



HIGHLIGHTS FROM

BOCHY BALL!

THE CHEMISTRY OF WINNING AND LOSING IN BASEBALL, BUSINESS, AND LIFE

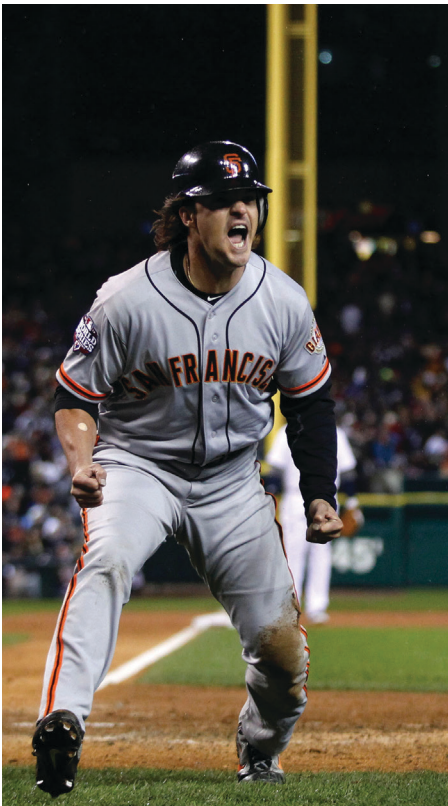
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EPIC WORK **EPIC** LIFE

San Diego San Francisco Chennai



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THE PERFECT GAME

It Doesn't Happen Alone

On June 13, 2012, starter Matt Cain did what only 22 pitchers have done in the history of Major League Baseball (MLB)—and what no one had done in the 129-year history of the Giants franchise. He pitched a perfect game. To pitch a perfect game, no runner can reach base. This means you have to retire 27 hitters in a row. Not only that, Cain matched Dodgers' iconic ace, Sandy Koufax, with 14 strikeouts, the most ever in a perfect game¹. Here are a few of the game's other highlights.

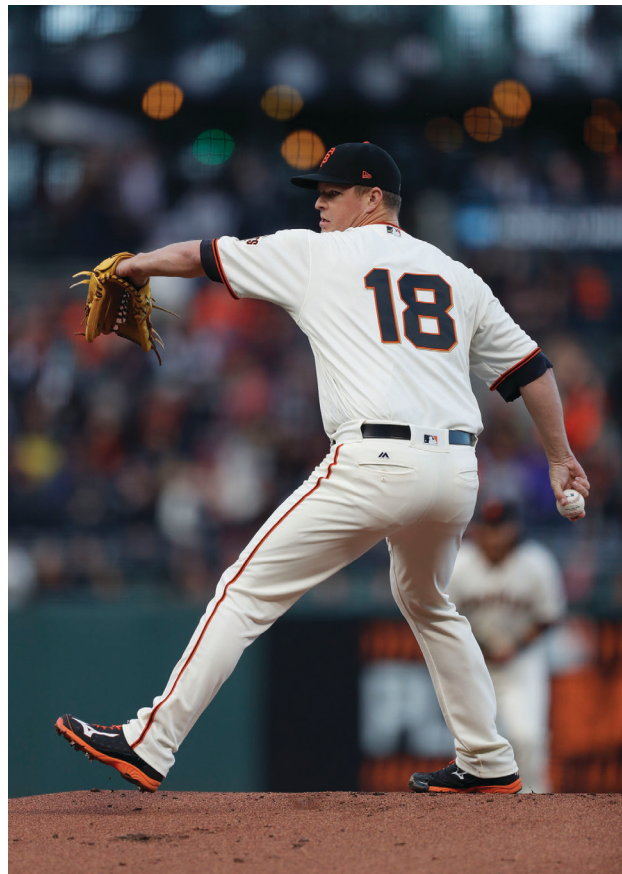
- Cain threw 125 pitches, the most thrown in an MLB perfect game.
- The Giants scored 10 runs, the most by any team in a perfect game.
- Cain scored a run in the fifth inning, the only pitcher ever to have scored a run in a perfect game.

Depending on which baseball aficionado is doing the math, the experts have calculated the odds of pitching a perfect game at 1 in 18,000 and 1 in 29,000. Either way, it's a very exclusive club.

The unflappable 27-year-old pitcher shut down the Houston Astros in a performance that was nothing short of brilliant. He would emerge the hero, deservedly so. But, he would be the first to admit that it was only possible because of a team effort. Think about the critical elements in the system that enabled Cain to do the nearly impossible.

