

A photograph of two women standing on a grand staircase with ornate metal railings. The woman on the left is smiling and looking towards the camera, while the woman on the right is looking down at something in her hands. The entire image is overlaid with a semi-transparent orange filter.

Re:markable

Re:volution

Intent-Based Leadership Session

Kate Carmichael

 Intent-Based
Leadership™

Session Aims

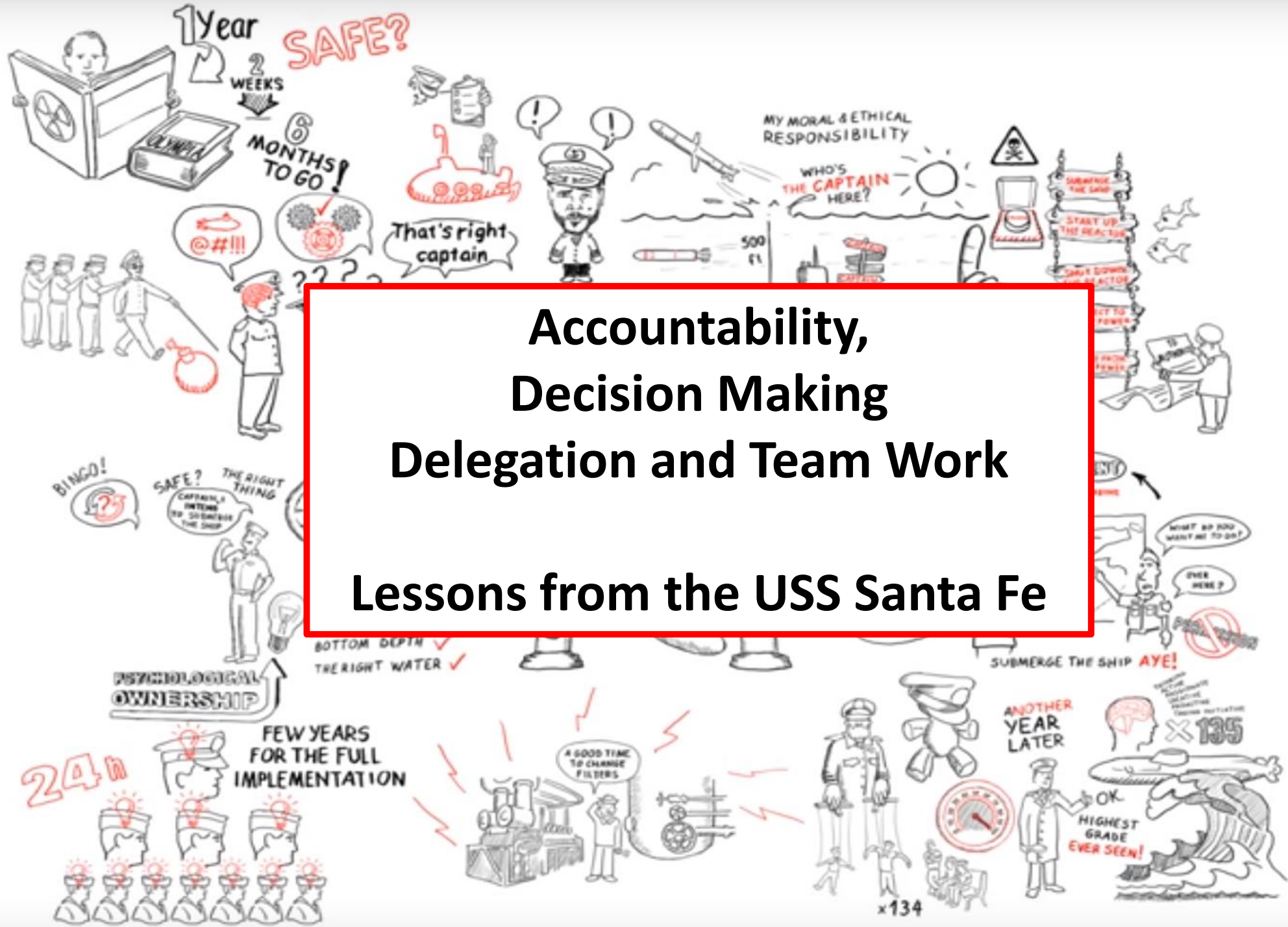
A. Intro and What Is Leadership?

