

# INDEX

## A

Accountability, creating, as key, 54, 154, 206

Accurate scoreboard information, importance of, 78

Action, leadership approaches to, 171, 172, 173, 174

Action steps, specific, developing and formalizing, 140, 146–147, 152, 154, 155

Actionable goals, 81

Adams, S., 236

Adjustments, quickly making, as key, 56–58, 181–183

Adversity, overcoming, 59

AFC Championship game, 39–41, 251–252 (Ch2n1)

Agony of defeat, e-mail on the, excerpts from, 240–241

Aikman, T., 39, 56

Ambiguity, intentional, problem of, 84–85

Amstutz, T., 17

Army team, 67

Assessment: of needs, conducting, 139; for postgame analysis, 227–230. *See also* Self-assessment

Assignments, specific, for each player, clearly defining, 147, 157

Attachment, personal, securing, 131

Attention-getting practices, 130–131

Attitudes about change: leadership approaches reflecting, 171, 172, 173, 174; organizational, 105, 121, 122

Avoidance of change, tendency toward, 9, 45, 172

Avoiding sacks or hits, as key, 58–59

## B

Balance, importance of, 31

Baltimore Colts, 60

Baltimore Ravens, ix

Banks, D., 246

Base skills, necessary, for effective leaders, 47–48

Begley, T., 199

Behavior: adopting new, challenge of, 204–205; change in, as requisite, 200; transforming new, into habits, 205–206

Behind-the-scenes postgame analysis, 224

Benchmarks, creating, 34

Berra, Y., 73

Blair, G. R., 126

“Bluegrass Miracle, The,” 191–193

Boise State Broncos, 247

Brackett, G., 217

Bradshaw, T., 25–26, 62

Brady, T., 51, 114, 115, 124

Branch, D., 115

Bruce, I., 162

Bryant, P., 135

Bush, R., 68, 69, 83

Business synchronicity, importance of, 78

Business-as-usual mentality, 126, 172

Buy-in, limited, 149

Byner, E., 252 (Ch2n1)

## C

Calloway, W., 113

Carolina Panthers, 113–115

Carroll, P., 69, 73, 81, 83

Castille, J., 252 (Ch2n1)

- Celebrations: additional opportunities for, creating, 34; of both the scoring drive and the win, 207–209; holding off on, 196–199, 203–204, 209; importance of, 33, 236; premature, reasons for, 199–200; proper, providing, as key, 210, 236; restricting, 208; types of, range in, 209. *See also* Close Out the Game, Then Celebrate (Principle 7)
- Chandler, A. D., Jr., 9
- Change: avoidance of, tendency toward, 9, 45, 172; barriers to, identified, example of, 18; in behavior, as requisite, 200; capacity for, 105; challenges of, 11–12; different leadership approaches to executing, 170–174; disciplined process of, importance of, 122, 174; extreme approaches to, 30; failure to effect, agony of, excerpts from e-mail on, 240–241; faster and successful and, ingredients of, 20; forced, 9; giving lip service to the need for, 105–106; importance of, understanding and declaring the, 123–124; individual, as requisite, 206, 205; ineffective and sluggish, 6–7, 10, 17–18; leaders' attitudes toward, 171, 172, 173, 174; in a leadership vacuum, 41–45; maintaining the effects of, importance of, 33; multiple initiatives for, focusing on, issue of, 125; as a never-ending process, 34; as the norm, 76; ongoing, ability to create, example of, 243–244; organizational attitudes toward, 105, 121, 122; possible scenarios involving the speed and success of, 225–227; as requisite for performance improvement, 8; research on, general findings from, 10–12; seeing Six Sigma as an impediment to, 19; setting the stage for, three factors critical to, 74; stories involving successful, examples of, 21–22; tapping into the human component in the process of, 49
- Change implementation: critical success factors for, 3; ineffective, 6–7; practice requisite for, 4
- Change opponents, knowing your, importance of, 106
- Change package, taking ownership of the. *See* Develop a Winning TMD Package (Principle 5)
- Cheerleaders, leaders as, importance of, as key, 62
- Cincinnati Bengals, 91, 136–137
- Clayton, M., 192
- Clear goals, 81
- Cleveland Browns, 39–41, 45, 251–252 (Ch. 2, 1)
- Close Out the Game, Then Celebrate (Principle 7): business example involving, 193–196, 211–213; checklist for, 213; conclusion on, 213; football example involving, 191–193; as imperative, 191; importance of, described, 196–200; momentum builders for, 200–211; momentum buster for, 245; overview of, 24, 33–34
- Closing out the game: defined, 197–198; and postgame analysis, 230
- Coaches vs. quarterbacks, 25, 51. *See also* names of specific coaches and quarterbacks
- College Football Today*, 96
- Collins, J., 170
- “Comeback Redo, The,” 216–218
- Communicating: above the noise, as key, 52–53, 86; the change lessons learned, 231; the definition of winning, importance of, 74, 76, 85–87; leadership approaches to, 171, 172, 173, 174

