The Chappell Way (B): A Case Study in Team Building and Group Dynamics

This case was written by Debapratim Purkayastha, under the direction of Rajiv Fernando, IBS Center for Management Research. It was compiled from published sources, and is intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.
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“Coaching is about posing questions, creating challenges and pushing players further than perhaps they think they can go.”

- Greg Chappell, coach, Indian national cricket team.

“He [Chappell] could hardly be faulted on cricketing issues, but he did lack managerial skills. He ought to have been more tactful in dealing with some of the players and the media. The best thing about him, however, was that he had no vested interests in Indian cricket.”


“[…] at Infosys, we firmly believe in following processes and it’s always worked for us. If Chappell’s process didn’t work, maybe it wasn’t followed properly or he wasn’t allowed to implement it in full.”

- NR Narayana Murthy, the founder of Infosys Technologies Ltd, in 2007.

CHAPPELL’S UNFULLFILLED SOJOURN

On April 4, 2007, the coach of the Indian national cricket team, Greg Chappell (Chappell), announced that he would not seek an extension of his contract. The announcement brought to an end a controversial era in Indian cricket. Chappell had joined amidst a lot of fanfare and had soon raised the expectations of the nation with his rhetoric about “process”, use of management jargon, and innovative training methods. But the team fell short when it came to delivering results. Before the 2007 World Cup, the team looked in total disarray and experienced players such as former captain Sourav Ganguly (Ganguly), Zaheer Khan (Khan), and Anil Kumble (Kumble), who had earlier been sacrificed to accommodate Chappell’s process, had to be brought back into the side.

The team had a disastrous outing in the 2007 World Cup and the aftermath was even more sordid. A blame game began between the coach and senior players in the team and the issue received wide coverage in the media. While the coach accused the seniors in the team of allegedly acting like a “mafia,” undermining the authority of the captain and the coach, the senior players charged the coach with being unprofessional, authoritarian, and creating insecurity in the team. To Chappell’s consternation, the usually diplomatic Sachin Tendulkar (Tendulkar), one of the seniors, lashed out at him for questioning the attitude of the seniors of the team including Tendulkar’s own.

3 The Board of Control for Cricket in India (BCCI), is the apex governing body for cricket in India. As of April 2007, it was the richest cricket board in the world.
5 Infosys Technologies Ltd, headquartered in Bangalore, India, is an information technology (IT) services company.
6 The World Cup is the premier international championship of men’s One-Day International (ODI) cricket. It is a quadrennial event organised by the sport’s governing body, the International Cricket Council (ICC).
Chappell took a lot of flak for India’s World Cup debacle. The former Indian captain, Sunil Gavaskar said, “When Greg Chappell took over as coach of the Indian team, Indian cricket was poised to take the big step forward. … Instead, at the end of his tenure, Indian cricket is down in the dumps with a first-round exit in the World Cup, and is fractured and divided as seldom before.” In retrospect, many experts felt that the way in which Chappell had handled his differences with Ganguly in 2005 had vitiated the atmosphere in the team. In addition, his alleged clandestine leaks to the media about individual team members had also undermined team spirit, they said. By and large, Chappell’s critics felt that he lacked the people skills and human touch that were so necessary for a coach to succeed. There was also a feeling that Chappell was much too interested in preserving his own power equation in the team. Former Indian captain and coach Ajit Wadekar, said, “He (a coach) should command respect and not demand it.”

However, there were many others who were of the opinion that Chappell could not be totally blamed for the debacle. They felt that Chappell had tried to do the right things but had become a victim of a system that was plagued by star culture rather than team culture. They felt that Chappell’s process was right but it had not been implemented properly. S Dinakar, Sportstar, said, “Greg Chappell was an honest straight-talking coach who wanted to make a difference to Indian cricket. He was unfazed by the challenges, but was up against massive roadblocks in a system built around “star culture”.” The role of the captain, who did not pull his weight, and the senior team members, who were more interested in preserving their power and position in the team, was also criticized. The BCCI also drew a lot of flak as it was accused of being busy filling its coffers while doing nothing for the development of the Indian cricket.

India’s debacle and the controversies during Chappell’s era also kicked off a debate on the merits and demerits of a foreign coach vis-à-vis an Indian one. While some believed that cultural differences posed a major problem for a foreign coach, others felt that foreign coaches were technologically better equipped and free from regional bias. Some experts felt that nationality should not be the criterion for choosing a coach as a good coach would adjust to the culture of the players and get the most out of them. However, some felt that it would be self-defeating to get a foreign coach and expect him to adjust to the Indian culture and the Indian way, as the very reason for hiring him would have been to bring about a radical change in the Indian team. Some experts also pointed out that great players seldom went on to become good coaches.

BACKGROUND NOTE

In June 2005, Chappell, the legendary former Australian cricketer, joined as coach of the Indian national cricket team (Refer to Exhibit I for Greg Chappell: A fact-file). Though he did not have any experience in coaching a national side, he was chosen for the position ahead of other high profile contenders, such as former Indian cricketer Mohinder Amarnath, former West Indian opener Desmond Haynes and former Australian all-rounder Tom Moody. The selection panel was impressed by his “Vision 2007” presentation that was a blueprint to take Indian cricket to the next level and make the Indian team top contenders for the 2007 World Cup. The fact that the captain of the Indian cricket team, Ganguly, lobbied to get him selected also helped clinch the job in his favor.

When Chappell took charge, the mood in the cricket crazy nation was optimistic. Since the new millennium, the fortunes of the team had seen a radical change under Ganguly’s leadership. India had become a more combative unit. In addition to world-class performers in the team such as Tendulkar, Rahul Dravid (Dravid), Kumble, etc., there was also a rich talent pool of cricketers including Virender Sehwag (Sehwag), Yuvraj Singh (Yuvraj), Harbhajan Singh (Harbhajan),

7 “Gavaskar Turns to Take a Dig at Greg Chappell,” www.gulfnews.com, April 23, 2007.
10 Andrew Fraser, “Chappell to Show India the Way,” www.bbc.co.uk, May, 2005.
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Zaheer Khan (Zaheer), and Ifran Pathan (Pathan) who had been nurtured under Ganguly’s watchful eyes. The team was high on team spirit and very loyal to the captain. It had started winning test matches away from home and had also reached most of the finals of major tournaments, including the 2003 World Cup. However, in the 2004-05 cricketing season, the team’s performance suffered a setback. This also coincided with a fall in Ganguly’s personal batting performance. Ganguly’s captaincy as well as his place in the team became the subject of a raging debate.

Soon after taking over as coach, Chappell caught the attention of the Indian media with his use of management jargon and candid quotes. His unconventional coaching methods too became a talking point. Chappell had his own coaching philosophy, which he and his business partner Ian Frazer (Frazer), a sports scientist, had personally researched and developed. The philosophy was developed by observing past and present greats in cricket as well as other sports, such as soccer in Brazil, American football, and the German tennis program. The program called ‘The Chappell Way’ (Chappell Way) was being offered to members online through a website (ChappellWay.com.au) and also as a two-week program in Australia. Experts felt that the Chappell Way philosophy would help take India to the next level. Chappell introduced a new approach to training which could best be called unconventional. In addition to training drills, he also strove to bring about a change in the players’ mindset through lectures on “lateral thinking” (“six hats’ technique\(^\text{11}\)) and other approaches generally used in management training.

