Notes taken from the tape
Leadership Secrets of the Rogue Warrior
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1. Richard Marcinko is a 30 year naval veteran who served from Cambodia to several special ops units the most elite of current navy history.

2. Life is a struggle for survival, success or dominance, it is WAR
   a. Not all of us are warriors
   b. All warriors are leaders
   c. WAR \( \Rightarrow \) WE ARE READY
   d. Leadership Concepts:
      i. These will help you learn about your subordinates and yourself.
         (1) If you don’t understand yourself you cannot possibly understand your mission
         (2) If you don’t self you cannot understand the mission
         (3) If you don’t know exactly why you are on that mission then it will fail.
      ii. Problems with politicians and business leaders today is that they stand for nothing.
          (1) They try to be all things to all people
          (2) They think popularity is leadership but popularity is not.
      iii. Leadership is taking a position drawing fire, ducking bullets and then firing back.
          (1) People will follow this
          (2) The path will be hard and you will be a target always for all and visible and thus vulnerable.
          (3) You will be thus subject to Murphy’s Law.
      iv. Preparation is an absolutely critical element of Leadership.
      v. The Core of Leadership however is Belief in a Cause
         (1) Without this you will not inspire others to follow you.
         (2) Personal ambition will motivate us but not others to follow us.
      vi. Being a warrior and leader is not about achieving personal success .
         (1) Success usually comes to the leaders.
         (2) To real leaders it is a secondary gain.
         (3) The real prize is achieving the victory of a true principle such as freedom or prosperity for the many.

3. Personal Leadership CODE
   a. I will test my theories on myself first; I will be my own guinea pig
   b. I will be totally committed to what I believe and I will risk all that I have for these beliefs
   c. I will back my people for taking reasonable risks to help me attain my goals
   d. I will not punish my people for making mistakes but only for not learning from those mistakes
   e. I will not be afraid of taking action for I know that almost any action is better than NO ACTION
      i. Sometimes not acting is the boldest action of all.
   f. I will always make it crystal clear as to what I believe and where I stand
   g. I will always be easy to find, I will be at the center of the battle.

4. Subordinates 10 Commandments of Special Warfare
   a. I will always lead you from the Front not the Rear
      i. This is the old principle of leadership and the most important
      ii. Too many leaders are content to rule with the power of their office instead of their courage.
         (1) Positions are NOT refuges from battle not prizes won for battles already fought.
      iii. Leading from the front means riding at the head of the troops
         (1) You must be physically in front of your people
         (2) Symbolically stay at the front in every battle even if stuck at headquarters.
            (a) Know what they need and make sure they get it.
Communicate with them by PHONE, FAX, and EMAIL as much as possible.

You will have mid level personnel who must rise to leadership in a crisis
(a) Your unit or company will only be as tough as your weakest link so if you
   train all your personnel to lead you will succeed in any crisis.
   (i) Illness
   (ii) Accident
   (iii) Age
(b) Bureaucracy, status hierarchies, and overspecialization of Jobs will destroy
   this ability

Non Managers must be able to manage and leaders must be able and willing to do
the grunt work.

iv. **Leading from the front** gives us the chance to tell if we really have the LEGITIMACY
to lead.
   (1) To acquire legitimacy we must stand for SOMETHING and that Something must
       be more than personal self interest
       (a) principle, ideals, and needs of others.

v. **A Warrior always stands for something GREATER than self**
   (1) The Warrior is always a noble servant for a noble cause
   (2) Survival, Success of a company supporting several families.
   (3) Believing is NOT enough there must be willingness to sacrifice, sweat, and risk
       life for the cause
   (4) This is what gives leaders legitimacy.
   (5) If you lead those with strong independent spirits you can do it only because they
       allow you to be their leader
       (a) You must work for and earn their respect and earn your legitimacy from
           them.

vi. **Leading from the front** demonstrates that you are ready to give to them everything you
ask from them.
   (1) This will motivate those under you to follow and perform well beyond their
   (2) You must LEAD, FOLLOW or GET out of the WAY

b. **I will treat you all alike — just like shit**
   i. Everyone must be treated alike until they prove themselves.
      (1) We must learn to adjust our attitudes toward those who excell.
      (2) You must make people prove themselves in all cases.
         (a) We have decided as a NATION that we are TOO DAMN GOOD to do
             dirty work.
         (b) America is going to end up as the British empire has.
         (c) Neither managers nor workers want to prove their worth.
         (d) Managers are totally self involved and self congratulatory and don’t see
             workers as people at all.
         (e) Managers see workers as cogs in a machine thus workers see managers as
             assholes.
   ii. Loyalty to the company is gone because there is NO loyalty to the worker from the
company.
      (1) When a worker feels like a cog in a machine he does not act as a self reliant,
          responsible, individual
      (2) He acts like a petulant grievous laden DEPENDENT.
      (3) He WANTS and wants and WANTS ultimately to be your child.
(4) You company owes you something when you perform ONLY.

