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Business Book Review:
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“One complicating factor, which is going to take years to overcome, is that the Navy officer corps is composed overwhelmingly of white males, while the enlisted men and women include blacks,

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Posted By Denise

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change to improve
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business starting with
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Captain Abrashoff took over as commander of USS Benfold, it was like a business that had all the latest technology but only some of the productivity. Knowing that responsibility for improving performance rested with him, he realized he had to improve his own leadership skills before he could improve his

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ship. Within months, he created a crew of confident and inspired problem-solvers eager to take the initiative and responsibility for their actions. The slogan on board became "It's your ship," and Benfold was soon recognized far and wide as a model of naval efficiency. How did Abrashoff do it?

Against the backdrop of

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today's United States Navy, Abrashoff shares his secrets of successful management including: See the ship through the eyes of the crew: By soliciting a sailor's suggestions, Abrashoff drastically reduced tedious chores that provided little additional value. Communicate, communicate, communicate: The more

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Abrashoff

communicated the plan,
the better the crew's
performance. His crew

eventually started

calling him "Megaphone
Mike," since they heard
from him so often.

Create discipline by
focusing on purpose:

Discipline skyrocketed
when Abrashoff's crew
believed that what they
were doing was

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important. Listen
aggressively: After
learning that many
sailors wanted to use the
GI Bill, Abrashoff
brought a test official
aboard the ship-and held
the SATs forty miles off
the Iraqi coast. From
achieving amazing cost
savings to winning the
highest gunnery score in
the Pacific Fleet,
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sent shock waves
through the U.S. Navy.
It can help you change
the course of your ship,
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fought.

The former commander
of the U.S.S. Benfold
describes the
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that he used to

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—FORTUNE Since Turn the Ship Around! was published in 2013, hundreds of thousands of readers have been inspired by former Navy captain David Marquet's true story.

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Many have applied his insights to their own organizations, creating workplaces where everyone takes responsibility for his or her actions, where followers grow to become leaders, and where happier teams drive dramatically better results. Marquet was a Naval Academy graduate and an

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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,

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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

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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

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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

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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,

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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.

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For every person in every organization, there comes a moment when he or she must have the courage to step forward and meet the needs of the time.

Regardless of whether your time is now or in the future, you must be prepared and willing to seize that moment as a courageous leader.

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Management

Captain D. Michael
Abrashoff, legendary
commander of the USS

Benfold, continues in
the same vein of his
bestselling book IT'S
YOUR SHIP with the
knowledge he's gained
from his speaking to and
advising some of the top
business minds in the
world. The story of
Captain Abrashoff and

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his command of USS Benfold has become legendary inside and outside the Navy. By governing his ship with his unique management techniques, Abrashoff turned the Benfold into a model of naval efficiency, with amazing cost savings, the highest gunnery score in the Pacific Fleet, and a highly motivated and

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top performing crew. In
IT'S YOUR SHIP, he
first demonstrated how
to bring his successful
management techniques
from the ship to the
boardroom. Now, in his
newest book IT'S OUR
SHIP, in the same
rugged, can-do voice,
Abrashoff will focus on
the leadership,
motivational, and
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and tips that he has learned from his last six years of addressing business and corporate audiences. Abrashoff's timely advice will be eminently prescriptive, and will feature anecdotes and insights from leaders of businesses large and small and from public and non-profit sectors.

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Ship management is a worldwide activity. Modern ships are sophisticated designed structures equipped with several automatic devices. It is estimated that 90 per cent of commodities transported worldwide are carried by ships. Therefore there is great interest from many private and public organizations that

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those ships are operating, manned, designed and maintained within international acceptable standards. The obligation of stakeholders to comply with maritime regulations is included in most statutory and commercial agreements and therefore inadequate implementation of

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maritime regulations
exposes stakeholders to
commercial risks. This
book explores how the
application of
mathematical decision-
making tools could be
used to manage
maritime regulations.
Performance
management tools are
proposed which would
allow stakeholders to
monitor the regulatory

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performance of their organization in order to reduce or eliminate those commercial risks.

The process of introducing an implementation process for maritime regulations worldwide is described within this text. An emphasis is put on the role of main stakeholders in the regulatory process and

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reasons that increase the willingness of stakeholders to participate in the implementation of regulations. This book will be of interest to scholars and students interested in the management of the shipping industry as well as ship owners and managers who are charged with

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implementing maritime
regulations.

Battle-proven, step-by-
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instilling leadership in
anyone, in any business
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in organising and
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activities. Management
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learning and
understanding of the
fascinating world of
shipping business. It
examines the
organisation and
management of
companies which
manage ocean-going

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ships, emphasising the special characteristics of the industry and the framework created by these. This textbook offers a detailed account of the companies' processes and functions, the structural and contextual dimensions of their organisation, as well as an analysis of human resources, safety management and the

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practice and attitudes,
good seamanship can be
viewed as a series of
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in terms of
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safety can be defined,
and the interaction of
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and environmental conditions and their effects on system safety can be recognised.

System safety in turn depends on good bridge team management, with particular emphasis on communication, cooperation and leadership – communication for the exchange of information,

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team activities, and
leadership to ensure that
each member of the
team performs
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