

# Video - Jason Redman - Ready

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## SUMMARY KEYWORDS

people, leader, leadership, life, business, training, leading, ambushes, moment, seal, called, jacob, balance, organization, crisis, books, pretty, thinking, good, build

## SPEAKERS

Jacob Morgan



Jacob Morgan 00:00

Before we get into this episode, a quick message from our sponsor per septics, in our post pandemic world, designing and delivering an exceptional employee experience has become a business imperative, as we all know, for septic can help you get a clear picture of your employee experience with a continuous listening and people analytics platform aligned to your specific business goals. discover why more than 500 enterprise customers and 30% of the Fortune 100 Trust per septic to capture employee feedback, supported by insights and prescriptive actions for every level of the organization, Learn more at per septic.com forward slash future of work, and perceptive is spelled p e, r ceptyx.com. And again, forward slash future of work.



00:55

70% of leadership is how you lead yourself, and how you have discipline how you build structure in your life, how you build repetition and processes to get the things done in that you're balanced as a leader. And that really is 70% of leadership. And so many people think that leadership's leading others and and leading others usually happens before you ever open your mouth.



Jacob Morgan 01:26

Hello, everyone, welcome to another episode of the future of work. I'm your host, Jacob Morgan. And today I'm joined by a very special guest, Jason Redman. He's a former navy seal. He's also the author of several books, including overcome crushing adversity with the leadership techniques of America's toughest warriors. Jason, thank you for joining me.



01:48

Jacob honored to be on Thanks for having me.



Jacob Morgan 01:50

Well, first, I have to say thank you for your service. I mean, just reading your book overcome and just hearing about some of the things that you had to go through, like he doesn't read like something that could possibly happen to someone in real life, like it reads, I mean, totally shocking things that you go over in there. And we'll talk about some of that today. So thank you very much for for your service, your sacrifice and for everything that you did. I and many people around the world, of course. Appreciate that. So thank you. Thanks. So I want to start off with kind of two stories. One is just like a high level story of you and how you got to where you are. But then I want to have, we can talk about a second story, which is about your near death experience that you had, and which really, I think was the springboard and where you learn and grew in built so many great things out of so let's just start with a high level overview of Jason. And then we can talk about that. That story, which people will know what I'm talking about in just a minute.



02:54

Yeah, absolutely. I mean, you know, I'm, you know, I feel like I'm, you know, nobody in some ways, I mean, I'm probably not what most people think of when they think of a navy seal, I think in most people's minds, they think of you know, some six foot five Arnold Schwarzenegger looking type guy. You know, I'm about five, seven, and 170 pounds on a heavy day. And just came from a super patriotic family, although a broken family, you know, my parents were divorced. And, you know, I wasn't beat or anything like that. But I did bounce back and forth. I moved around a lot. But I think all those things taught me some resiliency, and, and taught me how to meet people and gave me a good work ethic from this family and just growing up in the shadow of grandparents and parents and that believed in this country. And on both sides of the family. We had service and World War Two, my dad served not in Vietnam, but during the Vietnam War. So it just made me grow up wanting to serve from a very young age. I originally wanted to be a pilot, like my grandfather, who flew and was highly decorated World War Two and, but probably about

the age of 12, I learned about special operations. And I was like, wow, that's what I want to do. And when I was 14, my dad told me about the seals, because back then and all the way up until almost 2000, including me, the seals went through US Army airborne school. So seals had gone through my dad's airborne training and he said, Hey, there, these guys in the Navy, they're highly trained commandos. Pretty amazing. He said, You should look into that. And I did. And I don't know what it was something about the hardest training in the entire US military piqued my interest, for whatever reason, and I said, that's what I'm going to do. And obviously everybody told me I'd never make it. And that just continued to fuel my fire and that set me down that path. And I joined the Navy at 17 while I was still in high school, and as soon as I graduated, I headed to boot camp and started this pretty incredible journey.



Jacob Morgan 05:04

So really quick before we continue, just to give people some context, when you say the hardest training in the military, can you talk a little bit about that training? Because you went over it in your book? And I think you said that on average, you're lucky to get like three hours of sleep in a week. I think you said somebody, one of your commanders tell you to go sit in the river for 10 minutes every day, and it was 30 degrees. So can you talk about what that training was? Like, just so people can visualize? When you say hard training, what exactly are you talking about?



05:34

Yeah, so SEAL training is legendary. And it's difficulty. And it's been that way from the very beginning, all the way back in World War Two. And interestingly enough, it's pretty much maintain the core of what that training was back then. And even today, and we we SEAL training has an 80% 75 to 80% failure rate. So attrition rate, almost 80% of the people that start SEAL training, don't make it through the majority do it, you know, don't make it because obviously they they quit, but then there's a large amount that don't make it for medical reasons. And then performance reasons, academic reasons. All these things play into a guy or a guy's ability to make it through training. And it is legendary. In its difficulty. What you spoke of is the six week of training called hell week and Hell Week is a period that starts on Sunday afternoon, Sunday morning, and it goes until Friday morning, afternoon, possibly early evening, we joke about you know, depending on how much the instructors hate your class, and, and and very, very difficult during that week, you were constantly wet coated in sand, you carry around one of our rubber boats called an inflatable boat small during the entire week, everywhere you go, we estimate the average class will cover almost 200 miles during that week carrying this boat on top of my head,

or rowing out in the waters around you know the base there in California, it is not uncommon for guys literally to achieve holes in their flesh for their fingernails and toenails to fall off from just being wet and moist all week never getting a break. It's not uncommon to rob a bald spot on your head from carrying that boat around. And and you know, on average, you get anywhere from two to three hours of sleep that entire week. So it is the big crucible to make it through SEAL training. It is the largest ones guys make it through that you pretty much up your odds of making it and graduating through training. But that is the biggest crucible to make it through.



