

## ## Turn The Ship Around ##

2012, David Marguet, Stephen Covey Intro:

"moving from the Industrial Age of 'control' to the knowledge worker age of 'release'". our problems won't be solved by one person; this is the art of releasing human talent. "the world's greatest problems will be solved by passionate, unleashed 'volunteers'".

"Leadership is ~~the~~ communicating to people their worth + potential so clearly that they are inspired to see it in themselves."

\* Leadership is a choice, not a position.

### \* Intro \*

- ↓ employee satisfaction ↑ boss stress from the Leader-Follower model
- Followers ↓ engagement, ↓ decision making authority, ↓ incentive
- performance of org  $\longleftrightarrow$  ability of leader, can develop personality driven leadership. Short term performance is rewarded, when they go on leave the org. suffers
- Leader-Leader "it's best when we're all leaders" + we all have the capacity  
↑ resilience, ↑ morale
- First joined USS Santa Fe ↓ technically, ↓ operationally, ↓ emotionally  
in a year things turned around + 10 years later is still doing well  
"as control is diverted, both technical competence + organizational clarity need to be strengthened"

### \* Pt. 1 Starting Over \*

• "leader as individual hero" is not helpful but culturally prevalent

① Pain with Rogen SSBN

- 2 crews, Blue + Gold w/ 3 day <sup>turnover</sup> ~~overlap~~ on shift switch, 4 week prep
- failed cert, collided w/ trawler, + 33 years old ship
- doing things right  $\longleftrightarrow$  <sup>tension</sup> deadlines, heavy "Control" try to move "release"
- You can't encourage leader-leader model w/ in leader-follower environment.

## ② Business As Usual

- it doesn't matter how smart your ideas are if your team can't execute
- \* how are efforts rewarded? Only when you're on the team? Or for the long term? Are others from your team promoted once you leave?
- \* is there an appetite for change? Or is "business as usual" expected.
- "People who are treated as followers treat others as followers when it's their turn to lead."

## ③ Change of Course

- assigned to USS Santa Fe, which was a joke at the time, no one was fired & the focus was on how the individuals interact with each other <sup>vs.</sup> replacing.
- specific goal, leave execution to the individuals / team
- full responsibility but ↓ control

## ④ Frustration

- Curious → asking to understand, questioning → asking to evaluate
- pair work & interdependence, rely on your team & stay aware of technical needs but up to date knowledge can be something you get from your team.

## ⑤ Call to Action

- the team wasn't as bad as they thought they were, the processes around leader follower mean it was ok to waste time & ↑ covering your butt, "well I said to do it", etc. The crew was frustrated.

## ⑥ "Whatever they tell me to do!"

- ↳ being a follower, but not taking responsibility & throwing blame to the command structure. Only having a set group of people engaged.

## ⑦ "I Relieve You!"

are you: avoid errors > achieving excellence.

- in the Navy, delegation is the exception, not the rule.

↓ ~~spiral~~ spiral: ↓ practices → mistakes → ↓ morale → ↓ initiative → survival mode

"best way to not to make a mistake is not to do anything or make any decisions." \* You are destined to fail & mistakes are inevitable

- trying to avoid mistakes makes success an absence of mistakes vs. achieving something

- a part of excellence is understanding mistakes, but that's not the whole <sup>and</sup>!



"Achieve excellence, don't just avoid errors is a mechanism for clarity."

## \* Pt. II Control \*

"Control is about making decisions concerning not only how we're going to work but also toward what end."

→ push decisions down to where the information lives

"Don't move info to authority, move authority to the information"

### ⑧ Change, in a word

- Start acting differently & thinking can follow
- personality-centered leadership
- procedure leadership (good for bounded contexts w/ ↓ complexity)
- inspire leadership, it can't be mandated
- having your position be one of accountability, responsibility & work
- personalities come & go but institutional mechanisms endure & embed the change in the organization

\* Find your organization's genetic code

when delegating, you likely will have issues of competence & issues of clarity.

"Find the genetic code & rewrite it is a mechanism for control"

- Changing the way your org. controls decisions in an enduring, personal way
- \* distributing control wasn't enough, new decision makers had to have ↑ tech knowledge & clear sense of org. purpose

### ⑨ "Welcome Aboard Santa Fe!"

- people were hesitant towards change ① Could this change be better than the 700 year norm? ② Fear & cost of being different

"intimately caring about your subordinates & the organization but caring little about the organizational consequences to yourself."

↳ if you can afford to.

- 3 name rule, greet w/ their name, your name & boat's name
- ↳ if you can enforce & standard & enforce compliance.

→ just looking for the behavior & not necessarily if people understood why  
+ Acting your way to new thinking is a mechanism for control.