iii. Your status in society is irrelevant and all advancement is based on merit.
   (1) Actions are all that count for advancement
   (2) Having to prove yourself is hard but gives each of us SELF WORTH and empowerment.
   (3) Outlook toward others will change and you will judge people by what they can do not who or what they are.
   (4) This will motivate them and change them too.

c. You will not do anything which I have not done first and thus will be created warriors in my image
   i. NEVER try to lead with "Do as I say not as I do".
   ii. Teamwork is a team with the leader as part of the team not set apart
       (1) When the leader is set apart from the team there is a bureaucracy even small ones don’t function well.
   iii. Commitment from your people will only be given if you as a leader if they know you will do what you ask them to do.
   iv. All great leaders fight for a cause and all subordinates also will fight for the cause NOT for YOU.
       (1) People follow those who fight for a cause they will believe in.
   v. The only possible course of action is to get the team to follow you is to get out in front of them and do what it takes to get the job done yourself.
       (1) This shows the people that what they are doing is important
       (2) Also that you don’t consider yourself better than them.
       (3) Also You now know first hand how hard the job is.
       (4) This will motivate others to do their jobs better and to do another’s job if it is needed.
   vi. Smart leaders look for ways to get onto the production floor and sweat to do hands on work.
       (1) This builds morale faster than any bonus system available.
       (2) This gives gut level satisfaction for doing a thing well and closeness to the product.
   vii. Real leaders never leave behind what he did before but incorporates what he has learned into his new position.

d. I will punish your bodies because the more you sweat in training the less you will bleed in combat.
   i. Employee’s are only your greatest asset if they are well trained.
       (1) They will screw up your mission and ruin your company when you are not looking if they are NOT trained.
       (2) Training must be rigorous and intense so that reality is easier.
       (3) CEO’s don’t demand preparedness nor toughness equal to the world markets today.
   ii. Planning is a key to modern business functions but they are NEVER tested in scenarios of real life time situations to test the variables which Murphy’s Law will bring with it.
       (1) We need know how our competition sees us.
   iii. In war we must be ready to die at all times, not just on the battle field.
       (1) Training must be a risk of death also.
       (2) This will allow us to deal with the REAL time situation despite Murphy.
   iv. Training is the KEY to success and must be emphasized to enable those under you to keep up with the present and future situations.

e. If you hurt in your efforts and suffer painful dings you are doing it right
i. EFFICIENCY is NOT EASE of doing something.
   (1) Doing something easy is NOT doing it EFFICIENTLY.
   (2) EASE is doing something in a way that does not hurt.
   (3) EFFICIENCY means doing something WELL.

ii. People bitch when something hurts but must be taught to recognize that it is an indication that they are pushing themselves to their limits and extending their abilities.

iii. People who learn to endure pain learn about themselves, their limitations and their full extent of their abilities and how to motivate themselves.
   (1) They will become proud of self and others in the team.
   (2) This will develop loyalty in the Team
   (3) Pain in business in mental more than physical and your office should demonstrate mental exhaustion by the end of the day.
   (4) People’s Jobs are protected on the world market by being pushed hard by the LEADER.

iv. There is a Difference between EASE and EFFICIENCY and it must be learned by all in the TEAM.

v. At the point of ULTIMATE Challenge in life, PAIN is your FRIEND and tells you, you are doing it right.

f. You don’t have to like it just do it

i. WE all do things in life we do not want to do, we do them because we know they are necessary.
   (1) We focused not on the pain, distastefulness or discomfort but on the mission and its completion.
   (2) Life is part pain and part pleasure and we cannot avoid either one without missing out on life itself.

ii. If we have learned to welcome a tough challenge in life we already have a strong sense of responsibility and duty, CHARACTER, which makes us ready for command.
   (1) If subordinates see us ready to do things we don’t want to do they will be ready to do things they don’t want to do to complete the mission.

iii. Good things usually hurt.


g. You shall "Keep IT Simple ---------- Stupid"

i. Keep systems small, streamlined and simple.
   (1) The more complex any system or strategy is the more likely it will fail.
      (a) Complex systems fail because of too many components and any one failing will screw up the whole thing.
      (b) Humans can’t understand them easily thus they greatly increase the chance for human error.
      (c) They don’t adapt well to changing situations.
      (d) When the Break down they will not be fixed easily.

