



THE  
**OWNERSHIP**  
OF  
**LEADERS**  
IN CORPORATE MINISTRY



**THE LEADER**  
FOUNDATION

[www.gospeladdictsglobal.wordpress.com](http://www.gospeladdictsglobal.wordpress.com)





# **OWNERSHIP OF LEADERS**

## **THE LEADER FOUNDATION**

Publication of  
**Gospel Addicts Global Church**

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**Ownership of Leaders  
The Leader Foundation**

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# LEADER FOUNDATION

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## **UNDERSTANDING KEY PHRASES & TERMONOLOGY USED IN THIS MANUAL**

### ***DECENTRALIZED COMMAND***

*A type of organizational structure in which daily operations and decision-making responsibilities are delegated by top management to middle and lower-level managers / leaders. This frees up management to focus on major decisions.*

### ***CENTRALIZED COMMAND***

*Refers to the process in which activities involving planning and decisions-making within an organization... In a centralized organization the decision-making powers are retained in the head office, and all other offices receive commands from the main office. At times this can also be referred to as the Headquarters.*

### ***CHAIN OF COMMAND***

*A system within an organization by which instructions –or- commands are passed from one person to another; either to lower-levels or higher-levels. This also follows protocol...*

### ***SUBORDINATES***

*A person under the authority or control –or- command of another within an organization  
[this can be a junior, assistant, second in command, etc...]*

# **UNDERSTANDING POSITIONS WITHIN THE STRUCTURE**

## **Headquarters [HQ]**

Is the overhaul head of command. This is where the global impact of all our sister and satellite churches and operations planning takes place; and passed down the chain of command as seen in the Body of our Global Church Structure. The head of the HQ is the President and Founder of the ministry

## **Local Church [LC]**

Local churches refers to individual branches birth either from the Headquarters or zonal/regional church.

## **Mentors**

Works directly under the senior minister of an individual church with a more one-on-one approach to equip individual leaders and mold them into strong key leaders for ministry.

## **Life-Coach**

Also works directly under the senior minister of an individual church, focusing more on developing leaders in the sub-groups/divisions in a local church, with a bulk action application in equipping leaders and molding them into strong leaders for ministry.

***Mentors and Life-Coaches works to and fro where needed***

## **Pastoral Unit [PU]**

These are trained and ordained leaders and functioning individuals within the five-fold ministry. They are also ready ministers to be send out to establish and plant new sister churches under the local church they have been trained at.

## **Pastoral Care Unit [PCU]**

Generally these leaders are in the process of training to be appointed into a higher rank of leadership such as the five-fold ministry.

## **Ministry Front**

Leaders functioning in the Ministry Fronts are active individual leaders responsible for the coordination, planning, and smooth running of corporate services such as Sunday and Wednesday services where we minister the Word of God.

## **Small Groups**

These leaders [might also include leaders from ministry fronts –and; or- other departments] works outside the corporate service area, as well as outside of the church itself; and oversee leaders within the smaller groups; ensuring that the right teaching methods are being used and awareness are highlighted to have maximum impact in reaching and discipline people that are being reached.

## **Senior Overseers**

Is individual leaders who are ordained and holds key authority within the chain of command; ensuring that the ministry leaders who works outside of the ministry [or in the field] are equipped to maximize the reach of people in need.

## **Secret Services**

Is a department of influential leaders who works behind the scenes, searching out where there's needs and working towards fulfilling those needs. The Ambassador of this department works closely with the Financial Department.

# **KEY OFFICES & FUNCTIONS**

## **President & Founder**

This is the key individual and head of the entire ministry, who received the vision of the ministry and who was mandated to relate the vision to others within the ministry.

## **Senior Pastor/Minister**

Most commonly addressed as Pastor, but not limited to the office of a Pastor [can also be a Teacher, Prophet, Apostle, or Evangelist]; is the head minister of an individual church. He/She can be of a zonal, regional, or local church.

## **Deacon Minister**

An ordained Deacon Minister is a minister of the Word of God; however, can only function within an already established church and not as a send minister [meaning: one who is sent to plant a church], but can head the establishing of sub-groups within the local church, such as Home-Cells, Bible Classes, etc. and functions under guidance and supervision from seniors.

## **Principal**

A Principal is typically a head of a small group department functioning under a Senior Leader who oversees several departments. A Principal is more likely appointed in an educational department such as: The Foundation School, Bible School, Home-Cells, and Children's Ministry; together with a Deputy Principles and Teachers under their command.

## **OTHER USED TERMS**

### **Bi-Vocational Minister**

These are ministers who has other jobs outside that of ministry. These are generally part-time ministers...

### **Vocational Minister**

These are ministers who are full-time in ministry; they may also receive incentives or salaries depending on their rank.

### **Vocational Education**

This is an education [plan] which prepares people to work within various ministry jobs such as a career –or- technical education.

### **Collegiate**

...Belonging or relating to a college or its students – In regards to formal ministry training, these are recognized credentials within the Higher Formal Ministry Training Programs of CLI, accreted under the IABCS and USDE in over 180 countries.

