

# ASCA NEWSLETTER

American Swimming Coaches Association Leadership • Education • Certification 2019 EDITION | ISSUE 3



# 51<sup>st</sup>

ASCA WORLD  
CLINIC 2019  
Dallas, Texas  
September 3 - 8, 2019

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## In this Issue:

**18 Super Wise Quotes to live Your life by** ..... 6

**Faces in Coaching**  
by Don Swartz .....19

**Want to Grow Your Program?  
Go From Small to Big!**  
by Mike Koleber ..... 27

**Councilman Memorial Lecture:  
Thirty Behaviors That Will Make  
You Unstoppable**  
by George Block ..... 35

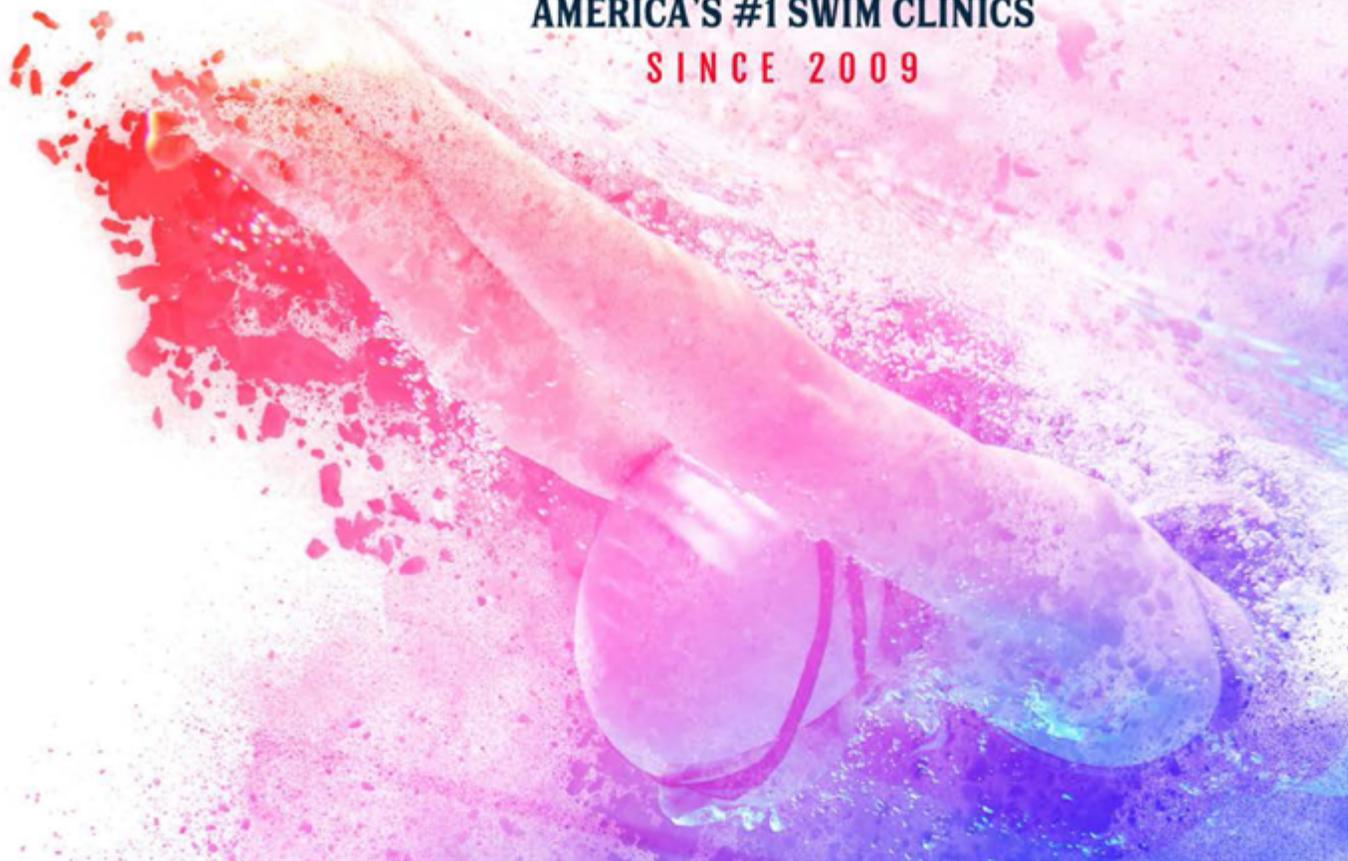
**Doing Physical and Mental Exercise  
When You're Younger May Help  
Ward Off Dementia**  
by Alice Park ..... 46

# FITTER & FASTER

A stylized graphic of a swimmer's head and goggles, rendered in black and red, positioned below the main title. The goggles are centrally placed, and the swimmer's head is depicted with a curved, arrow-like shape pointing downwards.

TM

AMERICA'S #1 SWIM CLINICS  
SINCE 2009

A photograph of a swimmer's hand and arm in motion, splashing water. The image is heavily stylized with a pink and purple color palette and a grainy, textured effect. The hand is positioned in the center, with the arm extending towards the bottom right. The background is a mix of white, pink, and blue, suggesting water and light.

INQUISITIVE SWIMMERS  
ARE FASTER SWIMMERS...

...AND INQUISITIVE COACHES HAVE STRONGER TEAMS.

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# Olympic Gold Medalist Rowdy Gaines Endorses Hammer Head® Swim Cap

Hammer Head® Swim Caps Called a Protective “Game Changer” for all Swimmers

Unbelievable news to share... Hammer Head® Swim Caps to continue to make a major splash at the highest levels of the national and international swim community. This week we received the official endorsement of swimming legend Rowdy Gaines. If you're not familiar with Rowdy, he's been NBC's lead analyst and “Voice of Swimming” for seven Olympic games over three decades. So he's pretty much seen it all, and knows a great idea when he sees it.

**“We will soon all look back incredulously that athletes ever swam without head protection of this kind.”**

*Rowdy Gaines, Olympic Gold Medalist,  
International Swimming Hall of Famer*



Rowdy's one of the all time great swimmers. Three Olympic Gold Medals, 22 time NCAA All American, 10-time NSS Individual Champion and an inductee in the International Swimming Hall of Fame among many many accolades. We're thrilled to have his vote of confidence. Here's what Rowdy very kindly says about Hammer Head Swim Caps. Feel free to share this news ...

"I am so incredibly excited to partner with Hammer Head and the mission to improve head safety. I have spent my whole life working to educate athletes and families on the importance of staying safe in, and around, water. As much as we love seeing our children and young athletes enjoy recreational or competitive swimming, it's critical that we all understand the risks of head injuries and concussion are just as great as they are on the football or soccer field. Swimming is a contact sport. And we need to protect swimmers. It's just that simple."



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**"The Hammer Head®  
Swim cap is nothing  
short of a game changer  
for all swimmers."**

*Rowdy Gaines, Olympic Gold Medalist,  
International Swimming Hall of Famer*

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# 18 Super Wise Quotes to Live Your Life By

*These brilliant and inspiring words of wisdom will help you get through the tough times —and get you a step closer to the good ones.*

Truth is everybody is going to hurt you: you just gotta find the ones worth suffering for. That quote is often attributed to Bob Marley, though it's not entirely clear if he actually said it. Regardless, it makes an excellent point. Relationships are the lifeblood of business. Sometimes the people we care about can hurt us, but life without good friends -- both on and off the job -- would hurt more. Cultivate your relationships and you will live well. **Here are 17 more wise quotes to live by:**

1. *"Success is a lousy teacher. It seduces smart people into thinking they can't lose."*  
— Bill Gates
2. *"Each person must live their life as a model for others."*  
— Rosa Parks
3. *"Our character is what we do when we think no one is looking.."*  
— H. Jackson
4. *"If you can't tolerate critics, don't do anything new or interesting."*  
— Jeff Bezos
5. *"A good head and a good heart are always a formidable combination."*  
— Nelson Mandela
6. *"Success is where preparation and opportunity meet."*  
— Bobby Unser
7. *"Leadership is practiced not so much in words as in attitude and in actions."*  
— Harold S. Geneen
8. *"Predicting rain doesn't count. Building arks does."*  
— Warren Buffett
9. *"Whatever you do in life, surround yourself with smart people who'll argue with you."*  
— John Wooden
10. *"To succeed in life, you need three things: a wishbone, a backbone and a funny bone."*  
— Reba McEntire
11. *"Time is more value than money. You can get more money, but you cannot get more time."*  
— Jim Rohn
12. *"To get rich, you have to be making money while you're asleep."*  
— David Bailey
13. *"The most simple things can bring the most happiness."*  
— Izabella Scorupco
14. *"There is always space for improvement, no matter how long you've been in the business."*  
— Oscar De La Hoya
15. *"Life is a daring adventure or nothing at all."*  
— Helen Keller
16. *"Friends and good manners will carry you where money won't go."*  
— Margaret Walker
17. *"Family and friendships are two of the greatest facilitators of happiness."*  
— John C. Maxwell



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AMERICAN SWIMMING COACHES ASSOCIATION

September 3-8, 2019

Sheraton

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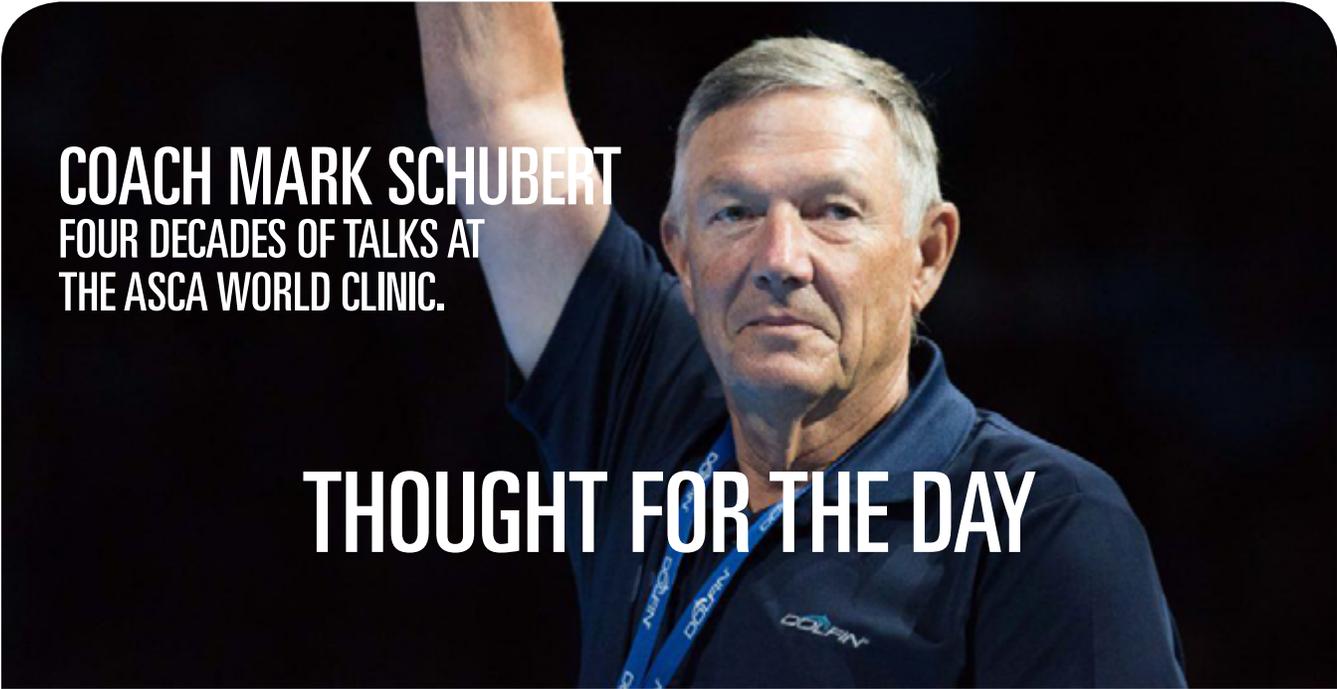
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**COACH MARK SCHUBERT**  
**FOUR DECADES OF TALKS AT**  
**THE ASCA WORLD CLINIC.**

## THOUGHT FOR THE DAY

### 1974

"My age group staff consists of three coaches. The Head Age Group Coach is in charge of the other two coaches, who hires with some guidance on my part. When I hire the Head Age Group Coach, I keep competency in mind. I don't want to hire someone over whom I have to stand. They know swimming, they know people. I give them a lot of autonomy."

### 1980

"My philosophy is that an individual medley background is important from the first day a swimmer enters the sport, until the day he leaves it. I believe an age group swimmer should be trained as a 400 IM Swimmer and not specialize in any one stroke during his age group swimming career."

### 1981

"Distance swimmers must enjoy training. They have to enjoy the pain in competing in distance events. There is no alternative. They must tolerate a great deal of pain in training and view it positively. I do not think this enjoyment of pain is natural to most human beings, but it is something that can be learned through the development of pride in events that no everyone is capable of competing in."

### 1998

"George Haines – Introducing Mark Schubert – "I've seen him work in those committee meetings and I know how effective he is in those environments. He is effective because he does his homework better than anyone else, is always totally prepared and knows more about the subject being discussed, than anyone else in the room. He has prepared his thoughts into a communicable message and he can deliver it in the era of sound bites. It's preparation on deck and preparation off the deck that in my mind has separated Mark Schubert from the rest of us"



# PROGRAM

51<sup>ST</sup> ASCA WORLD CLINIC 2019 • Dallas, Texas • Sept. 3 - 8, 2019



## TUESDAY 9/3/2019

### CSCAA TRACK

Cal Dietz 1:00PM - 1:50PM  
Steve Bultman 2:00PM - 2:50PM  
Arthur Albiero 3:00PM - 3:50PM

Tri-Phasic Weight Training- Intro/Interview  
Topic TBA  
Topic TBA

### Special Paid Schools

Greg Malszecki 8:00AM - 12:00PM  
John Leonard 8:00AM - 12:00PM  
Guy Edson 8:00AM - 12:00PM  
Don Heidary 8:00AM - 5:00PM  
Tom Ugast 8:00AM - 5:00PM  
Karen King 8:00AM - 5:00PM

Listening Workshop  
Becoming the Best Swim Meet Coach you can be  
Writing Age Group Workouts by Objective  
Level 4 Leadership School  
Level 5 Administration School  
SwimAmerica Program Directors and Site Supervisor Training

## WEDNESDAY 9/4/2019

Sponsored by SwimAmerica 8:00AM - 6:00PM

Learn to Swim Conference all day

### CSCAA TRACK

Greg Meehan 8:00AM - 8:50AM  
Jon Duncan 9:00AM - 9:50AM  
James Winchester 10:00AM - 10:50AM  
Carol Capitani 1:00PM - 1:50PM  
CSCAA Coaches Forum 3:00PM - 3:50PM

### BUSINESS OF SWIMMING TRACK

Tim Welsh  
Mike Switalski  
Krista Kezbers  
Andrew Barranco, Queenie Nichols  
Paris Jacobs 8:00AM - 1:00PM

Presentation Literacy  
A Different Model for Clubs  
Health and Well-Being of Swimming Coaches  
Adding Para-Athletes and Their Coaching  
Club Revenue Sources- Funding Your Team

### Special Paid Schools

Dr. Gary Hall Sr. 8:00AM - 5:00PM  
Dale Porter 8:00AM - 5:00PM  
Don Heidary 8:00AM - 12:00PM

Level 2 Stroke School  
Level 3 The Planning and Execution of Training for Swimmers of All Ages  
Coaching for Character

ASCA Board of Directors Meeting 1:00PM - 5:00PM  
Keynote Talk: Chuck Warner, Mark Schubert, Dennis Pursley, Jon Urbanek 7:00PM - 8:00PM

What We Will Need in The Olympic Year

**Exhibit Hall Welcome Party 8:00PM - 10:00PM**

**Exhibit Hall Grand Opening**

# PROGRAM

51<sup>ST</sup> ASCA WORLD CLINIC 2019 • Dallas, Texas • Sept. 3 - 8, 2019



## THURSDAY 9/5/2019

### Exhibit Hall Hours

SwimAmerica

**9:00AM - 5:00PM**

1:00PM - 5:00PM

Program Directors Conference, Problem Solving,  
(SwimAmerica Program Directors Only)

### MAJOR TALKS

Greg Meehan

8:00AM - 9:00AM

Topic TBA

Ira Klein

9:15AM - 10:00AM

What I Have Learned From 40 World Clinics

Visit The Exhibit Hall

10:00AM - 11:00AM

Carol Capitani

11:00AM - 12:00PM

Topic TBA

### AGE-GROUP TRACK

Andy Korda

1:00PM - 1:50PM

Traveling Underwater

Jackson Leonard

2:00PM - 2:50PM

Conflicts of 2018-2019- What I Learned (Mistakes with  
parents, coaches, administrators, etc.)

Visit The Exhibit Hall

2:50PM - 3:30PM

Steve Haufler

3:30PM - 4:30PM

Advanced Technique Progressions for the Age Group  
Swimmer  
Panel Discussion

Jackson Leonard, Steve Haufler,  
Andy Korda

4:30PM - 5:00PM

### SENIOR TRACK

Greg Meehan

1:00PM - 1:50PM

Topic TBA

Carol Capitani

2:00PM - 2:50PM

Topic TBA

Visit The Exhibit Hall

2:50PM - 3:30PM

Ira Klein

3:30PM - 4:30PM

Key Factors in Moving From Sectional to National Level  
Performance

Ira Klein, Greg Meehan,  
Carol Capitani

4:30PM - 5:00PM

Panel Discussion

### WAYS TO GET FASTER AND BETTER

Dr. Genadijus Sokolovas

1:00PM - 1:50PM

Use of the Rate of Adaptation to Optimize Training  
What do Children Need to Become Capable Adults?

