The events are corporate functions.\r\nIt will be attended by business professionals, and take place in a conference center.\r\nI want the audience to feel intrigued about the mindset of how NAVY SEALS think. I want it to show me with a normal everyday personality, but a drastically different mindset in the process of thinking about leadership, innovation, and implementation, with an attitude of never failing.\r\n\r\nMy Goal is to create a key note speech on how the mindset of a navy SEAL transfers to getting to your objective (business or personal). How certain aspects in leadership, innovation, decision making, and implementation effect the speed in which things can be accomplished and the way SEALS implement. I want it to be motivational and thought provoking, and a little humor here and there would be nice. \r\n\r\nGETTING TO X\r\n\r\nI will never quit. I persevere and thrive on adversity. My Nation expects me to be physically harder and mentally stronger than my enemies. If knocked down, I will get back up, every time. I will draw on every remaining ounce of strength to protect my teammates and to accomplish our mission. I am never out of the fight. This is part of the SEAL creed.\r\nWe all get tired and that is understandable, but this part “If knocked down, I will get back up, every time”. Is what will set you apart. It takes friends, teammates, leaders and followers to live it.\r\nEveryone here has a mission and is no way possible and I can claim to know what everyones mission in this room is. But what I will do is step back and give my perspective on XXXX compared to my experiences as seal. \r\nWhat I will talk about are action items, not reaction Items. That means you can walk out today with something you can do now. To make you better.\r\nI believe in forward thinking. There’s no reason to dwell on the past, fix the problem, and you move forward. If you’re unable to fix yesterday’s problem, then it’s today’s and continue to work to get the issue solved. I have a past that I am very proud of, but it is just that the past, and No one owes me anything because I have medals on my chest. No one owes me because I was a SEAL. The medal the trophies the recognition is it. It doesn’t mean I don’t talk about it, I love talking about it…I’m proud. But pride is not going to get me across the finish line. Action – todays action move me. The past is only there for the data I need to continue to move forward today. My lessons are right here to my right my left, yesterday is gone and there is nothing I can do with yesterday except take what I have learned and apply it forward. \r\nCharles Lutwidge Dodgson AKA Lewis Carroll the author of Alice’s adventures in wonderland “I can\'t go back to yesterday - because I was a different person then”.\r\nI was sitting in an audience much like you are right now and pre-paired to listen intently to what the man on the stage was going to say. He said I want you to look to your left and look to your right – 20% chance that person will be here when this is all over. That’s one of the first things I heard when I get seal training. He went on to say that people die in this training – and seals die. Are you sure this is what you want to do, because if not, you can quit right now, you can quit anytime you want to. No harm, no is going to look at you different, why put yourself through the pain and agony of the next 27 weeks when you can just quit right now. \r\nIn SEAL training, you are asked if you want to quit almost every day. What interesting is after that, I have never been asked that again at work. Those first words, “I will never quit” you start living it.\r\nGetting to X, is about the traits and strategies that help you lay out the path to any objective. The X is your objective as an individual, Team, organization. I use X because everybody has a different end state they want to gain. You have one for today, and tomorrow or next month or next year, the objective can be anything, it can be I want to grow my business 10% next year, I want to lose a few pounds, I want my team to be more productive. X is simply the spot that you go to where you can extract the expected results.\r\n\r\nHow many you guys are great ? You all great that is the fact. What you are great at may be drastically different from each other, it may be different than what you think you are great at. \r\nOne of the fastest ways to discover what you are great at is a team. A team is comprised of a group of people or animals (I like that part) together in a common purpose. \r\nTeams are especially appropriate for conducting tasks that are high complexity and have many different subtasks.\r\nWho has heard the saying “the whole is greater than the sum of the parts”. This means together as one unit there is a synergistic effect. Synergy the Greek word synergia. In the true meaning is working together.\r\nOur definition of synergy is the interaction of multiple elements in the system to produce an effect different greater than the sum of the individual effects. Each one of you is great, because each bring a unique quality is not duplicated any other. That means put five guys like you are playing field that are your clones. You have the power of five. If you have clones on the playing field you’ll have interaction of multiple people what you won’t have is the interaction of multiple elements. Individualism is a good thing, actually individualism is a great thing. Put those five people on the playing field all of which individuals with different talents, different thought processes, different individual traits, you are creating a team more powerful than five.\r\nHandle adversity as a team\r\nSo how do you create that synergy? Is it possible to do this by just throwing people together, it may take a lot of time, because I believe there’s a few things things required in order to make a synergistic team. \r\nThese are individual things that you have to work at.\r\nBRAVERY\r\nLeadership- will be a leader, and all should be training for that position every day.\r\n“A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent. —Douglas MacArthur\r\nWhat makes you leader is being brave enough to do four things. \r\n1. Be Honest about who you are as a person and not be timid about it. It creates credibility because you are not trying to project yourself something that you’re not. That takes way to much energy.\r\n 2. Interpersonal show some concerns showing understanding, creates trust. \r\n3. Context Whether is in a team dynamic or organizational creates some community who we are a how we work together. \r\n4. Supportive, ensuring may have the tools they need, protection, and honest feedback. – as a SEAL you are expected to correct anything you see wrong even if it is the admiral doing it. \r\nLeadership involves emotions and emotion shape actions = good leaders shape emotion\r\nWhy do kids have such creative minds – safety.\r\nSEALS do this all the time. Remember these of big aggressive professional guys. These are the kind of guys that will get on the playing field and crush everything they do. What makes them great is understanding what it is and how it is they affect as leaders.\r\nCorrecting each other\r\nGood Quality feed back\r\nShared purpose, shared awareness, and dedication.