### **Official Awards**

Recognized awards accredited under the CLA

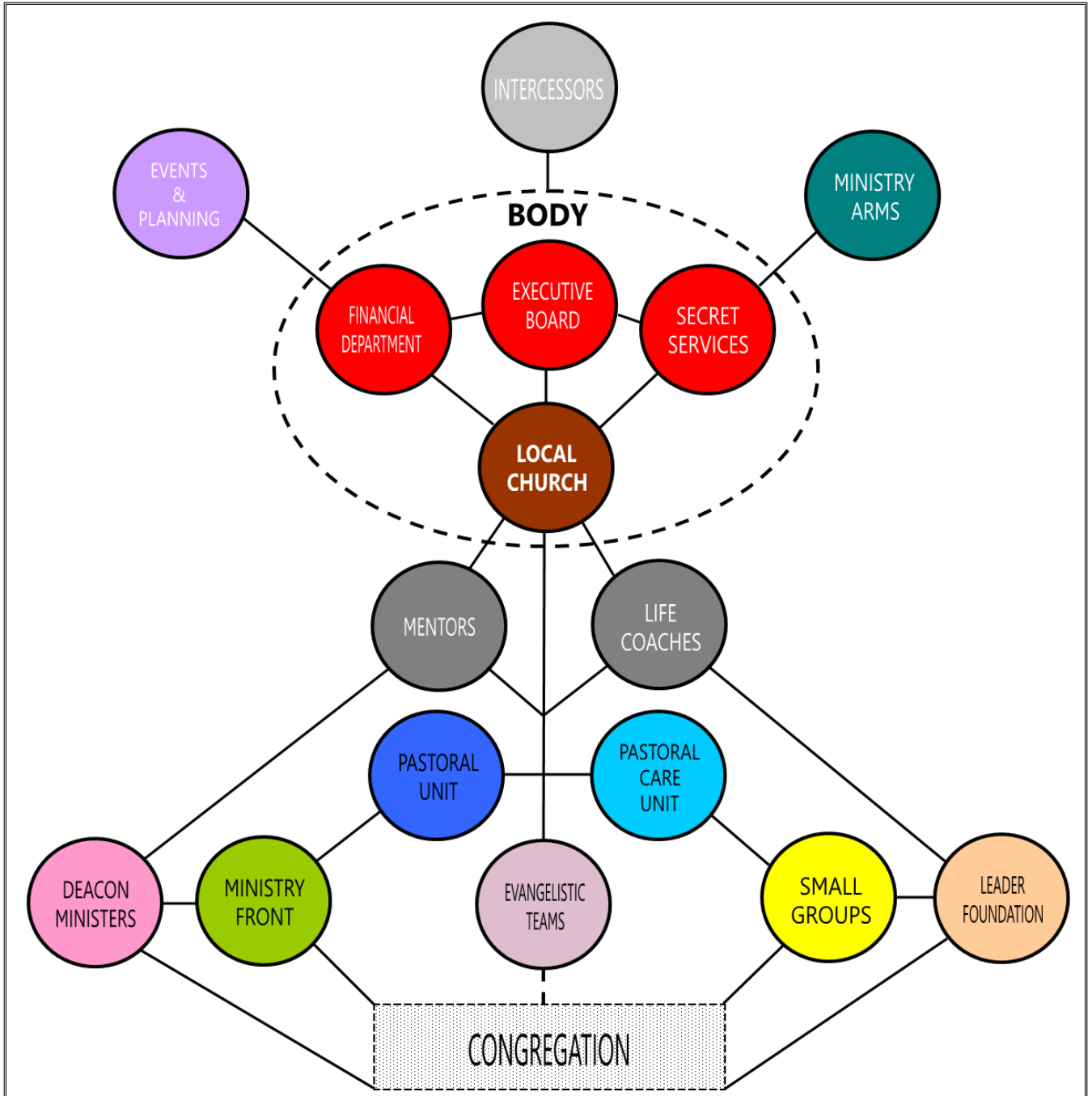
### **GPA**

Grade Point Average is a number representing an average value of the accumulated final grades earned in a course over time. This is calculated by adding the accumulated final grades and dividing it by the number of grades awarded. The GPA range from 0-4; and is generally calculated by the total grade points divided by the total credit hours attempted.



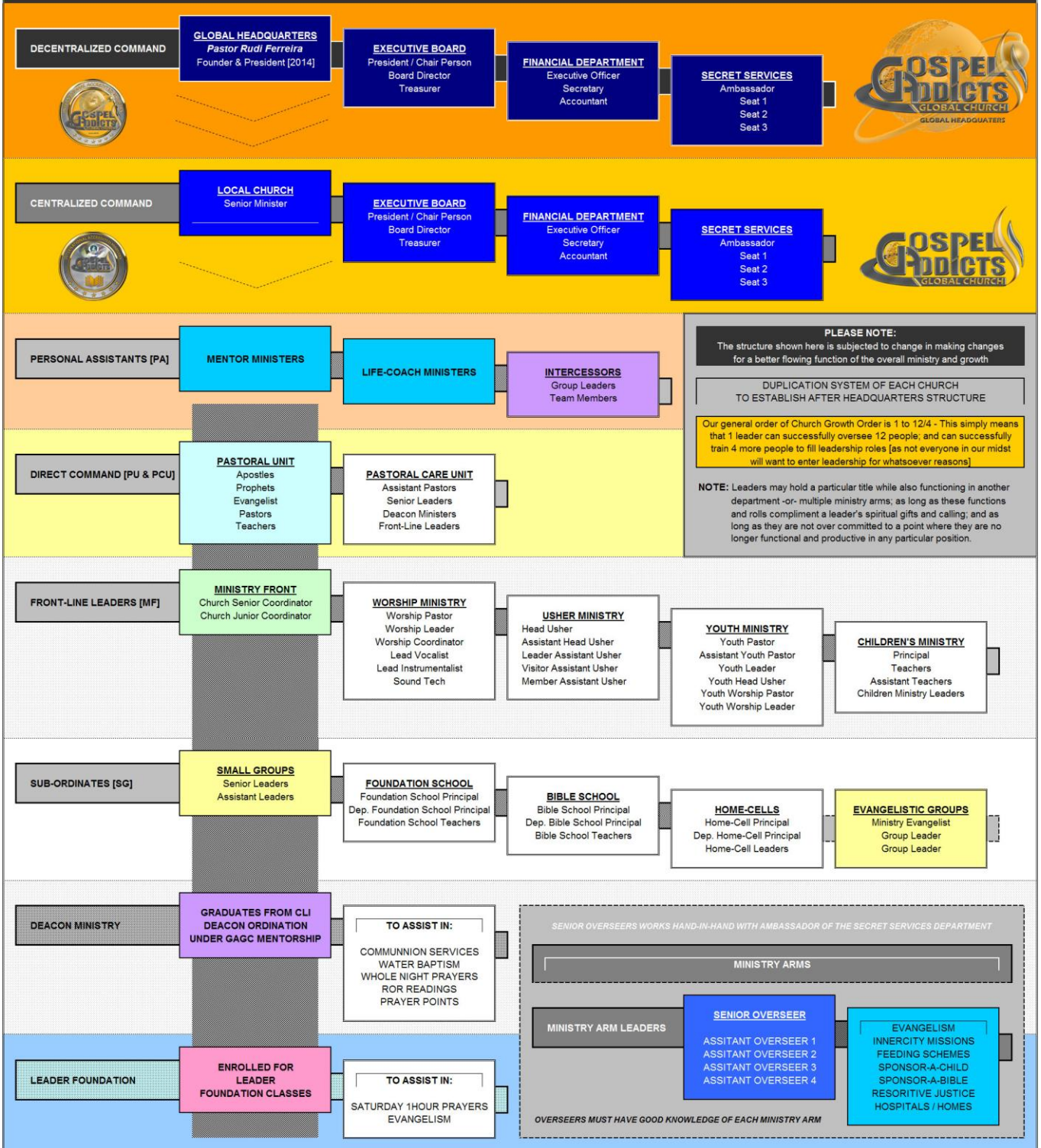
**STUDY THE STRUCTURE ON THIS PAGE AND THE FOLLOWING PAGE TO UNDERSTAND THE CONTENTS BETTER IN THIS STUDY MANUAL**

**BODY OF LOCAL CHURCH STRUCTURE**



# BODY OF GLOBAL CHURCH STRUCTURE

## GOSPEL ADDICTS GLOBAL CHURCH - CHAIN OF COMMAND & LEADERSHIP STRUCTURE



# OVERVIEW OF FOUNDATION MANUAL

In this segment, you will undergo a 5 day refreshment course of the Foundation Manual before continuing with the Leader Foundation Manual.



SoundCode  
...bringing the Gospel to your ears

**GFM**  
GLOBAL FOUNDATION MANUAL

**GOSPEL ADDICTS**  
GLOBAL CHURCH

**"LET THE WORD OF GOD DWELL IN YOU RICHLY IN ALL WISDOM AND  
ADMONISHING ONE ANOTHER IN PSALMS AND HYMNS AND SPIRITUAL  
SONGS, SINGING WITH GRACE IN YOUR HEART TO THE LORD"**  
COLOSSIANS 3:16

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# INTRODUCTION

## LEADERS FOUNDATION MANUAL

### MANDATED VISION

*At Gospel Addicts Global Church we develop Ministers for Christian leading and leadership, such as Pastors, Teachers, Apostles, Prophets, and Evangelist. We offer Life Coaching in developing Spiritual Gifts; and we offer Mentorship for accredited Higher Formal Ministry Training.*

*Being not only an active ministry, but also a proactive ministry; Our focus is Jesus, our message the Gospel, our task the Great Commission.*

You will undergo a series of classes which in hand will equip you with the basic, but valuable lessons applicable in building strong and successful leaders – first in yourself and also in others. We set the bar high; however, we work step-by-step with you in accomplishing a great task and mission.

