turn the ship around

turn the ship around is more than a nautical phrase; it's a powerful metaphor for transformative leadership, organizational change, and personal development. This article explores the origins and applications of "turn the ship around," focusing on how leaders and organizations can reverse negative trajectories, inspire innovation, and foster accountability. Drawing on the principles outlined in the renowned book by Captain David Marquet, we'll break down the core concepts, real-world benefits, actionable strategies, and examples of turning the ship around in various contexts. Whether you're a business leader, team member, or someone seeking positive change, this comprehensive guide will equip you with tools to shift direction, build empowering environments, and achieve sustainable success. Dive in to discover expert insights, practical tips, and the proven impact of turning the ship around.

- Understanding the Concept of Turn the Ship Around
- Origins and the Influence of David Marquet
- Principles of Intent-Based Leadership
- Benefits of Turning the Ship Around in Organizations
- Actionable Strategies to Implement Change
- Real-World Examples of Transformation
- Challenges and Solutions in Turning the Ship Around
- Key Takeaways for Leaders and Teams

Understanding the Concept of Turn the Ship Around

The phrase "turn the ship around" encapsulates the idea of making a significant shift in direction, whether in business operations, leadership style, or personal habits. It's about recognizing when a current course is unsustainable or ineffective and taking deliberate steps to realign for better results. In organizations, this concept is closely linked to leadership transformation, cultural change, and empowering individuals at every level. Rather than relying solely on top-down directives, turning the ship around encourages decentralization, accountability, and continuous improvement. The approach is relevant across industries, emphasizing the importance of adaptive strategies, open communication, and shared responsibility.

Origins and the Influence of David Marquet

The Story Behind Turn the Ship Around

David Marquet, a former U.S. Navy Captain, popularized "turn the ship around" through his experience commanding the USS Santa Fe, a nuclear-powered submarine. Faced with low morale and poor performance, Marquet implemented a revolutionary leadership model that shifted authority and responsibility to the crew. His transformative journey became the foundation for his bestselling book, which illustrates how empowering teams and distributing decision-making leads to exceptional outcomes. Marquet's story highlights the impact of moving away from traditional command-and-control structures toward a more collaborative, intent-based approach.

Key Lessons from Marquet's Leadership Style

- Empowering individuals to make decisions improves engagement and results.
- Encouraging open communication fosters trust and accountability.
- Decentralizing control enables adaptability and innovation.
- Continuous learning and feedback drive organizational growth.

Principles of Intent-Based Leadership

Core Tenets of Intent-Based Leadership

Intent-based leadership is the cornerstone of turning the ship around. Instead of giving orders, leaders clarify the organizational intent and empower team members to act within that framework. This shift from "command and control" to "leader-leader" unlocks potential at every level and cultivates a culture of ownership. Leaders become facilitators, guiding teams to make informed decisions aligned with shared objectives.

Implementing Intent-Based Leadership

Successful implementation requires clear communication of intent, ongoing support, and trust in the capabilities of team members. Leaders must provide context, set expectations, and encourage initiative. Training and development are crucial to building confidence and competence throughout the organization. By fostering a growth mindset and valuing diverse perspectives, organizations can drive innovation and resilience.

Benefits of Turning the Ship Around in

Organizations

Enhanced Employee Engagement

Organizations that turn the ship around experience higher levels of employee engagement. When individuals feel valued and empowered, they are more likely to invest in their work, contribute ideas, and take ownership of outcomes. This leads to improved morale, reduced turnover, and a stronger sense of purpose across teams.

Improved Operational Performance

Turning the ship around often results in better operational performance. Decentralized decision-making enables faster responses to challenges, more effective problem-solving, and increased agility. Organizations become better equipped to navigate complex environments, adapt to market changes, and achieve strategic objectives.

Positive Organizational Culture

Shifting leadership models and encouraging open communication foster a positive organizational culture. Teams collaborate more effectively, trust increases, and conflicts are resolved constructively. This culture supports innovation and continuous improvement, which are essential for long-term success.

Actionable Strategies to Implement Change

Assess the Current Situation

Begin by evaluating the existing leadership structure, organizational culture, and performance metrics. Identify areas that require change, such as communication gaps, lack of engagement, or inefficient processes. Gathering feedback from all levels provides valuable insights into the root causes of challenges.

Establish Clear Intent and Shared Vision

Define a clear organizational intent and communicate it effectively. Ensure that everyone understands the shared vision and their role in achieving it. Setting specific, measurable goals helps align efforts and track progress over time.

