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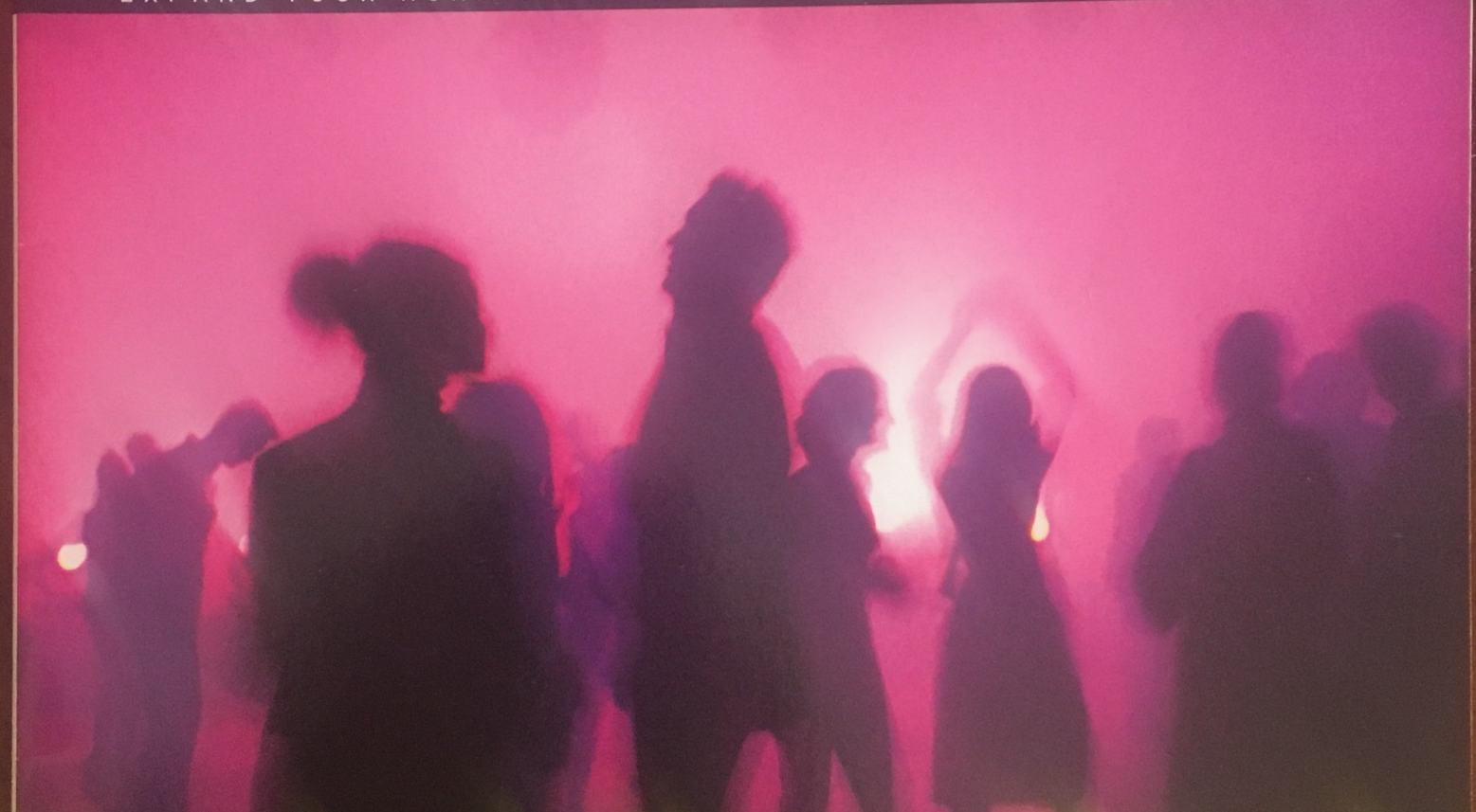


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OCTOBER 2002



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CLUB HOPPING







NECESSARY

# ROUGHNESS

THE  
BE EVEN MANY  
APOLOGIES NO  
ANTS HIS TEAM  
YOU W

JON GRUDEN

BY JIM MORRISON PHOTOGRAPHY BY SEAN MCCORMICK



**OFFICIAL RULES**

"Take Your Team to the Super Bowl"

