



**“LEADERS EAT LAST:**

**WHY SOME TEAMS COME TOGETHER  
AND OTHERS DON'T”**

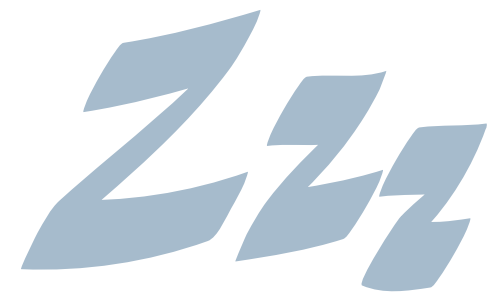
**BY SIMON SINEK**

**The natural human inclination is to come together,** combine our talents, seize the opportunities and attack the danger. When we don't trust each other, we work against each other to protect ourselves.

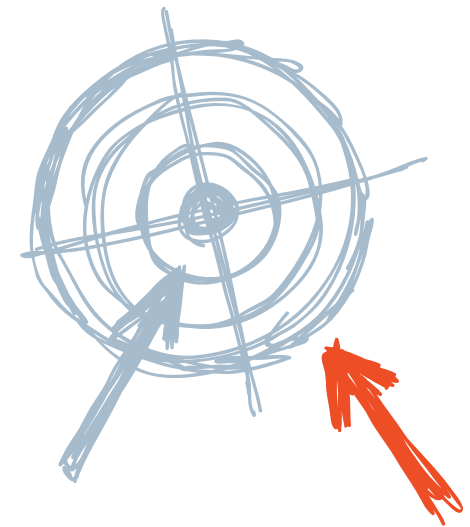


**Leadership sets the tone and the conditions.**  
If you get the conditions right, the organization thrives.

**When there is no circle of safety,** we force our employees to expend their energy to protect themselves from each other, and as such, they're less productive.

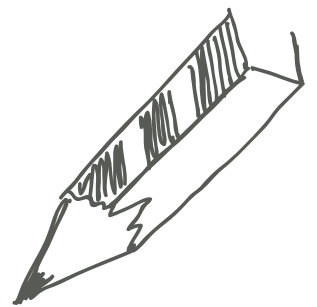


If you want to direct the behavior of people in an organization, **you tell them a target and offer them an incentive.**



Dopamine is released when you accomplish something you set out to accomplish, when you cross something off your to do list, when you hit the goal. **Dopamine makes us achievement machines, but we have to know that we're making progress.**

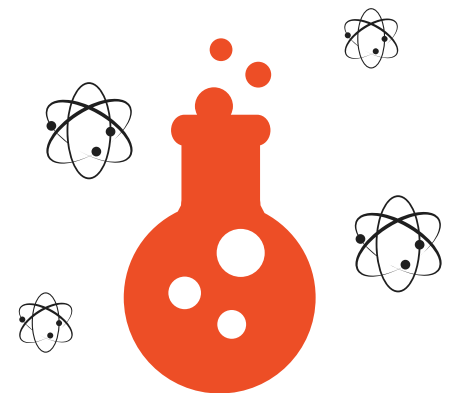
**We're visual animals, we have to see our goals to have the dopamine system work.** This is why you have to write down your goals; we're not good with the abstract. Give me a number, tell me what I need to hit and I will work towards that. We like metrics because they tell us that we're making progress.



Serotonin is closely tied to self confidence. When we are recognized within our tribe, we feel our value go up. **Serotonin reinforces the relationship between management and the employee.**



**Serotonin is the leadership chemical.**  
Leaders will sacrifice for you and expect nothing in return.

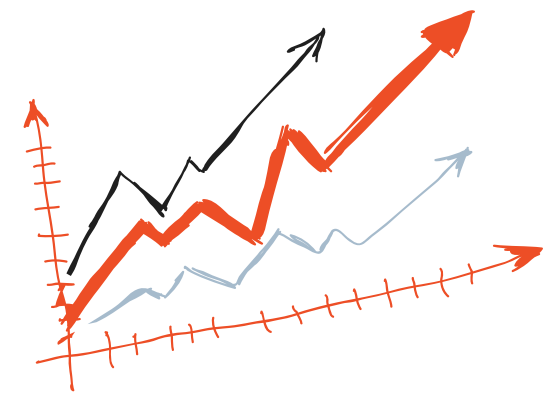


When we spend our energy without expectation of anything in return, that releases oxytocin.  
**We as humans put a premium on those willing to sacrifice a non-redeemable commodity.**

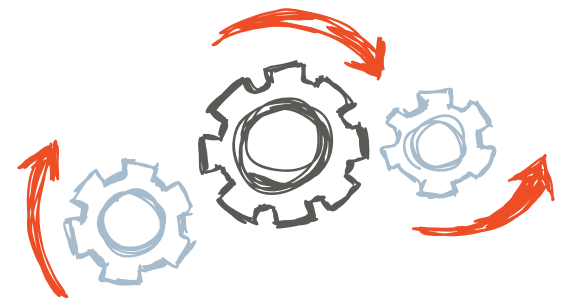
**Cortisol makes us selfish and inhibits the release of oxytocin.** Negative work environments make a healthy environment impossible.



**Unhealthy cultures are ones in which metrics are the predominant means of measuring performance.** Endorphins and dopamine are the selfish chemicals, which need to be balanced by the selfless chemicals serotonin and oxytocin.



**When someone is willing to sacrifice for us, we work extra hard because on a biological level, we want to make them proud.** If they didn't give a chance for us to fail, we wouldn't work as hard because we're social animals. We want to make good on the sacrifice.



Even though, intellectually, we want to align ourselves with the best, as social animals, we don't want to be around people who are selfishly driven. **We want to be around people who are selflessly driven.**



A leader would never say, **“Give me a reason to trust you.”** That’s why we call them leaders, because they go first.

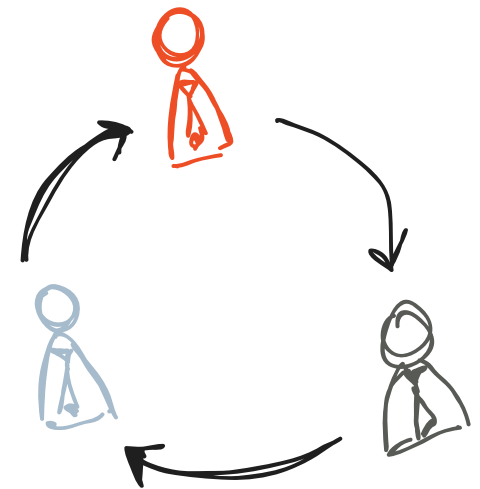
**Great leaders sacrifice the numbers to save the people,** because when push comes to shove, numbers won't save you, people will.



**We reinforce trust with physical contact.**  
That's why your hand is a magical thing  
in business.



You think business is about contracts – it isn't. **It's about human beings looking for others around which they can feel safe.**



**Email thank you messages don't work because they're too easy;** rather, three days later if you send a hand written message with the exact same words, that will make the person feel better – it takes time and energy.



**“The responsibility of leadership is not to come up with all the ideas but to create an environment in which great ideas can thrive.” – Sinek**