During the course of this manual's teachings, you will be challenged to raise up and take ownership. We work as a team and unless the least of you win, the entire team will fail. We will not move on to the next segment until every member has raised to the expectation we set for training quality leaders.

In general, when a person becomes born again, that person is automatically called into some sort of leadership. Christians are to live lives that is attractive to those in the world, leading the lost unto salvation. This is the very basic foundation of leadership; and every Christian has been called to lead. However, not every Christian will function as a leader. In the other hand, as more mature Christians, we are to motivate and encourage all Christians in our midst to take up their role as leaders in their sphere of contacts; and find where they fit in the chain of command, enabling the team to function smooth and retain victory.

Not one leader can accomplish victory as a single functioning individual; leadership means team work, therefore you must be a team player. In every team, you have individuals strategically placed with the bigger picture in mind; which we refer to as the mission, goal, or vision. It is important to understand that not one individual is perfect; therefore, working as a team is essential for victory; and moreso, to maintain victory.

Leaders follow commands, and execute these commands according to the leading of a senior leader with a vision. Every member of a team must believe in the vision passed down from on high. If you don't believe in the vision, then you might just pull the entire team down or cause hindrance to the key functions of the team. As a pastor or senior leader, you need other team players to assist you in accomplishing the goals of the ministry. You will find that good leaders are listeners, not dictators; therefore, leading

is not only done down the chain of command, but also up the chain of command. You must be humble enough as a leader and be teachable to be taught by subordinates [those in lower rankings as yourself], and also be confident enough to teach your subordinates.

Over the following few weeks, we will take a look into a different approach for successful leading, with 12 principles applicable to every encounter and mission in ministry. We might not be focused on quoting scriptural references, but as you apply these principles and study the Bible, you will discover that these principles are workable for success in ministry as they are biblical principles. Most important; ask questions to clearly understand your responsibility as a team player.

## **To ministers, churches, and organisations outside of Gospel Addicts Global Church**

***Please note:*** *The content of this manual revolves especially around the specific ministry structure and leadership of Gospel Addicts Global Church. We strongly advise you to review your ministry functions and adapt this manual to best suit your ministry for effectiveness*



# **PART 1**

## **WINNING THE BATTLE WITHIN**

***1.0 Chapter 1***  
Extreme Ownership

***2.0 Chapter 2***  
No Bad Teams / Only Bad Leaders

***3.0 Chapter 3***  
Believe

***4.0 Chapter 4***  
Checking Your Ego



# ***WINNING THE BATTLE WITHIN***

## ***1.0 Chapter 1*** **Extreme Ownership**

### **1.0 INTRODUCTION**

On any team, in any organization, all responsibility for success and failure rests with the leader. *The leader must own everything in his or her world.* There is no one else to blame. The leader must acknowledge mistakes and admit failures, take ownership of them, and develop a plan to win.

### **1.1 TAKING EXTREME OWNERSHIP**

The best leaders don't just take responsibility for their job. They take Extreme Ownership of everything that impacts their mission. This fundamental core concept will enable you as a leader to lead high-performing teams in extraordinary circumstances and win.

### **1.2 THE CONCEPT OF WINNERS**

This concept is the number-one characteristic of any high-performance winning team, in an organization, sports team or business team, and in any industry – the army uses this principle and it shows great success. When subordinates or lower level leaders aren't doing what they should, leaders that exercise Extreme



Ownership cannot blame the subordinates. They must first look in the mirror at themselves.

### **1.3 BEARING FULL RESPONSIBILITY**

The leader bears full responsibility for explaining the strategic mission, developing the tactics, and securing the training and resources to enable the team to properly and successfully execute any mission.

### **1.4 PREFORMING AT HIGH LEVELS**

If an individual on the team is not performing at the level required for the team to succeed, the leader must train and mentor that underperformer. But if the underperformer continually fails to meet standards, then a leader who exercises Extreme Ownership must be loyal to the team as well as the mission above any individual.

### **1.5 MAKING A TOUGH CALL**

If underperformers cannot improve, the leader must make the tough call to terminate them and appoint others who can get the job done. It is all on the leader.

### **1.6 NO SUCH THING AS LUCK**

As individuals, we often attribute the success of others to luck or circumstances and make excuses for our own failures and the failures of our team; but there is no such thing as luck, and we are in a position where we can create our circumstances –or- choose how to react in dire situations. We blame our own poor performance on anyone and anything but ourselves.

## **1.7 EXCEPTING TOTAL RESPONSIBILITY**

Total responsibility for failure is a difficult thing to accept, and taking ownership when things go wrong requires extraordinary humility and courage. But doing just that is an absolute necessity to learning and growing as a leader, and improving a team's performance.

## **1.8 THE OBJECTIVE LENSE OF REALITY**

Extreme Ownership requires leaders to look at an organization's problems through the objective lens of reality, without emotional attachments to agendas or plans. It mandates that a leader set ego aside, accept responsibility for failures, attack weaknesses, and consistently work to build a better and more effective team.

## **1.9 TAKING NO CREDITS**

Such a leader, however, does not take credit for his or her team's successes, but bestows that honor upon his subordinate leaders and team members. When a leader sets such an example and expects this from junior leaders within the team, the mind-set develops into the team's culture at every level.

## **1.10 EFFICIENCY AND EFFECTIVENESS**

With Extreme Ownership, junior leaders take charge of their smaller teams and their piece of the mission. Efficiency and effectiveness increase expectationality and a highperformance, and a winning team is the result.

## **1.11 CONCLUSION**

As a leader, you should burn with desire to achieve the best results for the Lord. In order to do so, you must exercise extreme ownership; even if you feel it is not your fault things didn't work out or go as plan, you are to blame. Learn from your experience and move on; but always be responsible and never point the finger on someone else.



# ***WINNING THE BATTLE WITHIN***

## ***2.0 Chapter 2***

# **NO BAD TEAMS, ONLY BAD LEADERS**

## **2.0 INTRODUCTION**

There are no bad teams, only bad leaders. This is a difficult and humbling concept for any leader to accept. But it is an essential mindset to building a high-performance, winning team.

When leaders who optimize Extreme Ownership drive their teams to achieve a higher standard of performance, they must recognize that when it comes to standards, as a leader, *it's not what you preach, it's what you tolerate.*

## **2.1 SETTING EXPECTATIONS**

When setting expectations, no matter what has been said or written, if substandard performance is accepted and no one is held accountable—if there are no consequences—that poor performance becomes the new standard.

Therefore, leaders must enforce standards. Consequences for failing need not be immediately severe, but leaders must ensure that tasks are repeated until the higher expected standard is achieved. Leaders must push the standards in a way that encourages and enables the team to utilize Extreme Ownership.

