

# THE JORDAN HARBINGER SHOW

## Worksheet for Eric Schmidt | How a Coach Can Bring out the Best in You (Episode 201)

In various roles over the years — from CEO to executive chairman — Eric Schmidt worked directly with the founders of Google to turn the company into the powerhouse it is today, and in the process became one of the wealthiest and most powerful men in the world.

[In this episode](#), we talk to Eric about the importance of coaching for high performers as outlined in his latest book (co-authored with Jonathan Rosenberg and Alan Eagle), [Trillion Dollar Coach: The Leadership Playbook of Silicon Valley's Bill Campbell](#), the future of a free and open Internet, the realities of AI, the ongoing — and necessary — fight for privacy, and much more.

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## Manage the Chaos

In [\*Trillion Dollar Coach\*](#), the case is made that if you want an innovative company, your job is to manage the chaos, not tell people how to do their jobs. So how is chaos managed in a way that doesn't hamper innovation — especially in a company as large as Google?

"It starts with hiring," says Eric. "Larry and Sergey had established a very tough regime on hiring. They hired super capable people and they always wanted people who did something interesting. So if you're a salesperson, it was really good if you were also an Olympian. And they argued that they didn't really understand sales, but they knew what it took to be an Olympian...and the second thing is building a culture which is bottoms up in its ideas and encouraging systematic innovation. You cannot plan innovation, but you can systematize it."

**Google hires the world's brightest people — from medical doctors to rocket scientists — to tackle problems seemingly unrelated to their fields because they bring a unique perspective to the equation. Even if you're not in charge of a Google-sized company, you can still benefit from this thought exercise. Imagine a problem you'd like to solve and who you might hire to solve it if you had the resources. What cross-disciplines might be similarly harnessed to systematize innovation and manage the chaos around trying things no one else has ever done?**

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## “Tell Me Something I Don’t Know.”

In companies large and small, it’s possible for a team to focus so intently on solving a given problem that meaningful headway comes to a standstill. Team members with potentially good ideas may look to management for guidance that never comes, while management may be locked down by routines that only ensure continued stagnation. So what does Eric suggest for greasing the wheels of idea generation?

“I always tell executives: ‘Why don’t you have a meeting where you ask people to tell you something that you don’t know? And if it’s pretty good, be ruthless in evaluating it.’”

**Put yourself in the shoes of someone on a team tasked with solving a problem that has come to a standstill. What would most likely prevent you from sharing your own ideas about how to move forward? If an executive asked you to tell them something they didn’t know, what knowledge or experience might you offer that is unlikely to be provided by someone else — whether or not it’s relevant to the big problem you’re trying to solve?**

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## Coachable Teamwork

Bill Campbell, the subject of [\*Trillion Dollar Coach\*](#), was originally a college football coach who brought his talents to Silicon Valley to fire up everyone from the top brass at Google to larger-than-life tech luminaries like Steve Jobs. But the real benefits of this coaching weren't immediately apparent to some — Eric included.

“When Bill Campbell showed up, we didn't really understand that his goal was to coach us as a team...I thought he was my executive coach...but when people would make a mistake, he would bring them back toward the goals of a team. That concept is a very powerful innovation out of Silicon Valley, and it's something every business could use...to keep everyone in alignment. This is what the board wants, this is what the CEO wants, this is what your employees want, and helps make it work.”

**We take it for granted in the world of athletics that teams require coaches to perform well. Eric and his *Trillion Dollar Coach* co-authors illustrate how this concept translates well into the business world and, by extension, anyone who wants to excel in their field. What areas of your own professional or personal life do you feel could be improved with the help of a coach?**

Full show notes and resources for this episode [can be found here](#).

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## About



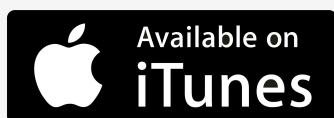
Join us as we get deep into the untapped wisdom of the world's top performers — from legendary creators to intelligence operatives, iconoclastic writers to visionary change-makers.

We deconstruct the playbooks of the most successful people on earth — and learn new strategies, perspectives, and insights you can't find anywhere else. Then, take these valuable insights into your own life and live what you listen.

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