABLE?

Bill only coached people who were **honest**, **humble**, willing to **persevere**, and ready to **learn**. Ask it of yourself first: when did I last change my mind because someone told me I was wrong?

HARD FEEDBACK I OWE SOMEONE *what, to whom, and the care I'll bring to it*

HOW I'LL PUT THE TEAM FIRST THIS WEEK *one specific action*

TAKE IT WITH YOU

Pocket Cards

Cut along the dashed lines. Keep one in your wallet, one on your desk.

THE RULE

Your job

- Your people's
- well being
- and success.

Trillion Dollar Coach Road MBA

OPEN WITH

Trip reports

- Life first.
- Then work.
- Listen fully.

Trillion Dollar Coach Road MBA

RUN IT

The whiteboard

- Topics up front.
- Hardest first.
- Decide.

Trillion Dollar Coach Road MBA

REVIEW

Four areas

- Results. Peers.
- Leadership.
- Innovation.

Trillion Dollar Coach Road MBA

BUILD

Trust

- Candor.
- Loyalty.
- Care.

Trillion Dollar Coach Road MBA

ASK

Every day

- What can I do
- to help you
- win?

Trillion Dollar Coach Road MBA

ONE LINE TO REMEMBER

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

Road MBA · Trillion Dollar Coach toolkit. Based on the ideas in Trillion Dollar Coach by Eric Schmidt, Jonathan Rosenberg and Alan Eagle. Independent summary of the book's key ideas, in our own words. Not affiliated with the author or publisher.