Empower Teams and Decentralize Decision-Making

Empowerment is key to turning the ship around. Delegate authority and encourage team members to make decisions within the defined intent. Provide resources, training, and support to build confidence and competence.

Foster Open Communication and Feedback

- 1. Encourage regular dialogue between leaders and teams.
- 2. Establish channels for sharing ideas and concerns.
- 3. Implement feedback loops to identify and address issues promptly.
- 4. Recognize and celebrate contributions to reinforce positive behaviors.

Monitor Progress and Adapt Strategies

Regularly review performance data and solicit feedback to monitor the effectiveness of implemented changes. Be willing to adapt strategies as needed to address new challenges or opportunities. Continuous learning and improvement are essential for sustaining transformation.

Real-World Examples of Transformation

Business Turnarounds

Many organizations have successfully turned the ship around by rethinking leadership and embracing change. Companies facing declining performance have revitalized operations by empowering employees, investing in training, and fostering innovation. These business turnarounds demonstrate the power of intent-based leadership and collaborative culture.

Military and Public Sector Success Stories

Beyond the corporate world, public sector organizations and military units have adopted similar principles to drive improvement. Enhanced communication, decentralized authority, and a focus on shared goals have led to better outcomes in government agencies, schools, and community organizations.

Personal Development Journeys

Individuals have also applied the concept of turning the ship around to their own lives. By identifying areas for growth, setting clear intentions, and

taking proactive steps, people have overcome obstacles and achieved personal transformation. The principles are universal and adaptable to various contexts.

Challenges and Solutions in Turning the Ship Around

Common Obstacles

- Resistance to change from established leaders or teams
- Lack of clarity around intent and objectives
- Insufficient training and resources
- Communication barriers and siloed information

Proven Solutions

Addressing these challenges requires commitment from leadership and active involvement from all team members. Solutions include investing in leadership development, fostering transparency, and creating a safe space for experimentation. Open dialogue and continuous feedback help identify and resolve issues quickly. Providing ongoing support and celebrating milestones sustains momentum and encourages further progress.

Key Takeaways for Leaders and Teams

Summary of Essential Points

- \bullet Turning the ship around involves transformative leadership and cultural change.
- Intent-based leadership empowers teams and drives organizational success.
- Clear communication, shared vision, and decentralized decision-making are critical.
- Challenges can be overcome with commitment, training, and openness.
- The principles apply to businesses, public sectors, and personal development.

Turning the ship around is a proven approach for reversing negative trends,

fostering innovation, and building resilient organizations. By embracing intent-based leadership and empowering individuals, leaders can unlock potential and achieve sustainable transformation. The journey requires dedication, adaptability, and a commitment to continuous improvement, making it relevant for anyone seeking positive change.

Q: What does "turn the ship around" mean in leadership contexts?

A: In leadership, "turn the ship around" refers to making a significant change in direction, such as shifting organizational culture, improving performance, or adopting a new leadership model. It focuses on empowering teams and transforming traditional command structures.

Q: Who is David Marquet and how did he popularize "turn the ship around"?

A: David Marquet is a former U.S. Navy Captain who implemented intent-based leadership on the USS Santa Fe. His experience and success led to the popularization of "turn the ship around" through his book and speaking engagements.

Q: What are the benefits of intent-based leadership?

A: Benefits include higher employee engagement, improved operational performance, increased innovation, and a more positive organizational culture. Teams become more accountable, adaptable, and invested in their work.

Q: How can organizations start to turn the ship around?

A: Organizations can begin by assessing current challenges, defining a clear intent, empowering teams, fostering open communication, and providing training and support. Continuous monitoring and adapting strategies are essential.

Q: What are common obstacles to turning the ship around?

A: Resistance to change, lack of clarity, insufficient resources, and poor communication are common obstacles. Addressing these requires leadership commitment, transparency, and ongoing support.

Q: Can the principles of turn the ship around apply to personal development?

A: Yes, individuals can use these principles to identify areas for growth, set clear intentions, and take proactive steps to achieve personal transformation.

Q: Are there real-world examples of organizations turning the ship around?

A: Yes, businesses, public sector organizations, and military units have successfully adopted these principles to drive positive change, improve performance, and foster innovation.

Q: What role does communication play in turning the ship around?

A: Communication is vital for sharing intent, aligning teams, addressing challenges, and building trust. Open dialogue and feedback ensure everyone is engaged and informed.

Q: How does decentralized decision-making contribute to organizational success?