ii. Make your organization adjust to your system.
   (1) Use teams of no more than 10 members
   (2) Make the team free to do it’s job in its own way.
   (3) Each teams internal systems should be as simple as possible
   (4) Each team should concentrate on BASICS
   (5) Small teams make your company able to respond to crises quickly and repair malfunctioning systems quickly.

iii. Make the chain of command simple and streamlined.
   (1) Everyone has only one boss.
   (2) Only the most vital issues need be approved by the men at the top of the chain.
   (3) Give people authority and if they abuse it get rid of them.
iv. Constantly stress simplicity and follow your own rules.  
   (1) Demand it from all subordinates  
   (2) Practice it yourself.  
       (a) Keep memo’s short  
       (b) Keep Instructions simple  
       (c) Insist on Short reports FROM managers  
       (d) Don’t speak in technical jargon  
       (e) Don’t bog down in details  
       (f) Make people master the basics  
       (g) Don’t stray too far from CORE business  
       (h) Don’t use more technology than you actually need.  
       (i) Don’t hire permanent people unless you need them.  
       (j) Keep your chain of command as short and simple as possible.

h. You will NEVER ASSUME ------- ASS U ME
   i. True leaders never assume anything.  
   ii. Never assume something is true because all others think it is.  
   iii. Never rely on someone else’s word for how things are, relying on someone else’s reality.  
       (1) Followers rely on assumptions not LEADERS.  
   iv. Assumptions result in a person thinking all others involved are making the same assumption.  
       (1) People rarely agree on the facts and situations.  
       (2) Perceptions are as varied as the perceivers.  
   v. We must get past preconceptions.  
   vi. Let your opponents make assumptions and then try to find out what they are.  
       (1) If you know their assumptions you have captured the element of surprise  
       (2) Surprise determines the rules of engagement, the time, extent, and place of  
            engagement and how extensive it will be.  
   vii. If you must make assumptions you must devise alternative plans to put inot action if the  
     assumptions prove to be false.  
   viii. True leaders have back up plans for back up plans  
ix. Stay flexible and you will win.

i. You are not paid for your methods just for your results, You will kill your enemy by any  
   means available before he kills you.  
   i. When someone is told to do something important and fail EXCUSES are of no use.  
       (1) Focus must be on results not on efforts or methods  
       (2) No one will take responsibility for the overall success or failure of the company.  
       (3) Most people today shun responsibility and refuse to take responsibility for either  
            success or failure.  
           (a) They don’t take the blame for failure even if that means they won’t get  
               credit when it goes right.  
   ii. Leaders must make people feel responsible for success or failure of the entire team  
      (1) If the team succeeds then all should share in that glory and feel like a hero  
      (2) If the team fails then all should feel like a goat  
      (3) If the team fails then they should all be punished  
           (a) This usually occurs with a GOOD ass chewing  
              (i) Tell them what they did wrong and that you hold them responsible  
                  for their failures personally.  
              (ii) After they get the point DROP it totally and forever.  
           (b) DON’T make the people feel like whipped dogs  
      (4) If you inspire personal responsibility in the team then people will not come to you
with excuses for failures but will keep plugging until failure becomes success.
(a) They do whatever it takes to win
(b) They should have a strong sense of right and wrong in order to keep the
environment in the company does not become cutthroat and chaotic
(c) They should not think that the ends always justify the means.
(5) They should know they must play by the rules and still win.
(a) The rules must be FAIR, SENSIBLE and REALISTIC.
   (i) No employee must be favored over another
   (ii) They must fit common sense
   (iii) They must be possible to follow.
(b) Rewards must also be reasonable too.
   (i) They cannot be too large or people will do anything to get results.
   (ii) Use the STICK and CARROT.

iii. Summary:
(1) Reward Success
(2) Punish Failure
(3) Insist on Results and Responsibility
(4) This is what makes a group a team

j. There are NO RULES you will win at all costs.
i. To be a leader you must make your own rules and dictate the rules of engagement
   (1) If you allow the enemy to dictate the rules you will always lose.
   (2) Fair fights are for losers, fights must be stacked for our advantage.
   (3) We must not negate the rules of common decency

ii. We must as leaders follow a High Honor Code and follow principles
   (1) This will keep the team cohesive
   (2) This will keep the teams loyal to the cause and to you.
   (3) We can be true to principles and still make our own rules.
      (a) We can’t get stuck in the rut of doing what all others are doing because it
          is the path of least resistance.
      (b) WE must innovate, create and improvise
      (c) We must be willing to do what it takes to win.
      (d) We must do what we can to avoid predictable stale patterns of function
      (e) When predictable patterns occur people go on automatic pilot and the
          enemy knows what to expect all the time.
   (4) To Break out of following everyone else’s rules is to create situations where you
       and your people have to be creative to win.
      (a) Create NO OPTION OPTIONS, force situations where once you begin you
          cannot stop but must continue to success.
      (b) We must as leaders go where no one has gone before.
      (c) We must take the point do what it takes to win.

