A close-up, profile view of a man's face, looking slightly to the left. The lighting is dramatic, highlighting the texture of his skin and the intensity of his green eyes. The background is dark and out of focus.

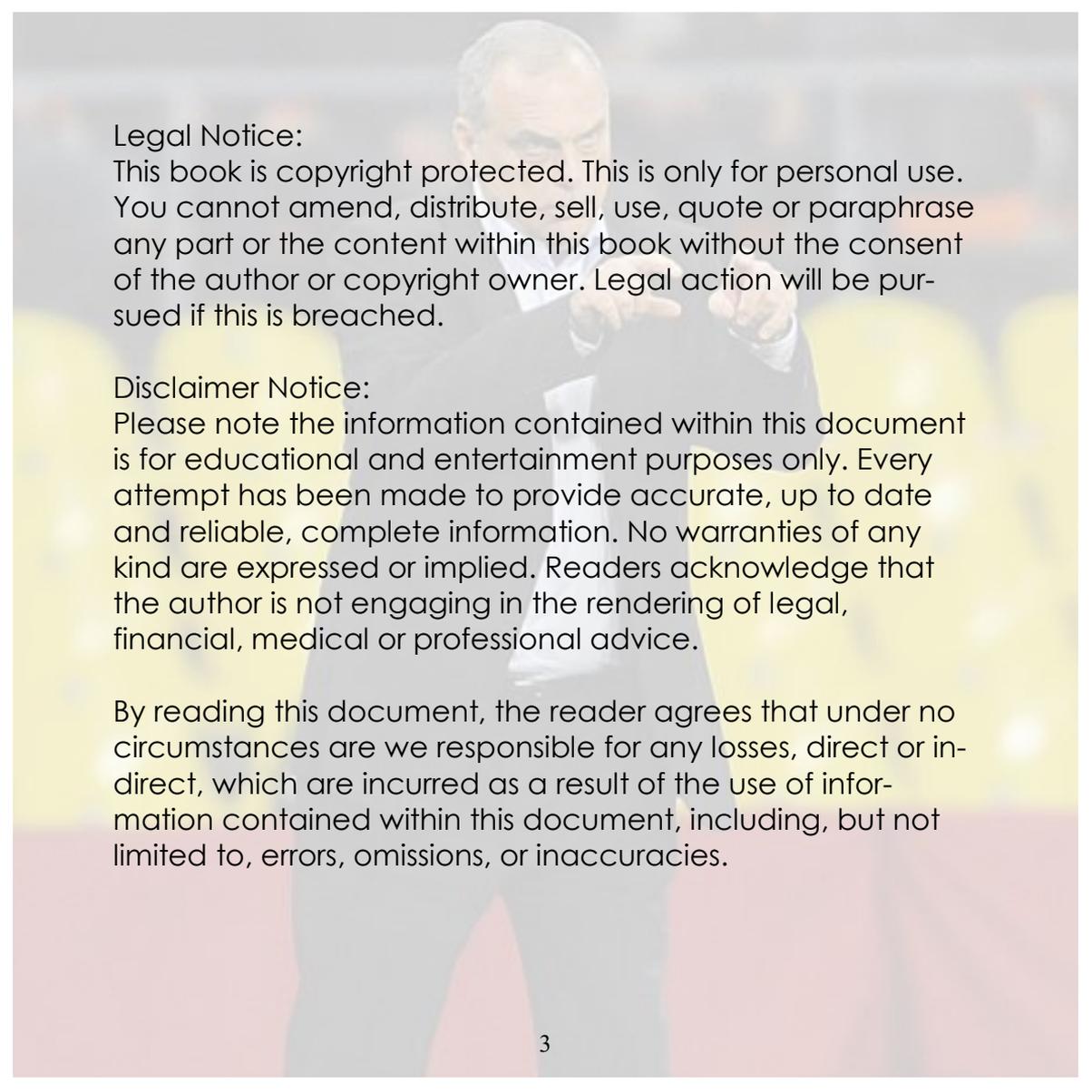
HISTORY MAKERS ONLY

**Follow
Your
Heart**

**Simple Truths From Avram Grant about Turning
Every Fear into Your Ultimate Success**

To:

From:

A man in a dark suit and white shirt is pointing his right index finger directly at the viewer. He has a serious expression. The background is a blurred crowd of people, suggesting a public event or conference. The text is overlaid on a semi-transparent white rectangular area.