**1. To Enter:** No purchase or obligation necessary. Sweepstakes runs from October 1, 2002, to November 30, 2002. To enter without purchase or obligation, complete entry form on the Southwest Airlines web site ([www.southwest.com/superbowl](http://www.southwest.com/superbowl)). Entries must be received by November 30, 2002. Entries limited to one (1) per person. Contestants must provide a valid email address. In the event of dispute over identity of the online entrant, entry will be deemed submitted by holder of the email account on the date the entry was submitted.

**2. Drawing:** On or about December 11, 2002, a random drawing from all eligible entries received will be conducted by independent judges whose decisions are final. Entrants need not be present to win. Prize is guaranteed to be awarded. Odds of winning will depend on the total number of eligible entries received.

**3. Prize:** One (1) Grand Prize to consist of roundtrip air travel on Southwest Airlines from closest major airport to winner's residence served by Southwest Airlines for winner and ten (10) guests (total - 11 roundtrips) to San Diego, California; four (4) nights double-occupancy hotel accommodations for winner and ten guests (total of six [6] rooms); officially licensed Super Bowl/NFL merchandise; lunch with an NFL player(s) and/or coach(es); and eleven (11) tickets to the NFL Experience. No substitutions, cash equivalents, or transfers of prize permitted, except at the sole discretion of Sponsor. Winner and travel companions must travel on dates specified by Sponsor. Exact dates are at the discretion of Sponsor. All persons must depart and return to same airport. Value of Grand Prize is approximately \$16,000. Prize is not transferable or redeemable for cash.

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**7. Winner's List:** To request a Winner's Name List, send a self-addressed, stamped return envelope, after December 22, 2002, to "Take Your Team to the Super Bowl," P.O. Box 36611, Dallas, Texas, 75235-1611. All requests must be received by February 28, 2003. Vermont and Washington residents may omit return postage. Winner's Name List will also be published on Southwest Airlines' web site ([www.southwest.com/superbowl](http://www.southwest.com/superbowl)) after December 22, 2002.

**8. Sponsor:** Southwest Airlines Co., P.O. Box 36611, Dallas, TX 75235-1611.

**SPORTS**

NECESSARY ROUGHNESS

Jon Gruden, the head coach of the Tampa Bay Buccaneers, is grinding through another day. He was up early. He's coy about how early, but Gruden's lucky number is 317, so during the season his alarm clock is set to 3:17 a.m. and he's usually at his desk by 4 a.m.

This day, he's run a practice devoted to passing. Now, at lunch, he's watching tape, looking for corrections to make. Later, he will script plays for tomorrow's session. Then he and his staff will put together tip sheets and examples from films to teach players. They'll take a look at what's going on around the league, figure out whether to add some new plays, and then head home to visit their families sometime around 7 p.m.

Did I mention that Gruden is hoarse? Or that one of Gruden's favorite phrases is "max out"? As in: "At the end of the day, I just want to feel like I've done everything I can to get the most out of whatever day I've been to work. Max out as a man and max out as a coach. Take some sleep and get up and do it again."

But wait, Gruden's just getting warmed up. Intense, driven, and even maniacal are adjectives others have used to portray him. He says nothing to suggest the descriptions are exaggerated. "Once in a while I go walking through a cemetery and see all these bricks lying there," he says. "People have been lying underneath these bricks for 100 years. Pretty soon, I'm going to be lying underneath one of them, so you might as well do all you can do while you're down here and you have your health."

Emotionally, Gruden is a coach in the George Halas/Vince Lombardi/Mike Ditka mold, the one that cracked sometime back in the NFL's Ice Age. Those steely blue eyes flash, the arms flap, and then he lets you have it full-bore. Intellectually, he follows in the path of Mike Holmgren, George Seifert, and Bill Walsh, the Silicon Valley set, tethered to their computers. He's fire and ice.

Oh, he makes time for his family during the off-season and on Friday nights

during the season, even as some of his friends worry about burnout. Gruden's wife knew what she was signing up for. They met while he was a graduate assistant at the University of Tennessee, his first job after graduating from Dayton University, where he played quarterback.