Jacob Morgan 07:39

Wow. And so that was hell week that was just the sixth week, we're not even talking about the other five weeks before that.



07:46

Yeah, and it's designed to really ramp up and break guys down before they even get to Hell Week. So it's pretty rare that you don't step into how we physically and even maybe mentally and emotionally a little bit broken. Because the first phase of SEAL training is really designed to weed out who has that no quit mindset that no quit ability. And it is done through you know, pretty severe physical training and psychological games, if you will, to really weed those out who don't want to be there. And you know, there's a method to the madness. I think there's some people that may watch that level of training and say, Wow, this is inhumane. But unfortunately, combat is unequivocally not fair. And frequently it is your ability to endure these superhuman moments that allow Special Operations members to be successful in insane situations. I know for myself, I can speak to this from experience that I'm not sure I would be here if I didn't have that mindset of continuing to push through. And I have a lot of friends who were in similar, dangerous, injury laden combat environments where they had to rely on that mindset to drive forward and be successful.



Jacob Morgan 08:57

Yeah, no, I mean, it sounds intense. And I think there were a couple movies that were made over the years, which probably, you know, I'm sure actual seals have seen that. And we're like, yeah, that's it's it's much harder than what they're making it appear to be in the movies. So yeah, I mean, intense, intense training, for sure. And so you talk about early in the book, a situation something that happened to your near death experience. Can you give us kind of a story of what happened there? What was going on? How did you make it

out? And how did that set you up on your current stage of life that you're at now? Where you writing books, your motivational speaker, like, what, what from that experience allowed you to transition to what you're doing now?



09:44

Yeah, absolutely. So I in September of 2007, I was fortunate enough to be with a really amazing seal assault troop operating out of Fallujah, Iraq, throughout the Al Anbar Province. Pretty volatile time in the war. western Iraq was really the Wild West and we were actively going after al Qaeda and the insurgent organizations, typically conducting missions almost every night. And pretty hardcore combat. We got into a lot of firefights. And we were tracking and senior al Qaeda leader that entire deployment and on September 12, we got word that that leader was going to be a specific time and location, something we call a time sensitive target. And we launched on that mission to go after this individual and make a long story short. We walked right into a very well executed al Qaeda ambush, and myself and several other team members were shot up by multiple machine guns. I myself was shot eight times between my body and body armor, two rounds in the left elbow which at the time I thought had shot my arm off and I took around in the face that just did massive damage. The round caught me when through my face took off my nose blew out my right cheek bone, broke what was left, kicked it out to the right vaporize my orbital floor, broke all the bones above my I broke the head of my jaw, shattered my jaw to my chin and and knock me out. Thankfully, my teammates did an amazing job fighting this gunfight that literally happened right over me. And we called in what we call fire missions artillery from the sky. directly on our position, they had the actually the closest fire mission in the entire iraq war, and and thankfully made it out of there alive. But I owe my life to my teammates, and that Air Force ac 130 gunship. That moment, though, started a whole new journey in my life. And about 96 hours forward from that moment, I found myself in a hospital bed in Bethesda. And I remember just being inundated and feeling overwhelmed, and doctors telling me, you know, all this different information, hey, you know, Lieutenant, your, your, you know, your arm has been damaged. You're, you have no use of your left hand, we're thinking about amputating your elbows when destroyed. No use of your left hand, we're thinking about amputating your arm. Obviously, your face is massively damaged your train your wired shot. We're feeding you through a stomach tube. And I remember laying in that bed just thinking, where do I go from here, you know, my, my special operations career is over, I'm going to be permanently disabled, and I'm going to be forever disfigured. And about that same time, I had a couple of other individuals that had been in the room. And a military hospital during war is a really hard place to be. You know, there are a lot of very damaged men and women, you know, burns and amputations and grievous injuries, obviously, like I had. And I think it's overwhelming. And these people in my room started having a conversation

off to themselves about what a shame. What a pity, we send these young men and women off to war and they come home broken and battered, and they'll never be the same. And all of that kind of came to this, this collision point. And, and I remember when they laughed at my wife came back, and I remember thinking to myself, okay, you know, I can lay here and feel sorry for myself and be a victim where I think some people would not have faulted me for that. But I hadn't been raised that way. I hadn't been trained that way. And there were some other things that had happened prior that I talked about in my book *Overcome*, I've come back from this journey of a leadership failure. And I had over a couple year period and had to recover from that failure and really build myself back up. And it's interesting, that journey, I think, really set me up for success from these battlefield injuries. Because I remember thinking to myself, Hey, man, you've been through worse, you've been through SEAL training, you've been through Ranger School, you've overcome this leadership failure and establish yourself back as a leader with credibility. This is just another path. So what was interesting is in life, we all have these moments when these catastrophic things occur. And in this case, you have a choice, you have a choice in what you're going to do in these moments. And that's what I tell everybody, it doesn't matter if you're a SEAL, doesn't matter if you're a salesman, doesn't matter if you're a police officer, doesn't matter if you're a doctor, humans are humans. And when these moments come along, you have a choice, you have freewill. And in that moment, I chose to get up and drive forward or is what I like to say I chose to get off the axe. And that's the moment that the sign on the door came to be. I basically when my wife,



Jacob Morgan 14:33

you get to the sign on the door. Well, yeah, one question. So one of the things that I found most profound from the book is and I think this is when you were in the hospital. I think you asked a question to the doctors and you're like, when can I go back and join my comrades? Like, when can I go back and join my team? And I thought, Oh, my God, like, he wants to go back. And I think a lot of people, not just when we think about them Military, but I think there's profound leadership lessons here around sacrifice and looking out for your people. What? What was it that made you want to go back and be with your team again, even after this horrific thing happened to you?