- Communication checklist, 86
- Competitive advantage, creating, 28, 96
- Competitors: knowing your, 101–102, 108, 109; monitoring your, to evaluate change initiatives, 202–203
- Complexity, getting mired in, problem of, 79
- Composure, maintaining, importance of, 63, 64
- Conduct a Postgame Analysis and Press Conference (Principle 8): and assessing both success and speed, 225–227; business example involving, 218–222; checklist for, 238; conclusion on, 237–238; football example involving, 216–218; as imperative, 215; importance of, described, 222–225; momentum builders for, 227–237; momentum buster for, 245; overview of, 24, 34
- Control, seizing, of the game, as key, 50–52
- Coslet, B., 91
- Courage to take a hit, as key, 58–59
- Craig, R., 136, 137
- Create an Extreme Focus and a Sense of Urgency (Principle 4): business example involving, 115–120; checklist for, 133; conclusion on, 131–133; football example involving, 113–115; as imperative, 113; importance of, described, 121–122; momentum builders for, 122–131; momentum buster for, 245; overview of, 24, 28–29
- Creativity, importance of, in finding winning solutions, 60, 61
- Credibility, 23, 131, 151, 172, 236
- Credibility busters, 236
- Credit, giving, issue of, 236
- Crises, using, as a way to rally teams, issue with, 130
- Current score and field position, as scoreboard components, described, 177
- Customer satisfaction, constantly monitoring and measuring, importance of, 202
- Customers, consulting with, to evaluate change initiatives, 202
- ## D
- Dallas Cowboys, 13, 39, 56, 96, 155, 246–247, 250
- Danos, P., 85–86
- Dartmouth, 85
- Davies, B., 1
- Deadlines and schedules, projection of, 77
- Del Greco, A., 162
- Delegating, frequently, issue with, 42, 43, 51
- Delhomme, J., 114
- Deming, W. E., 105
- Denver Broncos, 39–41, 46, 127, 251–252 (Ch2n1)
- DePree, M., 124
- Develop a Winning TMD Package (Principle 5): business example involving, 137–141; conclusion on, 159; football example involving, 136–137; as imperative, 135; importance of, described, 141–152; momentum builders for, 152–159; momentum buster for, 245; overview of, 24, 29–31; problems resulting in failure at, examples of, 144–146
- Dick, T., 15, 22
- Dilbert* (Adams), 236
- Disciplined change process, importance of a, 122, 174
- Disney, W., 73
- Do Nothing leaders, 171, 172
- DO SOMETHING! leaders, 171, 172–173
- Dorsett, T., 13–14

Downsizing, trends in, 7, 9  
 “Drive, The,” 39–41  
 Drucker, P., 101  
 Dungy, T., 216, 217, 230, 236, 237  
 Dyson, K., 162–163, 170

## E

Edwards, H., 63  
 Electronic scoreboards, using, reason for, 176  
 Elway, J., 39, 40, 41, 45, 63, 127  
 Emotional investment and factual arguments, addressing both, 131  
 Energized to play at a new level, as key, 49–50  
 ESPN, 96  
 Execute the Right Plays and Score (Principle 6): business example involving, 163–170, 187; checklist for, 189; conclusion on, 187–188; football example involving, 162–163, 170; as imperative, 161; momentum builders for, 175–186; momentum buster for, 245; overview of, 24, 31–32; and various leadership approaches, 170–174  
 Execution: different leadership approaches to, 171–174; importance of, 1, 2–3, 4, 5, 7, 10; ineffective, 6–7; under pressure, importance of, 63; systematic approach to, using a, 20; top ten factors that damage, 187, 188  
 Extremity, importance of, 122–123

