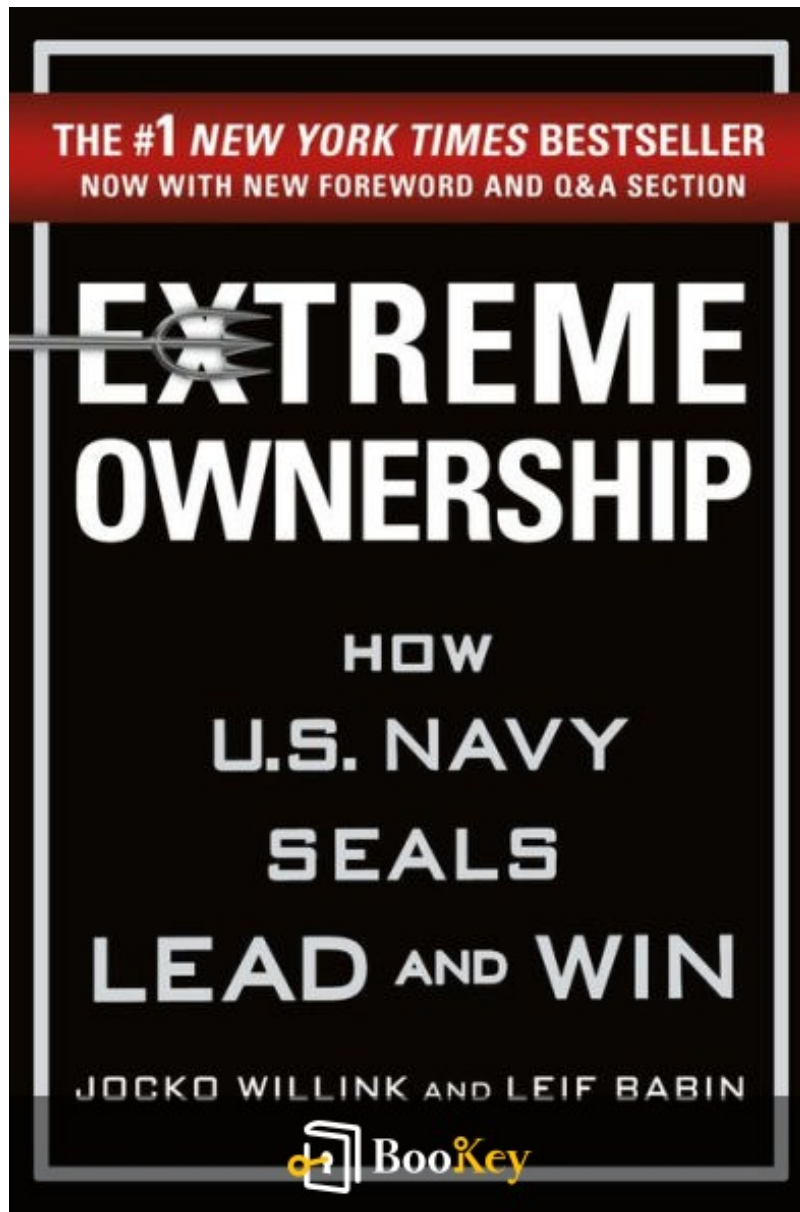


Extreme Ownership PDF

Jocko Willink, Leif Babin



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About the book

Author Spotlight: Jocko Willink

Jocko Willink, renowned for his New York Times bestseller **Discipline Equals Freedom** and co-author of **Leadership Strategy and Tactics**, brings you an updated edition of his groundbreaking leadership guide that has inspired audiences far and wide. Alongside fellow U.S. Navy SEAL officer Leif Babin, they reveal how to translate the profound leadership lessons learned in the battlefield into successful strategies for business and everyday life. This edition includes an exclusive excerpt from their latest work, **The Dichotomy of Leadership**.