John Leonard

2:00PM - 2:50PM

Visit The Exhibit Hall

2:50PM - 3:30PM

Don Swartz

3:30PM - 4:30PM

Psychology of Performance- Comfort Levels Versus  
Growth

### Annual Awards Banquet

**6:00PM - 9:00PM**

## FRIDAY 9/6/2019

### Exhibit Hall Hours

**9:00AM - 5:00PM**

### MAJOR TALKS

Jack Bauerle, Chase Kalisz

8:00AM - 9:00AM

Team Building

Multiple Speakers

9:15AM - 10:00AM

Coaches Forum

Visit The Exhibit Hall

10:00AM - 11:00AM

Eddie Reese

11:00AM - 12:00PM

Coach Ed Reese Interactive With Jack Conger  
or Will Licon

# PROGRAM

51<sup>ST</sup> ASCA WORLD CLINIC 2019 • Dallas, Texas • Sept. 3 - 8, 2019



## FRIDAY 9/6/2019 (cont.)

### AGE GROUP TRACK

Andy Korda 1:00PM - 1:50PM  
Michael Brooks 2:00PM - 2:50PM  
Visit The Exhibit Hall 2:50PM - 3:00PM  
Steve Haufler 3:30PM - 4:30PM

Topic TBA  
Teaching Racing Skills to Young Swimming (Part 1 of 2)  
  
Teaching the Catch in the Strokes

### SENIOR TRACK

Jack Bauerle 1:00PM - 1:50PM  
Chuck Warner 2:00PM - 2:50PM  
Visit The Exhibit Hall 2:50PM - 3:30PM  
Michael Ashmore 3:30PM - 4:30PM

Team Building  
Hall of Fame Coaches Panel  
  
On Breaststroke

### RELATED COACHING KNOWLEDGE TRACK

Dr. Susan Kleiner 1:00PM - 1:50PM  
Marisa Watts Cozort 2:00PM - 2:50PM  
  
Visit The Exhibit Hall 2:50PM - 3:30PM  
Michael Lawrence 3:30PM - 5:00PM  
  
WSCA Meeting 2:00PM - 4:00PM  
Olympic Head Coaches 6:00PM - 9:00PM  
Reunion Dinner

Nutrition (specific topic TBA)  
Finding Swimspiration through film; movies to help your swimmers through every part of the season  
  
The Newbies Speak- New Ideas From Coaches  
  
World Swimming Coaches Association Meeting

## SATURDAY 9/7/2019

### MAJOR TALKS

Teri McKeever 8:00AM - 9:00AM  
Teri McKeever, David Marsh, 9:30AM - 10:30AM  
Chuck Warner  
Speaker TBA 11:00AM - 12:00AM

What Makes a Great Coach?  
Katherine Baker's World Record Year  
  
The Councilman Lecture

### SENIOR TRACK

Ron Heidary 1:00PM - 1:50PM  
Abbie Fish 2:00PM - 2:50PM  
  
Abbie Fish 4:00PM - 4:50PM

The Art of Team Travel for Club Coaches  
Why Are We Seeing More Male Sprinters with a FLATTER Freestyle?  
Video Analysis and Breakdown of the Freestyle Stroke

### AGE GROUP TRACK

Jackson Leonard 1:00PM - 1:50PM  
Stuart Smith 2:00PM - 2:50PM  
Alex Carney 3:00PM - 3:50PM  
Michael Brooks 4:00PM - 4:50PM

Topic TBA  
Structure and Function of the Age Group Program  
Coaching 10 and Unders  
Feel for the Water- What it is, How to Develop it (Part 2 of 2)

# PROGRAM

51<sup>ST</sup> ASCA WORLD CLINIC 2019 • Dallas, Texas • Sept. 3 - 8, 2019



## SATURDAY 9/7/2019 (cont.)

### HIGH SCHOOL TRACK

Kevin Murphy	8:00AM - 8:50AM	What You Really Need to Know... Create a Vision Where You Are
Ron Blanc	9:00AM - 9:50AM	Marketing Your Swim Team in Today's Competitive Sports Environment
Eve Julian	10:00AM - 10:50AM	Parent Engagement: Getting Parents to Work With You
Kevin Murphy	1:00PM - 1:50PM	What You Really Need to Know... Plan a Season With What You Want to Accomplish
Eve Julian	2:00PM - 2:50PM	Team Captains: Selecting and Training Your Leaders
Ron Blanc	3:00PM - 3:50PM	10 Lessons I learned (Not) to do. Growing Pains in the First 5 Years as a Head Coach

### SMART, EXPERIENCED PEOPLE WITH WISDOM TO SHARE

Glenn Mills		16 months, 80 teams. What We learned That Can Help You.
Wayne Goldsmith		Fair Swimming Coaching: Flexible, Adaptable, Individual and Responsive Coaching.
Glenn Mills		Using Technology Affordable to All Coaches
Wayne Goldsmith		Future Proofing Our Sport and Your Club

## SUNDAY 9/8/2019

### Special Paid Schools

Karen King	8:00AM - 12:00PM	SwimAmerica Training for PD's and Site Supervisors
John Leonard	8:00AM - 12:00PM	Working Successfully With Swimming Parents
Guy Edson	8:00AM - 12:00PM	Certified Stroke Technician
Paris Jacobs	8:00AM - 12:00PM	The Best Club Program in the World- What it Takes
Jackson Leonard	8:00AM - 12:00PM	Advanced Backstroke

# THOUGHT FOR THE DAY

## GEORGE HAINES FROM HIS WORLD CLINIC TALKS OVER THREE DECADES.



"George Haines has been one of America's most successful swimming coaches. ASCA Coach of the Year in 1964, 66,67 and 72. Olympic Coach for the USA from 1960 to 1984. Coached Santa Clara Swim Club the most successful swim club in USA history until the days of Coach Mark Schubert and Mission Viejo Nadadores.

### **An American Icon."**

"One day we had an awards dinner and the MC was a guy by the name of Bob Richards, who some of you recall as the Olympic Decathlon Champion. He was also a hell of an MC, very articulate. He really praised our team and myself to the sky in his remarks. Later, over dinner, he leaned over to my wife and said "How does it feel to live with a man of this stature and the job he has done?". She said "Mr. Richards, I don't know what you mean. . . .any fool could have coached a team with that quality of swimmer, all they need is a key to the pool!" So it's pretty easy to stay humble around my house."

"Taper . . . what a topic. The only thing I know for sure is that the coach has to treat EVERY athlete as an individual. There is no such thing as a "group taper". Explaining to them why they are each on a different program is an art form, not science, and too long a topic to discuss unless you have a week or two to listen to me."

"Motivation – It's simple. The success of the program must rest on the foundation of the coaches Ambition. End of story."



# EXHIBITORS

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# ASCA SUMMER LEAGUE COACHING.

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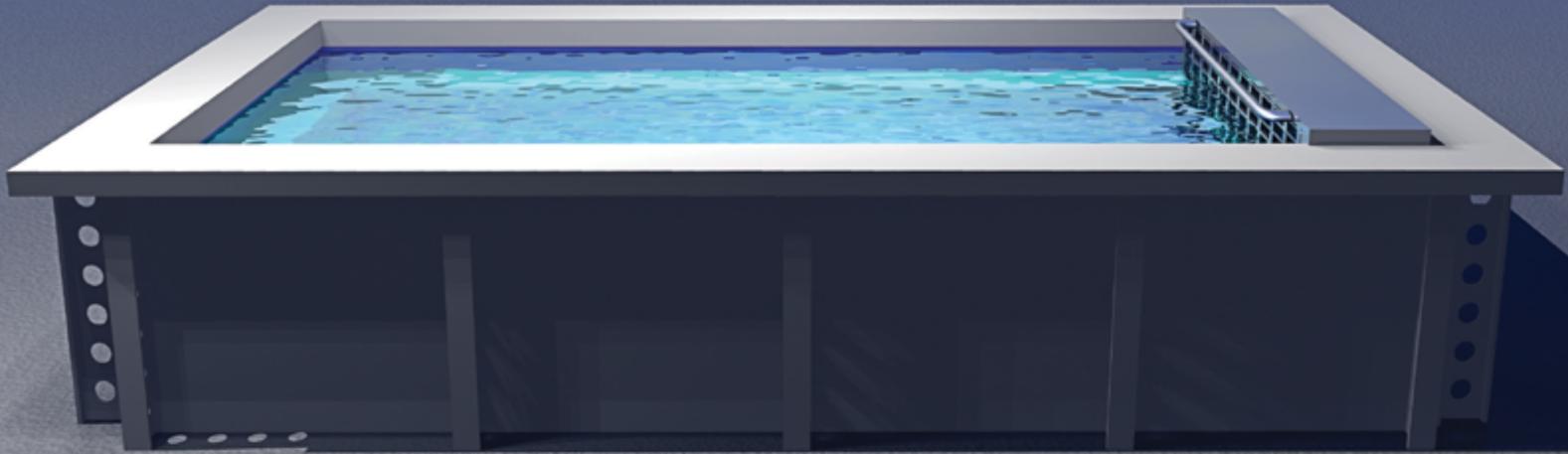
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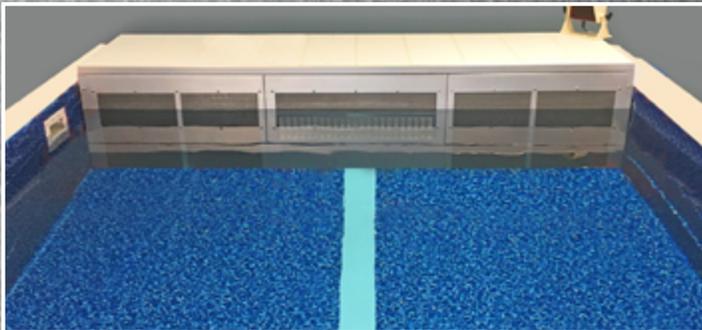
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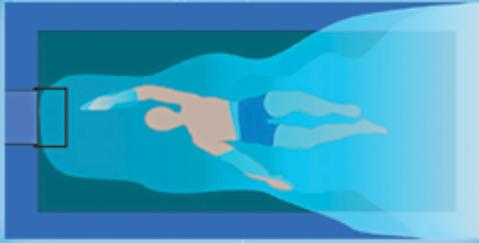
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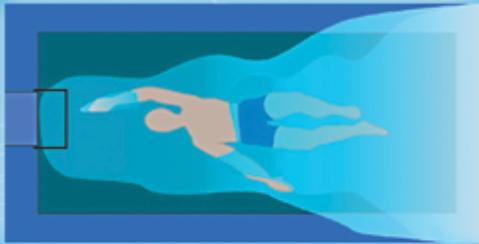
# Sentry vs Competitor



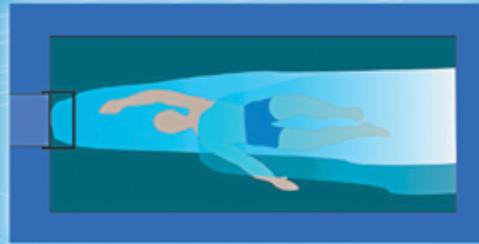
24" Walkway all around pool is standard



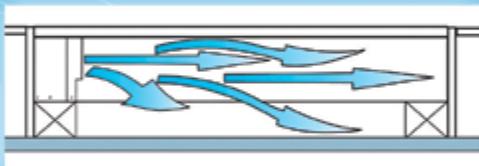
Construction does not allow for walkway unless a deck is attached off of the structure



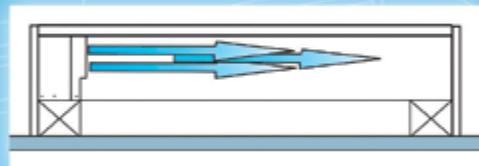
Wider current



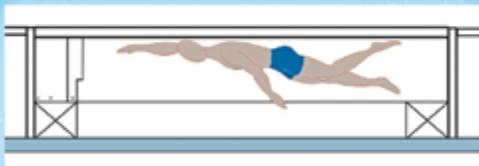
Narrow current



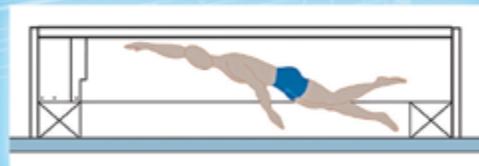
Deep Current from waterline to the bottom of the pool



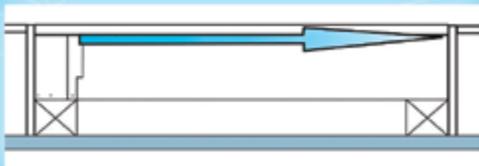
Current depth 12" from the waterline



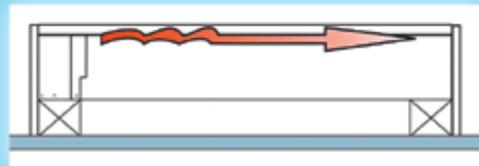
Current flow lifts you for a more natural swim and easy kick



Current flow forces swimmers to kick hard and always look downward to stay on water surface



Water current is smooth at water surface even at high speeds



Water current has three rolls at water surface and swimmers must be between them to breathe

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# Faces in Coaching

KEYNOTE SPEECH WORLD CLINIC 2018 by Don Swartz

Introduction: I would like to introduce our guest speaker. He began his career in 1967 at Ladera Oaks Aquatic Club in Northern California. He moved to Marin County to become the Head Coach of the Marin Aquatic Club from 1970 to 1976. There he coached several swimmers to Olympic, World Championship and Pan-American teams, including several world record performances with Rick DeMont becoming the first person to break the four-minute barrier in the 400-meter free, winning the World Championships in Yugoslavia.

In 1977, he founded the Creative Performance Institute, and for eight years specialized in teaching in mental side of swimming to coaches and athletes. In 2005, he re-entered active coaching as a member of the highly-regarded North Bay Aquatics program with Ken DeMont. I personally have had the honor and privilege of watching him as a coach and an inspiring individual. With the career that spans five decades, he is inquisitive, contemplative, thoughtful, passionate, and motivated as any coach you will find. While many coaches want quick answers, he employs a broad perspective to everything he does. He is a Hall of Fame coach, and is truly as impressive and accomplished in character and contribution to the sport; our keynote speaker, Don Swartz of North Bay Aquatics and the ASCA Hall of Fame.

[APPLAUSE]

Don Swartz: Well, I appreciate the kind words and your applause, but I came for neither. I am not sure exactly why you came, but I came because I think this is the greatest profession on the planet. Now, you could argue that the medical profession is indeed important. And in the early part of June in 2004, Dr. Howard Luria was the most important person in my life when he put a stent in my chest. If you have never had that, but you get the opportunity to do that, it is a beautiful thing.

[LAUGHS]

You feel better like in three seconds. It is like "Oh." But he didn't put the life in me, he allowed me to live; you put the life in the people who live with you every day. You can say, "Well, teachers are important, and they teach you the ABCs and ups and downs of the educational system," and yes, there is some value to that, but they don't spend nearly the amount of time with the young people that you do. Maybe an hour a day, five days a week, maybe a couple of semesters. And then, you are on to the next teacher and they are on to the next student. So they don't impact people the way we impact them.

If they don't do so well at it, they get a B instead of an A. Their GPA is affected, 0.20. Instead of getting into this university, they will get into this university. It won't keep them from experiencing the upper level of education. If a swimmer misses a JO cut or an Olympic trial cut, they don't get to go to the almost Junior Olympics or the pretend Olympic trials. They miss, they miss.

Pete Motekaitis is getting inducted in the Hall of Fame. One of his classic things is 'the stopwatch never lies.' So, swimmers, runners, downhill skiers: the stopwatch never lies. And so, what we do is we take the young person who doesn't make the Junior Olympics or the Olympics trials or whatever, doesn't make their cut, and we help that person figure out how they remain relevant. We continue to put the life in them. That's why our profession, I believe, is the most important profession on the planet.

We work with kids who ordinarily wouldn't have the opportunity to be shepherded through life. You can say, "Well, the swimming structure is very important," and there's no doubt about that, swimming is the only sport I

am aware of that can actually save your life. But once you learn to swim, what are you going to do with that? Some people will never do anything with it other than be water safe, and that's fine, but if they show an inclination to be a competitive swimmer, they end up in your lap, and you're charged with helping them navigate.

It is a big responsibility, one that I think we all take seriously whether we are summer league coaches or Olympic level coaches. We need to understand how valuable we are in the process. So, as Don said, you know, this profession of ours is really something special. I mean, we have been doing this for 50 years, it didn't just happen and then all the energy ran out of it. The association is actually 60 years old. That's awesome. With any luck, it will be here 50 years from now. Some of you would be the people standing up here. Has anybody in the room been to all 50?

Okay. We know that some are here for the first time this year because Don showed those in. How many people have been here 10 times or more? Show your hand, it must be important to you; how about 20 times or more? Still a bunch of hands, this must be really valuable. I really think that this is like the best week in the year. Well, that is- as good as a week I spent with Madeleine in Roatan last April.

[LAUGHS]

But pretty darn close, and it is almost as good and sometimes better than the week I spent at the Big Meet every year. People mourning, "I got to go over there for a week." I went to Clovis this summer and people are mourning, "I am going to Clovis in the summer time" for Western Zones. I couldn't wait to go down there. Number one, the weather is the best for finals. It is. It is 90 degrees, the sun is out of the sky, it is down on the horizon, there is a very light breeze if you're lucky. Nobody's hands, feet, head are cold; it is perfect swimming weather, perfect.

I couldn't wait to go. It is a lower level than Futures or Nationals, but you know what? I am going down with 17 kids. I am having the time of my life because they're totally engaged in what they're doing. How could you ask for something better than to be involved in an activity where people want to do it? I am hopeful that you are at the point of your career where you no longer have people coming to you that are made to come by parents or somebody. Help them find another place where they can be better served, if that's the case. Our sport isn't for everybody. You know, some kids like games. Well, if they like games and they can swim- get them into a water polo program. Some people like the unanimity of being on a team, and if the team wins, great; if they don't win; you know, it is "I didn't score touchdown because the guy didn't block for me," right? In swimming, you either pull it off or you don't. And so, it is a lot like life in that respect, in my opinion.

Buck Dawson was the first Executive Director, back in 1958. He was actually called the Executive Secretary and he held that job for a year. And then, Bob Ousley came along. They did have a clinic in 1968 in Hollywood, but it wasn't one of the real ones. Once it made it on the list, the first one here was in Washington D.C. The first one I went to was in Palo Alto in 1970. I thought, "This is really cool." It is a little different than this one. Their first clinic, there were like three speeches in the morning and three in the afternoon for two-and-half days. There are 71 presentations here this year. 71 - you couldn't possibly go to all of them. But you can get that booklet either in print and/or CD ROM form, so that you can have the entire content. I asked John, when was his first day on the job? He said he started in January of 1985. He said, "I remember it was like yesterday." He said, Jack Nelson and Bob Ousley took me to lunch and at the end of it, Ousley said to Jack,

"He will do." And so, John's been added ever since.

So, John asked me if I would give a presentation that could act as an educational format and as a motivational, thought-provoking. "You could do anything you want, Don and call it anything you want." So, I thought, "Well, it is anniversary time." Let's look back a little bit at the people who influenced me, as it is all about me. John said so. The people that I chose are not some of the ones that you would choose. We all have our own cast of characters that influenced us as we proceeded along in becoming a professional swim coach.

Bob Ousley is the first one that I can remember. There's Bob right there. I thought Bob is a pretty engaging guy. Now, judging by the cut of his clothes and the swimsuit on that guy, and the fact that there are no goggles, I am guessing that's probably early to mid-60s. But then the best picture of Bob is this one. And I've seen, Bob Ousley, that captures him; a certain irreverence, a certain 'I don't take myself too seriously,' and, 'if life is not worth smiling about, I don't know what is.'

