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**EXTREME
OWNERSHIP**

**HOW
U.S. NAVY
SEALS
LEAD AND WIN
JOCKO WILLINK AND LEIF BABIN**

EXTREME OWNERSHIP

By Jocko Willink and Leif Babin

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Dr. Keith Walker
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INTRODUCTION

Combat is one of the most significant tests of leadership prowess. The ability to keep a level head, inspire those you serve, and command under pressure can only be created in certain environments.

Jocko Willink and Leif Babin served as leaders to SEAL Team Three "Task Unit Bruiser" in some of the most dangerous areas in Iraq such as Ramadi.

Willink and Babin (2015) now operate a consulting company called Echelon Front. They take the leadership principles they learned in the SEALs to ensure that businesses and organizations operate to their highest efficiency.



<https://www.businessinsider.com/former-navy-seals-jocko-willink-leif-babin-laws-of-combat-2018-9>

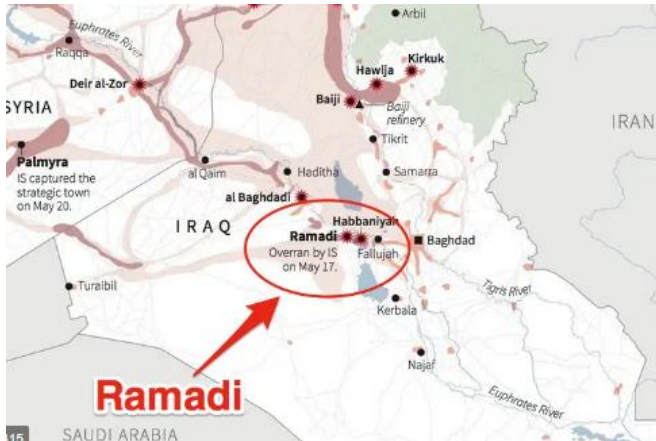
LEADERSHIP LESSONS IN EXTREME OWNERSHIP

Willink and Babin (2015) organized their leadership paradigm through three overarching lessons each with four guiding principles. These lessons and principles will be expanded upon throughout the review. Each lesson is formatted through an anecdote from their time serving in Iraq which discusses a principle. It is then discussed how the story and principle apply to non-combat leadership.

Lesson 1: Winning the War Within	<ol style="list-style-type: none">1. Extreme Ownership2. No Bad Teams, Only Bad Leaders3. Believe4. Check the Ego
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Lesson 1: Winning the War Within

PRINCIPLE ONE: EXTREME OWNERSHIP - JOCKO WILLINK - MALA'AB DISTRICT, RAMADI, IRAQ



<https://www.businessinsider.com/iraqi-forces-have-totally-encircled-isis-held-ramadi-2015-12>

Context

Willink and Babin (2015) begin their story in the Mala'ab District of Ramadi, Iraq. Ramadi was famously one of the most volatile cities in Iraq and thus the "fog of war was thick with confusion, inaccurate information, broken communications, and mayhem" (Willink & Babin, 2015, p.17). Urban warfare, particularly in Iraq was complicated by how the lack of street signs, winding back alleys, and lack of house numbers.

As a result of this shortcoming, the U.S army identified buildings by number. This method wasn't particularly intuitive for those who were used to street addresses and with the chaos of battle, it was easy to make positioning mistakes. In one such instance, an unidentified sniper had been identified in a building. They had been exchanging fire for some time and it was recommended to coordinate an airstrike on the building. Jocko Willink, being the commander of the SEALs on the ground felt that something was amiss as he knew a SEAL team was operating in the area and resolved to check out the space with a Quick Reaction Force (QRF). Upon entering the building, he realized the situation was a "blue-on-blue" (Willink & Babin, 2015, p. 22) or a friendly fire incident.