A: Decentralized decision-making enables faster responses, empowers employees, promotes accountability, and drives innovation by leveraging diverse perspectives and expertise.

Q: What are the key takeaways for leaders looking to turn the ship around?

A: Leaders should focus on intent-based leadership, empower teams, communicate clearly, provide resources, and commit to continuous improvement to achieve sustainable transformation.

Turn The Ship Around

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Turn the Ship Around: Navigating Organizational Change for Success

Introduction:

Feeling like your organization is adrift, heading towards a rocky shore? Are morale and productivity plummeting? The phrase "turn the ship around" isn't just a metaphor; it's a call to action for leaders facing significant organizational challenges. This comprehensive guide will explore practical

strategies and proven methods to navigate complex organizational changes, revitalize your team, and steer your organization towards a prosperous future. We'll delve into identifying the root causes of decline, implementing effective change management techniques, and fostering a culture of innovation and collaboration—all crucial steps in successfully turning the ship around.

H2: Identifying the Leaks: Diagnosing Organizational Issues

Before you can turn the ship, you must understand why it's sinking. A thorough diagnosis is paramount. This involves honestly assessing various aspects of your organization:

H3: Assessing Performance Metrics:

Analyze key performance indicators (KPIs) across all departments. Are sales figures declining? Is customer satisfaction plummeting? Are employee retention rates low? Identifying specific areas of underperformance provides a starting point for targeted interventions.

H3: Gathering Employee Feedback:

Conduct anonymous surveys, hold focus groups, and encourage open dialogue. Employee feedback provides invaluable insights into morale, workplace challenges, and potential solutions often overlooked by leadership. Direct, honest feedback, even if negative, is crucial for accurate diagnosis.

H3: Analyzing Market Trends and Competition:

Are you keeping pace with industry innovations and competitor strategies? A lack of adaptability in a dynamic market can contribute significantly to organizational decline. Market research is essential for identifying opportunities and threats.

H2: Charting a New Course: Implementing Effective Change Management

Turning the ship around isn't a quick fix; it requires a carefully planned and executed change management strategy.

H3: Defining Clear Goals and Objectives:

Establish specific, measurable, achievable, relevant, and time-bound (SMART) goals. These goals should articulate the desired future state of the organization and provide a clear roadmap for progress.

H3: Communicating the Vision:

Transparency and open communication are critical. Clearly articulate the need for change, the rationale behind the new direction, and the expected outcomes to all stakeholders. Regular updates and feedback mechanisms are crucial to maintain momentum.

H3: Empowering Employees:

Engage employees at every stage of the change process. Empower them to contribute their ideas and expertise, fostering a sense of ownership and buy-in. Recognize and reward contributions to build morale and maintain motivation.

H3: Implementing Incremental Changes:

Avoid overwhelming your team with massive, sudden changes. Implement changes incrementally, allowing for adaptation and course correction along the way. This approach minimizes disruption and fosters a sense of manageable progress.

H2: Maintaining Momentum: Fostering a Culture of Innovation and Collaboration

Sustaining the positive change requires cultivating a culture that embraces innovation and collaboration.

H3: Investing in Training and Development:

Provide employees with the skills and knowledge they need to succeed in the new environment. Invest in training programs that enhance their capabilities and prepare them for future challenges.

H3: Promoting Open Communication:

Establish channels for open and honest communication, encouraging feedback and idea sharing across all levels of the organization. Regular team meetings, informal discussions, and suggestion boxes can facilitate this.

H3: Celebrating Successes:

Acknowledge and celebrate milestones along the way. Recognize individual and team achievements to reinforce positive behaviors and maintain motivation.

H2: Navigating the Storms: Addressing Resistance to Change

Resistance to change is inevitable. Addressing it effectively is critical to successful transformation.

H3: Identifying and Addressing Concerns:

Actively listen to concerns and address them directly and honestly. Providing clear answers and addressing anxieties can alleviate resistance.

H3: Providing Support and Resources:

Offer support and resources to employees navigating the change process. This could include mentoring, coaching, or access to additional training.

Conclusion:

Turning the ship around is a challenging but achievable goal. By thoroughly diagnosing organizational issues, implementing a well-defined change management strategy, and fostering a culture of innovation and collaboration, organizations can successfully navigate challenging times and emerge stronger and more resilient. Remember, the journey requires consistent effort, clear communication, and a commitment to continuous improvement.