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INTRODUCTION

The 'Win Your Mind' talk I've prepared for you is supposedly about sports and soccer. But soccer is a reflection of society, and what is true for soccer is also true for life itself.

Let's take the recent COVID-19 crisis for example. The COVID-19 crisis consists of two things that exist in soccer. In soccer, there's love, on the one hand, the love of the players, of the fans, of people who work in the business, the love of everyone, but on the other hand, there is the problem-solving aspect. Problems with success, yes, success can cause problems too, and problems with failure as well.

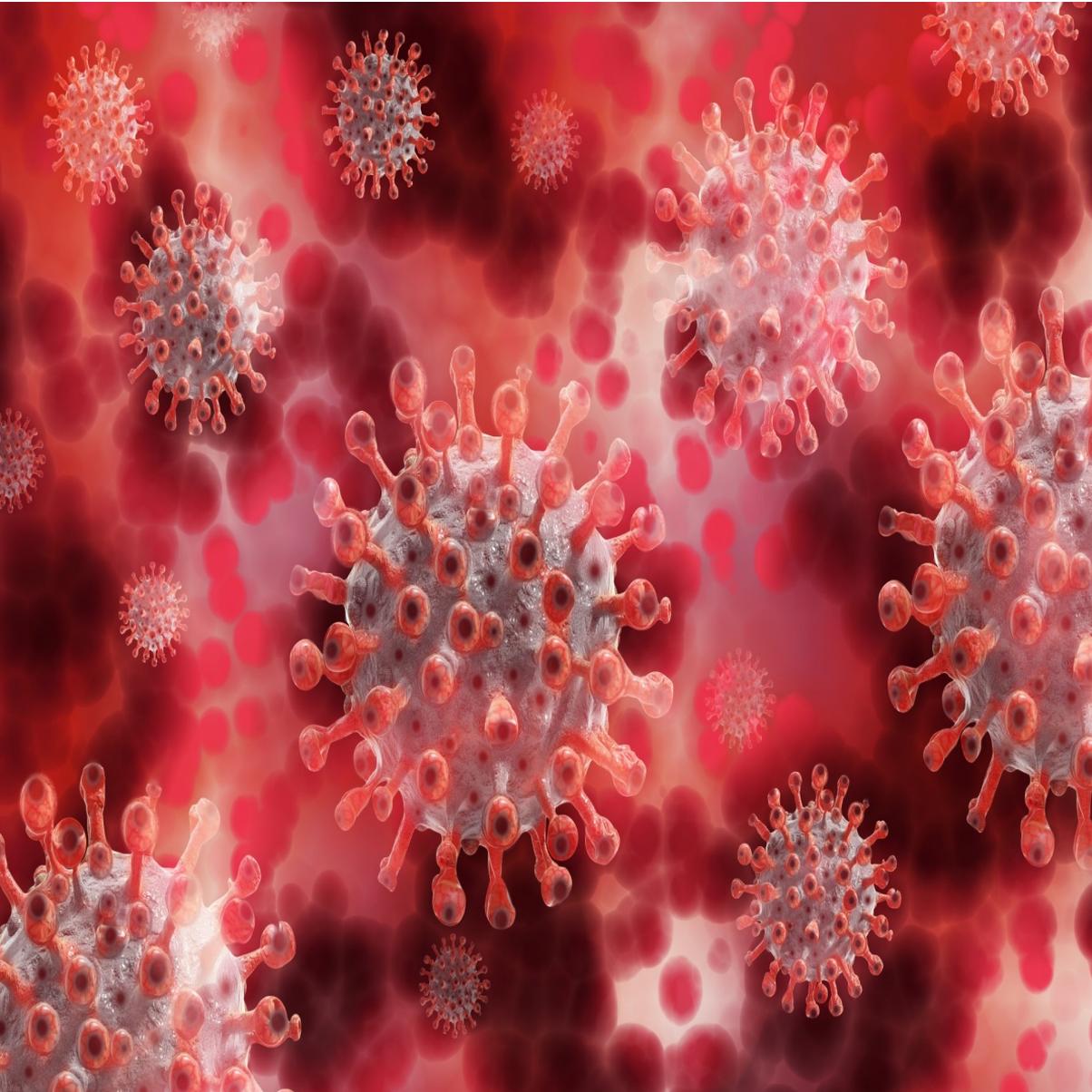
Our experience with the COVID-19 crisis made us focus our attention on two things as a result of the time we had.

