



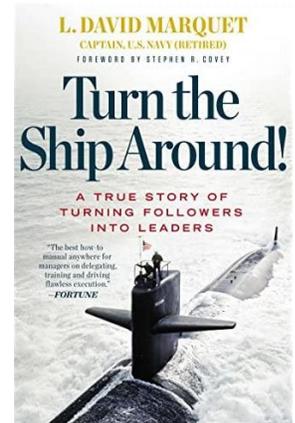
DODReads Executive Summary

Turn the Ship Around!

A True Story of Turning Followers into Leaders

Thesis: Leadership should mean giving rather than taking control and creating leaders rather than followers.

- **L. David Marquet:** A top graduate of the U.S. Naval Academy, L. David Marquet commanded the nuclear-powered, fast attack submarine USS *Santa Fe* from 1999 to 2001. *Santa Fe* earned numerous awards for being the most improved ship in the Pacific and the most combat-effective ship in the squadron. Since leaving the Navy he has worked with businesses nationwide as a leadership consultant. He is a life member of the [Council of Foreign Relations](#) and lives in Florida with his wife, Jane.
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 - [Videos](#)



[Turn the Ship Around!](#)

Why this book is important for the Military Professional:

Leadership must occur at all levels within any organization in order to achieve required goals and objectives. Nowhere is this truer than in the military, where the consequences of poor leadership and management could result in dire consequences, sometimes on a strategic level. The lessons and techniques outlined in this book are tangible methods that can be used by any military professional to better themselves and their organization. This is not just for the officer and non-commissioned officer corps. This is for military members of all ranks and backgrounds – enlisted, civilians, contractors, etc.

Part I

STARTING OVER

- The problem is the *Leader-Follower* model of leadership – controlling people – “Do what you’re told” approach to leadership.
 - Although much has been accomplished using this approach, it has its limits. Namely, the limits of the leader *will* limit the capabilities of the organization.
- The solution is the **Leader-Leader** model of leadership – an organization composed of leaders – it cannot be stopped.
- Thinking that one already knows something can limit the ability to learn something new.

It didn’t matter how smart my plan was if the team couldn’t execute it!

- Being a great leader means that, at a minimum, the people in your organization are able to execute the plans you set forth.
- One must go beyond a *questioning* approach, to a *curious* approach.
 - Not asking questions to make sure subordinates know their equipment, but instead to ask questions to make sure YOU know the equipment.
- Walking around the organization to get face-to-face with those doing the work is the only way to truly understand the good, the bad, and the ugly of an organization.

- Achieving excellence should be the focus, over avoiding errors.
 - Mistakes will happen and an intimate understanding of the root cause of errors, however, reduction of mistakes should be viewed as an important side benefit of achieving excellence.

Questions to Consider

- Do you need someone else to empower you?
- When you think of movie images that depict leadership, who/what comes to mind?
- To what extent do these images limit your growth as a leader?
- How does the perspective of time horizon affect our leadership actions?
- Do you give employees specific goals as well as the freedom to meet them in any way they choose?
- Does leadership in your organization take control or give control?
- What is the primary motivation of the middle managers and rank and file (not what it says on the wall poster outside the boardroom)?

Part II CONTROL

Don't move information to authority, move authority to the information.

- Finding the genetic code for control and rewrite it is a mechanism for CONTROL.
- Acting your way to new thinking is a mechanism for CONTROL.
- A procedurally centered approach can limit an organization's potential. Additionally, "directed" empowerment programs are flawed at their very premise.
- Cultural change can come more quickly than many realize – "What if we just tell them to act that way?"
 - By simply acting in a manner that reflects a new way of thinking (a new culture), the organization's culture can change.
- Utilizing Short, early conversations to make efficient work is a mechanism for CONTROL.
 - Trust is a characteristic of the human relationship
- Using the phrase "I intend to..." to turn passive followers into active leaders is a mechanism for CONTROL.
 - Passive, follower language vs. the "empowered phrases" that active doers use
- Resisting the urge to provide solutions is a mechanism for CONTROL
 - Don't deprive your team of the opportunity to think.

Questions to Consider

- What procedure or process can you change with one word that will give your mid-level managers more decision-making authority?
- What can you do in your organization to add a "little rudder far from the rocks" to prevent needing "a lot of rudder next to the rocks"?
- Could your mid-level managers think through and defend their plan of action for the company's next big project?
- Are you underutilizing the ideas, creativity, and passion of your mid-level managers who want to be responsible for their department's work product?

Part III COMPETENCE

- Competence means that people are technically competent to make the decisions they make.
- Mistakes don't "just happen."
 - Deliberate action as a mechanism for COMPETENCE

- Don't attempt to divest control without first ensuring your organization is competent enough to handle more decision-making authority – technical competence becomes very important.

What do we do on a day-to-day basis?

WE LEARN.

- Where training implies passivity, learning is active – SOMETHING WE DO.
- Another example of eliminating passive actions is to certify vs. brief
- Repetition will be required in order to solidify changes in an organization
 - Continually and consistently repeating the message is a mechanism for COMPETANCE.
- Ensuring that your organization is aware of the GOALS vs. the methods is critical to ensure they have the autonomy necessary to figure out how to do something on their own – you might be surprised at the ingenuity that could result.

Questions to Consider

- Will employees in your workplace revert to acting hastily and automatically in a real-life situation?
- When was the last time you had a briefing on a project? Did listeners tune out the procedures?
- When is it right for the leader to overturn protocol in the effort to rescue a single stressed-out subordinate?
- Are your staff complying with procedures to the neglect of accomplishing the company's overall objectives?

Part IV

CLARITY

- What is your organization about?
 - Everyone better know.

Taking care of your people extends beyond their work lives.

- If your organization has a *rich legacy* – **USE IT!**
 - Inspiration and an identity can stem from the existing legacy of your organization.
- Leadership at every level is required and a set of **guiding principles** will help guide the decisions of those leaders in your organization
 - Initiative
 - Innovation
 - Intimate Technical Knowledge
 - Courage
 - Commitment
 - Continuous Improvement
 - Integrity
 - Empowerment
 - Teamwork
 - Openness
 - Timeliness
- Recognize excellence ASAP! – Have awards that are abundant, with no limit.
- Encouraging a questioning attitude over blind obedience is a mechanism for CLARITY.
- Emancipation recognizes the inherent genius, energy, and creativity in all people – don't empower your team – EMANCIPATE them
 - Emancipated teams have the *decision-making control* to accomplish the mission and they are no longer dependent on the leader for a source of power

Questions to Consider

- Are you doing everything you can to make tools available to your employees to achieve both professional and personal goals?
- Are your guiding principles referenced in evaluations and performance awards?
- How do you create a resilient organization where errors are stopped as opposed to propagating through the system?
- What programs have you instituted to supplement control with competence and clarity?

Resources and Additional Reading

- [Out of the Crisis](#)
- [Team of Teams](#)
- [Turn the Ship Around! Workbook](#)
- [The 7 Habits of Highly Effective People](#)

Thanks to Chris Mundy for compiling this Executive Summary. Chris is a former Commander of the 99th Reconnaissance Squadron and a retired command pilot with nearly 3,000 hours of flight time in the T-37, T-38, A-10, and U-2 aircraft. Chris has also served on the Headquarters Air Force staff, routinely interfacing with the Office of the Secretary of Defense, other military services, industry partners, and Congress. This executive summary is composed of both verbatim excerpts and summarizations from **Turn the Ship Around!**, by L. David Marquet. Chris can be reached through [Linkedin](#).



If your office or command is in need of one book or a hundred we would be honored to [source them](#)