

- How do you win and what's really important
 - o You win with people. Every person is always going to remember how you made them feel, what kind of recognition you gave them, what kind of praise you gave them, what kind of appreciation you gave them. Every player, they don't care what you know until they know that you care about them. That is important in any organization.
 - o As a leader and to have any leadership in an organization, you have to be a good example. You have to be someone that someone wants to emulate in terms of the things you do day in and day out. You have to want to serve other people. There is no other way you can be a good leader if you're not willing to serve other people, and we all have opportunities to do that. You have to provide some kind of guidance and you have to inspire them in some kind of way to be the best that they can be. When you do that, don't expect it to be reciprocated. Who cares? Who you are is more important than what you do. Your focus should be on who you are and not on what the other person can do for you.
- We have a mission statement that is not about winning games. You can't find any place in our building that says anything about winning a championship. You can find a lot of places that say be a champion as a person, as a student, and as someone who has a vision for what they want to accomplish in their future. We can motivate players to do these things: be the best person they can be, develop a career off the field by graduating from school.
 - o We can motivate these people to do this in 3 ways: fear, incentive, or you can try to motivate people to be the best that they can be in what they choose to do.
- Pyramid of Success
 - o Top rung talks about being a champion but the first rung talks about being a team. That means we can all accomplish more together than anyone can accomplish on their own. Everybody has got to buy in to the principles and the values of the organization, and each other. We have rules on our team and everyone has to buy into those rules and regulations.
 - o We have to trust, we have to respect, we have to trust and respect in those that that is going to help us be successful, and we have to trust and respect in each other as people on the team. Everybody has heard there is no I in team, but I say there is an I in win. That I stands for individual because the individuals on the team make the team what it is. Their intensity, the way they go about what they do, the sense of urgency that they have, the immediacy they have to do it, and the intelligence that they do it with are very very important. Everybody is self-centered now. Why don't we just take some of that self-centered stuff, make it all about them, and make sure that they understand that everything they do has a consequence and it is going to effect them

either good or bad. It is either going to be a positive consequence or a negative consequence, every choice and decision that they make. So we make it about them.

- EX: 4 or 5 years ago we had a freshman starter who was walking around campus on a Friday night, he wasn't drinking and he was a good student, we knew he was probably going to be a future 1st round draft pick, well he walked by a fraternity house and they were having a party and drinking and carrying on, so they started yelling at him and insulting him, so he goes on and has a confrontation with them that leads to a fight, so the cops bring him to my office, which the players would rather go to jail than to my office, and I start to tell him that he can't do that, that it is against team rules, it is against team policies, it is not good for him, it is not good for his career, and he started to argue with me about where he grew up and not letting people insult him like that without standing up for his manhood and that kind of stuff. I told him I agree with you, you did the right thing. But let me explain it to you: you are going to be a first round draft pick, if that cop would have given you an assault charge, you have a felony against you, you're going down two rounds and you're going to be a third round draft pick. You're worth \$30 million dollars in the 1st round and \$3 million dollars in the 3rd round, so is it worth \$27 million dollars to be right? He looked at me and said, you will never have another problem with me again. My point is is that sometimes you do have to make it about them so that sometimes they understand the consequences of what they do.
- Togetherness and team. It all starts with everyone buying into the same principles and values. Bill Belichick, head coach of the Cleveland Browns at the time, defined everything that everyone was supposed to do within the organization. Everyone bought in and the reason he did it is that he created the standard that he wanted to do it to and you knew exactly what the expectation was that you were supposed to do.
- Mediocre people don't like high achievers and high achievers don't like mediocre people. If you don't define the expectation and standard of everyone within the organization, how can you know if someone is mediocre or high achieving? If you let those two exist within the organization, I don't care how much you like the guy or what kind of buddy he is, how long you've known the guy, I don't care – if you let that happen, you are never going to have any team chemistry.
 - Clearly define personally, academically, athletically what the expectation is for every player and they have to be accountable to it.
- They know what it takes to be a team and they know that they are responsible for their own self-determination, which is accountability. Accountability is another rung on the ladder.

- Be responsible for your own self-determination. Do your job.
- You have to have a positive attitude and a vision for what you want to do. Don't get caught up in your circumstance. For example, for a lot of you right now: IT IS HOT IN HERE. That is your circumstance. That's not your vision for what you want to accomplish or what you want to do. How are you going to get affected by that everyday?
 - ARE YOU GOING TO FOCUS ON YOUR VISION OR ARE YOU GOING TO FOCUS ON YOUR CIRCUMSTANCE?
 - Chuck Pagano locker room speech. "My vision is that I beat cancer and see my daughters grow up so I can dance at their wedding. That's my vision. My circumstance is that I have cancer."
 - What do you want to focus on?
- You have to have some kind of passion for what you want to do. You have to have a passion to be as good as you can be.
- You can't have a good team unless they are committed to a standard and that is a standard of character (again who you are is more important than what you do), self-discipline, and a work ethic.
 - Character is a combination of your thoughts, habits, and priorities because that's what determines the choices you make and the choices you make, make you who you are.
 - Self-discipline. Self-discipline is not something you have. It is something that you use. It is a choice. You use it, like a hammer. You don't have it, you use it.
 - Do the right thing, the right way, the right time, all the time. Do what you are supposed to do, when you are supposed to do it, the way it is supposed to get done. That's discipline. And you won't be successful in life if you don't do it. You are going to suffer through the pain of discipline or the pain of disappointment.
 - You can't be successful without a tremendous work ethic. You really have to invest your time and if you don't have a vision it is hard to do that. Can you stay focused on accomplishing your vision regardless of what happens? That means it takes some perseverance to do it.
 - Nick Saban book suggestion: The Road Less Traveled
 - About having a positive attitude.
 - If you expect things to be good all the time, you are always going to be disappointed. If you expect difficulty in life and expect things to be difficult, things that you will have to persevere and overcome, then you will have a much better disposition about being positive and staying positive. When things don't go well, be the voice of reason in the midst of chaos no matter what happens. That perseverance is very important.
 - The best opportunity you have to learn is when you make a mistake. I see people, young people, all the time get frustrated, show negative body language, etc., when they make a mistake. Don't be that sensitive to making a mistake. Be part of the