Chappell’s emphasis was more on process, than on outcome. His process for a successful cricket team called for inculcating fresh blood into the team and creating a large talent pool. Ability in fielding, attitude, and commitment were non-negotiable issues in his process. Since Ganguly was not performing well with the bat, and he was not a very good fielder either, Chappell felt that he no longer had anything to offer Indian cricket. He favored Dravid taking over as captain. The relationship between the coach and Ganguly deteriorated when Ganguly hinted at a press conference in Zimbabwe in September 2005, that Chappell had asked him to quit as captain. The issue soon snowballed into a major controversy and took an ugly turn when an e-mail sent by Chappell to the BCCI, which was very critical of Ganguly, was leaked to the media.

There were indications of a rebellion in the team against Chappell as India’s ace spinner Harbhajan supported Ganguly and said that the team was not happy under Chappell. He accused Chappell of creating a rift in the team and of causing insecurity among the team members. He said the other members of the team were ready to speak out against the coach. The BCCI averted a major disaster by placing a gag order on the team. It brokered a compromise between India’s most successful captain and the tough coach. However, a change of guard in the BCCI after the BCCI elections saw a shift in power toward the coach. Ganguly soon lost his captaincy and later, his place in the team. Some experts felt that the way in which the situation had been handled could have ominous ramifications for the team. Former Sri Lankan captain, Arjuna Ranatunga (Ranatunga), considered one of the greatest leaders in cricket, said, “I would not like to be in Rahul Dravid’s shoes if I am the captain. In this entire Sourav Ganguly episode, his silence borders on complicity. He has every reason to seek the team he wants; but he also owes it to his men to be seen standing right next to them. At best he would miss out on the trust and loyalty of his mates, which allows a captain to ask for the impossible; at worst he would be very unpopular in the dressing-room.”\(^\text{12}\)

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\(^{11}\) The ‘six hats’ technique is a model propounded by management expert Edward de Bono that can be used to explore different perspectives toward a complex situation or challenge. It is a tool to promote lateral thinking (thinking concerned with changing concepts and perception).

\(^{12}\) Arjuna Ranatunga, “Ganguly’s Hunger is to be Welcomed,” www.content-uk.cricinfo.com, December 17, 2005.
With the new captain Dravid and chief selector, Kiran More (More), sharing his vision, Chappell included new members in the team and also introduced a lot of flexibility in it. The door was shut to people like Ganguly, Zaheer, and Ashish Nehra. Some of Ganguly’s staunch supporters such as Sehwag, Yuvraj, and Harbhajan, were always on notice.

In the 2005-06 cricketing season, the Indian team had a fine run. It won an unprecedented number of games while chasing. The side’s fielding also improved and the young players inducted into the team showed promise. Almost all the “experimentations” carried out by Chappell during that period bore fruit. Suddenly Chappell became the flavor of the season. His team building skills were appreciated. He started getting invitations to take sessions on team building at corporate houses. Corporate houses appreciated his rhetoric of process and his emphasis on giving precedence to the team over individuals.

On the other hand, Chappell was criticized for his handling of the issues related to Ganguly. Experts felt that the situation could have been handled much better. Moreover, Chappell’s efforts to malign Ganguly by sending secret text messages to journalists and making personal remarks against him in the press even after he had been ousted from the team, were widely criticized. In addition, Chappell had allegedly made an obscene finger gesture at a crowd which had been protesting Ganguly’s ouster from the team, and this was viewed by experts as evidence of his cultural insensitivity. Experts felt that such an attitude toward someone who was adored by the members in the team would be detrimental to team spirit. The fact that Harbhajan had said that team members had strong feelings against the coach too called into question Chappell’s people management skills – skills which were essential for a coach to succeed. RR Nair, a Bangalore-based Organizational Development (OD) consultant, said, “He [Chappell] was too critical, opened his mouth too wide, causing bad blood to flow.” Some people also hinted that Chappell was using his position as coach to sell the Chappell Way program to Indian citizens in collaboration with More. This “office-of-profit crisis” had many conflict of interests, they felt.

Experts believed that it was too early to attribute the success of the team to Chappell’s methods. The nucleus of the team had already been built by Ganguly and Chappell’s predecessor John Wright (Wright). Moreover, the team had won the matches in India and the subcontinent, where it had traditionally shown strong performance. One had to wait and see whether it would succeed in replicating this success outside the subcontinent, they said. Javagal Srinath (Srinath), a former Indian cricketer and an international match referee, said, “The recent results will temporarily stand to testify that the current team is heading in the right direction. Some of the senior members would certainly endorse that the reality check could only be done when the team starts its campaign on foreign soil.” He also said that Ganguly-Wright had left behind a legacy that would be very difficult to match. While some experts felt that Chappell had put India on course to becoming world-beaters, others felt that there were indications that all was not well within the team.

THE DECLINE BEGINS

The team had a very nice run in the one-day internationals (ODIs) after the likes of Ganguly, Zaheer, and Nehra were left out of the team. However, occasional problems surfaced when a team member had to be rapped on the knuckles for getting nostalgic about Ganguly’s era. For instance, in an interview in May 2006, Sehwag expressed his gratitude to Ganguly for shaping his career and said that the team missed him. “He supported me a lot. He backed Yuvraj (Singh), Harbhajan (Singh), Ashish (Nehra), Ajit Agarkar, Mohammad Kaif … sometimes we miss Ganguly.” He also refused to believe that Ganguly’s cricketing career was over. Needless to say, the comments on Ganguly did not go down well with the BCCI and the team management, and Sehwag was censured.


In the tour that followed the Indian team’s performance took a nosedive. In the first ODI, India defeated the West Indies team in a close match. It was their 17th consecutive ODI win while chasing. Chappell put the achievement in perspective, saying, “I don’t have a lot of time to try and mold the team, build the team. The group that I inherited had some senior players and we brought some younger players…sort of trying to un-bake a cake and then try to put it back together again. … And sometimes chaos is the best way to create change. Within a very short space of time, we set a world record chase, and I don’t know whether we could have done that by being gentle and kind and being aware of everybody’s sensibilities.”

However, in the following four matches in May-July 2006, India was convincingly defeated by the weak and inexperienced West Indian team. India lost the ODI series 4-1. Though India managed to win a historic test series 1-0, the team drew lot of flak from the public, media, and cricket experts for losing the ODI series to an inexperienced side.

Meanwhile, in July 2006, in a significant move, Ganguly turned against former BCCI chief Jagmohan Dalmiya (Dalmiya) just before the Cricket Association of Bengal (CAB) elections were to take place. In an e-mail to a supporter of Dalmiya’s rivals in the CAB election, Ganguly accused Dalmiya of “playing with players’ careers” to suit his political ends. Ganguly was reportedly unhappy about how Dalmiya had made him a scapegoat to divert attention from the BCCI elections. Though Dalmiya still managed to win the CAB election, Ganguly’s action came as a shot in the arm for the Sharad Pawar-led BCCI. The following month, Ganguly found his name featuring in the 30-man preliminary squad for the ICC Champions Trophy, but he didn’t make the final shortlist.

