

# Book Notes

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ZERO DOLLARS

## LEADERS EAT LAST

By SIMON SINEK

The foreword of the book starts with a story that when Marines in the U.S military gather to eat, the junior ones are served first and the senior ones are served last and the principle behind this is that **the true price of leadership is to place the needs of the team before oneself**. The book is divided into eight parts, each describing an idea behind leadership with stories to back up each idea. The first part of the book describes the principle "The need to feel safe". The first chapter of the book describes a story of bravery in which a pilot named Johnny Bravo risks his life so that other members of his team may survive. He did not look for benefits or rewards, it was a matter of culture of the military organization where people look out for another regardless of their seniority. A key principle an organization can achieve this is through empathy. The second chapter starts with a story about a CEO named Bob Chapman who buys companies in distress and turns them around. His latest acquisition was a company named HayssenSandiacre. Barry-Wehmiller did not rely on analysts and strategies but he simply sits down with the employees and listens to what they say. **He injected empathy and trust into the organization by removing all payphones and removing locked cages such that any employee could use spare parts as they liked and this instilled a new sense that the management now trusts its employees**. The company culture had greatly changed, and it felt more like family where people stepped up for each other when fellow colleagues felt sick. **A key insight in the second chapter is to realize that every employee is someone's son or daughter and that people in the leadership are responsible for the employee's lives**. Once that sense is brought into the company, people are proud of it and will protect the company like their own. The third chapter is about how remarkable teams come together to protect each other. In the Spartan Army, it was excused when people lost their helmets or breast plates, but loss of shield is punished because the shield is for the protection of the whole line. The responsibility of a leader is to create something called "The Circle of Safety". **Circle of Safety creates a sense of safety and responsibility thereby leading to collaboration, trust and innovation**. If it's not established, then this leads to bureaucracy, pressures and threats. Leaders need to feel safe as well and that is the responsibility of the others to take care of them as well. The fourth chapter starts with the results of a study about how the degree of control the employees thought they had over their work had a direct impact on their stress levels, not the level of hierarchy they were placed in. Children's well-being is not affected by the number of hours

their parents put in at work, but the mood they come home in. So, if you don't like your work, don't go home suggests the author.

With chapter five starts part two of the book called "powerful forces". Human beings survived because we were cooperative, everything about our body is designed to survive: happiness, sadness, joy and negative feelings. Endorphins, dopamine, serotonin and oxytocin contribute to happy feelings. The first two are selfish and the last two are selfless chemicals helping humans survive. Chapter six goes into details about these chemicals. Endorphins mask physical pain and that's what makes humans incredible endurance machines. Dopamine makes us a goal oriented species, it gives you a feeling of accomplishment and pushes you to do more. A good vision statement is something that we can see through the mind's eye. An example of Martin Luther King's speech is quoted as an example. If we can see what we want to achieve, we will more likely achieve it thanks to Dopamine. Dopamine is highly addictive: Cocaine, nicotine, alcohol, gambling and social media release dopamine. If you crave a drink first thing in the morning, then you are an alcoholic, if you check your phone, then you show signs of addiction: dopamine addiction comes with a high cost as well. Endorphins and dopamine work together to ensure our survival. Oxytocin and Serotonin encourage bonding and social behavior with other humans. Selfless chemicals help keep the Circle of Safety strong. Cooperation with others increases Oxytocin and Serotonin levels thereby decreasing stress levels and increasing trust. Serotonin leads to the feeling of pride. As social animals, we humans want the approval of our tribe: we want more views and likes from our group thereby increasing our sense of confidence. Take the example of running in a marathon where when friends and family come to cheer you on, the serotonin levels increase thereby giving you a feeling that you are running for them too. Those who work the hardest to help others succeed would be recognized as the leader of the group. Oxytocin causes the feeling of love or deep trust. Oxytocin is long lasting and not instant like dopamine. Oxytocin leads to stable long term relationships. Children who are deprived of Oxytocin, have trouble developing relationships later in life. Chapter 7 talks about Cortisol, wherein he equates humans to Gazelles escaping from a common threat in the wild. In modern life, a commonly occurring scenario is the talk of layoffs leading to heightened sense of anxiety increasing cortisol circulating in the body. Cortisol is not meant to stay in our bodies for long and it's meant only for instant threats, and it can cost long lasting damage otherwise. When we are unsupported in an organization, it leads to build up of cortisol leading to stress. Cortisol inhibits release of oxytocin. Cortisol can have real long term negative health effects whereas oxytocin enhances immunity. You can see increase in heart attacks in the United States and that is no

