BEHIND THE SCENES OF AN NBA PROGRAM. STAFF MANAGEMENT, PRACTICE AND GAME PLANNING. THE ROLE OF ANALYTICS

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Culture and Sport now is a very popular term, oftentimes, maybe even overused. What does the culture mean? It's just about the things that you choose to emphasize. Well that you choose to enforce to your players your staff and your team. So whatever those things are, you have to figure out what's most important to you.

A head coach' job is less about X's and O's, and a lot more about leadership. The NBA has a big staff of 15 people, including four senior coaches, four player development coaches, and a support staff. The head of the staff is responsible for skill acquisition, skill development, and preparing individual programs for players. The support staff includes three video coordinators, who help younger players learn the league terminology and coaches' tendencies. The analytics department, consisting of five or six people, is responsible for game planning and interpreting data. The analytics person is embedded in the staff for game planning purposes and a newly hired staff member prepares a game plan and reviews it after each game.

Coaches are working in the arena of ideas, being tasked with decision making all the time and leading groups of people who all are in their own right trying to grow their careers. Figuring out how to be a good teammate amongst the staff or managing staff is extremely important. And it's important, mostly because it is what the players will sense from you. The staff is here to change the fortunes of the team. Solid is not enough. That's saying like, we want to be average, we want to be mediocre. That's not going to get us where we're going to we're trying to go.

There's a lot of different leadership styles. But every leader has exactly one thing in common and that is why people follow them. Everybody in the team and staff have flaws. We want to embrace our flaws. Elite sport is a very tough environment. Most things at the top are about competitiveness. So it's an emotionally turbulent business.
As a coach, that's your job is to remove all the obstacles to winning.

The values of staff:
Energy. I'm a huge energy believer. This is not about us. This is about the players. This is about ideas. This is about being a self starter. This is about not having to be told what to do, how to do it, fulfilling your role, like I want creative people. Coaches job is to try to manage the staff team. I don't have all the answers. I want to be challenged in the right way by our staff. I want our staff to challenge each other in the right way. But when we leave the room, and go in front of the team, no matter what has been discussed and what we may or may not agree on, the team should never know that we didn't all agree. This is the way we are going to be able to maximize the player's energy and we're not going to tell them repeatedly how tired thez are.

Communication. It's important to train how to communicate with players. We want to speak in headlines. So there's no confusion and there's immediate understanding and application. The principle that we live by, it's something I just called brutal truth. We have to be brutally honest with each other. Let me explain why.

Don't tell me about the problems. I need the answers. I need the solution. Players want answers. Hope is not a strategy. You can't sit there and hope that things are gonna get better. Staff must have a diversity of experience, you know, people who have played the game, people who look at it through an analytics window, whatever, they all bring a different perspective. I want a new voice a new energy and a

new direction with each drill during the practices.
With a big staff, you have to just avoid congregating.

Keypoints and message
Analitycs:
The key is applying data, figuring out what matters and applying it to what helps to win, or what defines what you want out of your players or what helps your players Analytics is a guide, it is not a God. I think this is where some organizations struggle.

Members speaking headlines. These little sayings helped me communicate with players because they're different. They're unique. They're highly engaging, and players remember them; „Armani suit": the reason I use these terms with players is because they understand them, I tell players all the time, that you are already wearing an Armani suit. You're extremely talented, I am not going to change your game, I'm not going to do anything significantly to alter who you are, and the great player that you made yourself to be. I'm just going to tell him the following, he's gonna look a little nicer in it.

Late game situation:
My message about late game situations is that yes, you have to be prepared and you have to know what you're doing