Lessons from the Battlefield

The battlefield, a realm of extreme chaos and urgency, imparts some of the most critical leadership insights where stakes are significantly high. Willink and Babin experienced these invaluable lessons firsthand during their tenure with SEAL Team Three's Task Unit Bruiser in Iraq, where they were tasked with a seemingly impossible mission: to assist in securing the insurgent-plagued city of Ramadi. Through their riveting accounts of bravery, heartbreak, and hard-earned success, they discovered that effective leadership is paramount to a team's survival and triumph.

Training the Next Generation

Upon their return from combat, Willink and Babin established SEAL

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leadership training programs to instill in future leaders the vital skills of self-discipline, mental resilience, and tactical awareness honed through their rigorous military experience. Following their service, they founded Echelon Front, a company dedicated to imparting these essential leadership principles to professionals across diverse sectors. To date, they have impacted countless leaders and collaborated with a variety of organizations, guiding them in cultivating high-performing teams and mastering their competitive environments.

The Impact of *Extreme Ownership*

Since its debut in October 2015, *Extreme Ownership* has reshaped leadership training globally, establishing a new benchmark in the field. Recognized as essential reading by numerous successful organizations, it has embedded itself within the official training protocols for business groups, military units, and emergency services. The book elucidates the steadfast mindset and unwavering focus required for SEAL teams to navigate difficult missions, demonstrating how such principles can be seamlessly integrated into any group or leadership setting. With its engaging narrative paired with actionable guidance, *Extreme Ownership* invites leaders from all walks of life to embrace their ultimate responsibility: to lead and achieve victory.

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Extreme Ownership Summary

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Who should read this book **Extreme Ownership**

"Extreme Ownership" by Jocko Willink and Leif Babin is essential reading for anyone seeking to improve their leadership skills and take responsibility for their actions, regardless of their professional background. It is particularly beneficial for leaders in corporate environments, military personnel, entrepreneurs, and team managers who want to foster a culture of accountability and teamwork. The principles outlined in the book resonate with individuals looking to enhance their decision-making abilities and inspire their teams to achieve peak performance. Additionally, anyone interested in personal development and overcoming challenges will find valuable insights that can be applied to everyday life.

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Key insights of Extreme Ownership in table format

| Chapter | Title | Summary |
|---------|--------------------------------|---|
| 1 | What is Extreme Ownership? | The authors introduce the concept of Extreme Ownership, emphasizing that leaders must take full responsibility for their team's failures and successes. |
| 2 | No Bad Teams, Only Bad Leaders | The quality of leadership determines the performance of a team; leaders must foster a culture of accountability. |
| 3 | Believe | Leaders must genuinely believe in the mission in order to inspire their teams. |
| 4 | Check the Ego | Ego can cloud judgment; leaders must set their egos aside for the good of the team. |
| 5 | Cover and Move | Teamwork is essential; units must work together effectively to achieve their objectives. |
| 6 | Simple | Plans must be simple and clear to avoid confusion and ensure effective execution. |
| 7 | Prioritize and Execute | Leaders must prioritize tasks and focus on them one at a time to maintain effectiveness. |
| 8 | Decentralized Command | Empowering lower-level leaders to make decisions enhances agility and responsiveness. |



| Chapter | Title | Summary |
|---------|--|---|
| 9 | Plan | Effective planning involves preparing for obstacles and contingencies. |
| 10 | Leading Up and Down the Chain of Command | Leaders should effectively communicate with both their superiors and subordinates. |
| 11 | Decisiveness and Uncertainty | Leaders must make decisions swiftly, even amid uncertainty. |
| 12 | Discipline Equals Freedom | Discipline in processes leads to freedom in execution and results. |
| 13 | The Dichotomy of Leadership | Leaders must find a balance between competing forces such as confidence and humility, and aggression and caution. |