15:16

You know, I mean, it's an interesting thing. And I think some people have a hard time wrapping their head around it. But believe it or not, I mean, injuries and even death are a part of the job of special operations. I mean, it's not something that you hope for, it's not something that you do everything in your power to prevent it. But it's an unfortunate

part of our job, it is a high risk job. It guys get injured and killed in training, we do everything in our power to prevent it, we do everything in our power to prevent it on the battlefield, but it is a part of our job. And, and I knew that I knew those risks. So in return, you know, it wasn't anything out of the norm for me to be like, well, I want to get back to doing what I do. And that is serving as a seal and leading these amazing group of incredible, incredible warriors. You know, I don't think I realized that the time the uphill journey that I had, you know, that took some time to settle in, but definitely my immediate thought was, how long is it going to take? You know, and, and wrongly, I thought it would only be a couple of months, it ended up being four years. But



Jacob Morgan 16:22

yeah, I mean, for me, it's just having that mentality of willing to literally sacrifice yourself to help those around you, is just amazing. And, you know, you hear stories, like in the corporate world, of a lot of leaders who, you know, are willing to cut their people so that their their profits look better. And, you know, it's just, it's such a different mentality and way of thinking that I really wonder what would happen in the business world, if a lot of leaders had that mentality of, you know, we're willing to do whatever we need to do to sacrifice our comfort in ourselves so that our people can succeed and thrive and grow. I mean, if we had that same mentality in the corporate world, I just really wonder what kind of businesses we would have? And unfortunately, we just don't, you know, we don't see enough of that, you know, there's some stories out there, but by and large, you just, you do not see that at all, which is just, I mean, it's crazy.



17:18

Well, Jacob, I think there's a fundamental difference there. Yeah. And differences. You know, that's it's not the leader in the business world, it's common for leaders to do that, that, that people just become a cog in the wheel of the business. And, and, and for them, it's no different than cutting out a defunct product, you know, I'm going to cut out, you know, all these people, because it's going to save us money, and it's gonna bring us back to the bottom line and more revenues and all these different things, it's going to increase our profit margins. But that's not leadership. That's management. And that's the clear difference. And if you had more individuals who are leaders, because leaders look at the longer term, they look at how do we build everything, I trust me, I know, I failed at this at one point, my leadership failure because I was more looking at myself, and what was in it for me, instead of the long term goal of placing my teammates in the mission first, and we can teach people I mean, that's one of the big things that I speak on to companies about, you know, how do you look longer term at what the best impact is for, for the company.

And sometimes it's not an immediate return on your investment. Sometimes it's building the culture and the relationships and those things within your business that will yield longer term results. But it may not yield, you know, giant profit margin upfront.



Jacob Morgan 18:33

Yeah. Well, before we get into how to cultivate that mentality in the corporate world, let's finish your story. So you're laying there. And then you said, that's when this this famous sign on the door happened? So what? What is that and take us through the events that followed?



18:51

Yeah, the sign on, that was that moment, and it good once again, goes back to choice. You know, I don't care who you are out there. We are living in a society that has a victim mindset. And I would like to see us change that mindset. Because the reality is, we all have some level of control on our destiny. We can't control everything. But the one thing you can control is how we react to the negative things that happen to us. And as a leader, I think it's so critical for us to do that. Once again, going back to going back to the failure I'd had as a leader, several years prior and walking that journey and coming to understand that, you know, when you're a leader, you know, I teach three rules of leadership number 170 percent of leadership is how you lead yourself, how you have discipline, how you build structure in your life, how you build a repetition and processes to get the things done and that you're balanced as a leader. And that really is 70% of leadership. Now, so many people think that leadership's leading others And leading others usually happens before you ever open your mouth. You know, it starts with rule run. And then rule three is leading always. And when I got injured laying in that hospital bed, I had come to learn that lesson. And I remember that there were other wounded warriors in there that wanted to come meet me because I was a seal. And I was a seal officer, and they expected me to be everything that they had heard a seal is, and I think this is a critical thing. As a leader, when you're a leader, people expect you to be a leader. And they don't really care what's going on in your life, they may be sympathetic to it. But you have a very small window to feel sorry for yourself, when you're a leader, because you're a leader, you need to step up and lead. And that was one of the things I recognized when I was in that hospital bed. And really, so much so because I'd been through that journey. And I was like, you got to set the example for these other guys and gals that are in here. And all of that kind of collided in that moment with that choice to write that sign. And I'll be honest, it didn't go into this long winded Hey, what kind of strategic impact is this going to have some day, it really was just a, just a stream of consciousness that occurred.



And I wrote out attention to all who enter here. If you're coming in this room to feel sadness or sorrow, don't bother the wounds I received, I gotten a job that I love doing it for people that I love defending the freedom of a country that I deeply love. I will make a full recovery what a spool, that's the absolute utmost physically, I have the ability to recover, and then I'm going to push that about 20% further through sheer mental tenacity, this room you're about to enter his room have fun optimism, and intense rapid regrowth. And if you're not prepared for that, go elsewhere. And we, you know, humorously signed it the management and stuck it on the door. And and it ended up going viral. It went all over the place. And it's been amazing the impact of that sign. You know, IT guy earned me an invitation in the White House to meet President Bush. It's been written about in multiple books. I have 1000s and 1000s of people that have reached out and said, Can I post this on my door so much so that now we sell reproductions that people can get copies of to motivate and inspire themselves in their teams?



Jacob Morgan 22:13

That's crazy. That's amazing. And what? What prompted you to write that, like you said, it was kind of a stream of consciousness. So what what were you thinking when you were putting together those words, those thoughts?