**MORE INNOVATIVE TRAINING APPROACHES**

While a major part of the team’s misfortune in the West Indies was attributed to Chappell’s experimentations, it didn’t deter the coach from continuing with his experiments off the field. When Chappell had taken charge in 2005, he had lectured the team on Edward De Bono’s lateral thinking theory. In the last week of July 2006, the team was sent to an “undisclosed” place for a “rigorous” three-day training session away from the distractions, such as the all-pervasive media. In this training program, the players experienced a structured “Outward Bound Learning program.”

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18 It was a historic win as it was the India’s first series win against the West Indian team in West Indies after 35 years.
19 Cricket Association of Bengal is the governing body for cricket in the Indian state of West Bengal.
20 There was huge rivalry between Dalmiya and Pawar. The rivalry intensified in the early years of the new millennium. Dalmiya had managed to keep Pawar at bay till 2005, but in the BCCI elections held in September 2005, Pawar won. Many experts saw the ouster of Ganguly from the team as a result of his closeness to Dalmiya.
22 The ICC Champions Trophy (also referred to as the mini World Cup) is a prestigious ODI tournament, that ranks just after the World Cup. It is a biannual event.
24 The “Outward Bound” program had its roots in 1941, when Blue Line Shipping Company commissioned German educational psychologist Kurt Hahn to create a training program to help merchant sailors learn how to survive when they encountered a natural or man-made crisis. (Source: www.pegasusinstitute.com).
The “undisclosed” place turned out to be the Pegasus Centre for Excellence26 (Pegasus). Pegasus’s methodology combined best practices from defense, behavioral science, psychology, outdoor skills, and process facilitation techniques. It also used David Kolb’s “Action Learning Cycle”27 as its platform. It offered programs on Strategic Thinking, Visioning, Leadership, Team Building, Effective Communication, Mentoring, and Conflict Management. The team trained under the guidance of Pegasus staff members, who included former defense personnel who specialized in team-building exercises.28

The program was an attempt at self-discovery. The players were divided into many teams, each with a team leader. Everyone got the opportunity to lead. The team activities were designed to make the team interact in different settings and situations. The team members had to overcome various obstacles, such as rappelling29, water activities, and building a tent blind-folded. The exercises were supposed to increase the tolerance levels of the participants in a fun-filled environment. The activities were supervised by the assistant coach, Frazer.30 In addition to various group activities, the team got its first experience of Tai Chi31 32

Dravid said that the session would help the team bond together and also provide them with much food for thought. He felt that these sessions would help in developing the overall personality of the team members. Dravid said, “It is a challenge to see the boys grow not only as a good cricketer but also to help them grow as people. Nothing can change in one day or two days. It cannot change you overnight but it gives something new to think about, some new experiences to think.”33 All the team members had enjoyed the session and it would fetch the team long-term benefits, he added.

This session was followed by a commando-style training program in early August at the National Cricket Academy34 (NCA).35 Instead of routine net practices and drills, players were made to hit a golf ball with a stump to improve their timing. Other similar exercises were conducted to enhance the concentration of the players.

While the team management was confident that the efforts would bear fruit, many experts were skeptical. The team had just come back from a drubbing at the hands of a weak West Indies side, and one had to wait and see whether these unconventional approaches would help change its fortunes, they said.

A TEAM IN DISARRAY

In August 2006, in a tri-series featuring Australia, India, and the West Indies in Malaysia, India failed to reach the finals. The following month, it failed to make it past the group stage in the high profile ICC Champion’s Trophy held in India. With these losses, the criticism of Chappell and Dravid began to gather momentum.

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26 Pegasus Centre for Excellence, located near Doddaballapur, 65 kilometers from Bangalore, India. It provides training and conditioning programs for corporate organizations with the use of Army training methods. (Source: www.pegasusinstitute.com).
27 Action learning cycle (also called experiential learning) is a concept that involves engaging trainees in an experience that will have benefits and consequences. Trainees learn from performing some action instead of hearing or reading about the experiences of others.
29 Rapelling is the process of descending on a fixed rope.
31 Tai Chi is an ancient Chinese martial art form. The study of Tai Chi involves three primary subjects – health, meditation, and the martial arts.
34 The National Cricket Academy located in Chinnaswamy Stadium, Bangalore, is a cricket facility to groom future cricketers of India. It was established in 2000.
Meanwhile, Ganguly found support from unexpected quarters. The multinational cola company PepsiCo India, itself reeling under a major crisis following allegations of its beverages having unexpectedly high levels of pesticides, thought that Ganguly’s predicament was similar to what it was facing. An ad campaign was launched during the ICC trophy which showed Ganguly as a real team player who said that he was practicing hard to win back his position in the team. With the Indian team going through a troubled phase, people began rooting once again for Ganguly’s comeback into the team.

After More’s tenure came to an end, former Indian player Dilip Vengsarkar (Vengsarkar) became the chief selector. Upon taking charge, Vengsarkar made it clear that all cricketers including Ganguly had an equal chance of being selected. But Ganguly could not make it to the ODI squad for India’s tour of South Africa as he did not impress the selectors in two domestic Challenger Trophy matches in October 2006.

The Indian team was routed in the five-match series against South Africa. Comeback man Zaheer, who was not considered a part of Chappell’s “process”, was the only Indian player who had any success in the series. As Dravid was injured in one of the matches, India had to include a replacement for him for the remaining ODIs. It was reported that the vice captain, Sehwag, had strongly put forward the case for including Ganguly in the team meetings. But Chappell and Dravid opted instead for VVS Laxman (Laxman), who made a first-ball duck in the match that followed. In November 2006, Ganguly questioned Chappell’s coaching philosophy saying that Chappell’s method wouldn’t work in India. After the disastrous ODI series against South Africa, Wadekar said, “The same team was doing very well earlier but the downslide, I feel, started with the unsavory manner in which Ganguly was ousted.”

**GANGULY MAKES A SUCCESSFUL COMEBACK**

After this setback in the ODIs, the selectors decided to include Ganguly, who had had a few good knocks in domestic cricket, in the test team despite strong opposition from Chappell and Dravid. Ganguly was once again being viewed as the panacea for Indian cricket’s troubles.

All eyes were trained on how the team and especially Chappell would react when Ganguly joined the squad. On rejoining the team mid-way into the South African tour, Ganguly was first greeted by Chappell. Apparently, the transition was smooth. Ganguly justified the selectors’ faith in him by scoring 83 runs in a practice match. In the first test, his unbeaten half-century in the first innings built the foundation for India’s first test win on South African soil. Ganguly had made one of the most fascinating comebacks to world cricket. In the test series, he emerged as the highest scorer in the Indian team.

It was reported that during the height of the crisis in South Africa, Chappell had left it to the players to find a way out of the crisis. “The remedy has got to come from within the players. They have got to find a way to come to grips with the conditions. No one else can do it for them,” said Chappell. He was very clear that the solution had to come from the “playing group” and not from

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36 PepsiCo India is the Indian arm of the multinational soft drinks manufacturer and marketeer, PepsiCo, Inc.
the “coaching group”. He said that it helped that the team had a strong leadership group. The seniors started sharing the workload and started mentoring the juniors in the team. He said that it all started with Dravid impressing upon the seniors to share his work-load. Chappell said that these team meetings had made a big difference to the team.