First of all, we were quarantined and we were dealing with love. We found ourselves seeing our immediate family, spending all of our time with them. We started seeing ourselves, we had time for ourselves. Even though we haven't seen our grandparents, I think we've given them a lot more attention to our thoughts than we did before.

And on the other hand, we were dealing with struggles, difficult struggles. With the health issues, firstly, and then financial issues, with the unknown, which is the hardest thing of all, but more than the unknown, with the mental issues that arose as a result of all the other problems we had. (PIC)

This is why, as I said, life is analogous to the COVID-19 crisis, and I'll even be using examples that aren't from the world of soccer. I'll return to the soccer issue later, don't worry.

Not from the world of soccer.





Slope Fitness

Pearl Moscow

Slope Fitness

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Facebook founder Mark Zuckerberg gave a talk recently, in which he talked about the author of Harry Potter books. He told about how she has sent in her manuscript, and received ten to twenty rejection letters from publishers. I think the 13th or 14th publisher, I can't remember exactly, was the one who accepted it, and now, we all know who J. K. Rowling is, and we all know the Harry Potter books.

Mark Zuckerberg himself dropped out of Harvard during his first year. He dropped out, but still, he continued to pursue his dream, and now, the whole world knows about Facebook.



I can also add Steve Jobs to that list. The cell phones we're all using, I'm already missing mine, the cell phones we're all using were created by Steve Jobs. Steve Jobs was shamefully thrown out of the company he has built. He continued his work, persevered, eventually returned to Apple, and he is now the person most associated with Apple.

Now, is failure a precondition to success? Of course not. But actually, the real victory is overcoming hurdles along the way, and without that success it is impossible to achieve and that's why this is the important thing, and we can also see this in other areas, as I've mentioned before.

Let me return to soccer and myself. Let me give you some examples from my own life. I can talk about the things that led me to what one might call "success" in life.

There were three basics, later I'll talk about the stress and all the rest. Before anything else, the first thing is what I'd call "follow your heart."



When I was 26 years old, I was a junior team coach for kids born in 1963, 1965, 1968. One Wednesday, I was asked to coach the youth team. Moshe Meiri, the youth team coach, was coaching the team successfully, but I was asked to replace him. That very day, a family member of mine, who was an international businessman approached me, and said, "I want you to join me "and manage my business in Europe. Study it for a year, "and become a business partner of mine in Europe and all these things.

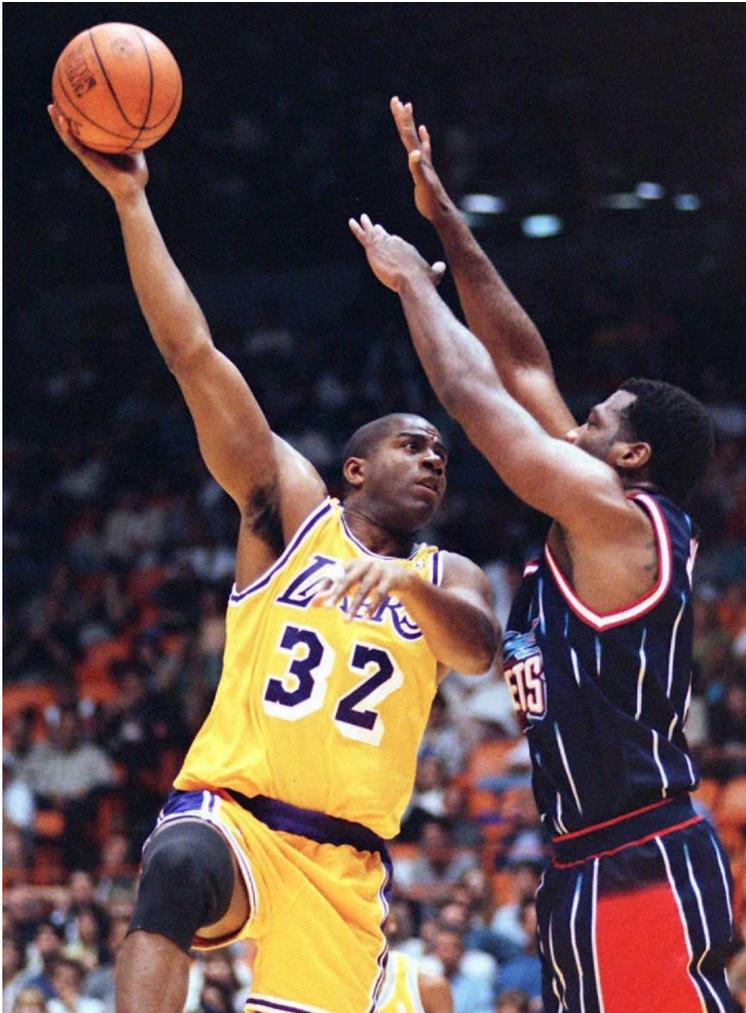
I was torn between two alternatives. I didn't know what to do. On the one hand, I love soccer, I've loved soccer from an early age, It became my profession when I turned 18, I may have earned 200 dollars and then 400 dollars a month, but it was a profession I loved. I therefore decided to seek my parents advice on this.