22:26

Well, I think, you know, once again, it goes back to rule number one, lead yourself. I mean, in the beginning, I was a little bit overwhelmed. I mean, this was a pretty catastrophic thing that happened to me. I had gone through this crazy journey of leadership failure, and almost getting myself kicked out several years prior to getting my career back on track with this really successful iraq deployment, getting ready to move to my next level of leadership, and one week before coming home. I am devastatingly injured. And and when all that happened, I remember thinking to myself, like okay, you know, is are you a victim? Are you a victor, and you know how to be a victor. So let's get up and go. So I would say that when I initially wrote the sign, I wrote it for me. I wrote it for me that this is what I believe in. And in some ways when I talk to people about a mission statement, which is one of the things I teach in my point, man planner, how to how to be a point man for your own life, you have to define your mission and needs to guide you. It needs to be your light in the darkness, because it is in those darkest times that we need something to look to to guide us because it is it's dark, it's scary. It's rainy and stormy, it's usually oftentimes we think we're alone in those moments. And that sign became that for me, it just kind of grew. And it because I won't lie. It was not an easy journey. Even after I wrote that there were days that I had surgery, setbacks and infections and issues and problems. And and I

remember very vividly, one day I was at home and I woke up and I was in a lot of pain. They had done some surgery where I wasn't able to walk at that point, I was non weight bearing, I had to be in a wheelchair. I remember getting up and crying my eyes out, like just this sucks. Like, how did my life end up in this moment. And it happened for a minute. And my young daughter, who was only about three at the time came into the room. And I remember thinking to myself, hey, you're a leader, you remember that sign you wrote that you get up and go. Like, we don't have time to sit here and feel sorry for ourselves like you got to go. So that's why I think it's so critical for people to understand that you have to find what your values are and what your mission is. And for me that sign on the door became that



Jacob Morgan 24:38

how do you get that mentality? Is that something that you can teach people? Is that something that people can train themselves to have because I know a lot of and I'm sure you know a lot of people like this as well. When they are faced with adversity, they they crumble or they feel like they can't handle it or they get imposter syndrome or you know, whatever happens, but they're not able to rise to that. Are you born with that mentality of like you're that leader go? Or how do you? How do you create that in yourself?



25:10

So I do think that some people naturally have a higher level of resiliency than others. I think we've proven that within the seal teams that you know, we call it the no quit gene. But I would unequivocally say that it can be taught what, but it's taught through. You have to do hard things, you have to get outside your comfort zone on a regular basis. And that can be accomplished through a myriad of things. I tell people when I talk to them, if you're afraid of something, you should go do it. If you're afraid of heights, go jump out of an airplane. If you're terrified of public speaking, go join Toastmasters. Why? Because it forces you out of your comfort zone. And that's what builds your resiliency and your overcome muscles. I'll tell you what I try and tell people all the time, you cannot. You cannot just click a switch and turn on an overcome mindset in a crisis. If you've never built one, it just won't happen. I don't care how much you read. I don't care how much you think you know about it. If you have not done some hard things in your life and build your overcome resiliency muscles, it won't happen. But it absolutely can be taught and you can absolutely incorporate it into your life.



Jacob Morgan 26:20

It's funny because a lot of CEOs and business leaders I've interviewed on this podcast, they always tell me that one of the things that made them successful is they took on the jobs that made them uncomfortable. They took on the jobs that other people didn't want the jobs other people were scared of. And they were the first one to raise their hands and say I'll take that on. And that's ultimately what led to their success. So I love that. Get out of your comfort zone to build that resiliency muscle. You also talked about the importance of leading yourself, which I love, because this is something that I talk about as well. And in my books and in my talks. And I think a lot of people forget about this, that you cannot lead others unless you're taking care of yourself. And so kind of a two part question for you first is I'm really curious to hear what your routine looks like. So how do you lead yourself? Do you have a fixed routine and structure during the day? And also, what advice do you have for other people? How should they be better leading themselves so that they can then in turn lead others?



27:17

No, it's Jacob. It's a great question. And yes, I have a routine I will say that my schedule is really dynamic. There's some like right now, there's a lot going on with obviously we're focused, this is being recorded right now. Well, we're focused on the Afghanistan piece and trying to help people. So frequently, I've had many very early morning interviews. So that kind of throws off my normal schedule. But my normal schedule is I like to get up, I like to read. Usually I try to get at least 20 minutes of reading in usually a collection of business or different. I'm usually reading several different books at once I am a huge I teach something called the Pentagon and peak performance, mental leadership is a second level. And that is a lot of reading and how we educate ourselves and challenge our beliefs. So reading, planning my day, use my point, man planner to do that. I like to think a little bit about gratitude. For me, also a little bit of prayer. And then and then I get my workout in. I'm pretty adamant about trying to get my workout in in the morning. I don't like I try not to do it later in the day, because usually the day runs away from me. And I like starting the day off with that good physical. I'm



Jacob Morgan 28:26

the same way my wife and I were really big into fitness and exercising and working out. And it's I mean, I can't imagine starting my day without having that workout. I just it doesn't feel the same to me.



28:38

I agree. And it's just so easy for the day to run away. And then suddenly you're like, Oh my gosh, where did this go? So



Jacob Morgan 28:43

he's an entrepreneur. Now, right? I mean, you're you have so many different things going on. That it's you could spend 24 hours a day working and building and creating and speed, like doing all sorts of stuff. So finding the time is not easy.



28:57

No, but I will say this and I tell people that you know, I often speak about balance, but balances in this perfect balance and a morning routine is not. It's not something you know, I think some people may be better than others. But for me, my schedule is so dynamic. I'll be in different cities at different times. And you know, sometimes like right now I'm doing all these interviews. So that's okay, I adjust and then you know, I always tell people get your compass out and get back on course. There are some things that are non negotiable. I mean, those workouts for me are probably one of the most important things. And that's all part of who I am what I do, and that helps keep me It helps keep me balanced. And on course.



