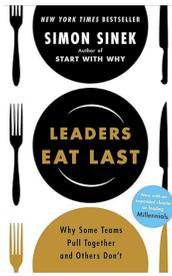


## Your Kindle Notes For:



### Leaders Eat Last: Why Some Teams Pull Together and Others Don't

Simon Sinek

56 Highlight(s) | 0 Note(s)

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John Quincy Adams would have understood Simon's message because he clearly understood what it was to be a leader when he stated: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

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But if the conditions in which we work meet a particular standard, every single one of us is capable of the courage and sacrifice of a Johnny Bravo.

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This is what it means to work in a place in which the leaders prioritize the well-being of their people and, in return, their people give everything they've got to protect and advance the well-being of one another and the organization.

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Chapman believed in the fundamental goodness of people and he was going to treat them as such.

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Working with a sense of obligation is replaced by working with a sense of pride.

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The leaders of great organizations do not see people as a commodity to be managed to help grow the money. They see the money as the commodity to be managed to help grow their people.

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It is not the genius at the top giving directions that makes people great. It is great people that make the guy at the top look like a genius.

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Absent a Circle of Safety, paranoia, cynicism and self-interest prevail.

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First, that sense of safety we may have now is, for many of us, a lie we tell ourselves.

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Like the Spartans, we will have to learn that our strength will come not from the sharpness of our spears but from our willingness to offer others the protection of our shields.

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Children are better off having a parent who works into the night in a job they love than a parent who works shorter hours but comes home unhappy.

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serotonin and oxytocin help us form bonds of trust and friendship so that we will look out for each other. It is because of these two chemicals that we have societies and cultures.

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It is because of serotonin that we can't feel a sense of accountability to numbers; we can only feel accountable to people.

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weak. My favorite definition of love is giving someone the power to destroy us and trusting they won't use it.

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There are few feelings that human beings crave more than a sense of belonging . . . the feeling of being inside a Circle of Safety.

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Even though we can get used to living with stress and low, regular levels of cortisol in our bodies, that doesn't mean we should.

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Think about that, seven times more people die each year from heart disease and cancer than all the people murdered in a decade!

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It's not the nature of the work we do or the number of hours we work that will help us reduce stress and achieve work-life balance; it's increased amounts of oxytocin and serotonin. Serotonin boosts our self-confidence and inspires us to help those who work for us and make proud those for whom we work. Oxytocin relieves stress, increases our interest in our work and improves our cognitive abilities, making us better able to solve complex problems. It boosts our immune systems, lowers blood pressure, increases our libido and actually lessens our cravings and addictions. And best of all, it inspires us to work together.

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There are people with authority who are not leaders and there are people at the bottom rungs of an organization who most certainly are leaders.

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Leaps of greatness require the combined problem-solving ability of people who trust each other.

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The responsibility of a leader is to provide cover from above for their people who are working below.

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Nothing of real value on this earth was built by one person without the help of others.

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Trust is like lubrication. It reduces friction and creates conditions much more conducive to performance.

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One point of view or a single, uncontested power is rarely a good thing.

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Protecting the money, as economic theory, replaced protecting the people. Under such conditions, how can we ever feel safe at work?

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The very

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Put simply, the more pressure the leaders of a public company feel to meet the expectations of an outside constituency, the more likely they are to reduce their capacity for better products and services.

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Leaders who put a premium on numbers over lives are, more often than not, physically separated from the people they serve.

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They can justify their actions as within the law while ignoring the intention of the laws they aim to uphold.

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And just as money can't buy love, the Internet can't buy deep, trusting relationships.

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It makes us feel like we belong. It is also the reason a video conference can never replace a business trip. Trust is not formed through a screen, it is formed across a table. It takes a handshake to bind humans . . . and no technology yet can replace that. There is no such thing as virtual trust.

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Professor Grant arranged for students who received the scholarships to come to the office and spend five minutes describing to fund-raisers how the scholarship they received changed their lives. The students told them how much they appreciated the hard work of the fund-raising department. Even though the people impacted by the work of the fund-raisers were only there for a short time, the results were astounding. In the following month, the fund-raisers increased their average weekly revenue by more than 400 percent. In a separate similar study, callers showed an average increase of 142 percent in the amount of time they spent on the phone and a 171 percent increase in the amount of funds they raised.

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Just as a parent can't buy the love of their children with gifts, a company can't buy the loyalty of their employees with salaries and bonuses.

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So goes the culture, so go the people.

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"The goal of a leader is to give no orders," Captain Marquet explains. "Leaders are to provide direction and intent and allow others to figure out what to do and how to get there."

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Only when we showed him irrefutable proof did he say, 'I'd like to take responsibility for my actions.' The problem we have," said the colonel, "is that taking responsibility for one's actions must happen at the time you perform your actions, not at the time you get caught."

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Leadership is not a rank worn on a collar. It is a responsibility that hinges almost entirely on character. Leadership is about integrity, honesty and accountability. All components of trust. Leadership comes from telling us not what we want to hear, but rather what we need to hear. To be a true leader, to engender deep trust and loyalty, starts with telling the truth.

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Integrity is when our words and deeds are consistent with our intentions.

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Building trust requires nothing more than telling the truth.

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As the Zen Buddhist saying goes, how you do anything is how you do everything.

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A leader's legacy is only as strong as the foundation they leave behind that allows others to continue to advance the organization in their name. Legacy is not the memory of better times when the old leader was there. That's not legacy, that's nostalgia.

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In this model, instead of trying to command-and-control everything, the leaders devote all their energy to training, building and protecting their people—to managing the Circle of Safety—so that the people can command and control any situation themselves.

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and managed the lives of human beings like they were numbers on a spreadsheet. But numbers never save anyone in hard times. People do.

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The impact of leadership is best judged over time.

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All managers of metrics have an opportunity to become leaders of people.

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He laments the bygone days when being a part of a news organization meant something, when it was more of a noble pursuit than a commercial pursuit—a time when newsrooms made the news interesting instead of what they do today: make interesting news.

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These Gen Yers have grown up in a world in which huge scale is normal, money is valued over service and technology is used to manage relationships. The economic systems in which they have grown up, ones that prioritize numbers over people, are blindly accepted, as if that's the way it has always been.

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optimistic Gen Yers who were either disillusioned with their entry-level jobs or quitting to find a new job that will “allow me to make an impact in the world,” discounting the time and energy that is required to do it.

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They are happy to give lots of short bursts of energy and effort to things, but commitment and grit come harder. Giving a lot of one's self to a small number of things seems to have been replaced by giving a little bit of one's self to a large number of things.

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There is so much talk about awareness or “driving the conversation” that we've failed to notice that talk doesn't solve problems; the investment of time and energy by real human beings does. Justifying such campaigns by saying they put pressure on others to do things only supports my

argument that we seem less inclined to offer our own time and energy to do what needs to be done, insisting, rather, that others do it for us. It also reveals a limitation of the Internet. An amazing vehicle for spreading information, the Web is great for making people aware of the plight of others, but it is quite limited in its ability to alleviate that plight. The plight of others is not a technology problem; it's a human one. And only humans can solve human problems.

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Step Twelve is all about service. And it is service that is the key to breaking our dopamine addictions in our organizations too.

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Abundance destroys value.

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More practically stated, he believed that the only way for us to truly capture the full value of technology is to adapt the technology to fit the way we live our lives instead of requiring that we adapt our lives to fit the way the technology works.

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Profit, in his mind, is a fuel, not a destination.

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Leadership is not a license to do less; it is a responsibility to do more. And that's the trouble. Leadership takes work. It takes time and energy.

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Let us all be the leaders we wish we had.