Then of course, we have today's Executive Director, John Leonard. Now here is a rare sight, if you know John. I said, playful. You don't see John with a big smile like that very often. But he is capable of it more often you see him looking like this, he is very intent. John has a purpose, and it is you and your wellbeing. And by association, the wellbeing of the people you work with.

There is another guy that made a big impact on me as I grew up, Phil Hansel; he was one of the early Presidents of the ASCA. This picture to me strikes it perfectly. Phil was flamboyant, and I sort of thought of him as the "Caped Crusader." He published an article that was reprinted in the February issue of 1988 Swim Magazine, Preparation for Life, he said, "Not everything we do in life is a pleasant experience." I've always felt that the great value of swimming as a sport is it prepares one for life. Swimming is the cross-section of lifetime experiences that can provide so many learning situations. I repeat a bunch of these, if you like a copy, come up here afterward and help yourself.

Phil Hansel. George Haines. I was in a presentation this morning with Mark Schubert and Kathleen. I've spoken to George Haines. George Haines was at Santa Clara Swim Club when I just got started at the Marine Aquatic Club in San Rafael, you can get there in about an hour on Sunday morning at 5:30. Otherwise it takes about an hour and a half, but he had the 800 pound gorilla when I was getting started coaching. George was very passionate about what he did. He was totally engaged with his swimmers, totally. Oftentimes you see him right down at pool level. Then this one, I thought, "I know that guy." He's like he knows something that nobody else knows, like he swallowed the canary, like he is one step ahead of you. And for a long time, he was one step ahead of many people. Then, there is the picture of him being contemplative.

George actually gave me the first kick in the seat of the pants that I needed to get my career going. When I was 23 or 24, I had a young lady qualify for nationals in the 200-yard breaststroke. I thought I was pretty hot stuff because I was so young, and I had achieved this thing with this new club that I had just kind of put together. We went down to that meet, and she swam within a 10th or two of her best. We have all been there, right? And came back and ready to go back to work for summer, and got a call from her parents.

We are taking Leslie to Santa Clara. You have all had a parent whose kid swims well at the Junior Olympics, and next thing you know, they're thinking about the "Real Olympics" and how great their kid is going to be. And so, I had a pity party for about a week. "It is not fair, George, why did you do that to me?" George didn't know me from Adam. He didn't do it to me. He just did what he does, running a heck of a program. Then I thought, 'I better get over my little hissy fit here, otherwise I am going to continue to send people to him for as long as he is there and I am here.' That one little thing made an impact on me. That's the last swimmer that I lost.

You know this guy, Jim 'Doc' Councilman. This guy is so famous that he's got a lecture named after him, The Councilman Lecture. Doc wrote perhaps a book that is still supremely relevant, the Science of Swimming. If you haven't seen it, and I am not sure if you can get it on Amazon; I got a copy I'll loan you, very relevant today. Doc was totally involved with these guys, totally. Look at that smile on that guy's face. Look at the smile on that kid there, so interested in that. Then it was the teacher, Doc; he was a Ph.D.

Doc had a pension in the early 70s for shooting the old super eight films. He had the swimmers put lights on their fingertips, and then he had grids on the side of the pool. Then he turned all the lights off in the pool and he watched them swim and you could watch their hand patterns against the grid. And at the time, he had four swimmers that he had filmed. I apologize to the fourth, I don't remember his name, but Mark Spitz, Gary Hall, and Rick DeMont were all able to put their hand in the pool and take the stroke and have their hand come out of the pool in front of the place where they put it in. I never even thought about that stuff. But when you think about it, the water isn't like the land; when you pull on it, the water moves, and your hand usually goes backwards. I got a bunch of swimmers at home who have their hands go backwards. I am working on that.

One of my favorite things to do is to watch breaststrokers. I watch them as they go down the pool and their hands start. Let's call it right here at the mark on the lane line. I like to see if their hands go backward or if they can pull themselves up to their hands, or if they've got enough leverage so that they can actually have their hands finish the stroke in front of the spot. Doc was the first guy that I know of that filmed that; got me to thinking about a lot more than I've been thinking about. Then, there was Doc who was always engaged.

I got to tell you a quick story told to me by Mike Troy. Mike Troy made the Olympic team in 1960 in the 200 Fly. He won a gold medal and he was on the Medley Relay and had another gold medal, and Mike is a larger than life character like a lot of swimmers and swim coaches. That's okay. Mike said in the spring and the summer of 1960, there were a bunch of us getting ready for the Olympic trials, and we were like fired up because we knew we were hot stuff. We let Doc know that we knew we were hot stuff. And so, Doc at one point, was exasperated and had enough. He bent down by the side of the pool, and he said, "Guys," and he dropped his keys on the side of the pool, he says, "Guys, lock up when you are done." He turned and he walked off.

They had some more fun, and then they decided to stop, and they got out. They locked up, they went off, and they came back in the morning and there is no Doc, but they had the keys. They opened the pool up with the keys and they went in and started swimming. They realized - Doc's probably not coming today, maybe we ought to get to work. After the third day, they walked by his house, and Marj, his wife, was out front working in the garden. "Hi, Marj." "Hi, boys, how you're doing?" "We are doing good. How is Doc, is he okay?" "Doc's fine. He is in the back working on the roses." "Oh, okay. Well, we hadn't seen him for a few days and -" "No, no, he is fine. I'll tell him you were asking."

[LAUGHS]

Marj, of course, was in cahoots with Doc on this. So, Doc came back five days later, and Mike Troy said, "We never worked so hard in our life," in those all five days. That guy was a genius. He knew exactly what he was doing way more than many folks even as great as they look at him, gave him credit for.

Oh, this guy, this guy is here today. I saw him outside, yeah, John Urbanek, you can give him a round of applause easily.

[APPLAUSE]

This might be my favorite picture, right here. Look at that. John is the biggest fan of swimming that I know of. It is really important to him. ↓

When somebody does something really well, he is willing to celebrate it. He is a magical guy. In addition to which, if I had kids, I don't, but if I did, I'd be really okay with him being the guy who helped my kids through the process.

Story about John; we were laughing one time by the pool. He said, one day, when he was at Michigan, indoors, took his flip-flop off and kicked it in the lane. The flip-flop went like that, 'shooo,' 'shooo,' came right back to him. 'You don't think there is a current in that lane?' And then, of course, the other side of John, the pensive side. Always thinking; came up with all those colored charts.

This guy, Stix Ballatore. This guy made a huge impact on me. He was always looking at stuff. He always had his eye out, "What's going on?" "How is it going to help me?" "How is it going to help my guys?" "What's happening with my guys?" Honestly, if you learn nothing else from this clinic, learn to be honest. Don't kid your kids; they know when you are not being truthful with them. When they come back and they have a crummy swim, don't say to him, "Wow, good job." If it wasn't a good job, you can approach in any number of ways, but don't try to tell him it was good because they know it is not. You can't say turd anymore on the pool deck, but we are not on the pool deck, so I can say, "Turd."

[LAUGHS]

I am on the pool deck at the L.A. Coliseum in the early 70s, and one of his swimmers - to use his vernacular- laid a turd on a relay leg. It was on the second or third leg, I forget which, and a kid comes out of the pool and Ballatore says, "I am putting you on the end next time, so if you lay a turd, the whole world can see it." Being honest, he wasn't mad at the guy. He was mad at the effort. I like knowing where people stand, so if somebody does something right, tell them; if they are not doing it the way they are supposed to, let them know.

Then, Ron was a really focused guy; really focused. I couldn't find a picture of him smiling.

[LAUGHS]

But, I've seen him smile. I have no idea why he did this to me personally, but I am at the Long Beach Plaza Pool, late 60s, early 70s, and I am walking down the deck and he comes up and he drapes his arm around me. If you've been with Ron, you kind of go, "What's going on, coach?" "Hey Ron, how are you doing?" He says, "Look over there." And on the other side of the pool was this older gentleman in a bathrobe and a pair of slippers shuffling along like this. He just finished his swim as the meet was getting started. And Ballatore said, "That's you and me in a few years." Oh, man. He was a good guy, that one.

Now, you know Peter Daland. Peter Daland was several things in my mind. He was very specific, he wanted specific things in specific situation and he was willing to explain why and what he wanted, and when he wanted it. Peter was all about the team. The team is number one. This is a bunch of guys from his USC team, one of his USC teams. This is where he was college or the LAAC or a USA team. He was a coach with several USA Olympic teams. He was open. This is something that I think you will find with all really capable coaches. They are open to the possibility.

I learned this firsthand in 1972. One of the swimmers in our team made the Olympic team and we had just started the first formal cycle program. We worked hard for a day, and we rest for a day, and we work for a day, and we rest for a day. It was a little pattern that we had developed. It worked well for a lot of people in our team. We were supposed to, as club coaches, hand in little sheets about what our athletes looked like, and what they could expect. Peter was open to the idea of trying to help the swimmer stay comfortable. He looked at that thing, and he said, "I don't know about this. This doesn't make any sense. I've never heard of this." But then he said, "Well,

the guy did make the Olympic team in two events and he set the world record at the trials in the 1500. Maybe we should just keep an open mind." It worked out pretty well, mainly because he is Head Coach in charge of who was willing to be open.

This guy, Jack Nelson; if you were on the pool deck in the late 60s early to mid 70s, even late 70s, this guy was a fixture, very self-deprecating. 'I beat anorexia.'

[LAUGHS]

I love that. Then, one of the most positive people on the deck anywhere, I can remember walking on the deck. He hardly knew me, but he'd seen me around, he goes, "Hey, horse, how you're doing?" Everybody was 'horse.' Horse or darling; the girls were darling, guys were horse. Big smile. Then in his shirt, I can remember seeing everywhere in a late 60s, early 70s. "Access to success is through the mind," that was on the back of almost every shirt that the Fort Lauderdale team had.

There is one more I share with you, Philip Cardone; for each of us it all begins somewhere with someone. Phil Cardone was a history teacher at Monson Academy, a small boys' school that I attended. I attended there in the early 70s. He was the football coach. I played football. And in my junior year, I can remember as if I were sitting here today with you, he is sitting up on the podium in fifth period study hall and we are all studying, sort of. He looks out at me and he goes, "There, you." "Me?" "Yes, yeah, come up here."

I come up, and on the table, he has got three or four sheets of paper spread out with Xs and Os on them, diagrams of plays. He said, "What do you think?" "Do you think this would work?" That was the first time in my 16 years that anybody had collaborated with me and anybody had asked my opinion about anything. I thought, "That's pretty cool." This guy, the football coach wants to know what I think if this play will work.

I wonder how often you ask your athletes, "If we do this, the intended result is this. What do you think?" "How do you think that will work?" "What do you think is the best way to swim your event?" "I got my opinion based upon my experience, what do you think?" And boy, when you get them to start thinking, and giving you input, it is awesome; everybody has got a Phil Cardone. Mark, this morning, you named the guy who wanted you want to be a coach instead of a lawyer that your father wanted you to be, everybody has got somebody that flip the switch from. I took the opportunity of this presentation to ask a handful of coaches and swimmers their opinions about three different things: How's swimming changed in the last 10 or 15 years, what do they think it look like in the next 10 years, and how has it impacted them? I share this with you in the spirit of sharing. This is Dana Kirk, Pasadena PASA.

Dana Kirk: My name is Dana Kirk. I am one of the site coaches for Palo Alto Stanford Aquatics. I believe that over the past decade or so, the water swimming has changed by introducing a lot more athleticism. Our athletes are a lot more athletic. Our coaches are coaching to bad athleticism. We moved a little bit away from the grinding method and towards more specialized training. By having that, the sports become more exciting. People are staying in the sport longer; people are coming to the sport more and the spectators more, which is really cool. At the same time, I think that by having people stay in the sport longer is actually, for better or worse I think it is up for debate, but we do have a lot of people staying in the sport longer. The cuts are getting a lot closer together. There is a lot more people vying for those spots, and we might be losing some generations of swimmers along the way there.

Don Swartz: You know Dave Krotiak from Fox Valley in Chicago. He is going to say, "Hi," to you.

Dave Krotiak: First of all, hello to all my friends out in California. I hope this time you are doing well. The last 10 years, we are seeing the involvement

around the Internet and information and organization of it. It is getting better and better each time, whether you are looking at downtown athletes who comes at meets to organizational structure as far as club goes. There is a bundle of information that is much more organized and detailed than ever before.

Don Swartz: This is Craig Carson, local coach.

Craig Carson: My name is Craig Carson. I coach the Brentwood SeaWolves in Northern California Club Team. I've been a high school teacher and swimming coach for the last 36 years; recently retired from Heritage High school in Brentwood.

You asked how coaching has changed in the last decades? One of the things that is very evident to me is the level of fitness kids have coming into our programs. Today, kids when they come in, no matter what age, 8, 10, 15, they don't have the level of fitness that swimmers used to have kids coming in. They need to have other physical activities besides swimming built into their training programs to give them the benefit of the cross training. I think that the challenges are well-known with social media. I think that E-Sports is also playing a part in this, kids' video games. Kids today can earn scholarships in some of our big universities through E-Sports. That's a challenge for us. The competition for the kid's time is becoming greater with more and more choices for them to make.

The knowledge of our sports has become much greater than it used to be. Getting this information to the kids takes more time. It also means that they have to have more intent in their practices than they used to have. That intent is difficult when the kid's focus isn't as good as it used to be because of all the distractions.

Don Swartz: Richard Shoulberg

Richard Shoulberg: What I do think is today's kids will work as hard as any group of athletes I've ever taught. It is the responsibility of the coach to set the standard and raise the bar every day.

Don Swartz: This is a guy, who is coached for 50-plus years, very successful. He believes that today's athletes will work as hard as any group. It is our responsibility to bring the level of expectation every day. What will it look like coming down the road? Dana Kirk, again.

Dana Kirk: In my opinion, 10 to 15 years down the road, I am hoping that we have a very professionalized league of swimmers much like golf or like tennis or other country club sports, and with that needs to come money and needs to come sponsorship. It needs to be as exciting as possible, which is kind of how our sports are moving anyway. I feel like that's a good thing.

Don Swartz: Abi Liu, who coaches a team called Peak down on the Peninsula in Northern California.

Abi Liu: Another thing that I think that will change is since the 50s are now in official event, I think we will have a lot of more cross sport athletes. Athletes who say that doing extreme sports and they have some swimming background when they were young. They might be able to show up in our sports and swim a 50 and do really well, and vice versa. I think you know with that flexibility, we are offering a lot more opportunities and opening towards for many athletes doing cross sports.

One of the big things I think that's going to change in the sports of swimming in 10 years is the diversity. It is not just the skin tones that were going to include a lot more athletes in different ethnicities, but also coaches as well. USA Swimming is doing a great job with diversity inclusion, development and the diversity swim camp is an awesome experience for all of us and not just to athletes, coaches as well. I think that this diversity will change, in the 10 years, the face of swimming all across the board, coaches and athletes as well.

Don Swartz: What about the impact of coaching? It works both ways. We know that we impact them, but they impact us. I mean, there is a selfish component to this game, at least for me. I mean, I know that I am working within positively influencing others, but I am doing it for a reason for me, as well. Let's look at it from both sides for a moment.

Male Speaker 1: Well, it is the best job ever. I mean, there are not too many jobs that you can be motivated, challenged, and look forward to every single day. You come across unique people both in athletes, professionals or officials that have all kinds of different channels and then coaches, of course. Most giving environment, as far as people willing to share their information. East Coast, West Coast. And, of course, my friends that are in Illinois. Nobody holds back and it is the greatest environment. Every day I am learning something.

Don Swartz: Jon Denton-Schneider swam for North Bay Aquatics and at the University of Arizona.

Jon Denton-Schneider: My coaches have had a huge positive impact on my life. One of the most important things I learned from them is to be process-oriented, not results-oriented. There is no way to guarantee myself a certain outcome. The focusing on doing every step along the way in the right way has always seemed to improve my chances. When I fall in love with the process, I usually love the results, too.

Another major lesson my coaches taught me is to do the best I can with what I have. I might not be the most naturally talented, but I might be only operating at 75%. But the way to honor my team is to do whatever I have that day into making myself better.

But the most important thing that coach taught me was something that Don always said, "Our greatest power in life is the power to choose." I can choose to give it my all today, or I can choose to mail it in. I can choose to be engaged in the process, or I can choose to just go through the motions. I can choose to love what I do, or I can choose to hate it.

Having left the swimming world, I can see how few people actually realize that they have this power over their own lives. I know that I do, and it was because I was lucky enough to have coaches like Don.

Don Swartz: I want to go back here for a second; Bradley started out in the Lesson Program that Ken taught at the Tiburon Peninsula Club when he was five and he swam all the way through until he was a Junior National Level swimmer. He went to Duke and was a captain there his senior year and then ended up in Olympic trials in the 200 IM, so he's seen a lot.

Bradley: How has coaching impacted you? I have always held the theory of the role of coaches in kid's lives that there are three main influences in a child growing up: their parents, their teachers, and their coaches. In different forms, they all are telling you what to do, and how to do better. Parents and teachers happen to be influencing on subjects that the average kid is pretty versed to; 14-year olds on average are not overly excited to hear their parents guide them on how to clean their room nor they overjoyed when a teacher is explaining to them differential equations or Spanish.

Coaches have it easier though, and more often than not their task with showing the kid is how to do the thing that he or she loves. This puts the coach in different light. I mean, I remember hanging on every word my coach said. I worked hard in the pool. Part of that was for my own benefit, but part of it was perhaps even more so for my coach's admiration and respect. You coaches have such a strong power over your swimmers and extends to every facet of these kid's lives. They will listen to you because you are showing them how to be better at something they love or to very least enjoy enough to continue doing.

My swimming habits and even my life habits have really been molded in part by the words of my coaches growing up. So, thank you for listening to



my piece, and Don, thank you for giving me a chance to share.

Bradley: Some of Don Heidary's guys.

Male Speaker 2: I have been swimming for three years on this program and it is been pretty life-changing experience. I came in as a freshman after water polo, and I have just grown as a swimmer. I started off at 50 point freestyle, and now at the end of my senior, I went 45.76.

[LAUGHS]

Male Speaker 2: I have also been a team captain for a year now, which is a pretty big step-up because me being an underclassman, I was not super mature. It really changed me as a person. I feel like I have matured a lot and just become a nicer person, especially around my teammates and friends.

Male Speaker 3: Yeah, I have been on a few teams in the past few years, and the big difference for me is the kids themselves and the mentality that they have. A majority of them work very hard and it is a pleasure to be around them. I think that when everybody is working hard, it brings us all up together, and it really makes a better team dynamic.

Don Swartz: Abi Liu, again.

Abi Liu: Coaching and life, in general. Work-life balance, it is a big change for me. I grew up in China, where I spent eight years in Beijing for a National Team Training and I left my home when I was 14. I spent 350 days a year with my teammates and coaches. We got to go home 15 days a year to spend time with our biological families.

