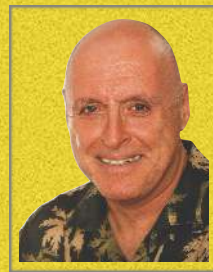


THE EXTRA POINT

BY JERRY ROBERTS



622 The Dichotomy of Leadership — Part 2

More today from the book *The Dichotomy of Leadership*. Where does dominance come in? How about leniency? I'm Jerry Roberts and today, searching for the right balance, next on The Extra Point.

Jocko Willink and Leif Babin, former Navy SEALs and co-authors of "The Dichotomy of Leadership," look to achieve balance in leading a team. Yesterday, we began discussing their ideas on how to achieve that, with two key points.

1. Own team results and take the heat when we don't get the results we planned for. Shield them from the criticism. If it's our team, their mistakes are on us. That ties a team to its leader. They want to follow someone like that.

2. Empower others and share authority. Hand off responsibility and authority to others, building their problem solving and decision making skills.

Now, today, here's a few more that will help.

3. Don't be domineering and don't be lenient. If you recall the definition of dichotomy, it's something divided into two contrasting parts — such as dominance and leniency. Leaders are human, there will be good and bad days; and days when we'll walk in the door with the mindset, "Just do what I tell you, no questions." On other days we might allow a good measure of slack,

The question here is if we alternate being tough and being soft, team members are likely to be confused. They won't know what to expect when we walk through the door, and that violates an important aspect of leadership — that a leader should be consistent.

How we balance moving between being dominant and lenient is an individual thing with each leader, but one thing has to be in

place — ultimate trust. When the chips are down and it's critical that people listen to us and follow our lead, they can't be wondering who we're going to be that day.

4. Know when to mentor someone and know when to move on. In their previous book, *Extreme Ownership*, Willink and Babin wrote "There are no bad teams, only bad leaders." In their opinion, what some would consider a bad team is actually no team at all.

A team is a unified group and cohesive. If you don't have that, what you do have is just a random bunch of individuals. If people don't buy in to the team concept, then you have to decide if they have a place on the team.

We might have a worker who is the best there is at one particular skill, but has no interest in teamwork. They show up, do their job and leave. They give us a great eight hours and they're gone. Are they good enough, do they deliver enough value, that we can let them operate solo, so to speak?

I'd ask another question. Are they so good, so valuable, that every other member of the team also agrees this person should be left alone about team and organizational stuff, and just let them do their job — that we're all better off if they do?

Unless this individual is bringing such incredible value to the team, I think the advice from Willink and Babin is clear. When a leader has worked with someone and done everything possible to bring them in line with other team members — without seeing results — it's time to let them continue their career elsewhere.

Let them find a place with working standards that match theirs. It'll be better for them and better for everyone else, too.

(Con't.)



It also gets down to accountability and how the team steps up. How do we tell people who trust each other and share accountability, that one person is opting out of that?

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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