coincidence. **A safe and healthy work environment where the incentive structure does not pit us against one another leads to increased trust and cooperation.** The chapter continues on with a story of a company called Next Jump which introduced a policy of Lifetime Employment. Costly mistakes are not punished, instead they get coached. This policy led to more openness, increasing cooperation and also increase in revenues. Engineers did not leave the company even after receiving higher salaries and bonuses from competing companies. The turnover rate of the company is now just one percent. **Human beings remain loyal and do their work with passion in healthy work environments.** A culture where selfless chemicals can flow leads to stability and long term benefits. Chapter eight describes how humans are organized in hierarchies as a matter of survival strategy. The leaders or the alphas are given perks that are not afforded to others. It describes how the human society can never be equal and it's due to this inequality that we always try to improve our social standing. Companies are also organized in such a way. It is only when the leaders don't uphold their social contract that they are not liked by the society. When leaders put their self interest above the interests of the group, they are loathed. **True leaders are willing to sacrifice their self interest in the interest of their group and are rewarded by the organization when they truly do so.** In 2008, when the financial crisis hit, Barry-Wehmiller, the company of Bob Chapman was also hit with fall in sales, and there was talk of layoffs. However, Chapman refused to consider layoffs, and created a scheme where every employee including the CEO would have to take four weeks of unpaid leave off. People who could afford it helped people who could not afford it. This led to an overwhelming feeling of gratitude across the organization. The leaders fulfilled their responsibility, that is to protect the group and place the interests of the group before anything else. It is the responsibility of the leaders to create an environment in which all chemicals are in balance. An unbalance can lead to short term gains or no ambition at all. When the balance is created there is harmony and leads to courage, inspiration, foresight, creativity and innovation resulting in supernatural results.

The next part of the book (called "Reality") starts with a story about how an experienced air traffic controller brakes an important rule during a dangerous air traffic situation resulting in lives of 126 souls being saved. A strong organization is willing to trust its people and give them the freedom to break the rules when needed. The responsibility of a leaders is to enable the people of the organization to gain competence and improve their confidence which can lead to them taking their own decisions. **Good leaders relinquish control and let their people make decisions.** The next chapter compares humans to snowmobiles in a desert. Humans are designed to operate in snow, but we are operating in a desert. The snowmobile still works, but not as efficiently as one would expect. Trust is the lubrication to the snowmobile and optimizes performance. Our neocortex is designed to help us get things done, while our limbic brain is responsible for cooperation. Trust and cooperation come from chemicals released by our limbic brain and it takes a lot of work before an employee can feel it. This chapter

prepares us for the next part of the book which describes how humans got ourselves to the desert in the first place.