Upon realization of this, he called off the airstrike but was still in immense trouble from his commanding officer. They were flying into Ramadi to be debriefed on the situation and likely recommend his resignation. During the brief, he questioned his team about whose fault this was. Many soldiers stood up to take the blame, but ultimately, Willink blamed himself for the situation. While it was certainly true that this was an error by the team, as the commanding officer, it was his responsibility to coordinate each of them. As a result of his conviction to assign blame to himself, both his commanding officer and his subordinates gained immense respect for him. He was able to keep his job, and his subordinates knew that he would stand up for them.



<https://medium.com/@mitchreacher/extreme-ownership-and-the-dichotomy-of-leadership-8aec2661216b>

Principle

In discussing the principle of Extreme Ownership, Willink (2015) contended that as leaders, we often attribute success to ourselves and failure to our team. Extreme Ownership “mandates that a leader set ego aside, accept responsibility for failures, attack weaknesses, and consistently work to build a better and more effective team” (Willink & Babin, 2015, p. 31). Such a leader, Willink (2015) argued, does not give praise to themselves, but bestows it upon junior leaders. While appearing counterintuitive, this principle means one will have the respect of their team as well as their managers.

PRINCIPLE TWO: NO BAD TEAMS, ONLY BAD LEADERS - LEIF BABIN - CORONADO, CALIFORNIA.

Context



Babin (2015) recounted the time he spent as an instructor during the famous Hell Week of SEAL training. As part of SEAL training, prospective members needed to endure some of the hardest mental, emotional, and physical training of their lives. This week was marked with exercises meant to break some of the strongest men to give up and drop out. Exercises included laying out in the ocean during the night in the cold ocean water all night. Over three nights, one could expect only an hour of sleep (Willink & Babin, 2015) and spend those 72 hours in near constant physical exhaustion.

This principle discusses a portion of Hell Week called Basic Underwater Demolition/SEAL training or BUD/S. Men were grouped into seven-man boat crews. Each was assigned a leader and instructed to carry a large rubber boat which weighed roughly two hundred pounds (Willink & Babin, 2015). Each boat had a Roman numeral which was the team’s designation.

<https://navyseals.com/buds/>

Boat crew VI was referred to as the “smurf crew” (Willink & Babin, 2015, p. 45) due to their short statures. This would be an obvious physical impediment to be held over their heads. After a few runs of the race, boat crew II won most of the races while boat crew VI came last. The leader of boat crew VI began arguing and blaming their team members for the shortcoming as the drill sergeant was holding the leaders responsible. In one instance, the leader complained it wasn’t their fault, but their team’s.

It’s not what you preach, it’s what you tolerate – Leif Babin

Principle

The drill sergeant asked that the leaders of boat team II and boat team VI trade teams. Gleeefully, the previous leader of boat crew VI believed his fate had changed for the better. During the next heat, boat crew II won the heat. However, within a few more races, it became clear the team was falling apart. Boat crew VI

began taking heat after heat under their new leadership. The principle becomes apparent at this point. Effective teams come about because of effective leadership. The original leader of boat crew VI failed to realize that a strong leader pulls together elements of the team to support one another. This is especially true one operating a team of varying expertise. Instead of creating a cohesive team environment, they were belittled and fared worse. Upon receiving inspiring, well-meaning leadership, they managed to flourish and win the day.

PRINCIPLE THREE: BELIEVE - JOCKO WILLINK - SHARKBASE CAMP, RAMADI, IRAQ

Context

Back in Ramadi, Jocko discussed the importance of believing in the mission. His SEAL team, Task Unit Bruiser, was assigned a crew of Iraqi soldiers who must accompany them on every mission. His initial reaction was that of disgust. The Iraqi soldiers were described as “poor, uneducated, untrained, undernourished, and unmotivated...many simply joined for a paycheck” (Willink & Babin, 2015, p. 66). He saw them as a liability because they often created more distractions than were of assistance. Additionally, their loyalty was questionable at best. Instances of Iraqi soldiers turning their guns on American servicemen ensured trust was not offered by default (Willink & Babin, 2015).

