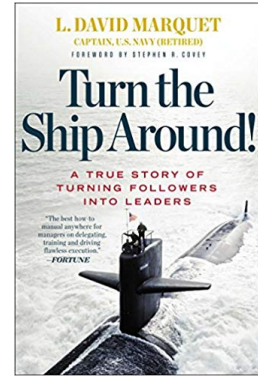




Read2Lead Module
Turn the Ship Around!
A True Story of Turning Leaders into Followers
by L. David Marquet



Book Summary from Google Books: “Marquet was a Naval Academy graduate and an experienced officer when selected for submarine command. Trained to give orders in the traditional model of “know all–tell all” leadership, he faced a new wrinkle when he was shifted to the Santa Fe, a nuclear-powered submarine. Facing the high-stress environment of a sub where there’s little margin for error, he was determined to reverse the trends he found on the Santa Fe: poor morale, poor performance, and the worst retention rate in the fleet. Almost immediately, Marquet ran into trouble when he unknowingly gave an impossible order, and his crew tried to follow it anyway. When he asked why, the answer was: “Because you told me to.” Marquet realized that while he had been trained for a different submarine, his crew had been trained to do what they were told—a deadly combination.

That’s when Marquet flipped the leadership model on its head and pushed for leadership at every level. *Turn the Ship Around!* reveals how the Santa Fe skyrocketed from worst to first in the fleet by challenging the U.S. 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 to his subordinates, and creating leaders. 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 completely engaged, contributing their full intellectual capacity every day. The Santa Fe set records for performance, morale, and retention. And over the next decade, a highly disproportionate number of the officers of the Santa Fe were selected to become submarine commanders.

Whether you need a major change of course or just a tweak of the rudder, you can apply Marquet’s methods to turn your own ship around.”

What is Read2Lead?

Read2Lead is a series of book studies published by the Center for Junior Officers, a small Army research center dedicated to empowering junior officers to develop themselves and their teams. Read2Lead modules give junior officers a ready-to-use product that they can integrate into leader professional development programs.

What's in this module?

Every Read2Lead module contains:

- A short summary of the book that you can circulate to prime people for reading
- Advice for running your Read2Lead session
- A series of questions that can be used in multiple sessions, with options for using the questions over different lengths of time
- Additional resources that may be helpful for the facilitator

What do I need to provide to run a Read2Lead program?

First, the time. Read2Lead sessions work best when they're done over multiple sessions, so participants can digest books in small "chunks" instead of trying to cram them in all at once. Make sure you give your participants enough time to read the book and not fake the funk.

Second, the books. Books can be purchased with a government purchase card if they remain in the hands of the unit. Buying books for a Read2Lead session can be a great kickstarter for a battalion or even brigade library. You can also provide the books to Soldiers with the expectation that they pass them along to another Soldier when they are done with them. If you choose this approach, you should ensure you mark the books appropriately per the purchasing regulations and legal guidance of your organization.

Third, the space. Read2Lead sessions should be conducted in spaces where everyone can hear and see one another. Be creative: maybe you do them as hip-pocket training on a range, or at the end of motor stables. Or as a brownbag lunch in a barracks dayroom.

When you run the actual session, think of it as a time for your Soldiers to think outside the box, discuss something beyond the day-to-day concerns of the unit, and improve their communication skills. The questions provided on the subsequent pages are a starting point, but feel free to add or substitute your own to make the session more meaningful for your Soldiers.

Turn the Ship Around! 10 Week Program Questions

10 weeks is the optimal timing for this book. It minimizes the number of pages Soldiers have to read every week and breaks the book into meaningful chunks. It may be helpful to start by circulating Marquet's Inno-Versity talk, which gives a taste of his ideas: https://www.youtube.com/watch?v=OqmdLcyES_Q.

Starting Over

Week 1: *Introduction, Chapters 1-3 (32 pages)*

- Compare the Navy definition of leadership on p. xxi with the [Army's definition](#). How are they similar? How are they different?
- Should you want to be "missed" from your organization after you leave? Why or why not?
- What can you do as a subordinate to get your boss to let you try a different way of doing things?

