

Lindsay Gottlieb: Building Meaningful Relationships With Players

Welcome to PCA's One on One Positive Coaching Alliance's podcast series where we talk with leading experts about how to develop Better Athletes, Better People through sports. And now here's your host: Jim Thompson, PCA Founder and CEO.

00:14 – JIM: I'm very excited to be interviewing Lindsay Gottlieb, the head basketball coach for the University of California-Berkeley women. One of the interesting things about Lindsay is she was born on October second which is Ghandi's birthday so that makes her a special person. Third year as head women's basketball coach at the University of California-Berkeley, before that she was at the University of UC-Santa Barbara where she was Big West Coast of the Year. Lindsay, I have to tell you that I was talking to somebody down in Santa Barbara, a while back, and they mentioned you and they were so excited at how well you were doing at Cal. You got a lot of fans down in Santa Barbara area. Last year she took the Cal women's basketball team to the Final Four for the first time in history; tied with Stanford for the Pac 10 Conference title – something that [is] also very unusual. Most wins in Cal history: 32, Pac 12 Coach of the Year, one of four finalists for the Naismith Coach of the Year. I just can't understand why you were only a finalist. You should've been the winner of that. Lindsay, it's so great to be able to interview you for this podcast and share your experience and wisdom with coaches and athletes and parents all across the country.

01:35 – LINDSAY: I'm really flattered to be on the call with you and that was quite the introduction; I appreciate it. Definitely good to know that the people down in Santa Barbara feel sort of as warmly about me as I did about my time there. Not only is it a beautiful place, but it was a wonderful first head coaching job for me. Then, obviously, going through the success that we've had here at Cal, it's really neat to hear. But I can honestly say that it is more about the people and the relationships and I think that we've done some special things, even beyond those accolades. I'm really excited to talk to you about kind of what we are about and some of these important topics.

02:11 – JIM: There's a lot of college coaches jump around – I think it's worth mentioning, you were an assistant at Cal before you went down to Santa Barbara. Is that right?

02:21 – LINDSAY: Correct. I was the Assistant Associate Head Coach here; I was here for three years. It's never easy to leave somewhere, obviously. I think you're doing something wrong if it doesn't feel hard to make a move, but I was ready to be a head coach. It was very important to me to maintain the relationships at Cal but to also be fully invested in Santa Barbara. When the opportunity came to come back to Cal, I told people it wasn't just any job, it was my dream job. I certainly had had other opportunities and I wasn't looking to leave Santa Barbara, but this was the one—just the synergy of it all kind of made a lot of sense. I've been fortunate to be in the UC system now for nine straight years, six at Cal and three at Santa Barbara.

03:05 – JIM: I really began to pay attention to you when the woman from the Santa Barbara area was talking about you but then in the Final Four, first round last year when Cal was playing Louisville and I think you were up by four or five points – you'd been up by more and your lead was shrinking. Brittany Boyd who I just love to watch play – your point guard – she came down twice in a row and threw the ball away. Then had one of the most remarkable exchanges that I've ever seen a coach have in a Final Four, a really high-pressure game, she looked over at you and you said something like, "You're okay! You're okay! You're good!" She turned and hustled back on defense and got a stop. She came down the next time and made a three. You know, give Louisville credit, they came from behind to win, but I think that exchange you had with Brittany is – that's the kind of coach we want to have, kind of coaching we want to have for every single youth athlete in the country. Can you talk a little bit about that moment?

04:09 – LINDSAY: Definitely. I mean, it even still feels surreal for you to be telling a story about a Final Four game. I think all of us were just so fortunate to have been on that stage. I think, no matter what stage you're on, your principles and who you are and how you go about it shouldn't change. No matter how big the game is or what the stakes are, I believe really strongly that athletes respond better to the positive. That doesn't mean that we don't have to motivate them, doesn't mean that we don't have to correct them or even criticize, but, in the heat of the moment, when someone has made a mistake, I just believe strongly that A) they need, from me, a vote of confidence - "I believe in you! You got this!" kind of thing. But, in particular, I think it's really productive to think forward, you know, what can we do going ahead to make the next play versus lamenting what just happened or, even worse, berating for what happened there. My relationship with Brittany is really special. She pretty much started from day one as a freshman and I'm very cognizant of young players who are super talented like that, you know, their development is really important – to let them play through some mistakes and know that you're in it with them is really important. Obviously, as coaches we have to make playing time decisions. We have to take people out of games, we have to figure out what mistakes are tolerable and what aren't, but, in terms of my demeanor, I have players that are so invested in what we're doing that I know if they make a mistake they're the most devastated one there. My job is to make sure they are doing the next thing better and a vote of confidence – a positive interaction is always going to be more beneficial than something else.