The offense gave Cain huge run support with 10 runs. Catcher Buster Posey called a game that leveraged every one of Cain's pitches. No hesitation. No shake-offs. Cain went with whatever Posey called—any pitch, anytime. “I can't thank Buster enough. I didn't even question once what he was calling. I just let him go. Buster did an unbelievable job back there.”

Every player on defense knew his role and played it passionately, not knowing what would be at stake until the middle of the game. In the sixth inning,



Matt Cain strikes out 14 in the first perfect game in San Francisco Giants history.

Melky Cabrera chased down Chris Snyder's one-out fly ball, scurrying back to make a leaping catch at the wall. Cain showed his enthusiasm by raising both arms and slapping his glove in gratification when Cabrera made the catch.

Then, in what might have been *the* defining play of the game—and one for the ages—right fielder Gregor Blanco ran deep into right center to make a spectacular, desperate diving catch on the warning track, which robbed Jordan Schafer of a base hit and secured the first out of the seventh inning. When Blanco came up with the ball and held it high over his head, the sellout crowd roared and gave him a prolonged standing ovation. “It's unbelievable,” says Boch. “I still don't know how he made that catch.” Cain hugged Blanco in the dugout after the inning and then again after the dog-pile celebration cleared at the end of the game.

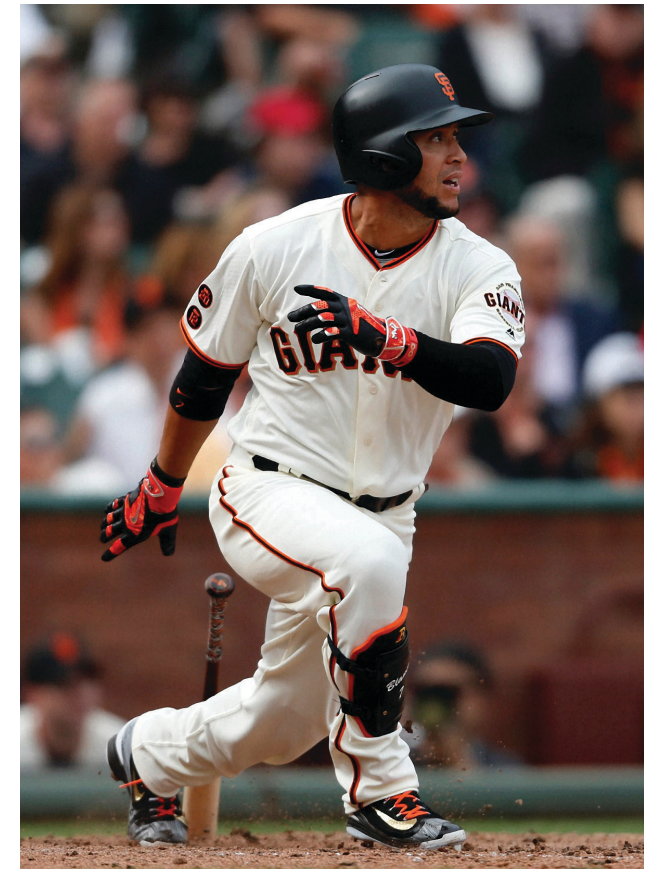
Cain later said: “In the seventh inning, when Blanco makes that catch in center field, I literally felt everybody on the mound with me. I mean the whole stadium was electric right there.” Speaking of Schafer's hit, first baseman Brandon Belt said: “I thought it was going to get down, but then I saw how good a jump he [Blanco] got on it, just like he's done all year; that's why you can't say enough about what he's done in the outfield. So, I saw that he had a good jump on it and thought maybe he's got a chance, and then he just made one of the most spectacular plays I think anybody's ever seen considering the circumstances. It's probably one of the best catches in baseball history.”

Cain said of Cabrera and Blanco: “We can talk about the sixth inning and seventh inning and those two unbelievable catches. That right there, that changes the whole thing.”

Boch also did everything he could to support Cain. In the later innings, he inserted strong infielders Brandon Crawford and Emmanuel Burris in the middle infield and replaced Pablo Sandoval at third base with the agile Joaquín Árias. In the eighth inning, with Cain's pitch count rising, Boch sent reliever Shane Loux *behind* the dugout to warm up secretly. It was simply a precautionary measure. Boch would've let Cain go at least 130 pitches, maybe more. Cain had incredible stuff and maintained, in fact increased, his pitch velocity through the last inning.

In the ninth inning, with two outs, Árias took a ground ball with a tough hop at third. With little time and no margin for error, Árias turned and fired a long rocket ball to Belt at first for the final out.