## **2.3 HOW TO BEST ACCOMPLISH THE MISSION**

The leader must pull the different elements within the team together to support one another, with all focused exclusively on how to best accomplish the mission. Most people want to be part of a winning team. Yet, they often don't know how, or simply need motivation and encouragement. Teams need a forcing function to get the different members working together to accomplish the mission; and that is what leadership is all about. Once a culture of Extreme Ownership is built into the team at every level, the entire team performs well, and performance continues to improve, even when a strong leader is temporarily removed from the team.

## **2.4 STEPPING UP JUNIOR LEADERS**

Life can throw any number of circumstances in the way of any business or team, and every team must have junior leaders ready to step up and temporarily take on the roles and responsibilities of their immediate seniors to carry on the team's mission and get the job done if and when the need arises.

## **2.5 NEVER BE SATISFIED**

Leaders should never be satisfied. They must always strive to improve, and they must build that mind-set into the team. They must face the facts through a realistic, brutally honest assessment of themselves and their team's performance.

## **2.6 SEEK WAYS TO IMPROVE**

Identifying weaknesses, good leaders seek to strengthen

them and come up with a plan to overcome challenges. The best teams anywhere are constantly looking to improve, add capability, and push the standards higher. It starts with the individual and spreads to each of the team members until this becomes the culture, the new standard.

## **2.7 CONCLUSION**

The recognition that there are *no bad teams, only bad leaders* facilitates Extreme Ownership and enables leaders to build high-performance teams that dominate at every level.



# ***WINNING THE BATTLE WITHIN***

## ***3.0 Chapter 3*** **BELIEVE**

### **3.0 INTRODUCTION**

In order to convince and inspire others to follow and accomplish a mission, a leader must be a *true believer* in the mission. Even when others doubt and question the amount of risk, asking, “Is it worth it?” the leader must believe in the greater cause; and by proactive faith demonstrate his/her believe in the mission. If a leader does not believe, he or she will not take the risks required to overcome the inevitable challenges necessary to win. And they will not be able to convince others—especially the frontline leaders who must execute the mission.

### **3.1 UNDERSTANDING THE BIGGER PICTURE**

Leaders must always operate with the understanding that they are part of something greater than themselves and their own personal interests. They must impart this understanding to their teams down to the operators on the ground. Far more important than training or equipping, a resolute belief in the mission is critical for any team or organization to win and achieve big results.

### **3.2 ALIGNING THOUGHTS AND VISION**

In many cases, the leader must align his thoughts and vision to that of the mission. Once a leader believes in the mission, that belief shines through to those below and above in the chain of command.

### **3.3 UNDERSTAND HOW IT FITS TOGETHER**

Actions and words reflect belief with a clear confidence and self-assuredness that is not possible when belief is in doubt. The challenge comes when that alignment isn't crystal clear. When a leader's confidence breaks, those who are supposed to follow him or her see this and begin to question their own belief in the mission. Every leader must be able to detach from the immediate mission and understand how it fits into strategic goals. When leaders receive an order that they themselves question and do not understand, they must ask the question: why? Why are we being asked to do this? Those leaders must take a step back, deconstruct the situation, analyze the strategic picture, and then come to a conclusion.

### **3.4 ASKING QUESTIONS UP THE CHAIN**

If they cannot determine a satisfactory answer themselves, they must ask questions up the chain of command until they understand why. If frontline leaders understand *why*, they can move forward, fully believing in what they are doing. It is likewise important that senior leaders take the time to explain and answer the questions of their junior leaders so that they too can understand why; and believe. The frontline troops never have as clear an understanding of the strategic picture as senior leaders might anticipate. It is critical that those



senior leaders impart a general understanding of that strategic knowledge—the *why*.

### **3.5 ALIGNING GOALS / VISIONS**

In any organization, goals must always be in alignment. If goals aren't aligned at some level, this issue must be addressed and rectified. No senior executive team would knowingly choose a course of action or issue an order that would purposely result in failure. But a subordinate may not understand a certain strategy and thus not believe in it. Junior leaders must ask questions and also provide feedback up the chain so that senior leaders can fully understand the ramifications of how strategic plans affect execution on the ground.

### **3.6 CONCLUSION**

The leader must explain not just what to do, but *why*. It is the responsibility of the subordinate leader to reach out and ask if they do not understand. Only when leaders at all levels understand and believe in the mission can they pass that understanding and belief to their teams so that they can persevere through challenges, execute and win.



# **WINNING THE BATTLE WITHIN**

## **4.0 Chapter 3 CHECKING YOUR EGO**

### **4.0 INTRODUCTION**

Ego clouds and disrupts everything: the planning process, the ability to take good advice, and the ability to accept constructive criticism. It can even stifle someone's sense of self-preservation. Often, the most difficult ego to deal with is *your own*.

*Everyone has an ego. Ego drives the most successful people in life. They want to win, to be the best. That is good. But when ego clouds our judgment and prevents us from seeing the world as it is, then ego becomes destructive. When personal agendas become more important than the team and the overarching mission's success, performance suffers and failure ensues.*

### **4.1 ATTRIBUTED DIRECTLY TO THE PROBLEM WITH EGO**

Many of the disruptive issues that arise within any team can be attributed directly to a problem with 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. Ego can prevent a leader from conducting an honest, realistic assessment of his or her own performance and the performance of the team.

## **4.2 CONCLUSION**

Strive to be confident, but not cocky. We can't ever think we are too good to fail or that our enemies are not capable to exploit our weaknesses. We must never get complacent. This is where controlling the ego is most important.



## **PART 2**

# **LAWS OF ENGAGEMENT**

***5.0 Chapter 5***  
Cover and Move

***6.0 Chapter 6***  
Keeping it Simple

***7.0 Chapter 7***  
Prioritize and Execute

***8.0 Chapter 8***  
Decentralized Command



# 102 LAWS OF ENGAGEMENT

## *5.0 Chapter 5* **Cover and Move**

### **5.0 INTRODUCTION**

Cover and Move: it 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, mutually supporting one another for that singular purpose.

Departments and groups within the team must break down silos, depend on each other and understand who depends on them. If they forsake this principle and operate independently or work against each other, the results can be catastrophic to the overall team's performance.

### **5.1 DEALING WITH DIVISION**

Within any team, there are divisions that arise. Often, when smaller teams within the team get so focused on their immediate tasks, they forget about what others are doing or how they depend on other teams. They may start to compete with one another, and when there are obstacles, animosity and blame develops. This creates friction that inhibits the overall team's 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 is paramount.

## **5.2 EACH MEMBER IS CRITICAL**

Each member of the team is critical to success, though the main effort and supporting efforts must be clearly identified. If the overall team fails, everyone fails, even if a specific member or an element within the team did their job successfully. Pointing fingers and placing blame on others contributes to further dissension between teams and individuals. These individuals and teams must instead find a way to work together, communicate with each other, and mutually support one another. The focus must always be on how to best accomplish the mission.

## **5.3 SHARING THE SUCCESS**

Alternatively, when the team succeeds, everyone within and supporting that team succeeds. Every individual and every team within the larger team gets to share in the success.

## **5.4 CONCLUSION**

Accomplishing the strategic mission is the highest priority. Team members, departments, and supporting assets must always Cover and Move—help each other, work *together*, and support each other to win. This principle is integral for any team to achieve victory.