However, Jocko understood that his commanders had immense experience in combat and knew what they were asking of their subordinates. Instead of relaying his concerns to his team, he went and asked for clarification on the mission. He understood that his senior commanders would not ask such a dangerous request without purpose. Upon reaching his commander, he asked the most important question – *why?*

The question was answered plainly – to win. A question was asked back – “How can we prepare the Iraqi soldiers to handle security in their own country?” (Willink & Babin, 2015, p. 69). It became clear to Willink the operational goal embedded within this request. No military man wanted to be here another twenty years. Without equipping Iraqi soldiers with the skills to fight their own battles, they ensured the cycle would repeat indefinitely.

Principle

Simply by asking for clarification, Willink was able to ascertain the goals handed down to him. He did not go to his team and complain about how difficult the task was. He understood that as a leader, his mindset could be inspiring or poisonous to his team. He knew he needed clarification on the operation so that he could believe in his mission. By extension, this belief would be passed down to his team members, ensuring they understood their purpose. It allowed them to better execute their missions and approach the Iraqi soldiers with more compassion. In time, they ultimately found the soldiers incredibly useful. The Iraqi soldiers understood dialect which could ascertain if someone was an insurgent in some instances (Willink & Babin, 2015), and had better rapport with regular citizens. They understood social nuances not understood by their American counterparts which assisted in asking the right question. Simply by believing in his mission, Jocko was able to unlock some incredible new talents on his team to better assist the mission.

PRINCIPLE FOUR: CHECK THE EGO - JOCKO WILLINK - CAMP CORREGIDOR, RAMADI, IRAQ.

Context

Jocko and SEAL Team Bruiser found themselves at Camp Corregidor before the famous Battle of Ramadi (Willink & Babin, 2015). The colonel who ran the base also headed up the 1/506th Band of Brothers regiment – the same regiment of World War 2 fame. The colonel was strict and demanded personal grooming standards, decorum, and clean bunks. Jocko quickly got his team on track with these requirements to ensure they integrated well.

Another SEAL team, unnamed, arrived at the camp. This team was famous for its battle-hardened nature and experience. However, because of this experience, they felt as though they needed no lessons in decorum or discipline. Willink (2015) contended that while “a clean uniform does not a good soldier make, the problems did not stop there” (p. 97). The team routinely disregarded orders and talked down to both higher-ranked soldiers as well as leadership. As seen in principle one, a lack of discipline could translate to fratricide. As a result of this, the colonel of Camp Corregidor dismissed the other SEAL platoon and they had to watch the Battle of Ramadi from afar.



<https://www.artofliving.org/us-en/wisdom/ego-kills-relationship>

*"Ego clouds and disrupts everything"
– Jocko Willink, 2015, p. 99*

Principle

The ego of the unnamed SEAL team and their leader made them a liability. Willink (2015) contended that ego harms the planning process, the ability to take advice, and the ability to accept constructive criticism. Implementing a mindset of extreme ownership means checking one's ego. A leader must understand how to accept blame for mistakes and accept better solutions. A leader must “strive to be confident, not cocky” (Willink & Babin, 2015, p. 99). Finally, Willink (2015) argued that when one allows ego to stand in the way, they place their agenda over that of the team. He argued that performance will always suffer as a result.

Lesson 1: Winning the War Within - Summary

This lesson focuses on the leader's nature. Many qualities which make excellent leaders can also be their downfall. For instance, confidence is an essential element of good leadership. However, Willink & Babin (2015) cautioned against arrogance and ego. Extreme Ownership means to take ownership of everything – failure, shortcomings in the team, and blame. It means not allowing one's ego to cloud their choices and motivate their behaviour. To win the war within means that leaders conquer their personal ambitions to support the needs of the team and the mission.

Reflection:

1. Why do you aspire to leadership?
2. What negative personal qualities might you need to conquer?

Lesson 2: The Laws of Combat

PRINCIPLE FIVE: COVER AND MOVE - LEIF BABIN, SOUTH-CENTRAL RAMADI, IRAQ

Context

Cover and Move is a military strategy whereby one group of soldiers moves to a more advantageous position while another group covers the movement with surveillance and gunfire. Babin found himself in a tricky spot while on night patrol in Ramadi. The sun was rising, and they were too far from the base. Babin needed to employ this strategy to successfully make it back to COP Falcon – a base in Ramadi before they were killed.