05:45 – JIM: You said something interesting back there about you "want to focus forward" and at Positive Coaching Alliance we talk about always the most important play is the *next* play. There's nothing you can do about the play that just went by. I think, as you're saying, being positive, reinforcing, supporting somebody when they make that kind of mistake is more likely to get them to be in the moment for the next play.

06:10 – LINDSAY: No question about it. I mean, every study will tell you that if – you know, in sports psychology, focus training and things like that – it's only detrimental to be thinking about what has happened past. But, just in human relations, and in coaching fields, whatever – however we want to call it...my belief is that it's not productive to be part of the whining about what just happened. I want to be productive

and make sure we're ready for the next play as a team, collectively and individually. Again, it doesn't mean we don't use timeouts to make corrections and adjustments, things that have to happen differently. But, in the moment, I believe strongly that that player-coach relationship has to set them up for success on the next play.

06:56 – JIM: Believing that and articulating it, saying that is one thing, actually being able to do it...it's like, here you are in your – I think your second year or third year when you got to the Final Four [**LINDSAY:** Yeah, it was my second year at Cal.] Second year, yeah. It's hard to get to the Final Four! I read something recently that said there were only eight coaches that have taken their team to the Final Four in the last few years and you're one of them. In that moment, it's got to be really hard to be positive when it's like, "Oh my God, if only she hadn't thrown that ball away!"

07:36 – LINDSAY: Well, sure, it's sort of a high emotion profession that we're in. But, from the time that I've become a head coach one of my major philosophies - and things that I think about a lot – I always want to coach from a point of control and being calculated. I'm very acutely aware that my players hang on every message I give. I mean, that's a good thing. I guess when they stop doing that, that'll be a problem! But, I think that with that comes a lot of responsibility that I'm very cognizant of everything I say and the impact it will have. Of course, as a coach you get frustrated, you may even get at times angry, although I sort of try not to be in that realm. I don't think anger is a good emotion when it comes to coaching, but you might get worked up or you might get stressed, or you might get hyped in some way. But, I try to make sure that whatever I say comes from a point of – I'm doing it conscientiously. So, if I'm getting on a player, it's from a point of "Hey, I think they need this right now." Or, if I'm being positive or whatever it might be, I want to make sure that whatever emotion I'm feeling, I'm not projecting onto them. I don't think that's a productive way to coach. I don't think it's effective and I don't think it gets the best out of your players. I have a really good example of what I think was the hardest point from that same NCAA tournament. We wouldn't be talking about the Final Four if we hadn't won the second round game. We were playing a very good South Florida team – University of South Florida – and we had played really well to get a ten-point lead with one minute to go. Now, anybody in sports will tell you a ten-point lead with a minute to go has to be a win. In my book, if it's not a win, it's the coach's fault. But, sure enough, there was this sort of this, just, layer upon layer of errors. I mean, we were missing free throws then we fouled a three-point shooter; then missed more free throws, then we let them score. And, all of a sudden, we're up by three with a couple of seconds left. And, of course, I call a timeout we say "Switch off screens and whatever we do don't foul a three-point shooter." We come out of the timeout and my best player, Layshia Clarendon, an All-American, All-everything, great leader, great player, high IQ – she fouled a three-point shooter with point two seconds left. The kid on the other team makes all three free throws, which is, you know, kudos to her, that's a pressure situation, and we're heading into overtime. And, they had all the momentum. At that point, I was very aware of whatever I said in this huddle how we were going to come out to start overtime. I looked the kids in the eye and I said very vehemently, "Not one person looks back. Not one person. Layshia, you don't look back. I don't look back. We are looking forward and we're going to win these five-