Extreme Ownership Summary Chapter List

1. Introduction: The Critical Importance of Leadership and Ownership
2. Chapter 1: Taking Ownership: The Foundation of Leadership
3. Chapter 2: The Dichotomy of Leadership: Balancing Extremes for Effective Command
4. Chapter 3: Prioritizing and Executing: Overcoming Challenges with Focus and Strategy
5. Chapter 4: The Power of Teamwork: Fostering Communication and Cohesion
6. Chapter 5: Decentralized Command: Empowering Leaders at Every Level
7. Chapter 6: Conclusion: Applying Extreme Ownership in Personal and Professional Life

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1. Introduction: The Critical Importance of Leadership and Ownership

In "Extreme Ownership," Jocko Willink and Leif Babin emphasize that effective leadership is fundamental to success in any organization, whether in the military or the corporate world. The authors, both former Navy SEALs, draw on their experiences in combat and leadership to illustrate why the principles of ownership and accountability are essential for overcoming challenges and achieving objectives.

At its core, extreme ownership means that leaders must take full responsibility for everything that happens under their command. This approach requires a mindset shift, moving away from blaming others or external circumstances and instead reflecting on one's own actions and decisions. Willink and Babin argue that true leaders do not shift blame; instead, they own their role in both successes and failures. This ownership establishes a culture of accountability that permeates the entire team, fostering trust and commitment among all members.

The authors also highlight that leadership is not just about giving orders or making decisions; it involves making sacrifices and being willing to do what it takes for the team to succeed. This commitment creates a sense of camaraderie and loyalty, which are crucial during challenging times. By exemplifying extreme ownership, leaders inspire their teams to adopt the



same mindset, thereby multiplying the effect of their leadership.

Willink and Babin stress that effective leadership also requires clarity in communication and a well-defined vision. Leaders must articulate their goals in a manner that resonates with their teams, ensuring that everyone understands their role in achieving those objectives. This clarity helps prevent misunderstandings and enhances overall team performance.

Ultimately, the introduction of "Extreme Ownership" sets the stage for a deeper exploration of leadership principles that go beyond mere theory; the authors provide real-life examples and actionable strategies for leaders at all levels. The foundation of ownership they advocate serves as a catalyst for building resilient teams capable of navigating the complexities and uncertainties of any mission. Leaders who embody these principles not only foster a high-performing environment but also pave the way for sustained success and growth.

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2. Chapter 1: Taking Ownership: The Foundation of Leadership

In the realm of leadership, the principle of taking ownership stands out as a cardinal virtue, one that is essential for anyone aspiring to lead effectively. The concept is straightforward yet profound: leaders must embrace full accountability for their actions and the outcomes of their decisions, no matter the circumstances. This chapter delves into why extreme ownership is the foundation of successful leadership and how it can transform teams and organizations.

Jocko Willink and Leif Babin, both former Navy SEAL officers, vividly illustrate this principle through their experiences in combat. They recount incidents where the stakes were high, and the real-world consequences of leadership blunders were starkly apparent. A leader's failure to take responsibility not only jeopardizes their own credibility but can also cost lives and foster a culture of blame within a team.

For instance, they detail an operation on the battlefield where a miscommunication led to disastrous consequences. The aftermath was not merely an exercise in pointing fingers; rather, it was a moment that prompted Willink to reflect on his role as a leader. Instead of attributing the error to team members or external factors, he accepted responsibility for the oversight that allowed the miscommunication to occur. This admission was



pivotal, highlighting how leaders should abscond from evading blame and instead own their mistakes. Leaders must understand that every action — or inaction — reflects their guidance, and accepting this reality strengthens their leadership position.

Extreme ownership requires a shift in mindset. It necessitates leaders to refuse to make excuses and to remain proactive in seeking solutions rather than succumbing to the victim mentality. By adopting this mentality, leaders inspire their teams to follow suit, fostering a culture where accountability reigns supreme. When team members see their leaders taking ownership and rectifying mistakes, they are encouraged to own their responsibilities as well, creating a ripple effect that enhances overall performance and morale.