## F

Factual arguments and emotional investment, addressing both, 131  
 False starts, avoiding, 32  
 Favre, B., 58  
 Fear, using, as a motivator, issue of, 205  
 Field position, as a scoreboard component, described, 177  
 Fields, W. C., 35

*Fifth Discipline, The* (Senge), 222  
 Firings. *See* Terminations  
 Fitzgerald, L., 16, 17  
 Flux, continual state of, 76  
 Focus, clear, creating a, described, 124–126. *See also* Create an Extreme Focus and a Sense of Urgency (Principle 4)  
 Football: first recorded game of, 1; how the two-minute drill works in, 3–4; primary goal in, 96; twenty-first century, 2  
 Football teams. *See specific team names*  
 Franchise, knowing your, 104–106, 108, 109, 121

## G

Game clock: managing the, 183–184; as a scoreboard component, described 177  
 Game plan, taking ownership of the. *See* Develop a Winning TMD Package (Principle 5)  
 Gibbs, J., 158  
 Gimmicks for getting attention, 130–131  
 Goals: clear, defining, business example of, 165; defining, concept of, 74; leadership approaches to, 171, 172, 173, 174; nebulous, 80–81; specific, characteristics of, 81. *See also* Outcomes  
 Grading past performance, 227, 229  
 Gradkowski, B., 16, 17  
 Green Bay Packers, 15, 58, 96

## H

Habits: breaking old, challenge of, 204–205; change in, as requisite, 200; transforming new behaviors into, 205–206  
 Hands-off style, 42–43, 172  
 Hayes, W., 153, 213  
 Henderson, D., 193  
 Hits, avoiding and taking, 58–59

Holtz, L., 59, 161  
 Hustling, keeping your team, 183,  
 184–185

## I

Ignorance, 242  
 Important change, understanding,  
 basis for, 123–124  
 Improvement in performance. *See*  
 Performance improvement  
 Indianapolis Colts, 216–218, 224,  
 230  
 Individual players, assessment of,  
 227, 228, 229  
 Individual plays, assessing, 227  
 Information: access to, providing  
 interested parties in your orga-  
 nization with, 234; accuracy of,  
 importance of, for scoreboards,  
 78; monitoring and updating,  
 importance of, 100, 102; overload  
 of, filtering out the noise from, 76  
 Ingram, M., 92  
 Intelligence vs. wisdom, 102  
 Intrinsic motivation, 210

## J

Jackson, J., 114  
 Jackson, M., 40  
 Jarrett, D., 68  
 Johnson, I., 68  
 Johnson, J., 250  
 Jones, M., 162

## K

Kaizen, 31, 148  
 Karlis, R., 40  
 Kentucky Wildcats, 191–193, 202, 203  
 Kettering, C., 106–107  
 “Kick, The,” 113–115  
 Kinni, D., 80  
 Kinni, T., 80  
 Know the Score and Define Winning  
 (Principle 2): business example  
 involving, 69–73, 87–88; check-  
 list for, 89; conclusion on, 88;

football example involving, 68–  
 69; as imperative, 67; importance  
 of, described, 73–76; momentum  
 builders for, 76–87; momentum  
 buster for, 245; overview of, 24,  
 26–27. *See also* Scoreboard infor-  
 mation; Scoreboards

Kotter, J., 95, 121, 191  
 Kozar, B., 252 (Ch2n1)

## L

Labor-management conflicts, 42, 45  
 Landry, T., 155  
 Leaders, types of, 171, 172–174  
 Leadership: agony of failed, e-mail  
 on the, excerpt from, 240–241;  
 and approaches to executing  
 change, 170–174; base skills nec-  
 essary for, 47–48; effective, impor-  
 tance of, 25; imperatives for,  
 42–64; as key, 2, 10, 64; place  
 for, 45–47; styles of, 42–43, 171,  
 172, 173, 174. *See also* You Are the  
 Quarterback (Principle 1)  
 Leadership vacuum, change in a,  
 41–45  
 Lean manufacturing process: failure  
 in execution of, 164, 180–181;  
 improving, business case study  
 involving, 163–170, 187; and the  
 two-minute drill package, 31, 148,  
 151  
 Learning: taking the time for reflect-  
 ing and, importance of, 222, 227;  
 tendencies that can short-circuit,  
 223. *See also* Conduct a Postgame  
 Analysis and Press Conference  
 (Principle 8)  
 Learning organization, defined, 222  
 Leinart, M., 68–69, 83  
 Lethargy, organizational, 122  
 Lombardi, V., 15, 67, 113, 203, 213,  
 239, 244  
 Long-term success: key to, 233; thrill  
 of, retirement statement on the,  
 243–244