Part four of the book (called "How we got there") starts with the description of the wealth boom in the US in 1920s caused by the spread of new technologies and media. With the arrival of movies and radio, celebrity status was something people were aspiring to achieve and fame became a new way to achieve alpha status. New jobs and in-turn wealth was created and the United States transitioned into a full fledged consumerist society. This exponential wealth growth was finally corrected in 1929, also called as the "Black Tuesday", followed by a period where the market lost ninety percent of its value. Those born during the 1920s were brought up in the most challenging times of the American history. Unlike their parents, they did not enjoy the excesses their parents enjoyed, and right after the economic depression followed the second world war. The size of the American Army was 16 million, around 12 percent of the population which much bigger than it is today. Everyone selflessly contributed to the war efforts as they believed in a purpose bigger than themselves. After the war ended, people brought with them the same selfless values into the companies they worked for. This period was followed by a period of Baby Boom in the United States and it lasted till 1964. These boomers were brought up in a period where wealth grew up at a steady pace. Boomers rebelled against the evils of the generation like discrimination against women and minorities. They also rejected their parent's ideals in the search for material wealth and instead focused on protecting individualism. As these boomers grew up, they started up taking more important roles in the society and policies were drafted that focused on individual happiness than those around them. This generation grew up during times of the Vietnam War, a presidential crisis and oil crisis thereby cementing beliefs like the government can't be trusted and one needs to look out for oneself. Protectionist policies were drafted that focused on guarding the rising individual wealth than to share the wealth for common purposes. Due to this demographic bulge, the voices of the previous generation was not heard, and no checks and balances were put in place and a complete societal shift had started. The next chapter starts with describing the roaring 80s where more technologies like Macs and PCs were developed that increased the drive for individualism. Products were easily disposable, including cameras and PCs, and this was a sign of excess. Another fact was that it was not only consumables that were viewed as disposable, it was also people. The author goes on to describe an event in the 1980s where President Reagan fired more than 11,000 Air traffic Controllers. This event set a precedent for the organizations to use draconian measures to protect their commercial interests. Financial interests were put in front of the interests of the people and these had long term repercussions for the society as a whole. Short term thinking replaced long term thinking and selfishness was put in front of selflessness. Organizations hired more financial analysts that undermined projects designed for the long term benefit of the organization. After the boomers took over there were three stock market crashes: one in 1987, the dotcom burst in 2000, followed by the financial crisis in 2008. When we have less,

we tend to share more of what we have, like in the case of a Bedouin tribe or a Mongolian family. This is because there is an understanding that survival of the tribe depends on sharing. Currently, dopamine driven performance is rewarded that compromise the serotonin and oxytocin chemicals which drive loyalty and trust. Currently there is an abundance of everything and abundance short circuits our systems. The author argues that abundance causes abstraction in which people are seen as customers, stakeholders, shareholders. The human being has gone virtual and we are strangers to each other. The author argues that this can be deadly to the society and sets up for the next part of the book.

Part five of the book (called "The Abstract Challenge") starts with an example of how the entire German society wilfully turned a blind eye to the crimes committed by the state. Many leaders would say to their future generations that they were "just following orders". A Yale psychologist named Stanley Milgram wanted to understand if humans were really capable of doing things that went against their moral code just because someone superior to them told them to do so. So, he designed an experiment in which there were two people, one was a student and the other was a teacher. The student was actually another scientist from Milgram's group and the teacher was actually those who volunteered for the experiment, recruited from a newspaper ad. Those who played the role of a teacher was actually offered the illusion of choice as to whether they could be a student or a teacher (while teacher was the only option available to them). Each volunteer was told to administer shocks of varying degrees (from mild to severely painful and potentially dangerous) if the students refused to answer or gave the wrong answer to a question. The teachers were correspondingly administered an extremely mild shock so that they knew what it felt like. There were 160 volunteers in total and four variations of the experiment with 40 volunteers were each variation. In one variation, the student sat right next to the teacher and was asked to place the student's hand to administer the shock, in the second variation, the student was in the room with the teacher and could see the reactions, in the third variation, the student was in a separate room, but could see the student's reaction, and then in the final variation, they were in a completely separate room where they could only not see or hear the reactions of the students. As expected, all volunteers expressed concern, and whenever the levels of shocks increased and the volunteers were asked to keep going on with the scientists saying in a cold voice, "The experiment must go on". If any other form of protest was expressed, the experiment would immediately end. The results of the experiment were quite shocking: those volunteers who had to physically place the student's hand, 70 percent quit the experiment, for the volunteers who were in the same room, 60 percent quit and for those who could not see or hear, only 35 percent quit. At the end of the experiment, the teachers were shown that the students were not harmed in any way, some felt responsible and some went all the way to blame the scientists. Those who refused to participate in the experiment felt accountable to a greater moral imperative. The author uses this experiment as an example of how abstraction is also applied in the modern capitalistic society where companies abstract

