Get..

The Laws of

Effective Teamwork

*A 25 step guide to building **mentally tough**, **high performing**, **winning** teams in sport, business and life...plus a little inspiration.*

Roberto Forzoni
Peak Performance Consultant
Accredited Sport Psychologist

Roberto Forzoni is a highly qualified and experienced peak performance consultant and UEFA football coach. Over the past twenty five years he has worked with some of the biggest sporting organisations in the world, including The Football Association, the Lawn Tennis Association, Premier League football teams, managers and players, the English Institute of Sport (EIS) and countless businesses.

His expertise in the area of achieving success with limited resources, team and group dynamics, and peak performance, makes him a highly sought after consultant and speaker.

For more information:
Web: www.robertoforzoni.com
Facebook: www.facebook.com/performancepsychology
E-mail: roberto@robertoforzoni.com.

"If you live your life with passion and enthusiasm every day, you will be amazed at what you can achieve in life…

…get ready to get Juiced!"

Roberto Forzoni

The Laws of **Effective Teamwork**

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"Treat a man as he is and he will remain as he is. Treat a man as he can and should be, and he will become as he can and should be"
Johann Wolfgang von Goethe

The Laws of **Effective Teamwork**

In this booklet, I summarise the key elements of effective high-performing teams in the form of Laws of Effective Teamwork. The laws are based on over twenty five years of applied practice, coaching and consulting with some of the highest performers in the world of sport and business. I have developed this set of laws which, when followed, will maximise your opportunity of success, whether in team or individual pursuits of excellence.

The wonderful thing about a law is you can depend on it, you can take a law to the bank. Effective teams share a common purpose, values and visions; if you learn and apply the laws, your teamwork capacity will increase. The greater the number of laws you learn, the more likely you are to be transformed from a group of individuals into a winning team. None of the laws stand alone, they complement each other and many even overlap.

Enjoy the process, plan your effective teamwork strategy, and never forget that no matter what you do in life, it takes teamwork to make your dreams work.

"For the strength of the pack is the wolf, and the strength of the wolf is the pack"
Rudyard Kipling

"Roberto's incredible understanding of people, human nature and sport makes him the ultimate performance consultant. He knows what it takes to make people and teams excel and win."
Sir Clive Woodward

"Teamwork is the essence of life. If there's one thing on which I'm an authority, it's how to blend the talents and strengths of individuals into a force that becomes greater than the sum of it's parts. My driving belief is this: great teamwork is the only way to reach our ultimate moments, to create the breakthrough that define our careers, to fulfil our lives with a sense of lasting significance... However, teamwork isn't simple. In fact, it can be an frustrating, elusive commodity. That is why there are so many bad teams out there, stuck in neutral or going downhill. Teamwork doesn't appear magically, just because someone mouths the words. It doesn't thrive just because of the presence of talent or ambition. It doesn't flourish simply because a team has tasted success"

Pat Riley

1. The Law of **Significance**
We all count

Just about everything we do depends on teamwork, so the first thing to acknowledge is the critical and important way teamwork influences us, and not just in team sports. We live our lives as parts of teams, from family to school, social, sport and work. Whatever field you are involved in, teamwork will play an important role in the level of success you attain. Nothing of great significance was ever achieved by an individual acting alone. Look below the surface and you will find that seemingly solo acts are really team efforts. The truth is that teamwork is at the heart of great achievement. You cannot do anything of real value alone. That is the Law of Significance.

Remember: Teamwork works - individuals can win matches - teams win Championships.

- Teams involve more people, thus giving more resources, ideas and energy than would an individual.
- Teams maximise a group's potential and minimise their weaknesses. Strengths and weaknesses are more exposed in individuals.
- Teams share credit for victories and the blame for loses.
- Teams can simply do more than an individual.

"There are no problems we cannot solve together, and very few that we can solve by ourselves"
Lyndon Johnson

"I have known Roberto for over twenty years from his work in the game. When it comes to the psychological side of football, his expertise has helped me to add another dimension to my managerial armoury"
Chris Hughton Republic of Ireland, Tottenham Hotspur FC, Newcastle UNITED FC, Birmingham City FC

"Teamwork is the ability to work together towards a common vision. The ability to direct individual accomplishments towards organisational objectives. It is the fuel that allows common people to attain uncommon results"

Vince Lombardi

2. The Law of **Vision**
If you cannot see it, you won't do it

What is your dream? You must start with a vision of success and keep this firmly in your mind. Your vision will act to direct your thoughts and behaviour to achieving what you set out to do. Effective teams set challenging goals that aim higher and higher, and review their goals regularly. They make goals purposeful, and break them into systematic strategies which are time related, realistic, flexible, measurable and motivational.

