

THE CLASSROOM FUNDAMENTALS OF LEADERSHIP

**EXTREME
OWNERSHIP
ACADEMY**

COVER AND MOVE

SIMPLE

PRIORITIZE & EXECUTE

DECENTRALIZED COMMAND

LEAD.WIN.



DOES YOUR TEAM STRUGGLE WITH:

- TEAM COHESION
- EFFECTIVE COMMUNICATION
- GETTING RESOURCES
- RETENTION
- ACCOUNTABILITY
- LACK OF SUPPORT
- POOR PERFORMANCE
- TOXIC CULTURE
- HIRING
- MICROMANAGEMENT

COVER AND MOVE

BUILDING RELATIONSHIPS IS THE KEY...

At its core, Cover and Move is teamwork. Every member of the team must work together, mutually supporting one another for the singular purpose of mission accomplishment. Teams within the larger group, elements, and departments must work together and support each other. They must not compete against each other or operate independently. If elements of a team forsake this principle, and operate independently or work against each other, the results can be catastrophic to the overall team's performance.

Within any team, frictions and divisions arise. When smaller teams within the team get so focused on their immediate tasks, they may forget about what others are doing or how they depend on other teams. Silos form. These teams may start to compete with one another, and when there are obstacles, animosity and blame develop. This creates unhealthy friction that will degrade performance. It falls on leaders to continually keep perspective on the strategic mission and remind the team that they are part of the greater team and the strategic mission comes above all else. To understand Cover and Move, is to recognize: it's not about you, but about the overall team and the overall mission.

Cover and Move is based upon the power of relationships. Strong relationships enable the team to effectively Cover and Move. Bad relationships, where trust is lacking, prevent a team from being able to Cover and Move. Therefore, you must strive to build strong relationships with everyone, both within your team and those external to the team, on whom you depend to accomplish the mission.



DOES YOUR TEAM STRUGGLE WITH:

- COMPLETING THE PROPER TASKS
- FOLLOWING DIRECTIONS
- UNDERSTANDING GUIDANCE
- DUPLICATING EFFORTS
- COMPLICATED PLANS
- MISCOMMUNICATION
- POOR PERFORMANCE
- ACCOUNTABILITY
- PROBLEM-SOLVING
- MICROMANAGEMENT

SIMPLE

ENSURE THE TEAM UNDERSTANDS...

Everything in life, has inherent layers of complexities. Simplifying as much as possible is crucial to success. When plans and orders get too complex, people will not understand them. And when things go wrong, which they inevitably will, a lack of understanding will make things worse. Plans and orders must be simple, clear, and concise. When people don't understand, they can't execute.

Everyone on the team must know and understand their role in the mission, and what to do in the event of likely contingencies. What is the test for this? Your people understand. How can you determine this? You have to ask them. In the military, we call this a "readback." Ask someone to explain to you what you just briefed them. This is NOT a test for them and whether they were paying attention, but a test for you and whether your communication was simple, clear and concise. Their ability to restate their role and critical tasks will indicate whether they truly understand. As a leader, it doesn't matter how well you feel you have presented the information. If your team doesn't get it, you have failed.

Regardless of your position or title, if you are not clear about something your leadership is telling you, you need to ask for clarification. Do this in a professional and humble matter, taking ownership of not understanding. But recognize that your boss isn't a mind reader. If you don't understand something, have the courage to ask for clarification.



DOES YOUR TEAM STRUGGLE WITH:

- **UNCLEAR PRIORITIES**
- **CONSTANT "FIRE" FIGHTING**
- **COMPLETING PROJECTS OR TASKS ON TIME**
- **OVERWHELMING TO DO LISTS**
- **CONSTANT FRUSTRATION**
- **MISCOMMUNICATION**
- **TOXIC WORK ENVIRONMENT**
- **WORK-LIFE BALANCE**
- **PROBLEM-SOLVING**
- **DECISION-MAKING**

PRIORITIZE & EXECUTE

DETACH TO SELECT THE CORRECT PRIORITY...

Even the greatest leaders cannot take on a multitude of problems simultaneously. When multiple, simultaneous problems are bearing down on us, in order to be successful, we must Prioritize and Execute.

Leaders must analyze the situation, identify the highest priority task, and focus the team's effort and resources to execute that task before moving to the next priority, then the next. To do this, we teach our leaders to Detach - Relax, Look Around, Make a Call. When we get emotional, angry and frustrated, we don't make good decisions. The pressure of a high-stress environment can be overwhelming. It's important to relax—literally take a breath and calm yourself down. Next, you must look around or step back. When you pull yourself back from the details and detach, it becomes much easier to see the strategic priorities. Finally, once you determine the highest priority task, you can make the call and execute the highest priority task. Then, move on to the next priority.

Detachment is a superpower. When you master the ability to detach from your emotions amid a high-stress situation and remain calm under pressure, the ability to detach enables you to see likely outcomes before they happen and, therefore, make the best decision possible in that moment.



DOES YOUR TEAM STRUGGLE WITH:

- CONSTANTLY ASKING QUESTIONS
- FOLLOWING DIRECTIONS
- UNDERSTANDING GUIDANCE
- DUPLICATING EFFORTS
- MAKING DECISIONS AT THEIR LEVEL
- OVERWHELMING TO DO LISTS
- POOR PERFORMANCE
- ACCOUNTABILITY
- PROBLEM-SOLVING
- LACK OF INITIATIVE

DECENTRALIZED COMMAND

EXPLAIN THE WHY...

Decentralized Command simply means everyone leads. A team that only waits for the senior leaders to make all the calls will be unable to execute effectively. Likewise, a team of individuals, each moving in different directions without any unified effort, will fail. Decentralized Command is critical to success on the battlefield, in business, and in life. Leaders at all levels must understand not just what they are doing but WHY they are doing it.

In the military, the term “commander’s intent” refers to the why, the overall purpose and overarching goal we are trying to accomplish, and the end state we are trying to achieve. Everyone on the team must understand what is within their decision-making authority—the “left and right limits” of their responsibility. They must have confidence in clearly delineated parameters within which they can make decisions, and outside of which they must seek approval up the chain of command. When everyone on the team understands both commander’s intent and the parameters, they can execute with confidence to make decisions on key tasks necessary to move the team forward in a positive direction to accomplish the mission and win.

If frontline leaders do not understand why they won’t be able to make decisions at their level, they won’t be able to determine which priorities have the greatest impact on the mission. Therefore, it is critical to ask for clarification when they do not understand the why. This clarity will help frontline leaders execute with confidence and be more decisive in their decision-making. Additionally, they must understand and communicate with senior leaders to help make decisions outside their authority and back brief leaders with critical information that those leaders need to know to make appropriate strategic decisions.

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START SOLVING THESE PROBLEMS TODAY



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