Game over!



Gregor Blanco a major contributor to Matt Cain's perfect game.

Cain fist pumped. The Giants dugout emptied. Dog-pile on the mound. Fans who were strangers jumped up and started hugging each other in the stands because Matt Cain and his supporting cast had brought the city of San Francisco something historic. A perfect game!

Powerful Chemistry

While he never used the term, Cain clearly understood the power of what can happen when a team has chemistry. He summed up the game this way: “I can’t explain what these two guys (Posey and Blanco) and the rest of the guys did to make this happen. It definitely was not just me. I mean, running down balls, hitting home runs, making plays; it was an all-out effort tonight. Everybody did a lot of work and it turned out perfect.”

What if Cabrera’s timing on Snyder’s fly ball is a second too late and the ball bounces off the wall? What if Cabrera, Belt, and Blanco each *don’t* hit two-run homers? What if bench coach Ron Wotus doesn’t place Blanco to “shade Shafer toward center field?” Would he have caught the ball? What if Árias can’t get the ball out of his glove at third base and the runner at first beats the throw by a split second? What if Posey gets away from Cain’s strength and gives up a hit on his third or fourth best pitch?

A lot of space and time lies between the sixth and seventh innings and the final outcome of a baseball game. A catch made in the sixth inning is far removed from the final score, right? Cabrera and Blanco could not have known that each of their clutch plays would make a major contribution to the perfect game, but they played as if they did. That’s how chemistry works. Playing at full throttle way over *here* in the sixth could have a cause-and-effect relationship with the final, game-winning pitch way over *there* in the ninth, officially making the game one for the record books.

And, don’t doubt for a minute that the sold-out crowd wasn’t a factor. Giants fans hung on every pitch. Comcast SportsNet Bay Area journalist Amy Gutierrez interviewed Cain in front of the packed house at AT&T Park. When she asked Cain if he could feel the pull of the fans, he was in awe. “Yes! I don’t think there’s an empty seat right now. That’s unbelievable.”

Posey said the game had a postseason feel to it and Cain agreed. “You know what? It felt like the World Series, but it almost felt a little bit louder, a little bit crazier than that. Every strike, they were going nuts for. It was truly amazing. I’ve never had that much excitement in every pitch, every strike, every swing.”² Center fielder Ángel Pagán said: “I’ve never been in the World Series, but I’m pretty sure the World Series feels like that because it was pretty intense. It was awesome.” Pagán’s words were almost prophetic. In three months he would indeed get to feel the adrenaline rush of a World Series.

The point is, there are so many variables and so many moving parts over 125 pitches that must be in sync to pitch a perfect game—plays that have to go just right. The parts have to function as a whole. One lapse in concentration, one botched play, one missed signal, and the opportunity for a perfect game is gone.

Boch: It was a night we will all remember. After Blanco’s catch we could sense something special was happening. So, every pitch, every play you’re just living on the edge hoping he gets it done. The crowd was loud, like in a playoff game. They were so into it. The players said the same thing. You could viscerally feel the energy.

And our guys . . . I know they were feeling the pressure in the ninth inning. I told Árias at the time, “I wouldn’t have wanted to be the one out there taking that grounder for the last out.”

You can imagine the intensity. You come all this way in a game, you’ve shut down 26 batters, and then we don’t make the last out. That’s how much tension there was.

We were all pulling so hard for Matty. He got in a little bit of trouble, ran a couple of full counts, but he handled it with incredible composure. You know, this is not the first time he had knocked on the door of a perfect game. There were a couple of times during the season when I thought he had the opportunity to do it, but this time he got it done.

To watch a guy—a group of guys really—make history together and do something that’s never been done in the Giants franchise, that’s special. It’s a lifelong dream for every pitcher. I don’t know how to describe how hard it is to do what he did. It was my first one, and I was so happy for Matt. I was happy for Buster too. A catcher can go his whole career and not catch a no-no [no hitter] let alone a perfect game.



Javier López leads the charge as players take a victory lap around AT&T Park. Another sold-out crowd at AT&T Park.

A photograph of Stephen Curry and a woman cheering at a baseball game. Stephen Curry is on the right, wearing a black San Francisco Giants cap with an orange 'SF' logo, a grey hoodie, and a dark jacket. He is smiling and looking towards the left. The woman on the left is also cheering, wearing a dark jacket and a black cap. The background is a blurred crowd of spectators at a stadium.