\r\nShared purpose means that as a team we are here to reach a unified X. Together as a team you know that the tasks you have at hand lead to an objective you all want to achieve. As a seal you are crosstrained in every aspect of what might be needed on the battlefield. But every seal also has a specialty, late in my career my became using a dog as a tool. One of my jobs is a dog handler was to ensure that we never get ambushed on our walk into the target. Particularly, I walked out in front of the entire unit sometimes for miles and hours of time my dog and I cleared the path to ensure we get safely to our main objective. My purpose in that moment is to ensure that my dog is working to the absolute best of his ability in that together we identify any hazards. Why, because I want to get my guys there to complete the bigger mission. And once we’re there it doesn’t stop night want to the next task, and after recall the target secure I want the next task looking for weapons and bombs, and was ready to go home I go to the next task which is clearing the path in the area where the helicopters, is going to come and pick us up. This whole time my shared purpose is my teammates. The safety and the ability of my teammates to do their job was always my number one purpose. And the only way I can provide that is to be focused on my responsibilities. \r\n\r\nPaying attention to details- Do you guys know what the difference is between College and professional sports? SPEED that’s it! \r\nIn order to get to any level in anything, you have to pay attention to details.\r\nBecause in college you have already mastered the fundamentals. \r\n\r\n\r\nShared awareness is when you all understand the end goal. Shared awareness is about you understanding as an individual how your actions affect the big picture, even more so how your actions affect the ability of your teammates to do their tasks- all focused towards the same X. And the objective that you’re working on may be just a small part of the bigger picture, and great teams have the ability to be aware of the task at hand while still being aware of how their actions will affect the the big X. always be aware of the needed end-state, but focus on the task at hand. Focusing on the outcome will get you nowhere.\r\n “You got to think about big things while you’re doing small things, so that all things go in the right direction” Alvin Toffler.\r\nDedication is absolutely one of the hardest things to do. I’m dedicated to being the best player I can. Dedication doesn’t just happen on the playing field, dedication doesn’t just happen in the weight room, and dedication certainly doesn’t just happen because you say your dedicated. Dedication happens every moment of every day. Dedication is an action. It is something you do. This how you react when your friend says you did something wrong. It’s about you calling something out when you notice it. Dedication is about making others better so that the sum of the parts stands up to the saying. Dedications about listening, learning, teaching, being truthful, those are all things you probably don’t think about when someone says dedicated.\r\nimplementation – actions not results. Focused actions in a logical order has a higher percentage of successful outcomes.\r\nDream and dream big. Surround yourself with like-minded people. Be among or create a culture that breeds capability, knowledge and power to conceptualize, create, and grow.\r\nI ask you to put these methods in your thoughts. They will become your actions. Your actions repeated become your habits. Habits become your character.\r\nfocus on leading, Innovating, and Implementing to your objective. Every day, focus on the task not the outcome - own the change and shape it to benefit you.\r\nWhen you walk out that door, you can take the first step, whether it is for you organization or you personally.\r\nThis is how you create possible. This is how you achieve things that defy assumptions, forward thinking, put an X out there, and attain it.\r\nExtra\r\nSniper story;\r\ntechnology changes, how we live, what we drive, politics, organizational goals will change, the fundamental leadership always remain.\r\nas a leader you need to have someone to tell you when you are wrong, or else how can you improve. Just because you’re in a position of authority doesn’t mean you are correct. Position cannot validate an idea.\r\n\r\nHow do you find a leader others will follow.\r\n\r\nThe best leadership teams are open and honest\r\nPMA\r\nLeadership involves emotions in emotion shape actions = good leaders shape the motion\r\nDream and dream big. Surround yourself with like-minded people. Be among or create a culture that breeds capability, knowledge and power to conceptualize, create, and grow.\r\nStandup meetings work, the benefits are time, focus, and when people are standing they tend to use body language which helps keep focus.\r\nRemember you – the elephant – the heard – the path. Good habits clear the path.\r\nWhen the environment is unfamiliar social adaptation takes over.\r\nMicro movements from the crowd are contagious. Small changes in crowd behavior drives change. Where you can try to make small changes in crowd behavior.\r\nThe pragmatic – move quickly – move often – and moved to what works.\r\nLeadership involves emotions in emotion shape actions = good leaders shape the motion\r\nwhy teams work. – Book called the wisdom of teams – People needs the stability, and because they need stability they fear change. The people also to grow and they need to grow that something bigger than them. People want to be unique and different they want to have significance and along.\r\nHow many people have said or have heard someone say “he or she doesn’t give a ship”. My question is did you ask. If they haven’t realized it’s important to you, or you can’t approach them because you’re afraid to ask, than they are missing the personable side of leadership.\r\nLeaders need to be:\r\npersonable – leaders need to project they are truthfully they are. Good leaders have prepped for this and it gives them credibility. The thing is you have to project you truly are, because people can detect. Once you have this moving on to the next trade is easy.\r\nRelational – being able to demonstrate concern and understanding for the ones around you creates trust. Trust is of huge importance in every aspect of what you do and how. When you again that trust people will listen. When people listen it gives weight to the next block in leadership.\r\ncontextual – contextual has many aspects first is about saying we are, how we work together. Giving texture to identity even at the task level creates a sense of ownership and understanding.\r\nInspirational – not only being able to raise expectations optimism and enthusiasm of those around you. Having the ability to see when people need to be inspired is an important attribute. And when you think about having that base layer of being personable, being relational, and giving a sense of community, you are much more likely to be aware when to inspire. Remember that inspiration is about creating higher aspiration for all.\r\nSupportive – providing resources feedback and protection, is creating a system that communicates. When you are supportive create initiative and initiative is one of the key factors in innovation.\r\nResponsibility – modeling ethics and balance tops off the pyramid of a great leader. When you combine all these together, you are creating stewardship. When you are modeling these attributes you are training your leaders. In the best leaders are always looking for their replacement.\r\n\r\nWhy do kids have such creative minds – safety.\r\n\r\nGreat leaders extended team to every last one under his or her charge. Creating security builds a strong team setting security is contagious. Great teams want nothing more than to win one for the team. In this environment self-preservation is gone and you have created an environment of free thought and what comes for free thought is great ideas. Leaders are expected to protect times of danger.\r\n\r\nFive levels of leadership:\r\nrights – the first step is a position leader. The upside is in the right environment they are learning. The downside don’t get the best output position leader.\r\nRelationships – this is the second step in which a position leader starts to become likable but is still lacking the basic principles of the position. This can be a very dangerous point development of a leader. Hang out with the background get that results.\r\n\r\nSetting security – this is where positional leadership takes a turn in the leader is now able to protect against uncertainty because you can trust the relation ships and being personable. This is the point of increase production, capable decisions, becoming contextual.