So, really, the teammates and coaches became our family. Same thing with coaches, they gave up the same amount of time to take care of their athletes. The relationship between athlete and coaches is very different, where they are really not just our coaches, but also our guardian as well. The communication though, it is a one-way street. You do whatever coaches say. I grew up in an environment when I first start coaching in the U.S. That was a huge adjustment for me. Number one, it was culture differences, as well as the way of coaches and athletes communicate to each other. But, I am learning and I have been coaching for almost 20 years now. I feel that every day. I learnt from my athletes and seeing what they are going through in their life, which makes me a much better communicator. To be open-minded and better communicate and become a better person; at least my swimmers say that I have.

Don Swartz: This is Andrew, one of the guys that swims for Richard.

Andrew: Hi, my name is Andrew Abruzzo, I am committed to University of Georgia. I'll start there in the fall. In the summer of 2017, I won the 400, 800, and 1,500 freestyle at Junior Worlds. I think the biggest part about coaching that impacted my life is seeing how as hard as the athlete works, the coaches work just as hard too, whether it is making the practices or even at practice when they are still active making sure that everyone is doing it. They make sure everyone has a proper technique and stuff, and that helps you work harder when you see your coaches working out harder.

Don Swartz: I appreciate that the coach is working as hard as the athletes working; interesting perspective. One more time from Dana.

Dana Kirk: Coaching has influenced me by allowing me to be super competitive without having to put in four hours or five hours training a day; I get to like live that out occasionally through my swimmers. At the same time, by being a club coach, it lets me watch a lot of these swimmers grow up. I get to start working with them when they are five, six, seven years old, and continue to work with them either by being a Director of Coach or being a site director, all the way until they are 18. Then you see them going to college and you really get to see them grow and mature. In my opinion, that's how coaching has really made my life a better in general. Thank you.

Don Swartz: And one more, then we will move on.

Female Speaker 1: So, how has coaching impacted my life? Coaching has impacted my life since I was in kindergarten playing all sorts of sports. However, swim coaching has been the main component up in the past. Not only have I been a swimmer the longest, but I have made the greatest experiences with my swim coaches. I am learning to swim at my summer league team to being coached under the great Don Swartz and Ken DeMont to being a part of the team larger than myself in college at Harvard under Stephanie Morawski and Amanda Kulik. My swim coaches have been the constant involved figure in my life that doesn't tell me to do the dishes or make my bed.

[LAUGHS]

Don and Ken have aided me in developing into the person and swimmer I am today. They have taught me hard work, how to get used to waking up early, how to take care of my body, and mostly importantly, how to be the best person I am able to be in and out of the pool. They have taught me philosophies, and there is a life I would never have imagined or thought of myself. Lastly, they have created, nurtured, and developed hundreds of budding teenagers into all-star high schoolers, collegiate athletes, and successful business people that I am proud to call my closest friends.

In college, your coach plays a similar role to your club coaches, but also slightly different; everyone is now closer in age, closer in speed, and has a combined goal of winning the championships. In addition, college coaches act as the sole adult figure and mentor in a college student's life. When your parents are not around and you are in college, I have realized recently how lucky I am as a college swimmer and as a woman, helping and guiding me through any problems I have, whether in or out of the pool.

Don Swartz: That was interesting, of course, being a male and coaching men and women, I never really thought about it. But Mickie, who is in Harvard, really appreciates having female coaches and just has a different paradigm with them and I never had thought about it that way before.

Steve Young, NFL Hall of Famer and played for the 49ers for years. I see his name from time to time because I am a Bay Area guy. In an article, just recently he said, "Dreams are great, and you should have dreams, but those aren't plan." A plan is something that's 80% or 90% executable. A plan is going to get done. I want a dream, and I want a plan. I share this with you. In 1987, during the training camp, he saw something that he had never seen before. During training camp that year, a video crew was following head coach, Bill Walsh. It was documenting his every move, recording his coaching, speeches, play calling, even following him to the lunch room. Steve said, "That's kind of weird. Does this guy think he is so famous that people want to know everything he does?" Young said, "How humble was I when I found out." He was giving everything he had to his assistants to go on and become head coaches. On the way out he would say, "I will see you in the championship game."

At his height, Bill Walsh was two generations ahead of everyone in the league. No one was doing what he was doing and he knew it. He packaged up all of his place, all of his speeches into one unified toolkit. If you can have the spirit of Bill Walsh, the spirit of abundance, you can build relationships that will last generations. That made a big impact on me because Bill Walsh was a genius. He founded the West Coast Offense in football. But, he wanted each person that he came into contact with have the opportunity to know what he knew.

One of the things that's fascinating to me about the coaching profession, and this was since I got started back in the 60s, there don't seemed to be any secrets.

People are willing to share. If I go up to Don or Mark, or I am going to get to know Kathleen better, I was impressed in that presentation. I can say, "You

know, I am curious about how you would do this?" And they will tell you. All you got to do is ask. I asked Bob Bowman one time, "How come Phelps breezed every stroke and fly?" And he looked at me and he smiles, "I am a big fan of oxygen."

He has taught Michael how to have the perfect body position, even when he breathes. We got kids that breathe like this, so do you? That's not very good, you got to learn to breathe and keep your body in line, but, you can ask the person sitting next to you, "So, what are you going to do when you go home from this clinic?" They will tell you. It is fabulous.

I thought this was a pretty cool picture, talking about faces of coaching, Bill Walsh and Joe Montana. Big smile. I think coaching is impactful and collaborative. The impact goes both ways, you to them, them to you, us to each other. It is collaborative. If it is your way or the highway, I think you might have a diminishing number of people. It doesn't mean they get to do it their way; you just have to get them to be with you in it. So, collaborative is important.

This came up in the presentation earlier this morning with Mark and Kathleen. In coaching, know the "Why" because that will inform the "What," which will reveal the "How." If you know why you are doing this, you have a real firm grip on it, then you know what it is you need to do to get what you want. Like I said, the music is universal language and I believe that. I have been influenced by music all my life. When I was six, my mother said, "You will take piano lessons." I said, "I don't want to." She said, "You don't have a choice. You will take piano lessons." Until age nine, I took piano lessons. Then I rebelled and said, "I am through," and I threw a little hissy fit. She said, "Okay, pick another instrument." "That's not fair." She says, "It doesn't matter, pick one." So, I picked the clarinet.

Then, when I was 13, Pony League Football came along. I said, "Mom, no more clarinet, I am playing football." She said, "Okay, but you and your buddies and me, we are getting together every Sunday after church and we are playing music in the house." 226 Auburn Road, West Hartford, Connecticut, and so we did that. Music is part of my life. For a while, I owned a rock and roll joint, where I met my wife. I have been married to her for over 30 years, she was singing in the band. I thought, "Yup, I am going to get me some of that."

And I did. She is the reason I can coach. She realized that I was passionate about this. She said, "You better go do that." I remember coming home from practice. I had been coaching again for six months and I came home from practice in October and I got to the house and walked in and I said, "I feel like I am doing what I am supposed to be doing." She said, "Well, you better keep doing it then."

Bruce Springsteen, I am a huge fan. He is about four year younger than I am and he was writing back in the 70s, early late 60s, about stuff. We were trying to figure how life works and what we are going to be when we grow up and how everything is going to work. You know, what is this all about? Girls and cars and school, and so I followed his music. He is still writing today and performing and still writing songs about social consciousness. This is a song, one of his early ones here. 'No Retreat, No Surrender.' This is one of the lines out of the first verse, "Well, we busted out of the class, had to get away from those fools. We learned more from a three-minute record baby than we ever learned in school." I learned more from a three-minute and fifty-eight second swim than I ever learned in school.

Each of you has a swim like that, and if you don't- keep your eyes open because you will get one really soon, if you are paying attention. I have 18 years of formal education. I learned more in three minutes and fifty-eight seconds than I learned in 18 years in school. I like that. "We busted out of the class, had to get away from those fools." And then one more, 'Racing in the Street.' This is partial lyric, some guys they just give up and start dying little by little, piece by piece; some guys come home from work up - from work and wash up and go racing in the street.

I have been fortunate that in my career to know some people who come home from work and wash up and go racing in the street. We got 35 kids in our group. There are six right now that I can name you that are like that. I am going to see if I can get the other 29. I am going to tell right now, it is not going to happen; it is the law of averages.

I am looking for people who are not dying little by little, piece by piece, but some guys want to come home from work and wash up and go racing in the street. And they're out there.

Richard Shoulberg, 'people today are going to work just as hard as anybody he has ever seen.' They're there, our job is go find them.

There are Olympians in every town. They got to swim and you got to be an Olympic level coach and that's not that hard; you just have to come to the clinic, and pay attention and ask questions. Thank you. Be willing to make mistakes. That's one of the things that you are professionally good at. Your kids make mistakes all the time. You bat .300, you go to the Hall of Fame with a \$1 million of contract. .300 is missing, failing 7 out of 10 times. You got kids who go to swimming; they don't do their best and, 'I added half a second.' Please, get over yourself.

[LAUGHS]

The mother walking out, "She added a second," that stuff doesn't matter. If you swim well with passion, you will get faster. Steve Bartman is famous for that. He says, "If you work hard, you will get faster. You just don't know when, it is not terribly predictable."

So, in closing, every one of the coaches that has had an impact on me, whose faces appear here all have charisma. If you have charisma, you will have people who will follow you anywhere. They will do whatever you ask them if you have charisma. Charisma is quite simply is confidence plus humility. I had been on the swim deck at swim meets in Pacific Swimming, and there are some coaches who don't smile. I don't know what's the issue, it is not my job to solve it, so I don't go up and ask him. But, they are not smiling. You look at their kids, and their kids aren't smiling. They usually don't swim that fast. This is not rocket science people.

I know some coaches who have a lot of confidence, but no humility. They have got no charisma. There are a lot of people walking around in the planet today who are humble, but they have no confidence. So, they don't have any charisma. When you leave here and get on the airplane or drive home to wherever your home is, make sure you figure out how to be a little more charismatic, somehow, this week. Figure that out. That will carry you past all kinds of mistakes you make. When you make a mistake, you go, "Man, that didn't work out very well." Charisma will cause them to continue to follow you.

Again, swimming coaches have perhaps the greatest profession in the world because of what you teach, when the mistake is made, and how you overcome it. Then when you do something really well, you also keep that in perspective. As I tell our kids, "Unfortunately, we are not solving world hunger here." That means an awful lot to us. But let's keep it in perspective. You guys have been great. Thank you so much for coming tonight. ■

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# Want to Grow Your Program? Go From Small to Big!

by Mike Koleber

I have got the dreaded 3:00 o'clock slot and after a long day and a lunch. If you guys feel like sleeping at all, just feel free. Whenever you want to stand up and you want to stretch your legs or anything, you won't be rude to me at all. Feel free to do what you need to do to keep yourself alert.

Otherwise, my wife and I - Tracy's right here in the front row. We are the owners of Nitro Swimming and we took a program from 70 kids to over 2000. We do not say that lightly, we do not take it lightly. It requires a lot of hard work and we do not ever look back. A little quick story for you. We were at dinner, a number of years ago with a coach from Chattahoochee Gold named Pat Murphy and his wife, Beth. They came out to see us for a couple of days out in Austin to see how we do things and how we ran things. We are sitting at dinner and Pat Murphy looked across the table to myself and Tracy and he said, "When did you guys realize you were successful with this?"

We kind of looked at each other like, "Who wants to go first?" And I think I just took the floor and I said, "Well, we do not look at ourselves that way. I do not and Tracy doesn't because the work never ends. I do not think we ever want to be in that position of saying, "Yup, we made it. We are here," and therefore you can go ahead and put it neutral and coast. Because then you just glide, and I think that's when you'll probably end up out of business. So, we do not look at ourselves that way. But I said, "I will answer your question Pat in a different way. I will answer it in terms of so far, what were our two most proud moments of this business called Nitro Swimming?" The two most proud moments for us.

The first one was we won our first TAGS meet -- and TAGS in Texas is the Texas Age Group Swimming Championships. It is a pretty big meet for 14 and Unders. I am going to tell a little story earlier, about two little kids on the pool deck in a couple of slides.

But the second most proud moment was, probably when we were open four or five years. I am coaching a group and we are blowing and going 23 lanes of short course, and a lessons pool within six feet. You can hop out of one pool, jump in the other pool and it's just a madhouse in there; a typical weekday. I am coaching a group and I look at the front door, the only way to walk in. When you walk in the front door, you are right there on the pool deck. There's not a fancy lobby and there's not an atrium area. You just walk in and you are literally standing on our pool deck.

I look across and I went, "Oh my goodness. That's Eddie Reese." Eddie Reese walks in our pool deck and he's the coach at University of Texas. I am looking across, one eye is on Eddie and he's standing with a coach of ours. Another eye is on the group that I am coaching and Eddie's just standing like this. He just standing and I watch him right in that doorway. He's looking around. You know, 30 seconds passes by and it's kind of uncomfortable. All of a sudden, he leans over and says something to the coach. I found out later what he said to the coach. He said, "This is what it's supposed to look like."

And to hear that from Eddie Reese, from a validation standpoint, what we are doing, all the hard work for all the years of doing this, to hear that from Eddie Reese to me was like, "Ping." You could die right there, we are in heaven. We are done. That, and I meet Jimmy Buffett, one of those two things. That's good.

So, 70 people to 2000. Here's the story. I used to work for a board-run

program, took over a team back in 2001. It was in August and they were going to either shut the doors on this team and do a nationwide search or they said, "You can be the head coach. We want you as head coach." I was a part-time assistant at the time. At the time, I had a corporate job and that was tanking - if you know what that feels like. The timing was right and I said, "Nope, I will take that coach job." I said, "What's the number one problem?" They said, "Well we have 70 kids and we are \$30,000 in debt." Okay.

And in my years of being around swimming, there's not much that you can't fix as long as you have dollars coming in, which usually means more kids. How do you get more kids? You need more kids, more kids, more kids.

We got busy in the next four Saturdays in August. We hosted free stroke clinics on Saturday mornings at this little country club. Now, it's a three-foot-deep pool at one end, five at the other. There's no wall targets. It is a skimmer basket pool, so you have got about this much water from the top where it says three feet to where the water level really is. So now I am looking at about 2.5 feet deep. I wasn't paying too much attention to that.

Again, my very first practice to coach at this pool and I have got this little group called the Sharks, for an hour and a half practice. I am thinking, "Okay, today we are going to do breaststroke turns. Let me show you how to do it." So, I swim breaststroke for a length from the five foot end to the 2.5 foot depth of water. I am six foot three. Six foot three and 2.5 feet deep and a breaststroke turn, not really good combination. I grabbed the line, I throw my knees up. I feel it and I looked down. I hop out and I have got 10 toes all bleeding. I mean, I left my skin on the bottom of this pool. I am going to fool these kids and I am standing like this. But we took this team from 70 to 140 kids in 30 days. We doubled it in 30 days. Four Saturday clinics, we went from 70 to 140. I will tell you more how that happened as we go along. The next few years, 140 and 370.

The beginning of this talk and this presentation is really going to be more of the 'what'. After the first few minutes we are going to get more into the 'how' and the 'why'. So right now, pretty much just the 'what'. We maxed out three outdoor pools and started to expand a coaching staff. In our heads, we started developing the plans for Nitro and that's the story of Michael Fitzpatrick and Beanie Harmon.

These two little 10-year olds lead our first ever TAGS meet. I have got two kids that qualified. Neither one made finals, but were there in the mornings at a place called Los Natatorium, if you ever heard of it. It's in the Dallas area. I am sitting on the concrete of the floor because there's no room for us to sit anywhere, because all these big teams are coming in with all their matching shirts and the matching suits and everything else. I am sitting on the floor with these two 10-year olds. I am just sitting down there and I said, "Hey," we are watching City of Midland. They were big. City of Plano. We are watching Blue Tide Aquatics, The Woodlands, North Texas Nadadores, who else? Alamo Area, tons of big teams, all matching shirts. I said, "Hey, we are going to win this. I do not know when, but we are going to win this."

I thought about that listening to Coach Schubert this morning. He said, the two things that most characterized him, at least what I picked up from his talk was his confidence was one and I will tell you the other thing I say when it comes to my mind.



Anyway, we are sitting there and you have to have that mindset that you are going to do something pretty big with this program. And we didn't set a goal for, "Hey, it's going to happen in three years or 10 years." It just didn't set that way, it was just- we are going to go out and do it, right? And I said, "You two might not be part of a program when this happens, but you are part of it right now, because you are the star of this." So somewhere Michael Fitzpatrick and Beanie Harmon, have to know I am talking about them right now.

June of '07, we opened up our first indoor facility. It is 50 meters, 23 lane short course, 10 lanes long course. Behind those splash guards in the picture is the lessons pool over there, 25 feet by roughly 60 feet. By September, we had 600 registered USA swimmers, 800 weekly lessons kids. We had a line wrapped around the building the first day we opened for lessons. We had never run a lessons program before. We taught a lot of private lessons.

Tracy, when she first took over this whole swim thing, she didn't know short course, long course and she was doing all our entries. She did all the data entry. So, it's starting to grow and we are pretty excited.

May of '11, a little over seven years ago, in BK- that's our second facility. 800 USA swimmers, about 1200 kids taking lessons weekly. Now Daka is back there. De Anza Cupertino - wait a minute, Dhaka's back there. There was an article I read about them years before Nitro opened. It was Pete Raykovich and it was the numbers I read about how big their swim lessons program was.

Now, you heard from Bill Schalz this morning. If you were in Bill's presentation about SwimAmerica, there's the ASCA Swim America conference happening right around the corner. I just passed Leslie Daland doing her story on making lessons part of your team and the swim school portion, I can't emphasize that enough. If you want to make a swim program run, get a swim lessons program. You really do not have to know that much about what you are doing when you first start, because we didn't. We knew how to coach. We knew how to teach. We didn't know how to do a swim school, but you'll learn. We have our expression. Tracy and I used to talk a lot about is, you fall forward. If you are going to fall, fall forward. If you are going to fall, keep on falling forward and you'll figure things out. You do not have to have all the answers.

Right now, anybody here at the ASCA clinic for the first time ever? First time? Okay. So heads up, this is the first day of your first world clinic. You are getting bombarded with all kinds of ideas and all kinds of thoughts and all kinds of ways to do things and you are thinking, maybe, if you are like me and Tracy, "Oh my gosh, there's just so much I do not know. These people are so much better than we'll ever be." That's what we thought.

Here's my advice. Take a step back, take a deep breath, and start taking away little bits and pieces of what you think you could implement immediately when you get back to doing what you do. You do not have to do it all. I still have notebooks full of notes from past clinics that I haven't even reviewed that I have gotten great ideas and those books. How you have to get it because you get so caught up in the day to day to day to day, right?

So, today's talk is about roughly 47 ideas that I am presenting in this hour. Maybe one or two of them might work for you. Maybe all 47. But just relax and enjoy this and enjoy the talks and take what you think will work for you and do it your own way, which was what Coach Schubert's said this morning.