solution to the issue rather than worrying about somebody knowing about your mistake and thinking of it as a reflection on you.

- There can be no great victories in life without tremendous adversity. Take a negative attitude and turn it into a positive.
- HOW CAN YOU DO ANYTHING OF SIGNIFICANCE IN LIFE IF YOU DON'T HAVE PERSEVERANCE AND THE ABILITY TO OVERCOME ADVERSITY? Have confidence and believe in yourself that you can.
 - We put self-imposed limitations on ourselves all the time.
 - Story: I was a kid fishing in West Virginia and can't catch a fish. Old guy next to me is catching everything – big, small, but throwing the big ones back. Finally, frustrated, I ask why are you throwing the big ones back but keeping the little ones? He said because he only has a 9-inch frying pan.
 - My next question is: HOW BIG IS YOUR FRYING PAN? What is your capacity for believing in yourself and believing in the things you need to do to be successful and what kind of discipline do you have to stay with that? How big is your frying pan? Have confidence, trust, and a belief in something that if you do it the right way, it's going to work for you.
- Pride in performance. Mentioned the 3 ways to motivate people: fear, incentive, or you can try to motivate people to be the best that they can be in what they choose to do. Motivating people by being the best that they can be is how we do it. Everything that I have talked about are tools used to help us do that.
 - If you are going to be a street sweeper, be the best street sweeper in the world. If you can do that, you have accomplished the best there is in life. You did the best to be the best that you can be no matter what you choose to do.
- All of these things are part of our "Pyramid of Success" and what our players believe in that will make them successful.
- Human beings don't always have their best days after having their best day. It is called complacency. When you do well, you think you should get some days off and don't have to do the same stuff that you used to do to do well in order to keep doing well. What then happens is that you don't do so well.
 - When things are going well, people get more jealous, more envious, start saying, "what about me? I'm not getting enough credit."
 - When something bad happens, everybody gets more humble, everyone wants to serve more people, they have more compassion, and good stuff happens.
 - Why does it take for something bad to happen for us to want to help other people? If we can do something, why don't we do it before? There are always people that need help, always people that we can serve. People care about YOUR TIME. That you are willing to talk with them, spend your time with them, listen to them. People want somebody to CARE.

- Point is: do we need something bad to happen to be as good as we can be or are we going to be able to sustain the kind of performance and the kind of discipline we need to continue to be successful and not think about what has happened in the past?
 - Michael Jordan: “No matter how many game winning shots I have made, the only one that matters is the next one.”
 - Everyone asks Saban why isn’t he happy about anything? He is worried about the next one. He was happy about the last championship when the last championship happened. Now he is worried about the next one.
- How does he stay motivated? His motivation comes from the process of what it takes to get the team prepared to play as well as they are capable of playing. That’s the challenge.
 - Not just winning games but seeing them develop personally, seeing them become good people, seeing them graduate.
 - Alabama football has the highest graduation rate in the SEC and other than Vanderbilt, has the most guys make the SEC Academic Honor Roll.
 - Only two teams in the NCAA top 10% of APR and 1 of the 2 was Alabama football. That’s with 13 NFL draft picks over the past 5 years. They make sure their guys do the right things. Each of the NFL draft picks that left early would have graduated in 3.5 years.
- One of the characteristics that makes Saban such a great leader is that he is a great listener to his staff and to his team. He is constantly getting their input.
- Asked about AJ McCarron and his model girlfriend being a potential distraction and if there is a plan in place to make sure AJ concentrates on football: “I’d like for you to put yourself in his situation. AJ has been through a lot. AJ has been trained to be a good leader. Football is important to him and you wouldn’t even know he was dating anyone if not for the media around it because AJ is there every single day doing what AJ needs to do.” AJ came in as a freshman cocky and self-centered. Two weeks into practices AJ was hands down the second best quarterback. Going into the first scrimmage, they decided to give AJ reps with the 3rd string instead of 2nd. He was pouting, head down, cussing his teammates out, you name it. Low and behold he came storming up to Saban’s office afterwards asking why he got reps with the 3rd string and not the 2nd string. Saban said: we were going in today evaluating you on one thing and we didn’t think it would matter what team you played with, and that one thing we were evaluating you on was your leadership. You failed dramatically, so now you need to play on the scout team for 6 weeks.....AJ has come a long way.
- When you have success, it elevates the standards for everyone and what they shoot for. Allow success to contribute to more success.
- You reinvent your team every year. Everyone has new roles. Leadership is part of that. You see if those that are expected to lead in a positive way don’t feel comfortable in that role and opt not to. Leadership and chemistry develops when the coaches are not there.