Remember: Goals are dreams with deadlines and for your wildest dreams to come true you must have wild dreams.

"I've been working hard towards a goal and that's to be the ultimate artist. An artist goes for perfection"
Usher

"Whether you think you can or think you can't..you're right"
Henry Ford

"The most important thing about goals is...having one"
Geoffrey Abert

"Be brave enough to define failure"
Herb Elliot

"I have worked with Roberto throughout my career, including at Brighton, Spurs, West Ham, Fulham and England. He's a good guy to work with and has helped me with my football and life"
Bobby Zamora England & Fulham FC

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat"

Theodore Roosevelt

3. The Law of **Strategy**

Fail to prepare, prepare to fail

Effective high performing teams and organisations set out plans they know will maximise the opportunities for success. Having a winning mindset is not about positive thinking, it is about developing a strategy for success and sticking to it. Develop long and short-term strategies to coincide with long and short-term goals. Regularly review where you are and adjust your strategies as necessary.

Remember: *"Ink it...don't think it!"* - Write down your goals and strategy - writing down your goals has been proven to be more beneficial than simply just thinking about them.

"A journey of a thousand miles starts with a single step"
Chinese Proverb

"If we wait for the perfect answer, the world will pass us by"
Jack Welch

"I brought Roberto in to work with me at three clubs. His passion for the sport and in depth knowledge of performance issues and the psychological impact on players was crucial to our success."
Steve Coppell Crystal Palace, Brentford, Brighton & Hove Albion, Reading FC

"There are only two options regarding commitment. You're either in or you're out. There is no such thing as life in between"
Pat Riley

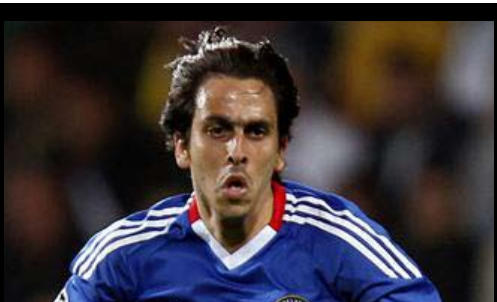
4. The Law of **The Price Tag**
It's not what it costs, it's what it's worth to you

Success normally follows an intense commitment to excellence. Successful people, companies and teams, do not have a secret formula; they do not do one or two things right; they do hundreds of small things right every day. Full commitment is the price tag to ultimate success. Whatever your target, you have to be willing to pay the price to achieve success.

- The team fails to reach it's potential when it fails to pay the price.
- The price must be paid by everyone.
- The price must be paid all the time.
- The price increases if the team wants to improve, change or keep winning.
- The price never decreases.

Remember: Give more than you are asked and you will receive more than you can dream.

"The man on top of the mountain didn't fall there"



*"Roberto helped develop a mentally tough group of players. He was with us for the last 10 games of the season and really made an impact."**

Yossi Benayoun Israel and Chelsea

***at West Ham United**

"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather, a lack of will"
Vince Lombardi

5. The Law of **Attitude**

First we make our attitude, then our attitude makes us

Once you have your vision and strategy, and are willing to pay the price for success, your everyday attitude is the key to unlock your potential. Remember you can choose your attitude, not only every day, but every hour, every minute and every second of the day. Attitude is the winner's edge.

Remember: Your attitude will make a significant impact team's quest for success - ask yourself, are you an energiser or an energy zapper for the team?

"Attitude is contagious…is yours worth catching?
Steve Coppell

"Attitude precedes performance"
Bill Beswick

"I can go two months on a good compliment"
Mark Twain

"I knew of Roberto's work over the years and whilst manager at West Ham, asked if he could work with us following our promotion to the Premiership. We had a hugely successful season, reaching the FA Cup Final and a UEFA Cup place. Our finish position of 9th was way ahead of our expectations. The psychology and mental toughness of the squad was enhanced by his actions."
Alan Pardew Newcastle United FC

Turning a 23% season into a 78% was a huge achievement under manager Alan Curbishley. A season that had seen the team win only 5 games and none away from Upton Park, ending with 7 wins from 9, including away wins at Arsenal and Manchester United. An extraordinary achievement from an extraordinary set of players and staff.