So, we just turn around and picked up an outdoor pool, six lanes. We've got

160 kids at that program. We got the word that we got that pool within a week and a half to two weeks, and we had the program launched in two weeks, which is incredible amount of time. A fast turnaround to make that happen. We have got 30 coaches; 16 are full time salaried, 14 are hourly. No fundraisers, no volunteer hours, and no Sundays except for meet weekends. We have got something called 'A rolling day off' and I have got Adrian here, used to coach for us. He's now in LA and I got Daniel right here that coaches for us currently.

'A rolling day off' is whenever we have a coach at a meet on a Sunday, if it's a four-hour shift or longer, they're getting a day off somewhere in that next week. We are getting them off the deck. You have a coach who goes, "I do not want to." You are off the deck for a day. It's not a punishment. It's a reward and it keeps you fresh. How many of you have ever gone four or five weeks straight as a coach without a day off? What's the Shining line? "All work and no play makes Jack a dull boy." Well, it all work and no play will take the edge away from your coaching. So, we are really big on the rolling day off on Sunday's. Love that.

All right. This is what our pool map looks like on a typical Saturday at our Cedar Park Location. If you can't see, right here are two letters that say, "TF." TF stands for Technique and Fitness. That's a once a week group. They come in once a week and if you want to take your team from 70 kids to 140 kids, carve out a lane or two for an hour. In fact, Ed Spencer and I, we were just talking at lunch about the technique and fitness, or whatever you want to call it, fundamentals or I call it 'casual competitive.'

But right now, we carve out those eight lanes. We won't put more than six kids in a lane for our registration, for any of our groups. None of our groups have more than six kids in a lane. We won't put more than six kids in a lane. We just started our season August 13th. August 30th was a Monday. That following Saturday, those eight lanes are filled to capacity. The second group, 11:15. I think those are filled now too. The 12:15 to 1:15 has some room. We have evaluations every single Saturday, team Evaluations at 12:30 at Cedar Park.

So, at 12:30, new families are coming and checking this out, whether they graduate our swim school or they're coming off the street, "Hey, we want to check out this one thing." "Hey Mom and dad, how many days a week do you really see yourself wanting to be here?" Once, sometimes twice. Every once in a while, you'll get someone who's a real, 'this is it. This is just my sport. Whatever it takes. We are ready to go coach.' And they have got some talent in the water. We are going to put them on more of a competitive track.

But right there, forty-eight. What's 48 and 48? 96 plus 48, 144, right? Three hours, we have 144 kids in our technique and fitness group. Now, the group next to that in the little light green, those say, "Intro to Nitro." It's kind of like a TF group, but it's younger. Six, seven, eight-year olds. Those are once a week groups on Saturdays for us. That's six lanes, six lanes and six lanes. We are putting six kids per lane in those groups, too, and they're full. We have got wait lists on a lot of those groups now.

There's 200 and some kids coming in there for a one, two, three, four or five for six practices. That's it. Yes, they're USA registered- in case they do a meet, I do not want to have to mess with trying to chase them down and having to try to register them special. So, that right there is a huge way to grow your numbers.

Now, we do not have the fundraisers. We do not have the mandatory hours of volunteers, but you got to make the finances work, if you are trying to make a team work. We couldn't make a team profitable or you would even break even, if you are swimming team and all you see are the bigger



blocks that are doing long course on a Saturday mornings. If that was Nitro Swimming right there, without the littler blocks underneath, we'd lose money. We'd probably be out of business. There are pools closing every single year, every single week around this country. You know the stories, out of business, out of business. It gets too expensive to keep a pool running. Well, it's because they do not have the pool programmed properly.

Program at the right kind of groups. I am telling you guys, once and twice a week, walk into any third-grade class and asked them, "Hey guys, girls, who likes to swim?" Every hand's going to go up. Okay, same question. "Who wants to spend the next 15 years or life every single day, including Christmas and holidays and Easter and spring break and do not take vacation in the summer anymore. Who wants to do it?" Maybe one that's already doing it, right, but nobody else does. "What if we could show you how to swim like the Olympians swim, once a week? Would you be interested?" "Oh my gosh, yes." If you walk out of there with a million-dollar idea, there's a good takeaway from today.

Moving on. Now, comes the fun part. True or false. Every kid's different, right? It depends. It depends. Every kid is different in terms of development, yes. Aptitude, yes. Stroke when they're going to get it, whatever. But let me tell you, how is every kid the same? Anybody know? The like to play, what else? They all want to feel important. They want to feel loved. They want to feel acknowledged. Every kid's the same. Every adult is the same for that matter. Every human needs and wants to feel acknowledged, loved, paid attention to like they matter. Every kid wants to feel like they matter. So, when you got your lanes all set up and you have got it - it's perfect. You have got your four lanes, you got five kids per lane, you have got 20. You are all symmetric, right? Are you a freak like I am? That one kid comes in late and you go, "No, I had five and five and five and five. Now I have got to have six kids at one lane. That messes me up."

You do not know why that kid is late. You do not know that the mom just didn't come back from dialysis with some other sibling. You do not know that they just came from something horrendous going on, you do not know. So, you know what we say? "Hey, I am glad you are here." You give a smile because you have to acknowledge that person and make them feel like they belong in your pool decks. Do you want to take a team from 70 to 140 or to 370 or the 2000? Start doing that. Start doing that. Real contact. The Mary Kay Cosmetics lady. And I heard Mark Schubert say it twice today. He said, "Make me feel important." Well, Mary Kay Ash, the lady who started the Mary Kay cosmetics, she was famous for saying in her mind, every person she met and every person she ran into, she pretended to see on their forehead, "Make me feel important." That's Mary Kay Ash.

We give high fives to every kiddo. Remember that when people are walking by. If you are coaching a group, your peripheral vision shows little eight-year-old walking behind you. You know what we do? Instinctively, it just comes out and guess what they do? Every time, they smack your hand. You just told that eight-year-old, "Hey, you matter. I am glad you are here. I do not know what's happening in real life. I do not know how it happens in school. I do not know if you are getting bullied. I do not know your story. All I know is, I am glad you are here and I am going to recognize the fact that you are here."

Demonstrators. What kid doesn't want to demonstrate something good in front of the group? How often we demonstrate around Nitro. We always have kids demonstrating, always. You know what's great, is it's not always the kid that's going first. Sometimes the kid that's going sixth. "Oh my gosh. That was awesome. That finish, you kept your head down the freestyle. Hey guys. Time out. Time out. Flags right now. Get the flags. Hurry up. Show me that finish. Hey Buddy," he stands up. Hey, take a bow." He takes a bow in

front of the group, they're all clapping for him. You potentially just changed the kid's life, by one demonstration in a practice of the kid that always goes sixth. They usually don't get that notice in a normal program or he's the one in school probably sitting in the back row. Now they're comfortable going sixth. You called them out and you demonstrated something positive. That is impactful.

There's always something to say, "Oh." Here's something I say to a kid coming to the room. I can't fathom sometimes when I am on a pool deck and I am watching some coaches and watching a group and there's kids coming in, there's a coach just stand there. At least read their time. Do something. "Hey, nice start. Keeping the head down right there." "Who wants that breathing? I saw your last stroke right there." "Hey, by the way, on your underwater, let's do it." It takes two seconds, right? It takes two seconds to talk to a kid. Why do kids quit the sport? Give us some reasons. They do not feel like they matter. Why should they come to practice? Doesn't make a difference whether they're or not, right?

The last thing I have here before I flip the screen is, your walk. When you walk from one end of the pool to the other side of the pool or end to end or side to side, you are not just trying to cover real estate and trying to get from point a to point b. Use your steps and watch the swimmers and watch the water. If you are walking, walk with intention, walk with purpose. You are checking them out right here as you are walking. In fact, your head might be someplace else, might be a million miles away. At least make it look like you are watching the kids, right? Watch them. You are watching because guess who's watching you? They are. Who else? The parents. Who's paying the bills? The parents.

We mentioned that we do some tryouts. Camilla was a little girl that came in two Saturdays ago and this has to do with situational awareness. This little girl was five. She was little too, a little five-year-old and she's wearing this big old swim shirt that went over her hands, right? Imagine that, trying to get a length of butterfly for a five-year-old wearing a big, old, heavy shirt. But I played along. I said, "Camilla," I had four kids sitting in this other pool and when I am doing the evaluation with kids, just checking out our team. I had them all sit there and I was going, "Hey guys, hey, I am glad you are here. When I say go, hop in, hop back out," They were in four feet deep of water at the time and I want them just to get used to the water. I do not want her to just send a kid who's been in some sort of lessons pool and now for the first time ever in 25-yard pool. You send them across, you are probably going to get some tears, right? So, I want to kind of play a warm-up act.

"So, when I say go hop in, hop out. And... ready, set, - do not go yet." They kind of go. They laugh and they giggle because one guy always goes in early, right? I am playing with them a little bit and little Camilla is a little hesitant and I am just kind of paying attention. I am watching all four. As I am playing, I am still studying those for kids because it's that important that that first experience is a positive experience on a swim team, especially with our team. I want them coming to us. I do not want them going place else. I want to quit the sport if they want a bad experience with us. They have to leave and they won't come back ever if it is a bad experience. So, "Ready, set. Do not go yet." Do it again and you are like two hop in and two hop out, whatever. And I noticed she's got some quivering and I see this lip quiver. And I am going, "Oh, oh," tell you what, and she's little.

Now I have got three like eight-year olds next to her. She's not going to hang with these three eight-year olds. "Hey, mom and dad. Come here. Let's have Camilla sit right now in the bleachers. Have her watch this first evaluation." She says, "Have her watch?" I am talking to the calm voice. I am on one knee. I am at Camilla's level. "Hey, Camilla, just sit and watch and I will come back. I will tell you what I will do. I will put my suit on and I will get in the water with

you as soon as I am done with these kids. Is that okay with you?" "Uh-huh." She's scared of me still, but she nods, yes. And we went through it. I went and got my suit on. Took care of the three kids first, hopped in the water. She gets in, freestyle backstroke, backstroke, didn't have breaststroke kick yet, but she's going into her lessons program because she's got to learn the breaststroke and butterfly first, right?

But, she left with the biggest smile. The mom and dad leave with the biggest smile. Two Mondays later, I am in swimming for a little morning swim and I recognize the mom. We've got 2000 kids in our program. 3,000 kids a week taken lessons. I said, "You Camilla's mom." "Oh my gosh. Coach Mike. Yes. How are you?" I said, "How'd it go so far with Camilla?" She said, "Oh, she loved her first lesson." "Good." I am happy at that point. You know, my job was done with her, but I am going to still check up on her. What time is her lessons? Mondays at 5:30. I will make sure I go back and check out a lesson Monday at 5:30.

But that's making the magic happen. 70 to 2000, 3000 kids taking lessons per week between the two locations and you still know enough to get in the water with Camilla, who is a five-year old, just to make sure the experience is a positive experience for the sport. We are not just swim coaches and representatives of our program. We are ambassadors for this sport and we are all in this thing together. So, take care of the Camilla's of the world. We are going to have no problem with the future swimming.

Workouts. This might sound kind of harsh, but how many of you ever think that your kids aren't that interested in swimming? Come on. All right. Hands down. Now, here's the harsh part. Maybe we need to become more interesting as coaches. Maybe we need to be more interesting as coaches. You have got the greatest software programs out there planting your workouts. "Oh, awesome. That's great. That's awesome." Do you need it? I do not know. It could be helpful, I suppose, I do not use them, personally. Some of our coaches, do. They like them. Ten five hundreds. I could make 10 five hundreds interesting. I could make a whole practice of just 25 doing body waves, interesting. I know you could too. Here's how you make 10 five hundreds interesting.

"Hey, this is the first 500, but we've got 10 of them guys. First, right now I am going to pick the top two who've got the best 19 turns. The best 19 walls, I am picking the top two after this 500. Lead on top." You just made that 500 pretty interesting. There was an article a while back when they ask journalists about "Deliberate coaching." Purposeful coaching. Always give them something to think about before you send them off. Do not give those 10 things to think about, just give them something, one or two items. Be specific. Be deliberate with what you want. "I want underwater past the fourth line," or "two touches first before the first breath off the wall."

I want to see the Aaron Peirsol, two giant strokes in that end of that wall. Two freestyle strokes instead of one in that backstroke approach in the end of the term. I need you to set up the underwater. We are going to go this far. Whatever it is, be specific and ask for it and then demand it. If you do not demand it, they are going to just revert back to whatever it is they have been doing. At the end of the season, when they are not doing what you want them to do, at that point, who do you look at? It's us. It's our jobs to make them better.

Lights, camera, action every single day. I heard Kathleen that said it is about being on a stage when you are coaching. What does the parent want? By the way, our practices, we've got bleachers on the deck. We have also got a little bit of viewing area behind glass that's air conditioned most days, for the parents to watch. What do you think a parent wants to see? They want to see a coach who's engaged. They want to see a coach who's paying

attention. They want to see a coach who's using their kid's name and they might be on the pool deck on the little iPad or reading their book or whatever they were doing and they're in their own little world and they hear the word, "Hey Jacob." Pop, and they pop their head up because Jacob's theirs. They look across the pool and they see a coach with Jacob out of the water and you are working on a high elbow or whatever they're working on. "Huh? Cool. It was worth coming today?" And they put their head back in their book. Mission accomplished for that day, right?

What does a parent not want to see? They do not want to see the phone out with the coach doing the emergency text. If you are going to pull out a phone during practice, have another coach come and take your spot. "Hey guys, I have got a quick text. I got to make a quick call right now. Watch this group, would you?" Go someplace where no one can see you do your text or your phone call. You pull that thing out and you start doing this in front of your kids, they're now second most important to you. This is most first, most important to you. The parents see the same thing. I always could tell the parents when I am walking across the pool deck, I will be in the back and I will see a coach have their phone out and they're taking attendance. I go, "Hey parent, it's okay. They're taking attendance. They're taking attendance. It's okay, they're not texting." Right?

Then, the what-ifs. I heard this morning, I didn't know what the statistic was but Kathleen said, "At any given point, there's 20% of your team looking elsewhere. Thinking about leaving," could be thinking about quitting altogether, right? So, your next practice, thinking there's 20% of your folks in front of you, one out of five, but you do not know which one of the five they are. You have got 15 and you are in your group in front of you, three of those kids are thinking about leaving or three of those parents sit in the bleachers right behind you are thinking, "You know what? We'll give Adrian one more day today." "We will give Daniel one last chance." "We'll give Brian today. Let's see if today's experience is worth it."

Now, if you knew that your livelihood depended on that, how would you coach that day? How would you treat every single person in front of you? All 15, all 20, all 25, all 10. Would you do anything any differently? Any different? I do not know. Hopefully not. Hopefully are going to coach that way every single day, but that's what you have got to bring to the pool deck every single day.

At the end of practice, and this can go for big kids too, but we get a little kids together every time they're climbing out. "Hey guys, real quick- come here, come here, come here, come here." They all gather around, "Hey, honest answers. How many you didn't really feel like coming today? Come on, be honest. Who didn't feel like coming," and we asked for hands. In every single day, half the group. It's half, the hands come up. Half. No matter how fun you make your practices and no matter how energetic we are, half these kids do not want to be there.

Now, we'll ask them one more important question. "How many feel better now than before practice?" Every hand is up and that's right then, we catch them and we say, "Remember this feeling right now. Harness this feeling and bring it to the next practice. Bring this feeling to the next practice. Not what it feels like before practice typically feels like. You heard me?" You get them to feel good about after exercise, after a workout. Make them think that it's a lot easier. How many workouts still today? How many of you are working out, exercising on a daily basis or at least weekly basis? All right. Sometimes it's not that easy, but once you get moving, when you finish it, do not you feel better? Yes or no. Those kids do not know that that is what happens. So remind them, educate them that way.

I just checked the last few weeks. I did some counting and I had 397 sent



emails per week on an average; roughly 50, 60 emails a day in my sent items. These are actual response items. That's a lot. But we do a lot.

Five-year plan. What's your plan for today? Quick Story. I had a coach who is wanting to be a head age group coach for us. This is a number of years ago. Sat in the bleachers at the Cedar Park location and he says, "Hey Mike, I want to be head age group coach." "Okay." I said, "Well, tell me what you got." "Okay. I have got a great five-year plan" and I stopped him at that. I said, "I do not have time for a five-year plan. What's your one-week plan from today?" "What's your one-week plan and what's your plan for today? How are you going to make her better, today? 'What do you mean?' We might not have her here five years from now. We are going to win. We've got to win this thing. We got to do it now. So, the plan is for today.

We do spring clinics. We do summer sessions and we do a lot of meets. The spring clinics get ready for summer league tune-up clinics. We are still doing those. February, March and April. Every Saturday when our practices are done, we do a special hour for kids who aren't part of our program. If you can get across the pool without going under, we are going to take you in that program and it's a 'get ready for summer league' tune-up. And it's for 13 Saturdays for 13 hours, getting them ready for their summer leagues. Guess what that does? When those kids now start their summer league, do you think 13 hours and 13 series in a row with USA coaches, who care; you think those kids are at an advantage? Yes or no, compared to the average summer leaguer who's been out since last summer? Absolutely. They are your calling card. They become your business card. "Oh my gosh. Look at this kid. How do you guys do it?" "Oh, we took the clinic over at Nitro. You spend 13 Saturdays and they've got summer sessions too."

Those were born through necessity because how many of you see a little dip in your USA program in the summers? Either vacation or summer leagues. Little dip, right? We wanted to fight the dip and so we said, "You know what? We first marketed this as the anti-summer league summer league. That's how we marketed it, but it turned out it really wasn't a summer league. It was just a summer rec session." We call it Summer Rec. We have four weeks in June and four weeks in July that we offer Monday, Tuesday, Wednesdays and Thursdays. One hour, noon-ish and 7:00 PM.

Summer Leagues usually are when? 9:00 in the morning, 10:00 in the morning, 11:00 in the morning. There are some folks that work. They can't get their kids to summer league practices. Here we are. We come in, we get to lunchtime. We have 7:00 PM and ours are coached by USA coaches. USA professional swim coaches; no offense to the 15-year olds that hold toy stopwatches, but we do not have those on our pool deck running any kind of programs. So, that's a spring. The summer sessions, huge feeder program for our fall. Huge feeders. They're evaluating. As soon as that session ends, they will start being evaluated for our swim team and they want to come in and that keeps our numbers up.

Here's our mission statement. And I came across this. This is an original, but after seeing a lot of mission statements that say, pretty much the same thing. 'We empower human beings to become the best of their potential, whatever it is. And it's a paragraph and a half long. What does that mean, really? We wanted something that says what are we going to stick to that's going to keep us on point every single day. That's how ours is. It is visible improvement, delivered with passion every day.