themselves from human beings through numbers and physical distance between us and those who buy our products. The next chapters explain case of a company called Peanut Corporation of America knowingly shipped products containing salmonella to meet targets. This is stated as an example where numerical abstraction of customers leads to leaders making wrong decisions. Leaders of these companies like Milgram's subjects pass on responsibility with reasons like "providing shareholder value", "fulfilling our fiduciary duty" or "within the law". The author goes on to explain how Apple used a loop hole in the Irish and American tax codes to skip paying 74 billion dollars in tax. The reasoning they say is that they are acting according to law and continue exploiting loop holes until the legislators catch up. Another example of how the Titanic was equipped with way less lifeboats than the amount of passengers as it was allowed by the law of the times. Moral characteristics are not determined by law but everyone feels them. The author argues that this kind of immoral behavior is caused due to abstraction of humans. The next chapter explains two news stories: one about the war in Syria and the other about an accident to a girl in California. He argues that the California story evokes a stronger sense of emotion and the reason is that in the first case numbers are used and that reduces the meaning associated with the story. The same abstraction is applied during layoffs when they no longer represent people having families, but targets to meet. **The first rule of managing abstraction is to keep things real and bring people together in real spaces instead of the virtual world.** Relationships formed over the internet lead to abstraction without contact in the real world. Trust is not formed over a screen but in real world. The second rule of managing abstraction is to obey Dunbar's rule. Professor Dunbar of Oxford university figured out that people cannot maintain more than 150 relationships. This can be traced back to periods where homo-sapiens lived in hunter/gatherer tribes of 150. When a leader is able to personally know everyone, the responsibility becomes personal. The author uses examples of successful organizations that adhered to this rule and also an unsuccessful one that did not adhere to this rule. The third rule to manage abstraction is to meet the people you are working for or helping. The author uses an example of an experimental fundraising study wherein the fundraising group which met the beneficiaries vastly outperforms the one that did not meet the beneficiaries. This is because humans would like to see real tangible impact of their work. **The fourth rule to manage abstraction is to give people time instead of money.** Money is an abstraction that means almost nothing to our primitive brains. People tend to trust leaders who spend their time and energy instead of the leaders that give bonuses on reaching a target. The fifth rule to manage abstraction is to follow the rule of seven days and seven years. In a dopamine fueled world, forming trust worthy relationship takes time and the author hypothesis that take longer than seven days and lesser than seven year. In the final chapter of this part of the book, the author explains that human beings lived in periods of scarcity for a major portion of history until recently. This has lead to destructive abundance where companies lobby legislators to suit their selfish interests. This leads to loss of integrity and this is the subject for the next

part of the book.

The next part of the book (called "Destructive Abundance") starts with a leadership lesson about how the culture shapes the value of a company. There is a story about how Goldman Sachs which started in the 1970s had a very good reputation and this started sliding after the 90s. This can be correlated with the cultural changes in the company brought about after 1990s. In the initial days of Goldman Sachs, character was more important than academic standards when it came to hiring. People who joined the company were expected to put the needs of the firm above their own. From the 90s, the company started embracing a new kind of aggressive trader. Academic degrees and prior success were now the new standards for hiring. The company was more targeted on short term targets. People were encouraged to maximize individual wealth and status in opposition to the firm's and the client's long term advantages. After 1990s, the company started embracing the concept of layoffs. The company's reputation reached a new low after the 2008 crisis where huge bonuses were given to its executives after a government bailout. The culture had changed from serotonin driven one to a dopamine driven one. This was also confirmed Greg Smith, an executive director at Goldman Sachs after his resignation wrote: "If you make enough money for the firm (and are not currently an ax murderer), you will be promoted to a position of influence." For the case of a positive example, the author goes on to explain the story of the Mumbai 2008 terror attacks in the Taj Mahal palace hotel, where the employees of the hotel risked their own lives to protect the lives of their guests. In both cases, it was the leadership that had promoted these cultures. In summary, **So goes the culture, so goes the company.** Citi Bank is also cited as an example of how negative culture had led to a financial downfall. 3M is cited as a positive example of a company where a culture of sharing has led to enormous success of the organization. Post-it is shared as an example of a product that was a result of innovation that resulted from sharing each other's inventions. No ideas are thrown away and more than 80 percent of 3M's patents have more than one inventor. 3M encouraged a cross pollination of ideas resulting in innovative products that no one even would have thought about. This does not mean 3M does not have problems, but the company consciously tries to foster a culture of sharing and collaboration. The next chapter starts with stories of how dictatorships create culture of paranoia and mistrusts in both countries and organizations. Stanley O'Neal's story as CEO of Merrill Lynch is cited as example of how the desire for control and authority can lead to downfall of an organization. Authoritarian Leaders create layers of abstraction leading to paranoia in-turn leading to eventual collapse. David Marquet of the U.S.Navy is cited as a positive example. Marquet realized that top-down cultures can cause devastating results when he was captaining a US submarine Santa Fe. He realized that he needed to trust his bottom ranked crew to obtain the best results for a crew. He needed to relinquish control because it's the people in the bottom that had all the information and not the ones in the top. It's a leaders job to ensure that all the members of his team are well trained for the job. He banned the word "permission" and replaced it with "intent". Words like