Ganguly’s performance in the tests earned him a place in the ODI squad. In his first ODI match in 15 months, Ganguly made a brilliant knock of 98 runs. In that series against West Indies and the following series against Sri Lanka he scored four half-centuries in six matches. He was declared the ‘Man of the Series’ in the series against Sri Lanka. As Ganguly’s name was announced for the prize, happy team members drenched him in champagne. Some opined that it was “Team India” once again and not “Chappell’s team”. Experts believed that the motivator that India had been lacking had arrived. In the process, Ganguly had proved his detractors wrong once again.

Chappell was quick to take credit for Ganguly’s performance saying that he counted this among his “success stories”. After Ganguly’s successful comeback, Chappell said that his relationship with the former captain was good. He felt that Ganguly had needed that break after which he had returned a better batsman and could have a long stint with the team. He acknowledged that the situation had been “volatile” when he returned but the respect and support that Ganguly enjoyed among the team members, had made the transition smooth. “… it was never going to be easy for Sourav but I think the fact that he had some good support from the playing group, not just the senior players, the junior players too were very supportive. He is a world-recognized and well-credentialed Indian player from within the playing group and that has hopefully helped make the transition for him very smooth.”

Chappell also said that he had expected Ganguly to be back in the side. He said that his return was a “bonus” as any new player coming into the team would have had to go through a learning process. After his return, Ganguly was in the leadership group of the team once again. Chappell said that Ganguly was quite vocal at the team meetings and at times even talked about the importance of “gutsy” play and of the learning from his days outside the team.

Ganguly’s fans as well as the media were equally quick to remind Chappell that it was not his success story; rather it was his failure since he had done everything to keep Ganguly out of the squad. Experts felt that the fact that Ganguly had still managed to make a successful comeback despite the odds stacked against him spoke volumes for his mental toughness, something Chappell had questioned in 2005.

Meanwhile, the indifferent form of vice-captain Sehwag led to his being dropped for the series against West Indies in India in January 2007. There were also rumors of differences between Sehwag and Chappell. For instance, during the tour of South Africa, Sehwag had allegedly asked for a special coaching session with Chappell at 6.30 am and then not shown up. The vice-

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captaincy was given to Tendulkar. Experts felt that this was a strange decision, given the fact that Tendulkar had on earlier occasions refused to take the responsibilities of captaincy, and the position was viewed as a grooming ground for the future captain. When Sehwag and Yuvraj made a successful re-entry into the squad in the series against Sri Lanka in February 2007, Chappell said that his use of “reverse psychology” had spurred them to good performance.52, 53

**COPING WITH THE STRESS OF A VERY DEMANDING JOB**

Chappell’s tenure as coach of India could best be described as tumultuous. Ever since he took charge he became entangled in a number of controversies. The high profile job came with its fair share of job stress. Be it adulations after a win or burning of effigies after defeats, the reactions were extreme in this cricket crazy nation. A comment made by Chappell about Indian politicians raising the question of India’s poor performance in South Africa snowballed into a major controversy.

In January 2007, Chappell was attacked by an irate fan at Bhubaneswar, a city in the Eastern part of India, in protest against there being no player from his state in the Indian team. Chappell, understandably upset over the incident, put up a “Don’t slap us” sign on his hotel door. “Every word, every nuance is treated so much more un-really in this country. You can’t be honest about everything because of the way it can be taken and the way it can be twisted and the way it has been,” said Chappell. He added that he had to be very conscious about what he said and that had resulted in his losing his sense of humor.

The stress associated with coaching a team like India was all-pervasive. After the losses in Malaysia and the ICC Champion’s trophy, he was frustrated but did not have the luxury of showing his emotions. “[…] I was frustrated, disappointed, even dejected at stages, all of those emotions came to the fore. But I don’t have the luxury of being able to think like that for very long. You got to face realities and get down to what needs to be done, keep looking at the things that we can do with what we got in the situation we’re in.” However, with all the setbacks came a volley of criticisms, some of which were of a very personal nature. Chappell said, “I mean I am human like anyone else. I don’t necessarily like to be attacked and criticized all the time, but it does come with the job of coaching and certainly comes with the job of coaching in India.” He said that his stint with India had taught him to be more patient and he was handling the criticisms much better than he had done in his initial days.

For him, reading business books or books on star sportspersons like Boris Becker or Tiger Woods was one way of unwinding. However, Chappell clarified that rather than relaxation, he read for educational purposes as he felt that it contributed to making him a better coach. He said that he practiced yoga and meditation to relieve stress. He was, however, quick to clarify that coaching in itself was not stressful. He relished every bit of it. The real stress was dealing with the media and other people in the hotel room and elsewhere. Chappell also lauded the Indian team saying it played well most of the time despite being under tremendous pressure from the fans and being under intense media scrutiny.

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52 Reverse psychology is the term that describes the outcome where advocacy of one course of action persuades another person to do the opposite.
53 Yuvraj was out of the team as he was injured playing Kho Kho (an indigenous game) as part of the team drills in October 2006.
58 Yoga is one of the six schools of Hindu philosophy, focusing on meditation as a path to self-knowledge and liberation.
Chappell maintained that the team building process should continue with the focus on the process and not get sidetracked by criticism. “… as far as I am concerned, we are on the right path and Indian cricket must continue with this process of development. Results are bound to come if the process is followed.”

He agreed that winning was important, but said that when building a team it should take a back seat. He said that during team building, talent needed to be nurtured and “cutting corners” was not advisable.

**COPING WITH INTERPERSONAL ISSUES AND COMMUNICATION**

Managing the interpersonal relationships within the team posed its own challenges, but Chappell said that he relished that. He said that his differences with Ganguly and Zaheer had been blown out of proportion by the media. He agreed though that his being perceived as a “forceful personality” posed some challenges while communicating with team members. Chappell said some people related to him better than others. He knew whom he could give a strong message to and with whom he had to adopt a softer approach. At times he used the support staff or a senior player to get his message across to individual members. He said that at times, Frazer was the best person to carry his messages as he did not possess an “intimidating” personality like his own. The players too preferred to send their messages to Chappell through the support staff like Gregory Allen King (physical trainer), John Gloster (physio), Ramakrishnan (computer analyst), or Ramesh Mane (masseur). “So, coaching is not about one person and one personality and it can never be. And if it was, if one person was expected to do it all, it would fail,” said Chappell.

Chappell said that the communication of the team members with the coach or the captain was at times clouded, as the duo was perceived to be part of the selection process. This is where Chappell felt that a strong leadership group was very critical to a team’s success. He said that the Indian team had a strong leadership group with players such as Dravid, Tendulkar, Ganguly, Laxman, Sehwag, and Harbhajan. The team members related better with one or more of these people and could talk about their ideas or apprehensions in a non-intimidating atmosphere. Chappell said, “In little ways, there are leaderships within their own groups. There are two or three players who may relate to each other better than they might relate to another two or three players. Within each one of those cells, they are leaders. They are the ones who carry messages to us. And they don’t always come directly either. … It’s not a single-lane highway, this communication thing.” Chappell felt that this also took care of the cultural aspects.