West Ham United FC
Performance Consultant (2003-7)

6. The Law of **Choice**
You have a choice where you end up

It's nice to know that we have a choice in how and where we will finish. In order to maximise the opportunity of achieving your goals, you need to be conscious of the everyday choices you make. You can choose to be a high-performing team or individual, or you can choose not to be. There is no middle ground.

Every moment of every day, during every training session and in every competition, you are confronted with a set of choices. Normally, you know the best choice that you should make, and for highly effective teams this is normally the more difficult of two choices. What path do you usually choose to take?

Remember: Winning, like losing, is a choice.

"If we continually practice filling our minds with thoughts of faith, hope and gratitude, it will eventually crowd out our fears"
Dr Norman Vincent

"When it comes to executive coaching and performance consultants, Roberto is definitely someone I could highly recommend. He has been a great help"
Chris Coleman Fulham FC, Real Sociedad, Coventry City FC. Larissa FC

"I'm not out there sweating for three hours every day just to find out what it feels like to sweat"

Michael Jordan

7. The Law of
Continual Performance Improvement
To get what we've never had, we must do what we've never done

Countless unseen details are often the difference between success and failure. Effective teams are always seeking small ways they can improve; they understand that the cumulative effect of all of their, and their teammates, improvement, add up to the best opportunity to achieve their goal.

Effective teams have a strong desire to continually improve and to correct their mistakes. The individuals within effective teams ask relevant questions to help themselves improve, they are self-driven and work hard, even when no one is watching, on all aspects of their game (technical, tactical, physical and psychological).

Remember: Michael Jordan failed to make it into his school basketball team. He decided to train long and hard to improve. It worked.

"The higher you go....
...the less competition you will find"

"Roberto was incredibly successful with Crystal Palace FC. His thinking outside the box gave us the added edge to get the right results"
Alan Smith Crystal Palace FC

"Everything doesn't always happen for the best; but you should make the best of everything that happens"

Berry Gordy
Founder of Motown Records

8. The Law of **Adversity & Response**
Practice your 'what-if' scenarios

The quest for success is not always a comfortable journey. Success or failure in life will not be decided by the number of set backs you encounter, but rather how you react to them. One thing is certain in competitive sport - it won't be an easy ride. Being aware of the potential and predictable problems can go a long way to either help effective teams avoid them or allow you to cope better with them.
I always advise performers to expect the best but prepare for the worse.

Remember: Practice your 'what-if' scenarios.

The harder the conflicts, the more glorious the triumph. What we attain too cheaply, we esteem too lightly; it is adversity that gives everything its value"
Thomas Payne

"Goals are like stars, they are always there. Adversity is like the clouds; they are temporary and will move on. Keep your eyes on the stars"

"I have worked with Roberto on a number of occasions and found him to be informative, lively, interesting and thought provoking"
Robert Green England and West Ham United FC

"You can't have the individual ahead of the collective…never. I am only there to finish the job of the team"

Thierry Henry
France, Juventus, Arsenal, Barcelona

"Goals are only important if they win you games. My interest is in the collective success of the team, not individual glory"

Lionel Messi
Argentina, Barcelona

9. The Law of **Role Clarity**

Know what is expected of you and respect the roles of your teammates

Any successful team needs to blend a number of talents into an effective unit. Understanding, accepting and agreeing your role within the team is a crucial factor in helping the team achieve its ultimate objective. Every player has an obligation to contribute, to carry the load, irrespective of the disproportionate way praise is generally offered (particularly by the media and outsiders). Team members have to know they can count on one another. Be part of the solution. Remember - it's amazing what you can achieve if no single person tries to claim the credit.

"Few things can help an individual more than to place responsibility on him and let him know that you trust him"
Booker T Washington

"The opposition know what's coming but rarely stop us because every player knows his assignment because we've practiced it a thousand times"
Vince Lombardi

"It's not what your team mates can do for you…it's what you can do for your teammates"
Michael Jordan

"No individual raindrop ever considers itself responsible for the flood"
John Ruskin

"We were a bit down but he gave us a few motivational speeches and also had a few magic tricks in his bag. He is always entertaining the boys and he has been superb for us"
James Collins Wales & Aston Villa FC

"I have learned to cut out all unnecessary thoughts on the track. I concentrate on the tangible - on the track, on the race, on the blocks, on the things I have to do. The crowd fades away and other athletes disappear and now it's just me and this one lane"

Michael Johnson

10. The Law of **Uncontrollables**
Control the controllables

A common saying with sport psychologist, and for good reason, is to "control the controllables."

