

# Leadership Is Language The Hidden Power Of What Y

L. David Marquet

Leadership Is Language L. David Marquet, 2020-02-04 Wall Street Journal Bestseller From the acclaimed author of *Turn the Ship Around!*, former US Navy Captain David Marquet, comes a radical new playbook for empowering your team to make better decisions and take greater ownership. You might imagine that an effective leader is someone who makes quick, intelligent decisions, gives inspiring speeches, and issues clear orders to their team so they can execute a plan to achieve your organization's goals. Unfortunately, David Marquet argues, that's an outdated model of leadership that just doesn't work anymore. As a leader in today's networked, information-dense business climate, you don't have full visibility into your organization or the ground reality of your operating environment. In order to harness the eyes, ears, and minds of your people, you need to foster a climate of collaborative experimentation that encourages people to speak up when they notice problems and work together to identify and test solutions. Too many leaders fall in love with the sound of their own voice, and wind up dictating plans and digging in their heels when problems begin to emerge. Even when you want to be a more collaborative leader, you can undermine your own efforts by defaulting to command-and-control language we've inherited from the industrial era. It's time to ditch the industrial age playbook of leadership. In *Leadership is Language*, you'll learn how choosing your words can dramatically improve decision-making and execution on your team. Marquet outlines six plays for all leaders, anchored in how you use language:

- Control the clock, don't obey the clock: Pre-plan decision points and give your people the tools they need to hit pause on a plan of action if they notice something wrong.
- Collaborate, don't coerce: As the leader, you should be the last one to offer your opinion. Rather than locking your team into binary responses (Is this a good plan?), allow them to answer on a scale (How confident are you about this plan?)
- Commit, don't comply: Rather than expect your team to comply with specific directions, explain your overall goals, and get their commitment to achieving it one piece at a time.
- Complete, not continue: If every day feels like a repetition of the last, you're doing something wrong. Articulate concrete plans with a start and end date to align your team.
- Improve, don't prove: Ask your people to improve on plans and processes, rather than prove that they can meet fixed goals or deadlines. You'll face fewer cut corners and better long-term results.
- Connect, don't conform: Flatten hierarchies in your organization and connect with your people to encourage them to contribute to decision-making.

In his last book, *Turn the Ship Around!*, Marquet told the incredible story of abandoning command-and-control leadership on his submarine and empowering his crew to turn the worst performing submarine to the best performer in the fleet. Now, with *Leadership is Language* he gives businesspeople the tools they need to achieve such transformational leadership in their organizations.

**Leadership Is Language** L. David Marquet, 2020-02-04 'Full of compelling advice on how to lead more effectively by choosing your words more wisely' - ADAM GRANT, author of *Originals* and *Give and Take* Your words matter more than you think Most of us use the language we inherited from a time when workers worked with their hands and managers worked with their heads. Today, your people do much more than simply follow orders. They contribute to performance and solve problems, and it's time we updated our language to reflect that. In *Leadership Is Language*, former US Navy captain L. David Marquet offers a radical playbook to empower your people and put your team on a path to continuous improvement. The framework will help you achieve the right balance between deliberation and action, and take bold risks without endangering your mission. Among other things, you'll learn:

- How to avoid the seven common sins of questioning, from binary questions (should we do A or B?) to self-affirming questions (B is the better option, right?)
- Why you should vote first, then discuss, when deciding on a plan with your team, rather than voting after discussion
- Why it's better to give your people information

instead of instructions As a submarine captain, Marquet used his counterintuitive model of leadership to turn the worst-performing submarine crew into the best-performing one in the fleet, a story he recounted in his bestselling book *Turn the Ship Around!* Now, in *Leadership Is Language*, he draws on a wide range of examples, from the 2017 Oscars Best Picture mishap to the tragic sinking of the SS *El Faro*, to show you exactly how the words you use (and don't use) impact how your people contribute.

**Leadership Is Language** L. David Marquet, 2020-02-04 Wall Street Journal Bestseller From the acclaimed author of *Turn the Ship Around!*, former US Navy Captain David Marquet, comes a radical new playbook for empowering your team to make better decisions and take greater ownership. You might imagine that an effective leader is someone who makes quick, intelligent decisions, gives inspiring speeches, and issues clear orders to their team so they can execute a plan to achieve your organization's goals. Unfortunately, David Marquet argues, that's an outdated model of leadership that just doesn't work anymore. As a leader in today's networked, information-dense business climate, you don't have full visibility into your organization or the ground reality of your operating environment. In order to harness the eyes, ears, and minds of your people, you need to foster a climate of collaborative experimentation that encourages people to speak up when they notice problems and work together to identify and test solutions. Too many leaders fall in love with the sound of their own voice, and wind up dictating plans and digging in their heels when problems begin to emerge. Even when you want to be a more collaborative leader, you can undermine your own efforts by defaulting to command-and-control language we've inherited from the industrial era. It's time to ditch the industrial age playbook of leadership. In *Leadership is Language*, you'll learn how choosing your words can dramatically improve decision-making and execution on your team. Marquet outlines six plays for all leaders, anchored in how you use language:

