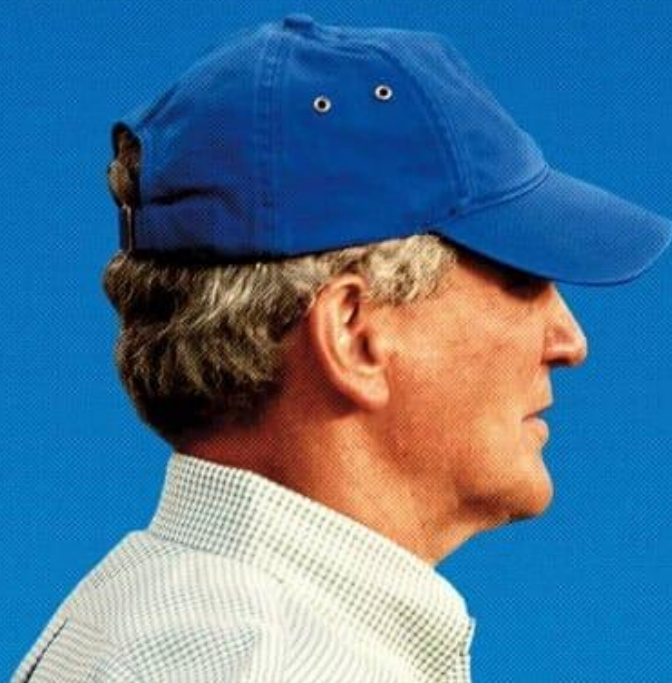


TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK
OF SILICON VALLEY'S
BILL CAMPBELL

ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE



TRILLION DOLLAR COACH

— A BOOK BY —

ERIC SCHMIDT

JONATHAN ROSENBERG

ALAN EAGLE



One-Page CEO Field Guide Bill Campbell's Operating Principles

What Bill Watched Closely,

- ◆ Are people speaking honestly or protecting themselves?
- ◆ Are meetings disciplined, inclusive, and decisive?
- ◆ Is trust accelerating work or fear slowing it down?
- ◆ Are leaders coaching in real time, or avoiding discomfort?

How Bill Defined the CEO's Real Job

1

Build Trust First

- Get to know people beyond their roles
- Listen more than you speak
- Create psychological safety
- Put the team before ego

Trust is not a value statement. It is an operating requirement.

2

Run the Company Through Meetings

- Treat 1:1s as sacred
- Design staff meetings so *everyone* contributes
- Surface tension early
- Share bad news alongside good news
- Decide and move forward

If meetings are broken

3

Coach Relentlessly

- Combine candor with genuine care
- Give feedback in the moment
- Ask open questions; don't prescribe answers
- Help people believe they can do more than they think

Leadership grows from management excellence.

4

Demand Team-First Behavior

- Encourage debate, not silence
- Reward speaking up when it's company-first
- Resolve conflict closest to the work
- Balance innovation with execution

Winning only matters if it's collective and ethical.

Bill's Reminder: *"Take time to smell the roses. The roses are your people."*



TRILLION DOLLAR COACH

— A BOOK BY —

ERIC SCHMIDT

JONATHAN ROSENBERG

ALAN EAGLE



**Use this at the end of every week.*

Weekly Leadership Checklist A Practical Self-Audit for CEOs

Trust & Culture	◆ Did I take time to know my people as humans? ◆ Did anyone hesitate to speak and did I notice? ◆ Did I reward team-first behavior over ego?
Coaching	◆ Did I give candid feedback in the moment? ◆ Was my feedback clearly grounded in care? ◆ Did I help someone see what they were avoiding?
Meetings	◆ Were 1:1s focused, honest, and useful? ◆ Did staff meetings include every voice? ◆ Did I speak last when decisions were forming? ◆ Did we decide or defer unnecessarily?
Decisions & Execution	◆ Did we frame problems clearly instead of dictating solutions? ◆ Did we balance innovation with execution this week? ◆ Did we move forward despite imperfect information?
Board & Visibility	◆ Were low lights as honest as highlights? ◆ Did I confront reality rather than curate perception?

If you are 'not checking the boxes' too often, Bill would say you're managing tasks not leading people.



TRILLION DOLLAR COACH

— A BOOK BY —

ERIC SCHMIDT

JONATHAN ROSENBERG

ALAN EAGLE



The "Bill Campbell" Leadership Card

1

Leadership Is Earned

- Your title makes you a manager; your people make you a leader. Management excellence is the foundation of leadership.
- Accrue respect through humility and service.

2

2. Trust Is the Currency

- Psychological Safety: The #1 driver of performance.
- Know the person beyond the résumé (Smell the Roses).
- No trust = No speed.

3

3. Meetings Run the Company

- 1:1s are Sacred: They are your primary lever.
- Start Human: Use socioemotional communication (Family/Fun).
- Speak Last: Don't rob the team of the chance to arrive at the answer.

4

4. Coach in Real Time

- Candor + Caring: Give the hard truth because you want them to win.
- Respectful Inquiry: Ask open questions; don't dictate.
- Coach in the moment and don't wait for a review.

5

5. Problems, Not Features

- Give context and describe the customer's problem.
- Never tell an engineer *how* to build it.
- Let the team's "Technicolor Rainbow" of talent find the solution.

6

6. The Decision Process

- Rule of Two: If managers are stuck, make them settle it together.
- Demand the Lowlights: Surface the bad news early.
- Decide: Indecision is damage. If there's no consensus, you break the tie.

7

7. The Humanity of Winning

- Winning is collective and ethical.
- Extraordinary things happen when no one cares who gets the credit.

Final Reminder: The roses are your people. Take the time to smell them.





INTENT

BEGIN WITH THE END IN MIND