4th Inning
GIANT SPIRIT
Service over Self-Interest

13

THE ULTIMATE CHAMPION

A Team-First Mentality

If we are honest with ourselves, we are all narcissistic and self-centered to some degree. Reading this may not be comfortable for you, but it's true. If you doubt this, just think children. They came into the world as little narcissists. Between them, Boch and Kim and Kevin and Jackie have five kids. No one remembers these little people coming home from the hospital, learning to talk, and asking, "Mom, anything I can do for you around here? Hey, Dad, need some money?" It never happens. It's all about *them*. So, we're born with a selfish "it's all about me" nature and we work the rest of our lives to transcend it or grow out of it.

If you're still not convinced, just ask yourself, "How much of what I read in the press or hear people talking about in society is focused on rights versus responsibilities?" Whether it's demanding political fairness and equality, safe work environments, justice in our communities, or compensation that reflects our value, we're quite good at standing up for our rights. We're less comfortable talking about our indebtedness, our ownership in and responsibility to our country, our organizations, and our colleagues.

In a baseball club the tension is about player's contracts versus management's need to get the most out of payroll. It's about individual playing time and a player's individual numbers versus making personal sacrifices that can help the team win. It's about the media's need for accessibility versus the players' need to get away and focus. Everyone has a right to something.

Getting Me Out of the Way

Added to this, a common problem in professional sports is that great athletes have been pandered to for a good part of their lives. The bigger the star, the more they've been coddled. And the more they've been coddled, the more tempting it is to become self-indulgent. Why wouldn't they be? Many of the key influencers in these players' lives *do* indulge their selfishness. The term "franchise player" means what? We will build a team around one or two marquee players instead of building it around a set of principles that inspire individuals to play best *together*. Giants starting pitcher and Cy Young winner Jake Peavy explained the mentality this way: "Guys come in and they are worried about their [pitching] mechanics or what they are doing in the [batter's] box. Then you get caught up in yourself. This game can do that to you. You can turn into, without even knowing it, a selfish player."⁴⁶

It doesn't matter if we are leaders or players, at some point we need to wake up and candidly ask ourselves, "So, how's this me-first attitude working so far?" and then decide to get ourselves out of the way. Whether we know it or not, people around us know our motives. They quickly pick up on me-first. But this isn't where the power and influence in leadership lies. Influence expands when I believe that you understand me, care about me, grow my capabilities, and are genuinely interested in helping me reach potential I didn't even know I had.

This doesn't require a title or position of power; you don't have to be a veteran or a marquee ballplayer. You just have to have a desire to invest in others, get behind them, and help them prosper.

Boch deeply believes that one of the greatest obstacles he faces isn't always the talent in the opposing dugout, the constant scrutiny from a ratings-conscious media, or the inflated expectations of fans. It's the enemy within the team: selfishness. Like a cancer, selfishness has a way of destroying everything in its path, including chemistry.

Boch: In our game, just like in business and in life, there is almost always a point or place in the game when you need a player to sacrifice himself for the team. It could be a sacrifice bunt or a suicide squeeze. It could be a hit and run or giving yourself up by advancing a runner from second to third base. It could be asking one of the guys to pitch during a time of fatigue or a catcher to play when he is beat up and really needs a day off. But you do it because that's what's best for the team.

If a player is reluctant to make the sacrifice because he has a selfish agenda, it limits our options and it creates bad blood because you're doing whatever it takes to win a game. If the guys aren't pulling together you can sense it immediately in the dugout. On the other hand, it's amazing what we can do when our players willingly make sacrifices and play as a team.

Boch spends a lot of time taking the temperature of "the boys" and thinking about how they are doing mentally, physically, spiritually, and emotionally. He looks for teachable moments—everyday opportunities, big and small, to remind players that it's *Team US*, not you. Once you become a Giant there is no I, me, or my; your language has to be we, us, and together. This was reinforced for Boch when he joined us for an accelerated public speaking course we did for the U.S. Marine Corps, a band of brothers and sisters who learn from day one at boot camp that to serve the Corps and the country they first have to serve each other.

Boch reinforces this idea by recognizing players' unselfishness in clubhouse meetings, in media interviews, and especially in one-on-one conversations with them. He truly is in awe of the unselfish way his guys play the game, and that just naturally spills out of him when people bump into him.

Boch: I've said this in any number of interviews but it bears repeating because it is so uncommon in professional athletics. There is a critical characteristic that brought our club together in all three World Series wins—and that is the unselfish way our players played the game.

