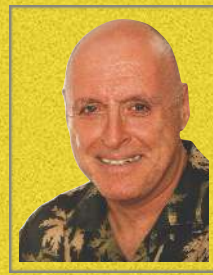


THE EXTRA POINT

BY JERRY ROBERTS



623 The Dichotomy of Leadership — Part 3

More today on how two former Navy SEALs look at the challenges of leadership. I'm Jerry Roberts and we'll get back into that, next, on The Extra Point.

Jocko Willink and Leif Babin are former Navy SEALs and co-authors of two books, *Extreme Leadership* and the one we've been discussing this week, *The Dichotomy of Leadership*.

Yesterday, we contrasted being too dominant with being too lenient, and the problems with both approaches. As well, the issue of having to choose whether to mentor a worker, or in cases when they don't fit with the rest of the team, let them go to pursue work elsewhere.

5. Be aggressive but don't be reckless. Willink and Babin say the leader's mindset should be aggressive by default. Why? Aggression is being proactive. You're moving, stretching out, looking to push past boundaries and limits, and all that can be good.

However, when aggression leads to recklessness, things can unravel and leave a team in disarray.

It's important to remember that aggression should be directed to problems and issues, not to people on the team. That can lead to breakdowns.

One more point. When a team has had a long string of victories and people are riding high, there is a danger of becoming complacent, of feeling that they are invincible. That will usually lead to carelessness and loss.

6. Be disciplined, but don't be rigid. Discipline is strength. We maintain our values, principles, and best practices. Doing this yields confidence among team members, establishing a solid and sound foundation.

Being rigid usually refers to being inflexible. It

says, "We'll do things the way we've always Done them" ... "We don't need new ideas, the old ones are just fine" ... "There's no better way. This way is THE way." That's rigid, and it's a bad look for a leader.

Almost every industry is in constant flux, constant change, and to be that rigid can bring big trouble. If your competitor is focused on those changes but you're not, that could end up putting your team in a bad situation.

7. Be a leader and a follower. We're likely to get some pushback on this one. I can hear it, "What do you mean, be a follower? I'm the leader of the team and leaders don't follow. Leaders lead." I gotcha. Willink and Babin conditionally disagree, and so do I. I'll tell you why in a moment.

First, one of their key points is we should never make our workers feel like functionaries or cogs in the wheel. These are my words, not theirs, so do with them what you want. Every worker has to be made to feel that they occupy a special, essential place on the team. It doesn't matter if they're the youngest, least experienced, or lowest paid...find a way to tie their job and performance to the success of the company.

Now I'll tie it to the main point. If people feel that you believe they don't have any particular value, that will likely go a long way toward stifling their creativity and desire. That's not good. Here's why and why we lose if they do feel that way.

That worker may have a great idea or specific knowledge that puts them in the best position to lead a particular project. Yes, there are times when we should gladly step aside and give the controls to someone else. We monitor the work, of course, but we move to the side and let someone else set the pace.

(Con't.)

This is a great way to identify people who may have an interest to step into a leadership position one day.

Jocko Willink and Leif Babin, the book is *The Dichotomy of Leadership*. You can get all the transcripts for the last three days on our site. Download transcripts #621, 622, and 623.

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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