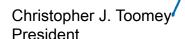


One More Shot

ost of you know I grew up in Boston as a loyal fan of all the big Boston teams. Next to the Boston College Eagles, one of my all-time favorite teams is the Boston Celtics. And Larry Bird, the "Hick from French Lick," is easily my favorite Celtic player. Bird was truly one of basketball's greatest natural talents: His knack for recognizing and remembering the moves of opponents and teammates prompted coach Bill Fitch to nickname him "Kodak," for his photographic memory of all the action on the court. But even more impressive than his natural ability, Larry Bird was also one of the hardest working professionals ever to play the game.

I have a fabulous newspaper clipping about Bird, in which he explains his extraordinary work ethic: "Growing up, my family didn't have a whole lot. But we worked hard and made the most of what we had. Which, I believe, is what made me the ball player I am. Because it made me stay after practice and shoot foul shots. Maybe a thousand a day. It made me learn how to pass. How to play defense. While other guys were spending time learning how to dunk, I would practice the pick and roll. Or the give and go. Then I'd shoot more foul shots. I had a coach who told me that no matter how much I practiced, there was always another kid out there, somewhere, practicing longer. Well, I always made sure I took one more shot than that kid."

All human beings are creatures of habit. Bird made it a habit to practice the key skills that would make him the best in his game. But more importantly, when Bird made a habit of taking "one more shot" than the other guy, he made a conscious decision to pit himself against the entire universe of all possible ball players—not just the guys in his current league. This notion leads me to the point I would like to impress upon all of you: At Glenair, we define our universe of possible markets and competitors with the broadest possible boundaries. As hard as we are working, you can be sure that somewhere out there some "kid" is taking more "practice shots" than we are. Never fall into the trap of believing we don't need to keep working hard on our game, just because we are doing fine against our current list of competitors. Bird never did. Neither should we.



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