My mother grew up in Iraq, she was an honour student. I asked her what I should do. She said, "I don't know what you should do, but keep in mind that all coaches start as players, "and you can't continue on it as long as long term profession," I asked my Holocaust survivor father, after

everything he's been through, and he said, "What do you feel is right for you? Whatever your decision is, I'll support you.

After much discussion, I decided to follow my heart, I accepted the youth coaching job, I followed the first basic parameter, which is "follow your heart". I didn't know what would happen or what might come in my way, but one thing I knew was that coaching soccer was what I loved.

I was a youth coach for a few wonderful years, I had a great time doing it. We even won some titles, and in the year 1986-1987, I was coaching the team with Giora Spiegel, who was the manager, a guy I learned a great deal from, and later with Nahum Stelmach, who was also the manager and an assistant, too, and loved soccer very much. I started coaching the senior team by myself in 1988 - 1989. Following what's happened, when I decided to coach the youth team, I have developed a curiosity for football... I had it before, too, an extraordinary curiosity about what it means to be a coach.



I went to every conference; I spent my own money on seeing coaches from all over the world. In 1988, during the hiatus, before I started coaching the team by myself for the first time, I decided to go and see how it's done in the NBA. My friends somehow manage a pass with accreditation for me. To be precise, it's a badge that you wore around your neck, which grants you access to the locker rooms before and after games. I went to the final match, where the Lakers were playing Detroit. An amazing final match. Magic Johnson, Isiah Thomas, Dennis Rodman, all of the great stars of the time we're playing. I hung out in the locker room before the game, surveying tactic charts, looking at this and that, watched all the games, but when we arrived all the seventh game at the old Los Angeles Forum, LA versus Detroit, game 7, the winner wins the US championship, which is called the World Championship, at the last minute of the game, a time out was called by Pat Riley, the legendary coach, a wonderful coach, who won many championships with that team, and I thought, "That's impossible. I'm going down to the court."

I went down to the courtside with my camera. We didn't have Steve Jobs' iPhone back then. During the time out, I stood next to Pat Riley's assistants, I took pictures and listened to the time out the conversion. Look at the photo angle, how I captured Magic Johnson, How I was right there next to the locker rooms, places that are nearly impossible for the average fan to get to.

I remember my friends were stunned, "How did they let you do that?" I said, "I think they were in shock." I went to the time-out to learn what the coach says, how he says it, and how he behaves. I found it very interesting because I'm always attentive on the road to success. By the way, Magic Johnson scored the winning point in that game.

It had nothing to do with the time out because the other team had a good defence, and then Magic said, "Give me the ball," as stars do when it's money time. He scored the winning point, and it was an extraordinary experience. We've established that the first parameter is "**follow your heart.**" The second parameter is:

Curiosity and Determination

My curiosity and determination got me there, and that gave me a lot because I later went on to work for Hapoel Petah Tikva. I took everything I've learned from coaching the youth team, and applied it to the senior team, not everything, but what I thought was appropriate, and with that senior team, we won second place three times. I then went on to work for Maccabi Tel Aviv, won a championship title with them for the first time in 13 years, and then another title, and two second-place wins.

