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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 experienced officer when selected for submarine command. Trained to

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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, he was determined to reverse the trends he

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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 was:

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more powerful model of giving control to his subordinates, and creating leaders. Before 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

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