If things such as the score, opponent, referee, crowd, media, critics, etc are uncontrollable (and they are even though they can be influenced by you), don't sweat over them. Putting effort into them, even just your thoughts, takes away from the effort and energy you might use for more productive, and controllable factors.

It's imperitive to focus on the things that are within your control (such as strategies, work rate, process orientation, attitude for example) - these things that will help give you the best opportunity to achieve your goals.

Remember: Control the controllables.

"Focus on the critical few,
...not the insignificant many"

"Players need to realise that psychology is a big part of our profession – thanks to Roberto the players have come to realise that. The game has changed. You now have to be mentally and physically right in order to perform at your highest level. Being positive and always looking to achieve greater things in life are things that Roberto has brought to us."
Nigel Reo-Coker England & Aston Villa FC

After nineteen games, Carlos Tevez had not scored a goal for West Ham. I will never forget during my first week in, Carlos asking me to play a crossbar challenge for twenty minutes after training. The next day, he scored the first of his 7 goals for the club, with a free kick from the edge of the box. His attitude, as much as his goals, helped turn the season around. One of the best, most dedicated, and hard working players I have had the pleasure of working with.

West Ham United

Performance Consultant (2003-7)

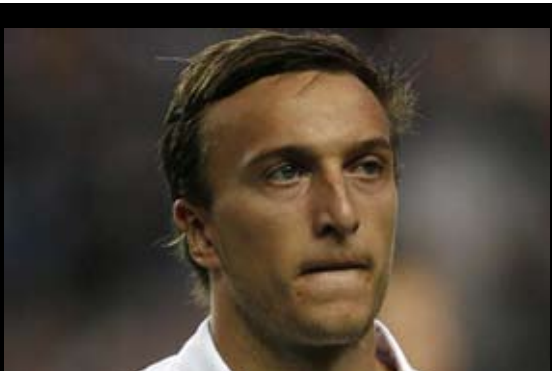
11. The Law of **Now**
What's important now?

Ineffective teams tend to dwell on the past ("we should've, could've" type attitude) or the future ("tomorrow will be better" or even misguided thinking such as "we will win this match"*). The only time that matters is NOW. Remember this when you train and compete, by focusing 100% on what you are doing NOW. What's done is done, what might happen might happen; it's what effective teams do *right now* that will define them.

*with positive thinking always add the 'IF" proviso...for example, "We will give ourselves the best opportunity to win this match IF WE..."

Remember: John Wooden had a great acronym for WIN when he referred to 'What's Important Now' - it's a mantra that can be used at any time - training and competing - winning or losing.

"When is Now a good time?"
Tony Robbins



"Roberto..top man! We did it!"
After beating Champions Manchester United for the second time in the season, in the final game at Old Trafford, to secure Premier League status against all the odds.
Mark Noble England & West Ham United FC

"At the end of this game, the European Cup will be only six feet away from you and you'll not even able to touch it if we lose. And for many of you that will be the closest you will ever get. Don't you dare come back in here without giving your all".

Alex Ferguson

...half time team talk during the 1999 European Cup Final

12. The Law of **Degree**
Sometimes it comes down to inches and seconds

As Vince Lombardi was quoted as saying, “life’s a game of inches” so is sport. The difference between winning and losing can come down to the smallest of margins. Question is, are you willing to work hard to find that little extra that might just be the tipping point in a match or
a business deal? Are you willing to make that one extra run, that one extra challenge, that one extra push? Imagine if everyone in the team was willing to go that extra degree? The extra cumulative effect would be the factor that turns the ordinary into the extraordinary.
The difference between winning gold or silver for Great Britain in five separate events at the Athens Olympics was 0.545sec. That is not per race, that is across five different events – Kelly Holmes in the 800 metres and 1,500 metres, the coxless four, the 4 x 100 metres relay team and Chris Hoy in cycling’s 1 kilometres time-trial. It is a tiny fraction set against the combined 13 minutes for which they were racing. Just as tiny margins count across Olympic events, so the smallest details can make the difference between winning and losing in sport, especially at the highest level.

Remember: Sometimes it comes down to inches or seconds.