minutes.” It was really important to me that I did not let them for a second lament what had just happened. Now, we do the huddle, we say “Go Bears!” whatever and they go out to start the overtime and I put my hand over my face, lean right into my associate coach Charmin and say, “Oh my Gosh! That did not just happen!” But I couldn’t let the team see that. Sure enough, we win the tip, we get fouled and one of our players, Reshanda Gray, makes two free throws. On that possession I said we’re winning this game. And, I don’t know, maybe if I’d gone crazy and “I said don’t foul the three point shooter!” and “What are we doing?” maybe we don’t make those first two free throws. Maybe, we don’t ween in overtime. That, to me, was really; really important that I didn’t show any negative emotion and I think that’s what propelled us through. Their ability to win in overtime was very much a function of what our mentality was going into that overtime period.

11:12 – JIM: Wow. Wow. You come from a very different background than a lot of your players. I remember talking with Bill Walsh quite a few years ago now and he said that it used to be – coaching football used to be easy because all the kids were basically the same. They came from farm communities or small towns and they were all white. They had the same ethics. Now, then, coaching football is so different – so much harder because there’s so much diversity and you have to take that into account. It seems like even though you come from a very different background and place from many of your players, you’ve got an incredible relationship with them. How have you done that?

12:03 – LINDSAY: Yeah, I would say it is one of the few things I feel most fortunate about my time coaching here is the relationship with these players. It’s the most fulfilling, rewarding part of the job. I mean, the Final Four was incredibly fun; championships: I hope we get a lot more. But, Devanei Hampton who was on our first team here is actually right outside my hallway – I don’t know if you can hear her one-year old son making noise out there – but they’re family. These people are family. They come back and it is the most important part. I would same from a philosophy standpoint, coaching, to me, building relationships with players, especially female athletes, is the most critical thing. I think the tendency – you know, we have to be critical on the court. We have to get them to be better than what they think they can be. It’s really important, to me, especially coaching female athletes in general, that if I say to them at any point during the season, “Hey, we need to rebound better. We need to hard hedge – you need to hard hedge, set screen quicker.” that that’s what they hear and that they don’t hear “she doesn’t like me” or “you don’t think I’m worthy” or “you don’t think I’m a good enough person.” I work really, really hard to make sure that they know I care about them in every aspect of life so, if I am critical from an athletic standpoint, that’s what it is. It’s a purely a production thing - a technical or tactical thing. I think A) that that makes the whole thing more rewarding, if those relationships are real and genuine; it actually leads to a better ability for me to push them and coach them and get the best out of them. In terms of the demographic and my connection to these young people, I will say when I came with Joanne Boyle, who was my boss at University of Richmond for three years and then out here, I was scared. I was nervous that these players would be at a higher level than I ever played at and different background and “Am I going to be able to be effective at coaching them?” A couple of things I found out

right away; I knew my stuff on the coat – I stepped onto the court with Devanei Hampton and Ashley Walker and if they believed that I knew basketball and could make them better, there was going to be a respect level. Then, once they knew how much I cared about them as people, then they'll run through a wall for me. That was a really neat process. I think when I first met Dev and some other people here in the program; they probably looked at me like I was an alien from outer space because I was so different in terms of background. I looked at them like "Hey, how can I find this connection?" But you work at it. I remember kind of immersing myself in who they are and who their families are, and caring and ---late night conversations about their school work, or moments on the bus ride after a great win or a tough loss when you build those connections. I know that I have a lot of people in this program that are not just my players, we don't just have a professional kind of relationship – it's family. That's something that I value very much. When I came back to be the head coach and I met with each player individually before getting going and I listened to them, they all sort of said in different ways, different styles but they all kind of had the same message which is, "We don't want to only come to your house when it's for recruiting. We don't want you to not like us if we don't play well." This particular group wanted relationships beyond just two and a half hours of practice. I don't know if that's because some of them don't come from the most privileged backgrounds or some of them don't have, necessarily... grow up with a nuclear family. Some have, some haven't. I think in general college athletics now is really, really an investment of time and emotion and you want to be connected to the people you do it with and that's just my personality. That has come naturally to me and it's really, really neat that the demographics may be different but we've built family relationships.

16:14 – JIM: You know, there's a term called "transactional coaching," it's like "you play well for me, and I'll do this for you." What struck me, what you're talking about, is that building relationships is transactionally valuable, it helps you win more, but it's really clear from talking with you, listening to you that those relationships are important for their own sake not just because that'll help your team win.

