

# Table of Contents

## Scouting Report

Chapter 1:	<i>My Story: The Beginning</i> .....	Page 1
	My Normative Education .....	Page 5
	Going Beyond .....	Page 7
Chapter 2:	<i>Helpathy: The Foundation</i> .....	Page 12
	Helpathy and Sports .....	Page 16
Chapter 3:	<i>Understanding Individual and Group Behavior</i> .....	Page 18
	Becoming a Team .....	Page 21
	Your Team “Organization”: Seeking the Balance .....	Page 23
Chapter 4:	<i>Simple Skills for Simply Powerful Results</i> .....	Page 25
	#1: Set the Normative Boundaries .....	Page 26
	#2: The Normative Strategies for Change .....	Page 30
	#3: Conduct a Team Assessment .....	Page 35
	The Force Field .....	Page 35
	The Polsky Diamond .....	Page 37
	# 4: Challenging Opportunity Behavior .....	Page 44
	Steps to Challenging Opportunity Behavior .....	Page 45
	#5: The Problem Solving Process .....	Page 48
	The Problem Solving Process .....	Page 49
	#6: Facilitating a 1-1 Meeting .....	Page 51
	Steps to Facilitating a 1-1 Meeting .....	Page 53
	#7: The Decision Planner .....	Page 64
	Here’s How it Works! .....	Page 65
Chapter 5:	<i>Re-shaping You - Changing the Paradigm</i> .....	Page 68
	Choosing Your Path .....	Page 69
	The Self Assessment .....	Page 73
	The Styles .....	Page 74
	The Characteristics of a Normative Coach .....	Page 81
	The Leadership Behavior Inventory .....	Page 83
	Changing the Paradigm .....	Page 84
Chapter 6:	<i>Your Normative Game Plan</i> .....	Page 85
	Set the Normative Boundaries .....	Page 87
	Use the Strategies for Change .....	Page 90
	Conduct a Team Assessment .....	Page 92
	Conclusion .....	Page 94
Addendum Section:	<i>The Gridiron Dukes: Four Years to the National Championship</i>	
	Building a Winning Program .....	Page A1
	1. Pre-season 1970 .....	Page A1
	2. The 1970 Starting Offensive Team .....	Page A2

3. The “Promoter” .....	Page A3
4. Picking up Steam .....	Page A4
5. Turning the Corner .....	Page A4
6. Now What? .....	Page A9
7. An Encore Performance .....	Page A9
8. The National Championship .....	Page A12
9. The Legacy .....	Page A24
10.A Timeless Honor .....	Page A24
11.Final Thoughts .....	Page A25

## Exhibit Section

Leadership Behavior Inventory

Team Assessment Exercise

The Problem Solving Sheet

The Decision Planner

Bonus Team Building Exercise: Name the States Consensus Exercise