I had an unforgettable year at Hapoel Haifa with Robi Shapira, an amazing, wonderful man, and then I had two unforgettable years with Maccabi Haifa, for me, at least. I don't mean just the two championship titles, I'm also talking about the people who were involved, it was extraordinary. Then we completed the National Team Campaign without a loss. Two goals away from moving on two points less than France, who eventually moved on to the world cup final and lost by penalty shots.

We had the same ratings as Switzerland, who later went on to the quarter-finals, by two goals, they've scored two

goals more than we have in the match against the Faroe Islands, so they moved on. We were even ahead of Robbie Keane and Roy Keane's Ireland. We had an undoubtedly successful campaign, and then I said, "Now it's time to go to Europe."

I tried my luck in Europe. I started negotiations with Ipswich, Nottingham and various other teams. Nothing. No one wants... It wasn't personal, but no one wants a soccer coach from a country like Israel. They said, "Israelis are good at almost any possible field, "but when it comes to soccer... "So I wasn't given the chance. They thought highly of the campaign but never gave me a chance.



During that same time, I received a phone call asking me to take a meeting with Arcadi Gaydamak, the owner of Beitar Jerusalem. I went to the meeting, and I have to say, it's very difficult to shock me. He gave me an offer that was substantially higher than what I was earning as the National Team Coach, Substantially Higher, with a long term contract, wonderful professional terms, allowing me to purchase players for a lot of money, and I thought, "what am I doing here?" First of all, I'm married and have two wonderful kids, Daniel and Romi, and I just received an offer from a great team, with a great fanbase, an undoubtedly exciting team, and I always found that team exciting, even when I went to teddy stadium for games.

By the way, I only lost once there, but that's not the point. What should I do? I decided to be honest. I said, "Arcadi, I appreciate the offer very much, "Give me a few days to think about it". He said, "Why? I gave you an offer you'll never get in Europe," and I replied, "My dream is to work in Europe, I have my track record in Israel, the National Team did good, "and if I don't leave for Europe now, I'll never leave." He said, "Leave through Beitar, " I said, "That's difficult. "Just now, as an Israeli Coach, I wasn't given the

time of day. "I want to continue to try my luck, but give me a few days." He said, "Okay," I called him back a few days later, we met at some restaurant, I told him what I had to say, "Thank you for the offer, I appreciate it very much." I must say he was very decent about it, he said, "I appreciate it and I wish you all the best." I didn't have a team, I went home with nothing, but I said, **"I'll persevere, and I won't give up on my dream."**



I was later approached by Portsmouth. Interestingly enough, it was Gaydamak's son, who luckily knew nothing about what I said to his father. He offered me a position as a sporting director. I went over there, I had an amazing year, and as a result of that year, Roman Abramovich asked me to come work for Chelsea as a director. The team wasn't good, and he later asked me to coach it. As usual, my life story is taking on teams in rough shape that then I need to rehabilitate. It was great. We only lost one league game we went to the Champions League final, we lost the Carling Cup, we had a great year.

Then I returned to Portsmouth as a coach in 2010, as well as other teams. These are the three basic things. So my advice to you is follow your heart, be curious and resourceful, and never give up on your goals, even when things don't work out, especially when they don't work out.

Always ask yourself If you give up now, what are your choices? Where will you be in life? Think of how that will make you feel. Consider it like nothing more than a diversion on your journey to success. We all get distracted

from Potter" series. Her idea was rejected 12 times before time to time. Although you probably can't identify a reason why right now, there's probably a good reason why things didn't work out. But, once the picture becomes clearer, you'll realize why. Take into consideration the billionaire author, J.K. Rowling, who has created the "Harry someone finally gave her a chance. Ultimately, dedication and determination paid.

I will advise all of you that when you follow your heart, then don't get worried about making mistakes. Always remember the graph of success isn't linear. There are a lot of ups and downs in it. You're going to hit bumps in the road that will feel like mountains. But eventually, you will pass all of them. In fact, making mistakes is required to be successful. If you're not getting mistakes, you're not trying. You're not trying new approaches. You're not going anywhere. The key point is to make sure that you learn from those mistakes.

We've all heard stories about famous figures who have failed numerous times. Abraham Lincoln, for one, failed to win several positions before becoming president of the

United States.

That's why over the years, I have learned so much. I can't remember a moment when I thought about what could happen if I fail. How should I be perfect? Yes, I indeed discussed what to do next in life with my friends and family.

I have asked numerous times which options I should consider. But when I make decisions, I stick to them and I make sure that I took these decisions on my own. That's the key to success.



