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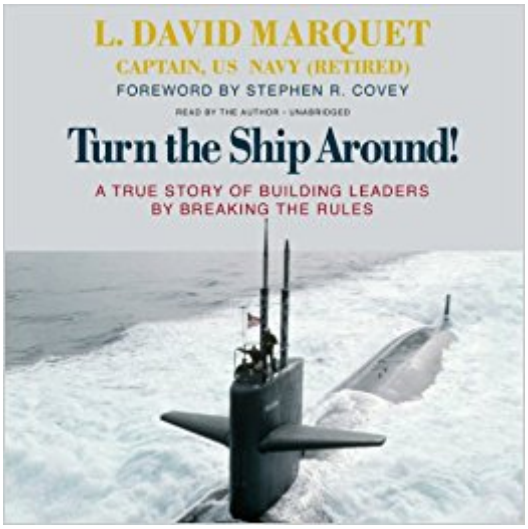
Turn The Ship Around!A True Story Of Building Leaders By Breaking The Rules



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Synopsis

[*Read by the author - L. David Marquet]A new model for leadership from a former Navy captain who transformed his command. -- David Marquet, an experienced Navy officer, was used to giving orders. As newly appointed captain of the USS Santa Fe, a nuclear-powered submarine, he was responsible for more than a hundred sailors. In this high-stress environment, where there is no margin for error, it was crucial his men did their job and did it well. But the ship was dogged by poor morale, poor performance, and the worst crew retention in the fleet. -- Marquet acted like any other captain until, one day, he unknowingly gave an impossible order, and his crew tried to follow it anyway. When he asked why the order wasn't challenged, the answer was ''Because you told me to.'' Marquet realized he was leading in a culture of followers, and they were all in danger unless they fundamentally changed the way they did things. -- That's when Marquet took matters into his own hands and pushed for leadership at every level. Turn the Ship Around! is the true story of how the Santa Fe skyrocketed from worst to first in the fleet by challenging the US Navy's traditional leader-follower approach. Struggling against his own instincts to take control, he instead achieved the vastly more powerful model of giving control. -- Before long, each member of Marquet's crew became a leader and assumed responsibility for everything he did, from clerical tasks to crucial combat decisions. The crew became fully engaged, contributing their full intellectual capacity every day, and the Santa Fe started winning awards and promoting a highly disproportionate number of officers to submarine command. -- No matter your business or position, you can apply Marquet's radical guidelines to turn your own ship around. The payoff? -- a workplace where everyone around you is taking responsibility for their actions, where people are healthier and happier, where everyone is a leader.

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Customer Reviews

Foreword by Stephen Covey, who rode Captain Marquet's submarine and called it the most empowered organization he'd ever seen. ''I don't know of a finer model of this kind of empowering leadership than Captain Marquet. And in the pages that follow you will find a model for your pathway.'' --Stephen R. Covey ''To say I'm a fan of David Marquet would be an understatement.... I'm a fully fledged groupie. He is the kind of leader who comes around only once a generation. He is the kind of leader who doesn't just know how to lead, he knows how to build leaders. His ideas and lessons are invaluable to anyone who wants to build an organization that will outlive them.'' --Simon Sinek, optimist and author of Start with Why ''How do we release the intellect and initiative of each member of the organization toward a common purpose? Here's the answer: With fascinating storytelling and a deep understanding of what motivates and inspires. David Marquet provides leaders in the military, business, and education a powerful vehicle that will delight, provoke, and encourage them to act.'' --Michael P. Peters, president of the St. John's College, Santa Fe ''I owe a lot to Captain David Marquet ... not only for turning the Santa Fe around during some REALLY bad times but I learned many lessons on leadership from him that have been invaluable in my post-Navy life. I preach the three legs (control, competence, clarity) of Leader-Leader everyday to empower my people and move the decisions to where the information lives.... I used these principles to turn around the GE Dallas Generator Repair Department, which was in crisis when I arrived in 2010 and now is the best Generator Repair Department in the GE Network.... Now I am tasked with turning around the Dallas Steam Turbine Repair Department....'' --Adam McAnally, Steam Turbine Cell Leader at the GE Dallas Service Center and former crewmember, USS Santa Fe ''This terrific read actually provides new and valuable insights into how to lead. And nothing important gets done without leadership. Captain Marquet takes you through his life of learning how to lead, and presents you with a winning formula: not leader-follower, but leader-leader. It's about leading by getting others to take responsibility--and like it. It works for business, politics, and life.'' -- --Leslie H. Gelb, president emeritus of the Council on Foreign Relations, a member of several business boards, and a former columnist for The New York Times''It's the Hunt for Red October meets Harvard Business School.Turn the Ship Around! is the consummate book on leadership for the Information Age--where unleashing knowledge workers' intellectual capital is pivotal in optimizing organizational performance: from maximizing market share and minimizing customer churn to improving margins.