B. What does Leadership Mean to You?

C. Leadership Imperative – A Need for Change

D. The Six Principles of IBL – Concepts and Play

E. An Invitation to all SFHA members



In Pairs – discuss and jot down notes:

- What did you think? Initial Responses to the video?
- What could my organisation learn from David's story?
- What did you like/dislike about the story?
- What gets in the way/prevents you from giving up control?
- What are you curious about?

Intent-Based Leadership challenges traditional assumptions and models of how leaders and followers work together

LEADERSHIP N.

*EMBEDDING THE CAPACITY FOR GREATNESS IN THE PEOPLE AND PRACTICES OF AN ORGANIZATION,
AND DECOUPLING IT FROM THE PERSONALITY OF THE LEADER.*



From the
ultimate
command and
control
environment



The ultimate
delegation and
empowerment
model

And the ultimate endorsement



“This is not a nuanced modification, it is fundamentally different...I don’t know of a finer model”. Stephen R Covey



What does Leadership Mean to You?

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Insert Poll Question: Do you feel the demands on leadership are changing?

A: Yes

B: No

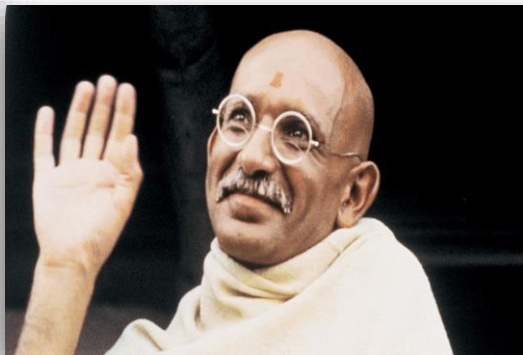
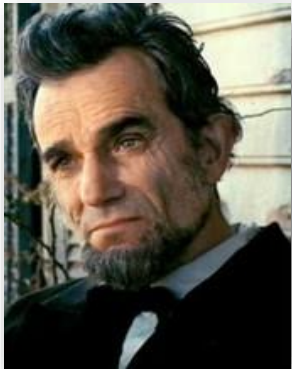
C: A bit of both

Sli.do

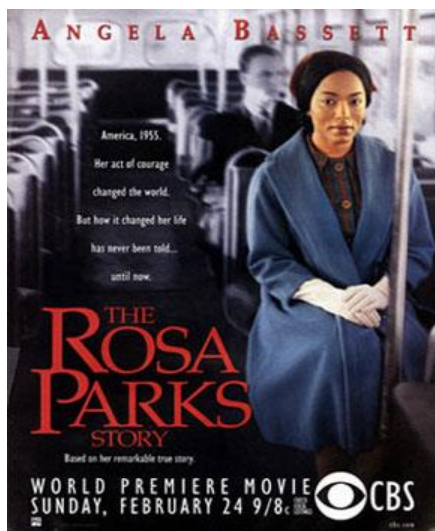
What do you feel are the
biggest shifts you are
having to make in how you
lead?

Insert Poll Question: What stops me from giving up control at work?