There are many parameters to success, but there are three essential ones.

But before that, you can see the phrase "win your mind" on the chart. That's what all of my projects are called, "Win Your Mind."

Our biggest enemy and friend is in our own mind. Our abilities, as well as the junk, are all in our minds. First, get rid of the negative things, then replace them with others.

We all indeed encounter moments of self-hatred, unrelenting frustration that arises from our own hands. We also seem to hit a wall every now and then, question the road that we're on and why this is only happening to us. Uncertainty, insecurity, self-doubt, ambiguity, timidity, or lack of motivation are all by-products of our inner mind. We don't need to show a Dexter-complex to know that we are the number one cause of our own disasters and downfalls. We have to get rid of all these things to succeed. Don't over-analyze the situations. Make things simple.



Mental Strength
Avram's Triangle

Number 1 Talent.

Talent

No one is talented enough to win by themselves. Such a thing just doesn't exist. Talent is like a flower. When you water a flower, it grows. When you don't it dies. When you water a flower, you get a greenhouse. When you don't; it dies.



No one is talented enough to win by themselves. Such a thing just doesn't exist. Talent is like a flower. When you water a flower, it grows. When you don't it dies. When you water a flower, you get a greenhouse. When you don't, it dies. Muhammad Ali, now considered the world, greatest boxer, won the gold medal at the Tokyo Olympics. The first thing he asked his agent was to ask the great boxers what their diet regime is during the three days before a match.

He asked a friend of his to throw rocks at him, while he dodges them, or he'd get one in the head. That is to say, he realized that talent in itself is not enough, and that's what made him the greatest boxer who ever lived. Talent. The parameter... We can't control talent, but we have seen people with this level of talent achieve more than people with that level of talent.

Just because you have talent doesn't mean you can go on the field and be the star of the team. Remember this "Hard work beats talent when talent fails to work hard."

For me, hard work is far more important than talent as talent will only carry one so far. If one is not prepared to put

in the work to gather and nurture their talent, then the talent itself is basically useless. I have seen that hard work and determination have beaten out pure talent many times. Hence, if talent and relentless work join hands with each other it could provide

better results. If you are fortunate enough to be born with the brains that are capable of potential genius, you will not be able to become a true genius without inspiration and hard work. Here is where the hard work comes into play. Anyone can have an idea, vision, or dream, but it takes that 99% working hard to make it closer to becoming a reality.

I have seen people with limited talent achieve far more than people with exceptional talent.

If you have the talent and can work hard, does it mean you will succeed? No, you can't succeed unless you are in the right direction. Your hard-working and determination should be on the right track. This comes through my second perimeter of success that is Passion.



Also, I'm always interested in how and why things are done. I said, "How can I pass something on to my kids and other people? "How can I teach them the elements of success? "How can I do that?" Because on the one hand, I've had great success in Israel, high-level success but on the other hand, although fortunately very little, I had a relegation to a lower league with West Ham, and several other things weren't very successful. How could I pass on my experience? I decided to talk to people, my children, and others, about what not to do, and more importantly, what to do, and when I arrived at a triangle I call the "Triangle of Success."

Passion

Passion, as opposed to willingness. Everybody wants to win, to succeed. Not everyone knows how to be a winner and that's the difference. Any athlete will say that they want to succeed. You can ask any person on the street if they want to be happy and succeed and they'll say they do. So what's the difference? I don't think anyone would say they don't want to win.

A team owner once told me... I won't reveal his name, I'll just say he's a Russian man who owns a team in London that has won several championship titles in the last few years. He said, "I like a certain coach, " I asked him why and he said, "because he's always saying how he wants to win." I said, "Do me a favour, we are friends. "Find me one coach who says he wants to lose." Everyone says the same thing, so what are the differences?



The difference is in one's actions. Let me give you two examples. The first one, everyone's watching the Michael Jordan documentary. I'm lucky. I went to all six of Jordan's Championship games because Phil Jackson, the coach, is a friend of mine. I watched him during practice, I saw how competitive he was, his passion. He wasn't guided by his will to win, all players want to win. It was his great passion, which was burning in his bones and made him so competitive. Michael Jordan was third pick in the draft. That means that the experts thought two other players were better than him. Were they wrong? No. They weren't wrong at the time. They only went by talent. They didn't take into account what Michael Jordan has in here and in here, and that can be taught.