"Sir, I request permission to submerge the ship" were changed to "Sir, I intend to submerge the ship". Great leaders share information and knowledge and reveal their gaps in knowledge. In organizations where circle of safety is preserved, mistakes are not something to be feared and people don't hide mistakes for the sake of self preservation. Leaders like Captain Marquet resist their instinct to take control. Captain Marquet explains that **the goal of a leader is not to give orders but provide direction and intent and let others figure out how to get there.** When more energy is transferred from the top to those who are actually doing the job, the more powerful the organization becomes. This is the second leadership lesson: **So goes the leader, so goes the culture.** The next chapter starts with a story about how integrity is one of the most important character traits that is taken very seriously at the Marine Corps. People need to take responsibility at the moment they are doing their actions, not when they are caught. Leadership is about integrity, honesty and accountability. True leaders never with hold information to advance their own interests. Integrity is when our words and deeds are consistent with our actions and intent. Michael Duke of Walmart is cited as a negative example of where words did not match actions. In 2011, the metrics for calculating bonus for the CEO was changed and was made a lot more flexible while it remained the same for the average employee. Average employees were given a much smaller bonus as a percentage of their salary while the senior executives were paid huge bonuses. Ralph Lauren is cited as a positive example where the organization voluntarily revealed a misdoing in customs on discovery even though the organization ended up paying huge sums of money in fines. Bank of America is cited as a negative example of how the bank tried to force upon customers a usage fee for debit card usage and reverted the decision on backlash. They clearly did not listen to the customer before making the decision but only after there was money leaving their accounts. This is the third leadership lesson of the book: **"Integrity matters"**. The next chapter describes how the political situation had changed in Washington over the past years where Democrats and Republicans did not look at each other as enemies but got things done by working together even when they had disagreements. People of both parties met together outside work for social gatherings and they say each other as friends. This changed after a man named Gingrich took control. Representatives from both parties spent time raising funds in their own districts instead of meeting each other. This led to polarization of the party members over time. This can also be seen in recent trends where the "good guys" are leaving politics and the trust of the U.S. public on the Congress is at all time low. U.S.Congress is increasingly passing lower number of bills. As a positive example, Representatives Sandlin and Goodlatte are cited as examples of how members of two parties can work together to get things done, sometimes even going against the party line. It is important to bring people together and let them know each other so that cooperation would eventually happen. This is the fourth leadership lesson: **Friends matter.** In 1940s, corporations in the U.S had a broad social value until the 1970s where a series of crisis' led to economists looking for a simple metric to measure the performance of a