Capt. Marquet’s thesis is a complete paradigm shift in leadership philosophy. This new approach to leadership is applicable in all industries and across all corporate functions. If you’re an Organizational Behavior or Leadership expert or enthusiast this book can have a substantial impact on you and your organization s ability to meet its goals.’’ -- Joe DeBono, Founder and President of MBA Corps and Merrill Lynch Wealth Manager ’’David Marquet’s message in Turn the Ship Around! inspires the empowerment of engaged people and leadership at all levels. He encourages leaders to release energy, intellect, and passion in everyone around them. Turn the Ship Around! challenges the paradigm of the hierarchical organization by revealing the process to tear down pyramids, create a flat organization, and to develop leaders, not followers.’’ --- Dale R. Wilson, Sr., business management professional, and editor/blogger at Command Performance Leadership (commandperformanceleadership.wordpress.com)This is the story of Captain David Marquet’s unprecedented experiment in the most rigid of environments on the Santa Fe, a U.S. Navy nuclear-powered submarine. He had the courage to operate counter-culture, reengineering the very definition of leadership accepted by the U.S. Navy for as long as it has existed. He took huge risk to do this. The outcome was revolutionary - within a few short months, the crew of the Santa Fe went from worst to first. In today’s information age, Human Capital is our most precious resource. It is the 21stCentury weapon of choice. Captain David Marquet’s experiment in leadership has far greater application to the entire business world. This is thought leadership. -- Charlie Kim, Founder & CEO of Next Jump, Inc. Leaders and managers face an increasingly complex world, where precise execution, teamwork and enabling of talent are competitive advantages. David Marquet provides a blue print, along with real-life examples and implementation mechanisms. Anyone who is charged with leading and making a difference needs to read this. -- John Cooper, President and CEO, Invesco Distributors David Marquet’s book discusses ’’successful motivation’’ that provided his people the energy to overcome difficult obstacles. The values that he imbued in his folks provided a ’’burst of energy’’ that positively energized them by satisfying their needs for achievement, providing appropriate recognition, providing a sense of belonging, developing self-esteem, permitting a feeling of control, and permitting an ability to live up to appropriate standards. This type of leadership energizes the work force and allows senior management to ’’paint the future and light a path that takes the entire team to it.’’ This is a must read for all who desire good moral influence on the work force! -- Vice Admiral Al Konetzni, (USN, ret.) Former Pacific Fleet submarine commander. The legacy of a Commanding Officer, or the leader of any organization, is how well the organization performs after he/she departs and the subsequent motivation, success and institutional contribution of those next generation leaders trained and developed. Read Turn the Ship Around! and you will

