

When things go well, the right people point out the window...they shine a light on other people who contributed to the success and take little credit themselves...when things go awry, they do not blame circumstances or other people...they point in the mirror and say, "I'm responsible."

**Jim Collins**  
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## 2.3 Developing Double Vision

In 2007, Taylor Rochestie, a junior starter on the Washington State University basketball team that would eventually advance to the Sweet 16 of the NCAA tournament, volunteered to give up his scholarship to allow his coaches to recruit another talented player to make the Cougars a better team the following season.

Rochestie was a good player but not a superstar. It was conceivable that Washington State would recruit someone who would cut into his playing time. Yet he sacrificed scholarship money and risked reduced playing time to help his team get better. Rochestie had what I call "Double Vision."

### ■ The Ins and Outs of Double Vision

Triple-Impact Competitors have "Double Vision" – the ability to look both inward and outward for the betterment of the team. The inward view is "Mirror Time," an internal scan of what is going on inside you, including taking a hard look at

your feelings and taking personal responsibility for your actions. The outward view is "Window Time," an external scan that involves focusing on what is going on with your team and your teammates so you can help them be successful.

Triple-Impact Competitors ask, "Is it Window Time or Mirror Time?" The answer depends on what your team needs in the moment. Sometimes it's a Mirror, and sometimes a Window. Sometimes it can be both at once. Some examples:

- Everyone is down after a tough loss. You played poorly, but others did worse. Go to the Window and blame your hapless teammate, or look in the Mirror and take responsibility for your mistakes? **Mirror:** "We played hard tonight, which is great. I made some bonehead plays, and I'm sorry for putting us in a bad position."
- You excelled in a big win. Exult in your good play (Mirror), or give credit to your teammates (Window)? **Window:** "You guys set me up. Sandy, great screen to free me for that last basket. Natasha, fantastic passes inside."
- Coach subs you out in an important game. Feel sorry for yourself (Mirror), or keep your head in the game to help your team win (Window)? **Mirror then Window:** "I'm upset I'm not playing, but I'll support Jake so we can win." "Jake, that linebacker keys on where you look when you come to the ball. What if you looked both ways?"

Here's a guide to some common situations:

Situation	What time?	Comments
<b>Tough Times</b> (e.g., losing streaks)	Mirror	Lead by example to help the team get through tough times; take responsibility for your mistakes and refuse to blame others.
<b>Success</b> (e.g., winning streaks)	Window	Shine the spotlight on your teammates to give them credit for their contributions rather than trying to get maximum credit for yourself.
<b>Negative Feelings</b> (e.g., jealousy, doubt, fear, anger)	Mirror	Acknowledge negative feelings, but tell yourself: "I'm the kind of person who works to make my team better even when I'm down."
<b>Feedback Opportunities</b>	Window	Share information that could make teammates better, even if it might reduce your playing time.

### ■ What Can Blur Double Vision

Let's face it – it's not easy to maintain Double Vision. It's complicated because high-performing teams require both cooperation and competition, two things that can conflict.

You cooperate with teammates to try to defeat your opponents, but you compete with them for playing time. Ease up on either and your team doesn't reach its potential. It's hard

to win without great teamwork. Fail to compete hard, and you don't develop as a player, nor do you push your teammates to be their best. So being a great teammate requires striking the right balance between cooperation and competition.

Double Vision requires a high level of emotional maturity, something that isn't tied to age as much as understanding the "big picture" about how to make a team function at its best. As a result, Double Vision gets blurred when:

#### Things go wrong and athletes seek to avoid blame.

- "It wasn't my fault. That was a terrible call by the official, and Rosalyn blew the pass anyway."

#### Athletes are passed over and pout.

- "Why did Coach pull me? I deserve to be out there, not Jackie."

#### Athletes seek glory for themselves.

- "I'm going to shoot more so I can be the leading scorer."

### ■ The Benefit of Selflessness

There is an element of selflessness to being a Triple-Impact Competitor. Sometimes you won't be recognized for your contributions. That's just the way life is. But over time a relentless commitment to making your team better will benefit you. It will make others want you on their team. It will give you opportunities not available to most people.

In the Introduction, I shared the story about how Kurt Warner made Marc Bulger better even though it hurt his chances of regaining his starting position with the Rams. This selfless act paid off when the Arizona Cardinals picked Warner up to mentor their younger quarterback. Instead of being out of the NFL, Warner got the chance to lead the Cardinals to the Super Bowl specifically *because of* his reputation as someone who made his team better, someone with Double Vision.

In the long run, Triple-Impact Competitors win when their team wins because people want to work with people who make them better. Thus, what seems like a sacrifice – putting your team ahead of yourself – turns out not to be a sacrifice at all.



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