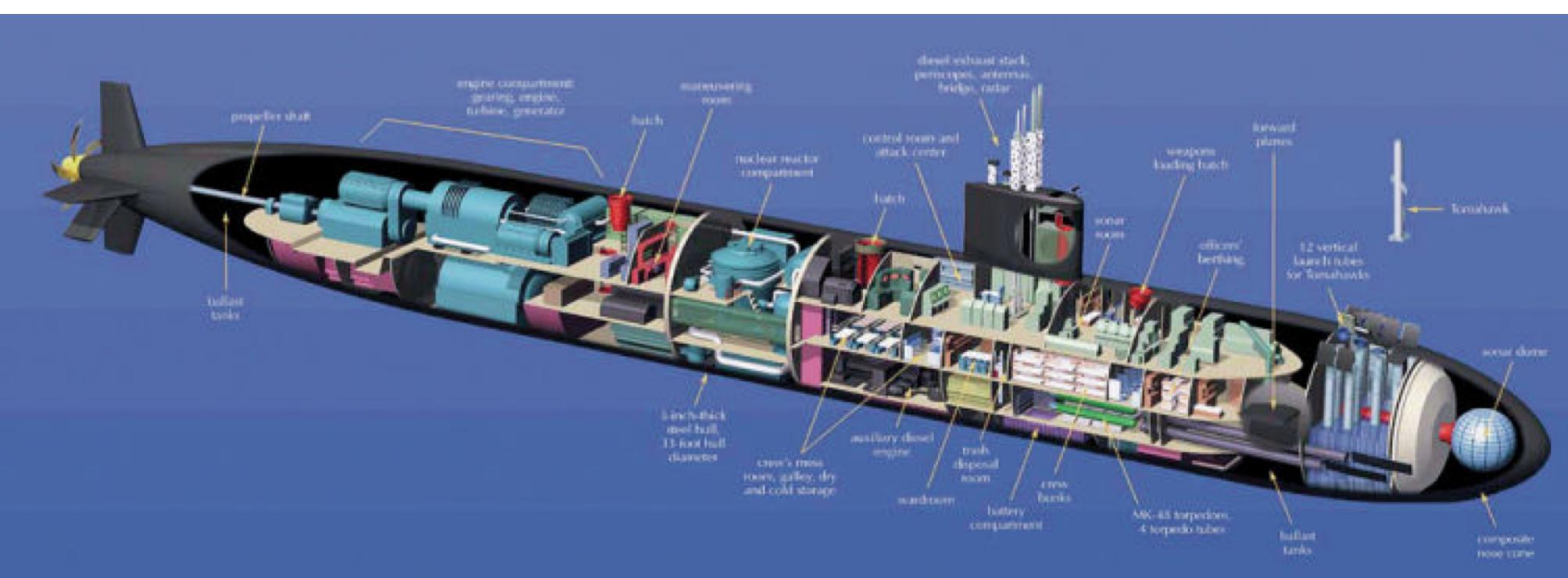


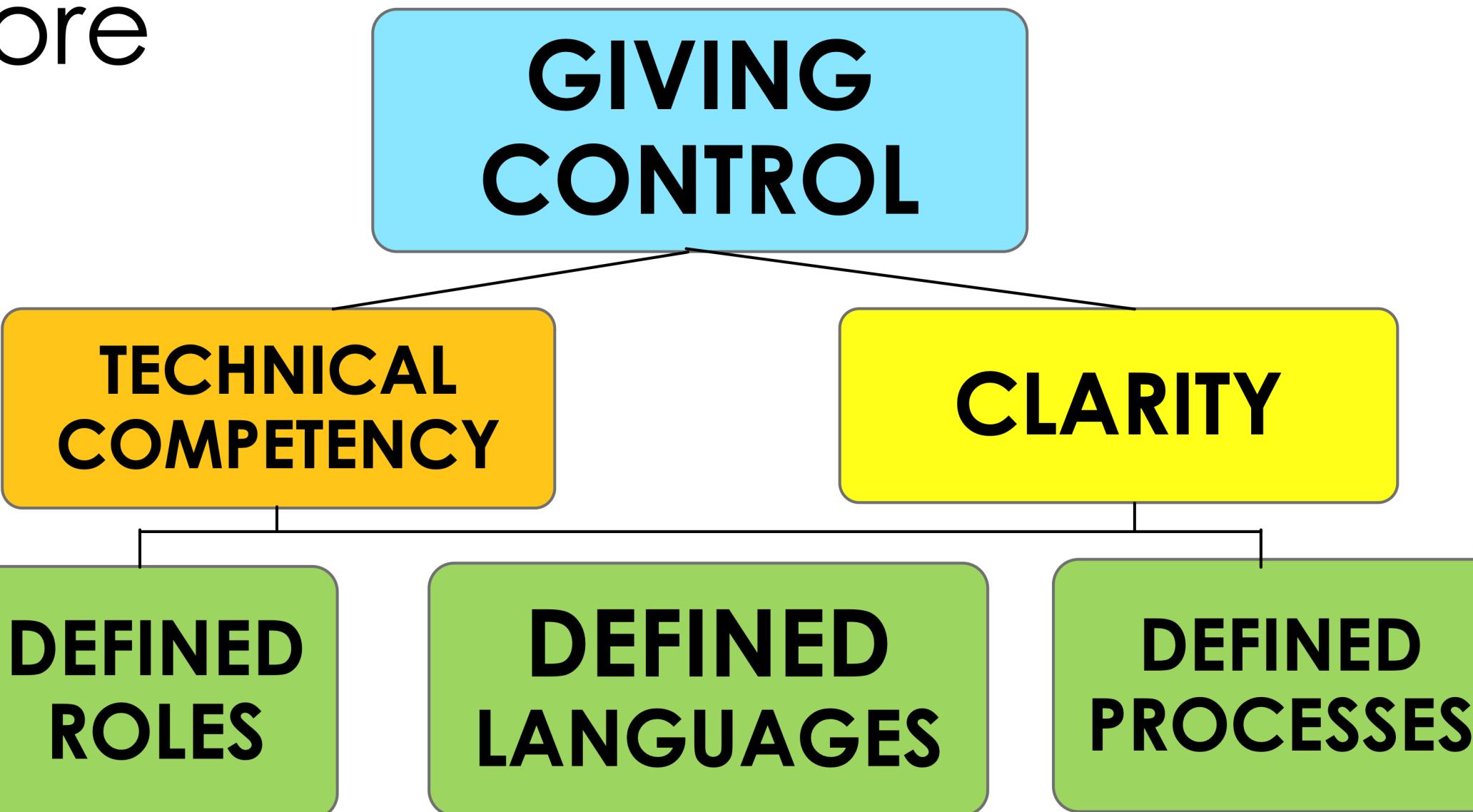
Turn The Ship Around!: A True Story of Turning Followers Into Leaders

"Leaders don't create followers, they create more leaders." – Tom Peters



IMAGINE A WORK PLACE WHERE EVERYONE ENGAGES AND CONTRIBUTES THEIR FULL INTELLECTUAL CAPACITY. A PLACE WHERE PEOPLE ARE HEALTHIER AND HAPPIER BECAUSE THEY HAVE MORE CONTROL OVER THEIR WORK- A PLACE WHERE EVERYONE IS A LEADER.

DAVID MARQUET
FORMER NUCLEAR SUBMARINE COMMANDER



Problem: LEADER-FOLLOWER

- Take control
- Give orders
- When you give orders, be confident, unambiguous & resolution
- Brief
- Have meetings
- Have a mentor-mentee program
- Focus on technology
- Think short-term
- Want to be missed after you depart
- Have high repetition, low quality training
- Limit communication to terse, succinct formal orders
- Be questioning
- Make inefficient processes efficient
- Increase Monitoring & Inspection Points
- Protect Information

Solution: LEADER-LEADER

- **Give control**
- **Avoid giving orders**
- When you give orders, leave room for **questioning**
- Certify
- Have conversations
- Have a mentor-mentor program
- **Focus on people**
- Think long term
- Want **NOT to be missed** after you depart
- Have low repetition, high quality training
- Augment orders with rich contextual **informal communicators**
- Be **curious**
- **Eliminate** entire steps & processes that don't add value
- **Reduce monitoring** & inspection points
- **Pass information**

BOSS SAYS

7. What have you **BEEN** DOING?
6. What have you **DONE**?
5. What do you **INTEND** to do?
4. What would you **LIKE** to do?
3. What do you **THINK**?
2. What do you **SEE**?
1. I'll **TELL** you what to do

WORKERS SAY

7. I've been doing ...
6. I've **DONE** ...
5. I **INTEND** to ...
4. I would **LIKE** to ...
3. I **THINK** ...
2. I **SEE** ...
1. **TELL** me what to do.

LeSS Principles

- Cross-functionality
- Continuous Improvement
- Lean Thinking: avoid overburden
- Whole-product focus
- System thinking
- Transparency
- More with LeSS

Product Owner + Managers:
Don't micromanage, Let Go, Go See, Ask Team for help, Teach Higher Management; Provide Safe Environment for learning, decision-making by teams and taking risks

Scrum Master: actively Do Nothing, avoid Making Decisions for team, Decentralize, patience, openness, humility