After successfully managing to make it back to the base, Babin was reprimanded by his commanding officer (CO). Babin, initially elated at the return, realized he misused the snipers in the overwatch position. They could have made it to the base both faster and more efficiently if he radioed to the snipers to cover their movements. Babin realized that in the heat of the moment, he had forgotten and put himself and his team in jeopardy.

Cover and Move: it is the most fundamental tactic, perhaps the only tactic – Leif Babin, P. 121

Principle

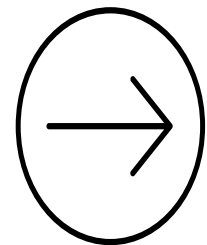


Put simply, Cover and Move means teamwork outside of a combat context. All elements within a greater team are useful in the successful completion of a task or a mission. Not utilizing all elements of one's team ensures that the work is not being handled as efficiently as possible. While the sniper team was not under Babin's scope of influence, it was "a rude awakening...I had become so immersed in the details of my own team I had forgotten about the other team and what they could do for us" (Willink & Babin, 2015, p. 121).

PRINCIPLE SIX: SIMPLE - JOCKO WILLINK, COP FALCON, RAMADI, IRAQ

Context

Jocko discovered the importance of simple planning when meeting with a military transition team (MiTT) group. This group's purpose was to advise Iraqi soldiers and lead them out into newly captured territory to demonstrate they were there to stay. It would ensure the populace felt safe and that insurgents would not harm them if they assisted the U.S. army.



Willink met with the army officer in charge of the MiTT group who was overly

eager and planned a large route outside the safety of COP Falcon. While Willink could not command him, he knew the officer had little concept of how dangerous this area was. Upon reviewing his plan, he found it ran through many spaces U.S. army soldiers were presently engaged – heightening the risk for another blue-on-blue. Eventually, Willink managed to talk the young officer out of the overly complex, overly long route he originally planned.

Principle

The young officer soon learned of the importance of a simple plan. Shortly after leaving the base, Willink set a timer on his watch and listened to their communications over the radio. Within twelve minutes, gunfire rang out and the young officer retreated to base. Had he gone with his lengthy, convoluted plan, they surely would have either died or needed an evacuation. A simple mistake which would have cost the lives of his team, or those of Jocko’s when they went to rescue him.

PRINCIPLE SEVEN: PRIORITIZE AND EXECUTE- LEIF BABIN, SOUTH-CENTRAL RAMADI, IRAQ.

Context

During a patrol of Ramadi, Babin found himself in a precarious situation. He was holed up with his team in a four-story apartment building with insurgents closing in on his position (Willink & Babin, 2015). Throughout SEAL training, one is taught to keep calm under immense pressure. As Babin and his team found themselves surrounded, they knew the priority was to leave their current position. They knew leaving from the front posed a serious risk and needed to find a way out. Quickly, they decided the best way was a sledgehammer through the wall into an alley.

As they readied to leave, a SEAL on the roof of the apartment fell through the roof twenty feet to the ground and was seriously injured. Tactically, this added another variable to the escape (Willink & Babin, 2015). He organized three priorities – set the security of the position, find a way down to ground level, and ensure a headcount. After tackling each issue one after the other, they managed to leave through the alley and safely back to COP Falcon.



Principle

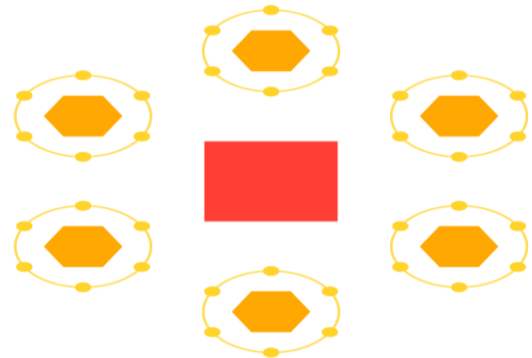
Leaders are faced with a myriad of issues daily. One can easily become overwhelmed and paralyzed by the array of tasks to do in a day. Willink and Babin (2015) argued that when faced with an overwhelming number of tasks, leaders must prioritize the most important tasks first to completion. Then one lays it out for their team in simple, concise terms. Finally, the leader directs and executes that task. This order is repeated until all tasks are completed.