FAQs:

- 1. What if my team is resistant to change? Address concerns directly, provide support and resources, and involve them in the change process. Emphasize the benefits of the changes for them and the organization.
- 2. How long does it take to "turn the ship around"? There's no magic timeframe. It depends on the scale of the issues and the effectiveness of the implemented strategies. Patience and persistence are key.
- 3. What if I don't have the resources for extensive training programs? Start with smaller, targeted training initiatives focused on high-impact areas. Leverage online resources and mentorship programs to maximize your budget.
- 4. How can I measure the success of my change management efforts? Regularly monitor your KPIs, conduct employee feedback surveys, and track progress against your SMART goals.
- 5. What if I fail to turn the ship around? Even if initial attempts don't yield immediate success, learn from your mistakes, adapt your strategy, and persevere. Continuous improvement is the key to long-term success.

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turn the ship around: <u>Leadership Is Language</u> 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.

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turn the ship around: It's Your Ship Captain D. Michael Abrashoff, 2007-10-15 The legendary New York Times bestselling tale of top-down change for anyone trying to navigate today's uncertain business seas. When 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 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 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 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 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, Captain Abrashoff's extraordinary campaign sent shock waves through the U.S. Navy. It can help you change the course of your ship, no matter where your business battles are fought.

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turn the ship around: Get Your Ship Together D. Michael Abrashoff, 2004-12-29 Former U.S. Navy Commander Michael Abrashoff attracted worldwide media attention for his success in turning

around a struggling ship, the USS Benfold—the subject of his acclaimed bestseller, It's Your Ship. Since then, he's been a fixture on the business lecture circuit, spreading an empowering message that any organization can be turned around with compassionate but firm leadership. Abrashoff never claimed to have all the answers. He also knew that there were plenty of other creative leaders in the navy, army, air force, marine corps, and even the coast guard who could teach businesspeople how to motivate, inspire, and get great results under pressure. So he asked around, found some fascinating people in every branch of the U.S. military and the business world, and interviewed them about leadership and teambuilding. The result is Get Your Ship Together—a book that will be just as valuable as It's Your Ship. For example, Abrashoff introduces us to a working-class enlisted man who rose rapidly in the navy for his creative leadership under fire; an army platoon leader who fought in Afghanistan; the first woman to fly an Apache helicopter in combat; a former commander of the air force's elite Blue Angels; and many other unsung heroes. Abrashoff distills their stories into fresh lessons that can be applied in the business world, such as: Make a contract with your people and honor it Develop your subordinates better so you can buy back a little quality of life Conduct the battle on your terms, not those of your adversary

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save five hundred people. Once on board, as day follows identical day, Lalla's unease grows. Where are they going? What does her father really want? What is the price of salvation?

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turn the ship around: Lord of the Flies William Golding, 2012-09-20 A plane crashes on a desert island and the only survivors, a group of schoolboys, assemble on the beach and wait to be rescued. By day they inhabit a land of bright fantastic birds and dark blue seas, but at night their dreams are haunted by the image of a terrifying beast. As the boys' delicate sense of order fades, so their childish dreams are transformed into something more primitive, and their behaviour starts to take on a murderous, savage significance. First published in 1954, Lord of the Flies is one of the most celebrated and widely read of modern classics. Now fully revised and updated, this educational edition includes chapter summaries, comprehension questions, discussion points, classroom activities, a biographical profile of Golding, historical context relevant to the novel and an essay on Lord of the Flies by William Golding entitled 'Fable'. Aimed at Key Stage 3 and 4 students, it also includes a section on literary theory for advanced or A-level students. The educational edition encourages original and independent thinking while guiding the student through the text - ideal for use in the classroom and at home.

turn the ship around: Fierce Leadership Susan Scott, 2011-01-11 From the author of the acclaimed book Fierce Conversations comes the antidote to some of the most wrongheaded practices of business today. · "Provide anonymous feedback." · "Hire smart people." · "Hold people accountable." These are all sound, business practices, right? Not so fast, says leadership visionary and bestselling author Susan Scott. In fact, these mantras — despite being long-accepted and adopted by business leaders everywhere — are completely wrongheaded. Worse, they are costing companies billions of dollars, driving away valuable employees and profitable customers, limiting performance, and stalling careers. Yet they are so deeply ingrained in organizational cultures that no one has guestioned them. Until now. In Fierce Leadership, Scott teaches us how to spot the worst "best" practices in our organizations using a technique she calls "squid eye"-the ability to see the "tells" or signs that we have fallen prey to disastrous behaviors by knowing what to look for. Only then, she says, can we apply the antidote.. Informed by over a decade of conversations with Fortune 500 executives, this book is that antidote. With fierce new approaches to everything from employee feedback to corporate diversity to customer relations, Scott offers fresh and surprising alternatives to six of the so-called "best" practices permeating today's businesses. This refreshingly candid book is a must-read for any manager or leader at any level who is ready to take a long hard look at what trouble might be lurking in their organization - and do something about it.