Willink and Babin emphasize that true leadership goes beyond managing tasks; it involves cultivating trust and respect among team members. When leaders take ownership, they demonstrate integrity and authenticity, qualities that naturally engender loyalty and commitment from their teams. Such a culture transforms even the most challenging situations into opportunities for growth and improvement.

Moreover, taking ownership isn't limited to acknowledging failures; it also includes celebrating successes. Leaders must ensure that they highlight the contributions of their team members while recognizing their own role in the

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victories. This balanced approach bolsters a team's resilience, inspiring them to strive for higher standards in the face of adversity.

In practical terms, achieving extreme ownership involves a continuous process of self-reflection and personal accountability. Each leader must consistently assess their actions, decisions, and the impacts these have on their teams and missions. Regularly asking themselves tough questions fosters an environment of honest communication and collective improvement.

By weaving the principle of extreme ownership into the fabric of leadership, Willink and Babin provide not only a theoretical framework but also actionable insights applicable to various domains of life, both professional and personal. The lessons drawn from their experiences serve as a beacon for aspiring leaders, illuminating the path to effective and principled leadership rooted in the conviction that all outcomes rest ultimately on the shoulders of those in command.

In conclusion, the foundation of effective leadership lies in the ability to take extreme ownership. Leaders must be willing to accept responsibility for everything that happens under their watch, fostering a culture of accountability that enables teams to thrive. As the authors articulate, when leaders embody this principle, they set the stage for excellence, guiding their

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teams toward success regardless of the challenges that may lie ahead.

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3. Chapter 2: The Dichotomy of Leadership: Balancing Extremes for Effective Command

Effective leadership requires a delicate balance between opposing forces: being resolute yet adaptable, confident yet humble, aggressive yet cautious. This balancing act, referred to as the dichotomy of leadership, is crucial for leaders to navigate the complex challenges of command in both military and business environments. The idea is not to choose one extreme over another but to understand how to strategically leverage both ends of the spectrum for the benefit of the team and the mission.

One key aspect of the dichotomy of leadership is the balance between assertiveness and humility. A leader must have the confidence to make decisions and set a clear direction, instilling a sense of purpose and urgency within the team. However, they must also remain humble enough to listen to their team members and consider their ideas, feedback, and concerns. Great leaders acknowledge that they do not have all the answers and that input from others can lead to better decision-making and outcomes.

Another critical balance lies between discipline and freedom. Effective leaders enforce standards and discipline within their teams. They establish guidelines for performance and behavior, ensuring accountability and maintaining high standards. Yet, at the same time, they must grant their subordinates the freedom to make decisions and take ownership of their



responsibilities. This empowerment not only enhances morale but also fosters innovation and adaptability, allowing teams to respond more effectively to challenges as they arise.

Leaders also face the dichotomy between remaining aggressive yet cautious. In high-stakes environments, decisiveness and a willingness to take risks are essential. Leaders must drive initiatives forward, pursue opportunities, and challenge their teams to stretch beyond their limits. Nonetheless, they must also exercise caution, weighing the potential risks and consequences of their actions. Balancing these two extremes ensures that leaders promote boldness without exposing their teams to unnecessary danger.

Additionally, the dichotomy of leadership encompasses the balance between leading from the front and supporting from the back. Leaders need to set the example and take charge during critical situations, demonstrating commitment and resolve. However, effective leadership also means recognizing when to step back and allow others to take the lead. By doing so, leaders empower their team members, develop their skills, and foster an environment of trust and collaboration.

The practical application of these dichotomies can be witnessed through various experiences shared by the authors, who draw on their time as Navy SEALs. One notable example includes their operations in challenging

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environments, where the success of the mission hinged on their ability to balance these extreme characteristics effectively. By understanding these nuances and ensuring a dynamic approach to their leadership style, they could maintain cohesion, bolster team morale, and achieve objectives.

