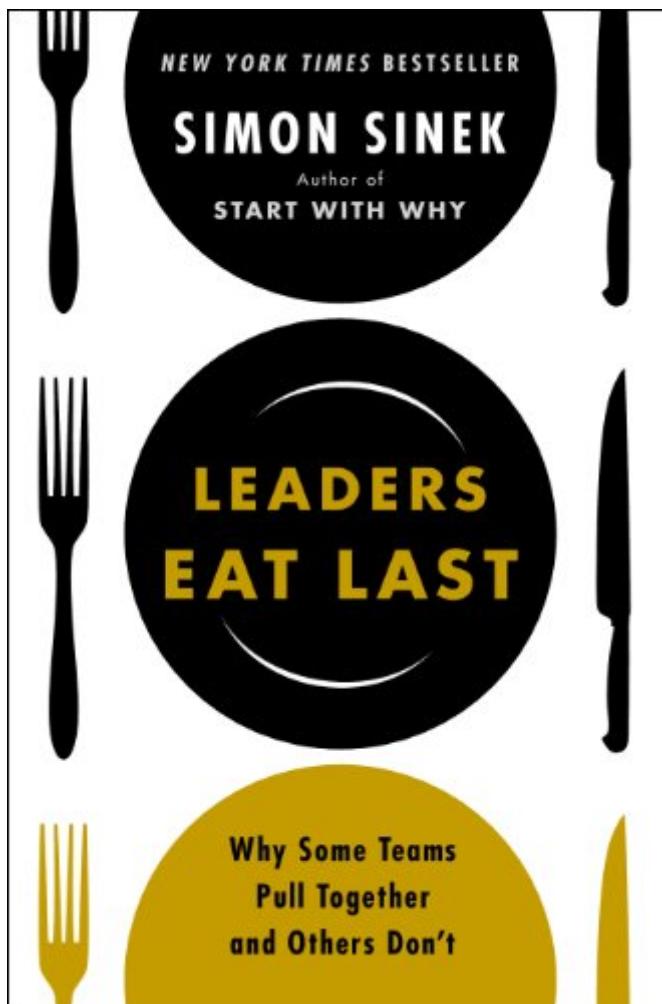


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# Leaders Eat Last: Why Some Teams Pull Together And Others Don't



## Synopsis

The New York Times bestseller by the acclaimed author of START WITH WHY and TOGETHER IS BETTER. Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. As Simon Sinek noticed in his travels around the world, great leaders create environments in which people naturally work together to do remarkable things. Some of these teams trust each other so deeply that they would literally put their lives on the line for each other. Far more common, unfortunately, are teams that seem doomed to infighting, fragmentation, and failure, no matter what incentives are offered. But why? The answer became clear during a conversation with a Marine Corps general who explained a USMC tradition: "Officers eat last." Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: great leaders sacrifice their own comfort "even their own survival" for the good of those in their care. This principle has been true since the earliest tribes of hunters and gatherers. It's not a management theory; it's biology. Our brains and bodies evolved to help us find food, shelter, mates, and especially safety. We've always lived in a dangerous world, facing predators and enemies at every turn. We thrived only when we felt safe among our group. Our biology hasn't changed in fifty thousand years, but our environment certainly has. Today's workplaces tend to be full of cynicism, paranoia, and self-interest. But the best organizations foster trust and cooperation because their leaders build what Sinek calls a Circle of Safety that separates the security inside the team from the challenges outside. The Circle of Safety leads to stable, adaptive, confident teams, where everyone feels they belong and all energies are devoted to facing the common enemy and seizing big opportunities. Leaders who are willing to eat last are rewarded with deeply loyal colleagues who will stop at nothing to advance their leader's vision and their organization's interests. It's amazing how well it works. As he did in Start with Why, Sinek illustrates his ideas with fascinating true stories from a wide range of fields. From the Hardcover edition.

## Book Information

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## **Customer Reviews**

There are many books on Leadership that have little to say. Sinek's book has both new insights and an inspiring vision. Sinek begins with biology and outlines the roles of chemicals - specifically Endorphins, Dopamine, Serotonin and Oxytocin - and how evolution has dictated why we generate them and how we respond to them. Endorphins mask pain and help give you a 'runner's high' or the intense satisfaction after a tough work out. Dopamine leads to your 'feeling good' upon accomplishing a goal whether that is bringing home dinner while evading sabre-toothed tigers or doing a bang-up job on a major presentation. Think of endorphins and Dopamine as the 'individual achievement' chemicals. We need them to excel at what we do. Serotonin is what gives you a feeling of gratitude and affection for the persons who supported you in your endeavors and the good feeling as they applaud you. Oxytocin is 'love' chemical. It gives you the warm fuzzies you get when you hug someone or have a deep meaningful conversation. Think of Serotonin and Oxytocin as the 'social' chemicals. We, as humans, need both the individual achievement and social chemicals to progress. What has happened, unfortunately, in our society is that mores and values have changed to emphasize the former to such an extent that a deadly imbalance has been created. It is truly toxic - your job may be killing you. I used to think this was hyperbole but Sinek presents enough evidence for me to revise this opinion. Central to Sinek's arguments is the 'Circle of Safety'. When a sabre-toothed tiger attacks a herd of buffalos they gather together with their tails touching and horns

out. Whichever direction that tiger attacks, it is met with impenetrable defense. This is the circle of safety.

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