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**Turn the Ship Around!** L. David Marquet, 2013-05-16 "One of the 12 best business books of all time... Timeless principles of empowering leadership." - USA Today The best how-to manual anywhere for managers on delegating, training, and driving flawless execution." -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. 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 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, 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 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 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 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, 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.

The Secret Language of Leadership Stephen Denning, 2011-01-07 The book introduces the concept of narrative intelligence—an ability to understand and act and react agilely in the quicksilver world of interacting narratives. It shows why this is key to the central task of leadership, what its dimensions are, and how you can measure it. The book’s lucid explanations, vivid examples and practical tips are essential reading for CEOs, managers, change agents, marketers, salespersons, brand managers, politicians, teachers, parents—anyone who is setting out to change the world.

**Leading with Purpose** Marc Koehler, 2015-08-24 Imagine every employee...galvanized around a common vision and a shared purpose, treating the company as if it were their own, clearly understanding their specific role, managing the day-to-day chaos, and staying focused on the goals that matter most. Now imagine being the transformational and visionary leader of this company. Leading with Purpose gives you the blueprint to make this happen. It steps you through the creation of a simple, but powerful one-page plan and then shows you how to use it to develop an engaged and empowered team that collectively drives success, solves problems, and manages change. The book’s one-page plan coordinates with the Leading with Purpose online platform ([www.leadwithpurpose.com](http://www.leadwithpurpose.com)) to which all readers get a free trial.

Spiritual Leadership Today Mel Lawrenz, 2016 Written for leaders in any position of influence, Spiritual Leadership Today by Mel Lawrenz provides a baseline for 21st century Christian leadership that is rooted in key Scriptures and is illustrated by real-life examples.

**The Language of Leadership** Joel Schwartzberg, 2021-07-13 The impression you make as a leader has the power to build, enhance, or sabotage your authority and ideas. Discover how to convey the essence of leadership with every interaction. Every communication leaders make—speaking, writing, posting, sharing, and even listening—has the power to either secure or sabotage their impact. But wanting to inspire and engage their team and knowing how to do it are two different things. In this book, Joel Schwartzberg suggests mindsets, tactics, tips, and examples to help readers reach that goal using the most powerful leadership tool available: a leader’s voice. Whether managers are giving speeches, telling stories, sending emails, posting messages, recording videos, or running Zoom meetings, these are essential tools for establishing authority and galvanizing an audience. Readers will learn how to inspire

instead of inform, communicate with purpose and power, and sell—not just share—their most important ideas.

Turn the Ship Around! L. David Marquet, 2012 A new mechanism for first-class leadership forged on board a nuclear submarine.

*The Leader Habit* Martin Lanik, 2018-04-17 In leadership as in life, only practice makes perfect. Habits are powerful, and *The Leader Habit* offers a simple, original approach to dramatically improving even our weakest areas. Routines quietly undergird large portions of what we do and how we function. Habit formation can speed success in the workplace as well—even in complex areas like leadership. Leadership training expert and bestselling author Martin Lanik spotlights 22 essential leadership abilities, breaking them down into a series of small, learnable behaviors. In *The Leader Habit*, you will find: Compelling evidence on how habits shape our lives, and how leadership is simply a series of habits Content based on original research that looks at 795 leaders across the globe, identifying 22 essential leadership skills and 79 micro-behaviors that make up those skills Simple exercises to turn effective leadership behaviors into ingrained habits, along with clear cues that tell you when to practice each A Leader Habit Quiz that assesses 6 personality traits and points to behaviors that you'll find most rewarding Tips for staying motivated, avoiding procrastination, and sustaining progress The book's simple formula focuses on developing one skill at a time: sell the vision, delegate well, innovate often, empower others, overcome resistance, build strategic relationships, focus on customers, listen actively, negotiate effectively, and more. Many of us aspire to great leadership by consuming books and training. However, unless you intentionally reinforce the right behaviors, results are fleeting. *The Leader Habit* builds the muscle memory to turn leadership skills into lasting habits.