Lorenzen, J., 192  
 Losing: agony of, e-mail on the, excerpts from, 240–241; meaning of, where change and improvement are concerned, 240; reason for, football example illustrating the, 246–247; taking time to define, importance of, 85  
 Losses, wins becoming, effects of, 197  
 Louisiana State University, 191–193, 203  
 LSU Tigers, 191–193, 203

## M

MacArthur, D., 80  
 Mackay, H., 188  
 Management and leadership. *See* Leadership  
*Managing Change* (Dick), 15  
 Managing the clock, importance of, 183–184, 185  
 Mangini, E., 215, 217, 230  
 Manning, P., 216  
 Marino, D., 92  
 Match-ups, described, 100. *See also* Scouting Report and Match-Ups (Principle 3)  
 McNabb, D., 62  
 McNair, S., 162, 176, 182  
 Measurable goals, 81  
 Measurement: immediate, of plays, ensuring, 147, 156; and scoreboards, 176, 177, 202  
 Measurement Audit System (MAS), 150  
 Metrics: clear, incorporating, 77; reviewing your, 202  
 Miami Dolphins, 46, 92  
 Military, the, 223  
 Miller, J., 216  
 Mintzberg, H., 95  
 Momentum builder checklists, 65, 89, 111, 133, 189, 213, 238  
 Momentum builders: to close out the game and then celebrate,

200–211; to create extreme focus and a sense of urgency, 122–131; defined, 35; to develop a winning package, 152–159; to execute the right plays, 175–186; to know what you are up against, 101–107; that are leadership imperatives, 49–64; for the two-minute drill kickoff, 76–86  
 Momentum busters: defined, 35; for each principle, 245–246; in leadership, 50, 52, 53, 55, 56, 57, 60, 61, 62, 64  
 Momentum, maintaining, 147, 155  
 Montana, J., 53, 136, 137, 141  
 Montgomery, B. L., 39  
 Moore, L., 17  
 Morriss, G., 192, 197  
 Motivation: intrinsic, 210; leadership and, 33, 62; maintaining, 129, 184–185; starting point for, 123; to transform new behaviors into habits, 205  
 Motivational opportunity, 209  
 Motivational vacuum, 208  
 “Moving the chains” component, 32, 155, 178–181  
 Multilayered levels, defining winning across, issue of, 81, 83  
 Multiple change initiatives, focusing on, issue of, 125  
 Murray, E., 121

## N

Nebulous goals, 80–81  
 Needs assessment, conducting a, 139  
 Nelson, B., 210  
 New behaviors: adopting, challenge of, 204–205; transforming, into habits, 205–206  
 New England Patriots, 51, 96, 113–115  
 New York Jets, 92, 215, 216–218, 224, 230  
*NFL Round-up*, 96  
 Notre Dame, 1, 67–69, 73, 96

## O

- Obstacles, anticipating, 183
- Official NFL Rule Book, 208
- Ohio State, 96, 153
- Oklahoma Sooners, 68, 247
- 1001 Ways to Reward Employees* (Nelson), 210
- Opponent(s), knowing your: importance of, 28, 29, 95; through scouting, 97. *See also* Scouting Report and Match-Ups (Principle 3)
- Organization, as key, 2
- Organizational assessment, 228, 229
- Organizational attitudes, 105, 121, 122
- Organizational franchise, knowing your, 104–106, 108, 109, 121
- Organizational press conferences, holding, 233
- Outcomes: clearly defining, 174; directly tying action steps to, 155; postgame, potential, scenarios of, 225–227; specific, designing plays based on, 146, 147. *See also* Goals
- Ownership: of the drive, creating, as key, 54–55, 79, 154, 180; of every play in the package, taking, 154; failure in, 149; of the improvement plan, taking, 150, 151. *See also* Develop a Winning TMD Package (Principle 5)