In summary, the dichotomy of leadership is an essential framework for effective command. Leaders who can master the balancing act between opposing forces—assertiveness with humility, discipline with freedom, aggression with caution, and front-line leadership with supportive oversight—position themselves and their teams for greater success in achieving their goals. By embracing this complexity, leaders can navigate the challenges of any mission with greater resilience and effectiveness.

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4. Chapter 3: Prioritizing and Executing: Overcoming Challenges with Focus and Strategy

In the realm of leadership, prioritization and execution are critical skills that differentiate a successful mission from chaos. In Chapter 3 of "Extreme Ownership," Jocko Willink and Leif Babin delve deeply into the necessity of maintaining focus and a strategic approach amidst turbulent situations. This principle mirrors a fundamental truth observed on the battlefield: when overwhelmed by multiple tasks or challenges, clarity in prioritization can mean the difference between success and failure.

The authors illustrate this point through a vivid operational example from their experiences as Navy SEALs during a combat mission in Ramadi, Iraq. Faced with an almost overwhelming number of threats and obstacles during a chaotic firefight, Willink, who was leading the mission, had to quickly assess the situation and determine the most immediate priorities. The ability to focus on what is essential allowed him to not only advance the mission but also to ensure the safety of his team. This experience serves as a poignant reminder that leaders must cut through the noise of myriad problems to distinguish what truly requires their attention.

Willink and Babin introduce a systematic approach to tackling complex situations using a simple yet powerful four-step process: Identify the



problem, make a clear plan, execute the plan, and continuously reassess and adapt. Each of these steps is designed to cultivate a disciplined mindset that emphasizes execution while managing priorities. Identifying the primary battle to address requires a realistic appraisal of the situation at hand. This step is crucial, as it lays the groundwork for effective decision-making.

Once the problem is identified, the next step is developing a plan. The authors stress that plans must be clear, concise, and communicated effectively to all team members. A well-articulated plan empowers the team, enabling everyone to understand their roles and responsibilities, facilitating a coordinated effort toward a common objective.

Execution is where leadership truly shines. Willink and Babin emphasize that leaders must lead from the front, demonstrating commitment to the plan while motivating their team to carry it out with disciplined intensity. This step is not just about marching forward blindly; it requires constant vigilance and willingness to adapt as the situation evolves. The dynamic nature of combat means that even the best-laid plans may need to be modified on the fly, and effective leaders remain flexible while steadfastly pursuing the mission's goals.

Moreover, the process of continuously reassessing and adapting is what separates exceptional leaders from mediocre ones. Situations on the ground

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can change rapidly, and leaders must be attuned to these shifts. By fostering an environment where team members feel empowered to voice concerns or new insights, leaders can better navigate the challenges they face. This iterative process reflects a commitment to not just react but to preemptively address potential obstacles.

In summary, Chapter 3 underscores the vital importance of prioritizing and executing effectively within the framework of Extreme Ownership. The ability to maintain focus in the face of adversity and craft strategies that address immediate needs while also looking toward the big picture is a hallmark of true leadership. By embracing these practices, leaders can foster a culture of efficiency and resilience, ensuring that their teams are not just surviving but thriving even in the most challenging environments.

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5. Chapter 4: The Power of Teamwork: Fostering Communication and Cohesion

In Chapter 4 of "Extreme Ownership," titled "The Power of Teamwork: Fostering Communication and Cohesion," authors Jocko Willink and Leif Babin delve into the fundamental role that teamwork plays in the success of any mission. They highlight that no leader can succeed in isolation; it is only through effective collaboration and clear communication that teams can truly excel.

The chapter opens with a vivid recounting of a naval operation that illustrates the stakes involved in military teamwork. The authors emphasize that in high-pressure environments, such as combat, every member must understand their roles, responsibilities, and the overarching mission to ensure cohesion and effectiveness. They argue that when a team operates with synchronized efforts, outcomes improve dramatically, and mistakes become less frequent.

