

How to Build Great Teams | Jocko Willink & Dr. Andrew Huberman

In yourself and in your observation of people that you've worked with did you ever sense that just being hard driving was kind of it was great but it was limiting Like did you ever sense that like by liking the people you work with you could perform much better Um even if they perhaps were not as hard to kind of borrow the the common parlance around this they weren't as hard as everybody else that because you like each other so so much that you can kind of do anything Well if you have a team of 10 people and you all have a great relationship and you get along well and you're going against my team and we all hate each other and we're who's gonna win The the team that loves each other is gonna win I hope it's not even close It's not as a matter of fact if you work for me and you don't like me what what kind of performance are you gonna give me It's gonna be tough What if you love me and I've looked out for you and I've done everything for you and I've taken care of you what kind of performance are you gonna give me everything I'd die for you So yeah And you know earlier you you asked about um the human animal and human nature and this is part of leadership I got asked this question the other day by uh uh I was working with a company and the guy says you know how do I identify what are the characteristics of someone that can execute and how do I identify those characteristics in a person so that I can get those people And I said well first of all the characteristics are the characteristics that everybody's you know obviously someone that's driven someone that communicate well someone that's gonna make things happen Those those are pretty simple to I to know we know what they are How do you identify them It's pretty simple as well I give you a task I give Andrew a task It's a pretty simple task if you get it done Cool Give you a little bit more complex task Do you get it done Yes I give give the same task to Fred He doesn't get it done He comes back with a bunch of questions He slow rolls it He's got all kinds of excuses and problems I give you an even more complex task you come back you get it done and then I'm gonna realize ok Andrew's the guy that that makes things happen He's a guy that can actually execute and it's a little bit what you said I mean there's certain breeds of dogs but even that is they're not as as as different as human beings are right Like there and there are so so so now there are some guys I've got Andrew who will make things happen Here's the problem with Andrew When I say hey

Andrew here's this nebulous idea that I have Can you turn this into a reality And you're like where do I start Uh I'm not sure where you want me to go Meanwhile I gave it to the guy that didn't make anything happen with specific tasks that I gave him And he comes back and says you know I say hey I got this nebulous idea Can you see what you he goes Oh Yeah And all of a sudden he takes it and he says hey I figured out a way to make this happen So you might have someone that's very good at executing but they're not very creative I might have somebody that's very creative but they're not very good at executing So what do I do I build a team where I've got Andrew and Fred and they work together and Fred comes up with good ideas and we bring them to Andrew and Andrew goes and executes them So that's what we're doing from a leadership perspective is we're letting people's nature execute and we're putting people into roles where their nature is beneficial I'm not gonna take someone that's shy and introverted and put them out in the lead sales role I'm not gonna take somebody that's boisterous and extroverted and put them into a cubicle where they're gonna be looking at spreadsheets all day Clearly I'm not gonna do that So what we have to do as leaders is we have to find the right people for the right role and we place them into those roles Now does it mean that I abandon all hope that the guy that's an introvert will ever develop more communication skills No I'm still gonna work with him and over time we'll get him a little bit moving in the right direction But I'm not gonna take somebody that's a a a AAA total introvert and turn them into a lead sales guy that's not going to happen anymore than I'm gonna change the tiger stripes So that's what we have to do is we have to help people as leaders We have to help people find the role and find the thing that they're good at now DD Does that mean if I have someone that loves their job they're gonna do better at it Absolutely Does it mean that if I have somebody that's driven just by achievement that they're going to be good at their job No in fact well they they can be there's gonna be certain roles I can put them in Right If I've got a sales number I need to hit and and Andrew's super into achievement He want he wants to be the golden child who wants to have his picture on the on the you know magazine that we put out about our industry Cool I can throw this task at you and and you're gonna go and get it The problem is if there's something that's going to take more perseverance and the reward isn't that high or it's a long term goal you're probably not the right guy for the job So liking your job is absolutely critical And if you love your job you're gonna be able to you're gonna be able to most likely excel at it Now you could be an unfortunate person that loves

your job and is not good at it That happens occasionally right It seems it's like it does it seems pretty rare It reminds me of your skateboarding career You love skateboarding but you just weren't that good at you know what I loved more than skateboarding I love the community I was in I love the community I was in and I and you know I probably would have gone to the industry side or worked on a company side and and not been on the actual skateboard side or just skateboard for fun So there's a guy in the skateboard community His name is Jim Thibaut and he's kind of the the uh not so hidden secret in the in that community He's an amazing guy And he's sort of uh early on left professional skateboarding to run a company real Deluxe a bunch of other companies He's an amazing guy And he told me the uh we become friends recently and he said he realized he wasn't going to be one of the big guys but he knew he wanted to be in this community So he found his place And I think everyone in skateboarding looks to Jim as like the guy who care he's you know he cares he truly care about the sport and about the people And so he learned to kind of just wrap his arms and his heart around the whole thing and it just works And so I do think um everyone has a certain place uh in a community or in a team I think that as you're describing this I have to imagine that people are listening and thinking like wow this team thing is awesome Like it's just amazing I wish I had that right I'm fortunate to have that in my podcast I've had that in my lab Certainly in the my podcast team I would I I would say these guys go I go like like it's not just it's the people that press buttons and run equipment take photos Like they go I go like they go it's over and I'm fine with that I actually love that because it's it's yes it's about the podcast but and about the information and getting it out there but it's as much about the team and working together just like it was with skateboarding