\r\nCreating momentum with inspiration and purpose – this is the point where the leader is creating output through his people by doing two things inspiring in creating a shared sense of purpose.\r\n\r\nThe self licking ice cream cone, – at this point in your leadership you are developing leaders, and they are producing output setting security, and inspiring on their own.\r\n\r\nVision and respect\r\nfor your organization the starting point is critical who you put in the first position given the rights of positional leadership will have direct effect on the speed and productivity through all levels. This is why we recruit. When you again that talent, you must remember where you start that talent has direct impact on the development of him or her as a leader. Expecting level III, when they haven’t experienced levels one and two, would put any leader at a disadvantage\r\n\r\nDecisions: accepting failure when you make a decision. Not expecting equals not trying. Stock risk versus market risk is equal to single decision risk versus team-based risk. Investing in one stock is a risky endeavor with high fluctuations between the opportunity and loss. Team-based risk is like a mutual fund, where risk is reduced through a dispersion of input.\r\nimplementation – getting people to focus on actions not results. Focused actions in a logical order is a higher percentage of successful outcomes. ITO and every task will lead to a successful endeavor.\r\nThis is how you create possible. This is how you achieve things that defy assumptions you focus on identifying targeting and optimizing each step. Do this and You will drastically increase the speed change.\r\nThe correct balance of a cross functional purpose can increase efficiencies point. Overdone efficiencies are lost\r\n\r\nI worry about the future, how can you not? Future is unknown and it always will be. We all have dreams what our future will hold. But here’s the truth some of us might attain our dreams and some may not. That’s the fact.\r\nLeadership\r\nGreat leader never stop actively looking for knowledge. \r\n \r\nLeadership is an honor and that honor is given to buy people that are willing to follow.\r\n\r\nOn a Friday night in the fall of 1991, I made a decision to chase something that changed the direction of my personal life and my professional life. \r\n\r\n I know that it was a Friday night, because You don’t forget pivotal moments like this. I was with my then girlfriend, and we were watching the movie Navy SEALs, you know the really really bad one with Charlie Sheen. I’d seen this movie before in high school and thought it was pretty cool, but know idea about the military. Soon after high school, I joined the national guard. I don’t come from a military family at all, the closest relative that had been in the military was my great grandfather. He was in the navy, but only heard stories of him. And, growing up in rural southern Massachusetts, I never had much exposure to military, so going off to army boot camp was quite a mystery. \r\n\r\nNow having been through army boot camp, I saw this movie in a different light.\r\n\r\nSo now I am sitting with this girl, and I’m pretty sure it was at that point in the movie where they were jumping out of the aircraft at a ridiculous altitude, high enough that they had oxygen because the air was too thin to breathe. They had their underwater breathing apparatus stuck to their chest and they were out over the ocean, jumped out of the aircraft free fall all the way down until they were just low enough to deploy their parachutes, land in the water instantly ditching their parachutes diving underwater swimming underwater all the way their target. \r\nI actually said out loud “I can totally do that” the girl looked over at me and said “you can’t do that” then there was some arguing, I got all jazzed up, and just said I’m going. The next morning I went to the Navy recruiter, said I would like to laterally transfer from the National Guard - join the Navy, and become a Navy seal. Even he looked at me like you’re out of your mind you can’t do that. The lateral transfer you can but the seal thing!! I tell you, the gauntlet kept getting thrown down, and fuel kept getting thrown on the fire. \r\nGetting Buds wasn’t easy, in fact the majority of things in life aren’t easy, but there are ways to make the path clearer, and it starts here.\r\nGetting to X\r\n“X is the place where you can extract your expected results”\r\nWith things coming at you so fast what are the processes that you have put in place to overcome the obstacles that rise up in front of you.\r\n\r\nIt doesn’t matter if it’s crossing the road, running and 8K, losing 10 pounds, starting a new business, solving a business problem, being innovative as an organization, growing your leaders, or growing your business 10% next year…. Every objective needs the path to get you there. \r\n\r\nWhen you put down an X, what should immediately follow is strategy. The end-state being, to capture the next opportunity as quickly as possible to gain competitive advantage with the least amount of risk possible. \r\n\r\nThe first question you have to ask is, what is the X.. Is it clearly defined. As a strategist, I spend a lot of time helping people clearly define their X, because once you know it the plan of execution comes next. \r\n \r\nI am going to talk about 4 key things you need to get there; leadership, innovation, decision science using effective and actionable measures, and implementation.\r\n\r\nBRAVERY\r\nYou have to be willing to be yourself, because trying to fit a mold is not only difficult, it’s deception. Malcolm Gladwell wrote a book called link in book one of the things he discusses his how quickly people can that funny feeling about someone. Being yourself is easy. And when you can do this it leads right into\r\n\r\nCourage - not deterred by danger or pain; brave.\r\n\r\nLeadership\r\nNumber two, leadership and there always has to be a leader in there has to be people willing to follow. I’d screened to go to dam neck just prior to my first daughter being born I was accepted and was going to receive orders next spring. So during the time I was waiting for my daughter be more and I was waiting to get my orders to go to development group I taught sniper course. That summer my daughter was born any change my life forever. She was injured by her doctor and subsequently had a loss of oxygen began having seizures and like a snap of the fingers our lives are turned upside down. Cailey is quadriplegic, she has cerebral palsy, seizure disorder and is severely mentally disabled. As my wife and I settled in to try and figure out how to take care of a handicapped child, I had to turn down my first set of orders please had been dreaming going about for years and the following year I did the same. My leadership was incredible and they gave me the opportunity to stay and continue to teach the sniper course as long as I need it. I did very well there and subsequently I was promoted rather quickly. By the third time those orders came around I was told that this would be it, I would not be offered these orders again because my rank was too high. My boss at the time was actually telling me I shouldn’t go, what explains me and what I knew to be true is that when I went to my boss would be to maybe even three ranks below me. If I stayed and in the normal progression I’ve most likely make rank continually quickly and have a great career. It was the first time anyone’s ever told me make this choice and your crush your career. I had discussions with my wife and of course I did listen to my boss and made the choice to go. And when I got there I found I made the right decision, and I did work for someone that was to ranks below me, and I was glad to follow because he was a leader. Rank or a title or position doesn’t make a leader. \r\nA true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent. —Douglas MacArthur\r\nWhat makes you leader is being brave enough to do four things. One. Be Honest about who you are as a person and not be timid about out. It creates credibility because you are trying to project yourself something that you’re not. 2. Interpersonal show some concerns showing understanding, creates trust. 