He quickly became a vagabond scaling the profession, climbing from one job to another. He coached wide receivers at the University of the Pacific, the University of Pittsburgh, the San Francisco 49ers, and the Green Bay Packers before nesting with the Philadelphia Eagles, where he was offensive coordinator when the Oakland Raiders hired him as head coach in 1998. He hadn't wasted any time. He was 34. He took them to the playoffs for the first time in seven years, winning division titles each of the last two seasons.

Gruden jokes that he's still a graduate assistant, just trying to get better. Certainly, he's still grinding like a grad student. In Tampa, Gruden is on the hot seat. The Bucs surrendered four draft choices, including a number-one selection, because they were convinced Gruden can kick-start an offense that has sputtered in the playoffs, sending them home early the past three years even though they had perhaps the best defense in the league.

Don't think for a second, though, that the challenge of producing a winner fast intimidates him.

**SPIRIT:** After you left Oakland, one of your former players said the team had tired of your relentless pursuit of excellence. What do you say to that?

**JON GRUDEN:** I say I'm tired of their lack of that [pursuit of excellence].

**SPIRIT:** How much, in this day of the multimillion-dollar contracts, do coaches have to motivate players?

**JG:** I think one of the things we look for is self-motivated players, guys that are in search of excellence themselves, hopefully that have a relentless pursuit of excellence. I don't know. Maybe I am a