**The Hidden Leader** Scott Edinger, James M. Kouzes, Laurie Sain, 2015-02-04 Think you can spot the leaders in your company? Do you believe that all the linchpins in your organization can be identified based on the title on their business card? Well, think again. What about the field agent you haven't bothered to get to know who solves previously intractable problems? What about the service rep you assumed was just another cookie-cutter ear-piece holder who thinks outside the box and creates unshakable customer loyalty? Don't settle for the traditional feedback that tells you these are "good employees" who deserve a pat on the back and a 3 percent increase at the end of the year. No, these are hidden leaders who have become fundamental to your company's success. And if they're not recognized and utilized to the best of their abilities, these linchpins will soon be pulled out by another organization giving them the opportunity they deserve. *The Hidden Leader* wants to help managers recognize these hidden gems and learn how to utilize them for their greatest impact. Supported by real-world examples of hidden leaders in action—and QR codes readers can scan for instant access to online assessments—this invaluable resource helps managers discover these secret saviors and enable them to deliver even greater value to customers.

**The Turn The Ship Around! Workbook** L. David Marquet, Andy Worshek, 2018-01-02 Now revised and expanded – the companion workbook to former submarine captain David Marquet's acclaimed leadership book, *Turn The Ship Around!* In *Turn the Ship Around!* former U.S. Navy Captain David Marquet introduced a bold new approach to leadership, based on his experiences turning around the troubled submarine USS Santa Fe. He gave up the traditional command-and-control model and instead inspired every member of his crew to embrace accountability. Santa Fe rapidly improved its dismal performance record and started winning awards as the best ship in its class. In this workbook -- now a revised and expanded second edition, with a new title -- Marquet helps readers apply his methods to their own organizations. Featuring extensive questions and exercises on how to delegate and inspire, this workbook will help readers build a work community based on personal responsibility and trust. As Marquet writes: Imagine a workplace where everyone engages and contributes their full

intellectual capacity, a place where people are happier and healthier because they have more control over their work -- a place where everyone is a leader.... All of this is possible, but not with the current leadership paradigm.

Leadership Language Chris Westfall, 2018-09-11 The only language you need to know to change your results. Inside each of us is a vision of how things could be. Yet most people remain frustrated by a lack of impact, unable to connect and inspire the people they care about the most. Why? There's a language we understand, but rarely use. A language that's sincere. Powerful. Compelling. A language of words—and actions—that can't be denied. Leadership Language will help you to peel back the ineffective "business speak", so you can change the conversation. And change your results. Imagine what could happen when you replace frustration with an irresistible vision—for yourself, your team and your organization. Today's leaders face so many challenges—employee retention, operational efficiency, culture, collaboration, leading across generations, and more—but communication is at the heart of every one of those issues. A clear message with a powerful delivery gets you halfway home. Honing in on your next conversation can drive more impact, better relationships, and greater overall effectiveness. For yourself. Your career. Your company. They say there's nothing that can stop an idea whose time has come. So, take the lead. It's time for you to create what's missing. And Leadership Language will show you how. Get clear on your vision, get aligned with your story, and get others engaged with your message. Connect with the people that matter most, in a way that invites innovation and new outcomes. Find the courage to move forward, conquer change, and create powerful impact—while you help others do the same. From student leaders to the C-suite, there is only one way for a leader to make an impact: communication. Leadership Language is your personal guide to mastering critical skills and unveiling your authentic potential.

*The Listening Leader* Emilio Galli Zugaro, Clementina Galli Zugaro, 2017-01-16

**No Bullsh\*t Leadership** Chris Hirst, 2019-05-02 WINNER OF BUSINESS BOOK OF THE YEAR AWARD 2020: LEADERSHIP FOR THE FUTURE A Financial Times Business Book of the Month 'A brilliant set of leadership tools that will help you succeed whatever your goal' - Sir Clive Woodward 'A punchy, plainly written guide, offering a readable and enlightened view of what leaders do and how they should do it' - Financial Times 'A new rubric on leadership' - Evening Standard Inspiration behind the No Bullsh\*t Leadership Intelligence Squared podcast Leadership is not some special club, open only to elites. It's not a gold star given only to those with expensive degrees. Leadership is for everyone. Based on the author's hard-won experience as a Global CEO, this smart, fun book delivers a step-by-step working manual on how to lead - for anyone. Full of simple and direct approaches, it demystifies an over-analysed subject to get to the heart of modern leadership: the life-changing, career-transforming power to get stuff done. These principles and actionable steps apply to every field, from small businesses to community initiatives, from schools to sports teams to global enterprises. No matter your goal, this book will show you how to: - make effective decisions - build a world-class team - take care of yourself and others - achieve results

