

Owning

Practice Questions

- What would I do if I owned this?
- How many ways can I communicate my expectations?
- When something goes wrong, how will I respond?
 - o How did I contribute to this problem? What can I do better in the future?

Podcast

www.jockopodcast.com - #140 for *If* by Rudyard Kipling

Extreme Ownership

by Jocko Willink and Leif Babin

1. **Own** - The leader must own everything in his or her world.
2. **Set Bar** - There are no bad teams, only bad leaders. It's not what you preach. It's what you tolerate.
3. **Believe** - A leader must be a true believer in the mission if he expects others to follow.
4. **Check Ego** - Ego clouds and disrupts everything. Leaders must leave their egos at the door.
5. **Cover and Move** - All elements of the team must work together, mutually supporting one another.
6. **Simplify** - Simplifying as much as possible is crucial to success.
7. **Prioritize** - Leaders need to prioritize and execute. Relax, look around, and make a call.
8. **Decentralize** - Teams must be broken down into small, manageable sizes and decentralize command.
9. **Set Mission** - Leaders must identify clear directives for the team.
10. **Communicate** - Leaders must lead down the chain, communicating the strategic vision.
11. **Decide** - Leaders must make decisions quickly in uncertain situations.
12. **Balance** - Leaders must balance discipline and freedom.

Ownership Practice Options

<u>Situation</u>	<u>False Leader</u>	<u>Owner Action</u>
Analyzing big decision	Analyze only from personal perspective (me, me, me)	Put your 'owner' hat on – What would he/she do?
Low standard/performance	Tell team/person to change one time and expect it	Communicate expected high standard ∞ times
Something goes wrong	Blame, deflect, rationalize, excuse, hide (you, you, you)	Grab a mirror – What could I have done better?

Exercise – Take complete ownership to improve

1. What's an area of my life I'd like to improve?
 - a. ex. work, skills, relationship, health, etc.

2. Do I want to take complete ownership over this area? (yes or no)
 - a. If yes, continue.
 - b. If no, stop. Come back later when your answer is 'Heck, YES!'

3. What would I do if I owned this area by myself?
 - a. Who else might be impacted?

- b. What would they want?

- c. What will I do?

4. What might I need someone else to do to help me?
 - a. How many ways can I communicate my request/expectations?

- b. How many times will I communicate this?

- c. When and how will I give feedback?

5. When something goes wrong, how will I respond?
 - a. How did I contribute to this problem?

- b. What can I do better in the future?

Prioritizing

Books

Essentialism	<i>Getting Things Done</i>	<i>The Four Disciplines of Execution</i>
<i>The One Thing</i>	<i>The Lean Startup</i>	<i>How Will You Measure Your Life?</i>
<i>True North</i>	<i>The Four-Hour Workweek</i>	<i>The Seven Habits of Highly Productive People</i>
If you want other leadership books recommendations, email me.		

Essentialism

Attribute	Nonessentialist	Essentialist
Mindset	Everything to everyone	Less but better
Strategy	Everything is a priority	"If we could only do one thing, what would it be?" Eliminates distractions.
Empowerment	Allows ambiguity over who's on what. Capricious decisions.	Focus on each team member's highest role and goal of contribution
Result	Team makes a millimeter of progress in a million directions	Unified team breaks through to next level of contribution

Techniques

- Life: Warren Buffet 20 Investment Slots - jamesclear.com/buffett-slots
 - o When considering an opportunity, do I want to "punch" another hole?
 - o If it's not 'YES!!! 😊', say 'no'.
- Multiyear: 4 Burners Theory/Seasons of Life - jamesclear.com/four-burners-theory
 - o Of family, friends, health, work, which burner(s) have you cut?
 - o Which are most important in the next phase of your life?
- Weekly: Weekly Review from *Getting Things Done* by David Allen
 - o Friday PM
 - Reflect
 - What did/didn't go well last week?
 - What will I continue or change?
 - Plan
 - What are the top 1-3 outcomes needed for next Fri?
 - Block solo/meeting time
 - Plan who needs to do what
 - Communicate plan and expectations
 - o Monday AM → Execute
- Prioritization matrix – assess value of options
 - o Cost/Benefits analysis – Impact, Likelihood, Frequency

Communicating

Responsibilities

- Your job as a leader – communicate why often
- Besides a paycheck, why should I get out of bed?
- What’s the meaning/purpose of what we’re doing?

