

## Quiet Leadership- Carlo Ancelotti

- his style: portray being calm, composed and at same time make it crystal clear who is in control
- this style is all about relationships
- players don't care how much you know until they know how much you care
- players say he is a whispering authoritarian and presidents say he is the uber diplomat

- leadership arc: courtship, honeymoon, stability, cracking, the break-up
- loyalty is massively important to ancelotti
- for players to respect the coach, the coach must speak for them and with them
- in ancelotti's first 7 months he didn't think he'd make it as a coach
- family is the most important loyalty
- it's important for any coach to feel loved and wanted; a genuine courtship helps the start
- the respect that you get from winning only lasts a short while, then it comes from your relationships
- ancelotti's style is never meet aggression with aggression
- ancelotti's biggest strength is to be calm and rationale with players. He develops a personal relationship with each player. The misconception is that he is too nice and friendly with the players. However, it's not the case and ancelotti will not change his style and personality.
- He try's to find the solution always first. Not someone who can be blamed.

- culture triumphs strategy everyday of the week
- his personality and character don't ever change. A club hires him because they know what his key strength is: relationship building with each individual
- ancelotti wants one language spoken within the team to avoid cliques forming. He frequently organizes dinners for the team and assigns specific seating for the players. One of his first projects at psg was to create a restaurant at the training ground.
- learning the language is not easy for a foreign player but it communicates a very element: their commitment to being part of the club. Making a sacrifice for the betterment of the group.
- amazingly no one gets visibly and publicly angry with ancelotti when they don't play. This is because he is a friend to each player. There is a clear understanding of where each player is because of the honest, sincere and respectful relationship he creates with everyone. He gives deep respect for every player and expects it in return. When someone is not professional that's when he gets angry.
- Zlatan: playing football under him is what you imagine football can be like
- after each game he'd spend a few minutes with each individual
- he believes that it should be in each players contract to agree to learn the language in 6 months
- a big thing he tries to find out in the recruiting process is if the player WANTS to learn
- when it comes to starting, it doesn't matter how much the player cost to get or what they've done in years past
- when you are trying a player in a new position your first job is to fill them with confidence. They will be unsure and maybe unclear at times but prior to correcting them and coaching them you must fill them with belief and positive attributes
- managing is not lowering the overall talent to fit your system but instead adjusting the team to maximize the talent
- Carlo is always calm but when he gets mad it's because a player doesn't have the right attitude

- it's always best to use soft power; the power of influence. Don't tell someone they have to do something when you can persuade or convince to do it. This way they will believe in it and still do it even when their not told.

- every player quickly learns carlo's implicit rules; what he calls non-negotiables. He prefers to have these as the pillars of the culture instead of explicit stated rules

- before he implements a personal change in the team or a larger tactical change, he always asks and listens to what the players think about it. If they are uncomfortable doesn't implement it

- only get angry at things that are most important to you

- top talent is selfish. It wants to be improved and wants to be assured you can improve their future. If you can't as a coach, the talent won't care where you've been previously or what your playing career was like. Flip side, if the talent feels like you can make him better then it won't care if you weren't a top player or coach before.

- Carlo announces line up as late as possible to help ensure that all players prepare and mental stay engaged as if they may start

- don't be afraid to delegate. No one is good enough to do everything. Delegate based on the strengths and passions of others.

- key to everything is the identity of the TEAM

- he try's to instill a big club mentality at each club: win every single game, win each training exercise

- it's negative thinking to get frustrated because "your being outnumbered in an area of the field"... both team have 11 players so if your outnumbered somewhere then the opponent must be outnumbered by you somewhere else... thus becomes a matter of limiting them from playing in the areas they want to

-Roberto Martinez wife had car trouble in the Chelsea parking lot. Without knowing who she was, he rolled up his sleeves and changed her oil shortly after the game. He's always taking care of others.

- for Carlo rules are like a balloon. There's elasticity but limits too

- Carlos relationship with the senior players was that they could talk about anything

- managers should be focusing on productivity in the present and not loyalty for the future

- talent wants and needs directions... that's the art of managing

- save the most praise for your foot soldiers

- motivate players by always finding new challenges for them