Jacob Morgan 29:36

Hey everyone, it's Jacob. Before we get back to the show, just a quick reminder, the future of work requires that leaders put people first employee surveys and people analytics from per septics can help your organization capture critical feedback about the employee experience and then focus action where it matters most to drive the business forward. Learn more about how you and your organization can do that by visiting [perseptics.com](https://perseptics.com), forward slash future of work. And again, that is PRCEPTY [x.com](https://perceptyx.com). forward slash future of work. And now back to the show. And then it was it What is your routine look like for the rest of the day? I mean, obviously, you have a bunch of work stuff going on. And then do you have like a wind down routine or a turn down routine each evening?



30:31

I try at the end of the day to go over what's going on the next day to take a look at what's the schedule for the next day, what can we do to get ready for it? Is there any last minute coordination that needs to be done, maybe it's just some simple text or emails that need

to go out to set ourselves up for success for the next day. So that's usually the end of my day, I, you know, try to do that before I leave the office, sometimes that gets, once again, if I'm on the road, then that gets a little more dynamic. But I try to stick to those structures to try and build those things. And I think that's critical. I think this leading yourself is such an important thing. Because it helps you stay grounded, and it helps you stay focused, you know, I utilize my point, man planner to be able to stay focused on what our long term goals is, I follow something called the rule of three piece. And that is every day you're moving the needle. And it doesn't have to be these big goals, but one physical goal. So for me, that's always get that workout in one personal goal. So making sure that I'm still doing things, I mean, maybe it's having dinner with my family, or maybe it's calling my mom, or whatever it is, maybe it's, you know, balancing my budget to make sure that you know, our personal finances are still good. And then that last one is professional, what's the professional thing that I need to get that done? So always following the rule of three P's and trying to make sure I'm knocking those out each day?



Jacob Morgan 31:55

I love that I love that frame. It's very simple. I think a lot of people can easily understand that. So for a lot of business professionals out there a lot of business leaders out there leading yourself, how how does that manifest? I mean, one of the things I always say is take care of yourself mentally, spiritually, emotionally, physically, whether that's meditating, exercising, I mean, are these the types of things that you're talking about just doing whatever you need to do for yourself so that you can then show up each day for your people?



32:23

Yeah, I would say it's, it's that it's both sides. You know, and this goes back these lessons. So the three rules of leadership that I talked about leading yourself leading others leading, always leading yourself really came about, because when I had failed as a young leader, I wasn't doing that. I, I had a plaque that had all these famous quotes from these famous leaders when I was a brand new officer. The problem was, and it looked nice. But the reality was, I wasn't living that I wanted to live that, but I wasn't setting the example and actually following through. And there's a lot of leaders that are that way. They're saying, Hey, you know, do as I say, not, as I do now, and in leading yourself is about setting that example. And that's why I say 70% of leadership, is really your ability to lead yourself. It's building that structure, it's setting that example, if you're telling your people, they need to do X, Y, and Z, you should be doing X, Y, and Z. If you're you know, you should be an example of fitness, you should be an example of a good communicator, you should be an

example of a good family member, all these things are critical components of leadership, that if you're not doing them, if you are telling your people, they need to have balance with their family, but you're not showing that, then they're they're going to slide out of that also, because that's how we learn. We emulate our leaders. And we value what our leaders feel is important. So that's what I talked about with leading yourself. The balance component comes into the five principles of the Pentagon and peak performance and you spoke to them. I mean, these aren't anything unique, I just put them into this model that I teach, which is number one, physical leadership. So sleep nutrition and fitness. And interestingly enough, sleep is one that a lot of people don't talk about, as a matter of fact, as a seal, I get a lot of people that come up to me, especially in the business world, and they brag to me about hey, I get by on only a few hours of sleep a night and I always laugh with them. And then I slap them on the back and I said hey, congratulations, you're chronically fatigued and not an operating anywhere near your optimum potential. And they're like, Wait, what? And I'm like, Look, man, in the seal teams, we had to do it as part of training. It doesn't mean we continue to do it throughout our career. We recognize that the human body operates at its optimum when we've gotten some level of sleep and sometimes in extreme situations, we have to push through that. But science is proven we are more effective when we've had good sleep and you need to figure that out. So those three components, mental leadership is education, challenging our beliefs, mentorship and managing our money? You know, and building that overcome mindset, emotional leadership, how do we choose positivity in the face of negativity? And how do we remain even keeled? With the highs and lows of everything we experience in life? How do we manage this round hole in our face? That usually gets us in a lot of trouble with emotional leadership, especially as a leader? Number four is social leadership. How do you build your rings of influence with the people around you? In Western society, we have a tendency to put a lot of time and effort into our business relationships and our business acquaintances, and then take for granted our family and friends. And I can't tell you how many people I know who had some catastrophic event come along, and it ended up ruining wrecking their their relationships, their marriage and their kids, because they never put the time and effort into it beforehand. They just took them for granted. So I tell people, you you've got to find balance, you've got to put time and effort. That's good social leadership. And then the last one is spiritual leadership, Jacob, you talked about meditation, it can be religion, it can be faith, it can be breathing exercises, it can be charitable, whatever you do to get outside of yourself and recognize that you are not. You're not on an island man, there's a lot of other people out there and having that perspective of the world around you makes a difference. So all that plays a critical component part of self leadership.



Jacob Morgan 36:30

Okay, so just to recap, so the five are the first one was physical. That's right, okay. And second, mental, okay, physical, mental. And then the other three



36:42

are emotional leadership. Okay, social, and spiritual,



Jacob Morgan 36:46

physical, mental, emotional, social, and spiritual. Okay. And it's important, so not just as individuals, but as leaders, we need to have all five of those.