16:41 – LINDSAY: Oh, absolutely. I think, as a coach, you have to be authentic. I read books on other people's coaching styles, I learn. You try to take intel on what works, what doesn't work, but I think the best thing you can do is be who you are and be okay with that. For me, it feels natural to meet these players where they are to try to get them where they need to be. Meaning, sure, we have standards, team standards and rules and levels of conduct, and all those things, but I also sort of feel what comes naturally to me is not necessarily to judge or grade or be sort of hardline, it's more to say: figure out where these kids are, what they need and connecting *there* will help me to get them where they need to be. Yes, for performance and for our team success, but more so, just as being an influential mentor and person in their lives. I think, for me, that has really worked. Again, it's not everybody's way. I understand that they have different backgrounds and situations for 17 years and then I get them at age 17 and a half or at 18 and I have an incredible responsibility from an academic and athletic and human growth perspective to help them succeed and function at the highest levels possible.

For me, that's the core of it and so that relationship piece intrinsically in and of itself has a lot of value to me beyond performance on the court.

18:18 – JIM: Was this year where you didn't make it to the Final Four – and, of course, we live in a “what have you done for us lately” society – was it disappointing? Was it a hard season – I mean, it was a great season and if you hadn't gone to the Final Four the year before it would've seemed like a *great* season; was it hard to not to get back to that?

18:40 – LINDSAY: Yes, I was going to say when you look at it, when you step back and look at the big picture: to have lost a very close game in the second round or what was a close game for most of the game, 22 wins, second place in the PAC 12, and to be disappointed with that! Then I'm, like, “Okay, we're in a pretty good place as a program if that's what is as a result slightly disappointing.” It was a really interesting year, it was a hard year at times, but, ultimately, it was rewarding. I say that because the expectations coming back from the Final Four were tremendous. I mean even in a sort of casual way people were stop me on the street and say, “Oh, my gosh! What a great year, but don't worry! You'll come back next year and you'll win it all!” [JIM: That's really helpful, isn't it?] Yeah, I mean it's...of course, what I said to people was I don't mind the expectations at all. The questions in the pre-season from the media: “Do you think you can win a PAC 12 title again? What is the goal now? Always, the Final Four.” Those are the types of conversations we want to be in. That's what I want for this program. I want it to be one of the elite women's basketball programs where people expect success all the time. So I have no problem with those expectations. The interesting thing was, not only did we lose three tremendous players, but everybody else who was returning, was returning in a different role. What I mean by that is really, really big contributors –Brittany Boyd, Reshanda Gray – were now having to be leaders and stars, the _____, you know, they were in that mold. Role players had to step up and play major minutes. New freshmen had to come in and so it was a lot of moving parts. It was not seamless from the very beginning. Not because anybody came in and was cocky...they're natural. They're human. They're kids, “Oh when we get back there this year...” and they sort of forget how the year before: “We need to be better on Tuesday and then we need to beat this team on Thursday. And., oh, we need to get back in the gym the next day.” It's a process and it's all those little steps that lead to the big success. What I did say continually throughout the year was I thought this team had the best chance to improve the greatest amount from November to March of any team I've been around and, to be honest, I think we did. We went on an eight-game winning streak after consecutive losses to Stanford where I felt a lot of growth in our losses to Stanford and then we went on to win eight in a row heading into the end of the season. So it was rewarding in a lot of different ways. Was it satisfying – the ultimate results? No. And, to be honest, I think this spring has been great because I think the players are back to that, a little bit, to that salty feeling: they have that hunger of “we didn't get exactly what we wanted.” And, so, it's natural. Now, their workouts this spring are probably more focused and disciplined in a way that we couldn't have had last spring because we didn't know any better. I've learned a lot this year. I think if and when we get back to a Final Four I'll probably be an even better coming off of a Final Four

because I'll have done it before but as a team I think it's been neat to go through this process with these young people that I'm very close with

21:43 – JIM: And you have Brittany coming back as a senior, right?