Sli.do → one-word answer, creating word cloud



able



External

- Geo-political events
 - Brexit
 - IndyRef 2 ?
 - International trade wars
- Innovation – products, services, business models
- Technology - digitisation to AI
- Slow growth, low interest rates, volatile fx markets
- Consumer democratisation and power

Volatile

Uncertain

Complex

Ambiguous

Internal

- Delivering for Clients
- People
 - Retention
 - Employee Engagement
 - Balance
- Innovation
- Growth
 - Longer term sustainability & value creation
 - Org design

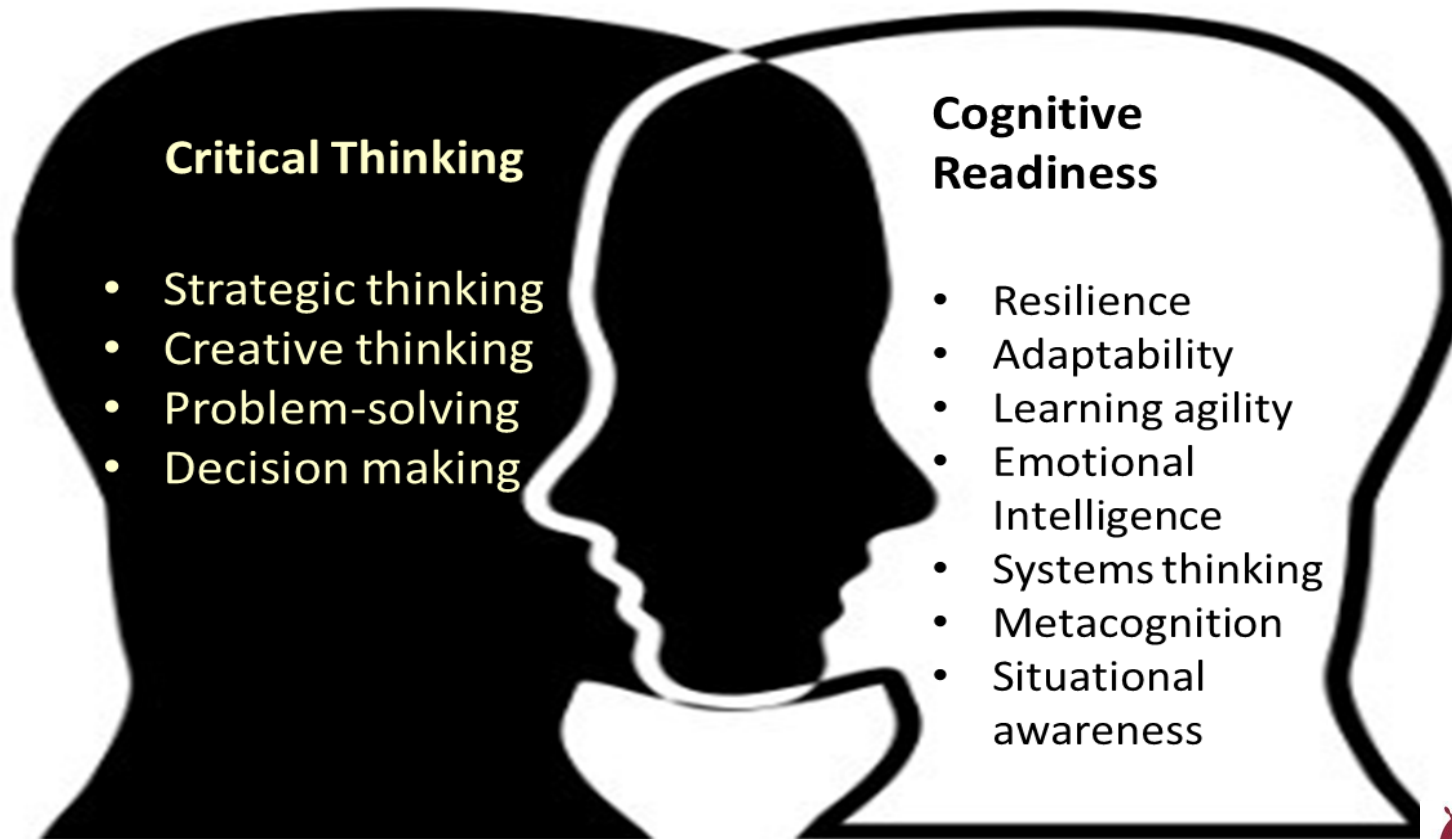
- More and more jobs require thinking not just doing
- People to speak up if something isn't right
- A more demanding public – more information, louder voice
- Decisions need to be faster and better
- Leaders with heads up to the future not buried in the detail

Complex

Systemic

Strategic

Interdependent



A typical day at work?