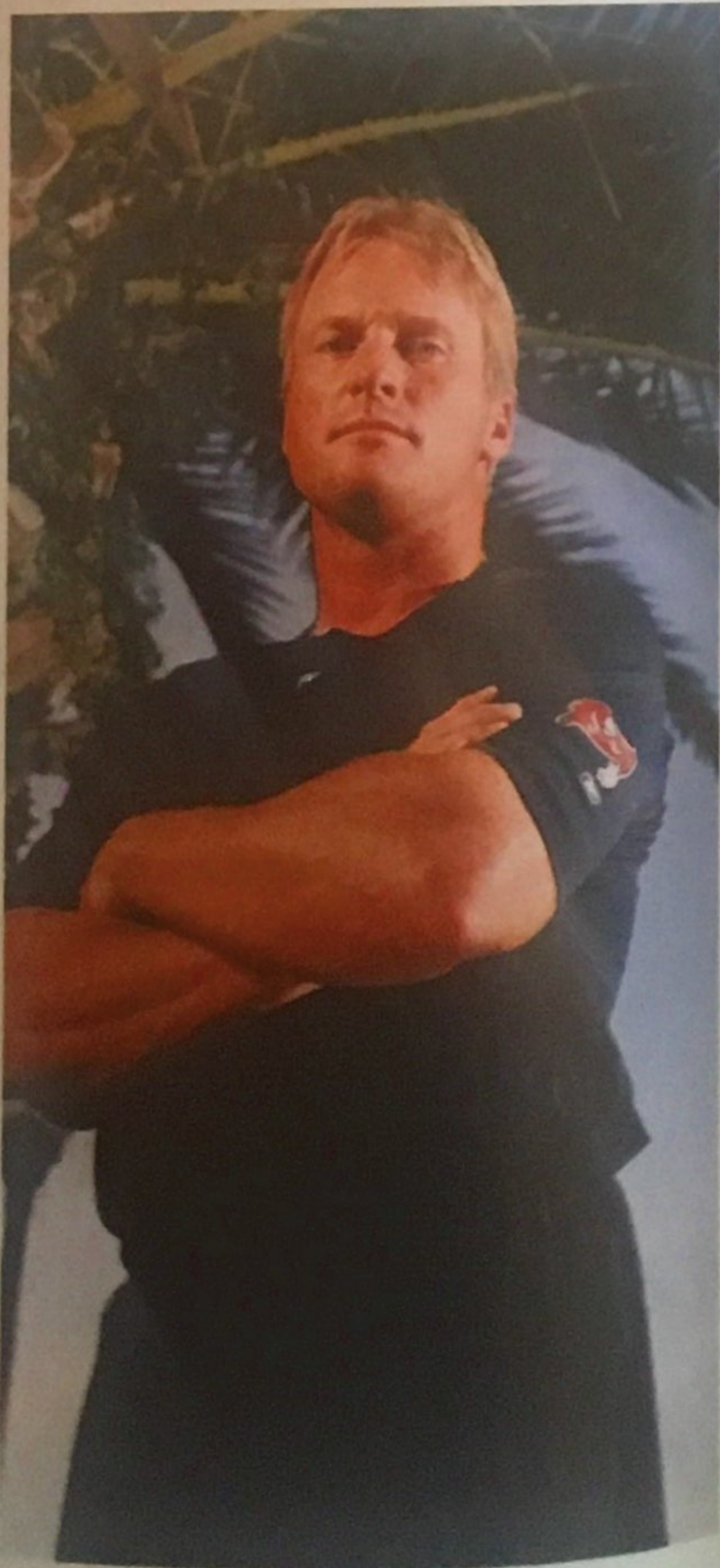
## SPORTS

little bit too fired up about football, but you can't please everybody. I'm willing to admit I have my faults.

**SPIRIT:** You don't have a lot of patience, do you?

**JG:** Owners don't have a lot of patience. I don't think fans are real patient. Who's got time to be patient? You have four downs to make 10 yards. You have 60 minutes to win a football game. If you don't win enough games, you don't qualify for the Super Bowl tournament. And if you don't win a championship, no one goes home happy.

There is very little time for patience. Maybe we all think we can red-shirt this guy or, gee, we can wait until next year, but some guys are in the last year of their contracts. Some guys are going to retire. Some guys get injured and may never play again. That's fact. So let's take advantage of 2002 and let's just see what we can do when we really max out together and really, truly are relentless in our pursuit of excellence.





NECESSARY ROUGHNESS

**SPIRIT:** You acquired Keenan McCardell, a 6-foot-7 wide receiver, in the off-season. How does he bring to your offense?

**JG:** I just think he's such a consistent guy. Even if the ball is not thrown to him, if he's a blocker, he's blocking. If he's an offside route runner, he's running the right route. He's running it full speed. He's a guy who sits in the front row, takes notes, and he's into the game plan. He's a detail guy. I take a lot of pride every place I've been having a flanker be my best friend. Whether it's Sterling Sharpe [at Green Bay] or Irving Fryar [at Philadelphia] or whoever, this guy is going to give us legitimate play-making ability on a weekly basis. I think [he's] a great role model for not only our receivers, but for our entire team.

**SPIRIT:** You have the Johnsons - Rob and Brad - at the quarterback slot. Both have been starters. Are you worried about a quarterback controversy distracting the team?

**JG:** I don't want to make this a mind game

**In essence, Tampa Bay traded with Oakland for Gruden. The price was steep. The Bucs gave up first- and second-round draft picks this year, a No. 1 in 2003, a second-round pick in 2004, and \$8 million over the next three years. On top of that, Tampa Bay signed Gruden to a five-year contract worth \$17.5 million, according to ESPN.**

or a head game or anything like that. I just want desperately for one of those guys to step up and clearly show the city of Tampa and the National Football League who most deserves to be our quarterback. It will be, I think, very exciting to watch these guys compete on a daily basis.

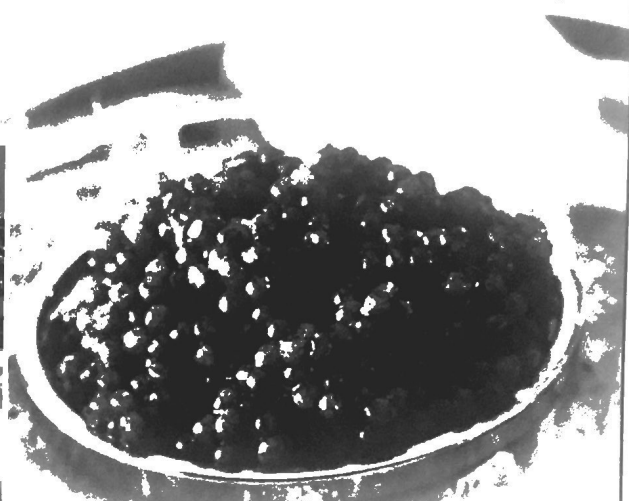
**SPIRIT:** How do you evaluate your athletes with leadership?

