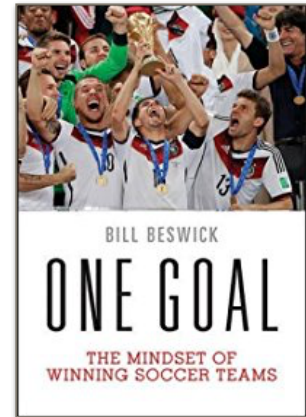


One Goal

by Bill Beswick

* This book is different from other books I've broken down in that there are over 150 lists and more than 50 charts. The book is structured to provide bullet points and graphic illustrations for nearly every point made. Because of this, the summary includes less detail and more of a broad overview of the topics covered.



PART I Direction

Unifying Purpose

The first chapter opens with creating a clear purpose for your team, setting goals and developing a Team Identity.

This is the first section Beswick uses to describe the difference before teams focused on “Me” vs “We.”

Team culture is discussed through its relationship with purpose and values. This is where Core Values are introduced and a plan to engage and inspire players through coach to player interactions. Beswick closes the chapter by sharing his thoughts on putting vision into action.

Creating Positivity

Creating positivity, Beswick believes starts with a decision to be positive, a path to developing “Mental Toughness” and having a “Growth Mindset.” The author even quotes Carol Dweck (Mindset, 2006) to compare Growth and Fixed Mindsets.

Next, he details “Fighter” and “Victim” Mentalities.

In this chapter, Beswick describes efforts to change negatively shaded stories to ones that focus on the positive side. He even goes as far as to share how to battle negativity.

The author then builds on the Growth Mindset idea of focusing on Effort, Improvement, and proper recovery from Failure.

Focusing Challenge

Beswick here wants players (and teams) to focus on the challenges they face. This is one angle to develop Mental Toughness and should be practiced in training through urgent / challenging activities.

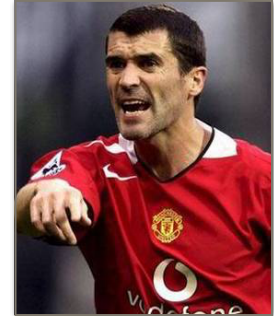
The remainder of the chapter includes detailed descriptions of the eight aspects a coach can focus on to shape a team mindset toward overcoming challenging situations.

1. Process, . . . 2. Competition is Good, . . . 3. Commitment, . . . 4. Character, . . . 5. Work Ethic, . . . 6. Discipline, . . . 7. Focus, . . . 8. Tough on Talent

(Page 46) Beswick describes at the end of the chapter, the use of “Buzzwords” to quickly remind players of concepts to focus on. When things start to slip, these words get everyone focused again.

Encouraging Leaders

“The collective team state of mind when they finally cross the white line is probably determined by any combination of the coach, an inspirational player or a small core of influential players.” Roy Keane was a demanding leader at Manchester United, but decided to take a step back and let the energy of the “Class of ’92” (Beckham, Giggs, Butt, Scholes, Neville Brothers) raise the standard of the team.



The author here describes the mindset of effective leaders and how to find them. He shares how often teams he works with have “Leadership Groups” and develop “Shared Ownership” (between coaches and players) including responsibilities for all players.

Beswick here provides a list of suggestions for captains and coaches to handle conflict before concluding with advice for becoming a model leader as a coach. “Coaches get the players they deserve.”

PART II Relationships

Forming Bonds

Beswick used a suggestion of Teddy Sheringham’s before addressing Manchester United once. Sheringham requested Beswick discuss “happiness.” The discussion that day was formed around three ideas: Purpose (having a direction), People (being surrounded by loving relationships), and Place (a feeling of being in the right place your life).

The author then emphasizes the need for Empathy and Sympathy (especially among women), a Circle of Safety and a “We” mentality (vs. “Me”).

The modern player demands a different kind of attention and in turn, coaches have changed from “yellers” to “sellers.” He deepens this discussion with attention to helping players learn to play for each other and even the importance of removing a dissenting player.

Closing the chapter out is a list of ways to build good team relationships. 1. Build Rapport with Players, . . . 2. Agree Collectively on an Exciting Purpose for the Team, . . . 3. Develop a Tough-Love Coaching Style, . . . 4. Use Peer Pressure, . . . 5. Increase Communication, . . . 6. Be Optimistic but Realistic, . . . 7. Deal with Emotions, . . . 8. Continuity and Stability

Fostering Coachability

Four Levels of Coachability: 1. Not Coachable, . . . 2. Selectively Coachable, . . . 3. Reluctantly Coachable, . . . Completely Coachable.

Bill Belichick focuses recruiting efforts on players who are coachable.

Beswick considers all angles of coachability from discussion of those who are and who are not, as well as suggestions of how to develop coachability.

Creating a learning environment comes next through making sure coaches make learning a key component of performance.

Resonance is then discussed as, . . . “a seamless fit between how players want to feel and how the coaching environment allows them to feel.”

Maya Angelou: “I’ve learned people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”



Requiring Accountability

“Accountability is the obligation of a player or the team.” Under the heading *Taking Responsibility*, Beswick shares “the power of a collective mindset rests on the shared understanding that everybody can be trusted to carry out his or her responsibilities.”

The author then describes Ten Key Elements on his “Accountability Cycle” and follows with *Building Accountability* (and his suggestion of regular Performance Reviews). He reminds coaches to use time wisely by having short meetings and finding creative times (like during bus rides or walks on and off the training field).