PRINCIPLE EIGHT: DECENTRALIZED COMMAND - JOCKO WILLINK

Willink and Babin (2015) argued for the need to decentralize one's command structure. They argued that human beings can only manage teams of "about six to ten people" (Willink & Babin, 2015, p. 183). Junior leaders must be assigned to any group larger than ten people to maximize effectiveness. Within this structure, senior leaders must ensure that their junior leaders are empowered to make choices. Embedded within the empowerment is the understanding that senior leaders will allow them to learn from their mistakes and have their support.

However, Willink and Babin (2015) quickly noted that this does not mean junior leaders operate their programs. Senior leadership must instill in them their boundaries and responsibilities to serve the desired outcome. SEALs are expected to be executive decision-makers within the confines of a given mission. Like the SEALs, Junior leaders must be proactive instead of reactive entities (Willink and Babin, 2015). If a junior leader cannot make executive decisions, it will inevitably bog the entire operation down.



<https://neuroliminal.com/decentralized-command/>

Lesson 2: The Laws of Combat - Summary

These principles derive from battle tactics and executive decision-making ideals in the U.S. army. However, Willink and Babin (2015) argued for their use in non-combat roles. In a business context, it's important to remember to plan simply. Create a goal that is attainable and understandable.

Throughout the plan, variables are sure to arise and complicate things. It is here that one must prioritize and execute those variables which require the most attention. Finally, a well-functioning team with an empowered junior manager can ensure that goals are carried out effectively. These leaders will make mistakes, but it is through these mistakes they will learn to make executive decisions with confidence. What they need, however, is an understanding senior leader who will allow these growth opportunities.

Reflection Questions

1. What skills make you a unique leader?
2. Do you tend to be good at relinquishing control while in leadership?
3. What experiences in your life have created your leadership style?

Lesson 3: Sustaining Victory

PRINCIPLE 9: PLAN - LEIF BABIN - RAMADI, IRAQ

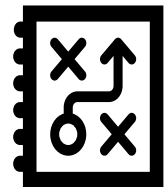
Context

Babin (2015) detailed how the principle of planning was instrumental in a successful hostage rescue plan. A young Iraqi teenager who was the son of an Iraqi police colonel was kidnapped. He was held in a compound that had improvised explosive devices (IEDs) and machine guns positioned. Babin knew that even if the al Qaeda-linked group received the \$50,000 they demanded the teenager would still be killed. Thus, a plan was created to rescue the young man. The plan, following the simple principle, had three fundamental rules:

#	Plan
1.	Maintain the element of surprise; stealth is more important than speed
2.	After the breach, speed is most important. Get the target cleared and secured.
3.	Good PID (positive identification) of any threats. Ensure the hostage is not hurt.

Principle

A good leader takes a backseat in the planning process. They analyze the mission, decentralize the planning process, identify personnel and resources available, delegate portions of the plan, and brief the plan to all supporting assets or teams (Willink & Babin, 2015). The purpose of this hands-off approach is to ensure one does not get too granular about details and focuses on the big picture. It also ensured that those who were carrying out the task are the subject matter experts. If a variable arises, they have ownership of it and can best address it in the moment.

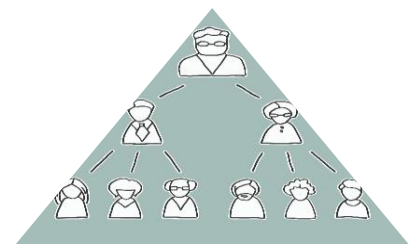


It wasn't until closer to the operation that the IEDs and machine guns were discovered. When asked if he wanted to abort the mission, Babin (2015) argued that any good plan "addressed and mitigated every risk that we could through planning" (p. 199). So long as everyone understood their role, and understand the new variable, they knew they would be successful. Additionally, after a successful mission, there should be a "post-operational debrief" (Willink & Babin, 2015, p. 206) which identifies shortcomings in the plan.

