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Achieving Greatness with Intent Based Leadership

MEET THE SPEAKER



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AGENDA



GOALS



LEADERSHIP



LADDER OF LEADERSHIP ROLE IN PRECEPTING



CREATING LEADERS, NOT FOLLOWERS

GOALS



PRESENTATION WILL EXPLORE HOW YOU AS LEADERS CAN RELEASE TALENT AND POTENTIAL THROUGH INTENT-BASED LEADERSHIP



THINK ABOUT WHAT LEADERSHIP MEANS



EXPLORE LANGUAGE THAT EMPOWERS YOUR PEOPLE



UNDERSTAND ORGANIZATIONAL DESIGN IN THE CONTEXT OF HOW TO PUSH DECISION MAKING DOWNWARD

LEADERSHIP



- Embedding the capacity for greatness in the people and practices of an organization and decoupling it from personality of the leader
- David Marquet

INTENT-BASED LEADERSHIP

UTILIZES EVERYONE'S
TOP TALENTS

DEMANDS THAT
EVERYONE IS ENGAGING
AND CONTRIBUTING
THEIR FULLEST
INTELLECTUAL CAPACITY

ENCOURAGES
INNOVATION

MAKES PEOPLE FEEL
VALUED

USES AND SETS CLEAR
GOALS SO PEOPLE
KNOW HOW TO
CONTRIBUTE

PUSHES AUTHORITY TO
THE LOWEST LEVEL

ENCOURAGES
PROACTIVE VS REACTIVE
BEHAVIOR

PRINCIPLES OF INTENT-BASED LEADERSHIP

Achieve greatness
not errors

In order to achieve
greatness we need
people to think

For people to think
....Leaders must
give control

To insure control
there must be
technical
competence and
organizational clarity

To change the
environment not the
people

Act our way to new
thinking not think our
way to new action

3 KEYS TO INTENT-BASED LEADERSHIP



Control - to work at their best, individuals must have full control of their projects. Leaders must give control as an individual and at an organizational level



Competence - the first pillar that supports having control. Workers must have the know-how to complete their projects



Clarity - the second pillar that supports control. Every individual worker must have clarity of what the organizations purpose is and the guidelines that drive execution

INTENT-BASED LEADERSHIP

Our actions should be able to...

- Instill confidence
- Inspire others to learn and do more
- Create innovators and dreamers

INTENT-BASED PRECEPTORSHIP

Organization views people
as our purpose

Leaders and Preceptors are
committed to creating
environments where people
can be great, just the way
they are instead of “changing
people” to get to your
solution

Preceptees must own the
tasks and the solutions

There must be transparency
about capability and
competence

ENVIRONMENT FOR INTENT-BASED PRECEPTORSHIP



Empower others (employees / preceptees)



Create environments where others aspire to greatness and take initiative



Everyone encouraged and expected to contribute



Everyone is seen as a leader



Everyone assumes responsibility for every individual action

HOW TO CREATE THAT ENVIRONMENT AS IN INTENT-BASED PRECEPTORSHIP



Lead in a way that helps people think, not in a way that gets people to do...
INTENT



Use peoples strengths...
LET THEM OWN IT



Allow people to be who they are and use that to solution advantage...
THEY OWN SOLUTION