Tactics

- Prepare
 - When do you need to give direction?
 - Prepare ahead with one sticky note – see blog in resources
- Provide Purpose
 - Ask “why?” like a 3-year old
 - Explain “why” like an adult
- Practice
 - Teach a class
 - Present to your team
 - Coach a team or a person

Resources

- CernerToastmasters.com – Malvern, PA Wednesday 12-1 pm Corp 2 TR E
- mattdever.com/best-speech - Write the Best Speech of Your Life (public speaking series)
- mattdever.com/sticky-note - Communicate Well with Minimum Prep (“one sticky note”)
- mattdever.com – Sign up for emails to receive e-book *Quickly Create a Great Presentation* (coming late 2019)

Coaching

Level Up Listening

- Level 1 – Speak
- Level 2 – Hear
- Level 3 – Understand
- medium.com – Matt Russell “3 Levels of Listening”

Coaching Questions

- Think ahead
 1. Where is he/she? (a)
 2. Where does he want/need to go? (z)
 3. **What’s the simplest action** he can do to improve? (b)
 4. **What’s next?** What might he do after b?
- Ask live
 5. What might help you make progress?
 6. How can you get feedback more quickly?
 7. Who could mentor you or who could you emulate?

Deciding

Resources

- ***Thinking in Bets* by Annie Duke**
- [“Farnam Street - Mental Models”](#)
- *Poor Charlie’s Almanack* by Charlie Munger
- [“The Psychology of Human Misjudgment ”](#) (animated video)
- *Seeking Wisdom* by Peter Bevelin
- *The Personal MBA* by Josh Kaufman
- [“James Clear – Mental Models”](#)

Concepts

- Cognitive biases
- Mental models
- Luck vs Skill (decision-quality) – see Stoicism book list [http://mattdever.com/negative-visualization/#Stoicism Books](http://mattdever.com/negative-visualization/#Stoicism_Books)
- “resulting”
- Hindsight bias
- *“I’m not sure”* – prelude to every great decision EVER
- Self-serving bias

Reflection

- Do I **alter my beliefs** based on new information?
- Do I **alter my interpretation of new info** to fit my existing beliefs?
- When do you change beliefs?
- When don’t you change?
- Where are your potential blind spots? At least be openly closed-minded ☺
- Do you **take credit for good** results?
- Do you **blame [x] for bad** results?
- And vice versa for others?

Deciding Tactics

- Flip the bias
 - o Be the best **credit-giver**
 - o Be the best **mistake-admitter**
- Redefine confidence
 - o From “confident” or “not confident”, “yes” or “no”, “0%” or “100%”
 - o To “**how confident am I?**” [80%?, 80% confident we’ll be done in 2-4 wks]
- Inject fear
 - o **wanna bet?**
- Buddy system – ask a partner for the truth, focus on:
 - o being **accurate**
 - o **accountable** to improve
 - o keeping an **open** mind
- Seek the truth with “normals”
 - Express uncertainty - *“I’m not sure about...”*
 - Lead with assent - *“I agree with x **AND**”*
 - Ask to discuss truth - *“**truth or vent?**”*
 - Focus on future - *“**what’s next?**”*
- Time travel
 - What might **past-me** think about this?
 - What might **future-me** think about this?
- 10-10-10 questions
 - What are the impacts of my options in: **10 minutes? 10 months? 10 years?**
 - How would I feel if I made this decision: 10 mins ago, 10 mons ago, 10 yrs ago?
- Trigger Interrupt
 - Heart rate up? Breathing up? Sweat up? Nervous?
 - *Interrupt this pending bad decision and future regret to:*
 - Breath deep, take a walk, or sleep on it
- Zoom out
 - Remember – we live life on extreme zoom
 - If this [thing I don’t like] happened a year ago, would it still affect me today?
- Backcast
 - Imagine in the future, a newspaper with the headline **“We achieved our goal!”**
 - **How did we do that?** Write down the key steps, decisions, etc.
- Premortem
 - Imagine in the future, a newspaper with the headline **“We failed.”**
 - **What went wrong?** Write down the big risks, the bottlenecks, etc.
- Drop the chainsaw
 - Time is a tree
 - the trunk is the past
 - the **branches** are the **futures**
 - the intersection is the present
 - After an outcome we run amok in the forest cutting down all the branches.
 - Be nice to yourself. Put down the chainsaw. The future is uncertain ☺