PRINCIPLE TEN: LEADING UP AND DOWN THE CHAIN OF COMMAND - LEIF BABIN

Context & Principle.

Babin (2015) recounted two separate instances which illustrate how to lead both up and down a chain of command. In one instance, it was not until a junior officer detailed in a report all successes made by SEAL squadrons in Ramadi that he realized his shortcomings. He realized how little he knew was going on and that he wasn't immersed in the details as he should be. He recognized the need to communicate better with junior officers as he was out of touch with what was happening on the ground. To speak directly with subordinates, Babin (2015) argued, you circulate what is called "commander's intent" (p. 229). This essentially means that team members understand their purpose which facilitates decentralized command. When team members feel directed and purposeful, the team benefits. In line with extreme ownership, a leader must recognize that a team that fails to follow direction often isn't at fault. Perhaps it is the leader who has gotten out of touch and has not conveyed intent.



<https://secondwindconsultants.com/resources/teach-your-employees-to-respect-the-chain-of-command/>

With regards to leading up the chain of command, a leader must support their leaders. When something is needed, it is a leader's responsibility to vocalize that need with their manager. Babin (2015) contended that this often requires more "savvy and skill than leading down the chain" (p. 237) as a leader will not have their authority to fall back on. While it can be intimidating, you are supporting your leaders by vocalizing what is needed when they delegate limited resources. Again, in line with extreme ownership, it is one's responsibility to vocalize needs with respect. Babin simply summarizes this by stating "take responsibility for leading everyone in your world, subordinates and superiors alike" (p. 238).

PRINCIPLE ELEVEN: DECISIVENESS AMID UNCERTAINTY - LEIF BABIN - RAMADI, IRAQ

Context

Babin (2015) recounted a story with famed sniper Chris Kyle. Chris Kyle, the subject of the movie American Sniper, is remembered as not being an excellent marksman, but for being exceptionally patient. Chris's patience and extreme concern for PID (positive identification) ultimately saved the life of a SEAL when, faced with pressure to take a shot, he refused.

While on overwatch, Chris identified a scope in an adjacent window. He radioed in and identified a potential target, though he could not PID. The company commander of Team Warrior of the 1st Battalion, who had troops on the ground, ordered Kyle to take the shot. Kyle, under the command of Babin and not this commander, refused to take the shot. They suggested sending a detachment of soldiers to review the building. While the commander did not have the authority to order Kyle to take the shot, they were furious at the suggestion. Babin (2015) said that he couldn't blame the commander. They were faced with an impossible choice. If he took the shot and it was an American soldier, nothing could be worse. It was later discovered that the person in the building was a U.S. soldier, and the scope was that of an M16 rifle – standard issue for the U.S. military.

Principle

Waiting for the absolute right moment leads to “delay, indecision, and an inability to execute” (Willink & Babin, 2015, p. 254). Sometimes decisions need to be made with an incomplete picture. Babin (2015) cautioned that we should not be reckless, but also not be paralyzed by tough choices. In this instance, Kyle made the correct call. If he had shot, he could never take that bullet back. However, if it was later identified to be a combatant, he could then neutralize the target. In this sense, when there is an incomplete picture and a choice needs to be made, leaders do their best to ensure it is not the maximalist approach.

PRINCIPLE TWELVE: DISCIPLINE EQUALS FREEDOM - JOCKO WILLINK - BAGHDAD, IRAQ

Context

When Jocko first became a SEAL platoon commander he was stationed in Baghdad. Most operations were capture or kill missions where they would then raid the home for information. In the initial months, it took over forty minutes to clear a house. This was especially dangerous as people were alerted to their presence during the breach, gunfire, and shouting. Every moment was crucial.