The Silent Language of Leaders Carol Kinsey Goman, Ph.D., 2011-04-19 A guide for using body language to lead more effectively. Aspiring and seasoned leaders have been trained to manage their leadership communication in many important ways. And yet, all their efforts to communicate effectively can be derailed by even the smallest nonverbal gestures such as the way they sit in a business meeting, or stand at the podium at a speaking engagement. In *The Silent Language of Leaders*, Goman explains that personal space, physical gestures, posture, facial expressions, and eye contact communicate louder than words and, thus, can be used strategically to help leaders manage, motivate, lead global teams, and communicate clearly in the digital age. Draws on compelling psychological and neuroscience research to show leaders

how to adjust their body language for maximum effect. Stands out as the only book to address specifically how leaders can use body language to increase their effectiveness Goman, a respected management coach, is widely considered as the expert in body language issues in the workplace The Silent Language of Leaders will show readers how to take advantage of the most underused skills in the leadership toolkit—nonverbal skills—to improve their credibility and stay ahead of the curve.

**Leaders Eat Last** Simon Sinek, 2017-05-23 Finally in paperback: the New York Times bestseller by the acclaimed, bestselling author of Start With Why and Together is Better. Now with an expanded chapter and appendix on leading millennials, based on Simon Sinek's viral video Millennials in the workplace (150+ million views). Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create environments in which people naturally work together to do remarkable things. In his work with organizations around the world, Simon Sinek noticed that some teams trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives are offered, are doomed to infighting, fragmentation and failure. Why? The answer became clear during a conversation with a Marine Corps general. Officers eat last, he said. Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: Great leaders sacrifice their own comfort—even their own survival—for the good of those in their care. Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a Circle of Safety that separates the security inside the team from the challenges outside. Sinek illustrates his ideas with fascinating true stories that range from the military to big business, from government to investment banking.

*The Leader in Me* Stephen R. Covey, 2012-12-11 Children in today's world are inundated with information about who to be, what to do and how to live. But what if there was a way to teach children how to manage priorities, focus on goals and be a positive influence on the world around them? The Leader in Me is that programme. It's based on a hugely successful initiative carried out at the A.B. Combs Elementary School in North Carolina. To hear the parents of A. B Combs talk about the school is to be amazed. In 1999, the school debuted a programme that taught The 7 Habits of Highly Effective People to a pilot group of students. The parents reported an incredible change in their children, who blossomed under the programme. By the end of the following year the average end-of-grade scores had leapt from 84 to 94. This book will launch the message onto a much larger platform. Stephen R. Covey takes the 7 Habits, that have already changed the lives of millions of people, and shows how children can use them as they develop. Those habits -- be proactive, begin with the end in mind, put first things first, think win-win, seek to understand and then to be understood, synergize, and sharpen the saw -- are critical skills to learn at a young age and bring incredible results, proving that it's never too early to teach someone how to live well.

Winning Minds Simon Lancaster, 2015-07-30 Shhh . Did you know there is a secret Language of Leadership: a timeless set of cues and signals that still determines who reaches the top in politics and business today. The ancient Greeks were the first to study the art of communication 2,500 years ago. It is only now, with recent breakthroughs in neuroscience, that we can say for sure what works and how. In *Winning Minds*, top speechwriter Simon Lancaster blends ancient rhetoric and neuroscience to create the definitive guide to the Language of Leadership. With trust in business and political leaders at record lows, there's never been a better time for a fresh perspective on communication. *Winning Minds* is packed with insights into the effects of

metaphors, stories, and sound bites on the brain. We know what the brain looks like on heroin. This book shows the brain on Branson, Obama, and Boris.

**Motivating Language Theory** Jacqueline Mayfield, Milton Mayfield, 2017-09-07  
 This book presents the findings, applications, and theoretical underpinnings of a unique leadership communication model: motivating language theory. Drawing from management, social science, and communication theories, motivating language theory demonstrates how leader-to-follower speech improves employee and organizational well-being and drives positive workplace outcomes (such as employee performance, retention, and job satisfaction) in a wide array of settings. It presents an integrated model based on empirical findings and theoretical developments from the past three decades to explore the three dimensions of motivating language: direction giving language, empathetic language, and meaning-making language. It will be a comprehensive source for its empirical relationships, generalizability, theoretical basis, and future directions for research and practice.

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**Leadership Is Language The Hidden Power Of What Y Introduction**

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