learn how to build an enduring high performer, where people can’t wait to get to work. -- Admiral Thomas B. Fargo (USN, ret.) Former Commander U.S. Pacific Command Chairman, Huntington Ingalls Industries Captain Marquet’s compelling leadership journey inspires each of us to imagine a world where every human being is intellectually engaged and fully committed to solving our toughest challenges. If it can be done on a nuclear submarine, it can be done everywhere. Turn the Ship Around! delivers a brilliant message. -- Liz Wiseman, Author of Multipliers: How the Best Leaders Make Everyone Smarter What I learned from and with David Marquet is that developing a bottom-up, Leader-Leader culture produces highly empowered people and highly effective teams. It worked on a nuclear submarine and it worked in the mountains of Afghanistan. That said, cultivating a Leader-Leader culture is much easier said than done because you must overturn almost everything people grow up thinking and learning about leadership. ---- Captain (sel) Dave Adams, USN, Former Weapons Officer, USS Santa Fe, Khost Province PRT commander, Commanding Officer, USS Santa Fe’’David Marquet’s book discusses ’’successful motivation’’ that provided his people the energy to overcome difficult obstacles. The values that he imbued in his folks provided a ’’burst of energy’’ that positively energized them by satisfying their needs for achievement, providing appropriate recognition, providing a sense of belonging, developing self-esteem, permitting a feeling of control, and permitting an ability to live up to appropriate standards. This type of leadership energizes the work force and allows senior management to ’’paint the future and light a path that takes the entire team to it.’’ This is a must read for all who desire good moral influence on the work force!’’ -- Vice Admiral Al Konetzni, (USN, ret.) Former Pacific Fleet submarine commander. ’’The legacy of a Commanding Officer, or the leader of any organization, is how well the organization performs after he/she departs and the subsequent motivation, success and institutional contribution of those next generation leaders trained and developed. Read Turn the Ship Around! and you will learn how to build an enduring high performer, where people can’t wait to get to work.’’ -- Admiral Thomas B. Fargo (USN, ret.) Former Commander U.S. Pacific Command Chairman, Huntington Ingalls Industries ’’Captain Marquet’s compelling leadership journey inspires each of us to imagine a world where every human being is intellectually engaged and fully committed to solving our toughest challenges. If it can be done on a nuclear submarine, it can be done everywhere. Turn the Ship Around! delivers a brilliant message.’’ -- Liz Wiseman, Author of Multipliers: How the Best Leaders Make Everyone Smarter ’’What I learned from and with David Marquet is that developing a bottom-up, Leader-Leader culture produces highly empowered people and highly effective teams. It worked on a nuclear submarine and it worked in the mountains of Afghanistan. That said, cultivating a Leader-Leader culture is much easier said than done because you must overturn almost

everything people grow up thinking and learning about leadership.'' ---- Captain (sel) Dave Adams, USN, Former Weapons Officer, USS Santa Fe, Khost Province PRT commander, Commanding Officer, USS Santa Fe --This text refers to an alternate Audio CD edition.

L. David Marquet(Captain, US Navy-Retired),Â a top graduate of the US Naval Academy,Â commanded the nuclear-powered, fast attack submarine USSÂ Santa FeÂ from 1999 to 2001.Â Since leaving the Navy, he has worked with businesses nationwide as a leadership consultant. He alsoÂ teaches graduate-level leadership at Columbia University. He lives in Florida with his wife, Jane.

I am skeptical about books on leadership. Most are written by persons who have reached positions of hierarchical authority in organizations and then anointed themselves "leaders." They don't talk about the political infighting and maneuvering that got them the job. Instead they wax eloquent about their skill in developing people - skills that frequently exist only in their imagination and the book they have written which book is often fiction parading as non-fiction. I was a contributing editor for one of the major business magazines and have met plenty of CEOs. I will leave it to you to guess how many times insiders have told me that the book their chief has written is wildly off the mark.I have not met any of the persons that David Marquet commanded, but I will lay a substantial wager that many will follow him wherever they can.Full disclosure: I am biased. I think that David is a leader, not a commander or a CEO or a senior officer but an authentic leader, for two reasons: 1) his views conform largely to my own, and 2) He undeniably moved a top of the line US nuclear submarine form bottom of the heap to the top by many objective measures.David's views on leadership, and I repeat I heartily endorse these, are:1) "Our greatest struggle is within ourselves. Whatever sense we have of thinking we know something is a barrier to continued learning."2) The way to build a great team is to push decision making down, way down. The more each person feels he has the ability to do what he needs to in his immediate working environment, the more he will "own" his job and the more engaged he will be.3) Engaged people will bubble with ideas about how to make the whole enterprise better. Some of these ideas will be relevant to a particular section and some for the entire organization. For the larger scope ideas, the originators will go out and get the cooperation/approval of others necessary to make the improvement happen.4) It is not enough to push the decision making way down. You also have to send down responsibility, authority and the requisite resources. If you do not do this simultaneously, you simply increase the frustration level. Would you invite some one to come and smell dinner but not eat it? Case closed.5) The mission is