So, Daniel made a comment to me earlier this morning and we are talking, listening to Mark Schubert and Kathleen and talking about 'trust in the staff' and he says, "You know, you are pretty good letting us do our coaching." Those were the exact words. You are pretty good at letting us coach. And I said, "Well, I trust you all that you are going to do it."

And so, I am not a micromanager in terms of making sure, "Hey guys, I want 10 x 50s, not eight." "Hey guys, I want to," it's not how we run our program. These guys, they have the ball, they run with it. And as long as I know that those groups are showing visible improvement, honest to goodness, I do not care what they're working on. I do not care what they work on, as long as they're showing themselves getting their end result. If they want to come back and it's done positively, I am happy as a clam. But, that's our mission statement. Pretty simple. It's easier to remember.

Quick break. I am giving you a stroke tip because it can't be all the theory and all the positive type talks so far. Breaststroke, what is the best stroke that somebody does in a length of breaststroke, which is usually the very best stroke? The last stroke. Have you ever noticed that? The last stroke of breaststroke, when they stretch and they reach for that wall. If every stroke could be just like that. Imagine a breaststroker that swam every stroke like the very last stroke.

Now, I started telling the story about Charlie Brown. And nowadays it's funny because I say, "Who knows who Charlie Brown is?" When I ask the kids, they look like this. They're looking at me. I say, "No, seriously. Snoopy." "Oh, I think we do not do that. That's a dog?" "Oh Gosh, yes." Charlie Brown is Snoopy. It was a cartoon. You all know Charlie Brown and Snoopy. Well, Lucy made a career of doing this and so for us to get the kids to swim every stroke of breaststroke, and it doesn't matter when they're little kids or whether you have got some national kids. It's a really good analogy to work here. We say, "Imagine that you are going to try to dive that last wall. Well, now, imagine we've got a moving wall. It's a bulkhead. And we got a bunch of strong people on the other end. And you just swim breaststroke towards them. Every time you dive for the wall touch, what are we going to do? We'll pull the wall from you. We are going to pull a wall from you. You have got to beat us before we can beat you. Show me a length of breaststroke like that, but do not forget the glide. You are diving for that wall, every single stroke. Use your imagination."

We send these eight-year olds off on breaststroke. Every stroke, they are diving for that wall, I am telling you what it looks phenomenal. So, use that example when you go back to practices and email me your results.

The art of the email. I said I average 397 for a week for the last couple of weeks. How many of you get the emails that say, subject line, "Concern."? Raise your hand if you got those. Does that make you feel great? You can't wait to open that one, right? You open it and you start reading it and your blood pressure starts to go up a little bit and you have got to help her parent. They want to help you on your program. They got a great idea, great suggestion or something bad happened, whatever it was, and you are going, "Really, I do not want to hear this. I do not want it." You let it simmer for a little bit. And you look at it again, you have got to respond. Our team, we say we have 24 hours to respond to emails; we have 24 business hours to respond to all emails.

So, when you respond, 'Thank you. Dot, dot, dot, dot, dot. I appreciate the fact that you contact me regarding that,' whatever. But, be choosy on your battles. You do not have to win. You do not have to win the email war, you do not. Sometimes you just have to say, "Hey, I appreciate it. I will take that consideration. I will watch myself in the future. I am glad you are part of the team. Have a great week, Mike. Have a great week, Daniel. Have a great week, Tracy."

Would it pass the social media test? Why I put that on there is if you send an email out and somebody could take any part of that email, any half a sentence or a sentence and posted it on something and said, "Can you believe what the coach from Daca just wrote to me? Look what they wrote."

If it's bad, then do not send it and do not write it. It's not worth it. Even if you are right, it's not worth it. Be professional. Know that someone could copy, paste and snip and cut and whatever they gotta do to make you look bad. Do not let yourself look bad once you push that send button, because you can't get it back. I mean, it's not always worth it. And the next morning, guess what? You have pretty much forgotten about it, anyways. So, responding to email in anger, not a good move. I have learned from experience and it is not a good move.

Mark Schubert said, "Swim meets. Sell your team. You sell your team at the swim meets." Get them off the 'best time rollercoaster.' A best time doesn't necessarily mean there's a great swim. We know that, right? But the parents do not, most of them. The kids do not, most of them. Not getting a best time doesn't necessarily mean it was a bad swim. For the first time, they may have done something you have been working on. "Nice job. You had the guts to do it. I love the fact that you took the extra underwater kicks," or whatever it was. "Yeah, but coach, they cost me time." "I do not care about the time. You did what you were supposed to do, right. That's awesome."

Professionalism goes without saying. Positioning. Make sure you are watching the kids. Make sure you are watching the kids that meet. Put yourself in a position to see what's going on. It's hard in some meets because they got the course split. You have got lanes over here, lanes over there. A lot of times you are in the middle. Your head is on a swivel trying to watch everything. But let me tell you what the parent sees. What the typical parent does in a swim meet. They're watching way above somewhere and they're checking out little Lucy and she's there behind the blocks. They are making sure that Lucy's in heat number 48. "Yeah, she's there. That's her in lane number seven. Hi Lucy."

And she gets up on the block, take your mark, peep, she takes off. They check out maybe her first two strokes. Then where do they look? "Who's watching my Lucy?" Their eyeballs leave the swimmer to see is there a coach watching their swimmer. At the next swim meet, eyes on the water and if you can't make it and you got to step away, "Hey guys, watch Lucy real quick. Watch Lucy," because I am telling you, Lucy's mom and dad are watching you and they're watching.

Parent education expectations. I hear a lot of horror stories about parents on a lot of programs and I am telling you, we really do not have a lot of them. We do not have them, but we do a pretty good job of educating our parents a little bit at a time. I am on the Facebook Coaches' Exchange. If you are not on the coach's exchange group on Facebook, get on it. It's a good one. It's called coaches exchange.

We do a pretty good job of educating them on how to behave at swim meets. We do not preach to our parents on how to behave. We educate our parents with enough information to say, hey guys, "When you are at this next meet, see if you recognize parents behaving like this," and we'll give examples on what they should recognize, what they should look out for in the group, in the audience. And if you see it, do not get involved unless you really think you have to, but I want you all wise enough to realize and recognize that that's not behavior that we would do on our team. We are trying to educate from a little backwards way of getting into it.

When they do see something like that, I want to make sure that they realize they aren't only ambassadors of the sport, of the family, of the name, of Nitro. They're really ambassadors of all of youth sports and let's make it good. Let's make it policy. You praise and you encourage and you support your own parents without being so preachy. I think that the message gets a little bit better accepted from them. It could be a positive.

We also have developmental meets for our kids who are intro Nitros and the Technique and Fitness and we do not sanction them. We have met once every five weeks or so. And honest to goodness, we could have done about an hour and a half, \$10, four events. They get best times ribbons. The next week, there are handout in front of their friends. The parents love it because, they get the swim meet, "Check the box, did a swim meet," but that's not spending a whole weekend. You are not driving young families out of the sport thinking what they think they know about swimming. "Oh yeah. It's every week and hotels and long road trips and thousands of dollars later, I will be still doing swim meets." Now it's an hour and a half and it's \$10.

They are not saying sanctioned and so we run them. We time, we have the starter with a lot of coaches are on hand and we take them through a really good process with the meets. The TAGs meet this past long course, that's just how we all looked like on a pool deck as a staff. Schubert said, "Dress alike, just like an army." We are working on the shorts thing. We are going to get the shorts figured out, but right now we at least had the same shirts on. Those are the kids, wearing their "Incredible" shirts. I will say this, being around the pool deck and around the meets, you'll be hard pressed to find a group of swimmers or athletes that are in better moods than our kids on a pool deck at a meet. The coaches are in really good moods. We are not really intense coaches when it comes to meet. The hay's in the barn, I guess, so to speak, at that point. You do not cram for a swim meet. We are not cramming for the meet the day out. You do all the work beforehand; the meets are really enjoyable because the kids just seem to do what they need to do. Natural parents. I happened to walk walking through the swim center. It was this past summer and there was an afternoon practice going on and I look in the stands. There's no swim meet going on. That's a mom and her son. Her son's got a swimmer with us. That's a little brother of the swimmer. But look what they're both wearing. That's pretty cool because I get a picture. Here's another one here. Look what she wrote on her shirt. You guys see that, from way back there? It says, "Nitro grandma." She took a marker and someone put grandma on the bottom of her shirt. It was kind of neat.

Marketing, all the time. Look at the right side of that window. That's a Nitro Swimming car sticker. Tracy, how many people do we have come in for lessons that say, "Hey, I saw you have stickers?"

Tracy: It is the second most common request.

Coach Mike: It's the second most common way that they hear about us, besides word of mouth referral, is a car sticker. We do not sell them. We give them away. We give them. We ask first though, "Are you a car sticker type person? Yes or no?" "Yeah, I love car stickers." "Here you go. No road raging." They go, "What?" I say, "You can't road rage. You are wearing the sticker now." And I also got like the triple AAA, it's like that's a triple A sticker because if you see a Nitro car with car trouble, you are going to pull over and help because it's part of your family. So, part of the army. Car stickers are key. T-shirts, shirts, dry fits. How many shirts did you have when you were with us?

Male Speaker: Probably 30 to 50 to 60.

Coach Mike: Serious. Oh, we sell them pretty cheap. The dry fits are \$12 and the nice high-quality cotton Ts, the good kind, are 10 bucks. And at the beginning, "Why are you selling them so cheap?" "Because I want people wearing them." I'd rather see the moms and the siblings and the grandmas wearing our shirts and having them sitting on a shelf somewhere trying to make an extra five bucks on a shirt or whatever it is. You walk into any school in the Austin area, any elementary school at lunchtime, you are probably going to see three or four Nitro shirts in that cafeteria. Kids either still swimming with us or kids from us anymore, but still like the shirts. So, shirts



are huge. Keep them relevant. Keep them coming. I am wearing mine right now.

Nitro stocks made online. Get your own brand and get your team name. Wear the socks. The coaches all have them.

That's my car. That's a little Audi A3. Think carefully before you decide to wrap a car with your website on the car. If you have any inkling of being an aggressive type driver at all, just think carefully on that one. I am a lot more careful now. I am the guy waving and, "Oh, go ahead. I wasn't here. It's okay. I am wearing Nitro Swimming." So, that's my car.

We got the banners up at our swim centers. There's now 2018 for the long course. We've got that one back, which is good. We have won 13 State titles since opening up our first location. 2009 Long Course was our first championship.

The process. Five-year plans, yes. Three-year plans, yes. One-year plan, yes. One-week plan, yes. One day plan, yes. Today, the free throw. The greatest free throw shooter ever, and I do not even know his name, but he was the guy who used to be on David Letterman and it was a guy that NBA teams used to hire to teach players how to shoot better free throws. And he talked about this. He says, "I never think about the ball going through.

The whole knee bend, knee flex, couple dribbles, how the ball sets, a knee bend. The shot, the release, the trajectory, the backwards spin, the arc, all of those things go into making the free throw. What we try to do at Nitro is do all of those things that go into create a championship type season, a championship type swimmer. If you do the little things right, usually the big thing will usually fall in place.

The last one to leave you with was my athletic director in high school, I was making a speech in front of their graduating class. 680 kids on a football field, bleachers on both sides, parents and friends. I was nervous because it was one of those where you said something in the microphone. He said like, "Hello." Then you'd hear that hello about a second later. It really messes you up when you are trying to talk. And he says, "You are nervous, aren't you?" And I say, "Oh yeah, yeah." And he says, "Listen," he says, "All I got to do is remember if it's important to you that the audience gets what you are saying. If it's important to you that they understand, you'll be okay."

My point to you in this whole talk was when you go back in front of your audience, if it's important to you that they get what you are doing or what you are selling, they'll understand it. I know Jeff Kostoff's talk is talking starting about one minute right now from now. I appreciate all you guys being here and I hope that you get one or two things or so out of this. I appreciate your all time. Thank you very much. ■



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# Councilman Memorial Lecture: Thirty Behaviors That Will Make You Unstoppable

by George Block

George Block: This is the second talk this week that I have given for somebody else. I was not supposed to be here doing this. A guy named Ben Hardy was supposed to be doing this, but I first want to tell you who Doc Councilman was. He is America's first scientist coach. He was a World War II bomber pilot, he was a Ph.D. researcher, but he was always looking outside of swimming for swimming insights.

He was looking for things that are like swimming. He took his experience as a pilot and the lift from the propeller blades and airplane wings and used that to develop his Bernoulli's Theory of Lift in swimming. The things that are like swimming are there to help us understand or perform our sport better. It gives us a different viewpoint, it helps us look at things from outside. We have had aerospace engineers here in the past and psychologists and mountain climbers and the Chinese diving team. But, we are always looking for things that help us master our craft and see it from a different viewpoint, but we didn't always make the connection well.

A year ago, almost to the day, I read an article written by Ben Hardy. It was in Inc. Magazine. '30 Behaviors That Will Make You Unstoppable,' you should write that down, Google it and you can actually read the original. Then, suddenly his life changed.

He agreed to be here. He said, "Okay, I will come out and do it." He is a PhD student. He is a graduate in Organizational Behavior. He is a foster parent. He is a blogger and then, suddenly, he became a bestselling author. He wrote a book called Willpower Doesn't Work. Suddenly, his fee for this talk went from 2,500 dollars to 25,000 dollars. John said to me, "You are doing the talk." That was about 48 hours before the clinic.

So, he gained a lot of credibility. He got booked for a lot more money. But, his 30 behaviors are still valid. I am going to tell you about him, but I want to do something today with you guys that we have never really successfully done. We want to try and make the transition from seeing the behaviors to how are they like swimming. 'How does this affect me? Oh, I have done this before,' or, 'Oh, I've screwed this up, or I saw somebody do this, or my kid had a problem.'

Normally, I tell people to move to the front of the room. Here's what I really want you to do. I would like you to move to the middle of the room, near this microphone here. That way, if you see a behavior that you've used, you see somebody else use, you shouldn't use so you wouldn't have gotten yelled at by that parent, or whatever it is, I want you to jump up and just say, "Here's how this is like swimming." I want to make the transition today in the translation from these 30 behaviors of organizational behavior into how they apply to your swimmers, to you as a coach, and to you in your real life.

The rules are pretty simple. There are only two of them. I explain the behavior and then you jump, get in the front of the mic, and tell me how the behavior is like swimming to help you understand the sport. How you could master the craft of coaching a little bit better. Ben describes unstoppable as that there are people who are really good at what they do, people who we consider elite, and then others who are just unstoppable and excel at every

situation and excel in different dynamics that are constantly producing top performances.

The unstoppable, in his view, are in their own world. The others around them don't matter, and sometimes as negative. They don't compete with anybody except for themselves. They just want to keep doing better than they did last time, better than they did last time, and better in a new situation. The very first behavior to me is one of those Yoda-like behaviors. 'Don't think, just know,' I know we tell that to our summers all the time. Think your way to the practice pool, think your way to the practice pool; so, when you go to an event, you don't have to think, you just do.

A chord from Oprah, 'Every right decision I ever made came from my gut.' Bill Thomas, who was one of my assistant coaches, used to tell me when I would have one idea that was just a little click too great, he would say, "Coach, whenever you try and outsmart yourself, you succeed." That was always his reminder to me. Anybody got number one? Jump.

Speaker 3: My name is Larry Larson, I coach in Africa. I could tell you a lot of things that happened in the wildlife like this, because I am an animal behaviorist, but I am going to take it to swimming if I can, George.

I think that a lot of us realize that these things actually do come with practice. But they come with a pump of adrenaline. When things happen on the pool deck, or when you are racing, in the case of swimmers, you don't think things through that well. It becomes automatic and these automatic reactions, they have to be trained. I was listening to somebody yesterday saying that when they came through the relay and they were down behind after the first 50 of the last leg, they just knew what to do to bring in the kick, not to breathe, etc. These are things we can bring to our swimmers and I think we should tell them their instincts are going to be their best server. I hope that answers something.

George Block: Oh great. Second one, 'always be prepared.' Clearly, this is what we want. Us to be as coaches, we want our swimmers to be this way when they get there. Josh Waitzkin was talking about music and art and engineering, but he said, "great leaps forward are grounded in a technical foundation," even the really great rock musicians and folk musicians had incredible technical training in their instrumentation.

Become a master of your craft, while everybody is relaxing, you are practicing and perfecting. That's both coaches and athletes. With enhanced consciousness, time will slow down for you. How many times have we heard new rookies in the NFL, talk about 'finally the game is slowing down for me,' about halfway through the season or three quarters of the way through. They talk about the game slowing down for them, that's the stuff they are talking about.

Speaker 4: Swimming is an art form just like dance, art, and music. Without repetition, the artist, the musician, the dancer, the gymnast cannot be successful because if they don't do it over and over again to ingrain what's the right way to do it, they won't be in art form and won't be successful.



George Block: Perfect. 'Don't be motivated by anything external.' We always try and build up internal motivation in our kids. As a coach, I felt really successful. We would have a big meet and I go in the locker room floor and there are ribbons and medals left because they didn't care how many they won. They just cared about how they performed. I said, "Okay, they're not into anything external. It's all internal stuff." Anybody jumping? We have a jump.

Speaker 5: Jackson Leonard from Miami, Florida. When I was younger and I was trying to decide whether or not to do a master's in English and I was counseled to pursue that, not because it would help coaching, but precisely because there's an option outside of coaching. Every year, I could decide I was going to be a swim coach over being an English teacher and if I ever was in a situation where money was tight, I could be an English teacher. So, having that option allows me to coach every year because I want to coach.

George Block: Perfect. This one is another word, almost too obvious right? 'Never be satisfied.' The drive that closes the gap between near perfect and perfect is the difference between great and unstoppable; that is that saying, '99% right is 100% wrong.' For you, it's not even about the goal, it's about the climb to see how far you can push yourself. Doesn't that sound like Doug Ingram talking about climbing Everest? The way to enjoy life best is to wrap up one goal and start right on the next one, as Mark Schubert talked about the importance of resetting goals. Not just goal setting, but goal resetting. Don't linger too long at the table of success. The only way to enjoy another meal is to get hungry again.

Jim Rowan said it and Mark Schubert echoed it yesterday. Anybody jumping? That's very inspirational quote there. 'Unstoppables are always in control; in control of what you put into your body, in control of how you spend your time, and in control of how long you can stay in the zone when you are performing. They act on the basis of instinct. We are talking about educated instinct, not just an impulse, and there is a difference between an impulse and an instinct. Just because you could, doesn't mean you should, right? Be true to yourself, not what your parents told you and your grandparents.

'They are relentless and unstoppable people.' I thought this was really an interesting word, they purge everything from their life that they hate. If it's getting in their way, if it's cluttering up their closet, their desk, their life, or their morality, they purge it. They have the self-respect and the confidence to live life on their own terms. When something isn't right in their life, they change it immediately. It's a 'do-it-now' frame of mind. I thought that the two choices of words, the 'purge' and the 'immediately' were really interesting. Anyone jumping? I see a jumper.

