

## **Extreme Ownership by Jocko Willink & Leif Babin**

- 💡 The only meaningful measure for a leader is whether the team succeeds or fails; effective leaders lead successful teams that accomplish their mission and win
- 💡 The humility to admit and own mistakes and develop a plan to overcome them is essential to success; the best leaders are not driven by ego or personal agendas - they are simply focused on the mission and how best to accomplish it
- 💡 Leaders must own everything in their world - there is no one else to blame
- 💡 A leader is truly and ultimately responsible for EVERYTHING; bearing full responsibility for explaining the vision / mission, developing the tactics / plans, and securing the training and resources to enable the team to properly and successfully execute
- 💡 Taking ownership when things go wrong requires extraordinary humility and courage; without emotional attachments to ego, agendas or plans
- 💡 There are no bad teams, only bad leaders
- 💡 My team can only deliver exceptional performance if I ensure the team works together toward a focused goal and that I enforce high standards of performance, working to continuously improve
- 💡 It's not what I preach, it's what I tolerate
- 💡 I need to believe in and convey a vision effectively to my teams in order for them to believe in it enough to execute it effectively
- 💡 If I have doubts or questions about the direction, I need to get them clarified so that I can buy-in fully; and translate my belief to my teams
- 💡 Discipline creates vigilance and operational readiness, which translates to high performance and success; never get complacent
- 💡 Implementing extreme ownership requires checking my ego and operating with a high degree of humility; it's not about me - it's about the vision / mission and how to beat accomplish it
- 💡 If the overall team fails, then everyone fails
- 💡 Real teamwork is ensuring that every member supports every other team member; this scales to teams of teams
- 💡 I will help my teams overcome the "us" vs. "them" mentality and work together to win; it starts with building personal relationships and looking for ways to add value
- 💡 Keeping plans and communications simple reduces confusion and enables effective adjustment when things go wrong
- 💡 I can add tremendous value by translating complex concepts into simple steps for others to understand and follow
- 💡 Prioritize & Execute: I will focus on the most important things first and do them well.
- 💡 I will develop and communicate contingency plans so that when things get chaotic, my teams and I can focus on the top priority and be ready to pivot
- 💡 I will empower my teams to make good decisions by ensuring they understand the vision and have the tools and training to operate effectively
- 💡 Proper planning prevents poor performance
- 💡 I will make time to plan - including contingencies, communications and post-operations reviews
- 💡 Lead down the line: I will provide my teams with clear direction and big picture rationale
- 💡 Lead up the line: I will provide my leadership with the information they need to understand and provide direction
- 💡 As a leader, I am comfortable with making decisions despite uncertainty
- 💡 I am also prepared to put my ego aside and adjust decisions as I learn more
- 💡 I will establish a baseline of solid discipline so that it is easy to make minor adjustments to improve efficiency and effectiveness; discipline is the pathway to freedom
- 💡 As a leader, I must find the balance between seemingly contradictory qualities (e.g., discipline vs. freedom, leader vs. follower, aggressive vs. overbearing, calm vs. robotic, logical vs. emotionless, confident vs. cocky, brave vs. foolhardy, competitive vs. gracious loser, attention to detail vs. obsessed by detail, strength vs. endurance - physically & mentally, humble vs. passive, quiet vs. silent, close with team vs. too close, Extreme Ownership vs. Decentralized Command)
- 💡 Every day is an opportunity to train as a leader