## P

- Panic, issue of, 63, 122
- Paralysis mode, 79
- Paterno, J., 30
- Peer-mentoring relationship, ongoing, 131
- Penn State, 30
- Pennington, C., 216
- Performance assessment, postgame analysis and, 227–230
- Performance improvement: change as requisite for, 8; cumbersome process of, example of, 6–7; extreme approaches to, 30; failure to achieve, reasons for, examples of, 44, 45; impediments to, 11–12; integrated approach to, system with, 43; maintaining, importance of, 33; measures of, scoreboards including, 177; needing, reasons for, 8–9; pursuing, various ways of, 9–10; success stories involving, examples of, 21–22; sustainable, ensuring, challenge of, 199
- Performance improvement plans: creating your own, 148, 151–152; prepackaged, implementing a, 148–151. *See also* Develop a Winning TMD Package (Principle 5)
- Performance, knowing your, and defining achievement. *See* Know the Score and Define Winning (Principle 2)
- Performance measurement: ensuring, on each play, 147, 156; and scoreboards, 176, 177, 202
- Performance metrics: clear, incorporating, 77; reviewing your, 202
- Perot, R., 191
- Personal attachment, securing, 131
- Peters, T., 95, 208
- Peterson, C., 68
- Pinkel, G., 54, 154
- Pittsburgh Panthers, 15–17, 19
- Pittsburgh Steelers, 96
- Plan B, being ready with a, importance of, 57
- Planning, leadership approaches to, 171, 172, 173, 174
- Plans for improvement. *See* Performance improvement plans
- Play clock, keeping the, in mind, as key, 55–56
- Play, defined, 146
- Players and plays, packages of. *See* Two-minute drill (TMD) package
- Playing conditions, knowing your, 106–107, 108, 109, 121

Podcast press conference, example of a, 232–233

Poise, demonstrating, as key, 63–64

Political factors, influence of, 223

Political press conferences, avoiding, 235–237

Politics, defined, 235

Porras, J., 170

Porter, M., 95

Positive aspects, keeping people focused on, 205

Postgame analysis, described, 227–230. *See also* Conduct a Postgame Analysis and Press Conference (Principle 8)

Postgame outcomes, potential, scenarios of, 225–227

Practice, virtual, 158–159

Prepackaged improvement plan, described, 148–151

Preparation, leadership approaches to, 171, 172, 173, 174

Press conference mentality, adopting a, and sharing lessons learned, 230–234. *See also* Conduct a Postgame Analysis and Press Conference (Principle 8)

Princeton University, 1–2

Progress, confusing, with victory, 199

## Q

Quarterback role: base skills necessary for the, 47–48; in defining winning, 84; failure to adopt the, scenario on, 41–45; and the place for leadership, 45–47. *See also* You Are the Quarterback (Principle 1)

Quarterbacks vs. coaches, 25, 51. *See also* names of specific coaches and quarterbacks

Quinn, B., 68

## R

Rallying the team, quickly, importance of, 129–131

Randall, M., 192

Rapid change, plan for implementing. *See* Create an Extreme Focus and a Sense of Urgency (Principle 4)

Real Change leaders, 171, 174

Reality: ability to translate vision into, 170; acknowledging, importance of, 84

Recognition, employee, importance of, 209–210

Red zone, executing in the, and scoring, 185–186

Reflection: additional opportunities for, creating, 34; taking the time for learning and, importance of, 222, 227

Reinforcement, importance of, 200, 206, 209, 230

Responsibilities, team, assigning specific, business example of, 165–166

Responsibility, abdicating, for driving change, 42, 43, 51

Retraining, importance of, 206

Rewards, effectively and strategically using, 200, 209–211

Rice, J., 136, 137

Richardson, P., 121

Right players and plays, using the. *See* Develop a Winning TMD Package (Principle 5)

