

## Turn the Ship Around! - David Marquet

### Book Summary:

*Turn the Ship Around!* is a leadership book by former U.S. Navy Captain L. David Marquet, chronicling his experience transforming the USS Santa Fe from one of the worst-performing submarines in the fleet to one of the best. Marquet introduces a leadership philosophy called "leader-leader" as opposed to the traditional "leader-follower" model. Instead of giving orders and expecting blind obedience, he empowered his crew by pushing decision-making down the ranks, creating a culture of ownership, responsibility, and excellence. The book provides practical insights for leaders looking to build high-performing teams by fostering autonomy, competence, and clarity.

### Top 10 Takeaways:

1. **Move from Leader-Follower to Leader-Leader** – Instead of relying on a few decision-makers, empower every team member to think and act like a leader.
2. **Give Control, Not Orders** – Shift decision-making authority to those closest to the problem to increase engagement and accountability.
3. **Use "I Intend To" Statements** – Encourage team members to declare their intentions instead of seeking permission, fostering a proactive mindset.
4. **Create a Culture of Continuous Learning** – Develop competence at all levels by encouraging training, questioning, and feedback.
5. **Clarify Organizational Purpose** – Ensure every team member understands the mission, values, and goals, so they can align their decisions with the organization's vision.
6. **Eliminate Micromanagement** – Leaders should trust their teams to make informed decisions rather than controlling every detail.
7. **Focus on Excellence, Not Just Efficiency** – Instead of merely meeting standards, strive for continuous improvement and innovation.
8. **Promote a Safe Environment for Decision-Making** – Encourage people to speak up, admit mistakes, and contribute ideas without fear of retribution.
9. **Decentralize Authority** – By pushing power downward, organizations become more agile, responsive, and resilient.
10. **Measure Success by the Growth of Others** – A leader's effectiveness should be judged by how well they develop leaders within the organization.