"Success is the sum of details" **Harvey S Firestone**

"The difference between something good and something great is attention to detail" **Charles R Swindoll**

“Thank you big man!”
After the win against Manchester United at Old Trafford on the final day of the season to stay in the Premier League.
Marlon Harewood Blackpool FC

COLE
12

The future of performance psychology in football - total immersion into the role. Here on the bench with West Ham United manager, Alan Curbishley, with former employer Steve Coppell in the opposite dug out; both highly talented and forward thinking managers.

"The creation of team spirit and the building of 'the good team' is one of the coaches most important jobs"
Sven-Goran Eriksson

13. The Law of **Fun**
Enjoy the journey

Anders Erikson referred to the ten year, 10,000 hour rule for expertise development. If you're going to spend a great deal of your time in high-performing teams, with the years of hard, purposeful and dedicated training, you'd better ensure that you have some fun along the way.

Adding fun will help maintain a sense of perspective, keep energy levels up, and help individuals and effective teams cope with difficult situations. Gratitude can go a long way to help maintain a sense of fun and minimise the negatives along the way.

Remember: Fun can come from simple things such as a considered comment, praise, acknowledgement or even a smile.

"Roberto mentored Team Caterpillar towards breaking the World Record for the most amount of people to run a linked marathon in April 2010. As a team of amateur sports men and women we had perhaps underestimated the importance of the strength of the mind within a challenge like this. Roberto introduced dynamic, fun and interesting methods of preparing our minds and bodies for our big day. Without the impetus and self belief he encouraged in our team we would not have made it across the finish line as World Record Breakers."
Phillip Nevin The Caterpiller Team World Record Holders

"My job is to suffer. I make the suffering in training hard so that the races are not full of suffering"

Lance Armstrong

14. The Law of **Maximising Training**
If you're out there doing it, make it worth while

Don't waste a moment of your training time. If you're out there training make sure the returns warrant the hours you are putting in. You can only do this by training in a deliberate and purposeful way. Don't simply go through the motions. Get the most out of every training session.

Remember - train the way you play and play the way you train.

"I've always believed that if you put in the work, the results will come. I don't do things half heartedly. Because I know if I do, then I can expect half hearted results"
Michael Jordan

"It has been our pleasure to work with Roberto for over six years. Our elite tennis athletes, staff and management have all experienced his depth of knowledge, passion, humility and understanding. Roberto, without question ,has moved our programme forwards and continues to invigorate our team immeasurably"
Clint Harris Performance Director

"Something deep in my character allows me to take the hits and get on with trying to win."
Lionel Messi

15. The Law of **Acceptance**
Accept it, don't moan, move on

Effective teams and individuals within these teams have a high level of acceptance. For example, they are willing to accept that mistakes happen, or that their opponent may simply be stronger than them. They accept decisions may not go their way and that adversity is part of sport and life. They can focus on the task at hand, for the whole time required, accepting the ups and downs, without being distracted. They can play without being self-judgemental and instead adopt an attitude of *"I will keep trying to improve regardless of the scoreboard"* attitude.

Remember: Whatever happens, accept responsibility - have a no blame, no excuse attitude.

"Shut up Move on"
Paul McGee

"Working with Roberto, I have learnt to appreciate tennis again. I was getting angry on court about things that weren't really necessary."
Andy Murray GB Tennis No 1

Coaching players including Leon Knight and Bobby Zamora made working at Brighton an absolute pleasure. Two powerful goal scorers and great guys who helped turn a 22% points return season into 53% return.

Brighton & Hove Albion FC
First Team Coach (2002-3)

16. The Law of **Standards**
Raise your standards...everyday

Improvement in any endeavour is easy; you simply need to raise your standards. Effective teams and individuals within these teams set the highest of standards in everything they do, and do the extra things it takes to succeed, both in their sport/business and in their general lifestyle. Effective teams and individuals within these teams are practical perfectionists - so they strive for the best without stressing over being perfect - a standard they will never attain. They do the little things exceptionally well.

Remember: Successful people do what unsuccessful people won't, so turn your 'shoulds' into 'musts'.