# LAWS OF ENGAGEMENT

## *6.0 Chapter 6* **KEEP IT SIMPLE**

### **6.0 INTRODUCTION**

Everything in life has inherent layers of complexities. Simplifying as much as possible is crucial to success. When plans and orders are too complicated, people may not understand them. And when things go wrong, complexity compounds issues that can spiral out of control into total disaster. Plans and orders must be communicated in a manner that is simple and clear. Everyone that is part of the mission must know and understand his or her role in the mission and what to do in the event of likely contingencies. As a leader, it doesn't matter how well you feel you have presented the information or communicated an order, plan, tactic, or strategy; if your team doesn't get it, you have not kept things simple and you have failed.

### **6.1 ESSENTIAL BRIEFING**

You must brief to ensure the lowest common denominator on the team understands. It is critical, as well, that the operating relationship facilitate the ability of the frontline leaders to ask questions that clarify when they do not

understand the mission or key tasks to be performed. Leaders must encourage this communication and take the time to explain so that every member of the team understands.

## **6.2 CONCLUSION**

Simple: It is critical to keep plans and communication simple. Following this rule is crucial to the success of any team.





# **LAWS OF ENGAGEMENT**

## ***7.0 Chapter 7***

### **Prioritize and Execute**

#### **7.0 INTRODUCTION**

On the battlefield, countless problems compound in a snowball effect, every challenge complex in its own right, each demanding attention. But a leader must remain calm and make the best decisions possible. To do this, leaders must utilize Prioritize and Execute. We verbalize this principle with this direction: “Relax, look around, make a call.”

Even the most competent of leaders can be overwhelmed if they try to tackle multiple problems or a number of tasks simultaneously. The team will likely fail at each of those tasks. Instead, leaders must determine the highest priority task and execute. When overwhelmed, fall back upon this principle: Prioritize and Execute.

#### **7.1 SUCCESS AT STAKE**

Multiple problems and high-pressure, high-stakes environments occur in many facets of life. The success or failure of the team or the department are at stake. These pressures produce stress and demand decisions that often require rapid execution. Such decision making for leaders

can be overwhelming.

## **7.2 EFFECTIVE MEANS TO HELP PRIORITIZE AND EXECUTE**

A particularly effective means to help Prioritize and Execute under pressure is to stay at least a step or two ahead of real-time problems. Through careful planning, a leader can anticipate likely challenges that could arise during execution and map out an effective response to those challenges before they happen. That leader and his or her team are far more likely to win.

## **7.3 PREVENTION FROM BEING OVERHELMED**

Staying ahead of the curve prevents a leader from being overwhelmed when pressure is applied and enables greater decisiveness. If the team has been briefed and understands what actions to take through such likely contingencies, the team can then rapidly execute when those problems arise, even without specific direction from leaders. This is a critical characteristic of any high-performance, winning team in any business or industry. It also enables an effective Chain of Command from higher level leaders that's not always with the team/s.

## **7.4 DON'T COMPLICATE MATTERS**

When confronted with the enormity of operational plans and the intricate microterrain within those plans, it becomes easy to get lost in the details, to become sidetracked or lose focus on the bigger effort. It is crucial, particularly for leaders at the top of the organization, to "pull themselves off the firing line," step back, and

maintain the strategic picture. This is essential to help correctly prioritize for the team. With this perspective, it becomes far easier to determine the highest priority effort and focus all energies toward its execution. Then senior leaders must help subordinate team leaders within their team prioritize their efforts.

## **7.5 SHIFTING PRIORITIES**

Priorities can rapidly shift and change. When this happens, communication of that shift to the rest of the team, both up and down the chain of command, is critical. Teams must be careful to avoid target fixation on a single issue. They cannot fail to recognize when the highest priority task shifts to something else. The team must maintain the ability to quickly reprioritize efforts and rapidly adapt to a constant change of events.

## **7.6 IMPLEMENTING PRIORITIZE AND EXECUTE**

To implement Prioritize and Execute in any business, team, or organization, a leader must:

- evaluate the highest priority problem.
- lay out in simple, clear, and concise terms the highest priority effort for your team.
- develop and determine a solution, seek input from key leaders and from the team where possible.
- direct the execution of that solution, focusing all efforts and resources toward this priority task.
- move on to the next highest priority problem. Repeat.
- when priorities shift within the team, pass situational awareness both up and down the chain.
- don't let the focus on one priority cause target fixation.

Maintain the ability to see other problems developing and rapidly shift as needed.



# LAWS OF ENGAGEMENT

## ***8.0 Chapter 8 High Chain of Command***

### **8.0 INTRODUCTION**

Human beings are generally not capable of managing more than six to ten people, particularly when things go sideways and inevitable contingencies arise. No one senior leader can be expected to manage dozens of individuals, much less hundreds. Teams must be broken down into manageable elements of not more than 10 people, with a clearly designated leader. Those leaders must understand the overall mission, and the ultimate goal of that mission—the Commander's Intent.

### **8.1 EMPOWERING JUNIOR LEADERS**

Junior leaders must be empowered to make decisions on key tasks necessary to accomplish that mission in the most effective and efficient manner possible. Teams within teams are organized for maximum effectiveness for a particular mission, with leaders who have clearly delineated responsibilities.

### **8.2 UNDERSTANDING WHAT AND WHY**

At every level a team leader must understand *not just what to do but why they are doing it*. If frontline leaders do

not understand why, they must ask their senior to clarify the why. This ties in very closely with Believe (chapter 3). The high chain of Command does not mean junior leaders or team members operate on their own program; that results in chaos. Instead, junior leaders must fully understand what is within their decision-making authority —the “left and right limits” of their responsibility. Additionally, they must communicate with senior leaders to recommend decisions outside their authority and pass critical information up the chain so the senior leadership can make informed strategic decisions. Leaders of smaller teams or groups are expected to figure out what needs to be done and do it—to tell higher authority what they plan to do, rather than ask, “What do you want me to do?”

### **8.3 PROACTIVE LEADERS**

Junior leaders must be proactive rather than reactive. To be effectively empowered to make decisions, it is imperative that frontline leaders execute with confidence. Tactical leaders must be confident that they clearly understand the strategic mission and Commander’s Intent. They must have implicit trust that their senior leaders will back their decisions.

- a. Without this trust, junior leaders cannot confidently execute, which means they cannot exercise effective Higher Command.
- b. To ensure this is the case, senior leaders must constantly communicate and push information — what we call “situational awareness” — to their subordinate leaders. Likewise, junior leaders must push situational awareness up the chain to their senior leaders to keep

them informed, particularly of crucial information that affects strategic decision making.

#### **8.4 AVOID TAKING ON TOO MUCH**

There will be leaders who try to take on too much themselves. When this occurs, operations can quickly dissolve into chaos. The fix is to empower frontline leaders through Higher Command and ensure they are running their teams to support the overall mission, without micro-management from the top.

#### **8.5 STAY CONNECTED**

There are, likewise, other senior leaders who are so far removed from the troops executing missions on the frontline that they become ineffective. These leaders might give the appearance of control, but they actually have no idea what their leaders and teams are doing and cannot effectively direct their teams. This attitude creates a significant disconnect between leadership and teams, and such a leader's team will struggle to effectively accomplish their mission.

