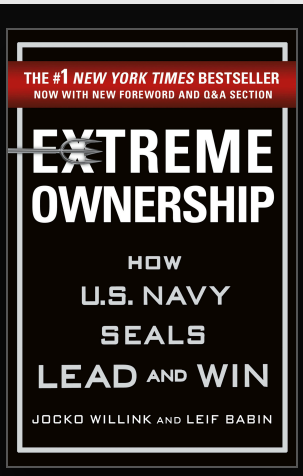


THE #1 NEW YORK TIMES BESTSELLER

EXTREME OWNERSHIP

HOW U.S. NAVY SEALS LEAD AND WIN

JOCKO WILLINK AND LEIF BABIN

"Leaders must own everything in their world. There is no one else to blame."

Ramadi, 2006: their SEAL task unit, Bruiser, learned that leadership is *"the single greatest reason behind the success of any team."* Each of the 12 principles is told three ways: a combat story, the principle, and a business case from their consulting work.

PART I WINNING THE WAR WITHIN

01 EXTREME OWNERSHIP
Own every failure, then make a plan to win. Give the team the credit.

02 NO BAD TEAMS, ONLY BAD LEADERS
"It's not what you preach, it's what you tolerate."

03 BELIEVE
If an order makes no sense, ask "why?" up the chain. Then explain the why down it.

04 CHECK THE EGO
Confident, not cocky. *"Often, the most difficult ego to deal with is your own."*

PART II THE LAWS OF COMBAT

05 COVER AND MOVE
Teamwork across departments. The enemy is outside, not down the hall.

06 SIMPLE
"If your team doesn't get it, you have not kept things simple and you have failed."

07 PRIORITIZE AND EXECUTE
One priority at a time: *"Relax, look around, make a call."*

08 DECENTRALIZED COMMAND
Small teams with a leader who knows the intent and the limits. *"It takes strength to let go."*

PART III SUSTAINING VICTORY

09 PLAN
A repeatable process: intent first, the team plans the detail, debrief every time.

10 LEADING UP AND DOWN
"Don't ask your leader what you should do, tell them what you are going to do."

11 DECISIVENESS AMID UNCERTAINTY
"There is no 100 percent right solution. The picture is never complete."

12 DISCIPLINE EQUALS FREEDOM
Tight routines make a team faster and freer. Balance every strength against its opposite.



THE BOAT CREWS. In Hell Week, Crew VI finished last in almost every race. A senior chief swapped only the leaders of the best and worst crews. Crew VI won the next race and most after it.

"WHOSE FAULT WAS THIS?" · BLUE ON BLUE

On Bruiser's first big Ramadi operation, stray Iraqi soldiers walked into a house held by a SEAL sniper team and friendly forces fought each other. One Iraqi soldier died; a SEAL was wounded.

At the debrief Jocko asked who was to blame, turned down each SEAL who offered, and said: *"There is only one person to blame for this: me."* His bosses trusted him more, not less.

Same in business: a VP whose plan had stalled for a year was told, "You are the reason." He took the blame in front of the board, starting with what he would do differently.

The lesson for managers: *"Your people don't need to be fired. They need to be led."*

USE IT MONDAY

1. Open your next review with what **you** will do differently.
2. List what you tolerate: that is your real standard.
3. Name **one** priority; shelve the rest until it moves.
4. Write the intent in one line; let the team plan the how.
5. Cut incentive plans to two to four measures.
6. Debrief every project: what went right, what went wrong, how to adapt.
7. Tell your boss what you are going to do; send more information up.

THE DICHOTOMY

Confident /	not cocky
Courageous /	not foolhardy
Competitive /	a gracious loser
Attentive to details /	not obsessed
A leader /	and a follower
Humble /	not passive
Aggressive /	not overbearing
Quiet /	not silent

When a leader struggles, they have usually *"leaned too far in one direction."*

HANDLE WITH CARE

1. **Too far either way fails:** discipline can choke adaptation; ownership is not micromanagement.
2. **Micromanage only as a temporary fix,** never a steady state.
3. **Not every blame is yours:** don't cover a boss's serious error; never follow an illegal order.
4. **Stories are shaped:** business cases are composites and combat details were changed for security.
5. **Results are the test:** *"If you aren't winning … then you aren't making the right decisions."*

DISCIPLINE EQUALS FREEDOM.

WILLINK & BABIN · EXTREME OWNERSHIP
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