Synching Aptitudes

Mario Klose describes his 2014 German (World Cup Winning) team’s efficiency and style as “super-blend.”

Building “Team Cohesion” precedes discussion on co-ordinating aptitudes (natural abilities) and an organized team in general: 1. Select Tactics, . . . 2. Recruit for Specific Roles, . . . 3. Build in Versatility, . . . 4. Coach Teams within Teams.

The final push in the chapter is “perfecting seamless execution.” This was demonstrated in the most simple of ways though Brian Clough’s direction to Nottingham Forest to have “Goalkeepers save, center-backs head, full-backs tackle, midfielders pass, wingers cross, and strikers score.

Managing Mood

“The collective mood of the locker room is important because it acts as the catalyst for the team’s energy state.” Beswick follows this quote by stating “Good moods are both causes and effects.”

(Page 115) The winning mentality at Barcelona is detailed though an eight point list including “Staying Positive,” “Setting Standards,” and more.

Charts and lists detail the important aspects of recognizing mood changes as well as maintaining stability and continuity.

“Learned Optimism” is practiced by people who interpret situations in a positive, healthy, developmental manner. In contrast “Learned Helplessness” describes players who lose balance and perspective because they cannot properly absorb the emotional effects of a match.

Beswick again approaches the idea of “changing the story” to address how a team is viewing itself.

PART III Performance

Competing Cohesively

Negative influences, such as: picking the wrong team members, competing agendas, unresolved conflict, and unwillingness to face the real issues, . . . are described.

“Team Cohesion,” Beswick claims, starts with “Mindset.” From here, he discusses *Maintaining Harmony* through squad rotation, non-negotiable and shared ownership. He again emphasizes the importance of maintaining “inclusion” within a squad.

The author here ties cohesion to team performance and details seven steps to “Team Cohesion.” 1. Strong, Trustworthy Leadership from the Coach, . . . 2. Team Vision, . . . 3. Team Identity and Image, . . . 4. Supportive Environment, . . . 5. Task Cohesion, . . . 6. Social Cohesion, . . . 7. Psychological Stability

Summoning Momentum

Beswick starts with descriptions of “psychological momentum” and the positive and negative changes in cognition, affect, physiology and behavior. He then covers four levels of momentum (Gaining Possession, Full Momentum, Losing Momentum, Regaining Momentum).

Andre Agassi: “Momentum rules the world.”

Like Alex Rodriguez (NY Yankees) once said developmentally people either go one way or the other, Beswick shares “Teams are never stationary or fixed; they are always moving, however slowly, in a positive or negative direction.



The author then links mindset to momentum and discussed the momentum shifts a team will experience. Furthermore, he shares the importance of a plan to reverse momentum when it's working against you. He follows that with discussion on managing and monitoring game momentum. Beswick even details a way of “mapping” momentum (Page 157).

Handling Pressure

Physiological responses to pressure open the chapter followed by descriptions of five key “pressures” athletes feel: 1. Performance, . . . 2. Competition, . . . 3. Time, . . . 4. Distraction, . . . and 5. Emotional.

In line with changing the “story,” Beswick exclaims: “The key to handling pressure is seeing challenges as a chance to shine, not a reason to fail.” This is where he repeats the “Fighter” vs “Victim” mentalities.

Removal of fear is a significant step toward dispelling pressure, but Beswick does describe fear in two ways. “Good Fear” as what allows you to recognize things could go wrong, but you've prepared yourself for that potential. “Bad Fear” includes the expectation that things will go wrong.

To help players cope with pressure, Beswick suggests players play under pressure in training as practice on how to deal with it effectively. He even lists efforts a coach could try in training to help players cope with pressure.

David Beckham and Jeff Wilkins (NFL - Kicker) are profiled to share stories of high levels of repetition leading to confidence and composure when a task (like a free kick or field goal) is demanded of an athlete.

Viewing pressure as a positive aspect (also in *What Drives Winning and Mindset*) helps athletes appreciate otherwise anxiety inducing moments.

The final portion of the chapter is devoted to *Building a Fighter Mentality*.



Overcoming Adversity

The chapter title of *Overcoming Adversity*, Beswick felt may better be labeled as *Building Resilience*. This chapter recognizes anxiety and fears are normal and details ways to replace those feelings with confidence and belief.

Adversity: “a condition of misfortune or calamity, or a difficult or unpleasant event or circumstance.”

This chapter helps athletes and coaches deal with downward spirals and even create a plan to recover from adversity. In turn, the chapter then is directed at building resilience. This is where Beswick introduces Angela Duckworth and her book, *Grit*.

Keeping Fresh

This chapter covers “freshness” and team mindset of athletes, but also the same aspects for coaches. Beswick details states of energy and sources of energy along with ways to balance everything an athlete experiences.

The idea of *Managing Energy*, allows Beswick to detail “Energy Givers” and Energy Drainers.”

Once he has explained varying types of energy and how to recognize them, the chapter addresses how to monitor team “freshness.”

Repeating Success

Once a team goes from chasing a title to being chased, the mindset changes and must be addressed. Dealing with high expectations, consequences of failure, and the “sideshow,” are challenging for athletes at all levels.

Putting the focus on excellence (over results) will help players keep the proper mindset. Maintaining success now is easier when the right things are being focused on.