#### **8.6 KEY POSITIONING**

Determining how much leaders should be involved and where leaders can best position themselves to command and control the team is key. Understanding proper positioning as a leader is a key component of effective Higher Command

## **8.7 CONCLUSION**

The effectiveness of Higher Command is critical to the success of any team. In chaotic, dynamic, and rapidly changing environments, leaders at all levels must be empowered to make decisions. Higher Command is a key component to victory





## **PART 3**

# **Sustaining Victory**

***9.0 Chapter 9***  
Planning

***10.0 Chapter 10***  
Leading Up and Down the Chain of Command

***11.0 Chapter 11***  
Decisiveness Amid Uncertainty

***12.0 Chapter 12***  
Discipline Equals Freedom



# Sustaining Victory

## 9.0 Chapter 9 Planning

### 9.0 INTRODUCTION

*What's the mission?* Planning begins with mission analysis. 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 leaders, tasked with executing the mission. A broad and ambiguous mission results in lack of focus, ineffective execution, and mission creep. To prevent this, the mission must be carefully refined and simplified so that it is clear and specifically focused to achieve the greater strategic vision for which that mission is a part.

### 9.1 COMMANDER'S INTENT

The mission must explain the overall purpose and desired result, or “end state,” of the mission. The frontline leaders tasked with executing the mission must understand the deeper purpose behind the mission. While a simple statement, the Commander's Intent is actually the most important part of the brief. When understood by everyone involved in the execution of the plan, it guides each decision and action on the ground.

## **9.2 EXPLORING DIFFERENT COURSES OF ACTION**

Different courses of action must be explored on how best to accomplish the mission—with the manpower, resources, and supporting assets available. Once a course of action is determined, further planning requires detailed information gathering in order to facilitate the development of a thorough plan. It is critical to utilize all assets and lean on the expertise of those in the best position to provide the most accurate and up-to-date information.

## **9.3 DELIGATING THE PLANNING PROCESS**

Leaders must delegate the planning process down the chain as much as possible to key subordinate leaders. Team leaders within the greater team and frontline, tactical-level leaders must have ownership of their tasks within the overall plan and mission. Team participation—even from the most junior personnel—is critical in developing bold, innovative solutions to problem sets. Giving the frontline leaders ownership of even a small piece of the plan gives them buy-in, helps them understand the reasons behind the plan, and better enables them to believe in the mission, which translates to far more effective implementation and execution on the ground.

## **9.4 SENIOR LEADERS TO SUPERVISE**

While the senior leader supervises the entire planning process by team members, he or she must be careful not to get bogged down in the details. By maintaining a perspective above the microterrain of the plan, the senior leader can better ensure compliance with strategic objectives. Doing so enables senior leaders to “stand back

and be the tactical genius”—to identify weaknesses or holes in the plan that those immersed in the details might have missed. This enables leaders to fill in those gaps before execution.

## **9.5 BRIEFING THE ENTIRE TEAM**

Once the detailed plan has been developed, it must then be briefed to the entire team and all participants and supporting elements. Leaders must carefully prioritize the information to be presented in as simple, clear, and concise a format as possible so that participants do not experience information overload.

## **9.6 BRIEFING MUST ENCOURAGE DISCUSSION**

The planning process and briefing must be a forum that encourages discussion, questions, and clarification from even the most junior personnel. If frontline leaders are unclear about the plan and yet are too intimidated to ask questions, the team’s ability to effectively execute the plan radically decreases. Thus, leaders must ask questions of their leaders, encourage interaction, and ensure their teams understand the plan.

## **9.7 BEING WELL INFORMED**

Following a successful brief, all members participating in an operation will understand the strategic mission, the Commander’s Intent, the specific mission of the team, and their individual roles within that mission. They will understand contingencies—likely challenges that might arise and how to respond. *The test for a successful brief is simple: Do the team and the supporting elements*

*understand it?*

### **9.8 MITIGATING IDENTIFIED RISK**

*The plan must mitigate identified risks where possible. A good plan must enable the highest chance of mission success while mitigating as much risk as possible. There are some risks that simply cannot be mitigated, and leaders must instead focus on those risks that actually can be controlled. Detailed contingency plans help manage risk because everyone involved in the direct execution (or in support) of the operation understands what to do when obstacles arise or things go wrong. Leaders must be comfortable accepting some level of risk. Those who will not risk cannot win.*

### **9.9 EMPLOYING CONSTANT ANALYSIS**

*The best teams employ constant analysis of their tactics and measure their effectiveness so that they can adapt their methods and implement lessons learned for future missions. Often business teams claim there isn't time for such analysis. But one must make time.*

### **9.10 POST-OPERATIONAL BRIEF EXAMINATION**

A post-operational debrief examines all phases of an operation from planning through execution, in a concise format. It addresses the following for the mission just completed:

What went right?

What went wrong?

How can we adapt our tactics to make us even more effective?

## **9.11 REFINING WHAT WORKS AND WHAT DOESN'T**

Such self-examination allows the teams to, enhance, and refine what worked and what didn't so that they can constantly improve. It is critical for the success of any team in any business to do the same and implement those changes into their future plans so that they don't repeat the same mistakes.

## **9.12 HAVE A STANDARDIZED PLANNING PROCESS**

While organisations can have their own planning process, it must be standardized so that other departments within the organisation and supporting assets outside the organisation can understand and use the same format and terminology. It must be repeatable and guide users with a checklist of all the important things they need to think about. The plan must be briefed to the participants, geared toward the frontline leaders charged with execution so they clearly understand it. Implementing such a planning process will ensure the highest level of performance and give the team the greatest chance to accomplish the mission and win.

## **9.13 CHECKLIST FOR PLANNING**

A leader's checklist for planning should include the following:

- Analyze the mission.
  - Understand higher headquarters' mission, Commander's Intent, and the goal.
  - Identify and state your own Commander's Intent and goal for the specific mission.
- Identify personnel, assets, resources, and time available.
- Centralize the planning process.
  - Empower key leaders within the team to analyze possible

courses of action.

- Determine a specific course of action.
  - Lean toward selecting the simplest course of action.
  - Focus efforts on the best course of action.
- Empower key leaders to develop the plan for the selected course of action.
- Plan for likely contingencies through each phase of the operation.
- Mitigate risks that can be controlled as much as possible.
- Delegate portions of the plan and brief to key junior leaders.
  - Stand back and be the tactical genius.
- Continually check and question the plan against emerging information to ensure it still fits the situation.
- Brief the plan to all participants and supporting assets.
  - Emphasize Commander 's Intent.
  - Ask questions and engage in discussion and interaction with the team to ensure they understand.
- Conduct post-operational debrief after execution.
  - Analyze lessons learned and implement them in future planning.



# **Sustaining Victory**

## ***10.0 Chapter 10***

### **Leading Up and Down the Chain of Command**

#### **10.0 INTRODUCTION**

In this session we will look at principles leading up and down the chain of command.

#### **10.1 PRINCIPLE: LEADING DOWN THE CHAIN**

Any good leader is immersed in the planning and execution of tasks, projects, and operations to move the team toward a strategic goal. Such leaders possess insight into the bigger picture and why specific tasks need to be accomplished. This information does not automatically translate to subordinate leaders and the frontline leaders. Junior members of the team—the tactical level operators—are rightly focused on their specific jobs. They must be in order to accomplish the tactical mission. They do not need the full knowledge and insight of their senior leaders, nor do the senior leaders need the intricate understanding of the tactical level operators' jobs. Still, it is critical that each have an understanding of the other's role. And it is paramount that senior leaders explain to their junior leaders and teams executing the mission how their role contributes to big picture success.



