Worksheet for Jocko Willink | Leading on the Line Between Extreme and Reckless (Episode 93)

Effective leadership consists of more than simply having the authority to boss other people around. It requires an understanding of when it's time to have your team lean *into* extremes to progress toward a goal, but also when to lean *back* with restraint to strike the right balance. Or, as an old gambler once wisely imparted: "You've got to know when to hold 'em; know when to fold 'em."

If you're wondering how *you* might strike such a balance to develop or improve your own leadership skills, you're in the right place. SEAL Task Unit Bruiser commander Jocko Willink returns for <u>episode 93</u> to talk about his new book (co-authored with Leif Babin), <u>The</u> <u>Dichotomy of Leadership: Balancing the</u> <u>Challenges of Extreme Ownership to Lead</u> <u>and Win</u>.

## The Dichotomy

The dichotomy to which Jocko's latest book refers is understanding the balance between leading and following -- knowing when to take an extreme approach in pursuit of a goal and knowing when to step back. He points out that even positive characteristics can make you an ineffective leader if overly applied.

What otherwise positive traits might you be in the habit of overapplying? Have any of your assets have turned into liabilities? Where is there a lack of balance?

#### **The Contingency**

Having a Plan A is great. But what happens when an unforeseen variable jams a stick in your spokes and renders that plan obsolete? You could shrug your shoulders and absolve yourself of responsibility, or you could have a Plan B in reserve -- a contingency -- just in case. Expect the unexpected.

Try to think back to a time when the unexpected intervened to throw a careful plan off track. How might you have modified that plan to account for the unexpected? Is there a lesson to be learned from this experience that could be applied to future plans?

## **Sparking Initiative**

Jocko learned firsthand that delegation is important. Sure, there are always practical reasons why it's bad to spread yourself too thin, but Jocko has honed in on an important interpersonal reason: *micromanagement means people lose their initiative*.

Empowering others to make and take decisive action gives them a chance to step up and take ownership. Is there somewhere in your life that you've been clinging a little too tightly to responsibility? What might happen if you loosen that grip?

### **Fix That Uniform**

"The last thing on is the first thing noticed," goes an old saying -- but when it came to Jocko's Navy SEAL unit, he knew every outer detail would be noticed. Needless to say, he told me he's big on "putting on your uniform correctly." After all, if you can't get the little things right, how can you be expected to get the big things right?

In your life, do you *put on your uniform correctly*? Are there details in life you miss because you're so focused on the big picture?

Full show notes and resources for this episode <u>can be found here</u>.

# About



Join Jordan Harbinger (critically acclaimed host, formerly of The Art of Charm) as we get deep into the untapped wisdom of the world's top performers -- from legendary musicians to intelligence operatives, iconoclastic writers to visionary change-makers.

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