Willink and Babin further elaborate on the concept of effective communication as an essential component of teamwork. They advocate for an environment where information flows freely among team members, fostering transparency that aids in problem-solving. The importance of clarity in communication is underscored—messages should be conveyed simply and respectfully, ensuring that every team member knows what's



essential for the mission's success.

To demonstrate this point, the authors share insights from their experiences in Navy SEAL missions, illustrating how a common understanding can prevent miscommunications that lead to operational failures. They highlight that teamwork involves not just sharing information but fostering an environment where each team member feels valued and empowered to contribute ideas and feedback. This inclusion not only enhances morale but also taps into the diverse perspectives within the team, which can be critical in developing creative solutions to complex challenges.

Another fundamental aspect discussed in this chapter is the need for unity and trust within a team. Willink and Babin stress that effective teams are built on mutual respect and collective accountability; each member must take ownership of their actions while supporting one another. By creating a culture of shared responsibility, teams can function more seamlessly under pressure, ultimately leading to higher chances of achieving mission goals.

The authors also introduce the idea of pre-operations briefings as a method to enhance teamwork and coordination. These briefings allow team members to outline their roles and discuss potential challenges before execution. This proactive approach helps ensure that everyone is on the same page, minimizes ambiguities, and sets a collective focus on objectives.

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As the chapter progresses, the authors discuss the significance of debriefing sessions after missions. Debriefs allow teams to assess what worked and what didn't, fostering a continual learning environment. By evaluating performances collectively, teams not only improve their strategies but also strengthen their interpersonal bonds, as they witness firsthand the value of shared lessons learned.

In conclusion, "The Power of Teamwork" encapsulates the notion that effective leadership is deeply intertwined with the ability to cultivate strong team dynamics. Willink and Babin passionately highlight that fostering open communication, establishing trust, and maintaining accountability are pivotal in creating a cohesive unit. They assert that when teams operate with synergy and ownership, they not only increase their effectiveness but also enhance their resilience in facing future challenges—an essential lesson that extends beyond military operations to all aspects of life and work.

Through this chapter, readers are equipped with the insights necessary to build and lead high-performing teams where each individual contributes towards a greater objective, embodying the essence of extreme ownership.

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6. Chapter 5: Decentralized Command: Empowering Leaders at Every Level

In Chapter 5 of "Extreme Ownership," Jocko Willink and Leif Babin delve into the concept of Decentralized Command, which emphasizes the importance of empowering leaders at every level within an organization. The authors highlight that effective leadership is not just about the top hierarchy making all the decisions; rather, it involves creating an environment where subordinates feel confident in their ability to make decisions and take ownership of their roles.

The chapter opens with anecdotes from their experiences in the Navy SEALs, where Decentralized Command proved critical to mission success. Willink and Babin illustrate how in high-pressure situations, the ability for team members to react autonomously can make all the difference between success and failure. The authors argue that when leaders delegate authority and empower their team members, it fosters a sense of ownership and responsibility that leads to more agile and effective execution.

A key point made is that leaders should not only communicate the mission's overarching goals but also ensure that everyone understands their roles and how their individual actions contribute to the broader mission. This clarity helps to enhance confidence among team members, allowing them to make informed decisions without waiting for direction from above. The authors



stress that in dynamic and fast-paced environments such as combat, waiting for orders can be detrimental. Instead, empowered leaders at every level can assess situations and react appropriately based on their understanding of the mission.

The authors also underline the necessity of training and experience in fostering decentralized command. It's vital that leaders at every level are equipped with the necessary skills and knowledge to make effective decisions. Formal training scenarios, realistic drills, and after-action reviews are crucial in building competency and confidence in team members. Through these methods, teams develop a shared understanding of the commander's intent and the agility needed to adapt to changing circumstances.

Additionally, the chapter discusses the balance required when implementing Decentralized Command. While empowerment is essential, leaders must consistently communicate their vision and maintain accountability. Each team member must be aware of their responsibilities and how they can contribute to the overall objective. This means creating a culture where feedback flows freely, allowing leaders to keep their teams aligned with the organization's goals while still granting them the autonomy to make decisions.