Speaker 6: Alex Martinek from the Boise YMCA, and I think we have heard this theme all week from Dave Salo or David Marsh. We have heard great ideas, but take it and make it your own. If we take someone else's ideas, it's great, but if we try to be exactly like them, we're just performing at 90% of ourselves. If we take their ideas and make them our own, then we're really being true to ourselves and we are performing at our best selves.

George Block: Thank you. 'Never let off the pressure on yourself, on your teammates; instead of letting off the pressure, the unstoppables are the ones that are constantly turning up the pressure on themselves. It's what keeps the unstoppables alert and active. Pressure can burst pipes, but it can also make diamonds. This is a Robert Horry quote from when he was with the Spurs; they were asking about the pressure of him being 'Big Shot Bob.' He said, "Pressure can burst pipes or make diamonds." Don't be afraid of failure. We all know that if something goes wrong, if you fail, you adjust and keep going and learn. All failure does is tells you, this isn't where you

should be spending your energy. Put it in the areas where you are succeeding; jump to it.

Speaker 7: Carl Shallenberger from Firestone, Akron. We deal with so many kids who get so used to being successful, whether it is academically or athletically. They get into that mode of "Oh, I am doing really well, I am doing really well." We always push our kids. We never set them up for failure, but we always try to push them to do something that you've never done. Do a new event, whether it's swimming or outside of swimming. We have a young lady who was an exceptional hundred butterfly. She wasn't always exceptional, she's become exceptional.

She was very easily at the Sectional level and absolutely terrified to swim the 200 fly because 'I am going to fail, I am going to fail.' Well, we just entered her in it and didn't give her the option not to swim it. We walked her to the block and said, "Okay, you are here; let it happen" and she got a Junior cut. It's the first time we had done it outside of a practice, and it's that 'putting yourself in that opportunity' where you are going to fail and no one cares. But, that same opportunity makes it, 'Wow, super high level of success,' as well.

George Block: That's perfect because he didn't say, 'don't fail'; he said, 'don't be afraid of it.' My favorite –

Speaker 9: That's an important time. Gary Hall with the Race Club, we deal with that topic all the time. We don't even know the word 'failure' exists. When we talk about swimmers at the end of the season and things don't go as planned, we take that as a positive. Every swim has a positive side and a lot of times you learn more from the mistakes from the bad swims than you do from the good swim. We try to turn every swim, whether it's good or bad, into a positive. This is going to help you get better, right? I have seen that many times, if things don't go as they expected. But, don't ever use the word 'failure.' It's not a failure. This is a process. Everything in life is a learning process. It's one step at a time.

George Block: His ninth one is 'don't compete with others, make them compete with you.' The best example I heard recently, and probably everybody in this room heard of it, was when the reporter asked our current Secretary of Defense, General 'Mad Dog' Jim Mattis, "What keeps you awake at night?" He responded, "Nothing, I keep other people awake at night." That's exactly what it is. You don't compete with others; you make them compete with you. 'Never stop learning.' That's sort of a no-brainer to everybody who is in this room here today.

If you are the kind of people that stop learning, you wouldn't be up at 8 o'clock on Friday morning in Anaheim at a clinic to hear somebody else give somebody else's talk. You guys are into learning. That's why you are here. You are already in that extraordinary group, just by being here. That first sentence, 'Ordinary people seek entertainment.' There's lots of entertainment around here to seek. Extraordinary people seek education and learning. The fact that you are here in the entertainment capital of the world and you are seeking education and learning, you are being unstoppable.

Speaker 10: Rick Ernstrom, San Luis Obispo High School. I got this same message from Doc Councilman about 35 years ago. 'Be a student of the sport.' This will be my 48th year and I am still learning.

George Block: Thank you.

Speaker 11: Kevin Cleary Hillsborough Heat, Oregon. One thing that I've tried to cultivate, especially in myself is having a beginner's mindset, which



means that I can learn from anybody. I can learn from my 10-and-Unders, I can learn from my Seniors, I can learn from anyone in a class, and anywhere in life. Ever since I've adopted that mindset, I feel like my growth has skyrocketed.

George Block: Thank you. 'Your unparalleled preparation is what gives you power.' That's how I always saw Coach Mark Schubert when he was at Mission Viejo, the first time. Whether it's on the deck or in the House of Delegates at USA Swimming, he was more prepared than anybody else in his environment.

Speaker 12: Thank you, George. My name is Paul Murphy from Bay Club in San Francisco. One of the things I did, as far as never stop learning. Everyone that I meet in life, I am learning in and out of the sport. I have sat down with football coaches, basketball coaches, other high school club college coaches and I pick their brains about organization, how to handle kids, how to handle failure, and how to move forward with programs in my career; so, always learning.

George Block: That's a perfect example.

Speaker 12: I am from St. Louis. I grew up in the St. Louis area, swimming and so forth. There was a coach who had polio, and he walked around with a cane. But, he had a tremendous amount of 12 and Under kids and I used to ask what the heck he was doing with his kids and picked his brain. He just simply told me, 'We just do a lot of body weight stuff, like pushups and sit ups and so forth.'

George Block: 'Keep it simple. Success isn't enough.' The unstoppable are never satisfied with success. In fact, success only increases the pressure on them to perform better. For the unstoppable, immediately following the achievement of a goal, your focus is on your next challenge- it is almost like what Coach Schubert said that goal resetting is more important than goal setting. It is really similar to the number four behavior; not quite identical, but similar.

The unstoppable don't get crushed by success and we've seen folks get crushed by success. Some people can't handle it. They can get lazy. They can get complacent. You know they get what they want and some they are not even doing the same things that got them there in the first place. I think everybody's seen that happen with coaches and athletes, we can observe it at the pro level frequently. If you are unstoppable, no external noise can push harder than your own internal pressure. Your own internal noise drowns out all the external noises. It's not about the achievement. Earlier, we heard somebody say it's the process. Success can be a catalyst for failure. That's something that we all have to be wary of; getting complacent after success.

Speaker 13: Peter Sczupak from Gator Swim Club in suburban Boston, Massachusetts. Over 30-some odd years of doing this, and also doing coaching and private practice mode, some of the higher echelon kids that we get, once they hit that, they break through a barrier. There is complacency that sets in, or en route, they give up a little bit too easily. An 'ism' from Coach Pete Malone I picked up, just by overhearing him talk, at a meet in Dallas where he said he treats success and failure identically. Now granted, I am going to jump up and down when a kid first makes an Olympic Trial cut like you should, but keeping the emotional components to that in a narrow range keeps the kids grounded.

George Block: Thank you, coach.

'Own it.' There is nothing more powerful than ownership. If you mess something up, the human instinct is to point to somebody else and say, "She did it, not me. That was hers." Ownership gives you power. When you take ownership of a problem, you get the power to solve it. You take the power from your organization, you take your power from your boss, and you take your power from people around you. Taking ownership and saying, 'That's mine, I am going to fix it,' is a power generating statement. Extreme Ownership requires checking your ego and operating with humility. No blame, deception, illusion; cold, hard truth, accept the facts datum. 'I screwed up. I am going to fix it. I know how. All I have to do is the opposite of what I just did.' Own it, ownership creates its own power.

Speaker 14: My name is Jim Luby. I am from Louisville, Kentucky, the Sacred Heart Academy swim program. I am the master of making mistakes. I am an expert in that and so every day, I get an opportunity to tell people how I have screwed up and with that comes a certain comfort and ease and vulnerability. I think that is really important. I coach only girls in the high school realm. If I make a mistake in the lineup on a certain relay, or if I've done something where the kids think there's a mistake, I am the first one to jump up and say, "You are right." Those two words help so much when you make a mistake; you are right.

George Block: Thank you. You mentioned a third word while you were up there, coach. You talked about humility, and that it takes a certain humility to do it. Isn't that humility and gratitude that are the two master virtues? Humility allows us to learn. Humility allows us to interact with other people. Humility, and then owning it, are incredible power generating behaviors. Let the work speak for itself. 'Well done is well said,' don't talk about it, show me. Let's talk about deep work and shallow work. We've gotten so into that the last few years.

The deep work is rare. Very few people are doing it. It is really high value and nobody can do it like the unstoppable. They are really high performers. Nobody can replicate that. Shallow work is exactly what it sounds like-- anybody can do it. That's minimum-wage stuff, it's low value. It is highly replicable. The deep work versus shallow work, it's worth looking at that and almost memorizing that chart, as simple as that looks. It is because if you look in any pool, you'll still see people doing common work and low value work, things that anybody can do. There will be one or two kids doing that high value, non-replicable, deep work where you are just going, 'wow.'

Talk is shallow, anybody can do it. It's easily replicated, very low value. Don't tell me, show me. 'Always work on your mental strength.' For the unstoppable, this is a key deal because mental resilience is the most critical trait of any world class performer. Josh Waitzkin considered it be nurtured continuously because success takes time. It takes perseverance, it takes slogging it out, and it takes all that grit. Talks about the better you operate under pressure, the further than anyone else you will go. Talk about the best training you ever do is mental training because wherever your mind goes, your body follows.

Don Swartz has been telling us for decades; wherever your thoughts go, your life follows. Confidence, I know as a coach, as a CEO, I have never seen anyone outperform their level of confidence. The great Richard Quick's slogan was, "I believe in belief." He thought that his job through all the training they did and all the out of pool activities they did was to constantly improve the swimmer's level of self-belief. That confidence is the greatest asset. That their ability to do anything hard is more of a reflection of their confidence than their ability, I have heard that from Richard hundreds of times.



If you are not confident, you will never put yourself out there in the first place. Your confidence determines the challenges and the goals you will undertake. You only take big swings, if you think you can hit the big ball. Your likelihood of achieving those goals is determined by your confidence and how well you bounce back from failure is determined by your confidence.

Speaker 15: Don Swartz, North Bay Aquatics. One of the things that I learned from Rick DeMont came 12-15 years ago when we were having a conversation about this topic. He said that he thought the most important muscle in the human body was confidence and we started to have a little conversation about that. I really believe that to be true and we talked about that with our kids. It's fun because you ask them what's the most important and they go, "Core or squats" or whatever they say and you say "No, actually the most important one is confidence because if you have confidence, you can do anything or at least believe you can." That's the first step to greatness.

George Block: You believe you can, you'll take that first shot and you surround yourself with people who remind you of the future. What's that saying? All of us are the average of the five people we spend the most time with. So the character and the aspirations of our five closest friends is our character and our aspirations. Surround yourself with people you want to be like, surround yourself with people you admire. The expectations of those around you in large measure determine how well you'll perform. That's the old Pygmalion effect. That's where everybody wants to work.

Everybody wants to work with great colleagues, smart people who are working hard and trying to do cool things. Forgive and Remember is the title of also a great book if you want to read it. Forgive and Remember is really a good book. Being unstoppable requires carrying no unnecessary mental or emotional baggage, sort of like the earlier slide where if you don't love it, dump it. Immediately purge it; right along that same line. Forgiveness doesn't mean you forget. You don't do any further business with that person. If they have wronged you, you don't have to deal with them anymore. You can forgive them, but don't deal with them. Forgiveness improves both your emotional health and your physical health and your ability to perform.

When I was a very young coach, I just stumbled into the greatest boss in the world. This incredible mentor is the best football, basketball, track coach ever in the history of Texas and he was just a brilliant coach and brilliant guy; real, real country. He was serving in the Pacific Theater during World War II. He'd seen the worst of reality. One day, I was in his office and I was just really upset and I don't remember exactly what I said, but I said, 'This guy — me over every time I deal with him.' And he was just reading the newspaper and said, "Coach, he wouldn't screw you if you didn't get into bed with him first."

I said, "Got it, Coach," and moved on from there. 'Goals' and these 30 behaviors keep coming up over and over and over again. Short-term goals are useful developmental tools inside of a long-term nurturing philosophy. Having your kids at really clear short-term goals is only effective if you are training them inside of a nurturing long-term philosophy, and obviously what we all know about goals - clearly defined, time bound, and goals can be focused either on behaviors or outcomes. We know that behaviorally focused goals are better and more motivating for an outcome.

When you crave the results so much that the work is irrelevant, then your aim should be focused on your outcomes. When if you are Brian Goodell and you are swimming for Mark Schubert, and you are already training at the highest level, you are already doing every turn correctly, you are do-

ing every weight workout correctly, then suddenly the behaviorally focused goals -- you can focus on winning that gold medal. But, for all of us who are somewhat at a lower level in our lives or our professions, we need to change our behaviors, whether that means stroke mechanic behavior, a training behavior, a behavior with your teammates, or whatever it is, and that behavioral change will result in better results.

Those behaviorally focused goals are 99% of the time much more beneficial. Then, as the old saying goes, "When your why is strong enough, the how will take care of itself." What are obstacles? The things you see when you take your eye off the goals. This is about the third time that Ben has pointed us to immediacy, to 'do it now.' You know purge immediately, take care of things immediately, respond immediately. He's obviously really focused on do it now.

Hesitate last, anticipation of an event is always more extreme than the event itself. How many of you guys or ladies have girls on your team who are just worriers and just worry about things? They torture themselves with worry and they can worry for weeks and weeks about a two-second event that turns out to be nothing; but the anticipation, the worry about that event, tortures them for weeks. That's what that's talking about is both positive and negative events. Anticipating it is way more extreme than the event itself. That's why you want to get kids out of worry.

Then the last quote that he had was, "Don't analyze it, just act." I just wondered if he had co-opted Yoda as one of his co-authors of this. He said, "You'll figure out what to do after you've taken action." That seems oxymoronic, but sometimes you have to start in order to figure out where to go. It is football season now. If you look at the great running backs, you will see you make that first step and all of a sudden, they see where the opening is and they're through it. But, if they didn't make that first step, they wouldn't have made the defense react to them. You will figure out what to do after you have taken action.

I am a huge believer in serendipity theory. So, for me, serendipity is looking for the needle in the haystack and finding the farmer's daughter. But, you don't get to find her if you are not looking in the first place. If you are not digging through hay, if you are not out there getting dirty, if you are not out there mucking it up, you never have that opportunity for that, "Oh, my God experience," that something that is even better than what you were looking for. If you don't take that first action, there's no possibility of the intent of that action occurring or something even better.

My own life experience is sometimes defying gravity and just falling uphill because if you are digging and digging and digging and looking for that needle in the haystack, you can find something way better, but only if you are digging to start with. Once you act, it becomes practical. My kids tell me, before I can even say back, my kids are saying, "Yeah, Dad, do it now," because they know that's what I am going to tell them. Do it now. Do it now. Do it now. That's sort of who I am. Choose simplicity. Simplicity is elegance.

Albert Einstein said, 'If you can't explain it simply, you just don't understand it well enough,' amen. Any real expert can take something complex and make it simple. Da Vinci said, 'Simplicity is the ultimate sophistication.' Wisdom is timeless and simple. That's why Chinese proverbs are short. We want to choose wisdom over knowledge; choose simplicity, demonstrate simplicity, coach with simplicity, try and live with simplicity. Do not be jealous or envious. This is going to hit all of us as coaches. We can be jealous of somebody with a better facility. We can be jealous of somebody with better swimmers.

We can be jealous of somebody with better funding. I am jealous of almost



everyone in this room because everybody's better looking than I am. But, jealousy and envy are from the ego and the ego operates out of fear, fear of losing something. 'What could I be losing?' But the key deal is everybody in this room is irreplaceable. Everybody in here can do something in some way that no one else can, at least not in exactly the same way that they do it. That's what makes life fun.

Everybody in this room is different; thinks differently, talks differently, sees things differently, coaches differently, likes different foods, and cooks differently. There is nobody in here, when you are with your team, who can coach your team that day, that practice, that minute exactly the way you do and that is your own superpower because nobody else has that. You can do stuff that nobody else in this room can. So, on one side, you get jealousy and envy and then on that other side, you got that beautiful place of humility and gratitude. That humility and gratitude is where we want to live. Mark.

Speaker 16: Mark Hesse, USA Swimming. I think this is like swimming when you see your swimmers and one kid makes a cut in the group. Everybody else is pissed because that's the kid that doesn't work hard. 'I work harder than him. I come into more practices than him.' It comes from a scarcity mentality instead of an abundance mentality. Like, 'there are only so many cuts that your team is allowed. You can only take six guys to Juniors or whatever.' It should be the other way around. If people are doing best times and making cuts that should give confidence to the group and get them excited. It may not be their time yet. But, that opportunity is there and I think this is the real enemy of success in groups, especially working with teenage athletes. You want to have that abundance mentality. There's more than enough to go around for everyone.

George Block: Can you stay at the mic for a minute? Obviously, the way you said that, you've lived it. Could you talk to everybody about in that moment, where that jealousy comes up? Maybe it is tied with a failure and you are trying to get both that abundance mentality out, but there's plenty of opportunity. And you are trying to help that swimmer learn from that failure and turn it into an opportunity. How do you deal with that situation in the moment?

Hesse: It's not easy. I think what I have learned is the idea of 'not yet.' It's not your time... yet. It's coming, keep working. You know, the rock may not break on the 99th blow, but on the hundredth blow, it splits in half. We have to sell kids that things don't always happen on your timetable, but the process nearly always works. So, sticking to it and making those slight adjustments. It relates to everything else, right? Learning from failure, not accepting success as the final stop, I think they all really intertwined.

George Block: Thank you and that's so true. Work doesn't always pay off when you want it to, but it always pays off. I am sure Dr. Hall, you have seen that in medicine. You work and study and work and experience. It doesn't always pay off with that second patient, but down the road and it pays off. In any profession, any environment, work doesn't always pay off exactly when you wanted to, but it always pays off.

Speaker 17: Deborah Clark, Osborne High School in the city in Manassas, Virginia. I have a lot of times I am looking at people and I am envious. I want a bigger team. I want faster swimmers. I want more lanes for practicing. I want more swim meets against people we can actually compete against instead of being blown away by the best team in the state. I have a lot of things I could be envious or jealous about. But, I learned a lesson this last year when a couple of the other coaches in my district said they wish they had my team because my team had the enthusiasm and were cheering each other on and that sense of family. We may not be the best swimmers in

the world, but we may be the best team in the world, and sometimes what you have is more than what you think you want.

George Block: How long did it take you to go from that low moment where you are beating your head against the wall, and wishing you had anybody else's team except yours, till this year when people were saying, "Gosh, I wish I had your team."

Speaker 17: A nanosecond. When they said it, I was just like blown away. I was like, poof, 'Wait a minute, look at what I have.'

George Block: Thank you. Seth Godin, anybody here read Seth Godin books? He produces books faster than I can produce belches and they are all worth reading. They are all insightful. They are all fun reads. "If I fail more than you, I win." The great Wayne Gretzky: 'You miss every shot you don't take.' That's a great one. Take the shot, make whatever adjustments you need, make them immediately after and go, take a shot. You know, I tell my kids and I tell my wife, 'Give it a shot. Take it, try it. What's the worst that can happen? We throw it out and order Chinese food. Go for it.' Almost back to an earlier one, right? Don't get caught up in your success.

