

## Leadership Strategy and Tactics by Jocko Willink

- 💡 I leverage the talent and skills of others in my gap areas to set and reach objectives
- 💡 I improve continuously - formalizing and codifying what I learn along the way
- 💡 I detach myself from chaos to see the big picture clearly
- 💡 I build respect and buy-in from others through humility
- 💡 I become a better leader by becoming a good follower
- 💡 I build trust in others by consistently helping them solve problems and softening my approach when providing constructive criticism
- 💡 I ask for and accept help from others
- 💡 I show humility, build relationships and earn respect by learning front-line skills and being willing to do any small or hard job
- 💡 I build trust, then relationships, then teams
- 💡 I leverage mistakes as opportunities to counsel, mentor and teach
- 💡 I earn respect & influence by giving respect first, and allowing myself to be influenced
- 💡 As a leader, I am responsible for absolutely EVERYTHING - so I take ownership (preemptively and after the fact)
- 💡 I lead from wherever is necessary (from front to set example, from middle or rear for perspective)
- 💡 I enable my teams to own and buy-into solution plans - suggesting adjustments where required based on my experience
- 💡 I remain level-headed and observe first when things don't go the way that I expect
- 💡 I override the short-sightedness of my ego
- 💡 I recognize that while there are patterns to human behavior, everyone is unique; I adjust tools and pressure accordingly
- 💡 I consider natural skills and growth areas when assigning tasks
- 💡 I detach and elevate above the tactical - to focus on what is most important
- 💡 I reinforce the fact that every team member's job is critical to success
- 💡 I grow my team members into leaders who require minimal guidance; allowing me to increase my span of control
- 💡 I push my team members through understanding and discipline
- 💡 I increase ownership and buy-in by giving control, showing integrity and establishing pride (balanced between humility & confidence)
- 💡 I am humble and honored to be considered a leader
- 💡 I always treat others with respect - no matter their rank or position
- 💡 I always maintain my integrity - saying what I do and doing what I say
- 💡 I work hard to understand and support my teams - no job is beneath me
- 💡 I am always prepared and open to learning more
- 💡 I generate clear vision and thoughtful plans; I give simple, clear and concise direction; I stay humble, take input and listen
- 💡 I change only the things that are not working; If it ain't broke, I don't try to fix it
- 💡 I identify other leaders quickly and put them to work helping the overall team win bigger, better and faster
- 💡 I lead primarily through suggestion - engaging others to think through and help develop solutions
- 💡 I avoid taking anything personally
- 💡 I listen to and incorporate feedback from all sources (no matter their level)
- 💡 I stay open-minded and avoid overcommitting to ideas
- 💡 I evaluate ideas on their merit regardless of origin; and defer to others when there is relative parity
- 💡 I am decisive when I need to be, but try not to make decisions until I have to
- 💡 I build relationships to increase influence from within
- 💡 I am realistic about setbacks, but also maintain positive perspective
- 💡 I leverage leadership itself to help shape and grow other leaders
- 💡 I provide opportunities that apply just enough pressure and carry low enough risk to grow others without overwhelming them
- 💡 I put junior people in charge to make them better by teaching them humility and confidence
- 💡 I use tact to build relationships with peers so that I can influence them authentically
- 💡 I always take the high ground and keep my ego in check
- 💡 I do the right things for the right reasons - including supporting peers, staying humble, taking ownership and passing credit onward
- 💡 I build trust with micromanagers by providing them with more information and then performing well
- 💡 I make decisions easy for indecisive leaders by sorting through the complexity and enabling them to simply say YES to my recommendation
- 💡 I use soft language with weak bosses to protect their egos
- 💡 I understand the difference between strategic and tactical objectives; and never quit on the strategic goals
- 💡 I keep my team members informed (including WHY & benefits from their perspectives) so that they are engaged and prepared
- 💡 I communicate through multiple channels and encourage team members to playback their understanding
- 💡 I balance praise to maintain positive pressure
- 💡 I think before I speak and measure my words carefully
- 💡 I reflect and diminish strong, negative emotions; always maintaining control of my own emotions
- 💡 I let others exhaust their thoughts - practicing infinite patience (never interrupting) to gain additional insight
- 💡 I provide constructive criticism using soft language - focused on the issue and never the person (character)
- 💡 I set the example for the ideal