turn the ship around: The Rime of the Ancient Mariner Samuel Taylor Coleridge, 1875 turn the ship around: The Silent Patient Alex Michaelides, 2019-02-05 - THE RECORD-BREAKING, MULTIMILLION COPY GLOBAL BESTSELLER AND TIKTOK SENSATION - Discover the #1 New York Times and Sunday Times bestselling thriller with a jaw-dropping twist that everyone is talking about - as seen on TikTok. Soon to be a major film. Alicia Berenson lived a seemingly perfect life until one day six years ago. When she shot her husband in the head five times. Since then she hasn't spoken a single word. It's time to find out why. READERS LOVE THE SILENT

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turn the ship around: Smart Work Dermot Crowley, 2016-05-02 Organise your way to renewed focus and calm Smart Work is the busy professional's guide to getting organised in the digital workplace. Are you drowning in constant emails, phone calls, paperwork, interruptions and meeting actions? This book throws you a lifeline by showing you how to take advantage of your digital tools to reprioritise, refocus and get back to doing the important work. You may already have the latest technology, but if you're still swamped, you're not using it to your advantage. This useful guide shows you how to leverage the technology you have to centralise your work into one integrated tool. You'll develop a simple and sustainable productivity system to organise your actions, manage your inputs and achieve your outcomes. The highly visual nature of the book helps you quickly grasp the ideas you need most. Like most professionals, you want to do great work and achieve great things. But when half your day is spent on emails, phone calls and 'extra' duties, you rarely get a chance to shine. This book changes that. Get back in control so you can start performing like a star. Get organised, focused and proactive Conquer the daily incoming deluge Spend more time on important work Leverage your desktop and mobile technology When work is coming at you from every direction, it's difficult to focus and prioritise. Things get lost in the shuffle. But when you channel everything into a single stream, you settle into a flow and get more accomplished in less time. Smart Work is your guide to finding your flow— and the bottom of your inbox.

turn the ship around: Better Than the Movies Lynn Painter, 2024-03-28 Perfect for fans of Emily Henry and Ali Hazelwood, this "sweet and funny" (Kerry Winfrey, author of Waiting for Tom Hanks) teen rom-com is hopelessly romantic with enemies to lovers and grumpy x sunshine energy! Liz hates her annoyingly attractive neighbour but he's the only in with her long-term crush... Perpetual daydreamer and hopeless romantic Liz Buxbaum gave her heart to Michael a long time ago. But her cool, aloof forever crush never really saw her before he moved away. Now that he's back in town, Liz will do whatever it takes to get on his radar—and maybe snag him as a prom date—even befriend Wes Bennet. The annoyingly attractive next-door neighbour might seem like a prime candidate for romantic comedy fantasies, but Wes has only been a pain in Liz's butt since they were kids. Pranks involving frogs and decapitated lawn gnomes do not a potential boyfriend make. Yet, somehow, Wes and Michael are hitting it off, which means Wes is Liz's in. But as Liz and Wes scheme to get Liz noticed by Michael so she can have her magical prom moment, she's shocked to discover that she likes being around Wes. And as they continue to grow closer, she must re-examine everything she thought she knew about love—and rethink her own ideas of what Happily Ever After should look like. Better Than the Movies features guotes from the best-loved rom-coms of cinema

and takes you on a rollercoaster of romance that isn't movie-perfect but jaw-dropping and heart-stopping in unexpected ways. Pre-order Nothing Like the Movies, the swoony sequel to Better than the Movies and don't miss out on The Do-Over and Betting On You from Lynn Painter!

