

EXTREME OWNERSHIP

HOW

**U.S. NAVY
SEALS
LEAD AND WIN**

JOCKO WILLINK AND LEIF BABIN

Extreme Ownership



WINNING THE WAR WITHIN

LAWS OF COMBAT

SUSTAINING VICTORY



Winning the War Within



EXTREME OWNERSHIP

- Leaders must own everything in their world. There is no one else to blame.
- Effective leaders lead successful teams that accomplish their mission and win. Ineffective leaders do not.
- As the commander, everything that happened on the battlefield was my responsibility. Everything. – Jocko Willink

NO BAD TEAMS, ONLY BAD LEADERS

- When it comes to standards, as a leader, it's not what you preach, it's what you tolerate.
- Leaders should never be satisfied. They must always strive to improve, and they must build that mindset into their team.
- The direct responsibility of a leader includes getting people to listen, support, and execute plans.

CHECK THE EGO

- For leaders, the humility to admit mistakes and develop a plan to overcome them essential to success.
- Leaders must face the facts through a realistic, brutally honest assessment of themselves and their teams performance.
- Without a team (a group of individuals working to accomplish the mission) there can be no leadership.
- Whether or not your team succeeds or fails is all on you.



Laws of Combat



SIMPLE

- Leaders must carefully prioritize information to be presented in a simple, clear, and concise format so that participants do not experience information overload.
- Troops very often have difficulty connecting the dots between the tactical mission they are immersed in with the greater overarching goal.
- As a leader, if you are down in the weeds planning the details with your guys you have the same perspective as them, which has little value. But if you let them plan the details it allows them to own their piece of the plan. And it allows you to stand back and see everything with a different perspective, which has tremendous value.

PRIORITIZE AND EXECUTE

- The mission must explain the overall purpose and the desired result, or end state, of the operation.
- The mission statement tells your troops what you are doing. But they have got to understand *why* they are doing it.

DECENTRALIZED COMMAND

- Leadership requires finding the equilibrium in many seemingly contradictory qualities, between one extreme and another.
- The best teams and play constant analysis of their tactics and measure their effectiveness so that they can adapt their methods and implement lessons learned for future missions.
- The more disciplined Standard operating procedures a team employs, the more freedom they have to practice decentralize command and thus they can execute faster, sharper, and more efficiently.

Sustaining Victory



PLAN

- If front line troops are unclear about the plan yet are too intimidated to ask questions, the teams ability to effectively execute the plan radically decreases. Thus, leaders must ask questions of the troops, encourage interaction, and ensure their teams understand the plan.
- Mission planning: never take anything for granted, prepare for likely contingencies, and maximize the chance of mission success while minimizing the risk to the troops executing the operation.

DECISIVENESS AMID UNCERTAINTY

- There are some risks that simply cannot be mitigated, and leaders must instead focus on those risks that can actually be controlled.
- Instead of letting the situation dictates our decisions, we must dictate the situation.
- If someone isn't doing what you want them or need them to do, look in the mirror first and determine what you can do to better enable this.

DISCIPLINE EQUALS FREEDOM

- Training is a critical aspect that must be utilized to develop the foundations of leadership and build confidence in leaders' ability to communicate and lead.
- Discipline equals freedom. By discipline, I mean an intrinsic self discipline – a matter of personal will.