3. Weather is in a team dynamic or organizational creates some community who we are a how we work together. 4. Supportive, ensuring may have the tools they need, protection, and honest feedback. 5. A little bit of humility.\r\nInnovation.\r\nHow many people can remember at some point in their childhood someone saying to them you can be anything you want in life. \r\nHow many of heard you can do anything you put your mind to. You have to believe in this if you wish to obtain the X’s that are difficult.\r\nAs a kid I was a dreamer and I could dream big, and I can remember there was a point where other kids were willing to dream with me, building on outlandish ideas, but then something seems to happen is you get a little bit older,more and more you start hearing those words you can’t do that. \r\nPersonally in my teenage years I can remember being told you’re out of your mind if you think you can do that. It certainly happened on the couch that Friday night.\r\nI never stopped being a dreamer, and I believe this about great entrepreneurs, but I did stop dreaming out loud. But something really interesting happened when I was 20 years old, and in a short period of time, things reversed back to being able to dream out loud again and my peers dreaming with me. You can do that or we can do that, outweighed people saying “you can’t do that “50 to 1. \r\nIt happened because I made the decision to change. I started dreaming out load again, and the people who were going to try and stop me I either convinced to follow my thought process or left them behind.\r\nMy first step in getting to the X \r\nDreaming and dreaming big. And saying it out loud.\r\nSurround yourself with like-minded people. Build a culture that breeds capability, knowledge and power to conceptualize, create, and grow. \r\n\r\nWhy do kids have such creative minds – safety the feel secure.\r\n\r\n Why, because their parent and teachers protect and encourage. Why wouldn’t you surround yourself with that.\r\n\r\nWhat does it take to create that environment. Leadership involves emotions and emotion shape actions = Great leaders shape emotion\r\n\r\nCreating security builds a strong team. Done correctly setting security becomes contagious. This is the point when you know that your team has your back.\r\n\r\nI have been part of great teams for decades, and I can tell you, when they are great, each individual wants nothing more than to win one for the team. \r\n\r\nIn this environment self-preservation is gone and you have created an environment of free thought and what comes for free thought is great ideas. \r\nInnovation is growth, and as seals we want to be thinking different. \r\n\r\nWhen your leadership creates the right environment you create a culture that share ideas, build off others ideas as a catalyst to new concepts. We have a saying -lighter faster further- The only way to make something lighter or faster were to can take you further is to constantly be innovating and mining and forging them into opportunity. \r\n\r\nThink about how this works, is how many have worked for some with no personality, couldn’t relate to you are in have the ability to give a sense of community. We’ve all had and what happens to throw some wacky idea on the table just to be shut down. \r\nYou can start making decisions.\r\n\r\nThe X is set you are innovating new and creative ways to get there. Its time to build and in order to do this you need to start making decisions. \r\n\r\nWe are at the point now where we need effective and actionable measurements on our data– this is where the design is laid out.\r\n\r\n Where do you start, first, always begin where you journey ends. And you have to look at the factors may affect you. if you don’t know the factors that impact x, then everything until proved otherwise is a factor of X. \r\n\r\nIn the formation of a strategy you must always keep in mind that each subsequent task should get you closer to the X, and it does this by reducing risk and increasing opportunity. SNIPER STORY IF NEEDED.\r\n\r\nIn order to make a decision you have to do three things, first 2: collect the right data, produce actionable information.\r\n\r\n When it comes to collecting, how data is mined both internal and external of your organization , and understanding human factors inside the collection process is paramount. You have to factor the weight of the information and how you calculate has just as much importance as what you calculate. \r\n\r\nWhen you do all correctly actionable information is produced. So what’s the third thing that has to be done? You have to make a decision, but what are you deciding on?\r\nRISK Your deciding on your risk tolerance. \*\*\*\*higher risk - high reward\*\*\*\*. Don’t believe this. you can have low risk and high reward if you design your strategy correctly.\r\nPeople say to me all the time you’re a SEAL you don’t mind risk. I say your crazy… believe me I mind risk. If fact I am risk adverse. It just so happens that In everything I do,\r\n I buy down risk to its lowest possible level, and you would be amazed at the level I can bring it down to. \r\nNumber four is decision science – and I like to call it science because decisions need to be based on data. Not on emotion, not intuition, data. leaders must make decisions stay ahead of things and avoid becoming obsolete. Just because chaos, doesn’t mean you have to join in. As leaders you will experience being pumelled by incoming punches. Don’t just stand there and take it. You fight back and if you don’t have the power to fight back. Move.\r\nMaking decisions is hard, you need to focus on the X, Identify (risk reduction and opportunity) Target the unscripted moves, and Optimize continually as you move.\r\nIn business there are all kinds of tools and software out there to help you make informed decisions. But the most important thing you can do is to be able to break down the data so that you can remove human bias. In the decision process should be constantly asking yourself in my buying down risk in my increasing opportunity or at a minimum in a maintaining and risk level increasing opportunity. When time allows, look at it and say okay we can’t buy down the risk to an acceptable level what do we do. Quit? We can do that because we be breaking number five what can we do. We can train to a different level, we can hire that a different level we can bring in other experts. \r\nQuestion number 1. Is the strategy adopted? Stepping off on a semi-accepted strategy is asking for trouble. To all involved the purpose has to be transparent and adopted. \r\n\r\nTrusted and well informed sources need to be in constant monitoring to ensure the required results are being produced. are still on the path? Off a little bit, ok circle back and check what might have cause it. Leadership issue, our innovative idea had a fault, there was a risk that wasn’t accounted for. \r\n\r\nAs the plan unfolds, it needs to be communicated with accuracy. That doesn’t mean micro managed. In the implementation you want to be looking ahead of your progress.\r\nIt means you have to prep for every step on the path, and be pre-paired to pivot and not be afraid to change. \r\nAnd change management is a whole another issue that we can spend hours on. \r\n\r\nIn a twenty two year career, Twice I was told “make that choice and your career will go nowhere” and twice I made that choice. \r\nWhy did I make a decision, because both times they were wrong. Actually I made the decision because I had a vision of my X, I could see the path, I knew I would see things though in a way that produced result at each step. \r\n\r\nI made those decisions because I saw my own path, not a path to someone else laid out for me. I saw opportunity, to create and grow something that I had passion about and when your passionate about it your going to do everything you can to implement your plan. Entrepreneurs know this, but who doesn’t know it. The people your working with, they are not in your head. So, then go back to that foundation in the leadership. Are you hitting all those blocks. Are you being contextual – who we are why we are doing this. I am not saying this so you go back and be all touchy feely. I have not only lived it, I have studied why the success of certain SEAL teams is so high, and I can tell you there doing all this….And there not chior boys by any means.