Role as quarterback. *See* Quarterback role

Role-modeling, importance of, 205

Roles, clearly defined, ensuring every play has, 147, 157

Romo, T., 246–247

Rules, playing by the, importance of, 61

Rutgers University, 1–2

Rutherford, R., 16

## S

Saban, N., 193

Sacks, avoiding, as key, 58–59, 100

St. Louis Rams, 162–163

- San Francisco 49ers, 136–137, 141
- Schedules and deadlines, projection of, 77
- Schuler, R., 107
- Score, the: ensuring, actually holds up, 204–207, 209; as a scoreboard component, described, 177
- “Scoreboard creep,” 78
- Scoreboard essentials, 77–78
- Scoreboard information: checking, to make sure you are scoring, 201–203; effectively using, importance of, 26–27, 29, 74, 76–79, 176; key components of, 176–178. *See also* Know the Score and Define Winning (Principle 2)
- Scoreboards: described, 176; effectively using, 179; establishing, 166, 175–178
- Scoring celebrations. *See* Celebrations
- Scoring drive, celebrating both the win and the, 207–209
- Scoring play, executing the, 185–186
- Scouting, defined, 97
- Scouting Report and Match-Ups (Principle 3): business example involving, 93–95, 108–110; checklist for, 111; conclusion on, 110; football example involving, 92; as imperative, 91; importance of, described, 95–101; momentum builders for, 101–107; momentum buster for, 245; overview of, 24, 28
- Scouting reports: and avoiding sacks, 59; described, 97–98; simple, creating, 107, 108, 109; and using postgame analysis information, 230
- Scrambling, result of, 6
- Seattle Seahawks, 246–247
- Self-assessment: on developing a winning package, 158; importance of, for knowing yourself, 103; omitting, problem with, 102–103; in postgame analysis, 228, 229; on the two-minute drill mind-set, 35–37. *See also* Momentum builder checklists
- Senge, P., 222
- Sharing lessons learned, adopting a press conference mentality and, 230–234
- Shula, D., 46
- Simplicity, as key, 53
- Six Sigma, 17–19, 31, 148, 151
- Skill sets, necessary, knowing and understanding, importance of, 31
- Smith, S., 114
- Socrates, 242
- Speed: aiming for, 20; assessing both success and, 225–227; of communication, as critical, 86; and the concept of defining goals, 74; defined, 225; in defining winning, 76, 83; generating, human component necessary for, 49; importance of, 1, 2–3, 4, 5, 7, 10; lacking in, 6–7; need for, 7–9
- Spin, issue of, 235, 236
- Sports Illustrated*, 246
- Starting points, clear, 32, 147, 155–156, 178
- Stopping points, clear, 147, 155–156, 178
- Stupidity, 242
- Success: assessing both speed and, 225–227; defined, 225; key to long-term, 233; predictor of, 41; root causes of, failure to fully understand the, 223; thrill of long-term, retirement statement on the, 243–244; true measure of, 202
- Success factors, critical, list of, 3
- Successful change: and faster change, ingredients of, 20; stories involving, examples of, 21–22
- Super Bowl statistics, 136
- Super Bowl XVI, 136
- Super Bowl XXI, 39, 40
- Super Bowl XXIII, 136–137, 141

Super Bowl XXXIV, 162–163, 170, 182  
 Super Bowl XXXVIII, 113–115, 124, 126, 127  
 Support groups, use of, 206  
*Swim with the Sharks Without Being Eaten Alive* (Mackay), 188  
 Synchronicity, business, importance of, 78

## T

Talent: as key, 2, 31; selecting and readying the, 153. *See also* Develop a Winning TMD Package (Principle 5)  
 Taylor, J., 136  
 Team members: holding a press conference for your, 233; knowing your, 103–104, 108, 109; quickly rallying, 129–131; selecting and readying your, 153  
 Team responsibilities, assigning specific, business example of, 165–166  
 Team-building experience, creating scouting reports as a, 107  
 Teamwork: assessment of, 228, 229; ensuring plays are driven by, 147; leadership approaches to, 171, 172, 173, 174; as paramount, 4  
 Tendencies, attention to, importance of, 101, 104  
 Tennessee Titans, 162–163, 170, 176, 188  
 Tenure, issue of, 7–8  
 Terminations: examples of, 45, 240–241; trends in, 7, 8, 9  
 Texas Longhorns, 68  
 Timberlake, J., 114  
 Time: importance of, 31; leadership approaches to, 171, 172, 173, 174; as limited, awareness of, 127; sensitivity to the issue of, as key, 55–56, 128, 155, 183–184; taking the, to reflect and learn, importance of, 227