company and they found something called shareholder value. Jack Welch, the CEO of GE is cited as an example used this metric as a guiding principle and put profit of the company before the people. The author says that the company did grow at this time, but it was because the economy as a whole was doing well but not because of his leadership. Great companies are able to perform well even through the hard times and GE does not perform well in that regard. Great leaders leave a legacy of lasting systems that do well even after their departure like the founding fathers of the United States. A study by Dr. Natalia Lorinkova concludes that **teams led directive leaders initially outperform teams lead by empowering leaders, but in the long run, the teams led by empowering leaders perform well due to greater learning and team development.** Through the 1980s, many companies used people as a dispensable resource to meet shareholder value and quarterly requirements. **There is a growing amount of evidence that show that organizations that tend to have goals other than maximizing shareholder value are more successful at maximizing it.** The author goes on to cite the example of oil spill in the Gulf of Mexico due to cutting of corners on safety practices by BP as an example of how blindly focusing on profits and share holder value lead to devastating consequences for both the shareholders and the society as a whole. The rise of shareholder primacy has led to leaders taking shortcuts focusing on short term benefits over long term value. AS a positive example of how long term leadership and empathy can lead to huge shareholder value, the author cites the example of James Sinegal, co-founder of Costco. Sinegal believed that if the company treated it's employees well, the employees would reciprocate the same leading to trust and cooperation. The author says that this approach leads to better value for shareholder, if you had invested in GE and Costco in January of 1968, then as of October 2013, you would have made 600 percent on GE and nearly 1200 in Costco. The impact of leadership is best judge over a longer period of time, not a few months or years. Sinegal believed in building an organization that will be there for fifty years from now. Even during 2009, Costco announced a wage increase and did not use layoffs as a first resort. Costco did have layoffs, but used them as a last resort, not the first one. The author suggests leaders who see profit as a fuel for their cultures will outlast the ones focused on dopamine driven metrics. This is the fifth leadership lesson: **Lead the people, not the numbers.**

The next part of the book (called "A society of addicts") starts with the story of how a disease that devastated Europe and America in the late 18th and early 19th centuries. The disease was called Black Death of Childbed and it killed almost 70 to 80 percent of the women giving birth in hospitals. It was the age of enlightenment and the hospitals were trying to convince people that hospital care was far superior to home care. Physicians tried to come up with all kind of theories to explain this disease but they failed to consider themselves. At that time, Dr. Oliver Wenell Holmes wrote an essay that surgeons did not properly wash their hands or sterilize their instruments. This essay stirred a controversy and came under attack. It took twelve years before his findings were accepted. Similar to the doctors , we too need to look inside ourselves to

solve our problems. The author goes onto explain a case about how AOL tried to increase the number of people subscribing to the service. There were two teams in the company, one trying to increase subscription and the other trying to retain the users. While one group exceeded the metrics set for the team, the group meant to retain customers did not fare well. This is an example of how systems that incentivize metrics don't always do good for the company in the long run. The author goes onto explain how Federal Communications committee regulated the number of licenses it gave to broadcast in a public spectrum. News was then about serving public interests instead of private commercial interests. After the coverage of Iran hostage crisis became instantly popular, a new chairman was appointment to FCC named Mark Fowler. The regulations were removed and news was no longer about public interest but about profit. News channels could polarize the public or do whatever they wished for the sake of business. Similar to this event, after the great depression in 1929, Congress passed the Glass-Steagall Act, also known as the Banking Act so that future generations don't go through similar financial upheavals. However, this act was repelled in 1999 leading to the removal of checks and balances that eventually led to the financial crisis almost a decade later. The next generation were brought up by the boomer generation where individual advancement and profitability was the core. Millennial employees are often criticized by their employers as having no patience and having a sense of entitlement. Employers often complain that millennial employees make unreasonable demands like premature promotions and custom schedules. Employers also feel that millennial employees, also simply quit when they don't get what they want. Millennial's also complain about their employers that they don't get enough appreciation for their work and don't get career fulfilment they are looking for. Some of the Millennial's were brought by parents who were sometimes too involved in their children's lives. They were not equipped to handle failures. The entitlement they have is actually a mismatch between their expectations and reality. Their parents can no longer help them with promotions or they are not showered with praise as they expect. Advanced technology actually makes things worse for them. The generation is more distracted then ever. Many millennial's think that the can multi-tasking while brain researches don't think multitasking actually does not exist. Many don't realize that multitasking comes with a price and it actually slows us down. There has been a spike of people with ADHD. People are starting to get anxious if they don't have their phones with them. These devices and social media networking cause dopamine hits that are dangerous to the growing teenage brain. Children are increasingly turning to their devices when they are stressed instead of seeking a person for support. Millennial's also lack the patience to stick to a cause. They skip from one cause to another while not having real impact. The ice bucket challenge is cited as an example of cause where the donations went up for one year, but in the subsequent years, the donations had come down to the years preceding the original campaign. Many can't see the mountain that is needed for an everlasting societal change. The author says that as a result of this, depression and suicide prevalence rates have increased among college students. For this to change,