"We first make our habits and then our habits make us"
John Dryden

"Why mingle with mediocrity when you can soar with excellence? Never, ever accept mediocrity"

"Roberto shows me how to believe that I can do all the things that I want to do. He works a lot with motivational videos and visualisation. He's just an amazing person and I really get on with him. He's very energised, very funny and minimises things that seemed quite stressful"
Harry Aikines Aryeetey World Junior 100m Record Holder

"I have to accept the responsibility. It took me a few years as a kid even to understand the responsibility of a professional footballer, never mind accept it. I had to make mistakes to get an understanding of what it meant. I'd like to think I came through those mistakes more aware"

Rio Ferdinand

17. The Law of **Self**
It's down to you

Individuals in effective teams are highly self-driven, self-motivated and self-reliant in terms of their focus towards achievement. They are intense, alert, have massive desire and determination, putting all their effort into everything they do. They have a *"what I put in I get out"* attitude. They do not take short cuts. If you cannot control your emotions how do you expect to attempt to control your performance and consequently the outcome of a challenge? Individuals within effective teams are able to control their emotions. When winners get angry or frustrated with mistakes, they are able to quickly and positively respond to the situation. They remain focused when ahead, as well as behind. When winners make a great play, or a bad mistake, they can quickly return to their ideal emotional performance level.

Remember: The easiest thing to do is to blame someone else. Don't go down this path.

Winners take PRIDE in their lives…
PRIDE: Personal Responsibility in Developing Excellence.

"Our character is defined by what we do when no one is looking"

"Roberto makes you really understand why psychology can help. He was very good on the motivational side. I remember he made a video of my training and it was quite inspiring. He helped me when I was down. He lifted my spirits and helped me become more independent at sorting out my problems."
Jeanette Kwakye Olympic 100m Finalist

"Anyone can talk…you have to walk"
Serena & Venus Williams

18. The Law of **Pain Threshold**
Success hurts; physically and mentally

Individuals in effective teams have a high pain threshold - physically and mentally. They show a high ability to sustain hard work and tough drills, rather than show signs of fatigue, complain, drop out, or lose motivation as the practice become more demanding. Winners avoid paying too much attention to minor aches or fatigue pain (as opposed to injury pain) and do not make these an excuse for failing. They are willing to go through that little extra in order to achieve their goal.

Remember: Success hurts.

"Be comfortable being uncomfortable"

"Roberto's a good man to have around the place. I have known him since playing with the England U17's and have always liked the way he does things. He's been around a long time and knows his stuff."
Dean Ashton England & West Ham United FC

After following his great Italian and AC Milan teams, I was pleased to be asked to interpret for Arrigo Sacchi on The FA Managers and Coaches course at Mottram Hall in 2002. A lecture and pitch session highlighting drills used at the World Cup with the Italian National side was the basis of the presentation.

19. The Law of **Sportsmanship**
Keep your dignity, have respect and be humble

Individuals within effective teams play fairly. They do not try to cut corners to win. They are humble people who do not lose sight of real life. Effective teams win and lose with dignity. They display respect for their manager, coach, family, opponent, officials, the crowd and all members of their team.

"Win without boasting. Lose without excuses"
Vince Lombardi

"The most important decision I ever made in my career was to live my life in sports as honestly and ethically as possible. Never having compromised my values allows me to look back on my life with no regrets and feel satisfaction in what I was able to accomplish."
Greg LeMond

"Football is a great deal like life in that it teaches that work, sacrifice, perseverance, competitive drive, selflessness, and respect for authority are the price each and every one of us must pay to achieve any goal that is worthwhile."
Vince Lombardi

"Roberto's been brilliant. I was putting too much pressure on myself, but now I'm happy."
Josh Goodall GB Tennis No 3 (2007)

“No one enters, except us”

Sign on dressing room door at FC Porto

“I knew immediately that it would be difficult for Sabry to be successful with me. I had to make the group work as a block, as a whole – that would be its strong point. Sabry never managed to adapt to that structure, and I would never abdicate from group cohesion in favour of one person”
Jose Mourinho

“The key to success of Nerazzurri (Inter Milan) lays on the tactics chosen by former FC Porto and Chelsea manager. For Mourinho, football is similar to chess. The Inter players were trained in such a way that they know exactly what to do during the game. They are very flexible, adaptive, and confident”

20. The Law of
Competition Management
Plan for all potential eventualities and stick to the plan

Effective teams have specific competition strategies and apply them to specific situations. In sport they know how to play when leading, when behind, and when the scores are level; they can play to the time on the clock, knowing how quickly the score can change. Effective teams practise to handle all these situations. They understand what their universal challenges (common challenges in their sport) are, and they practise to deal with them regularly. They do not let negative thoughts interfere with a winning mindset. They are committed to thinking correctly under pressure, e.g., they stick to a winning 'A' game plan if it is working and change to their 'B' game plan when necessary. Effective teams avoid making the same mistakes over and over again. They enjoy the challenge of competition.