They were willing to do whatever it takes for the good of the team. In 2010, the Dirty Dozen didn't care about having it *their way*; they simply wanted to find *a way* to get it done. No role was too small for our guys in 2012; it was all about accomplishing the mission, regardless of where I put them. Again, in 2014, they didn't care how we got there; they cared about doing what no one thought we could do [win a third World Series in five years]. They wanted to be part of something bigger and *that* was more important than their individual numbers.

Their desire to make a contribution—no matter how many things we changed—was bigger than their insecurities and discomfort.

Unselfishness Makes You Agile

In 2012, when Marco Scutaro showed up at the trade deadline with his unstoppable bat, the Giants second baseman, Ryan Theriot, was relegated to the bench.

Boch: I never underestimate how hard it is for a player to take a backseat like that—especially when they are used to being a starter. When you love to play baseball, you want to be in the game, not on the bench. Taking a backseat can be frustrating, I know [referring to his own playing time as a backup catcher for the Padres]. Especially when you’ve played on the biggest stage in the game. Ryan played for the Cardinals when they clinched the World Series the year before.

But he never showed any resentment. He kept his head up and kept himself ready. He was a positive force in the dugout. He made the guys laugh, kept them loose, and never stopped cheering for his teammates. Every game he was “in it.” I have a lot of respect for that.

In Game 4 of the 2012 World Series, Boch named Theriot the designated hitter. In the top of the 10th inning, Theriot led off for the Giants with a single to center field off Phil Coke, who had been virtually unhittable the whole season. Theriot moved to second on a sacrifice bunt by shortstop Crawford. Ironically, it was Marco Scutaro, the man who replaced Theriot, who made the two-out clutch hit enabling Theriot to score the decisive run. The Giants came from behind to win the game 4-3 and complete their sweep of the Tigers.

Boch: That’s us. That’s just the way we do things. You never know where the next contribution is going to come from. I couldn’t have been happier for Theriot and for Scutaro. It was the perfect exclamation point on the end of the Series.

It’s amazing what a group of guys who play like a team can accomplish. We’ve shaken up the roster a lot. We’ve had to. People typically resist change. But not once did anyone complain. Not once did a player walk into my office and bend my ear. Not once did anyone question what we were doing.

Our guys were willing to hang their egos outside the door—for the love of each other and for the game. Do you know what kind of flexibility that gives us as a coaching staff? Do you know what kind of versatility that offers us? On top of that, we waste no time on drama, distractions, and second-guessing. We can focus on getting the job done.

When you ask players to choose service over self-interest you also have to be ready to manage the creative tension that comes with this approach. On one hand, you look for players who are team-oriented. On the other hand, you want players with a warrior spirit and competitive drive—players who want in. Striking a balance between unselfishness and competitiveness requires some finesse.

Boch: If I go out and pull a Jake Peavy or a Madison Bumgarner off the mound, that’s not easy for them. I know they get upset. They are warriors. They’re competitive. And I want them to be. That’s why they’ve had such great careers. I don’t want them singing “Zip-a-Dee-Doo-Dah” when I take them out of a game. But even though they’re ticked off, they also know that we are trying to do what gives us the best chance to win, and I think they trust that, in the moment, we [coaches] might have a more objective perspective.

When players choose service over self-interest, three things happen. First, not only are the needs of other players and the team addressed, not only does it create more flexibility, but something very powerful also happens to those who give. Their lives are changed as well. The thrill that comes from advancing the larger cause creates a desire to give even more.

Second, serving others has a very natural side effect. When people feel served, something compels them to reciprocate and a spirit of service floods through the organization. Mutual giving elevates camaraderie and unity.

Third, the Giants have shown that when players figure out how to give more than they take, the team plays better over the long haul. And guess what? Every member of the team comes out ahead.

Make Other Players Better

Chemistry grows when players appreciate the specific contributions other players make. That appreciation is not just being happy for your teammates when they do well; it’s about the effect that comes from making other players better. It releases pride and emotional energy and has you saying to yourself and your teammates, “I get to play with that guy and that gets me juiced!”

Boch: Sometime deep into the 2014 playoffs I reminded our guys: “It’s been teamwork that got us to this point and it’s going to be teamwork that takes us through the playoffs on top. Your support of one another, your ability to forgive mistakes—in yourself and in others—and move on, your mutual respect, and your camaraderie have created a spirit of unity and a force to be reckoned with. And I’ll tell you what, the team that becomes most unified is the one that’s going to win the Series. It takes remarkable courage to ask the question, “Can I choose to make

DO
SOMETHING
NOW

If you want to engender a team-first mentality in your players, call it out and recognize it when you see it. People quickly pick up on what a leader rewards and punishes.



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