millennial's need to take personal accountability, switch off their devices and engage in real face-face human interactions. That is the only way by which we can make the most of the unique skills many millennial's bring to the table. Only then can the millennial's feel fulfilled.

The last part of the book ("Becoming a leader") starts with an explanation on how Alcohol Anonymous (AA) has successfully helped people overcome addiction of alcohol. We need to first admit that there is a problem. Civilizations don't collapse from external threats but from internal dangers. Similar to alcohol addiction, we as a civilization are addicted to performance and this comes at a significant cost to health and relationships. AA has a twelve step process to overcoming addiction and most of the alcoholics don't obtain sobriety until they complete Step 12 which is helping others overcome this addiction. AA meetings happen in real locations like churches and recreational centres because the connections needed to beat alcoholism must be real, not virtual. Addicts who try to monitor their own progress usually fail, it's the ones that reach out to their sponsors (the person willing to help them) that are most likely to succeed. In 2012 study, it was found that oxytocin helps fight withdrawal symptoms associated with addiction. Oxytocin may even go as far as to stop the dependence from happening in the first place. It was also found in another 2012 study by Duke University Medical center that people who never married were more than twice likely to die than those who were married throughout their adult lives. These relationships also help people at work. This is also seen in cultures like Marine Corps. It is hard for dopamine to take hold in a group where Circle of Safety is strong. Anyone who gets past a setback will say something along the lines of "I could not have done it without the help of". It is this Circle of Safety that leads to Marines giving their lives for each other because they know that the other person in the group would have done the same for them. In times of scarcity and danger, we tend to come together as a group, but in times of abundance, we tend to undervalue the things that we have. We need to re-frame our visions so that we realize what we have. The author goes on to explain how that when organizations become big, they tend to lose their ability to innovate and it's extremely difficult for organizations to recreate these environments. Very few companies like Apple have successfully managed this. Organizations need to frame their challenges such that no one knows what to do and how to do it yet. If you look at the vision of Bill Gates, he set a vision to put the PC on every desk. When challenges are out-sized compared to their existing capacity, then people tend to figure out ways to solve the problem, and that leads to innovation, sometimes even changing an industry. The author goes back to the story of Johnny Bravo who believed that the greatest asset he had was the empathy he had for the men on the ground. Leadership takes work and it is a commitment to our fellow human beings. It is now fact that leadership style of James Sinegal, Captain David Marquet and similar have greater measurable benefits compared to the leadership style of people like Jack Welch. However, more leaders today follow Jack Welch and this now starts to have an unbalancing effect on the economy as well. When we want to move a large mass, we need to apply great

force. However, large changes can rattle us. So, we need to apply small changes and in time the momentum builds up. All members of an organization have a responsibility to keep the Circle of Safety strong. The author concludes the chapter with the statement: **"Let us all be the leaders we wish we had."**