**JG:** You have to communicate. You have to try to develop chemistry on your team. Put people in positions where they're accountable. You've got to try to stimulate them the best way that you can. You have

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to have a thick skin. You can't please everybody all the time. That's for damn sure. You've got to have an open mind. You have to be able to adjust to a lot of different variables. Young guys, older guys. Everybody has different backgrounds coming in here. There's a lot of turnover on rosters today, so you've got to be able to adjust with change. It's not easy, but I think the longer you spend at the game, and the more you're around your team, the better chance you have.

**SPIRIT:** When did you know you wanted to be a coach?

**JG:** Probably when I was about 10, honestly. My dad was a coach, and I'd kinda been hanging around him as long as I can remember being at training camps, practice fields, video-film rooms. I just love football. I wasn't a very good player. I always wished I were. I used to announce in the back yard. I'd throw a pass, and I was always Dan Fouts. I was always making a game-winning play.

**SPIRIT:** What coaches have influenced you?

**JG:** My dad had a lot of influence on me. One of his big legacies with me was a good work ethic and respecting the game. You've got to study it to be any good at it. It's a very hard game, a lot of variables. I've been fortunate to be around good coaches like Mike Holmgren and Fritz Shurmur. Different people impacted me in different ways. I've taken copious notes along the way to try and incorporate the things I've learned.

**SPIRIT:** Are there values, maxims, you learned from your parents that you continue to live by?

**JG:** I think my mom made a big thing to always try to find your passion. That's why you go to school. One of the benefits I had growing up was that we moved around a lot and I was able to meet a lot of people, see a lot of things, and discover my passion was to be a coach. I think that's the one thing I live by, to be excited about doing what you're doing. I try to convey that to our players and my kids here, our

children. Have a good, solid work ethic. Avoid distractions. Be disciplined in terms of how you're going to go about being the best you can become.

**SPIRIT:** You took over the Raiders at age 34, and you're still the youngest head coach in the league. Is there a process for earning a team's confidence as a young coach?

**JG:** I think you've always got to earn people's trust and confidence, you know. Even with my 2-year-old and 5-year-old and 8-year-old sons, you have to be consistent. You have to provide a consistent environment where at least people understand this guy is relentlessly in pursuit of excellence. It's not, you know, he's relentless today and doesn't care tomorrow. He's consistent. The guy loves the game. At the same time, you've got to get to know these guys personally a little bit. There's no question you've got to earn people's respect. It doesn't matter what you did at the last job you had.

**SPIRIT:** Is there something that tells you respect has been earned?

**JG:** Well, I think it's something you've got to always work at. You can lose somebody's trust and respect overnight. You've got to be an adult. You've got to understand you're dealing with a very emotional group of people. There are sensitive feelings involved. There are going to be emotional flare ups at times. You've got to earn people's respect, and you've got to try and maintain it, just like you've got to in any relationship with anybody you care about.

**SPIRIT:** What's the hardest part of the job?

**JG:** To me, it's not a real hard job. To me, the hardest part of the job is to try to make first downs (in practice) against this defense right now. They're pretty darn good.

**SPIRIT:** What do the Bucs have to do?

**JG:** We've got to do a lot of things right. We have to stay healthy. We've got to play great team defense. We've got to make some explosive plays on offense. We've got to do a lot of things, not only right, but we've got to do things at an unbelievably high level.

**SPIRIT:** What do you have to do?

**JG:** Coach your brains out. Put the time in. Don't waste time.

**SPIRIT:** A magazine named you one of the sexiest men alive. How does your wife feel about that?

**JG:** She probably tends to differ. I've taken

a lot of grief and a lot of heat over that. But I've also had a lot of fun. Some of the players give me a hard time about that. But I remind them that, hey, you're in the top 780 million. (Laughs.) ☺

JIM MORRISON'S WORK HAS BEEN PUBLISHED IN SMITHSONIAN, THE NEW YORK TIMES, AND READER'S DIGEST.

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