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The



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# Gladiator Soccer Academy

News

## Turn The Ship Around By: David Marquet

*Book Review By: Charles Feng*

Marquet was unexpectedly assigned to take command of the *Santa Fe*, to turn it around – then a laughingstock of the Navy: the ship that had trouble getting under way on time, the ship with the worst retention in the submarine force. Although he was given an untested, unempowered, uninspired crew with the worst performance in the whole fleet, Marquet ended up firing no one – an important action in retrospect, as it sent the message to each crew member that he wasn't screwed up; only the leadership was. Marquet was given a specific goal – to have *Santa Fe* ready for deployment – but was not told how to do it. He focused on the only thing that could be changed: how the crew and leadership acted and interacted – and without micromanagement, he saw it as his chance to do something different, to set the crew free from top-down leadership.

The crew of the *Santa Fe* knew that they were the worst ship in the submarine force, and acted like it. But due to his unfamiliarity with the sub's technical details, Marquet engaged the crew as soon as he got on board – he walked around, asked questions about their equipment and what they were working on, focusing on understanding the people and their interactions and starting to rely on the crew much more than he normally would have. Marquet spent his first two weeks walking around talking to people, instead of reviewing all the records on the ship. From this (and from his staff meetings) he found very driven and gifted officers who were frustrated that their ideas weren't being considered, who would eventually become some of the greatest engines for change.

### GSA Newsletter

Welcome to Gladiator Soccer Academy's Newsletter.  
Parents' number one source for youth soccer information.

#### Updates and new programs:

U14 Boys and Girls Soccer  
on: Saturday 9:00 AM – 10:00 AM



Jr. Gladiator Wednesday 6:00PM - 7:00PM and Friday 5:00PM - 6:00 PM.  
**ONLY 5 SPOTS LEFT**

He spent time with junior crew as well, helping them with their bureaucracy-inflicted issues and worries. Marquet then began observing the ship's routines, and found a trend of top-down micromanagement – the captain leaving his fingerprints everywhere, telling people what to do + exactly how and when to do it. The captain got good marks for being very involved, but he took away any decision-making opportunities his crew would have had. The pervasiveness of top-down leadership resulted in a ship of 135 men but only 5 fully engaged in observing, analyzing, and problem-solving, with the rest of the crew seemingly sitting idle, lacking initiative, waiting for others, being paralyzed in decision making. Marquet realized he needed to shift the focus, their primary goal, from avoiding errors to achieving excellence.

Focusing on errors is helpful to understand the mechanics of procedures and detecting major problems before they occur, but is debilitating when it's adopted as the objective of an organization – it takes your focus away from being truly exceptional. You will never have zero errors, and so you will always feel bad about yourselves. On the *Santa Fe*, instead of openly tracking, reporting, and discussing errors to identify causes, the culture was one where mistakes were avoided at all costs – and the easiest way to not make errors was to just not make any decisions. Instead of coming to work with only the hope of not screwing up. Marquet's primary focus when he assumed command was to divest control and distribute it to the officers and crew: to push down decision-making authority (for both how they were going to work, and toward what end) to where the information lived. Don't move information to authority; move authority to the information.

During a drill, Marquet gave an order, which was accordingly passed down the chain of command, even though every level below him knew that it didn't make any sense at all. He realized then a major peril in the top-down model in something as complicated as a submarine: what happens when the leader is wrong? Everyone goes off the cliff. Marquet then made a vow to never again give any order. Instead, officers would state their intentions with "I intend to...", and optimally he would say, "Very well", and each man would execute his plan. Of course, many times, Marquet would have to ask a bunch of follow up questions to make sure the plan was sound. He then set a goal for his officers: to give a sufficiently complete report so that he would have no questions, and all he had to do was to give a simple approval. This encouraged them to outline their complete thought process and rationale for what they were about to do, forcing them to think at the next higher level, and so on down the line. This had the side effect of being a leadership development program in itself – by putting themselves always in the next higher level's shoes, they were already thinking the right way to be promoted. Just having a strong personality, as leader doesn't make for good leadership – you need your followers to be just as independent, energetic, emotionally committed, and engaged.

Giving orders is seductive to the leaders, but is debilitating and energy-sapping for their followers. This resulted in an atmosphere of learning and curiosity among the crew, instead of one of defensiveness.