36:56

Absolutely. And the reason being is that what so everything that I teach is about there's a crisis on the horizon. What I like to call life ambushes everyone in life, so I survived a pretty vicious enemy ambush. But the reality is everybody in life is going to get hit by life ambushes when I wrote over comm we estimated the average person will go through at a minimum five major life ambushes and when I talk about a major life ambushes, it's anything that will forever leave physical, mental, emotional, or deep financial scars. Meaning you'll never fully recover from I'm Jacob, I'm, I guarantee you've been through a few in your life, and you will look back on and we look back on them, and they still bring that level of pain when we think about them. They can be anything from a business crisis or failure, a bankruptcy, divorce, it could be injury to yourself or someone you love. It could be sexual trauma, it could be the unexpected loss of a loved one, or one of the biggest I've seen is the loss of a child. These are major life ambush. So what I tell people as leaders, is having that balance enables you to be better with able to withstand these things when they come. Because if you're out of balance, it's a little bit of a martial arts analogy. When we're balanced, we're able to move and flow with the energy of an opponent, you know, without getting knocked down. But if you're off balance, it's easy to take one push and knock someone down. And life's no different. That's why I tell leaders, you really need to put time and effort into being balanced in those five key areas. And granted what I tell them, it's not perfect. It's not like every day I'm putting 20% in each bucket. But what it is, is every week, and that's what the point man planner talks about, every week I go back or at least daily every other day, hey, am I making sure I'm putting time into these areas? If not, then maybe I need to put a little time in this area. So I maintain that balance.



Jacob Morgan 38:53

So earlier, you talked about this idea of the x. So can you talk a little bit about what the x is and how you can actually get off of it?



39:03

Yeah, so in military Special Operations lingo, the X was the point of attack the point of the point of an ambush. You know, when I was ambushed that night, we were on the X and I also a train my military career to try and put the enemy on the x and the x is a pretty insidious place because it is in the military and battle jargon is specifically designed to be as overwhelming as possible. Okay. You know, whether you're on the receiving end or the sending end, you were trying to put as much firepower explosions and chaos into that scenario to try and pin that person down. And and either get them to either lose their will to fight or, or, or take them out. And what I've come to realize now working with 1000s of individuals that have been traumatic and traumatic events or failures or any kind of crisis or adversity, it's no different in life. We all get stuck on the x. And and individuals just feel totally overwhelmed whether it's a business crisis or any of those things that I talked about as life ambushes. It is painful and overwhelming. And there's a natural tendency when we get on the X and one of these events to focus on that pain and misery. Because it hurts and and we don't want to pee there. And oftentimes there's a there's a, there's loss that goes along with whatever's happening. So we have a natural tendency to do one of three things. When when these life ambushes or when we get on the x, we have a tendency a to look back, we look back and say, Well, I want back what I had before I want back my thriving business before COVID, or I want back, you know, my health before I had this accident or illness, we have a tendency to look forward and say, Well, this was going to be the most successful year we ever had, and how did it all go so wrong, this isn't fair. And then the last thing that happens a lot is we look for someone or something to blame, we waste so much energy on who's to blame. And the reality is none of that stuff matters. There may be a time or place further down the road when you're out of the crisis to do what we call an after action analysis of it. But in the moment, your focus is getting off the axe as quickly as possible. And I teach something called the React methodology that you can implement into your business in life. If you have that react methodology, and enables you to overcome and get off that axe as quickly as possible, that was



Jacob Morgan 41:29

actually gonna be my next question. So maybe we can talk about that framework. And actually, really quick, before we jump to that, hearing, your story reminded me I was



reading a book to my five year old daughter yesterday. And it's yertle the turtle and in yertle, the turtle there was a couple different stories in there. And it's tangentially related to what you're saying. But in that story, there is this rabbit who's going around, and he's saying I'm the best, you know, I'm better than every other creature because I can, you know, hear farther than everybody else. And then the bear. Here's the turtle talking. And he said, here's the rabbit talking. And he says, Well, I'm better than you because I have a better sense of smell. And I could smell farther than anybody else. And then this little worm pops out of the ground. And he's like, I have the greatest eyes in the world. And so the worm just start staring for 10 minutes. And the bear and the rabbit are like what the hell are you staring at for so long. And the worm says I looked all the way around the world. And I saw these two foolish creature is the rabbit in the bear, who are just these big dopes who have nothing better to do than compare against each other. And then he jumps back into the hole and disappears. And I was reading that and I'm like, that is such an awesome story of like, you know, you me, because it reminds me a lot of ego and leadership, right? where sometimes we think that we're better or we deserve more. And then here comes this little worm. That's just like, Dude, what are you guys doing wasting your time like comparing these things? So anyway, that just popped into my head as you were talking about getting off the axe. But maybe we can jump into your, your react framework.



43:03

Yeah, Jacob, ego and arrogance her. That is what almost ended my military career, I thought I was God's gift to leadership. And I had done very well. But it almost ended my career. So I talk a lot about people about humbling yourself. Good leaders, I think are servant selfless leaders. And a good leader always looks out for the best output of the organization, including maybe not even with, you know, maybe the organization is going to be better without them. And a good leader, a truly good servant leader would say, you know, you're better off hiring this individual than me, maybe my time has come to an end, because they're focused on the mission and the organization. But getting back to the x. When we get on the X, I teach something called the React methodology. And react is an acronym, the first letter stands for recognize recognize our reality. And that is recognizing we're in a crisis, because like we talked about, it's a natural tendency to be in denial. Nobody wants to admit, when a crisis is happening. There's a natural tendency as leaders to just delay a little bit because we're like, oh, this can't really be happening. And here's where it gets even more complicated, where the denial and the delay happens more is when the leader made the decision that placed you in that crisis. And that happens, leaders make decisions to take us in organizations in directions that sometimes have bad outcomes. And and, and this is where pride and ego does get in the way because they don't want to admit that they messed up. And the reality is recognizing our reality as

