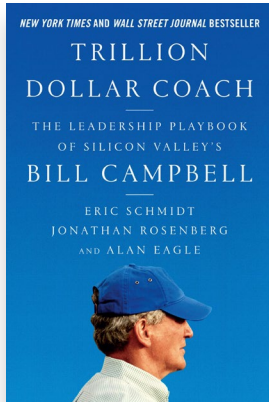


# EXECUTIVE BOOK SUMMARIES

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## ABOUT THE AUTHORS

### Eric Schmidt

*Eric Schmidt served as Google CEO and chairman from 2001 until 2011, Google executive chairman from 2011 to 2015, and Alphabet executive chairman from 2015 to 2018.*

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*Jonathan Rosenberg is senior vice president at Alphabet and an adviser to the company's management team.*

### Alan Eagle

*Alan Eagle has been a director at Google since 2007.*

## Trillion Dollar Coach THE NUTSHELL

Harper Collins 2019

Bill Campbell was a trillion-dollar coach. In fact, a trillion dollars understates the value he created. He worked side by side with Steve Jobs to build Apple from near bankruptcy to a market capitalization of several hundred billion dollars. He worked side by side with Larry Page, Sergey Brin, and Eric Schmidt to build Google (now Alphabet) from a startup to a market capitalization that's also several hundred billion dollars. So that's well over a trillion dollars already, and that doesn't include the numerous other companies Bill advised. By that measure, Bill was the greatest executive coach the world has ever seen, and not an executive coach in the traditional mold, working solely to maximize the performance of individuals; Bill coached teams.

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

To be successful, companies need to have teams that work together as communities, where individuals integrate their interests and put aside differences to be individually and collectively obsessed with what's good and right for the company. Since this doesn't naturally happen among groups of people, especially high-performing, ambitious people, you need someone playing the role of a coach, a team coach, to make it

# Trillion Dollar Coach

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happen. Any company that wants to succeed in a time where technology has suffused every industry and most aspects of consumer life, where speed and innovation are paramount, must have team coaching as part of its culture. This is especially true at its top levels; executive teams must have a coach if they want to perform at their best.

We were lucky to have a Bill Campbell acting as our team coach, but most teams aren't so lucky, which is fine because the best person to be the team's coach is the team's manager. Being a good coach is essential to being a good manager and leader. Coaching is no longer a specialty; you cannot be a good manager without being a good coach. The path to success in a fast-moving, highly competitive, technology-driven business world is to form high-performing teams and give them the resources and freedom to do great things. An essential component of high-performing teams is a leader who is both a savvy manager and a caring coach.

Bill insisted on management excellence and hammered home the importance of simple practices that add up to a strong operation. He believed that managers who put their people first and run a strong operation are held as leaders by their employees; these managers don't assume leadership, they earn it. He had a thoughtful and consistent approach to communication. He prized decisiveness; strong managers recognize when the time for debate is over and make a decision. He appreciated "aberrant geniuses," those strong performers whose behavior can stray outside the norm, but also advocated moving on quickly if their behavior endangered the team. He believed that great products and the teams that create them are at the core of a great company. Everything else should be in service to that core. He knew that sometimes managers need to let people go, but they should also allow them to leave with their dignity intact.

He understood that relationships are built on trust, so he prioritized building trust and loyalty with the people he worked with. He listened completely, was relentlessly candid, and believed in his people more than they believed in themselves. He thought that the team was paramount so he insisted on team-first behavior, and when faced with any issue his first step was to look at the team, not the problem. He sought out the biggest problems, the elephants in the room, and brought them front and center, ensuring they got looked at first. He worked behind the scenes, in hallway meetings, phone calls, and 1:1's, to fill communication gaps. He pushed leaders to lead, especially when things were bleak. He believed in diversity and in being completely yourself in the workplace.

He loved people. He brought that love to communities he created or joined. He made it okay to bring it into the workplace. When asked about his habit of eschewing compensation, Bill would say that he had a different way of measuring his impact, his own kind of yardstick. I look at all the people who've worked for me or who I've helped in some way, he would say, and I count up how many are great leaders now. That's how I measure success.

We interviewed more than eighty great leaders in working on this book, all of whom credit Bill with playing a major role in their success, and there are more we missed. Bill's yardstick is looking pretty good.