# What To Do At Home

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<input type="radio"/> 150 Step - On <input type="radio"/> 150 Yo-Yo shuffle <input type="radio"/> 150 push – Pull <input type="radio"/> 150 Side Step <input type="radio"/> 150 Shuffle stop take <input type="radio"/> 150 Scissors <input type="radio"/> 150 Step - over <input type="radio"/> 150 Juggles <input type="radio"/> 150 Pull V <input type="radio"/> 150 Roll Inside Outside	<input type="radio"/> Ari And Cat Video. Do each move 100 times	<input type="radio"/> 150 Step - On <input type="radio"/> 150 Yo-Yo shuffle <input type="radio"/> 150 push – Pull <input type="radio"/> 150 Side Step <input type="radio"/> 150 Shuffle stop take <input type="radio"/> 150 Scissors <input type="radio"/> 150 Step - over <input type="radio"/> 150 Juggles <input type="radio"/> 150 Pull V <input type="radio"/> 150 Roll Inside Outside	<input type="radio"/> Ari And Cat Video. Do each move 100 times	<input type="radio"/> 150 Step - On <input type="radio"/> 150 Yo-Yo shuffle <input type="radio"/> 150 push – Pull <input type="radio"/> 150 Side Step <input type="radio"/> 150 Shuffle stop take <input type="radio"/> 150 Scissors <input type="radio"/> 150 Step - over <input type="radio"/> 150 Juggles <input type="radio"/> 150 Pull V <input type="radio"/> 150 Roll Inside Outside	<input type="radio"/> 150 Step - On <input type="radio"/> 150 Yo-Yo shuffle <input type="radio"/> 150 push – Pull <input type="radio"/> 150 Side Step <input type="radio"/> 150 Shuffle stop take <input type="radio"/> 150 Scissors <input type="radio"/> 150 Step - over <input type="radio"/> 150 Juggles <input type="radio"/> 150 Pull V <input type="radio"/> 150 Roll Inside Outside

## Looking For a Challenge?

### Street Soccer Moves

1. The Basics → 100 times
2. V-Move Nutmeg → 100 times
3. Zaid Panna Tutorial → 100 Times
4. Dragon Step-over → 100 Times
5. Mouse Trap → 100 Times
6. Air Akka → 50 Times

All moves can be found on our website. <https://www.gladiatorsocceracademy.com/homework>

- Or simply go to <https://www.gladiatorsocceracademy.com/> hover over the resources tab and then click homework

## Become a Gladiator

Registration is now open for New Programs. To register sign up online and bring a completed registration form found on the website  
<https://www.gladitorsocceracademy.com/register>



### Gladiator Soccer Academy Ages 9-12

Learn Soccer the Gladiator Way!

Gladiator Soccer Academy's revolutionary new training method is the first of its kind in the world. At GSA we want no player to get left behind! To achieve this every player in the academy gets 1 hour a week of semi-private lessons. This is a weekly session which a maximum of 4 players attend the session each week. In doing this we can maximize the attention each player gets from the coach. Each week players get three sessions. Two sessions are with their team. The last sessions is the semi-private session. Throughout the week coaches have a chance to see what part of the exercise a player is struggling with. The Semi-private sessions allows coaches to work with players in smaller environments on what they struggled on during the weeks training session.

Price \$250/ Month

### Jr. Gladiator Soccer Academy ages 5-8

Learn Soccer the Gladiator Way!

At GSA we understand that Kids are involved in other activities. As a result we have created our beginners Academy program. This program is for families who are still looking to receive GSA unique semi-private lessons but have other commitments as well. During the week players will receive one team practice session along with one semi-private lesson with a max of 5 players.

Price: \$160/ Month

### Contact Us

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### Beginner Gladiator Soccer Academy Ages 8-12

Learn Soccer the Gladiator Way!

At GSA we understand that Kids are involved in other activities. As a result we have created our beginners Academy program. This program is for families who are still looking to receive GSA unique semi-private lessons but have other commitments as well. During the week players will receive one team practice session along with one semi-private lesson with a max of 4 players. \$200/ Month

- Private Gladiator Wednesday at 6:00PM- 7:00PM and Friday 5:00PM-6:00PM Players . **ONLY 2 SPOTS LEFT**

### Private Gladiator

Gladiator Soccer Academy's revolutionary new training method is the first of its kind in the world. At GSA we want no player to get left behind! With Private Gladiator training there will be a maximum of 8 players in each session. This will ensure that coaches can focus on each players development. Each session runs for one hour once a week. Players can sign up by themselves and be placed in a private Gladiator session or they can sign up with their friends. Price : \$130/ Month

- Private Gladiator Wednesday at 5:00 PM Players born in U10. **ONLY 1 SPOTS LEFT**