**A Disastrous World Cup**

When the Indian team embarked for the 2007 World Cup in the West Indies, it was considered a top contender for the title, Chappell said, “We have a very good chance of qualifying for the semi-finals. And once we do so, it is anybody’s game.” He added that teamwork would be very essential for the success of the team.

However, India had a disastrous World Cup. In the opening match, it lost to minnows Bangladesh. It then won against minnows Bermuda before losing to Sri Lanka to crash out of the World Cup. In the World Cup, Ganguly was one of India’s limited successes. He got some runs (two half centuries) but not in his usual flamboyant style. This was India’s worst performance in a World Cup since 1975 and 1979, when India had played the first and second World Cups respectively.

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It was but expected that Dravid’s leadership would be compared with that of his charismatic predecessor. Many felt that Dravid had failed to inspire a side that was widely believed to be the best Indian team that had represented the country in the World Cup since its inception – at least on paper. Critics said that Dravid had failed miserably to blend a group of talented individuals into a unit. In addition to being a key player for the tournament, many expected Ganguly to motivate the team and also help Dravid in decision making. But the team management seemed to have had other ideas. It was reported that Ganguly was only called to a meeting of seniors after the defeat against Bangladesh. Even in the field, Ganguly was relegated to the boundary lines. Critics were incensed by the body language of the Indian team during the match. Wadekar said, “Everything was going wrong, the body language just wasn’t right. I don’t think there was enough proper communication to the players.” There were also reports of a rift in the team. During the tournament, there was a showdown between Ganguly and Dravid regarding a text message of a journalist. In the field, the team members were not gathering together in the field and the huddles that were characteristic of the 2003 World Cup seemed strained and unnatural.

With the World Cup defeat, the calls for axing the coach and the captain started to gain ground. In retrospect, many felt that India missed Ganguly’s “astute leadership”. Things could have been different if Ganguly had not been shown the door, they said. Dravid’s decision not to support Ganguly at that critical juncture was also questioned. K Ramkumar, HR head of ICICI Bank, asked, “Dravid has acted as a stooge either for the coach or the board. How will he derive any respect from the team?”

The coach refused to give any specific reasons for the defeat saying that he was not accountable to the media and that he would give his report to his employers, BCCI. Dravid took responsibility for the defeat and appealed to the team members not to engage in the blame game. The BCCI soon called for a crisis meeting at Wankhede Stadium, Mumbai, on April 6 and April 7, 2007. Some former captains of the Indian team were invited to the meeting to take stock of the team’s failure and arrive at the future course of action.

**THIS TIME IT’S AN SMS**

In late March 2007, even before the Indian team reached the Indian shores, a senior journalist, Rajan Bala (Bala) revealed that he had received an SMS on February 17, 2007, from Chappell suggesting that he was not pleased with the team he had got for the World Cup. Bala, a friend of Chappell, said that he was revealing the text message now as he wanted to protect Chappell from criticism.

The SMS was in response to an article by Bala in which he had criticized the selectors for not selecting enough youngsters for the side. He had written that selecting Yuvraj was a risk as it could not be ascertained whether he was totally fit. He had also written that Yuvraj thought that he was a star, whereas in reality he was yet to be a star. In reply to the article, Chappell had written, “Even in the last (World Cup) selection meeting, I fought for the youth. Senior players fought

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69 www.cricketworldcuplatest
73 SMS (or Short Message Service) is a telecommunications protocol that allows the sending of “short” (160 characters or less) text messages.
against it … (The) chairman of selectors (Dilip Vengsarkar) went with them out of fear of media, if they failed.”

He agreed with Bala’s view about Yuvraj and said that wicketkeeper-batsman Dinesh Karthick (Karthick) was a “potential leader”. He also wrote that “Suresh Raina is a must. But he was not wanted.”

The SMS brought back memories of the infamous leaked e-mail from Chappell to the BCCI during Chappell’s spat with Ganguly in 2005. Chappell was criticized for what the experts and the media thought was a bid to shift the blame from himself to others. Experts pointed out that the claim about youngsters had a hollow ring as the youngsters who played in the World Cup had fared far worse than the seniors. Moreover, Chappell could not possibly say that the presence of Suresh Raina would have changed the fortunes of the team. They pointed out that the people who were part of Chappell’s “process” failed to get selected due to their indifferent performance, after they had been given enough chances to prove themselves (Refer to Exhibit II for Chappell’s support for youngsters: a reality check).

It was also not lost on the experts that ever since India’s ouster from the World Cup, Chappell had been emphasizing that “India got the team it wanted.” It was as if he was hinting that he was not happy with the team. The selectors were also furious at Chappell’s suggestion that he was not pleased with the team. They felt that Chappell had no business saying that as he had also been present at the selection meeting and had accepted the team. An irate selector commented, “If Greg had his way, even Sachin Tendulkar would have been dropped.”

**Chappell Vs Seniors**

After the World Cup debacle, the media quoted sources close to Chappell as saying that senior players such as Tendulkar, Ganguly, Harbhajan, Sehwag, and Yuvraj, had undermined the captain’s authority and the team strategy and this had led to the defeat against Bangladesh. Chappell accused the seniors of pressuring Dravid, who was undecided, to bat first against Bangladesh. This went against Chappell’s decision. He alleged that the seniors acted as a “mafia”, undermining the authority of the captain and the coach. Chappell was also reportedly unhappy with the seniors for not giving the juniors enough of a chance and for “abusing” them.

Chappell had allegedly said that Indian cricket should change from a star culture to team culture. He also said that the presence of Tendulkar made Dravid insecure.

Sources close to the team manager, Sanjay Jagdale, were quoted as saying that the seniors had played for themselves. They accused Ganguly of slow-scoring, which was allegedly against the team strategy, and Tendulkar of allegedly wanting to open the innings with Ganguly. It was also reported that the players who had been targeted by Chappell had got back at him by undermining his authority.

Chappell categorically denied that he had made any statement against any senior members of the Indian team.

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75 “Chappell was Unhappy with World Cup Team Selection,” www.nerve.in, March 27, 2007.
76 David Hopps, “Chappell Quits India Job but Will Deliver Parting Shot at Tendulkar,” www.sports.guardian.co.uk, April 5, 2007.
Chappell’s critics, however, felt that he was trying to save face by shifting the blame on to the senior players though selective leaks to the media. Leaks to the media, they alleged, had been part of his modus operandi ever since he had taken the charge of the Indian team. This had created a lot of discontent among the players with Chappell. Despite his public praise of Ganguly after his comeback, Chappell reportedly found it difficult to digest Ganguly’s success. Tehelka.com reported that Chappell vented his ire on Ganguly whenever he got a chance. He also gave vent to his frustrations by telling journalists and even onlookers that Ganguly had entered the team through the back door. He accused him of not returning his “Armani shirts costing more than US$2,000”. Many of the players, however, were reportedly more comfortable with Ganguly as they were attracted to his strong personality. In contrast, Dravid was considered to be a “loner” and not a “players’ man”. With Ganguly’s return, Chappell’s hold on the team had diminished further. A senior member of the team said, “Remember how he [Chappell] worked to keep Ganguly out of the squad for so long. When Dada came back, he took the credit, saying he brought ‘the hunger’ back. Now he’s again blaming Sourav for slow-scoring and causing pressure on the lower-order batsmen in the two defeats. It’s just not done.”