Re:markable



Our typical day at work?

Re:markable



- Decouples leadership from personality
- Builds leadership at all levels
- Uses language as the muscle of leadership
- Provides a clear framework for delegation
- Gives control without losing control
- It pushes authority as close to the customer as possible



- ✓ Faster, **better** informed decision making
- ✓ More **resilience** and the ability to **adapt faster**
- ✓ **Healthier, less stressed** people and leaders
- ✓ Increased **innovation** and ideas generation
- ✓ More **time** for leaders to work on big picture
- ✓ Higher levels of **engagement** and commitment
- ✓ Better **communication** and understanding

Don't be good,
get **Better**

Leaders
make it **Safe**

Push Authority to
information



Tune Control to
Clarity and
Competence

Fix the
Environment not
people

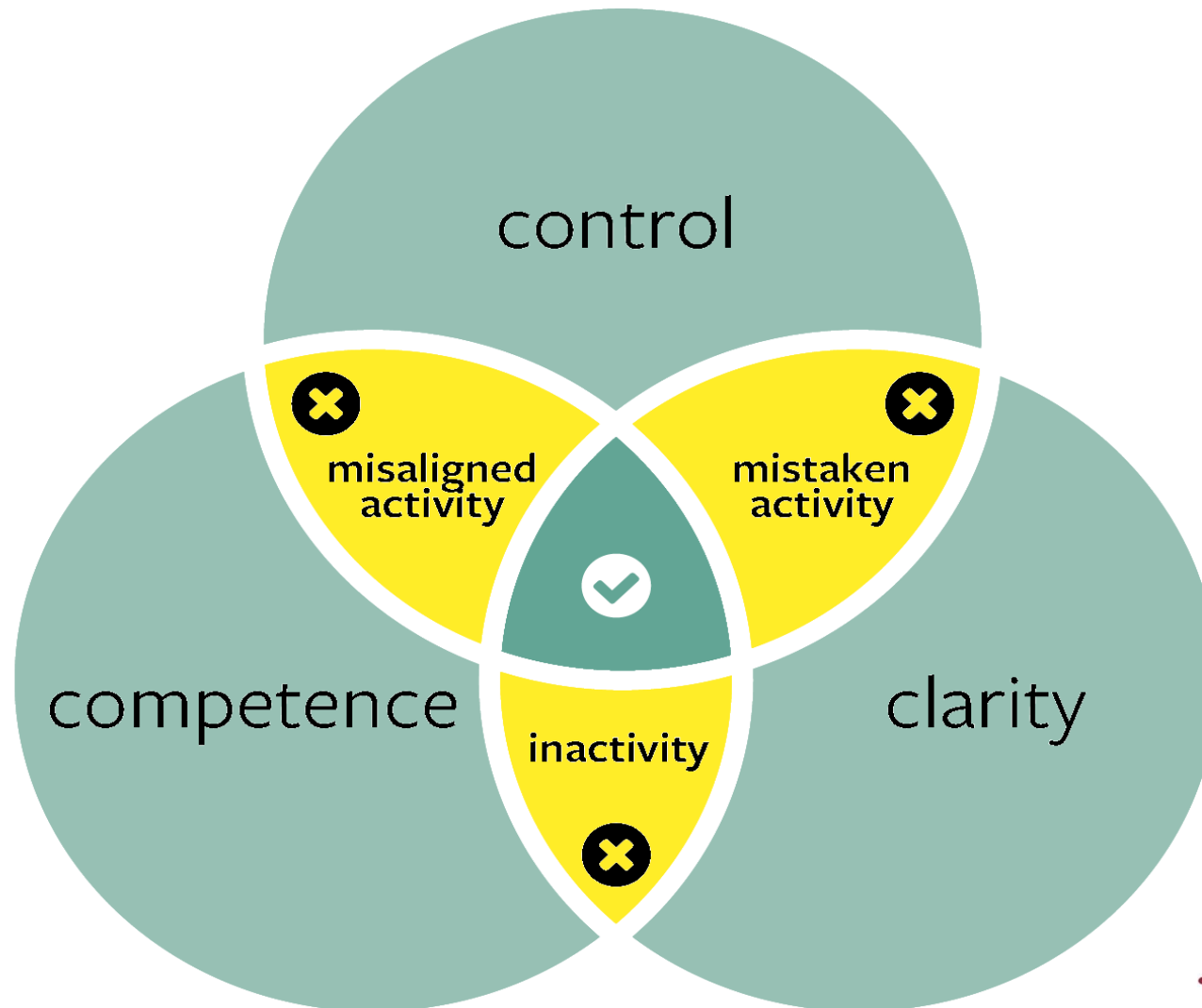
Act your way
to new
thinking



“The two pillars which support the idea of giving control are the technical competence (is it safe) and the organisational clarity – is it the right thing to do?”

Delegating decision making requires

- How do I know it's safe ? (legal, financial, procedural)
- How do I know it's right ? (customer, colleagues, values)
- What would the leader be thinking in making this decision ?



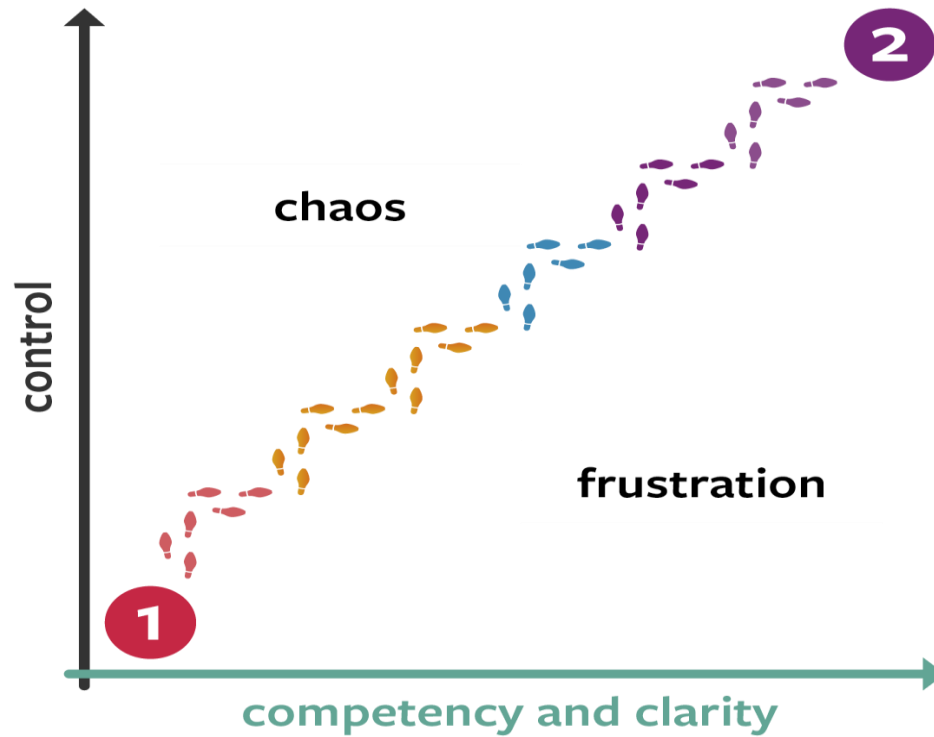
What happens when someone comes into your office with an issue?

What do they say?

How do you respond?