turn the ship around: The Invisible Life of Addie LaRue V.E. Schwab, 2020-10-06 For someone damned to be forgettable, Addie LaRue is a most delightfully unforgettable character, and her story is the most joyous evocation of unlikely immortality. Neil Gaiman A Sunday Times-bestselling, award-nominated genre-defying tour-de-force of Faustian bargains, for fans of The Time Traveler's Wife and Life After Life, and The Sudden Appearance of Hope. When Addie La Rue makes a pact with the devil, she trades her soul for immortality. But there's always a price - the devil takes away her place in the world, cursing her to be forgotten by everyone. Addie flees her tiny home town in 18th-Century France, beginning a journey that takes her across the world, learning to live a life where no one remembers her and everything she owns is lost and broken. Existing only as a muse for artists throughout history, she learns to fall in love anew every single day. Her only companion on this journey is her dark devil with hypnotic green eyes, who visits her each year on the anniversary of their deal. Alone in the world, Addie has no choice but to confront him, to understand him, maybe to beat him. Until one day, in a second hand bookshop in Manhattan, Addie meets someone who remembers her. Suddenly thrust back into a real, normal life, Addie realises she can't escape her fate forever.

turn the ship around: Agile Conversations Douglas Squirrel, Jeffrey Fredrick, 2020-05-12 A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

turn the ship around: The Lazy Genius Way Kendra Adachi, 2020-08-11 NEW YORK TIMES BESTSELLER • Being a Lazy Genius isn't about doing more or doing less. It's about doing what matters to you. "I could not be more excited about this book."—Jenna Fischer, actor and cohost of the Office Ladies podcast The chorus of "shoulds" is loud. You should enjoy the moment, dream big, have it all, get up before the sun, track your water consumption, go on date nights, and be the best. Or maybe you should ignore what people think, live on dry shampoo, be a negligent PTA mom, have a dirty house, and claim your hot mess like a badge of honor. It's so easy to feel overwhelmed by the mixed messages of what it means to live well. Kendra Adachi, the creator of the Lazy Genius movement, invites you to live well by your own definition and equips you to be a genius about what matters and lazy about what doesn't. Everything from your morning routine to napping without guilt falls into place with Kendra's thirteen Lazy Genius principles, including: • Decide once • Start small • Ask the Magic Question • Go in the right order • Schedule rest Discover a better way to approach your relationships, work, and piles of mail. Be who you are without the complication of everyone else's "shoulds," Do what matters, skip the rest, and be a person again.

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coffee—the chance to travel back in time. Over the course of one summer, four customers visit the café in the hopes of making that journey. But time travel isn't so simple, and there are rules that must be followed. Most important, the trip can last only as long as it takes for the coffee to get cold. Heartwarming, wistful, mysterious and delightfully quirky, Toshikazu Kawaguchi's internationally bestselling novel explores the age-old question: What would you change if you could travel back in time? Meet more wonderful characters in the rest of the captivating Before the Coffee Gets Cold series: Tales from the Cafe Before Your Memory Fades Before We Say Goodbye And the upcoming BEFORE WE FORGET KINDESS

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turn the ship around: Inspiring Leadership Jonathan Perks MBE, 2013-04-30 Do you consider yourself to be a successful leader, or do you aspire to be so? If so then this book is for you. Do you wish to lead your teams in the most effective and energising way? Are you a follower seeking to be well led? Are you in the business of helping others to improve their performance? If you answer yes to any of these questions then you'll find much to help you in these pages. From the authors own practical experience, from his observation of other leaders and from his wide research he found that people who have become highly respected usually display the eight characteristics described within the inspiring leadership philosophy. Employing these qualities is how they manage to get others to follow them willingly. You could do the same. A coaching client, Sarah Jane Mills, who critically reviewed a draft of this book, described the benefits as follows: This is a fresh approach to leadership and it is named perfectly. It brings together a wealth of different ideas and concepts under a very clear and simple set of 8 principles. This is about leadership based on relationship. It gives people permission to be inspiring leaders. You can analyse your own strengths, weaknesses, opportunities and threats using the compass and you will be given a set of tools to develop your skill so you become a better inspiring leader. If you focus on these principles you will affect others in a highly positive way.

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turn the ship around: *Team of Teams* General Stanley McChrystal, David Silverman, Tantum Collins, Chris Fussell, 2015-11-26 What if you could combine the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization? When General Stanley McChrystal took command of the Joint Special Operations Task Force in Iraq in 2003, he quickly

realized that conventional military tactics were failing. The allied forces had a huge advantage in numbers, equipment and training - but none of the enemy's speed and flexibility. McChrystal and his colleagues discarded a century of conventional wisdom to create a 'team of teams' that combined extremely transparent communication with decentralized decision-making authority. Faster, flatter and more flexible, the task force beat back al-Qaeda. In this powerful book, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to any leader. Through compelling examples, the authors demonstrate that the 'team of teams' strategy has worked everywhere from hospital emergency rooms to NASA and has the potential to transform organizations large and small. 'A bold argument that leaders can help teams become greater than the sum of their parts' Charles Duhigg, author of The Power of Habit 'An indispensable guide to organizational change' Walter Isaacson, author of Steve Jobs