"Competition is all about compensating and adjusting, it's about learning to play on a bad day – when your 60% - it's about being comfortable being uncomfortable and understanding you can have a good 'shitty' day"
Ken Ravizza

"Roberto's help has been fantastic. As well as the personal help, he has helped to put together a successful support team that has been great."
James Ward GB Tennis No 2

Maximising performance with limited resources. Full credit to manager Steve Coppell and the excellent attitude of the whole squad of players at Brentford FC.
Reaching the League 1 Play Off Finals in 2001 was a great achievement with one of the smallest squads and limited budgets in the Division. The staff and squad helped turn a 43% points return before we arrived into a 60% return. Here, at the Millenium Stadium with Ivar Ingimarsson who had studied a Diploma in Sport Psychology - it paid off when Ivar got his reward for persistence and hard work and ended up in the Premier League with Reading FC, again under Steve Coppell.

Brentford FC
First team coach (2001-2003)

21. The Law of
Avoiding Unnecessary Complications
Don't build your own obstacles

Individuals within effective teams are aware of potential problems and develop strategies to deal with them, both within and outside of the competitive arena. They avoid getting easily distracted, either internally (i.e., by their thoughts) or externally (i.e., by their actions or actions of others). They pay attention to instructions and have high levels of awareness. They are well prepared and can avoid unhelpful, pressurised (ought, must, should) and extreme (always, never, every time) thinking and language. They don't put pressure on themselves.

Remember: Winners do not compromise their actions and behaviours, either on or off the pitch. They live a professional lifestyle 24/7.

"Teamwork isn't a part time activity…each member represents the team at all times. Putting the team first is a 24/7 commitment"

""I worked with Roberto during his time with the EIS and his understanding of what it takes to compete at the highest level really helped. Just because you've worked hard and trained well, doesn't mean you deserve to win or your opponents are going to let you have it. You have to take it…run like you stole something!"
Jermaine Mays Steeplechase

"The fight is won or lost far away from witnesses, behind the lines, in the gym, and out there on the road, long before I danced under those lights"

Muhamed Ali

22. The Law of **Creating Opportunities**
Keep the next step in view

Effective teams actively seek out and also create opportunities. They are patient in this quest and are not easily distracted when periods of pressure do not bring immediate returns. They can keep the momentum with themselves for long periods and reduce the opponents momentum when they themselves are under pressure; they are not fazed by the natural occurrence of momentum within the game.

Remember: As the challenge escalates, the need for teamwork to create opportunities elevates.

"Fear is a reaction. Courage is a decision"
Sir Winston Churchill

"Just do what you do best"
Red Auerbach

"Roberto is very inspirational , and helps make my goals achievable. He is teaching me the importance of accepting who I am, and realising I don't have to perform perfectly to achieve my goals. I am very excited about my future and that's thanks to Roberto ! Thanks man"
Nathan Treacher

Anton Ferdinand, one of the most genuine people I've worked with in the game - shown above after scoring one of the goals of the season. Thank-you Anton for the pleasure of working together.

West Ham United FC
Performance Consultant (2003-7)

23. The Law of
Seizing the Opportunity
Take your chances...now

Effective teams take the initiative when opportunities arise. They are assertive in play and go for the win when they can. They are willing to take risks at the right time, in the right place. They are not phased by missed opportunities and view these as positive feedback on the success of their strategies to create the opportunity in the first place.

Remember: Effective teams are pro-active, rather than reactive.

"Winning is not a sometime thing; it's an all the time thing. You don't win once and a while, you don't do things right once and a while, you do them right all the time. Winning is a habit. Unfortunately, so is losing"
Vince Lombardi

"Have a no excuse mentality - If you say you're ready to go into the ring, don't give an excuse afterwards"
Terry Edwards
Performance Director GB Boxing

"Carpe Diem"
Quintus Horatius Flaccus (65 BC - 8 BC)

"Roberto's been amazing. I would like to thank him for all his help this season".
- following his most successful season, culminating with winning the prestigious end of season British National Masters Tennis Championship in Nottingham
Sean Thornley

"I think self-awareness is probably the most important thing towards being a champion"
Billie Jean King

24. The Law of **Continual Debriefing**
Know what got you there

A crucial process in developing your game and becoming an effective team is the ability to continually debrief your actions. By debriefing you increase your success (by understanding and repeating what makes you win) and you can reduce your failures (by understanding and not repeating mistakes).

