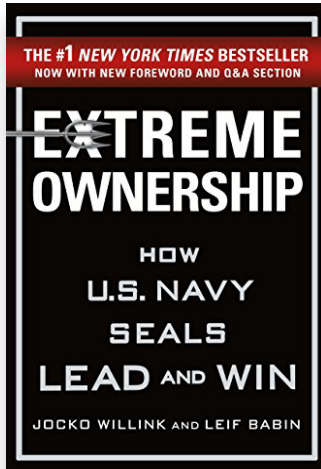


# EXECUTIVE BOOK SUMMARIES



## ABOUT THE AUTHOR

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# Extreme Ownership

## THE NUTSHELL

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### Preface

The idea for this book was born from the realization that the principles critical to SEAL success on the battlefield, including how SEALs train and prepare their leaders, how they mold and develop high-performance teams, and how they lead in combat, are directly applicable to success in any group, organization, corporation, business, and, to a broader degree, life.

### Introduction: Leadership: The Single Most Important Factor

Though it contains exciting accounts of SEAL combat operations, this book is not a war memoir. It is instead a collection of lessons learned from our experiences to help other leaders achieve victory. The only meaningful measure for a leader is whether the team succeeds or fails.

## PART I: WINNING THE WAR WITHIN

### Chapter 1: Extreme Ownership

On any team, all responsibility for success and failure rests with the leader. There is no one else to blame. The leader bears full responsibility for explaining the strategic mission, developing the tactics, and securing the training and resources to enable the team to successfully execute.

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## Chapter 2: No Bad Teams, Only Bad Leaders

Whether a team succeeds or fails is all up to the leader. The leader either drives performance or doesn't. Whether in SEAL training, in combat on distant battlefields, in business, or in life, there are no bad teams, only bad leaders.

## Chapter 3: Believe

In order to convince and inspire others to follow and accomplish a mission, a leader must be a *true believer* in the mission. Far more important than training or equipment, a resolute belief in the mission is critical for any team or organization to win and achieve big results.

## Chapter 4: Check the Ego

Implementing Extreme Ownership requires checking your ego and operating with a high degree of humility. Admitting mistakes, taking ownership, and developing a plan to overcome challenges are integral to any successful team. Remember, it's not about you. It's about the mission and how to best accomplish it.

## PART II: LAWS OF COMBAT

### Chapter 5: Cover and Move

"Cover and Move" is the most fundamental tactic, perhaps the only tactic. Put simply, Cover and Move means teamwork. All elements within the greater team are crucial and must work together to accomplish the mission, by mutually supporting one another for that singular purpose.

### Chapter 6: Simple

When plans and orders are too complicated, people may not understand them. When things go wrong, and they inevitably do go wrong, complexity compounds issues that can spiral out of control into total disaster.

### Chapter 7: Prioritize and Execute

Even the most competent of leaders can be overwhelmed if they try to tackle multiple problems or a number of tasks simultaneously. Leaders must determine the highest priority task, develop a solution, and execute. Then they must move on to the next highest priority problem.

### Chapter 8: Decentralized Command

Human beings are generally not capable of managing more than six to ten people, particularly when things go sideways and inevitable contingencies arise. Teams must be broken down into manageable elements of four to five operators, with a designated leader who understands the overall mission.

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## PART III: SUSTAINING VICTORY

### Chapter 9: Plan

Leaders must identify clear directives for the team. Once they themselves understand the mission, they can impart this knowledge to their key leaders and frontline troops tasked with executing the mission.

### Chapter 10: Leading Up and Down the Chain of Command

Leaders must routinely communicate down to their team members to help them understand their role in the overall mission, which helps them prioritize their efforts in a rapidly changing, dynamic environment. Leading up the chain of command requires tactful engagement with your immediate boss to obtain the support necessary to enable your team to accomplish its mission.

### Chapter 11: Decisiveness amid Uncertainty

It is critical for leaders to act decisively amid uncertainty; to make the best decisions they can, based on only the immediate information available. The picture is never complete. Leaders must be comfortable with this and be able to make to make decisions promptly, then be ready to adjust those decisions quickly based on evolving situations and new information.

### Chapter 12: The Dichotomy of Leadership

Just as discipline and freedom are opposing forces that must be balanced, leadership requires finding the equilibrium in the dichotomy of many seemingly contradictory qualities, between one extreme and another. The simple recognition of this is one of the most powerful tools a leader has.

### Afterword

With a mind-set of Extreme Ownership, any person can develop into a highly effective leader.