He had a huge heart, which translated into a highly competitive attitude, and he had a strong mind. I don't know if people know this, I think he was 26 years old when he won his first title. That means that he tried and tried and tried again, and eventually, he won six championship titles. He was perhaps the greatest player who ever lived, and he stars in a Tv series the whole world is watching.



The second example is from my own personal experience. I had two players in Chelsea, Anelka, and Drogba, two strikers, from the French National Team, and for the Ivory Coast National Team. Anelka had more talent than Drogba. I was his coach. He's fast, he's strong, he can score, he has everything. Drogba is a great player, with great talent, but in terms of talent, I'd say they're like this.

So why would Drogba go down in the soccer and Chelsea history books, while I don't even think the name Anelka means anything to you listening to me right now? Why? Because Drogba had a great passion for success. When he didn't succeed, he only tried harder. When he did succeed, he maintained his success. He listened to what he was told and took these things into account.

I had dinner with him and my daughter, and he told her about it. My daughter Romi said, "He has so much passion," while Anelka, I'm sorry, he arrived to practice one day, and I told him he has to pay money. He asked why, so I said, "When my wife goes to the gym, she has to pay, so you're the same." There was nothing in him that wanted to succeed. You can't do it without passion. Is Our passion and talent enough? No, they're not.

Mentality Toughness



You can't succeed without mental toughness. You can't succeed, it's impossible. Mental toughness needs to come into play in times of crisis, because everyone's smart when things are going well. For me, mental toughness is the ability to generate consistent results in practices and games regardless of the situation. Whether it's poor weather, an injury, or a pressure situation, athletes with the help of mental toughness find a way to produce the same desire results.

When someone is racing against the clock or competing against you, the mental toughness should allow you to remain competitive and aware of the situation, not just exist on the field. It is easy to deliver a high-class performance when there is no or little pressure or when you feel fresh. It is more important to keep that level of energy when tiredness or pressure sets in. in short, you need mental ability in times of crisis. Let me give you two examples to clarify my point again.

One, Frank Lampard, Chelsea's current manager, who used to play for me, and I believe will become a great manager. I was his manager, and we were scheduled to

play against Liverpool, at the European Championship League semi-final, the most important match in Chelsea's history, a team that moved on to the semi-final for the first time ever and lost to Liverpool twice during the previous two years, and the most important match in my career, in terms of global importance.

Lampard's mother passed away a week before the match, so I excused him from the match because he was very close to her. He went home. We had a match against Manchester United on Saturday. A league game. Manchester United was three points ahead of us, with three rounds left in the tournament. We won 2:1 in an awesome game. We should have won by more, in an awesome game, without Lampard.

Lampard hasn't returned to practice yet. He arrived at the last practice session before the match. He was the worst player in practice, and no one practices like Lampard. He puts in the work before practice, after practice, the man is talented, but he's not as talented as Messi and the likes. He's the Chelsea Goal King of all time as a result of his hard work.

I asked my team and they said, He can't play. "First, he hasn't been practicing, and second, we've won without him." I decided to put him on the roster, a decision that could have cost me my career. My wife called me and asked, "What if you lose?" and I said, "I'll be on the first flight home." So why did I decide to let Lampard play, despite everyone's advice? For two reasons. One, he is very strong mentally in tough times, he's a very strong person, and two, I knew that once he steps out of the tunnel, in front of 40 thousand people, and they appreciate that in England, they'll appreciate the fact he came, it'll push him forward, and he has the ability. It ended up being one of Lampard's greatest games. He scored, we won, and we moved on to the European Champion League final.



The second story happened in Portsmouth, so not all stories are about successful things. I arrived at Portsmouth in October, after seven consecutive losses, Zero points, one thing led to another, and in November, my father passed away so I had to return to Israel. I returned in November, and I arrived at the team... We had a good game, we've defeated Liverpool, and were two points away from the relegation, with a team I truly believed was a good team, I still do. It was a great waste.

Suddenly, in January, in the exchange period, when my contract stated I were to receive four players

in addition to the existing roster, and I can tell you I believed in the team so much, I gave up one-third of my salary to use as a stay-on bonus, and then things happened that were unprecedented in soccer, and were also unprecedented in the English League, and which also later led to the Fit and Proper rules, which require owners to prove that they are worthy of owning teams.