- a. This is not intuitive and never as obvious to the rank-and-file employees as leaders might assume. Leaders must routinely communicate with their team members to help them understand their role in the overall mission. Frontline leaders and troops can then connect the dots between what they do every day—the day-to-day operations—and how that impacts the organisation’s strategic goals. This understanding helps the team members prioritize their efforts in a rapidly changing, dynamic environment. That is leading down the chain of command. It requires regularly stepping out of the office and personally engaging in face-to-face conversations with direct reports and observing the frontline leaders in action to understand their particular challenges and read them into the Commander’s Intent. This enables the team to understand why they are doing what they are doing, which facilitates Centralized Command.
- b. As a leader employing Extreme Ownership, if your team isn’t doing what you need them to do, you first have to look at yourself. Rather than blame them for not seeing the strategic picture, you must figure out a way to better communicate it to them in terms that are simple, clear, and concise, so that they understand. This is what leading down the chain of command is all about.

## **10.2 PRINCIPLE: LEADING UP THE CHAIN**

If your Senior Leader isn’t making a decision in a timely manner or providing necessary support for you and your team, don’t blame your senior. First, blame yourself. Examine what you can do to better convey the critical information for decisions to be made and support allocated.

- a. Leading up the chain of command requires tactful engagement with the immediate senior to obtain the decisions and support necessary to enable your team to accomplish its mission and ultimately win. To do this, a leader must push situational awareness up the chain of command.
- b. Leading up the chain takes much more savvy and skill than leading down the chain. Leading up, the leader cannot fall back on his or her positional authority. Instead, the subordinate leader must use influence, experience, knowledge, communication, and maintain the highest professionalism.
- c. While pushing to make your superior understand what you need, you must also realize that your leader must allocate limited assets and make decisions with the bigger picture in mind. You and your team may not represent the priority effort at that particular time. Or perhaps the senior leadership has chosen a different direction. Have the humility to understand and accept this.

### ***10.3 PRESENTING A UNITED FRONT***

*One of the most important jobs of any leader is to support your own superior*—your immediate leadership. In any chain of command, the leadership must always present a united front to the rest of the teams.

A public display of discontent or disagreement with the chain of command undermines the authority of leaders at all levels. This is catastrophic to the performance of any organization.

## **10.4 ASKING UP THE CHAIN FOR UNDERSTANDING**

As a leader, if you don't understand why decisions are being made, requests denied, or support allocated elsewhere, you must ask those questions up the chain. Then, once understood, you can pass that understanding down to your team. Leaders in any chain of command will not always agree. But at the end of the day, once the debate on a particular course of action is over and the senior leader has made a decision—even if that decision is one you argued against—you must execute the plan as *if it were your own*.

## **10.5 USE CAUTION AND RESPECT**

When leading up the chain of command, use caution and respect. But remember, if your leader is not giving the support you need, don't blame him or her. Instead, reexamine what you can do to better clarify, educate, influence, or convince that person to give you what you need in order to win.

## **10.6 CONCLUSION**

The major factors to be aware of when leading up and down the chain of command are these:

- Take responsibility for leading everyone in your world, subordinates and superiors alike.
- If someone isn't doing what you want or need them to do, look in the mirror first and determine what you can do to better enable this.
- Don't ask your leader what you should do, tell them what you are going to do.



# **Sustaining Victory**

## ***11.0 Chapter 11***

### **Decisiveness Amid Uncertainty**

#### **11.1 INCOMPLETE PICTURE**

. The “incomplete picture” applies to virtually every aspect of our individual lives, such as personal health-care decisions or whether or not to evacuate from the predicted path of a major storm. It particularly applies to leadership and decision making in business. Waiting for the 100 percent right and certain solution leads to delay, indecision, and an inability to execute. Leaders must be prepared to make an educated guess based on previous experience

#### **11.2 UNDER INTENSE PREASURE**

While business leaders may not generally face life or death situations, they are certainly under intense pressure; while in Christianity death might not be a reality in the physical, but eternal damnation is definately on the table. Outcomes are never certain; success never guaranteed. Even so, leaders must be comfortable in the chaos and act decisively amid such uncertainty.



# **Sustaining Victory**

## ***12.0 Chapter 12***

### **Discipline Equals Freedom**

#### **12.0 INTRODUCTION**

Every leader must walk a fine line. That's what makes leadership so challenging. 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. With this in mind, a leader can more easily balance the opposing forces and lead with maximum effectiveness.

#### **12.1.1 LEAD WHILE BEING READY TO FOLLOW**

A leader must lead but also be ready to follow. Sometimes, another member of the team—perhaps a subordinate or direct report—might be in a better position to develop a plan, make a decision, or lead through a specific situation. Perhaps the junior person has greater expertise in a particular area or more experience. Perhaps he or she simply thought of a better way to accomplish the mission. Good leaders must welcome this, putting aside ego and

personal agendas to ensure that the team has the greatest chance of accomplishing its strategic goals. A true leader is not intimidated when others step up and take charge. Leaders that lack confidence in themselves fear being outshined by someone else. If the team is successful, then recognition will come for those in charge, but a leader should not seek that recognition.

### **12.1.2 BE CONFIDENT ENOUGH TO FOLLOW SOME ELSE**

A leader must be confident enough to follow someone else when the situation calls for it. A leader must do their utmost to ensure that everyone below them in the chain of command felt comfortable in approaching them with concerns, ideas, thoughts, and even disagreements. If they feel something is wrong or think there is a better way to execute, encouraged them, regardless of rank, to come to you with questions and present an opposing view. Listened to them, discuss new options, and came to a conclusion with them, at times, adapt some part or perhaps even all of their ideas if it made sense. If it doesn't make sense, discussed why in order for both parties to walk away with a better understanding of what you'll trying to do.

### **12.1.3 BE CALM, SHOW EMOTION**

A leader must be calm but not robotic. It is normal—and necessary—to show emotion. The team must understand that their leader cares about them and their well-being. But, a leader must control his or her emotions. If not, how can they expect to control anything

else? Leaders who lose their temper also lose respect. But, at the same time, to never show any sense of anger, sadness, or frustration would make that leader appear void of any emotion at all—a robot. People do not follow robots. Of course, a leader must be confident but never cocky. Confidence is contagious, a great attribute for a leader and a team. But when it goes too far, overconfidence causes complacency and arrogance, which ultimately set the team up for failure.

#### **12.1.4 BE BRAVE BUT NOT FOOLHARDY**

A leader must be brave but not foolhardy. He or she must be willing to accept risk and act courageously, but must never be reckless. It is a leader's job to always mitigate as much as possible those risks that can be controlled to accomplish the mission without sacrificing the team or excessively expending critical resources.