Time clock: managing the, 183–184, 185; as a scoreboard component, described, 177  
 Time-oriented goals, 81  
 Time-outs: calling, need for, 84; reasons for, 177; as a scoreboard component, described, 177  
 Time-wasters, 127–128, 178, 183  
 Toledo Rockets, 15–17, 19  
 Total Performance Management System (TPMS), 43, 44, 45, 148–149  
 Total Quality Management (TQM), 151  
 Toyota Production Systems, 151  
 Training, importance of, 206  
 Trophies. *See* Rewards  
 Tuck School of Business, 85  
 Two-minute drill (TMD) mind-set: applying the, to business situations, described, 19–21; business adapting the, 7–8; conclusion on the, 34–35; failure to adopt the, business example of the, 17–19; football example involving the, 15–17; model of the, principles in the, overview of, 22–23, 24, 25–34; self-assessment involving the, 35–37; success stories as a result of the, business examples of, 21–22. *See also specific TMD principles*  
 Two-minute drill (TMD) package: described, 143–144; execution necessary to support the, 32; in football, 141, 142; importance of the, 29–30, 31; ineffective, examples of, 144–146. *See also* Develop a Winning TMD Package (Principle 5)  
 Two-minute drill (TMD), the: as an analogy, x, 3, 4; attributes of, for success, 20, 32; from a business perspective, 4–5; importance of, ix–x; purpose of, 2–3; from a sports perspective, 3–4; starting point for, 73–76

## U

- Underdog win, football example illustrating the, 247
- Underutilized talent, 143
- Unethical business practices, rejecting, 61
- Unitas, J., 60
- University of Alabama, 135
- University of Kentucky, 191–193, 202, 203
- University of Missouri, 54, 154
- University of Oklahoma, 68, 247
- University of Pittsburgh, 15–17, 19
- University of Southern California (USC), 67–69, 73, 83, 96
- University of Toledo, 15–17, 19
- Up-to-date information, importance of, 100, 102
- Urgency, sense of: ensuring plays are driven by a, 147; foundational aspect of the, 127; importance of, 29, 121; organizational attitude of a, 122; ratcheting up the, 126–129; reinforcing the, 156. *See also* Create an Extreme Focus and a Sense of Urgency (Principle 4)
- USC Trojans, 67–69, 73, 83, 96

## V

- Victory. *See* Success; Win
- Vinateri, A., 115
- Virtual practice, 138–159
- Visibility, widespread, of scoreboard information, 77
- Vision, ability to translate, into reality, 170
- Visual aids, access to, that illustrate appropriate behaviors, 206

## W

- Waitley, D., 239
- Walker, M., 68
- Walsh, B., 136, 137
- Warner, K., 62, 162
- Washington, L., 216
- Wasting time, 127–128, 178, 183

- Watson, S., 40
- Wayne, J., 242
- Web-based scoreboards, using, reason for, 176
- Weis, C., 68, 69
- Will, importance of, 247, 250
- Win, the: celebrating both the scoring drive and, 207–209; declaring the importance of, 123–124; tremendous emphasis on, 239
- Winning celebrations. *See* Celebrations
- Winning, defining: effectively, characteristics of, 81; examples of, 82; importance of, 27, 73, 74, 76, 80–85, 155; reviewing, 201; where change and improvement are concerned, 239–240. *See also* Know the Score and Define Winning (Principle 2)
- Winning imperatives, 39, 67, 91, 113, 135, 161, 191, 215
- Winning solutions, finding, as key, 60–61
- Winning with TMD principles, 26, 27, 28, 29, 31, 32, 34. *See also specific TMD principles*
- Wisdom: accumulated, failure to apply, 242; vs. intelligence, 102

## Y

- Yorke, J., 57
- You Are the Quarterback (Principle 1): checklist for, 65; conclusion on, 64; failing at, business example of, 41–45; football example involving, 39–41; as imperative, 39; importance of, described, 45–48; momentum builders for, 49–64; momentum buster for, 245; overview of, 24, 25–26
- Yourself, knowing, 102–103, 108, 109

## Z

- Zabransky, J., 247

<http://www.pbookshop.com>