turn the ship around: Frankenstein Shelley, Mary, 2023-01-11 Frankenstein is a novel by Mary Shelley. It was first published in 1818. Ever since its publication, the story of Frankenstein has remained brightly in the imagination of the readers and literary circles across the countries. In the novel, an English explorer in the Arctic, who assists Victor Frankenstein on the final leg of his chase, tells the story. As a talented young medical student, Frankenstein strikes upon the secret of endowing life to the dead. He becomes obsessed with the idea that he might make a man. The Outcome is a miserable and an outcast who seeks murderous revenge for his condition. Frankenstein pursues him when the creature flees. It is at this juncture t that Frankenstein meets the explorer and recounts his story, dying soon after. Although it has been adapted into films numerous times, they failed to effectively convey the stark horror and philosophical vision of the novel. Shelley's novel is a combination of Gothic horror story and science fiction.

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turn the ship around: From Blood and Ash Jennifer L. Armentrout, 2020-03-30 Captivating and action-packed, From Blood and Ash is a sexy, addictive, and unexpected fantasy perfect for fans of Sarah J. Maas and Laura Thalassa. A Maiden... Chosen from birth to usher in a new era, Poppy's life has never been her own. The life of the Maiden is solitary. Never to be touched. Never to be looked upon. Never to be spoken to. Never to experience pleasure. Waiting for the day of her Ascension, she would rather be with the guards, fighting back the evil that took her family, than preparing to be found worthy by the gods. But the choice has never been hers. A Duty... The entire kingdom's future rests on Poppy's shoulders, something she's not even quite sure she wants for herself. Because a Maiden has a heart. And a soul. And longing. And when Hawke, a golden-eyed guard honor bound to ensure her Ascension, enters her life, destiny and duty become tangled with desire and need. He incites her anger, makes her question everything she believes in, and tempts her with the forbidden.