21:45 – LINDSAY: We have Brittany and Reshanda coming back. So, we could have two top-five players in their position in the country. I saw a pre-season – next year's draft already that had Brittany in a mock draft at four and Reshanda at six, I mean, so we have two really, really superstar type players with, I think, the key being there are other returning players, you know, their improvement level and we've seen a lot of stuff from our...you know, the biggest jump is from the freshman to sophomore years. This year's freshman and will-be sophomores: big jumps. And we expect our freshmen to contribute, so it's really exciting. I'm excited for the future and for this upcoming season in particular.

22:23 – JIM: I'm going to say the same thing in two different ways. I heard somebody quoted the Buddha to me and he said that all human suffering is due to expectations. Then recently somebody I work with had this really spiffy way of saying it, "Expectations are an appointment with disappointment." It seems to me one of the things that expectations do is they take you out of the moment. You get to the Final Four, you play your best because you're staying in the moment and the expectations are a huge distraction.

22:59 – LINDSAY: Yeah, I mean, I think that's valid. I think the way that I like to look at it – because, again, you want high-standards, you want in general a high-expectation level for the program; it's neat for me to track the growth of "Now, Cal basketball is a different plane in everybody's mind than where it used to be. Where I try to be very aware is that, if you're in this profession and you're doing what we do day-to-day, driven from a results-based proposition versus a process-based value set then you're in trouble. What I mean by that is, and I say this in recruiting all the time to the parents and kids who sit in my office, I hope that in the four years that you're here we're winning four championships, going to four Final Fours, four all-conferences, averaging 20 points, but no one can guarantee that, right. No one can guarantee it. What I do feel that I can guarantee is that your day to day, what the process is like day to day, is that I will consistently care about you, put you in high-level situations, value you as a person and the academics – we can guarantee that! To me, that's the process. That's who you are and what you do every single day. I believe strongly that if you do the process a certain way, it will yield results – that there will be wins; that there will be championships. But, if you're only driven by the results you're doomed to, I think, sort of, be unfulfilled at times because no one can guarantee—and if you're only caring about results then even the results may not fulfill you if they happen that way. The parade and the cutting down the nets and the championships – don't get me wrong, I'm competitive and it is the way to go! It's fun and it's what you strive for. At the same time, I know the value of the wins we've had and the celebrations we've had. They've been meaningful because of the people that you do it with. They've been meaningful because of the process that we went through. I think that's where you have to focus in order for the results to come

versus vice versa. I have no problem with expectations, and I have no problems with the goals being set high but I think you lose your way if it becomes *only* about the result and not the process.

25:13 – JIM: Well, there's a lot of research in sports psychology that talks about ego-orientation versus a task-orientation. At PCA we translate that into a scoreboard orientation or a mastery orientation. The research shows that if you focus on the task, if you focus on mastery –getting better – everything else being equal you win more. Everything you're saying is reflecting that research. I read a book a while back about Vince Lombardi called "When Pride Still Mattered" and the thing that really stood out for me was how unhappy Vince Lombardi was. They would win the Super Bowl and they'd celebrate that night; he'd get up the next morning and he'd be miserable because now he's worried that he's not going to win next year. I also just read the new John Wooden biography by Seth Davis. John Wooden said if there's someone – "if there's a coach I like, I wish him to win an NCAA title, if I don't like him very much I wish him to win multiple NCAA titles." I really admire the way you keep focused on the process when there are all these expectations. Let me – when I interviewed you a while back, you used two words together that usually are not together: 'focus' and 'fun.' Lots of coaches, you know, "Focus! Focus! Focus!" But you pair them, focus and fun. Can you talk about that?

26:52 – LINDSAY: Yeah, no question. I think that almost became our trademark of the Final Four year. What was neat about that year was that there were a lot of things that we just do, that were just part of who we are at Cal basketball, that took on a lot more attention on the national stage but that's just what we did regardless of if it was on ESPN or not, you know? I believe, very strongly, that - my world is college athletics so that's what I can speak to - I believe there's no reason that college athletics should be miserable for the players who are in it. Is it hard? Absolutely. I don't mean to say that our players love every single sprint that we do or every single "okay, redo the drill to get it right." Obviously, it's athletics: you're driven and you're pushed. But there's no reason that they shouldn't, on the whole, enjoy what they're doing. The main thing comes from really being part of something special – knowing that you're part of something bigger than yourself. That actually helps the people who are playing two minutes a game feel as valuable as people playing 25 minutes a game because they are all part of something bigger. In addition, I think, it sort of allows you – it allows *me* actually to be comfortable with the idea that those two things, focus and fun, are not mutually exclusive. We tend to have players who are charismatic, they're gregarious, they like to dance and laugh and have a good time – and isn't that how we all should be? I mean, isn't that how we all should live – if every day we do those things? I thought we had a unique ability with that group to laugh and enjoy and goof and then step on the lines - through the lines and be very competitive and be very focused. It didn't hurt our ability to want to get the job done. In fact, I think, sort of not being 100% serious all the time, 24 hours a day allowed us to be more focused when it was time to focus. Now the coach has to ____ some routine. If you have young kids and you have freshmen that aren't as good at turning the switch on and off then maybe you need to be more cognizant of that. But, in general, I think, they're 18 to 22 year olds playing basketball in

