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

Simon Sinek

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Why do only a few people get to say "I love my job?" It seems unfair that finding fulfillment at work is like winning a lottery; that only a few lucky ones get to feel valued by their organizations, to feel like they belong.

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. Today, in many successful organizations, great leaders are creating environments in which people naturally work together to do remarkable things. In his travels around the world since the publication of his best seller *Start with Why*, Simon Sinek noticed that some teams were able to trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives were offered, were doomed to infighting, fragmentation, and failure. Why?

The answer became clear during a conversation with a Marine Corps general. "Officers eat last," he said.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.

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. But without a Circle of Safety, we end up with office politics, silos, and runaway self-interest. And the whole organization suffers.

As he did in *Start with Why*, Sinek illustrates his ideas with fascinating true stories from a wide range of examples.

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