\r\n\r\nOn the day I retired I can remember sitting on the stage thinking, how did this happen how did I get here, how did 22 years go by like that. I looked up and in the back of the area where we were having my retirement ceremony, there were two soldiers standing in dress uniforms with their working dogs. And in that second I knew why, because I followed my passion.\r\n\r\nIn 2006, I had just arrived at a new team. \r\nThis is the end result of the first time I was told “make that decision and you are stunting your career” \r\n\r\nI witnessed something that once again would change my path. I witnessed a dog save a man’s life. That night I went to my boss and said “I would like to be considered to take over the dog team, I see huge potential for this can be and I want to take our programs at the next level” he said Jeff I’m telling you as a friend you take that job crush your career SEALS aren’t dog guys.\r\n\r\nThis is me one year later with my four-legged partner Balto. Balto and I stay together for three years, and by the end of those three years we more than double the size of our dog team. We made advances in technology and employment that made us in disposable. Suddenly no one want to go anywhere with out a dog in the gang. Following those three years with Balto, I was commissioned as an officer and asked to return as the officer in charge of the entire dog program.\r\n \r\nGetting to X is about leadership, innovation, implementation, and a dedication to see things through. \r\n\r\nIn all the things that I’ve seen and done I have always come back to one question. What’s the X? As SEAL, I have established my X based on my passion for what I was doing, position was never much of concern, because I knew, that if you put your time in the effort toward what your passion is, expertise and the ability to influence will be drastically increased.\r\n\r\nfocus on leading, Innovating, and Implementing to your objective. Every day, focus on the task not the outcome - own the change and shape it to benefit you.\r\n\r\nThis will not happen overnight, but when you walk out that door, you can take the first step, whether it is for you organization or you personally\r\nThis is how you create possible. This is how you achieve things that defy assumptions, forward thinking, put an X out there, and attain it.\r\n\r\nMore stuff:\r\nIn the SEAL Teams there is a saying, whenever we were on target, “Let the situation dictate.” Allowing circumstances to unfold without employing any preconceived biases allowed us to adapt in real time. \r\nIdentify your purpose....\r\n Accept and assess....\r\nRedefine uncertainty. Just because things get a little crazy, that doesn\'t mean you have to join in. We become leaders to deal with things like this.\r\nOver planning can stifle decision-making and lead stakeholders to the point of analysis paralysis simple plans with the preparation to pivot with change fosters speed.\r\ndoubt, indecision, risk aversion or anything that slows your movement is the crossroad of choice.\r\n\r\n\r\nWhat ducks can teach us about leadership.\r\n\r\nI have observed a lot of ducks, and you would be surprised at their great connection with leadership:\r\n\r\nHave you ever heard the saying water off a duck’s back keeps it up alive’s ability to repel water it simply rolls off their back much like good leaders, having resilience to what can harm or distract you from your vision is key to the success of the mission with a vision you’re pursuing.\r\n\r\nDucks are much like an iceberg what you see on the surface not a reflection of what’s happening below. Have you seen a duck moving it is remarkable how from the water line up so smooth like nothing is going on at all. The fact is below the waterline is too little feet working ever so hard pellets body to a given destination. Look at the great leaders you know where they the ones crying about how busy they were think about this and my guess is you will see someone making it look so easy under the surface they are working so very hard to reach their destination. It is having a sense of peacefulness but an incredible capability to move forward using a constant invisible drive. This captures one of the many great traits of a good leader.\r\n\r\nIn order to survive a duck must get its head below the waterline and search for his. Three points from this are, a. Don’t forget the basic needs in life. B. What keeps you healthy is below you. Always be searching for the next star inside your organization. C. remember that you cannot forget what keeps you alive is not seen unless you are willing to dive down and get in the weeds.\r\n\r\nLastly, we are all here because we have been led we have proven a great aspect of the leader already you have to be able to follow great leaders, were once great followers. When you are in the position of leadership, remember this example. Little docs are followers as a break out of their shell they follow whatever they see first dog, a human, mouse, a duck. A leader must be visible and set the standard in the absence of a good leader will follow whatever seems right this is a danger to any organization. You must lead out loud.\r\n\r\nDon’t ever let anyone tell you you cannot do something. I have lived of people saying you can’t you can’t because you’re not strong enough, you can’t because others will dominate you, you can’t because others have failed. \r\nThree things I have personally done to help me overcome any obstacles that lay in front of me.\r\n\r\nOne. Script the critical moves. take things that must be done as part of your daily life and simplify it to its lowest task. Critical moves that are part of your daily life have set outcomes. When you make them standard scripted some say “muscle memory”, your ability to do with change is broadened.\r\n\r\nSet your x daily. Roll out of bed and say it out loud. Write it down. Make a list they work.\r\n\r\nDream and dream big. Surround yourself with like-minded people. Be among or create a culture that breeds capability, knowledge and power to conceptualize, create, and grow.\r\nStandup meetings work, the benefits are time, focus, and when people are standing they tend to use body language which helps keep focus.\r\nRemember you – the elephant – the heard – the path. Good habits clear the path.\r\nWhen the environment is unfamiliar social adaptation takes over.\r\nMicro movements from the crowd are contagious. Small changes in crowd behavior drives change. Where you can try to make small changes in crowd behavior.\r\nThe pragmatic – move quickly – move often – and moved to what works.\r\nLeadership involves emotions in emotion shape actions = good leaders shape the motion\r\nwhy teams work. – Book called the wisdom of teams – People needs the stability, and because they need stability they fear change. The people also to grow and they need to grow that something bigger than them. People want to be unique and different they want to have significance and along.\r\nHow many people have said or have heard someone say “he or she doesn’t give a ship”. My question is did you ask. If they haven’t realized it’s important to you, or you can’t approach them because you’re afraid to ask, than they are missing the personable side of leadership.\r\nLeaders need to be:\r\npersonable – leaders need to project they are truthfully they are. Good leaders have prepped for this and it gives them credibility. The thing is you have to project you truly are, because people can detect. Once you have this moving on to the next trade is easy.