college and going to school; we're doing them a disservice if we try to turn them into droids or professionals because they're not. I think if you can find that proper balance where they really care about it, they really want to win, they're really competitive but it's okay to laugh and have a good time, and enjoy one another, again, like we've been talking about, that actually leads to more success, to more production and they're functioning at their highest level. So, that kind of became our MO and if we're going to be known for something, I'm pretty proud to be known for that.

29:30 – JIM: These two words popped into my head: "Joyless droid." It seems like a lot of athletes look that way. You mentioned recruiting earlier. I talked to Jim Mora Junior before he was hired to be the football coach at UCLA. He had been an NFL head coach and I said, "You really want to get into the college game where you have to do all this recruiting?" and he said, "I love recruiting!" He went on for several minutes about how he loves sitting in a young man's home and talking to the parents. How do you feel about recruiting and how do you approach it?

30:18 – LINDSAY: There are definitely things I love about it. That you get to form relationships and, like you said, go into homes and with sit with parents and say, "Your child can get a degree from the University of California." You know, that's really neat. You also get to give these young people opportunities that they might never otherwise have. There are definitely things that are kind of frustrating and grueling about recruiting, too, and, sort of, the craziness that comes with it. But, what I focus on is who we are and how we do things and trying to open the doors and windows and every which way for people to step into Cal basketball and see what we're about. What I tell the people that we're recruiting the most heavily is that, "I want to be transparent with the process. I want you to choose to come to Cal not because I really wowed you in a 48-hour period and showed you all these spectacular things that sweep you off your feet. I want you to come because you know us on our good days and on our bad days. You see how I am when we're up 20 and winning 10 in a row and you see how I am when we lose at the buzzer. That you see what I'm like when we don't have practice and the kids are stopping through the office, and you see what I'm like on game day and everything in between." That to me is really neat. I think recruiting makes you turn the lens around on yourself and "who are we?" and "what are we about?" And, to me, I want someone to choose to say, "This is the place I want to be. This is who I want to do it with. These are the coaches I want." That's the way I approach it; I try to make it less about a game or winning this tactic or anything like that, and more about, kind of, opening the doors to what we do every day and letting people take a look and say, "Okay, is that something that I want to be a part of?" And that really is fun. The connections you form with these young people who are in this really exciting time in their lives of choosing what's next, it's neat to be a part of that especially that day they say "I want to come to Cal." You realize it's the beginning of a journey of what they're going to be like as a freshman, and how they grow up over the time at college. It's like having relationships with them long after they graduate. There's something unique about being in the college world and that's one of the really neat things.

32:33 – JIM: Cool. One of the concepts we talk about is having a rivalry to be proud of. It seems like very often rivalries – you know, in fact there was a lot in the media about the Golden State Warriors and the LA Clippers and how that's such a great rivalry because they didn't like each other. Can you talk about your rivalry with Stanford and your relationship with Tara Vanderveer?

