

**Sunnyvale Department of Public Safety
Training Conference**

PART 1 - EXTREME OWNERSHIP



- I. Introduction/Registration
 - A. Registration
 - B. Introduction of instructor
 - C. Outline of course
 - 1. Course objectives
- II. The Battle of Ramadi
 - A. Historical Overview
 - B. U.S. actions & objectives
 - 1. Insurgent occupation, responses & tactics
 - 2. Civilian Issues/Hardships
 - 3. Civilian post-battle benefits
- III. Laws of Leadership
 - A. Combat Leadership
 - 1. Decisiveness & Uncertainty
 - B. Leadership Styles
 - 1. Responsibilities of Leadership
 - 2. Consequences of Poor Leadership
- IV. Dynamic Leadership
 - A. Leadership Under Stress
 - 1. Decision Making Under Stress
 - B. Decentralized Command
 - C. Leading up and Down the Chain of Command
 - D. Detachment
- V. Discipline Equals Freedom
 - A. The Dichotomy of Leadership

B. Plan

1. Prioritize and Execute
2. Lead and Win

VI. Immediate Action Drills

A. Scenario Based Training Discussion

B. "What, if..." Questions/Discussions

C. Tools to bring back to your organization & immediate implementation

1. Discipline
2. Believe
3. Check the ego

VII. Q&A and Discussion/Evaluations

PART 2 - Dichotomy of Leadership Expanded Course Outline

- I. 0800-0900 Introduction/Registration
 - A. Registration
 - B. Introduction of Instructor
 - C. Outline of course
 - 1. Course objectives
- II. 0900-1030 Review of Extreme Ownership
 - A. Laws of Leadership
 - 1. Leadership Styles
 - B. Dynamic Leadership
 - 1. Leadership Up and Down the Chain of Command
 - C. Discipline equals Freedom
 - 1. Prioritize and Execute
 - 2. Lead and Win
- III. 1030-1200 Balancing People
 - A. The Ultimate Dichotomy
 - 1. Own it All, but Empower Others
 - 2. Limitless Dichotomies in Leadership
 - B. Resolute, but Not Overbearing
 - 1. Taking Care of Your People
 - 2. "Get rid of the Patches"
- IV. 1300-1430 Balancing the Mission
 - A. Train Hard, but Train Smart

1. Train, Mentor and Pass on Lessons Learned
 - B. Aggressive, Not Reckless
 1. "VIETRAM"- MC-1 AOC, NE or Ramadi Iraq 2006
 2. "Aggressive", Means Proactive
 - C. Disciplined, Not Rigid
 1. Procedures Must be Balanced
 2. Too Much...Inhibits Initiative
- V. 1430- 1530 Balancing Yourself
- A. A Leader and a Follower
 - B. Plan, but Don't Overplan
 1. Prepare for Contingencies
 2. Overplan, Overwhelm, Overcomplicate
 - C. Humble, Not Passive
 1. Humility in Leadership
 2. Represent Team, Voice Concerns, Provide Feedback
 - D. Focused, but Detached
 1. Understanding Details vs. being Overwhelmed by Details
- VI. 15300-1630 Immediate Action Drills
- A. Tools to bring back to your organization & immediate implementation
 1. Ethical Decision Making
 2. Prioritizing Goals of Organization Over Personal Gain
 - B. "What, if..." Questions/Discussions
- VII. 1630-1730 Discussion and Evaluations