#### **12.1.5 COMPETITIVE SPIRIT AND GRACIOUS LOSERS**

Leaders must have a competitive spirit but also be gracious losers. They must drive competition and push themselves and their teams to perform at the highest level. But they must never put their own drive for personal success ahead of overall mission success for the greater team. Compete with yourself to be the best you that you can be. Leaders must act with professionalism and recognize others for their contributions. A leader must be attentive to details but not obsessed by them. A good leader does not get bogged down in the minutia of a tactical problem at the expense of strategic success. He or

she must monitor and check the team's progress in the most critical tasks. But that leader cannot get sucked into the details and lose track of the bigger picture.

### **12.1.6 STRONG AND LIKEWISE HAVE ENDURANCE**

A leader must be strong but likewise have endurance, not only mentally but also spiritually. He or she must maintain the ability to perform at the highest level and sustain that level for the long term.

### **12.1.7 RECOGNIZE LIMITATIONS**

Leaders must recognize limitations and know to pace themselves and their teams so that they can maintain a solid performance indefinitely.

### **12.1.8 HUMBLE BUT NOT PASSIVE**

Leaders must be humble but not passive; quiet but not silent. They must possess humility and the ability to control their ego and listen to others. They must admit mistakes and failures, take ownership of them, and figure out a way to prevent them from happening again. But a leader must be able to speak up when it matters. They must be able to stand up for the team and respectfully push back against a decision, order, or direction that could negatively impact overall mission success.

### **12.1.9 BE CLOSE BUT NOT FRIENDS**

A leader must be close with subordinates but not too close. The best leaders understand the motivations of their team members and know their people—their lives and their families. But a leader must never grow so close to



subordinates that one member of the team becomes more important than another, or more important than the mission itself. Leaders must never get so close that the team forgets who is in charge.

### **12.10 EXERCISE EXTREME OWNERSHIP**

A leader must exercise Extreme Ownership. Simultaneously, that leader must employ centralized Command by giving control to subordinate leaders.

### **12.11 NOTHING TO PROVE, YET EVERYTHING TO PROVE**

Finally, a leader has nothing to prove but everything to prove. By virtue of rank and position, the team understands that the leader is in charge. A good leader does not gloat or revel in his or her position. To take charge of minute details just to demonstrate and reinforce to the team a leader's authority is the mark of poor, inexperienced leadership lacking in confidence. Since the team understands that the leader is in charge, in that respect, a leader has nothing to prove. But in another respect, a leader has everything to prove: every member of the team must develop the trust and confidence that their leader will exercise good judgment, remain calm, and make the right decisions when it matters most. Leaders must earn that respect and prove themselves worthy, demonstrating through action that they will take care of the team and look out for their long-term interests and well-being. In that respect, a leader has everything to prove every day.

## **12.2 ROOT PROBLEM FOR STRUGGLING**

Beyond this, there are countless other leadership dichotomies that must be carefully balanced. Generally, when a leader struggles, the root cause behind the problem is that the leader has leaned too far in one direction and steered off course. Awareness of the dichotomies in leadership allows this discovery, and thereby enables the correction.

## **12.3 The Dichotomy of Leadership**

A good leader must be:

- confident but not cocky;
- courageous but not foolhardy;
- competitive but a gracious loser;
- attentive to details but not obsessed by them;
- strong but have endurance;
- a leader and follower;
- humble not passive;
- aggressive not overbearing;
- quiet not silent;
- calm but not robotic, logical but not devoid of emotions;
- close with the troops but not so close that one becomes more important than another or more important than the good of the team; not so close that they forget who is in charge.
- able to execute Extreme Ownership, while exercising Decentralized Command.

*A good leader has nothing to prove, but everything to prove.*



## **13.0 SPECIAL INSERT**

### **13.0 INTRODUCTION**

There is an answer to the age-old question of whether leaders are born or made. Obviously, some are born with natural leadership qualities, such as charisma, eloquence, sharp wit, a decisive mind, the willingness to accept risk when others might falter, or the ability to remain calm in chaotic, high-pressure situations. Others may not possess these qualities innately. But with a willingness to learn, with a humble attitude that seeks valid constructive criticism in order to improve, with disciplined practice and training, even those with less natural ability can develop into highly effective leaders.

Others who were blessed with all the natural talent in the world will fail as leaders if they are not humble enough to own their mistakes, admit that they don't have it all figured out, seek guidance, learn, and continuously grow. With a mind-set of Extreme Ownership, any person can develop into a highly effective leader. The qualities of a leader must be enhanced through training in order to build better leaders and teams that perform at the highest levels. Training is a critical aspect that must be utilized to develop the foundations of leadership and build confidence in leaders' abilities to communicate and lead.

## **13.1 EMPOWERS KEY LEADERS**

Leaders may not always be the ones who generate the specific strategies, tactics, or directions that lead their teams to success. But leaders who exhibit Extreme Ownership will empower key leaders within their teams to figure out a way to win. Some of the boldest, most successful plans in history have not come from the senior ranks but from frontline leaders.

## **13.2 COURAGE**

Senior leaders simply had the courage to accept and run with them. Extreme Ownership is a mind-set, an attitude. If leaders exhibit Extreme Ownership and develop a culture of Extreme Ownership within their teams and organizations, the rest falls into place. Soon, a leader no longer needs to be involved in the minor details of decisions but can look up and out to focus on the strategic mission as the team handles the tactical missions. The goal of all leaders should be to work themselves out of a job. This means leaders must be heavily engaged in training and mentoring their junior leaders to prepare them to step up and assume greater responsibilities. When mentored and coached properly, the junior leader can eventually replace the senior leader, allowing the senior leader to move on to the next level of leadership.

## **13.3 LEADERSHIP IS SIMPLE BUT NOT EASY**

Although these principles are often simple to understand in theory, it can be difficult to apply them in life. Leadership is *simple, but not easy*. There are no exact answers or specific formulas to follow in every case. In any situation,

there exists a great deal of gray area, neither black nor white. There may be an infinite number of options for potential solutions to any one leadership challenge. Some will be wrong and only lead to further problems, while others will solve the problem and get the team back on track. Leadership decisions are inherently challenging and take practice. Not every decision will be a good one: all leaders make mistakes. No leader, no matter how competent and experienced, is immune from this. For any leader, handling those mistakes with humility is the key.

### **13.4 NO ONE EXPECTS YOU TO BE PERFECT**

Subordinates or direct reports don't expect their seniors to be perfect. When the senior makes a mistake but then owns up to that mistake, it doesn't decrease respect. Instead, it increases respect for that leader, proving he or she possesses the humility to admit and own the mistakes and, most important, to learn from them.

### **13.5 THE PRINCIPLES REMAIN THE SAME**

While the specifics of any particular situation may vary and the characters slightly differ, the principles remain the same and can be applied, either directly or indirectly, to overcome any leadership challenge that might arise. While there is no guarantee of success in leadership, there is one thing that *is* certain: leading people is the most challenging and, therefore, the most gratifying undertaking of all human endeavors. So, with that humbling reward in the distance, embrace the burden of command and go forward onto your battlefield, in whatever arena that may be, with the disciplined resolve to take Extreme

Ownership, lead, and win. Always remember, the only battlefield you need to overcome is the battlefield of your own mind. When you accomplish this, then no matter what comes your way, you will be able to focus and find solutions; for problems gravitate towards their solutions.

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*Your leadership foundation classes are concluded; please prepare yourself and study for your examination in two [2] weeks time. Date and time will be announced.*

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