The team had complained to the team manager on various occasions against Chappell during the competition. The group of seniors including Ganguly, Tendulkar, Harbhajan, Sehwag, Yuvraj, and Zaheer had called up the BCCI to express their reservations against the coach’s behavior. According to Tehelka.com, the move was triggered by Ganguly and this time around it was also supported by Tendulkar. Tendulkar's relations with the coach had soured considerably since the West Indies tour in mid-2006. It was reported that Tendulkar had accepted the vice-captaincy in December 2006 because he wanted to have a say on team issues as he felt that he was being sidelined by Chappell.

On April 4, 2007, Tendulkar ignored the BCCI diktat not to speak to the media and lashed out at the coach for questioning his attitude. Many senior members of the team too attacked Chappell. They accused him of creating a rift in the team by pitting one player against another and also accused him of shooting from Dravid’s shoulders. The players felt that it was hypocritical of Chappell to share uncharitable comments about individual members of the team in private communication with the media. A senior member of the team said that it was very clear that Chappell did not want them around. Rather, he wanted a young team that he could mould. The seniors grew so desperate that they said that they were ready to play under any coach other then Chappell. The players said that Chappell was too authoritarian and did not listen to anyone. They accused Chappell of leaking team strategies and dressing room secrets to the media. He was also accused of destroying the confidence of the team and making them insecure. The seniors revealed that Chappell was not on speaking terms with the team members during the high profile event. A senior player said, “The fact is that Chappell never spoke to the players for three-four days, and this was during the World Cup. He just doesn’t listen to anybody. Is that how a coach behaves during such an important assignment?” Another senior member of the team bitterly rued the fact that Ganguly had not heeded the warnings of several Australian players including the legendary former captain of the Australian cricket team, Steve Waugh, to not hire Chappell in 2005.

84 Tehelka.com is an Indian online newspaper launched in 2000.
87 Dada is a Bengali word that translates to “elder brother” in English. Ganguly was affectionately called dada by the team members.
The team perceived Frazer as Chappell’s spy. It was reported that during the tour of South Africa, Frazer was asked to leave the dressing room of the players when he tried to ridicule them during a tense moment in a match.

**End of a Controversial Era**

Tendulkar lashing out at Chappell was considered as the last straw. Former BCCI chief, Dungarpur tried to support Chappell but the fact that Tendulkar, who was very diplomatic and had seldom been involved in any major controversy in his 17-year-old career, had come out openly against Chappell, tilted the situation against the coach. It was more or less decided that Chappell’s contract would not be extended. On the same day that Tendulkar lashed out at him, Chappell announced that he was not going to ask for an extension to his contract that ended after the World Cup, due to personal and family reasons.

It was reported that Chappell had already made up his mind prior to the World Cup. He was reported to have privately confided that he wouldn’t continue as, if India was not successful, he would be made the scapegoat, and if the team was successful, the power of the senior players would increase further. Chappell was dignified in his e-mail to the BCCI, thanking everyone concerned and saying that he considered coaching the Indian team a challenging job, and he had learnt a lot from it. “It is, and it remains, one of the most challenging coaching positions in world cricket,” he said. However, it was speculated that Chappell would give a damning report about the seniors in the squad at the BCCI’s crisis meeting that was scheduled be held on April 6-7, 2007.

Experts felt that Chappell’s tenure as coach would best be remembered for the controversies it had created (Refer to Exhibit III for Greg Chappell coach of Indian cricket team – A timeline) be it the public spat with Ganguly, the alleged obscene finger gesture at the crowd, or the open row with senior players. Though his stature was much higher than that of Wright, Wright had a better performance record to show for his five-year tenure. Most importantly, Wright could go back with this head held high, something that could not be said of Chappell (Refer to Exhibit IV for Chappell’s performance record). Chappell’s elder brother and former captain of the Australian cricket team, Ian Chappell, said, “A perfectionist, even one who has mellowed, is never going to be happy with under-achieving on his expectations.”

**Criticisms of Chappell**

Chappell’s much trumpeted “Vision 2007” and his “process” had come a cropper at the 2007 World Cup. Coating being a result-oriented job, Chappell had failed miserably in his assignment, critics said. They said that under normal circumstances, a cricket coach could only be partially held responsible for a team’s failure, but in Chappell’s case it was different. Chappell had shown India a rosy picture of the future, and wielded considerable clout in selection matters. For his process, India’s most successful captain was ousted from the team along with a couple of his followers. Chappell was provided a free hand to do all his experimentations. But even on the eve of the World Cup, the team was not ready. It was players like Ganguly and Zaheer, whom he did not want in the team, who had given performances of note in the last few months.

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Chappell took a lot of flak for his experimentations. His ‘process’ was widely debated and even mocked at. Critics felt that in his effort to instill flexibility in the side, Chappell had only managed to confuse the players. Players were not sure about their role in the team or what exactly was expected of them. Time and again, Irfan Pathan’s (Pathan) example was pointed out. Pathan’s decline was attributed to Chappell’s experimentation. Pathan was India’s spearhead in the bowling department, but Chappell made him concentrate more on batting. While his batting improved, his bowling deteriorated to the extent that his place in the team was in jeopardy.

Chappell was severely criticized for allegedly leaking sensitive information about individual members of the team and the team seniors. Former captain of the Indian cricket team, MAK Pataudi (Pataudi), said, “I think he started getting involved in a bit of politics also — from what I understand. In the sense you know these SMS-es to Press people, and therefore I think having got involved in politics, he suffered from the politics of Indian cricket also.” Some of Chappell’s fiercest critics equated his alleged modus operandi of selective leaks to the media against various players throughout his career, to the infamous “underarm” fiasco of his cricketing career.

Chappell was accused of messing up the “entire dynamics of Indian cricket” and the team. Srinath used the Chappell-Ganguly spat to put forward his view on why Chappell’s approach was not conducive to team building. “Let’s recall Ganguly’s fiasco. No doubt he deserved to be dropped then, but Greg crossed limits by saying he was playing only for money. That kind of attitude is not conducive for a healthy relationship.”

While his “process” might have been correct, experts felt that Chappell did not have the people management skills or interpersonal skills to implement the process. Critics asked why, if Chappell believed in the development of the team, no new players of note had come out of his process and why a number of successful players had lost their way under his reign. It was felt that Chappell was too authoritarian and lacked the human touch that was so important in a coaching situation. It was felt that Chappell’s tough posturing and use of management jargon had confused the players.

Srinath said, “Here, words like accountability, professionalism, and process sound too heavy, leave alone De Bono’s Six-Hat methods.” His policy of “perform or perish” created fear and insecurity in the team. Such an approach did not rest well with people like Tendulkar and Sehwag, whose performance suffered under this new structure. The seniors in the team perceived that they were being targeted.