\r\nRelational – being able to demonstrate concern and understanding for the ones around you creates trust. Trust is of huge importance in every aspect of what you do and how. When you again that trust people will listen. When people listen it gives weight to the next block in leadership.\r\ncontextual – contextual has many aspects first is about saying we are, how we work together. Giving texture to identity even at the task level creates a sense of ownership and understanding.\r\nInspirational – not only being able to raise expectations optimism and enthusiasm of those around you. Having the ability to see when people need to be inspired is an important attribute. And when you think about having that base layer of being personable, being relational, and giving a sense of community, you are much more likely to be aware when to inspire. Remember that inspiration is about creating higher aspiration for all.\r\nSupportive – providing resources feedback and protection, is creating a system that communicates. When you are supportive create initiative and initiative is one of the key factors in innovation.\r\nResponsibility – modeling ethics and balance tops off the pyramid of a great leader. When you combine all these together, you are creating stewardship. When you are modeling these attributes you are training your leaders. In the best leaders are always looking for their replacement.\r\n\r\nWhy do kids have such creative minds – safety.\r\n\r\nGreat leaders extended team to every last one under his or her charge. Creating security builds a strong team setting security is contagious. Great teams want nothing more than to win one for the team. In this environment self-preservation is gone and you have created an environment of free thought and what comes for free thought is great ideas. Leaders are expected to protect times of danger.\r\n\r\nFive levels of leadership:\r\nrights – the first step is a position leader. The upside is in the right environment they are learning. The downside don’t get the best output position leader.\r\nRelationships – this is the second step in which a position leader starts to become likable but is still lacking the basic principles of the position. This can be a very dangerous point development of a leader. Hang out with the background get that results.\r\n\r\nSetting security – this is where positional leadership takes a turn in the leader is now able to protect against uncertainty because you can trust the relation ships and being personable. This is the point of increase production, capable decisions, becoming contextual.\r\nCreating momentum with inspiration and purpose – this is the point where the leader is creating output through his people by doing two things inspiring in creating a shared sense of purpose.\r\n\r\nThe self licking ice cream cone, – at this point in your leadership you are developing leaders, and they are producing output setting security, and inspiring on their own.\r\n\r\nVision and respect\r\nfor your organization the starting point is critical who you put in the first position given the rights of positional leadership will have direct effect on the speed and productivity through all levels. This is why we recruit. When you again that talent, you must remember where you start that talent has direct impact on the development of him or her as a leader. Expecting level III, when they haven’t experienced levels one and two, would put any leader at a disadvantage\r\n\r\nLeadership\r\nGreat leader never stop actively looking for knowledge. Opportunity consider\r\n \r\nI worry about the future, how can you not? Future is unknown and it always will be. We all have dreams what our future will hold. Later I want to talk about those dreams. But here’s the truth some of us might attain our dreams and some may not. That’s the fact. I had a dream as a young kid using an amazing entrepreneur, I spent 22 years as a Navy seal. When my wife and I got married we dreamed of having kids we dreamed about all the amazing things will be able to do as a family. That dream didn’t turn out exactly like we plan. You see my first daughter injured by a doctor during the delivery. She is quadriplegic, mentally disabled, and is constantly battling seizures.\r\nLeadership is an honor and that honor is given to buy people are willing to follow.\r\nIn my 22 year career as a seal I made bonds that are unbreakable. These are just other seals, the team is much bigger than that. Made up of men and women all kinds of different jobs, many of those jobs my life depended on. From the girl at my parachute to the Intel specialist gave me last minute information as I left in the middle of the night to go to target. I trusted them with my life, why?\r\n\r\nHow many you guys are great how many of you guys are great for your hand. You all great that is the fact. What you are great at may be drastically different from each other, it may be different than what you think you are great at. One of the fastest ways to discover what you are great at is a team. A team is comprised of a group of people or animals together in a common purpose. Teams are especially appropriate for conducting tasks that are high complexity and have many different subtasks.\r\nWho has heard the saying “the whole is greater than the sum of the parts”. This means together as one unit there is a synergistic effect. Synergy the Greek word synergia. In the true meaning is working together.\r\n\r\nOur definition of synergy is the interaction of multiple elements in the system to produce an effect different greater than the sum of the individual effects. Each one of you is great each bring a unique quality is not duplicated any other. That means put five guys like you are playing field that are your clones. You have the power of five. If you have clones on the playing field you’ll have interaction of multiple people what you won’t have is the interaction of multiple elements. Individualism is a good thing, actually individualism is a great thing. Put those five people on the playing field all of which individuals with different talents, different thought processes, different individual traits, you are creating a team more powerful than five.\r\nSo how do you create that synergy? Is it possible to do this by just throwing people together, it may indicate a lot of time, because I believe there’s three things require in order to make a synergistic team.\r\nShared purpose, shared awareness, and dedication.\r\nShared purpose means that as a team we are here to reach a unified X. Together as a team you know that the tasks you have at hand lead to an objective you all want to achieve. As a seal you are crosstrained in every aspect of what might be needed on the battlefield. But every seal also has a specialty, late in my career my became using a dog as a tool. One of my jobs is a dog handler was to ensure that we never get ambushed on our walk into the target. Particularly, I walked out in front of the entire unit sometimes for miles and hours of time clearly and bank I territory and my dog and I cleared the path to ensure we get safely to our main objective. My purpose in that moment is to ensure that my dog is working to the absolute best of his ability in that together we identify any hazards. Why, because I want to get my guys there to complete the bigger mission. And once we’re there it doesn’t stop night want to the next task, and after recall the target secure I want the next task looking for weapons and bombs, and was ready to go home I go to the next task which is clearing the path in the area where the helicopters, is going to come and pick us up. This whole time my shared purpose is my teammates. The safety and the ability of my teammates to do their job was always my number one purpose. And the only way I can provide that is to be focused on my responsibilities. And they would do the exact same, snipers would be the eyes and ears overseen guys on the ground, guiding them as a moved around the target. Salters, the guys who go in the door and clear the rooms have a task to make sure they don’t miss anything hidden doors are false walls, so that when I walked in with the dog to do one of my jobs I was safe. Shared purposes of just one thing, it will be many, is a seal is to get the bad guy because information from him might help to save the life from somebody in some other unit was about to run over an IED tomorrow that this guy will tell us where it is. But we also share the purpose of protecting each other, and making sure that every teammate walks onto the helicopter when it’s all over. We also share the purpose of being honest and that we see somebody doing something that is incorrect, or not to the best of their ability we call it out. Because one of our shared purposes is to be the absolute best what we do. And to be the best everyone on that team has to be a leader.