33:02 – LINDSAY: It's pretty incredible. The fact that you can even call it a rivalry now makes me really proud because I think it's tough to call something a rivalry when only one team is winning. So we've worked really hard to be competitive with them and to win a couple now and again because they set the standard so high. It's really neat. I mean, the consistency of excellence that Tara Vanderveer and her staff have established at Stanford is remarkable on a new level. In women's basketball it's one of the ones that really stands out. What I think is really unique is that Tara has this really great prospective in that she wants Cal to be good. She wants Bay Area basketball to be strong. She wants what's good for the game. I think that she has sort of taught me that mentality from the time I arrived here and she has been consistent with it throughout the years. I think it's really healthy and fun. We always want to win the Battle of the Bay. More importantly, I think it's neat that the Battle of the Bay has become the biggest event in women's basketball on the west coast – that there will be 10,000 people in Haas! The Cal players root for Stanford when they're in the NCAA tournament and we're not playing and Stanford roots for us. But on those days when we're playing each other, of course, we want to win that time. I think it's what a rivalry should be. You know, I could give you a couple stories of how Tara backs up what she says; I mean there are not that many people in athletics that walk the walk the way she does of really wanting to mentor and help younger coaches. I think she sees that I'm going to be doing this maybe after she is retired and she cares about the game and wants the game to be good. When I got the head job at Santa Barbara she called me and offered advice about hiring staff and I appreciated that. Then we played them my first year in the NCAA tournament as the UCSB head coach – and we were the 15 seed and they were the 2 seed with quite a few _____ players on the court. She said in a press conference, "We've learned things from what Lindsay is running." Those are the things you don't need to do that help my career and help me personally. And, then, here at Cal, we were put in the same bracket in that our Final Four year and in the Sweet 16, we were playing LSU and they were playing Georgia, if we had both won, obviously, we would've faced off each other. They ended up losing to Georgia and, obviously, we had to focus on beating LSU. When we did beat LSU one of the first phone calls I got after that congratulating us on moving forward to the Elite Eight was from Tara. She said, "Anything you need. If you need help with Georgia, you let me know." And, I'm thinking in the middle of her own disappointment – she had been to three Final Fours in a row or four Final Fours, whatever it was, and must have been disappointed but she thought a) to congratulate me and then to offer help and advice. I mean those are the types of things that she does and there's no question that's had an impact on me. You learn how to do it from the people that are around you. That certainly will – when I'm in her stage and I am the, maybe the elder of the two people in a relationship and the one with all the experience, I'm certainly going to pass that along to whoever my competitor may be. So I think it's pretty neat. I think Tara is great. She's an unbelievable coach. We

have different teams, with different styles. I think it's really fun to prepare for them and them to prepare for us. I think it makes for a good show; it's a great rivalry. But, underneath it, the core value of it is that there are two teams that really like and respect one another and how we do things. We root for each other except when we're playing each other.

36:40 – JIM: We have a phrase in PCA called “Fierce and Friendly.” Again, what I was saying earlier about the Warriors and the Clippers and how the media was building up this idea that they really didn't like each other and that's the key to a good rivalry. But “fierce and friendly” is when we cross – when the whistle blows you're fierce and you go for the ball and you knock somebody down, but then the whistle blows again to stop the game. You help them up and you can be friends. Tara was a Lifetime Achievement Award winner of ours a few years ago and she's just amazing. I love to see the Battle of the Bay; it's so fantastic. We have a—oh, go ahead. Go ahead.

37:25 – LINDSAY: I was just going to say another really piece to that story – and don't get me wrong! Tara is a *fierce* competitor. If we're keeping her up at night watching extra film on us, then I know we're doing something right because she's going to do everything to be able to win a game. But one really neat piece to that story is that when I was 21 years old and a senior at Brown and I knew that I wanted to get into coaching, I wrote letters to every coach in the business just saying, “This is who I am. Want to get into coaching. If you have any jobs, let me know.” Tara wrote me a hand-written note back which was pretty unbelievable at the time because, you know, she's this legendary coach and she said, “Yeah, I don't have a position right now but the women's game needs you, needs people like you.” [JIM: Wow.] So, to me, to be standing on a sideline opposite her coaching in the same game still gives me that feeling of, like, “Wow! I can't believe this!” But, again, to take the time to write back some 21 year old on the opposite coast that you don't know is pretty neat. Certainly, I think, she didn't know that someday we'd be trying to take the PAC 12 championships from them.