quickly as possible is the most critical thing. The faster we can come to this decision of, hey, Houston, we have a problem, the faster you can start to move forward and we stopped wasting all that time on who's to blame, what's to blame, where we should have been where we're going all this? It's right now we're in a crisis. It's it's time to move. Number two is evaluating our assets. So, when we're first in any kind of crisis or ambush is a natural tendency to be so overwhelmed, no different in that firefight in Iraq, I mean, I'm being shot at things are blowing up. I'm bleeding now. But I went back to my training. And I remember laying there despite how injured I was and thinking through, okay, we're in a really bad situation, what do we have to bring to bear to get us out of here, and I remember thinking through Okay, I got my teammates in another house. 150 yards away, I got a Marine Corps quick reaction force, about two kilometers away. I've got helicopters on standby. I've got a medivac helicopter ready to be here. I've got the airforce ac 130 gunship, I have drones. And I remember thinking to myself, okay, we have tools that we can bring to bear on this problem. And we did. And life is no different. Whether it's a business crisis, or a personal crisis, stopping and stopping and pushing away all the things that we have no control over and not focus on the pain and the misery but focusing on Okay, what can I control, you can control your attitude, and then realizing what are the tools that I have? Or what tools can I bring to bear to this problem. So that's number two. Number three is assess possible options and outcomes. And, and, and this is where, oftentimes, we go from a very slow period, the react or the recognize and the



46:25

the recognize and evaluate from sorry, evaluate our assets or our tools usually is a little slow to develop. But then suddenly, I always like to give the analogy of suddenly, you know, you're in a bad situation where you know, you have a screwdriver, a Phillips head screwdriver, and across the way 100 yards away as an engine that you need to go fix. And you're like, Oh, my God, I got this Phillips head screwdriver, and you run across to this engine, expending all your energy and resources, and you get there. And it turns out, you needed a flathead. So you have the wrong tool for what you need. So this is where it's really critical to take a pause, we bring our team together, and we assess possible options and outcomes, get your subject matter experts together, put your pride down, get the people you rely on and talk through option A, what is going to be play that long game, what's going to be the outcome of this and recognize that sometimes it's going to be the harder choice, or what I like to say the short term pain for the long term gain. And as a leader, sometimes that's really hard to do. But if you know it's for the betterment of the organization in the long term, that's the decision you need to make. Number four is choose a direction and communicate it. Once again, this comes down to a little bit of challenges as leaders, oftentimes leaders are a little bit afraid. And in uncertain environments, I mean, Colin Powell said it, you know, typically a leader needs to make a

decision when we have at least 30 to 40% of the information. But if you wait till you have more than 70, usually it's too late. So it's in that sweet spot that we need to choose and communicate to our team. And especially in a crisis, because people are overwhelmed. People are in pain, people are on the axe with you. And they're looking for guidance. So you as the leader to choose and communicate that direction accomplishes a lot of things. Number one, once you get it out of your head and you vocalize it, there's a natural tendency to follow through, you have now set a path that you're going to follow. Number two, you've provided guidance to your people. And what does that give them what that gives them hope. They're like, Oh, my God, we've got a pat, that guy just said, Follow me. Let's go. And then the last one T is take action. So many people are waiting for the perfect moment in a crisis. And it's never gonna come in businesses, people are waiting, oh, we need to secure this capital, we got to close this deal. Before we have the money to deal with this. In a relationship I've often heard Oh, you know, I haven't had a civil conversation with my spouse in two months. But I'm gonna wait until we're in a good mood and we have a good conversation to have this conversation ain't never gonna come. Like the time to act is now you have to take action. Now you've developed the plan, take action and move. And the amazing thing about that is movement is his life. It gives you the momentum, you need to keep that moving forward. And and if you stumble onto another x, which sometimes happens, then you just go through the process again, but you use that momentum to keep going. So



Jacob Morgan 49:23

I have a two part question for you. One is what happens if there's a leader you don't know what to do? Like you don't know the right choice to take. And second, what if you work for a leader and you don't believe your leader is making the right choice. And oftentimes we feel like we're scared to speak up and say anything. So first is the leader. Second if you're working for that kind of a leader?



49:43

Well, I think as a leader, you know, it goes back to what we talked about earlier in a crisis and then in a chaotic situation. Frequently, you're going to be uncertain. I mean that's kind of part of it, but you are better off choosing a direction and executed Then sitting there forever. And and this is what I call it dying on the X, you wait so long to make a decision and this where colin powell talks about that 70% when you get past that 70% your your time window to execute starts to rapidly close. So, you know, there's so many people out there that unwillingly die on the axe, if you will. And you know whether you know your business fails or your relationship fails, or whatever it is, because you waited

too long to actually make a decision and go



Jacob Morgan 50:32

there. So I play a lot of chess and I take lessons with a grandmaster. And he's always telling you that having a bad plan is better than not having a plan at all, where at least if you have some idea of what you want to do, even if it's not the best plan that you could possibly make, I mean, you're not a computer, you're not going to know like what the best is. But being able to have a plan and execute is better than just like randomly moving pieces on the board and not having a plan in place.