5. Six questions for each morning
a. What drives me on
   i. To find my limits and extend them.
      (1) lead from the front and explore new areas.
      (2) Every internal limitation is created by our minds
      (3) NO realistic goal is impossible to achieve unless we convince ourselves it is
          impossible.
      (4) Ignore Pain, Punish self in training, and keep tactics simple we can do the
          impossible.
b. Was I always this way
   i. Every new day, challenge, and team changes me.
   ii. Stagnation allows us to die a thousand deaths
   iii. To change in a positive way we must know who we are.
      (1) Accept responsibility for others and place your life in their hands and when you understand your own character and personality you can change constructively.
   iv. As missions and teams change you find the full spectrum of your character.
      (1) Sometimes it is likable and sometimes not.
      (2) If you don’t like what you see it hurts and that is good as if it hurts it tells you, you are being honest, and tells you to change something.
   v. If you don’t change a little on each mission then you are just going through the motions

c. What will satisfy me
   i. Total satisfaction must be when we merge our actions with our potential.
   ii. Reality is that Discipline is an everyday process to enable us to accomplish the days mission.
   iii. Self satisfied people who don’t work to their maximum abilities are disgusting.
   iv. We all face the risk of stagnation daily and must continue to challenge ourselves daily.
      (1) It is hard but not impossible.
   v. Our battles will never end.

d. Do I ever recognize defeat
   i. NO
   ii. Not in the way most recognize defeat
      (1) DE = to go from
      (2) Feat = Accomplishment
      (3) At times we must go away from what we wanted to accomplished but that is because of being side tracked not vanquished.
   iii. Defeat implies that the person is overcome by an outside force but that is NOT usually the case, usually it is because we defeat ourselves.
      (1) Loss is usually because of insufficient punishment in training.
      (2) You must focus on victory and own up to this fact in order to avoid a second failure.
      (3) If you earn up to the fact that you did not train well enough and did not focus your whole being on victory and face it you will be able to retain the respect and loyalty of your people and go on to victory the second time.
   iv. To a warrior defeat is a temporary condition, set your course and blow the obstacles out of the water.

e. How can I turn todays negatives into positives
   i. Negative and Positive are just labels and most often used inaccurately.
      (1) Labeling things as negative and positive is usually a reference to past experiences
      (2) Past Negatives may not be current negatives.
      (3) Missions change and thus negatives and positives also change, FOCUS must be on the future.
      (4) Everything changes and we must change with them in order to avoid becoming an "Old FART" on the sidelines
   ii. Something which is truly negative and has hurt me and helped my enemy must not be dwelt upon and must be turned around to become useful
      (1) Damage must not be dwelt upon.
      (2) Even in disaster something can be salvaged
      (3) Something can always learned
(4) Things learned from minor problems often later can prevent major disasters.
(5) When the enemy totally succeeds in attaining his goal that can also be used as a learning experience, observing his success and copying it for our own use but do it better.
(6) When faced with a totally negative situation where nothing can be salvaged and nothing can be learned it can be used for motivation as a challenge to pride.

f. What is my ultimate goal
i. As a leader you must know what you want and how you plan to get it.
   (1) In military the goal is survival.
   (2) It is OFTEN Not easily achieved.
   (3) By focusing you can learn to be a survivor.
ii. Survival teaches us that it is often as not the enemy who jeopardizes one's life or situation but the allies who put us in harms way by illogical rules, bad tactics, unreliable weapons and equipment.
   (1) There must be a degree of freedom to act in order to set up logical rules and guidelines.
iii. We must take responsibility, show initiative and survive.
   (1) Old thinking must be disregarded to some degree
iv. We must retain sight of the ultimate goal we have in all things.
v. Most often it is not the competitor who is the threat but our associate in the next office.
   (1) SURVIVAL of the fittest is the only true rule.
vi. Competitors are willing to do anything to beat you.
   (1) You must know what it is that they think, what they value, what they expect and what they know about you.
   (2) You must be more motivated than anyone who stands between you and success.
vii. You must attack Competitors in surprising ways which will even surprise you:
   (1) When they ambush you
   (2) Laziness in your subordinates
   (3) Self Imposed internal limitations
   (4) Each day with VIGOR, optimism, and profound belief in a personal cause
   (5) Hated Jobs with More enthusiasm than the ones you love.
   (6) Training with Joy and Devotion