\r\nIn biological psychology, awareness is a humans perception and cognitive reaction to a condition or event. Shared awareness is when you all understand the end goal. Shared awareness is about you understanding as an individual how your actions affect the big picture, even more so how your actions affect the ability of your teammates to do their tasks all focused towards the same X. X and the objective that you’re working on may be just a small part of the bigger picture, and great teams have the ability to be aware of the task at hand while still being aware of how their actions will affect the X. And that’s a very important point always be aware of the needed and state, but focus on the task at hand. Focusing on the outcome will get you nowhere.\r\nDedication is absolutely one of the hardest things to do. And you say that how can be on dedicated dedicated to this team. I’m dedicated to being the best player I can. Dedication doesn’t happen on the playing field, dedication doesn’t happen in the weight room, and dedication certainly doesn’t happen because you say your dedicated. Dedication happens every moment of every day. Dedication is an action. It is something you do. This how you react when your friend says you did something wrong. It’s about you calling something out when you notice it right. Dedication is about making others better so that the sum of the parts stands up to the saying. Dedications about listening, learning, teaching, being truthful, those are all things you do not think.\r\nUse of had a great reputation for the reason that the done all these things that are in the news. That’s what you see. The great reputation may have is because these late these three things. Remember these of big aggressive professional guys. These are the kind of guys it won’t get on the playing field and crush everything they do, and they do it well. What makes them great is understanding what it is and how it is they affect.\r\n\r\nInnovation\r\nI’ll ask you to just look inside your own organization and asked do we have an innovation strategy? Do we need an innovation strategy? And I will challenge anyone that says in my organization we do not need an innovation strategy. Innovation can reduce cost, creates growth and increased internal ability. In todays world you do not have the time to let your competition out innovate.\r\nThe question is where does it come from. The answer is it comes from a lot of places.\r\nLeadership- why\r\nHow many as a kid can remember\r\nImplementation –Is the strategy adopted? Stepping off on a semi-accepted strategy is asking for trouble. To all involved the purpose has to be transparent and adopted. Implementation takes constant monitoring to ensure the required results are being produced.\r\nShaped X is when the outcome falls within a range and the stratregy is designed in such a way that the steps of the strategy are designed to feed you information. and the information you receive will help you refine and shape your out come. Very common practice with entrepreneurs. \r\nMinimum Viable Product. This is when you seed you product into the market at it’s most basic state and let the market decide the feature to add.\r\nLean start-up. Go into your intended market right away and let it shape you.\r\nWild ideas are the catalyst for good leaps in progress.\r\nAll this is done is through an innovation strategy, that uses good leadership, freely shared ideas, and data gathered internal and external. End state: a series of steps where each task reduces or maintains current risk, and creates increased opportunity toward the best and-state. \r\nIn a group, setting it takes leadership to bubble the most innovative ideas to the surface.\r\nHave you created a culture that thinks out loud. Growth can be harnessed internal when you have created a dynamic culture that is not afraid to leap of the path and try something new.\r\nGood ideas create conflict. Conflict is okay in creativity until it shuts people down.\r\nCheck your ego at the door.\r\nSense making – have a wide lens, not trying figure it out in a day.\r\nRelating – get out into the market, talk to users\r\nEnvisioning –\r\nIn innovation celebrate failure, do not be afraid to fail. Keep the cost of failure low by using rapid prototyping\r\nX teams –\r\nInnovation strategy is a key factor in shaping results.\r\nI want different thinking, innovation is growth.\r\n\r\nSEAL Stories - Rescue of Captain Phillips\r\nGo for passion not position!\r\nHow many people can remember at some point in their childhood someone saying to them you can be anything you want in life. How many of heard you can do anything you put your mind to. As a kid I was a dreamer and I can dream big, and I can remember there was a point or other kids were willing to dream with me, building on outlandish ideas, but then something seems to happen is you get a little bit older .more and more you start hearing those words you can’t do that. Personally from my teenage years I can remember being told you’re out of your mind if you think you can do that. You see I never stopped being a dreamer but I did stop dreaming out loud. But something really interesting happened in my early 20s, and in the course over a short period of time, it reversed back to being able to dream out loud again, and my peers dreaming with me. You can do that or we can do that, outweighed you can’t do that 50 to 1. Twice in my career, I have been told “make that choice and your career will go nowhere” and twice I made that choice. \r\nWhy did I make a decision, because both times they were wrong. I made those decisions because I saw my own path not a path to someone else laid out for me. In on my path I saw opportunity, opportunity to create and grow something that I had passion about. On the day I retired I can remember sitting on the stage thinking, how did over two decades go by like that. I looked up and in the back of the area where we were having my retirement ceremony, there were two soldiers standing in dress uniforms with their working dogs. And in that second I knew why, because I follow my passion.\r\nIn 2007 I witnessed something that once again would change my path. I witnessed a dog save man’s life. That night I went to my boss and said “I would like to be considered to take over the dog team, I see huge potential for what this can be and I want to take our programs at the next level” he said Jeff I’m telling you as a friend you take that job and it is going to stop your career.\r\nThis is me one year later with my four-legged partner Balto. Balto and I stay together for three years, and three years later we more than double the size of our dog team. We made advances in technology and employment that made us in disposable. I was commissioned as an officer and asked to return as the officer in charge of the entire dog program.\r\n In all the things that I’ve seen and done I have always come back to one question. What’s my passion? As far back as I can remember I have established my X based on my passion for what I was doing, position was never much of concern because I knew that if you put your time in the effort toward what your passion is, expertise and the ability to influence will be drastically increased.