Encourage creativity



Praise productivity

Give your full attention

LISTEN LIKE A LEADER

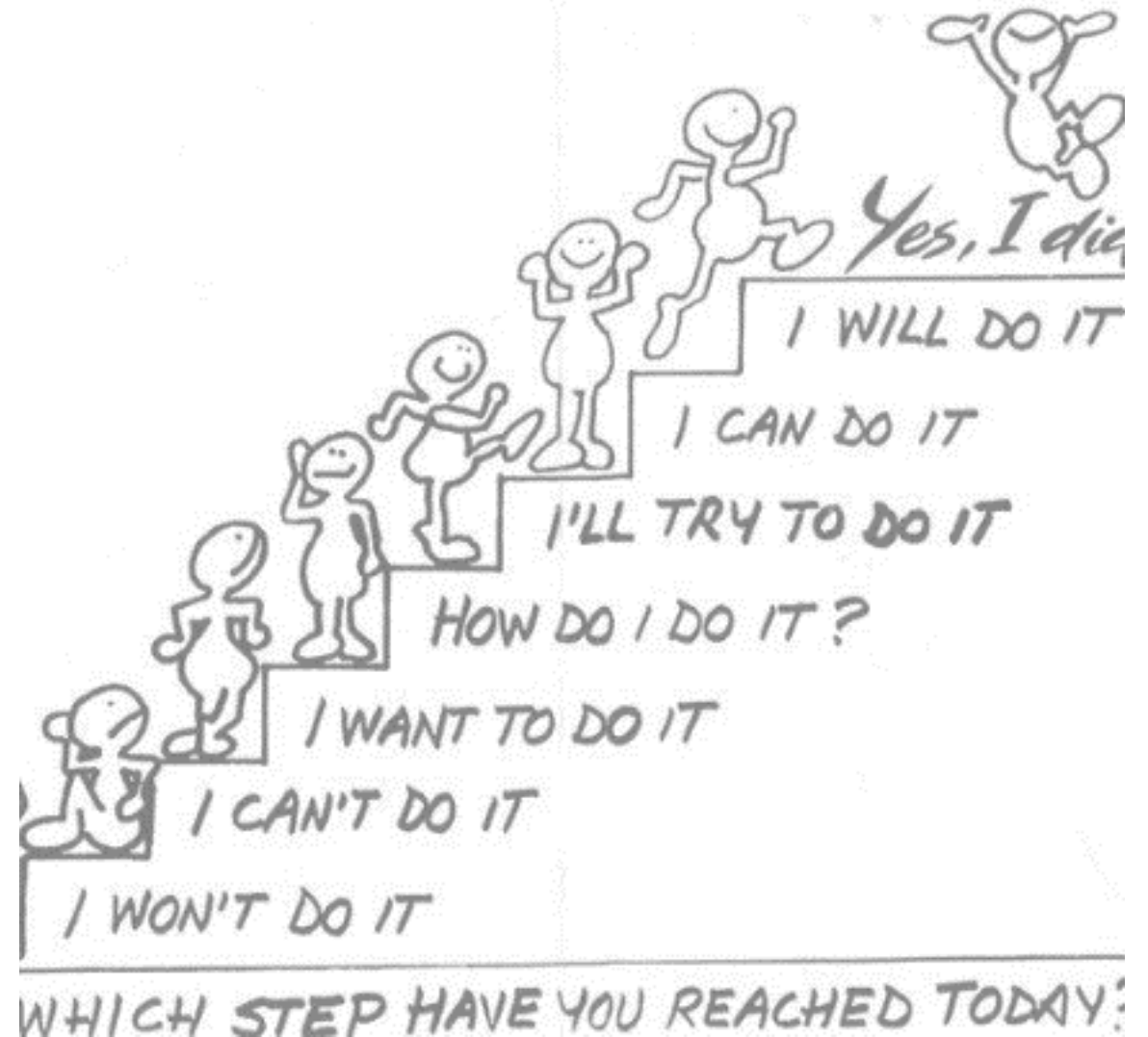
- The preceptees must feel heard
- Stop what you're doing
- Open your ears
- Show you understood I heard you say



Replace “We Can’t” with “How Can We”