The owners were gone, four players were sold off, the rest of the players had contracts that were about to expire, and the English league has announced they'll be deducting our points, which they did, nine here and nine there and nine here, until the team was relegated to the fourth division.

And I had to stay on until January. I don't know if you know this, but staying from January until May when there's no chance is a disaster, So I decided to leave, backed by the media because they all knew it's hopeless. I went to tell the players, I saw a few dozen or a few hundred fans standing there, old people, children, people who are fans of the team, just like I was a Hapoel Petah Tikva fan when I was a child, people who live for the team.

They asked me, begged me, "Don't leave. There's no management, "there are no owners, there's no one left, "we know we're being relegated to a lower division, please stay." At a moment's decision, which I think was the right decision, despite my friends being angry with me, I decided to stay.



I went to see the team and said, "We have two options. "Either we'll be off during the week and come play on Saturdays..."

For the first time in my life, there wasn't even the slightest chance, because for me, if there's even the slightest chance, and my players know me, I don't give up, because I didn't believe in "hard" or "easy" I believe in "possible" or "impossible." But in this case, it was impossible, even in terms of the ranking.

"Or we prove to the world "what mental strength is, what mental ability is, "how one can be strong, even in the hardest moments "an athlete can go through, when they know there's nothing they can do, "and we'll set the cup as our goal."

I can tell you that I thought we'd pass two rounds, and that'll be okay because that way we can drag it out until February, and we decided we'll do it. I refused to accept unprofessionalism. The players were great.

In our most hopeless moments, when we were beaten, when money was drawn, when it wasn't certain what tomorrow might bring, as a coach, I never knew which players I'll have that Saturday, they've shown amazing mental ability.

We defeated Southampton, we defeated Coventry, Southampton in the Derby. Birmingham, who had their peak season, we moved on to the semi-final in Wembley and defeated Tottenham by two points, which was then the hottest team in the league..

We arrived at the final against, us, a hopeless team ranked in the last place, without a chance of winning, not knowing which players we'll have, playing against the great Chelsea, who the championship title.

We got a penalty goal in the 60th minute, we missed, penalty shots and I don't go hand in hand, as you all know, just like in the African championship and other places, but with a lot...



**"The True Spirit of Pompey"
Avram the legend**

Drogba scored for the rival team, and we lost 1:0, but I don't remember feeling such great love in a long time. When I walked out, I saw a phrase a player must have leaked, because I told the players during the pre-match talk.

I said... I'll translate it into Hebrew, "They can take out points, they can impose an embargo..."

They also imposed an embargo. "They can impose an embargo, "they can ban our players from playing, they can do whatever they want, "but there's one thing they can't take away from us, "our fighting spirit. They won't take away from us."

In English, "They can never break our spirit."

They went along with it and that was my great experience.

So remember the three parameters you can't do without. Talent, which isn't up to you, passion, which is up to you, not only in sports, but in any other field as well, be it business or whatever else, and mental ability.

Mental ability means that when things are going well, you're not god, and when they don't stop there, you keep going.

If I could give you two final pieces of advice, I'd say that whoever tells you that failure builds character is wrong. Success builds character, but your reaction to disappointment and the way you fight it is what defines you in life and in sports. You can't succeed without it.

So if anyone tells you, and rightfully so, "Never give up, water cuts through rock, "not because of it's strength, but because of its persistence.

"Don't give up." And there are also those who might tell you, "success is not guaranteed if you don't give up," even though I think that if you never give up and you continue to persevere you will succeed, but what's certain is that if you give up, you're done, and that's why this whole thing about dealing with stress, there is no dealing with stress. You can forget about it, you can withstand stress and direct stress.

stress. The technique is to manage your anxiety and stress and keep it within the best possible levels to achieve top performance. If you don't have the tools in place to keep your anxiety in check when it comes to strong, you'll never realize your full potential.

That's why I wish you all luck, and if we may...

Can I ask the audience a question? I'll ask you a question, and we'll give you a phone number to call to answer it. What is more crucial to success in your opinion? What is more crucial to success, the passion to succeed, or the fear of losing? Just don't say it's 50-50

Good luck to all of you.

Excerpt from Five Talk and Compiled by George Ayoka



“I am not sure you would succeed
if you do not give up,
but one thing I am sure of,
Is that if you give up, you will not succeed.”

- Avram Grant

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