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The authors provide practical examples from both military and corporate settings to illustrate how Decentralized Command can lead to superior outcomes. They showcase organizations that have successfully implemented these principles, demonstrating how such cultures cultivate innovation, improve morale, and enhance adaptability.

In conclusion, the chapter emphasizes that Decentralized Command is not merely about offloading responsibility but about fostering a culture of leadership throughout an organization. It allows for more robust problem-solving and quicker decision-making, which is essential for navigating complex challenges. By empowering leaders at every level, organizations can harness the collective intelligence and capabilities of their people, leading to greater effectiveness and resilience. Ultimately, Decentralized Command aligns with the principles of Extreme Ownership, where every member feels a sense of responsibility and contribution to the mission's success.

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7. Chapter 6: Conclusion: Applying Extreme Ownership in Personal and Professional Life

In the concluding chapter of "Extreme Ownership," Jocko Willink and Leif Babin distill their core principles into actionable insights for anyone seeking to enhance their leadership capabilities, whether in personal or professional contexts. The essence of Extreme Ownership is recognizing that leaders must take full responsibility for their decisions, outcomes, and the actions of their teams.

To apply Extreme Ownership in personal life, individuals must first assess their circumstances and acknowledge where they have control. This means looking inward and identifying areas where they may have made excuses or shifted blame onto others. By shifting this mindset to one of ownership, a person can take proactive steps to improve their situation, be it in relationships, personal finance, or health. The realization that one can influence outcomes through their actions empowers individuals to create change and pursue their goals more effectively.

In professional environments, the leaders' ability to implement Extreme Ownership can drastically reshape team dynamics and organizational culture. Leaders are encouraged to model the behavior they wish to see in their teams. When they openly take responsibility for failures and celebrate successes as team achievements, they instill a sense of accountability among



their team members. This culture of ownership encourages team members to contribute ideas, take initiative, and learn from mistakes, fostering an environment where innovation and collaboration can thrive.

Furthermore, the principles of prioritization and execution, established earlier in the book, can be employed to manage personal and professional tasks systematically. By breaking down larger objectives into manageable tasks, individuals can maintain focus and avoid overwhelm. This methodical approach, combined with a clear understanding of mission objectives, helps both leaders and team members maintain alignment and clarity in their efforts.

The book also emphasizes the importance of communication within teams, which is crucial in both personal and professional settings. Ensuring open lines of communication can aid in resolving misunderstandings and aligning goals. Practicing effective communication helps build trust and fosters a sense of community, where team members feel valued and understood.

Decentralized command, another key theme discussed, becomes particularly relevant in personal endeavors by promoting mentorship and support networks. Just as leaders delegate responsibilities to empower their subordinates, individuals can cultivate relationships that allow for shared leadership with peers, family, or friends. This delegation of tasks not only



increases productivity but also encourages a sense of collective ownership in achieving goals.

In essence, the book's comprehensive principles are not just military guidelines but universal strategies that transcend various aspects of life. As readers internalize these lessons of Extreme Ownership, they are better equipped to tackle challenges head-on, lead with integrity, and foster environments—both personally and professionally—that thrive on accountability, collaboration, and success. When individuals embrace Extreme Ownership, they not only enhance their effectiveness as leaders but also enrich their relationships and experiences, ultimately leading to a more fulfilling and impactful life.

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5 Key Quotes of Extreme Ownership

1. "Extreme ownership means taking complete responsibility for your team's outcomes and acknowledging that the leader is the one who ultimately bears the accountability for their performance."
2. "There are no bad teams, only bad leaders."
3. "Discipline equals freedom."
4. "Leadership is the most important thing in any organization. It's the one thing that can make or break a team."
5. "You must check your ego. It prevents you from learning and growing, and it prevents you from helping your team succeed."





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