critically important. What is it, how is it defined and communicated, and is it a critical determinant of what decisions are made and how they are made? The answers to these questions will determine the success of the organization.There is much more but these give you the picture. There are wonderful anecdotes throughout the book. For example, Marquet relates an incident where he was denied the opportunity to sail with a submarine whose command he was to assume within a month. He just wanted to get a quick read on what he would soon be facing. The departing captain refused to take him for many reasons mostly unexplained. One explained reason was that Marquet would have taken up scarce sleeping space. What is interesting is the lesson Marquet draws from this incident and how it shapes his own future actions. I will quote directly from the book to illustrate this:"Even though this 2-day underway period would be greatly useful in sustaining Olympia's quality performance after he departed, he apparently had no interest in helping facilitate that. Could I fault him? In the navy system, captains are graded on how well their ships perform up to the day they depart, not a day longer. After that it becomes someone else's problem.I thought about that. On every submarine and ship, and in every squadron and battalion, hundreds of captains were making thousands of decisions to optimize the performance of their commands for their tour and their tour alone. If they did anything for the long run it was because of an enlightened sense of duty, not because there was anything in the system that rewarded them for it. We didn't associate an officer's leadership effectiveness with how well his unit performed after he left. We didn't associate an officer's leadership effectiveness with how often his people got promoted 2, 3 and 4 years hence. We didn't even track that kind of information. All that mattered was performance in the moment."To truly understand how valuable this type of thinking and approach is, ponder this question: If the "leaders" of our financial institutions knew that their bonuses were dependent on how the executive decisions they made would play out over the next five years, and those bonuses were subject to being recovered within that period, do you think we would still have had the blow-ups that wrecked so many venerable institutions and nearly destroyed our financial sector?There is one other reason I find this book invaluable. We all know that a good question is worth more than an hour of detailed instruction. Socrates certainly thought so. Each chapter has several profoundly thought provoking questions at the end. If you grapple with these questions, you may well find that your view of the world is being turned around. Here is a random example: "Are your people trying to achieve excellence or just avoid making mistakes?" Think about the implications of this for your organization.Get this book and read it with your highlighter in hand. Probably a good idea to get two highlighters.

First, I am a 30 year U.S. Navy veteran. I want to say I'm lucky I was never involved in the part of the Navy bent on blind followership that David Marquet describes as the starting condition of the USS Santa Fe but I don't think it was luck. Don't get the wrong impression of the entire U.S. Navy based on his experience. There are elements of the Navy that operate just as Marquet describes though and I am impressed that he could codify the mechanisms and activities that turned his ship around. I had successful tour after successful tour of duty in the Navy using many, not all, of the techniques Santa Fe adopted in a short period with such dramatic results. I just did what seemed right to me but never took the time to codify what it was that made it right. This book really outlined and clarified what it was that made it work over and over for me. I truly appreciate the courage and the intelligence it takes to make such a drastic positive change. You may not have ever experienced life in military service but I can tell you that what Marquet describes here works in both military service and the private sector. Now that Marquet has taken the time to tell the story of what worked, how the mechanisms were developed and has published the recorded methods and results I feel I have a been given a compass to help guide me in the future. I've been a successful leader on highly successful teams for a long time and I see attaining even greater success in the future with this information. The book is written in easily understood language, using brilliant analogies and clear, concise prose that anyone can appreciate. Start on page 1 and read all the way through. I highly recommend the book and suggest learning and sharing widely.

-Excellent book on how to empower employees to act as leaders so that they do their jobs with the proper care and thought. The author, David Marquet, is a Navy commander and was to take over a submarine, the Santa Fe, that had the lowest morale of the fleet. He wanted to try something new and his commander gave him the go ahead to do so.-In 6 months time he was able to tremendously improve the feeling of the men to the ship. Where before, no one wanted to re-enlist on that ship after their tour of duty was done, you had a high enlistment rate. The men were proud of their ship and what they were now able to accomplish.-Commander Marquet goes through his thinking at each stage of what he was attempting and gave many pearls that could be used in other situations in the business world to achieve similar ends. His basic concept was to change the typical leader-follower system in companies to a leader-leader system. In this, the employees would take charge of what they were doing and think about their jobs as if they were the boss doing it. They would learn to be responsible, and to think about not only reducing errors, but how to improve the processes of their company.-Excellent and useful in so many different ways.

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