The Score ~~Task~~ Case of Itself (Lizzy Rue)  
Bill & Craig Walsh, Steve Jamison

The 8<sup>th</sup> Habit  
Stephen Covey

The Visual Display of  
Quantitative Information  
Edward Tufte

## ⑩ Under Way on Nuclear Power

- \* make sure the prepwork you're doing has a tangible impact. Doesn't matter how perfect something is if it's irrelevant.
- \* focus on how you can be operationally effective
- \* " " Short & early conversations is ~~long~~ perfect & late conversations
  - mechanism for control & to get early feedback, not instructions or top-down directions
- widespread inefficiencies are less visible & still impactful

## ⑪ I intend to ...

"inspection mentality" is the practice of focusing solely on the next inspection. Don't focus on the score, focus on your skills.

"I intend to ..." → Control

### Disempowered Phrases

- Request permission to ...
- "I would like to ..."
- "What should I do about ..."
- "Do you think we should ..."
- "Could we ..."

### Empowered Phrases

- "I intend to ..."
- "I plan on ..."
- "I will ..."
- "We will ..."

→ if you add rationale it's easy to approve & move along & this helps others think at a higher level & act as leadership development.

• There is a power rush to be aware of w/ giving orders

## ⑫ Up Scope!

- sometimes you need to give others room to breathe & come up w/ decisions & discuss.
  - ↳ Resist the urge to provide solutions → Control
- immediate decision needed → make it, then after ask for feedback
- soon decision: ask for input, even briefly, then make decision
- delayed decision: force input & cherish disagreements

## ⑬ Who's responsible?

- the important message is that "you're responsible for your job". Certain processes can enforce the view that you are being evaluated & will potentially be punished
- Eliminate Top-Down Monitoring Systems → Control



- Implement mechanisms that give ownership & responsibility instead of higher ups enforcing or telling you what to do.

#### ④ "A New Ship"

- Allowing informal discussions can ↑ Communication while ~~not~~ retaining job autonomy & morale. ex. "I think..."
- Think Out Loud → Control, makes it easier to keep your mouth shut & let your team execute → organizational clarity.
- "We say submarining is a team sport, but in practice it often amounts to a bunch of individuals, each working in his own shell, rather than a rich collaboration", so people just don't talk
- also allows everyone to share context & experience to others
- Lack of certainty → strength & certainty → arrogance

#### ⑤ "We Have a Problem"

"Human instinct gets in the way of adequate inspection & enforcement when an individual or group is also responsible for correcting deficiencies in performance."

- Embrace the inspectors → control, the crew of Santa Fe are responsible for Santa Fe.
- Inspectors can be advocates for sharing your successes & sources of info when working over failures & being open can ↓ defensiveness

### ★ Pt. III Competence ★

- Competence → people are technically competent to make the decisions they make you need to ↑ technical competence.

Mechanisms:

- ① Take deliberate action
- ② We learn (everywhere, all the time)
- ③ Don't brief, certify
- ④ Continually / Consistently repeat the message
- ⑤ Specify goals, not methods

#### ⑥ "Mistakes Just Happen!"

- balance the courage to hold people accountable for their actions w/ compassion for their honest efforts.

→ they're doing a retro. ★ Take deliberate action → Competence

- before doing something, pause + point + vocalize what you're about to do
- it's not for show + should be retained as a practice in real life situations
- allows for others to step in + correct mistakes
- allows the right people to intervene?
- can expand deliberate action to paperwork
- allows for mistakes to be caught + neutralized

#### ⑦ "We Learn"

- ↑ competence "as your ability to make decisions increases, then you need intimate knowledge on which to base those decisions."

#### ⑧ Under Way for San Diego

- try not to think of an action through its disparate steps but as one fluid action so you can improve a whole action.

→ Don't brief, certify → Competence

Is there a way to engage people during a certification + ask questions? Interactive exploration vs ~~boring~~ boring lecture.

#### ⑨ All Present + Accounted For

- With more authority the chiefs made their position better than their crew, to walk the walk of responsibility they would need to do their fair share of the work
- authority + responsibility + tools to do job = success?
- Continually + consistently repeat the message → Competence
- "USS Ustatish" aka the sub you "used to be on"
- You may say what you're thinking but the picture in your head doesn't match what the crew has

#### ⑩ Final Preparations

"the procedure had become the master + not the servant"

→ have the right language to describe reality to assist in "thinking out loud"

→ use bottom-up for alerts + focus on goals vs. procedure

→ Specifying goals, not methods → Competence + clarity

"Provide your people with the objective + let them figure out the method"



## \*Pt. IV Clarity\*

"Clarity means people at all levels of an organization clearly & completely understand what the organization is about."