Initially, searching a home entailed furniture being flipped, cabinets being smashed, and dumping possessions all over the floor. Ultimately, the mess this created slowed productivity dramatically and caused confusion. Rooms were being re-checked, items were missed, and it even made it hard on the Iraqi court system to hold those captured responsible due to poor evidence collection.



As a result of this, the U.S army created enhanced search measures for every raid. Willink gave the task to a junior officer to design the most efficient, simple system to raid a home. Essentially, each room would be assigned a “room owner” (Willink & Babin, 2015, p. 267). This person was the foreman for the room, and they led a few members. They would review the room and capture all evidence in a plastic bag. The room would then be labeled with an X to show it was searched. While initially this process frustrated the SEALs, their time to raid went from over forty minutes to less than ten minutes. This enabled SEALs to search multiple homes in a night and make it back to base far more safely. Lastly, it helped the Iraqi court system to better hold those raided responsible.

Principle

Willink (2015) refers to this principle as the “dichotomy of leadership” (p. 265). Regimenting things heavily intuitively seems like a counter to freedom. However, as shown, the regimenting of a procedure enabled the freedom to search and raid more strongholds. Willink (2015) then equated this dichotomy to his own life. When he wanted the freedom to learn a new skill, he needed to work it into his compressed schedule. He needed to build systems in his life that would enable him to learn new skills, make time for himself, or even relax. The discipline to regiment one’s life allows for freedom to pursue new ventures.

This principle goes even further. Leaders must lead, but also be prepared to follow. They must be aggressive, but not overbearing. A leader must also be calm, but not without emotion. As demonstrated in principle four (check your ego) for instance, a good leader must be confident, but not arrogant. To be a good leader asks that one walk a fine line. He asserted that “just as discipline and freedom are opposing forces that must be balanced, leadership requires finding the equilibrium in the dichotomy of many contradictory qualities” (Willink & Babin, 2015, 273).

Willink’s (2015) final dichotomy is that “a leader has nothing to prove, but everything to prove”. By one’s position as a leader, their authority is generally without question. In this sense, they have nothing to prove. However, a good leader does not depend on this assumption. On the other hand, a leader has everything to prove. Every member needs to know that a good leader will support their choices. Leaders need to earn the respect of those they serve and prove themselves worthy of the mantle of leadership. In this sense, a leader has something to prove every day.

Lesson 3: Sustaining Victory Summary

Sustaining victory discussed the more nuanced choices that a leader must make under pressure. There is a difficult balance that leaders need to navigate. For instance, in principle nine, Plan, the leader must take a step back and give ownership to junior leaders. When leading up and down the chain of command, a leader is both subordinate and superior and must do both well. Additionally, when tough choices need to be made in uncertain situations, a leader must make the call. Often, leadership can attract those who want power. It can often be missed the responsibility one must assume to be a good leader. The dichotomy of leadership reminds us of the fluid nature of leadership and the immense responsibility it entails.

Evaluation

Extreme Ownership does a fantastic job of demonstrating leadership principles and having the reader reflect on how they can be better. While one might find the context redundant, the anecdotal elements illustrate the principles perfectly. Extreme Ownership, while providing basic principles such as teamwork, makes the reader reflect on how they often self-sabotage. These principles might appear rudimentary, but the context allows the reader to reflect on how we can improve on even the basic elements of leadership. Initially, I might have rolled my eyes at a principle such as Believe. However, the anecdotes made me reflect on instances when I did not believe in a mission and sabotaged the efforts my team was making.

This book aligned with HRM principles – they are often only reworded. For instance, engaging workers align with principle three: Believe. Belief in a mission is essentially worker self-actualization. Extreme Ownership itself ensures that subordinates and junior leaders feel empowered and engaged to perform their best work. Principle eight: Decentralized Command essentially argued for the empowerment of junior leaders. Extreme Ownership, principle one, ensures that workers know they are supported and feel safe. These workers will know that you are here to support them and ensure they flourish.

Discussion Questions

1. Are there any leadership qualities you feel you take for granted?
2. What do you value most in a leader?
3. What qualities do you hope to be remembered for?

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