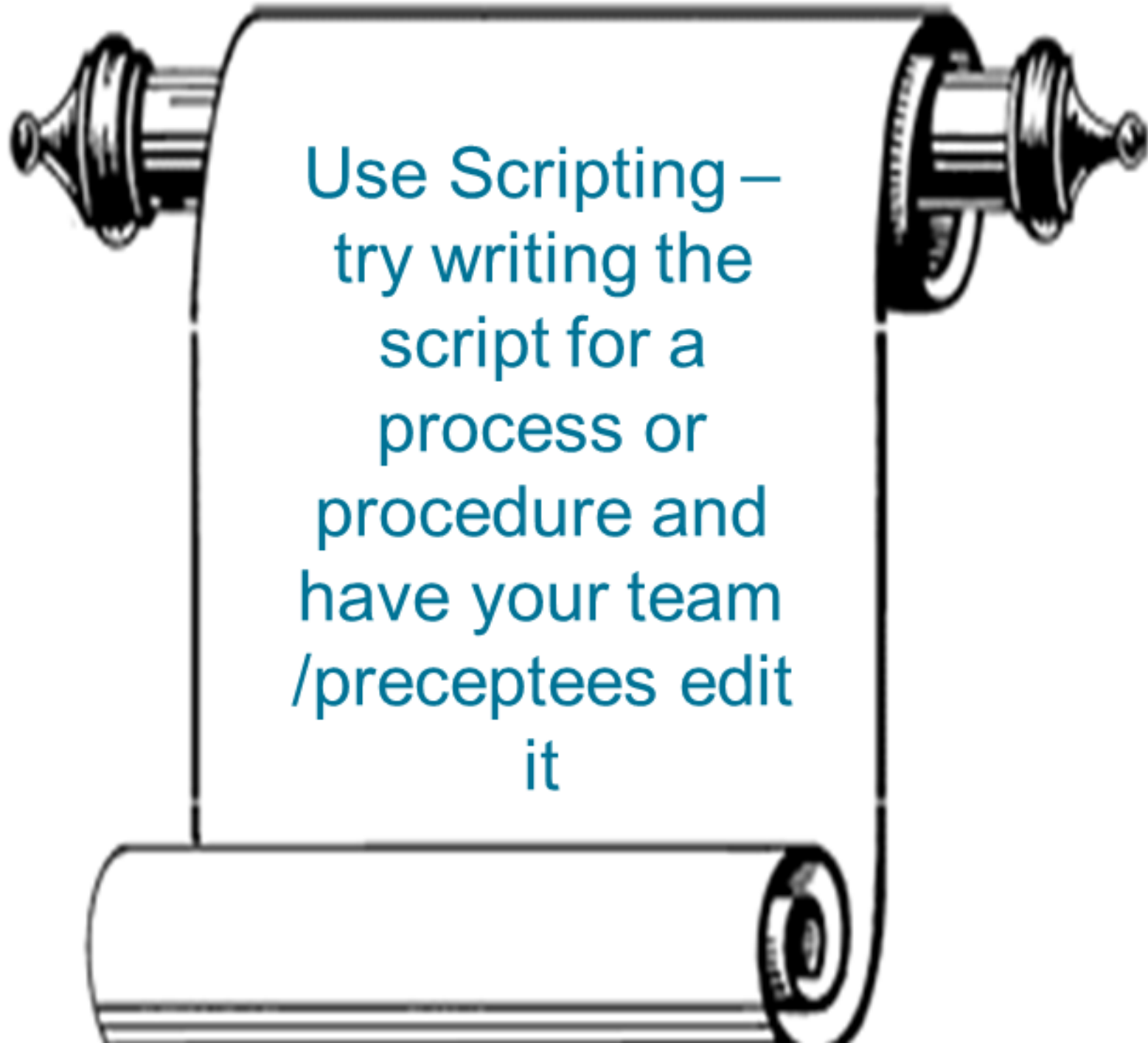
ENCOURAGE THOUGHT

- This encourages others to share their ideas –It’s inclusive and it helps us think about why, how and what needs to happen to make it happen



SCRIPT IT

- Get right information at the right time to the right people
- Pass the same information to all and allow buy in to process

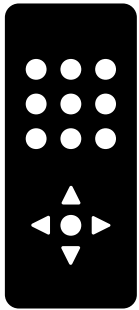
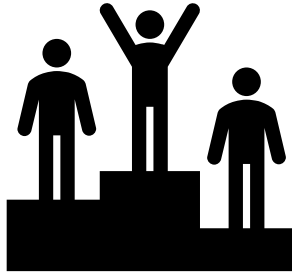


Use Scripting –
try writing the
script for a
process or
procedure and
have your team
/preceptees edit
it

GIVE OWNERSHIP

- Allow ownership in planning their own learning
- Give ownership to issue and solution
- Control give with accepted competency and clarity





GIVE CONTROL

- Give control so they can achieve greatness
- Encourage them to make decisions as if you (CEO / Executive) are there with them all the time
- Ensure they have the Intent & Tools

PERMISSION



- Stop them from asking for permission
- You give intent and they give intent – and they own it and gain psychological ownership

ENCOURAGE EMPOWERMENT PHRASES

I WILL...

I PLAN TO...

I INTEND TO...

I CAN...

LADDER OF LEADERSHIP

PRECEPTEE SAYS	PRECEPTOR SAYS
I'VE BEEN DOING ...	WHAT HAVE YOU BEEN DOING?
I'VE DONE ...	WHAT HAVE YOU DONE?
I INTEND TO ...	WHAT DO YOU INTEND TO DO?
I WOULD LIKE TO ...	WHAT WOULD YOU LIKE TO DO?
I RECOMMEND ...	WHAT DO YOU RECOMMEND?
I THINK ...	WHAT DO YOU THINK?
TELL ME WHAT TO DO.	I'LL TELL YOU WHAT TO DO.

Adapted from: Marquet, L. D. (2015). Turn your ship around; A workbook for implementing intent-based leadership in your organization. USA: Penguin Random House.

CREATING LEADERS, NOT FOLLOWERS



We can all be
leaders –
Fundamental
principle



It's best when we
are all leaders



Leading is not a
mystical quality



This model
achieves moral
and productivity

INTENT

IF YOU WANT YOUR PEOPLE TO **THINK**



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QUESTIONS?

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THANK YOU