A Kingdom... Forsaken by the gods and feared by mortals, a fallen kingdom is rising once more, determined to take back what they believe is theirs through violence and vengeance. And as the shadow of those cursed draws closer, the line between what is forbidden and what is right becomes blurred. Poppy is not only on the verge of losing her heart and being found unworthy by the gods, but also her life when every blood-soaked thread that holds her world together begins to unravel. Reviews for From Blood and Ash: Dreamy, twisty, steamy escapism. Take me back! -New York Times bestseller Wendy Higgins "Jennifer Armentrout has the power to control my emotions with every word she writes. From swooning to crying to racing through the pages to find out what happens next, I couldn't stop reading about Hawke and Poppy, and you won't be able to either." - Brigid Kemmerer, New York Times Bestselling Author of A Curse So Dark and Lonely "Action, adventure, sexiness, and angst! From Blood and Ash has it all and double that. So many feels and so many moments it made me cheer for the character. Read. This. Book! You'll be obsessed!" - Tijan NYT bestselling author "From Blood and Ash is a phenomenal fantasy novel that is filled to the brim with danger, mystery and heart melting romance. I loved every single second of it and I couldn't get enough of this new fantastical world. A heart stopping start to what is clearly going to be a stunning series, perfect for both those who love fantasy and those who are new to the genre. A must read." Kayleigh, K-Books If you think you are ready for From Blood and Ash, think again. Jennifer L. Armentrout has woven a new fantasy universe that will leave you reeling. Filled with action, heart wrenching twists and the most delicious romance, this unputdownable novel comes with a warning: keep a fan close by, because the temperatures are about to rise. Elena, The Bibliotheque Blo "In this exciting new novel by Jennifer L. Armentrout, she introduces a fantastical world filled with immense detail, and characters who are poignant and fierce, Jennifer truly has out done herself!" -BookBesties "From Blood and Ash is a fantastic fantasy that will hook you immediately from the very first page! I loved every single moment and all of the characters are ones you will fall in love with! Jennifer L. Armentrout has done it again with her amazing writing skills and lots of detail! Get this book immediately!!!" - Amanda @Stuck In YA Books "Jennifer has stepped into the fantasy genre with this absolutely amazing novel. With characters you will love and more than a few twists and turns, get ready for one amazing adventure." -Perpetual Fangirl This magnificent book has so many pieces in it: fantasy, mystery, forbidden romance, supernatural, lies, deceit, betrayal, love, friendship, family. And so, so, so many secrets your head will be spinning. Jennifer L. Armentrout has created another masterpiece that I will be rushing to buy, and will be telling everyone to read it ASAP! ~Jeraca @My Nose in YA Books "From Blood to Ash is the first high fantasy book from Jennifer L Armentrout, but hopefully not the last. Like all her other works, her ability to create worlds, create swoon worthy men, and feisty strong female characters is amazing. Fantasy, mystery, romance, betrayal, love, and steamy scenes, this book has it all." - Lisa @ The Blonde Book Lover "From Blood & Ash is everything we love about JLA's fantasy writing...pumped up on steroids. There's epic world building and plot twists, a strong female lead, a swoon worthy book hottie, a steamy forbidden love story, and side characters that can't help but steal your heart. My mind was blown by the end of this book." - Kris S. (frantic4romantic) "Step into an exciting new fantasy world by Jennifer L. Armentrout, From Blood And Ash takes you on a fantastic ride with twists and turns galore. 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JLA does what she does best by creating a fantastical world filled with romance, lies, betrayal, adventure and all things we love and expect from JLA characters that melt our hearts and steal our hearts and souls. I cannot wait for the next one!" - Pia Colon "From Blood and Ash, Jennifer L. Armentrout brought to life a high fantasy that is enthralling. Another masterful addition to my collection. Get ready to stay on your toes from start to end." - Amy Oh, Reader by the Mountains "From Blood and Ash is the first high fantasy novel by Jennifer L Armentrout and she absolutely nails it. This is fantasy for skeptics and unbelievers because it makes you want to be a fantasy fan! This page turner makes you want to devour it in one night and at the same time savor every detail. 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turn the ship around: Words of Radiance Brandon Sanderson, 2014-03-04 From #1 New York Times bestselling author Brandon Sanderson, Words of Radiance, Book Two of the Stormlight Archive, continues the immersive fantasy epic that The Way of Kings began. Expected by his enemies to die the miserable death of a military slave, Kaladin survived to be given command of the royal bodyguards, a controversial first for a low-status darkeyes. Now he must protect the king and Dalinar from every common peril as well as the distinctly uncommon threat of the Assassin, all while secretly struggling to master remarkable new powers that are somehow linked to his honorspren, Syl. The Assassin, Szeth, is active again, murdering rulers all over the world of Roshar, using his baffling powers to thwart every bodyguard and elude all pursuers. Among his prime targets is Highprince Dalinar, widely considered the power behind the Alethi throne. His leading role in the war would seem reason enough, but the Assassin's master has much deeper motives. Brilliant but troubled Shallan strives along a parallel path. Despite being broken in ways she refuses to acknowledge, she bears a terrible burden: to somehow prevent the return of the legendary Voidbringers and the civilization-ending Desolation that will follow. The secrets she needs can be found at the Shattered Plains, but just arriving there proves more difficult than she could have imagined. Meanwhile, at the heart of the Shattered Plains, the Parshendi are making an epochal decision. Hard pressed by years of Alethi attacks, their numbers ever shrinking, they are convinced by their war leader, Eshonai, to risk everything on a desperate gamble with the very supernatural forces they once fled. The possible consequences for Parshendi and humans alike, indeed, for Roshar itself, are as dangerous as they are incalculable. Other Tor books by Brandon Sanderson The Cosmere The Stormlight Archive ● The Way of Kings ● Words of Radiance ● Edgedancer (novella) ● Oathbringer ● Dawnshard (novella) ● Rhythm of War The Mistborn Saga The Original Trilogy ● Mistborn ● The Well of Ascension ● The Hero of Ages Wax and Wayne ● The Alloy of Law ● Shadows of Self ● The Bands of Mourning ● The Lost Metal Other Cosmere novels ● Elantris ● Warbreaker ● Tress of the Emerald Sea ● Yumi and the Nightmare Painter ● The Sunlit Man Collection • Arcanum Unbounded: The Cosmere Collection The Alcatraz vs. the Evil Librarians series ● Alcatraz vs. the Evil Librarians ● The Scrivener's Bones ● The Knights of Crystallia ● The Shattered Lens ● The Dark Talent ● Bastille vs. the Evil Librarians (with Janci Patterson) Other novels ● The Rithmatist ● Legion: The Many Lives of Stephen Leeds ● The Frugal Wizard's Handbook for Surviving Medieval England Other books by Brandon Sanderson The Reckoners Steelheart ● Firefight ● Calamity Skyward ● Skyward ● Starsight ● Cytonic ● Skyward Flight

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