\r\n\r\n\r\n\r\n\r\n\r\nMy 9/11\r\nOn a Monday night I returned to my hotel room feeling pretty good, I had thrown back a few beers with my teammates following some training. We had worked late into the night practicing calling in CASS (close air support) Cass is used when you’re on the ground in a firefight and call-in bonds or bullets from an aircraft above suppress your enemy engaged position. When you work in such small units it is vital that each team member has the ability for the aircraft on the right target sometimes is close in is 300 yards to your own position. If you’re calling Cass most likely things on the ground have already gotten very complicated, so you want to be quite verse in your ability to calmly and accurately get the bomb where you needed to go. There’s not much wiggle room when you’re talking to an aircraft is thousands and thousands of feet above you and only playing 300 feet distance on the ground. We had worked with several different aircraft in order to get our guys qualified and ready for our upcoming deployment overseas. It was sometime very early Tuesday morning when I get back to my room, I missed my wife. Actually, my fiancé at the time, so I called her \*\*\*\*actually that pretty much proves that she was my fiancé, because you can call your fiancé just to chat that one or two in the morning, I don’t think that would fly with my wife. Who was the same girl by the way.\r\n\r\nWe talked briefly, and I listened to her as she gave me finite details on something that she had done for our wedding was coming in the next spring when I returned from my Deployment. Because we were working at night on this trip most of us were sleeping until 10 or 11 each morning before we got up got our workout in and started working sometime late in the afternoon. I went to bed pretty quick after the call phone call with my wife. I woke to someone pounding on my hotel room door just after 8:50 am. I replied to the pounding on the door with a few choice words and was quickly interrupted by my platoon chief, saying through the door, Jeff wake up, turn on your TV.\*\*\*now if you don’t know much about the Navy, I will tell you what she tells you to do something, you do it.\*\*\*\*. I sat on the edge of the bed and watched, still half asleep and not quite clear of what was going on, I watched as the second plane hit. I remember most of the major steps that day, in this new information came in and a as we gained more and more clarity of what was happening, I knew what we were planning to do our upcoming deployment was about to drastically change.\r\n\r\n\r\n\r\n\r\n\r\n\r\n\r\nTargeted X\r\nIn 1991 I was going to college, the year prior I joined the National Guard to help me pay for college. And when you join the National Guard course you go to regular Army boot camp in Fort Benning Georgia. I did not come from a military family. In fact it had been several generations since person in my family had been in the military and growing up and rural Massachusetts it’s not the military mecca of the United States. I discovered quickly I excelled in the military environment. I had an X, and that was get through college and continue being an entrepreneur. At this point in my life I still wasn’t really a great student, I cared more about new adventures than grades, and hanging out with my friends was one of my highest priorities. \r\nOn a Friday night in the fall of 1991, I chased passion, and changed the direction of my personal life and my professional life, this was my first true pursuit of passion in my life, but certainly not the last.\r\n I know that it was a Friday night, I know the name of the girl that I was sitting with on a couch. You don’t forget pivotal moments like this. We were watching the movie Navy SEALs, know the really really bad one with Charlie Sheen. I’d seen this movie before in high school and thought it was pretty cool, but hadn’t had the taste of the military. Now having been through army bootcamp, I saw this movie in a different light. I think it was at that point in the movie where they were jumping out of the aircraft at a ridiculous altitude high enough that they had oxygen because the air was too thin. They had their underwater breathing apparatus stuck to their chest and they were out over the ocean, jumped out of the aircraft freefalled all away down until they were just low enough to deploy their parachutes and land in the water, instantly ditching their parachutes diving underwater swimming underwater always their target. I actually said out loud “I can totally do that” the girl looked over at me and said “you can’t do that” then there was some arguing, I got all jazzed up, and just said I’m going. The next morning I went to the Navy recruiter, said I would like to laterally transfer from the National Guard joined the Navy and become a Navy seal. Even he looked at me like you’re out of your mind you can’t do that. I tell you, the gauntlet kept getting thrown down, and the fuel kept getting thrown on the fire. \r\n\r\nSo you all now know that I became a Navy seal because of a movie and Charlie Sheen. \r\n\r\n\r\n\r\n\r\n\r\n\r\n\r\nTeaching Sniper School\r\nI had the honor of running the SEAL sniper course for two years just a few years after 9/11. This is arguably the hardest shooting school in the world. I had been a sniper in the field for years, and had the opportunity to return and teach while I was waiting for orders to my next command. \r\nI chalk this up as one of my greatest accomplishments for three simple reasons. \r\nOne, I was working with the best and brightest. You don’t just get to go to the sniper course unless you’ve been a seal for a while and a top notch SEAL and you’ve proven yourself to excel above your peers. You have to be humble, proven yourself as an independent thinker and leader, and professional. \r\nTwo, I knew I had an impact, some of the guys that I taught just days after graduating from the school were off to dangerous places where the skills that they learned in our classroom in our in our training fields will save lives.\r\nAnd three, years later I would witness these heroes in action as my teammates and literally watch them employ their skills and save a lives.\r\nThe time I spent teaching was the biggest learning curve in leadership I’ve ever had. What you need to understand, is that these are already accomplished seals, they are my peers, and my teammates. I had watched other instructors abuse their position, and almost looked down at the students. This never made sense to me, and the first time I saw that, I said that was not going to be me. I’m going to teach my friends what I know, what I’ve studied and practiced, and together we are all going to be better. That didn’t mean I wasn’t going to push hard, and expect only the best. On several occasions I let people go because they just were not the caliber we expected. I had to create a environment where I could maximize their attention, and create an atmosphere where ideas were shared and questions were asked. And in a minute I will show you a leadership structure that I think is really fitting to creating this kind of atmosphere. \r\n\r\nIt was several years later and as expected several of the guys who I put the sniper scores are now my teammates. Just a several hours prior to Easter Sunday and I found myself standing on the ramp of an aircraft 6000 feet over the Indian Ocean. My job was to help the jumper in front of me a person strapped to his chest, then jump out after him deploy my parachute within seconds of the exit go through a series of checks to ensure I have a fully functioning parachute and find my to a small boat waiting for me below. Hours later Easter morning, I witnessed several heroes save the life of an American citizen. Capt. Phillips walked onto an American ship because SEALS created there own opportunity X, and took advantage of shaping X. Opportunity came for those who safely got him off that li