

## **BOOK REVIEW**

### **BOOK TITLE**

DAVID L. MARQUET (2012). *Turn the Ship Around! How to Create Leadership at Every Level?* Greenleaf Book Group Press). *McGraw Hill Education*. ISBN: 978-007-1799-66-9, 224 pages, USD 15.75

### **REVIEWED BY**

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### **BACKGROUND INFORMATION ABOUT THE AUTHOR**

L. David Marquet had a distinguished career in the U.S submarine force. He is a top graduate from the U.S Naval Academy. He commanded the nuclear-powered fast-attack submarine USS *Santa Fe*, stationed in Pearl Harbor, Hawaii. Captain Marquet completely turned around *Santa Fe*, where the crew went from being "worst to first." *Santa Fe* earned numerous awards for being the most improved ship in the Pacific and the most combat-effective ship in the squadron. *Santa Fe* continued to win awards after his departure and promoted a disproportionate number of officers and enlisted men to positions of increased responsibility. After riding USS *Santa Fe*, noted author Stephen R. Covey said it was the most empowering organization he'd ever seen and wrote about Captain Marquet's leadership practices in his book, *The 8th Habit*.

### **SUMMARY OF THE BOOK**

A leader's story is really inspiring with the way he struggled to lead himself and his followers reaching milestones and continuous

performance success. The story of Turn the Ship Around was published in 2013. This book was inspired by thousands of readers. The story of the book is the story of captain David Marquet, who commanded the nuclear-powered fast-attack submarine USS *Santa Fe*. *Though this story is linked to USS Santa Fe, several corporate applied the insights from this book in their day to day operations as well as creating workplaces where everyone takes responsibility.* For several organisations the leadership insights from this book has paved better result.

The story details in such a way that when Marquet turned to be a nuclear-powered submarine command, he has decided to change the story of Santa Fe's poor morale, poor performance, and the worst retention rate in the fleet. Soon Marquet realised that the command and directional approach of a leader of one ship crews may not be suitable to other one. Without understanding the turbulence of the new ship run, his command has turned into several issues. The answer from the crew was really an eye opener to Marquet, viz., "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. This was really an operational as well as an incongruence in the direction given. A leader's best choice or role in this scenario is understand the situation and take immediate steps to control over the scenario for best of leader- follower relationship, leading to performance excellence. Beleaguered against his own natures to take control, by being given control to his subordinates, and there by creating leaders, he conquered the followers confidence and operational excellence of the crew members. The scenario has led to such a situation that 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 come to be completely involved, backing 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. The approach followed may have better result, when one can apply Marquet's methods to turn, own ship around.

## EVALUATION OF THE BOOK

The book is about Submarine Captain David Marquet who is the top 5 graduate from his class. Given command of USS Olympia the best submarine in 1999 he took a year to learn about the piping, people procedure and every problem. However, after 2 weeks he got a call for assignment to USS Santa Fe which is the lowest rate performance in entire submarine in US. He found unfamiliar about the ship David Marquet believe his credibility as leader tied with closely to his intelligent and knowledge about whole system. Everyone follow his commend, one day they take exercise shutdown the engine and depending on the battery (EPM) and the Captain speed up to create tension situation and the second person on command stand beside him. Captain doesn't know the ship only can go with 1/3 power. John the navigator officer looks tension, the captain asked him "what happening you look stress", he said the ship doesn't have 2/3 of the power. Captain said good job to John just to take care his ego. Captain went to the second person on command" Did you know this" He replied "Yes" The captain ask why you order it, because you to told me too. Captain realized the mistake he has done -Crew trained for compliant and Captain trained for wrong ship and deadly combination. He knows can't request for new crew or change to other ship. Not like in our private company we don't like someone we fired and if don't like to work we leave the company. Immediately. The captain orders the officer to meet and captain change his mind not to give order, the officer will give the order and captain will only know the status (empowered the bottom). The empowerment to the lower level. David was force to understand leadership. People on the top with authority and people on the bottom with all the information. The reality is to push all the authority down. David Marquest has turnaround the ship to be the best

Submarine in history and he had built up leadership factory. Read his book! His work is remarkable, it has step by step what he did of how to transform from commander structure to leader structure.

## CONCLUSION

The book titled *Turn The Ship Around!* A true story of turning followers into leaders. by L. David Marquet. This book carries excellent stuff of leadership insights which is applicable to all levels of organization. This book is an excellent guide to any corporate leader, SME leader, small business owners and entrepreneurs who are engaged in building a business from scratch. How to inspire and motivate the followers towards performance excellence as well as the leadership success is the crux of the book. Accountability of the orders as well as acknowledgement from the followers need to be correlated into in every functional level. Building an organization with leader-leader in mind is the way to ensure that there is better life among all and for the organization. Particularly, the incidents are derived from real life experiences reported in submarine context which readers need familiar with or can know more easily apply in their personal as well as professional context. A team with leadership qualities are absolutely necessary to set and get the organizational goals released. Henceforth it is highly recommending that every business leader, entrepreneur and employee read this book and practice its principles in business and in life.