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101 In a match against New Zealand in 1981, Greg Chappell had ordered his younger brother Trevor Chappell to bowl the last ball of the match underarm to prevent New Zealand hitting a six to tie the match. Though underarm bowling was not illegal then, it was universally accepted that it was unethical. The issue led to a huge controversy and left a permanent blotch on an otherwise brilliant career. Chappell had since apologized for the fiasco and said that he was under tremendous mental pressure when he did that.
By and large, Chappell’s critics felt that he had failed to inspire a group of talented players and to instill team spirit into the side. Keeping the dressing room atmosphere vibrant and maintaining the focus of the team was a prime job of the coach, something at which Chappell had clearly failed.

Support for Chappell

Some cricket experts felt that Chappell could not be totally blamed for India’s pathetic display in the World Cup. They felt that Chappell could only devise strategies; the rest had to be done by the players. They praised Chappell for trying to induct the exuberance of youth into the side, and for attempting to break down the deeply entrenched star culture prevalent in Indian cricket.\textsuperscript{108} Former Indian cricketer, Dilip Doshi, said, “I believe in a team game; it’s all about owning collective responsibility. What can a coach do, if his advice is not followed or strategies not implemented? It would be a crime to make Greg the scapegoat for India’s World Cup show. … If giving youth a fair chance is experimentation, then every coach is guilty of doing so.”\textsuperscript{109} People from the corporate world, like Infosys Technologies Ltd’s founder NR Narayana Murthy came out in Chappell’s support saying that Chappell’s process should not be mocked at. If the team had failed, it meant that the process had not been followed properly.

Some felt that Chappell was trying to create a bench-strength similar to that of the Australian team, but he had been misunderstood by the seniors, who thought that he was undermining their confidence. Refuting criticism that Chappell was culturally insensitive, Ian Chappell said, “Greg is a respectful person but there is no point in trying to be like an Indian when you’ve been employed because of your knowledge and experience as an Australian cricketer … The fact that his tenure as Indian coach was less than satisfactory for both Greg and the team is probably a good indication that the system producing young cricketers needs more than just a bit of fine tuning.”\textsuperscript{110}

Many experts pointed out that the system prevalent in India bred mediocrity. The BCCI officials were also blamed as it was alleged that they were only interested in making money and being in power. Though it was the richest cricket board in the world, it was not doing anything for the development of cricket or its infrastructure, critics charged.\textsuperscript{111} The second rung players could hardly challenge the stars in the Indian cricket team, who in turn became complacent. Experts felt that the system needed a total overhaul.\textsuperscript{112} It was noted that India did not have a sporting culture like other countries such as Australia or the US. In India, sport was not considered as a viable career option. A corrupt and inefficient management and lack of infrastructure and monetary aid made matters worse. The whole system was plagued by unprofessionalism, as also the players, and a \textit{chalta hai}\textsuperscript{113} attitude was generally prevalent among Indians, they said.\textsuperscript{114}

Experts felt that the captain and the players should also share a large part of the blame. The captain was criticized for not providing sound leadership to the team, while the senior members were criticized for being too haughty and interested in preserving their power and position in the team. Legendary English cricketer, Geoff Boycott (Boycott), said, “A coach also can’t change the way the captain leads the team. It’s different when both work in tandem – as Wright and Ganguly did – but with a captain like Dravid, who is a lovely lad but not a born leader, the coach’s role becomes

\textsuperscript{110} “Chappell’s Decision Right, Says Brother Ian,” www.dailystar.co.uk, April 5, 2007.
\textsuperscript{113} \textit{Chalta hai} attitude is somewhat similar to the laissez-faire (let do, let pass) attitude.
Boycott felt that money and adulation had gone to the heads of the Indian players. Experts also questioned the Indian players’ ability to deliver results under a tough taskmaster.

**Is a Foreign Coach the Answer?**

The controversies created during Chappell’s reign and India’s disastrous performance had started a debate on the merits of an indigenous coach vis-à-vis a foreign coach. Many experts felt that a foreign coach would be unable to adjust to the cultural nuances of coaching in India. Former Indian captain Krishnamachari Srikkanth, said, “It’s not that I have anything against foreign coaches. It’s just that I always believe Indians are different kind of people. We are emotional people, our psyche is different … I think it’s more of a man management job rather than a typical cricketing job. All you have to do is motivate the guy and give him confidence, rather than pulling down his confidence.” They felt that a foreign coach would use strategies and methods that would be alien to the Indian way. Moreover, they felt that with foreign coaches there was always a chance of communication gaps as many players coming into the team might not be very conversant in a foreign language. It was widely felt that only an Indian coach would understand the Indian system and the idiosyncrasies of Indian stars who were treated like nothing short of icons in India. The names of Mohinder Amarnath, Sandeep Patil, Anshuman Gaekwad, etc., were being floated in the media as top contenders for the job. However, ex-chief of the BCCI, Dungarpur created a controversy by saying, “I do not think that in India, with due respects to all great players, there is any single person to serve as the coach.”

Those in support of a foreign coach pointed out that countries such as Sri Lanka and Bangladesh were doing quite well under a foreign coach. Boycott said that Bob Woolmer had done a very good job with Pakistan. It was argued that India had opted for foreign coaches as Indian coaches were perceived to be lacking modern coaching skills and were not thought to be free of regional bias. “The same people who are today demanding an Indian coach forget that a few years ago, before John Wright took over, the thinking was that an Indian coach was too prone to the internal tugs and pulls of team selection, politicisation, favouritism, and regionalism,” Boycott said. He pointed out that Wright had done a very good job.

Those in support of a foreign coach also said that if a foreign coach was expected to change himself to suit the culture and sensitivity of the players there was little use in having one. But others countered that by saying that “even the mighty McDonald’s had to localize to be successful in India.”

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121 Bob Woolmer (Woolmer) was a legendary coach who came into prominence during his stint with the South African team in the 1990s. He was arguably the best cricket coach in the international arena. Experts felt that he had prepared Pakistan well for the 2007 World Cup, but Pakistan’s early exit from the World Cup was due to other factors such as the team missing two of their frontline bowlers Shoaib Akhtar and Mohammad Asif, and ace all-rounder Abdul Razzaq. Following the team’s ouster, Woolmer was found dead under mysterious circumstances in his hotel room.
123 McDonald’s Corporation is a leading chain of fast-food restaurants.
Experts believed that a proven track record should be the only criterion that influenced the choice of coach, not whether he was a foreigner or an Indian. It was believed that a good coach would always take care of the cultural sensibilities of the players in the team. Experts felt that coaching in cricket went beyond the technicalities involved in the game and had more to do with people management and setting the right kind of atmosphere in the dressing room.

**Plan to Revive Indian Cricket**

At the BCCI meeting, Chappell gave a presentation on what ailed Indian cricket. He told the panel all the things that were already available in the public domain. But he desisted from blaming anyone for the defeat. It was reported that the BCCI had requested him to stay back as the coach, but Chappell had declined. The BCCI then offered Chappell the job of a consultant with the NCA. Experts felt that this was a ploy by the BCCI to co-opt Chappell into not divulging any embarrassing secrets about Indian cricket. However, Frazer’s contract was not renewed by the BCCI.

