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ADDENDUM; Of Teamwork, and Caring

By PAUL B. BROWN (NYT) 329 words

JUST as men can learn from "Nice Girls Don't Get the Corner Office," women can benefit from the clearly male-oriented book, "The Carolina Way: Leadership Lessons From a Life in Coaching," by Dean Smith and Gerald D. Bell with John Kilgo (Penguin).

To his credit, Mr. Smith, the former University of North Carolina basketball coach, doesn't hold himself up as a business expert. But his performance -- he won more than three-quarters of his games, holds the N.C.A.A. record for most victories by a coach and is in the Basketball Hall of Fame -- establishes him as someone who knows how to lead a team.

His lessons are straightforward: Focus on the factors within your control. Then make sure that your people "play hard," "play together" and "play smart." In other words, demand consistent effort, have all the employees concentrate on the team goal and make sure they execute the strategy.

Many managers would give similar answers if asked to list the most important aspects of their jobs. So what is the real differentiator?

"The most important thing in good leadership is truly caring," he writes. "The best people in any profession care about the people they lead, and the people who are being led know when it's faked or not there at all."

There may be something to that. According to Mr. Smith's publisher, the athletes he coached had a 96 percent graduation rate, and many of them contribute thoughts that amplify his points. So does Mr. Bell, a professor at the university's business school.