38:23 – JIM: Yeah. Wow. That's amazing. We have a – we've been talking a lot about coaching and our model, The Double-Goal Coach, first goal is winning, second more important goal is using sports to teach life lessons, and we boil that down to four words: Better Athletes, Better People. I just want to say I feel like you are an exemplar of what a Double-Goal Coach is and we'd like to have every youth coach emulate you. Let me talk about athletes for a second. We have a model there we call the Triple-Impact Competitor. The first level is you make yourself better, second is you're committed to making your teammates better, and the third level is you're committed to making the game better by the way you compete. What's your reaction to the Triple-Impact Competitor model and are there any players of yours – current, past, whatever –who really seem like Triple-Impact Competitors?

39:21 – LINDSAY: I think it's a great way of characterizing it. I think that's really thorough and actually really comprehensive in a lot of ways. I do think we try to teach those things—I've never said it that way and that's something maybe I'll use in my vernacular from now on—I think it's really important. We do, in our levels of how we

train here, there's definitely times of year, and often throughout, I'll emphasize you know adding tools to their own tool belt in terms of their skillset. Being the best player they can be; being able to do a multitude of things at their position. Their own mastery of skill is really important. Of course, as a college team we always talk about then "How are you making your teammate better? What are you contributing to the team?" I love that concept of making the game better. I think particularly in women's basketball we all have a stake in the game and growing it, building it. I think even just valuing the beauty of sport and how privileged you are to get to play it and coach it. I think that's a really neat way of looking at it. Gosh, I've had a lot of players who I think fill various roles. One person that comes to mind that I would love to talk about, who doesn't get a lot of attention, is a senior we had this year, Avigiel Cohen. She came from Israel. She was quite universally considered the best player in her country; in fact, she, I think, was the only female athlete ever excused from the military service in Israel to come over here and play. She tore her ACL twice which clearly affected her ability to maybe be effective in terms of stats on the college level. Yet, she continued to do extra workouts, work on her game, her shot and I would actually argue that she was incredibly improved over the time that I was here even though you didn't necessarily see it in the stat sheet. The second thing is that I would tell anybody who would listen that there is no Cal Basketball Final Four without— we call her Ace — without Ace. Just her value to the team as a leader, as a teammate — whatever it is that we would need, she would figure that out. So if Layshia needed a confidence boost or if somebody else needed a conversation going to lunch — a freshman who was struggling, she'd be willing to do whatever to make the team better. Played the scout role and did a great job of trying to simulate what it is we'd be facing. Clearly, she was "make our team better." And, then, in terms of making the game better, I think this real globalization of understanding that you can come from another country, you can adapt to our game, you can bring it worldwide; she would go out in the community and be really popular amongst little kids coming back to the game — I think she was clearly Triple-Impact. I mean, there're others that I would put in the same category, but because her situation was so unique and she had such an impact even without necessarily putting up stats, it was pretty incredible. And, to be honest, she just got an internship at a big major company in Silicon Valley doing leadership consulting for this major company and using some of these things she learned from her athletic experience to help companies in their hiring and how they deal with employees. I thought that's really, really cool.

42:43 – JIM: It's funny because I was just going to ask you where Avigiel is now. That's fantastic. I wanted to — first of all this has been amazing and I'm just so delighted that you're willing to take the time to talk about how you coach because so many people are going to benefit from it. I want to thank you for being involved with Positive Coaching Alliance and being on our National Advisory Board. It's really inspiring to me and the other people who are working in the PCA movement to change youth sports to make it about Better Athletes, Better People not just about winning all the time. To have people like you and Tara Vanderveer step up and be part of it — so I want to thank you for that.

43:27 – LINDSAY: Oh, I'm totally flattered. When you guys called and I learned more about the Positive Coaching Alliance, I was thrilled because these are some things that

you just try and just do inherently, but to have a platform to talk about it is unbelievable. The company that I'm in is amazing. We're doing an event with David Shaw and Steve Young and I'm so, "Wow! How did I get on this panel?" It's really, really neat to be around other coaches that I admire – Tara, clearly; people who do it the right way and are role models for the things that I value. I appreciate you including me and giving so many the platform to share how they do what they do at a really high level and doing it the right way.

44:08 – JIM: Well, Lindsay, I think you may know that I'm a Stanford alum. I got an MBA from Stanford so I want to end this by saying thank you so much and, believe it or not, Go Bears!

44:22 – LINDSAY: Yes! Converting people one at a time!

44:28 – JIM: Lindsay, thank you so much.

44:29 – LINDSAY: I appreciate you for having me. It's great to chat with you