Focus on what got you there. Well, the coaches and swimmers, what got you there? Hard work, deep work, irreplaceable work. We were talking about a young kid. He was talking about, "I need to build my brand." Well, that's how you build your brand! Do stuff, work hard, do noteworthy stuff. Unfortunately, when you do noteworthy stuff, then some of the benefits that come with them and they can become distractions. It can get too easy to ride the wave of your previous work and I think you hear, a lot of times from pro athletes about how they all remember where they came from. They all remember what got them there. The really great ones remember what got them there. Hard work, hard times, going through it, sacrifice, and all those clichés.

Speaker 18: Sean Redmond, Fallbrook Associated Swim Team and age group coach and high school coach. When I was a younger swimmer, I had a coach that was hounding me every day. There was nothing I could do to make him happy, absolutely nothing, didn't matter how fast I would go. One day after practice, I went and talked to him and I said, "John, why do you keep hounding me? If I had the world record, would you still be on me." He says, "I'm going to keep hounding you even more than I am now because there's somebody coming up behind you, and until you don't want it anymore, and you are not willing to put that effort and work to maintain and keep following that journey, then I am going to keep going until you say no." That changed my whole perspective.

George Block: Thank you. This concept for me changed my life and it was a little bit of a mind bend. I want to walk you through it a little bit slowly, but 'think and act 10x.' That means 10 times and going 10x changes everything and it really does change everything because to really go 10x, you got to change your paradigm. Going 10x, you have got to throw out all of your assumptions. Who in here has written a business plan? Anybody? Okay, so you know that in business plans, you have certain base assumptions that you make at different points along the plan. When people are looking at your business plan, what they really are doing is they are testing the validity of your assumptions. The fact is that when we go 10x, we realize that the assumptions we make about our own lives and about our own situations are totally false and you almost have to go 10x to do it.

10x thinking automatically leads you to think outside of the box of your present obstacles and limitations, and opens you to an entirely new field of possibilities. 10x progress is built on bravery and creativity. That may

seem like a cliché, but doing 10x is terrifying and it requires creativity to rethink everything. Are you willing to question your own thought processes and open yourself to believing an entirely different set of possibilities? Undertake goals that seem lunatic, they will seem lunatic even to you and to everyone else. Then the last quote from Paulo Coelho, a mystic writer, if you've ever read any of his stuff.

He said, "The universe will conspire to make it happen. If you believe it and decide to go for it, the universe will conspire to make it happen." Here's an example of 10 x thing. I am going to try and go with you. You have a 40-person swim team and you want to get it to 150 kids. What if instead of saying that you said, "I want to take it to 1500 kids." Well, suddenly have to think in totally different terms. Well, I suddenly need more facilities. I suddenly need more coaches. I suddenly need a business consultant. Whatever you need to go from 40 to 150 is not what you need to go from 40 to 1500. Make it personal. Say I want to make 20,000 dollars a year this year as a coach, okay.

I want to make 200,000 dollars a year as a coach. Totally different strategies are needed. The 10x thinking: even if you at first, you only do it experimentally just because it is terrifying and you think, "Well, I couldn't possibly do that. I couldn't." I haven't seen a situation in my own life where once I stripped away my own fear and my own self-imposed limitations and most of those were fear based, that I wasn't able to go 10x. The team I had, I was jumping for joy when we had our 101st swimmer. 'We're over 100! We're over 100!' and 2 years later, we were 1500. But, everything was different.

You can do that at every level of your life. You can do it in your personal life, professional life, educational life; it doesn't matter. All your assumptions will need to be thrown out. All your limitations are thrown out. All your diapers are thrown out because you do wet your pants a few times while you are thinking about it. It's a bit terrifying, but it is game changing. The worry people have is, 'God, what if I fail? What if I fail to do 10 times what I thought with my wildest dreams?' Okay, only do six times. So, only take your income to \$120,000. You are better off.

Failing at 10x, you fall so far uphill, you will be how many times better than you thought you were going to be? When you get there, you are mad at yourself that you failed. Then a year later, you are actually at 10x. I would almost tell you that this might be the most important slide or thought in here about the unstoppable is 10x. Experiment yourself, even if at first is just a mental experiment or a thought experiment. Figure out what your biggest goal is for your team, for yourself, and for your family.

Again, goals. The unstoppable, not the average kids or the fat part of the bell curve, but the unstoppable are way out past good, past great, past elite. They are way out on the end of the bell curve. For the unstoppable, they set goals that far exceed their current capabilities. Not their current expectations or their current capabilities, that way when they set their goals, they are not even capable of doing that at the time. They have to develop entirely new capacities, and for all of us, it's that way. If we decide we want to go 10x and we set some goal, it's got to be a goal that far exceeds our capacity, so we have to grow new capacities, new spiritual capacities, intellectual capacities, financial capacities, or whatever it is.

10x goals exceed our capacities. If we stay working in our current capacities, we can set incremental goals. That's good, we keep getting better. Life is good. If we want to go 10x, those goals have to exceed our capacities. The key word there is capacities, aiming beyond what you are capable of and developing a complete disregard for where your current abilities end. 'I don't know how to do that.' No kidding; if you knew how to do it, we would have already done it. I got to learn how to, I got to figure it out. I got to get

somebody to tell me. I go to a smart person, I go to somebody who has already done it and tell me how to do it. Change your capacities so that your goals challenge you to be someone more than you currently are.

When you are expanding your capacities -- physical capacities, intellectual capacities, experiential capacities, or moral capacities -- you are growing to be better than you currently are. It's 'don't wish it were easier, wish you were better.' The ASCA Fellows went through a process reading and the whole deal was, 'What would it look like if this were easier?' And my answer to this question was an experience from my own life. When I retired from coaching, my city asked me to open a homeless center -- a transformational homeless center in our downtown. It was large campus, 1400 people there every night. We brought in 80 community partners to each take their share of the pie. People are already working on homeless issues in town and on one side we had the acute; those who had something go wrong in their lives. On the other side, we had chronics; those who were chronically, mentally ill.

We all ran the chronic side, working on stuff, and partners in silos and had to sort all that stuff you have when you are putting up together something new. I was exhausted. My knees hurt. I was tired. I was walking back to my office and I came up with this chaplain. She was this wonderful lady who was walking next to me and I just stopped and looked up at the face of God and said, "If we're doing your work, shouldn't this be a little bit easier?" She turned to me and said, "Coach, if it was easier, we wouldn't learn anything." It was brilliant, it was wisdom. It was what I needed to hear at the time. Don't wish it was easier, grow wisdom. Coach?

Speaker 19: Marty Keating, Pittsford, New York. This sort of reminds me. There was an Israeli mechanical engineer, Moshe Feldenkrais, who used to come over here every year back in the 60s, 70s, and 80s and work with a lot of people that had neuromuscular problems. He wrote several books and one was Awareness Through Movement. One of the exercises that he did is one that I do every day now. Now I do it with my swimmers. I say to them, 'Stand up,' and they stand up. Then, I'd say to them, 'Okay, now this time I want you to stand up, but I want you to think that your feet are on scale. The first time you stood up, the scale went bing, bing, bing and it stopped at your weight. But now, I want you to stand up so that the needle goes directly to your weight, slowly but steadily,' and they do it.

I'd say, 'Now, what's the difference?' "Well, I was more collective and I was more focused on what I did," and that sort of thing and I'd say, 'That's right.' What Feldenkrais said was once the brain knows what the task is, it will send messages vis-v-vis the neuromuscular system to get the job done. I am thinking about that when we talk about setting your goals to far exceed your current capabilities and our capacities and the fact that the universe will conspire to make it happen. As long as you have those expectations reaching for the stars, while you might only wind up on the moon, but it's better than being on the ground with the turkeys.

George Block: Amen. Make time for recovery. Working at a high level is exactly like fitness. Your work as a coach is no different than your kids' work as swimmers. If you never take a break between your own sets of work, you are never able to build your own mental strength, emotional stamina, or physical endurance. As coaches, we need to pace ourselves to have those periods of really deep intense work and then a little break. Even those 10 minutes, where you go out for a walk; just get some exercise. We are the best in the world at training others to be superbly fit and the worst at the world at keeping ourselves healthy.

When you focus on results, you are 100% on working, 100% on tasks. When you are not, you are not. The great Lanny Landtroop, the greatest high



school coach ever in Texas, used to call on site commitment and he would tell us, "Kids, when you are in math class, I want you in math class. When you are in the pool, I want you in the pool. And when you are on a date with Susie, I want you with Susie. But, I don't want you thinking about swimming when you are in math class, I don't want you thinking about Susie when you are in the pool, and when you are with Susie, you damn well better not be thinking about math." He was talking about on-site, being focused on where you are, and being completely present in the here and now.

Speaker 20: Peter Sczupak, Gators Swim Club outside of Boston. I think where the slide goes as a piece of wisdom is "Do as I say and as I do, versus do as I say, not as I do." At a very subconscious level, I still swim Masters pretty actively and even if I am not zeroing in on what I myself doing in the water, it's ensuring yourself you can still being involved in the sport from a physical standpoint. That can teach you a lot of things that you can transfer over to your athletes in that arena.

George Block: Thank you. 'Start before you are ready.' The first line to me is the best one. The best time to plant a tree was 20 years ago. The second-best time is now. This is about the fourth time of the slide we've heard do it now, 'do it immediately, be immediate.' Most people wait until they feel secure, unstoppable people started a year ago. If you wait till you know every fact, everything's buttoned down, and you are secure, the opportunity has actually passed. The opportunity isn't there anymore. You start before you have all the answers and you start when no one believed in you, even probably yourself. You go for it. You take the shot. If you need permission, you probably shouldn't do it.

'Those who are going to succeed are going to succeed regardless of what I say.' This was a quote of somebody who was constantly asked for business advice and he said, "The people who come to me for advice probably shouldn't even try what they're doing and the people who don't are going to succeed no matter what advice I give them." Many people chase what worked for other people and that's a dangerous. That's a danger in a clinic like this. Using 'They did that, I am going to do that.' It worked for somebody else at some other time. Some of those same people stop the effort. In South Africa, I learned the phrase, 'They stopped digging for gold when there's gold right in their backyard.'

They stopped digging for gold, just a few feet from the gold, after deciding, 'Oh, there's nothing here,' and somebody else comes in digs and there's gold three feet away. Nobody is going to give you permission to live out your own dreams. That's up to you. Nobody is going to give you permission to live out your dreams and don't make exceptions. This is a critical deal. This is fine print. I realized that resisting the temptation of just this once has proved to be one of the most important decisions in my life because life is just one unending stream of extenuating circumstances. Had I crossed that line one time, I would have done it over and over in the years that followed. It is easier to hold your principles 100% of the time, than it has to hold them 98% of the time.

'The boundary, that line, your personal moral code, is powerful only because you don't cross it. If you have justified doing it once, then there's nothing to stop you from doing it again. Decide what you stand for and then stand for it all of the time.' That's a long quote, but I thought it was so powerful. That's my favorite quote on not making exceptions. The great Zig Ziglar, "Had I bowed to my human, physical, emotional, and mental desire to sleep in, I would have made that exception." A week later, I might have made that exception if I only got four hours of sleep, a week later, maybe seven hours of sleep.

The exception so many times becomes the rule. Do we all know swimmers like this? Yeah. Had I slept in, I would have faced that danger. Watch the exceptions. I think that one's obviously like swimming. What do unstoppable people do? From this point on, your strategy is to make everyone else get on your level. You are not going to go down to theirs. You are not competing with anyone else ever again. They are going to compete with you. Coach Ara Parseghian, I'm obviously a Notre Dame guy. 'A good coach will make a player see what they can be rather than what they are.'

The best one of all, 'A great player makes everyone around him better,' from Coach Gregg Popovich of the Spurs. I want to thank all of you for being here and I want to especially thank everybody who hopped up to the mic and really gave this talk this morning.

Thank you, guys. ■

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## THOUGHT FOR THE DAY

“ Those organizations that solely focus on competition will ultimately die. Those that focus on value creation will thrive ”

—EDWARD DE BONO





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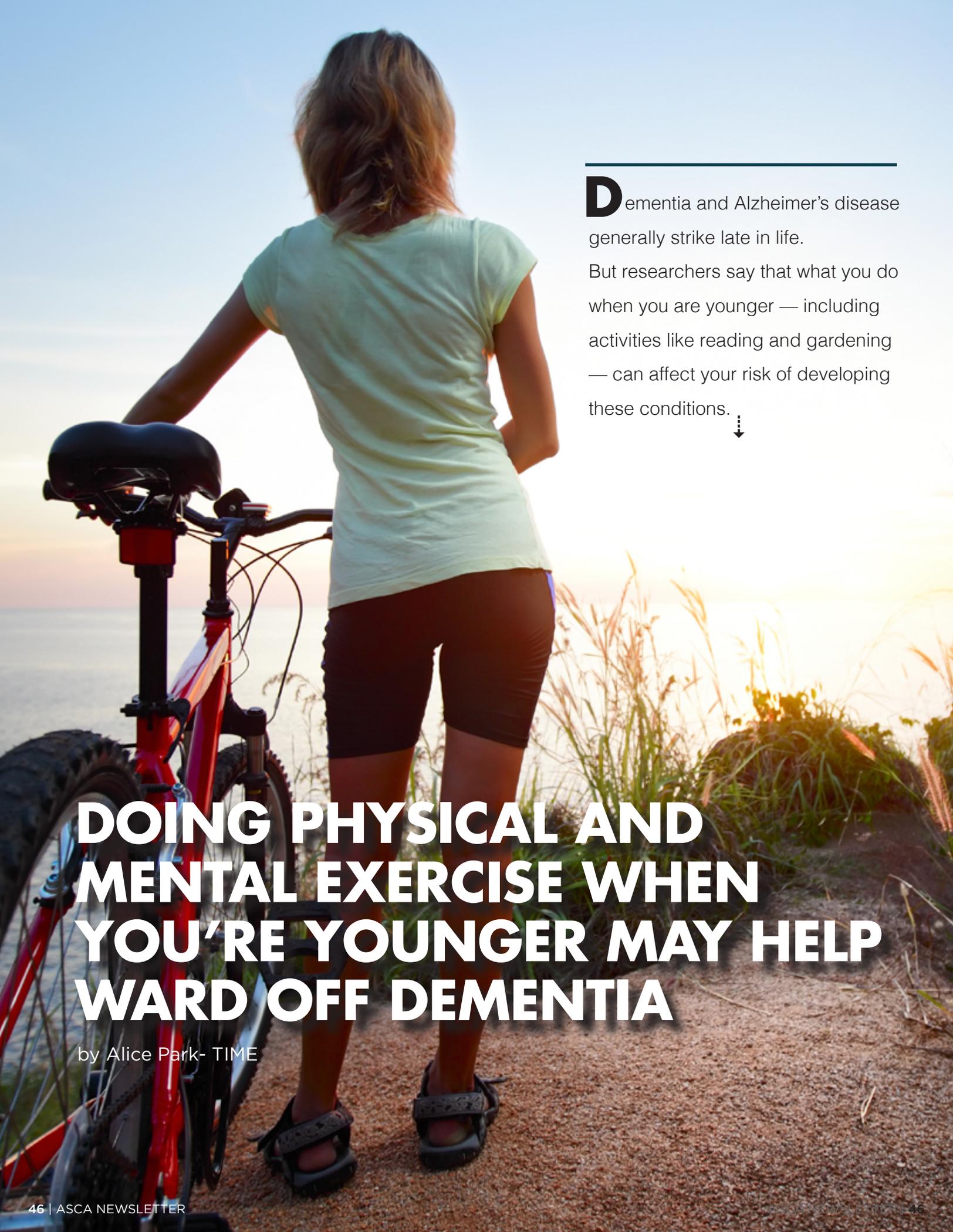
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**D**ementia and Alzheimer's disease generally strike late in life. But researchers say that what you do when you are younger — including activities like reading and gardening — can affect your risk of developing these conditions. ↓

# DOING PHYSICAL AND MENTAL EXERCISE WHEN YOU'RE YOUNGER MAY HELP WARD OFF DEMENTIA

by Alice Park- TIME

In a new study published in the journal *Neurology*, researchers in Sweden found that mentally stimulating activities and physical exercise can independently lower people's chances of developing many types of dementia, as well as Alzheimer's disease.

The study included 800 women who were on average 47 years old at the start of the study, and researchers followed them for 40 years. At the beginning of the study, the women answered questions about their mental and physical activities. Mental endeavors included everything from reading to visiting a museum, attending a concert, playing an instrument, doing needlework, being part of a club and attending church. Physical activities included walking, gardening, playing tennis, cycling, swimming or participating in competitive sports. Based on how often they did these activities, the scientists ranked them as high or low participants. Six times over the course of the study, the women took cognitive tests to assess their mental acuity, and the researchers collected information on any dementia diagnoses during this time.

The women who engaged in more mental activities lowered their risk of developing any type of dementia by 34% compared to those who reported doing fewer mental activities. And women who exercised regularly at intense levels several times a week had a 57% lower risk of developing a combination of Alzheimer's dementia and dementia compared to those who exercised less.

"We hope these results give people hope," says the study's lead author Dr. Jenna Najjar, from the Institute of Neuroscience and Physiology at the University of Gothenburg's Sahlgrenska Academy. "Dementia is a growing problem in the world, and there is no treatment or cure for this disease. This study shows that it seems that mental activity is as important as physical activity to preserve or increase the chances of healthy aging."

Similar studies that have looked at the link between physical or mental activity and dementia have not usually included as long an observation period as the new analysis does. Most of those studies also start with people who were much older and who were potentially already affected by different types of dementia.

In her analysis, Najjar adjusted for the fact that some of the women in the study might already be experiencing early signs of dementia. She also found that

exercise and mental activities lowered dementia risk independently of each other. The benefit of mental activities occurred regardless of how much physical activity the women did. And the same pattern held for exercise; women who were more active experienced benefit no matter how much mental activity they did.

## **WOMEN WHO EXERCISED REGULARLY AT INTENSE LEVELS SEVERAL TIMES A WEEK HAD A 57% LOWER RISK OF DEVELOPING A COMBINATION OF ALZHEIMER'S DEMENTIA AND DEMENTIA**

The results support the findings of another recent study: that while attaining more education isn't necessarily linked to a lower risk of dementia, being cognitively active in mid-life and later — when aging-related dementia processes start — could reduce risk.

Najjar was not able to look at whether women who were highly engaged in both mental and physical activities had an even lower risk of dementia. (It's possible that they might, she says.) She adds that her study only asked about the women's activities at one point in time and assumed those patterns continued for most of their lives.

Still, she says, the findings should give doctors more reason to discuss both mental and physical activities with their patients who are concerned about dementia — and start discussing them by midlife, years before the first signs might appear.



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