↳ because people make decisions against a set of criteria including what the org is trying to accomplish

- ① Achieve excellence, don't just avoid errors
  - ② Build trust & take care of your people
  - ③ Use <sup>your</sup> legacy for inspiration
  - ④ Use guiding principles for decision criteria
  - ⑤ Use immediate recognition to reinforce desired behaviors
  - ⑥ Begin w/ the end in mind
  - ⑦ Encourage a questioning attitude over blind obedience
- (21) Underway for Deployment
- 3 themes for professional development: empowerment, efficiency, & tactical excellence
  - how to clarify advancement & give your team the tools to advance?
  - taking care of your team extends to beyond their work life
  - "Had they not believed I was doing everything I could for them, it would have been a lot tougher when I asked them to work so hard."
  - Building trust & taking care of your people → clarity
    - ↳ doesn't mean protecting them from consequences but does mean giving them every possible tool & advantage to achieve their goals
- (22) A Remembrance of War
- in a casualty drill, if the officer was focused on indications that would provide info to make a good decision that's a good thing
    - ↳ you can signal action to help others know your intentions & visualize deliberate action
  - \* can highlight historical points or remnants of your legacy to inspire
  - Use your legacy for inspiration → clarity
  - \* many orgs have an inspiring beginning that can get lost. Find ways to tap into that history
- (23) Leadership at every level
- "guiding principles needed to ... provide guidance on decisions"

## Santa Fe's Guiding Principles

- ★ Initiative, take action w/o direction to complete objectives. Chain of Command is obliged not to stifle initiative.
- ★ Innovation, new ways of doing the same thing w/ courage + willingness to fail
- ★ Intimate Tech Knowledge, responsible to learn our area of responsibility, we study
- ★ Courage, do the right thing, even if uncomfortable, admit mistakes, don't blindly follow
- ★ Commitment, we're present + choose to be at work when at work
- ★ Cont. Improvement, ↑ processes + ourselves + chain of command is obliged to help
- ★ Integrity, tell the truth to each other + ourselves
- ★ Empowerment, encourage action + support mistakes, explain what we want w/ flexibility in how it's accomplished
- ★ Teamwork, back each other up in a positive way
- ★ Openness, <sup>express</sup> participative + <sup>reflect</sup> reflexive, challenge our own thinking + open to critique
- ★ Timeliness, be on time + work to do things faster

guiding principles:

→ should reflect reality, be referred to + used in practice

\* Use guiding principles for decision criteria → clarity

## (24) A dangerous passage

\* recognize good work immediately + follow through officially

→ is recognition given? How soon after good work? Does it pit people against each other?

\* Once a skill is competent, move onto another area. No need to keep improving.

\* make sure the collaboration-competition line is clear + focus on the interaction you want

↳ collaboration internal to company

competition against the world or other companies

→ Use immediate recognition to reinforce desired behavior → clarity

→ you could assign grade based on the fixed objective + provide data on how the team stacks up against all teams

→ providing data can lead to a desire to improve.



## ②5 Looking Ahead

→ org. clarity

- Begin w/ the end in mind, make goals specific + measurable, collect hard data along the way
  - ↳ can make individual goals align w/ Corporate goals

## ②6 Combat Effectiveness

Encourage a questioning attitude over blind obedience → clarity

## ②7 Homecoming

- The chiefs now worked twice as hard + their jobs + the decisions they made mattered
- Deliberate action → teamwork → signaling intent
- \* Instituting Leader-Leader Model; recap

Give Control via Competence + Clarity

### Control

- find + rewrite genetic code
- Act → new thinking
- Short + early Convo: efficiency
- "I intend to..."
- don't provide solutions
- eliminate top down monitoring
- Everyone speak out loud
- Embrace the inspectors

### Clarity

- excellence > avoid errors
- ↑ trust + take care of your people
- Use your legacy for inspiration
- "guiding principles for decision criteria"
- immediate recognition → ↑ desired behavior
- Begin w/ end in mind
- Encourage ?'ing attitude > obedience

### Competence

- take deliberate action
- learn everywhere / all the time
- don't brief, certify
- continually + consistently repeat the message
- Specify goals not methods

- when
- ① identity of excellence is created
    - ↳ interfaces w/ customer + physical world are two key interfaces
  - ② what decisions do the ppl. responsible need to make to achieve excellence
  - ③ what would it take for those ppl. to make those decisions?
    - ↳ a) tech. knowledge <sup>thorough understanding</sup> b) of org goals
    - ④ authority ⑤ responsibility

## ②8 A New Method of Resupplying

"You know when you have an emancipated team when you no longer need to empower them." Indeed, you no longer have the ability to empower them *bec* they are not relying on you as their source of power."

emancipation > empowerment

## ②9 Ripples

- This list of mechanisms won't work as written for every organization, the specifics will be different

\*NOTE: The author runs a consultant company & advertises it  
Leader-leader.com      david@turntheshiparound.com

"Ultimately, the most important person to have control over is yourself."

↳ "rejecting the impulse to take control & attract followers will be your greatest challenge & -- your most powerful & enduring success."

## Personal Thoughts:

I wish I had known the author was a consultant & that this book is a marketing vehicle. Some aspects (ex ↓ control requires ↑ competence & ↑ clarity) is very useful but I think reading the source material *Start as you Stand* and *7 Habits, Covey* would be more beneficial than this book.

Also, it's outdated. *Team of Teams, McChrystal* is better written w/ more relevant examples than this book. The author & his crew did an amazing job, but this read like half military / submarine book, half convoluted & repetitive notes on seeing other humans as autonomous, intelligent & creative ~~that~~ people & getting out of their way & supporting them.