50:57

It's true. I think I've heard it said many times that a good plan executed is better than a perfect plan. Never use. Yep. So just just go. You know, you've got it. One of the biggest things, one of my biggest strengths, I know, I often doubt myself, but I don't let it stop me from continuing to drive forward. And I think that's a critical component of higher level leadership. You know, I mean, it's it's life, when we're dealing with these things, there's going to be doubts, there's going to be uncertainty, there's going to be, oh, I'm, I'm an imposter. Who am I to be here doing this? Well, guess what, in that moment, it's you. So make that decision and go. And when it comes to a leader above you, who's making decisions you disagree with, I think this and this is where I really encourage within any organizations, and I teach when I go speak for companies, everybody in your organization is a leader, and you should teach them that way. And you should encourage them to make decisions and push the decision making down as low as possible. And then trust them and trust that they may make some mistakes. This builds a an organization that can move much more rapid than one that's, you know, so many layers of gates in order to make things happen. And so when it comes back to if you have a leader that's making bad decisions, now, it comes back to you as a leader, I think you owe it to them to say, Hey, you know, sir, or Ma'am, you know, respectfully, I don't agree with that. And this is why, and they may blow you out of the water. But guess what, it's your duty as a leader, if you truly are a leader, and you're looking out for the betterment of the organization and the betterment of your teams, it's your duty to voice that. Yeah. And and if at the end of the day, you know, they they get rid of you then guess what, that probably was not the right organization for you anyways,



Jacob Morgan 52:42

yeah, no, I love that. I mean, I think that makes a lot of sense. And, I mean, it's important

to create that kind of a culture. And I love that you said everybody needs to be a leader, because I always find it fascinating inside of organizations that typically the only people who get leadership training are the people who have been there for a long time to make a lot of money. There's the office politics and bureaucracy, and then we give them leadership training. And it's kind of like, well, wouldn't you want everybody at your company to have leadership training, even if they've been there for one day or one hour? Like, why is it reserved just for like this exclusive group of people for some reason. So I love that, that message of everybody needs to be a leader. And I know we're we're pretty much out of time, but maybe last parting words of wisdom for you for for leaders out there who are trying to be better to inspire more any, any last parting words of wisdom for people out there,



53:36

I teach something called anybody can learn to lead, and that everybody is a leader. So learn is an acronym. And I'll just blast through it. I won't get into the fine details. L stands for the three rules of leadership. So you want to be a better leader. Always go back to leading yourself leading others will fall naturally, in the the most profound leadership advice I ever got was people will follow you if you give them a reason to. And that's really leading yourself. That's how you lead others. And then lead always don't pick and choose when you're going to lead. Be very protect your credibility as a leader. Everywhere you go. When you're out. When you're out having a drink, recognize you're still a leader and people are watching you engage your teams to trust that's he push that leadership decision making down and then trust them to execute people are amazing. And if you give them the guidance, and if you give them the training, trust them to go out and execute and watch how your organizational soar. A is active communication. So, you know, Jacob, just like you talked about, you know, where you have a leader that you're afraid to say something well, good leaders have active communication, they encourage that two way communications, even if it's Hey, I don't agree with that. Well, let me hear why. And then at the end of the day, the leader can say well, I disagree but this is why thanks for your opinion, so that active communication is critical. Our is respect, respect that position you hold and respect the people you lead. It means something to be a leader and they're looking to you for leadership. So everything you say or do, even the look on your face has impact and rec, recognize that I've seen a lot of leaders who do things that I'm just like, wow, you know, you're really abusing this position and you don't even realize it. And then the last one is there's no sure N stands for there's no shortcuts to be in a good leader. It takes time. And it takes doing the right thing and setting that example over time to build your reputation and credibility as a leader. There's no shortcuts. I tried it once. It almost ended my career. So just focus on repetitions gets getting the reps in, we talked about at the beginning, volunteer for that position that you're like, I don't know if I can do

this. Get out of your comfort zone. It will make you a better leader.



Jacob Morgan 55:44

Awesome. Jason, you are a true inspiration. I mean, I love your stories, your passion. You clearly love this stuff. Where can people go to learn more about you and your books? I see you have some books there in the background. Maybe you can hold them up to the camera there so people can see them, especially the planner, which I know is the new one that just came out.



56:03

Yeah, so so Triton is the first book. This was a New York Times bestseller. And I like to tell people, this is the story. So it's all about that leadership failure and then the redemption and my injuries. And you know, it's also a love story with my wife and how we navigated through that the long haired Admiral. That's right, the Ihsaa the long haired Admiral man, she's pretty amazing. And then overcome is the How to so overcome really breaks down all the things that I talk about in the Trident and how to implement them into your lives. And I also interviewed a lot of really amazing leaders like Admiral Bill Mcraven. Jocko Willink, a Stan McChrystal, Admiral Eric Olson, so some pretty amazing leaders contributed. And then just recently, I released point, man planner, and this is how to be a point man for your own life. I teach four point man principles, how to define your mission, how to set your course, how to have situational awareness and risk assessment, and then how to build an overcome mindset to get off the x. And then it allows you to have a daily planner for a quarter to execute those goals.



Jacob Morgan 57:09

That's awesome. And what's your site so people can go find you? I mean, I know the books are easily available on Amazon or whatever retailer. But what about you? Where do people go to find you? Yeah.



57:19

Jason Redmond COMM And from there I have, you know, both my books, I have some online courses. You can book for me for speaking and coaching. And yeah, I love working with people.



Jacob Morgan 57:30

Awesome. Well, Jason, thank you so much for taking time out of your day to speak with me and to share your insights and your words of inspiration with everybody who's watching and listening to this. It really, really appreciate it. Thank you for your time. And of course, thank you so much for your service and vertical.



57:48

Check my honor, man, thanks for having me



Jacob Morgan 57:49

on. Thank you. Thanks, again for tuning into the show. And don't forget to go to [six leadership trends.com](https://sixleadershiptrends.com) to grab a copy of my brand new PDF, which is going to walk you through the six trends that are shaping leadership and what it means to be a leader. And it will also give you action items for what you should be doing for each one of these six trends to adapt and evolve so that you can be a better leader in the future of work. Again, that is [six leadership trends calm](https://sixleadershiptrends.com), you can either spell out the number six in the URL, or just use the number six in the URL, they will both take you to the same place. Thanks again for tuning in.