

## TURN THE SHIP AROUND: A TRUE STORY OF TURNING FOLLOWERS INTO LEADERS

### L. David Marquet (Penguin)

Over the summer I picked up 'Turn the Ship Around' from an Oxfam shop. Marquet writes as the former commander of a failing nuclear submarine that he was brought in by the U.S. Navy to turn around.

It's a fascinating read, with leadership insights from a completely different arena to the one we as church leaders are accustomed to. With helpful principles to learn around culture change, delegating authority, communication, developing leaders and more, the subtitle alone is enough to draw you in – 'a true story of turning followers into leaders'.

Marquet was inspired by an example of leadership he saw while in the naval academy; the delegation of authority toward a model he later came to describe as 'leader-leader', which stood in stark contrast to the 'leader-follower' model that ran deep in the Navy.

He carried this vision with him throughout his career, and with some failed attempts at implementing the change he wanted to see, he finally found himself in charge of the USS Sante

Fe, a nuclear sub that was 'dogged by poor morale, poor performance' and known as having the worst retention in the fleet.

It was in this high stress environment that he began to effect culture change. Turn around occurred. The submarine steadily shifted from worst to best in the fleet.

Marquet offers the reader practical and accessible insights into failures, and almost 20 principles (which he calls 'mechanisms') to change the positioning of control, increase competence, and develop clarity around purpose. Yes they require some translation from leadership of a US Navy sub to leadership of a church, but there is much here to help. His section on why empowerment doesn't work is worth the price of the book alone!

Review by Matt Hogg, CPAS Leadership Enabler.