Effective teams think continuously about what they are doing and how they can do it better. They constantly debrief not only post-competition but also in real-time play. They can evaluate their strategies during the game and also debrief by themselves during practice sessions and also debrief with their coach and relevant support team members.

Effective teams think correctly and calmly under pressure in order to give themselves a sense of control, without this constant debriefing, they cannot consistently win.

Remember - Effective teams continually asks themselves – "What happened, why did it happen and how can we be better?"

"Think correctly under pressure"
Sir Clive Woodward

"Roberto is such an amazing person. He showed me how to get to where I want to be in my sport. Things that were once stressful are now under control, including my nerves! His wonderful sense of humour and down-to-earth approach has really helped me to believe that I can achieve all my goals"
Sally Gosling

"I enjoy the work, I enjoy every minute of my professional life"
Jose Mourinho

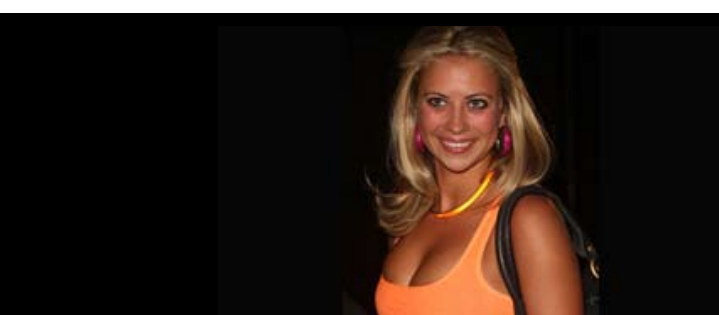
25. The Law of **Persistence**
Winners keep going. Whatever

Winning demands Persistence. Nothing worthwhile achieving ever came without a high level of determination and persistence. Effective teams can keep going - whatever. They stick to their plans, have high levels of motivation, and determination to seek higher challenges.

"Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not: unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination are omnipotent"
Calvin Coolidge

Failure is an opportunity to begin again, more intelligently
Henry Ford

"Whilst everyone is sleeping, I'm working"
Will Smith



"Roberto was the man that got Team Caterpillar psychologically through the marathon. He taught us games and tricks to help us forget about the pain we were in. If you ever need help to get your self through a task then Roberto is your man. He can also top off the training with a bit of mind-blowing magic too!"
Holly Branson World Record Breaking Marathon Team

Clients Include

- AEGON
- Arrigo Sacchi
- Association of Project Managers
- BBC Radio
- Brentford FC
- Brighton & Hove Albion FC
- Bromley Tennis Academy
- Brunel University
- Chanel 5 News
- Charlton Athletic FC
- Coutts Bank
- Crystal Palace FC
- English Institute of Sport (EIS)
- Fabio Capello
- Fulham FC
- Greenwich University
- Lawn Tennis Association
- London Football Coaches Association
- London Metropolitan University
- London Playing Fields
- Loughborough University
- Risk Audit
- Sky News
- Sky Sports
- Southampton FC
- Street League
- Tennis Scotland
- The Football Association
- West Ham United FC
- Wolverhampton University
- University College London (UCL)

AEGON

UCL

ENGLISH INSTITUTE OF SPORT

Bromley
TENNIS ACADEMY

The FA

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London
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riskaudit

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CRYSTAL PALACE

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metropolitan
university

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Loughborough
University

In any leading business or team, the challenge is always to pinpoint what's around the corner, because what was extraordinary yesterday is very ordinary tomorrow. Roberto Forzoni helps teams and organisations perform - to reach levels of achievement they may not have thought possible. With over 25 years experience as a coach and performance consultant, working with some of the biggest names in sport, he knows what it takes to help individuals and teams excel.

If you have ever asked yourself the following questions:

- How do you develop strategies to create a winning culture and a high-performance environment for sustained success?
- How do you build and lead a high performance team?
- How do you develop a winning, mentally tough mindset in players?
- In football specifically, what is the effective strategy for balancing the demands of a 60 game season whilst also preparing for the future?

...get ready to find out and get JUICED!

Contact & Speaking Engagements
2 Brook Court, 3 Blakeney Road
Beckenham
Kent BR6 8LN
T: 020 8658 2007

email roberto@robertoforzoni.com
www.robertoforzoni.com
Facebook: www.facebook.com/performancepsychology