Week 2: *Chapters 4-7 (26 pages)*

- Are you asking questions to make sure **you** know or make sure **they** know? Why?
- Who in your organization would answer, "Whatever they tell me to do"? Why?
- What is the primary motivation of your junior officers and your NCOs?

Control

Week 3: *Chapters 8-10 (28 pages)*

- What procedure or process could you change with one word that will give your junior officers/NCOs more decision-making authority?
- Do you act first and think later? Or do you think first and then change your actions?
- What could your organization do to add "a little rudder far from the rocks" to prevent needing "a lot of rudder next to the rocks"?

Week 4: *Chapters 11-13 (21 pages)*

- What causes us to take control when we should be giving control?
- How do you recognize situations where you need to resist the urge to provide solutions?
- How can you eliminate top-down monitoring systems in your organization?

Week 5: *Chapters 14-15 (14 pages)*

- Where can you set the example of "thinking out loud"?
- How can you listen for what is being communicated through informal language?
- Who are your "inspectors"? How can you use them to help your organization?

Competence

Week 6: *Chapters 16-18 (26 pages)*

- What is one part of your organization where you can implement “deliberate action”?
- Where can you personally learn in your organization right now?
- How do you shift responsibility for performance from the briefer to the participants?

Week 7: *Chapters 19-20 (18 pages)*

- Who is the next person who’s going to leave your organization because they’re underappreciated?
- What messages do you need to keep repeating in your organization?
- Where are you complying with procedures to the neglect of your overall objectives?

Clarity

Week 8: *Chapters 21-23 (23 pages)*

- What tools would you like to help your people develop personally and professionally?
- What aspects of your organization’s legacy/history can you incorporate in your work?
- How are your guiding principles incorporated in your everyday work?

Week 9: *Chapters 24-26 (26 pages)*

- How do you reward your team members, individually and collectively?
- What is the end that you currently have in mind?
- Will your people follow an order that is lawful, ethical, and incorrect?

Week 10: *Chapters 27-29, Afterword (17 pages)*

- What are your first steps toward leader-leader?
- How can you divest yourself of the attitude that you empower your team?
- What “ripples” would tell you if you’ve been successful?

Additional Resources:

- DavidMarquet.com: The author’s website contains additional videos and cards for group-based exercises.
- Harvard Business Review: An extensive article on how Marquet’s approach inspired a corporate leader to change his development style.
- [“7 Steps to Learning from Our Mistakes”](#): The author reflects on how to instill a continuous improvement process in a busy organization.

Turn the Ship Around! 4 Week Program Questions

If you are pressed for time, the smallest number of sessions we recommend is four, one for each section (“Starting Over, Control, Competence, and Clarity”). Timing and questions for that approach are listed below. It may be helpful to start by circulating Marquet’s Inno-Versity talk, which gives a taste of his ideas:

https://www.youtube.com/watch?v=OqmdLcyES_Q.

Week 1: **Starting Over**, *Introduction, Chapters 1-7 (58 pages)*

- Should you want to be “missed” from your organization after you leave? Why or why not?
- What can you do as a subordinate to get your boss to let you try a different way of doing things?
- Who in your organization would answer, “Whatever they tell me to do”? Why?

Week 2: **Control**, *Chapters 8-15 (63 pages)*

- What procedure or process could you change with one word that will give your junior officers/NCOs more decision-making authority?
- What causes us to take control when we should be giving control? How do you recognize situations where you need to resist the urge to provide solutions?
- Who are your “inspectors”? How can you use them to help your organization?

Week 3: **Competence**, *Chapters 16-20 (44 pages)*

- What is one part of your organization where you can implement “deliberate action”?
- Who is the next person who’s going to leave your organization because they’re underappreciated?
- What messages do you need to keep repeating in your organization?

Week 4: **Clarity**, *Chapters 21-29, Afterword (66 pages)*

- How are your guiding principles incorporated in your everyday work?
- How do you reward your team members, individually and collectively?
- What are your first steps toward leader-leader?

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