The appendix section of the book is a guide as to how we can lead millennials. Millennials mainly crave for a sense of job satisfaction and purpose unlike their previous generation. Millennials are more inclusive and accepting of people who are different from themselves in-terms of religion, gender identity and sexuality. They are drawn to help people who are less fortunate than them. Companies can sometimes tune their strategies and philosophies to keep in tune with their times. Companies must also realize that Millennial's sometimes have lower self confidence and self esteem than what they let on and many of them also have an addiction to their devices that prevent them from forming deep meaningful relationships. The first tip that the author gives to companies is to keep the conference rooms free of phones and this could lead to improved quality of relationships. The second tip the author gives is to encourage note taking on papers instead of computers. This leads to better discerning of information and promotes critical thinking. The third tip that author gives companies is to have effective courses on leadership like effective confrontation, active listening and communication skills. The author also asks organization to teach millennial's on how to give and receive feedback. The author gives an example of a 360 degree feedback system in his own company where every member of the team is asked to write down their three most important strengths and weaknesses, the areas in which they think need the most growth and this is then shared with the entire team. Each person reads their weaknesses first and then others can add to this list. The person reading the list must not defend themselves or offer excuses. After this, they go through the strengths and a similar routine is followed. Sometimes, the person reading may ask clarifying questions. One of the team members take responsibility to run the meeting. In this way, everyone gets an opportunity to hear each other feedback and this is used as an opportunity for growth. The next tip the author gives companies is to take advantage of the millennial's by making use of skills that are unique to their generation, like branding. Companies can also use them as a barometer to judge themselves as to how they are culturally doing. Millennials speak out often and if given the right inspiration, they will stick for a long time. Millennials also tend to quit their jobs without any backup for the sake of their passion. It's the responsibility of the more experienced members of the team to guide them. A true mentor is never too busy to mentor. Other tips that the author offers are to lead by example, talking about failures, giving millennial's the opportunity to fail and use those fails as learning opportunities (It's important to differential fails from failures, failures must be avoided as much as possible). Also millennial's must be given opportunities to develop their human skills. This can be improved by preferring calls over emails, meeting them in person and engaging in conversations. Also, it is the responsibility of leaders to help the younger work force develop self confidence. Treat them like how you would treat their children. Sometimes, you can take a chance on them and

they may also surprise you. Also, the author suggests leaders of companies from the previous generation to reconnect with their own ideals, become a younger version of themselves and lead the generation that follows. The author then suggests a list of steps that millennial's can do to truly find fulfillment in their lives and the work that they do. The first suggestion is to solve problems or assignments at work by figuring out ways to solve a problem by interacting with your bosses or asking help from colleagues or friends. This is an opportunity to develop interpersonal skills and also cultivate deep relationships. This should not be misunderstood as using other people to get step by step instructions, but just as a guide as you figure out the solution yourself. The second one is to push a project or a task to completion. Those who finish tasks to completions are the ones that when encountering a roadblock, they figure out ways to make progress. They learn from roadblocks and don't repeat the same mistakes they have done before. In that way they are able to generate new ideas and are well prepared to solve the next problem. The third tip the author gives to millennial's is to beg for criticism. Being told only good things we are good at does not give us opportunity to grow. At the end of every project, we can ask each other what mistakes we must watch out for the next time. Ask the people whom you are inspired by how you can do better next time and you will find yourself much more receptive to all kinds of feedback and in process, you also become better at giving feedback. Sometimes, millennial's also need to remember that not everyone around them know how to give negative feedback. In that case, it's better to probe and ask questions so that you are prepared for next time. The next advice that the author gives to millennial's is to sacrifice credit. Millennial's can sometimes be shadow players by helping others

be recognized. This can give joy and strengthen the circle of safety. The next advice the author gives is to remove the phone by sometimes taking dramatic actions like keeping your phone in another room before going to bed, not using cellphones at any meal tables or social gatherings or when going on dates. The author also suggests parents to take their children on digital device free vacations. Sometimes, the children may not like it, but eventually they will start interacting with each other and really bonding. The author also suggests that parents make a contract with their children on phone usage if they were to buy their children a phone: like never using phones in bedrooms, while having a meal and during social gatherings with friends and restricting the amount of time they use phones in a day. If the kids break these rules, then the child loses their phones for a week. The author also suggests that the parents change the Wi-fi password and give it to the children only when they complete their chores. The author also suggests that parents should also lead by example and minimize their phone usage. Some parents use work as an excuse while in most cases, it's really not needed to use phones at the dinner table. Parents must recognize that filling children up with dopamine can do long term damage and avoid phone usage especially in moments dedicated for family time like vacations and dinners. The author concludes this chapter by suggesting that there should be a section called help others in book stores and that the suggestions in this book will help pioneer the help-others industry. The last section of the book is the acknowledgements of the author to those who helped him with the book. In summary, it was an amazing read with some extremely powerful insights that readers can try to implement in their daily lives.

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