The BCCI announced some initiatives to revive Indian cricket, such as putting a cap on the number of endorsements that a player could take up. Through this, and by putting a restriction on the number of players who could endorse a particular brand, the BCCI strove to break the alleged unholy nexus between players and their agents. The jobs of selectors were to be made paid jobs and the zonal system of selection would be done away with. A show cause notice was slapped on Tendulkar and Yuvraj, who had spoken to the press ignoring a BCCI gag order. The selectors were in favor of a captain who was “both young and experienced.” Experts felt that only Yuvraj fit that description. But the selection panel was overruled by the BCCI who announced that Dravid would be retained as captain. It gave a directive to the selectors to choose a young side for the upcoming Bangladesh tour under Dravid.

Former Indian captain Ravi Shastri (Shastri) was chosen as the cricket manager of the Indian team for the tour of Bangladesh in May 2007. The team also had former Indian cricketers, Venkatesh Prasad and Robin Singh as the bowling coach and fielding coach respectively. Many players including Harbhajan, Agarkar, etc., were dropped from the Indian team. Tendulkar and Ganguly who were perceived as centers of player power, did not find a place in the ODI team. According to the selectors, the duo had been “rested” and their ODI career was far from over. Shastri said, “Watching India playing in the last three to four months just gave me the impression that they were doing a 9-5 desk job with huge weight and expectations on their shoulders. … I just want India to play happy and good cricket.”

**Outlook**

While some experts criticized BCCI’s decision to offer a job to Chappell in the NCA, others felt that Chappell’s decision not to reconsider his decision was akin to Indian cricket taking a step backward. Chappell had not responded to the BCCI’s job offer of a consultant position in NCA. He left the Indian shores as a villain for some and victim for others, but not before delivering a parting shot: “If you want to be like Australia, you can’t run your cricket like Zimbabwe.” He said that India should adopt a 10-year plan with a clear objective and work toward that professionally. He felt that any cosmetic changes would only aggravate the problem.

In late April 2007, it was being speculated that Chappell was a leading candidate to take over as head coach of the Australian Cricket Academy, the position vacated by Tim Nielsen who took over as coach of the Australian national cricket team. Sri Lanka’s coach Tom Moody said that

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129 “Don’t be Like Zimbabwe, Chappell Tells India,” www.content.msn.co.in, April 7, 2007.
Chappell had a lot to contribute to cricket. Moody said, “He was doing what surely is the toughest coaching assignment in world cricket. There was a huge weight on him but he did a good job with them … He sure has a lot to offer. I am sure someone will take advantage of his vast knowledge and benefit from his experience.”

As of May 2007, the BCCI was actively on the look out for a foreign coach. Bangladesh’s coach Dav Whatmore had emerged as a top contender for the position. A three-member panel consisting of S Venkataraman, Gavaskar and Shastri would make the final decision by the second half of June 2007, according to sources at the BCCI.

Meanwhile, analysts expected a hard-hitting book revealing the “dirty underbelly” of Indian cricket from Chappell. It was also reported that three top publishers had already approached him with unconditional offers. It seemed that there was more drama pertaining to Chappell’s unfulfilled India sojourn waiting to unfold.

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The Chappell Way (B): A Case Study in Team Building...

Exhibit I
Greg Chappell – A Factfile

| Name: Gregory Stephen Chappell |
| Born: August 7, 1948 in Unley, South Australia. |
| **AS A PLAYER:** |
| **Tests:** 7,110 runs, average 53.86, 24x100, 31x50, highest score 247 not out v New Zealand 1974 |
| **ODIs:** 2,331 runs, average 40.18, 3x100, 14x50, highest score 138 not out v New Zealand 1980. |
| **AS CAPTAIN** |
| Two stints as captain between 1975-1977 season and 1979-1983 season |
| **Tests:** Played – 48, Won – 21, Lost – 13, Drew – 14 |
| **ODIs:** Played – 49, Won – 21, Lost - 25 |
| **AS COACH** |
| South Australia, Indian national team |

Compiled from various sources.

Exhibit II
Chappell’s Support for Youngsters: A Reality Check

| Suresh Raina | Played 36 ODIs, scored 612 runs at an average of 26.6. In his last 10 appearances for India, scored 131 runs, average 16.37. |
| Mohammed Kaif | Performance in his last 10 ODIs, scored 215 runs at an average of 26.87. |
| Dinesh Karthik (was in the team but did not make the final 11) | In 13 ODIs, scored 150 at an average of 18.75. |
| RP Singh | In last 10 ODIs, took 6 wickets at average of 65.33 |
| S Sreesanth (was in the team but did not make the final 11) | In 27 ODIs, took 35 wickets at an average of 36.11. Economy rate close to 6. |
| Joginder Sharma | In 4 ODIs took 1 wicket for 115 runs and scored only 35 runs. |

Exhibit III

Greg Chappell as Coach of the Indian Cricket Team – A Timeline

- **May 2005**: Is selected as coach of Indian team ahead of Mohinder Amarnath, Desmond Haynes, and Tom Moody.
- **June 2005**: Takes over as India coach
- **August 2005**: In the first series under him as coach, India wins just two of the five matches they play in a triangular tournament in Sri Lanka.
- **September 2005**: Has a public spat with captain Saurav Ganguly when a confidential e-mail from Chappell to the BCCI saying Ganguly is no longer fit to lead the side is leaked to the media.
- **November 2005**: India defeats Sri Lanka 6-1 and draws 2-2 against South Africa in an ODI series in India. Television images catch Chappell making a rude gesture at fans in Kolkata who were protesting Ganguly being axed from the team.
- **February 2006**: In a tour to Pakistan, India loses a three-match test series 1-0, but wins one-day series 4-1. Doors to Indian team shut for Ganguly.
- **April 2006**: India notches up a record 17 consecutive one-day victories while chasing; Defeats England 5-1 in ODIs in India.
- **July 2006**: India wins first test series win in the Caribbean in 35 years, beating the West Indies 1-0 but loses the ODI series 4-1.
- **October 2006**: India fails to go beyond the group phase of ICC Champions Trophy.
- **November 2006**: India loses ODI series 4-0 against South Africa in South Africa. Selectors recall Ganguly.
- **February 2007**: India wins back-to-back home ODI series against West Indies and Sri Lanka. Ganguly makes a superb comeback.
- **March 2007**: India is defeated by minnows Bangladesh at the World Cup as they crash out in the first round. They are also beaten by Sri Lanka.
- **April 2007**: Chappell quits as India coach.

Compiled from various sources.
### Exhibit IV

#### Chappell’s Performance

<table>
<thead>
<tr>
<th>Opposition/Tournament</th>
<th>Series</th>
<th>Matches</th>
<th>Won</th>
<th>Lost</th>
<th>Draw/No Result</th>
<th>% Win</th>
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#### Highlights:
- A record 17 successive wins while chasing in ODIs in 2005-06.
- Test series win in West Indies after 35 years.
- Managed to win a test match in South Africa for the first time in history of Indian cricket.

*Adapted from Sportstar, April 14, 2007.*
References and Suggested Readings:

30. “Chappell was Unhappy with World Cup Team Selection,” www.nerve.in, March 27, 2007.
58. “Don’t be Like Zimbabwe, Chappell Tells India,” www.content.msn.co.in, April 7, 2007.