Figure 1B



Leaders At Every Level™

Manager says

7. What have you **BEEN DOING**?
6. What have you **DONE**?
5. What do you **INTEND** to do?
4. What would you **LIKE** to do?
3. What do you **THINK**?
2. What do you **SEE**?
1. I'll **TELL** you what to do.

davidmarquet.com

Ladder of Leadership™

Direct Report says

7. I've **BEEN DOING** ...
6. I've **DONE** ...
5. I **INTEND** to ...
4. I would **LIKE** to ...
3. I **THINK** ...
2. I **SEE** ...
1. **TELL** me what to do.

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Moving Through the Levels of Decision Making

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7. What have you **BEEN DOING**?

Checking in with leaders e.g. updates to board of directors

6. What have you **DONE**?

For fully delegated activities, but lose communication and option to veto

5. What do you **INTEND** to do?

People state their intent and take ownership and are able to make **good** decisions

4. What would you **LIKE** to do?

Leaders ask for recommendations and solutions.
People begin to take psychological **ownership**.

3. What do you **THINK**?

Leaders encourage thinking. Avoiding group think e.g. “Are we all agreed?”
Making it safe for people to share thoughts.

2. What do you **SEE**?

Leaders invite **perspective**. What do you see / observe ?
Tell me more ? Are you seeing something I can’t see?

1. I’ll **TELL** you what to do.

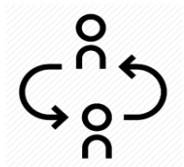
Responsibility and thinking sit with leader.
Deployed by both leader and followers e.g. “What should I do ?”





Fast Forward

“Imagine it’s six months from now
what do you wish you were doing?”



Swap

“If you were to swap roles with someone, who would it be?”



Chunk

“What’s the first step? / Tell Me More”



Invite choice -

How and when to respond

Make it safe -

Take responsibility for consequences

Make it small -

start with low risk

- **Challenging the leader – follower model**
- **Emancipation not empowerment**
- **Giving up control but not accountability**
- **Action to change thinking not thinking changing action**
- **Recognises the power of words in the workplace**

Don't be good,
get **Better**

Leaders
make it **Safe**

Push Authority to
information



Tune Control to
Clarity and
Competence

Fix the
Environment not
people



Act your way
to new
thinking



- Focus on changing practices, understanding habits
- Small incremental steps help change behaviours and culture
- Practising simple actions is more effective than trying to achieve wholesale change in thinking



- Recognise the ways people can camouflage placing the problems firmly at your feet
- Awareness of how we respond, our role, our language
- Diagnose mismatches
- Ladder of Leadership → shifting to shared ownership
- Some mechanisms to try:
 - Return the problem unsolved.
 - Fast forward/make it small/switch seats to make it easier for people to think.




Intent-Based Leadership programme

We hope to see you at the upcoming conference

We wanted to introduce you to Intent-Based Leadership (IBL), IBL challenges traditional assumptions and models of how leaders and followers work together.

IMAGINE A WORK PLACE WHERE EVERYONE ENGAGES AND CONTRIBUTES THEIR FULL INTELLECTUAL CAPACITY. A PLACE WHERE PEOPLE ARE HEALTHIER AND HAPPIER BECAUSE THEY HAVE MORE CONTROL OVER THEIR WORK – A PLACE WHERE EVERYONE IS A LEADER.

The IBL programme



The IBL programme is a 12 month course split into quarterly sessions. Each session can host 10-20 participants.

The sessions will use current work challenges to look at improving your effectiveness and morale and to making members more sustainable and resilient.

Each participant will receive:

- Quarterly IBL bulletins – delivered to your inbox
- 4 x on site full day IBL sessions - at your office

Only **£2,000**
+vat per person

Upgrade your programme:


- 4 x IBL followup sessions - a visit from a specialist to support with implementing your tailored IBL practice
- 10 x Video briefings – delivered to their inbox regularly over the year

+£1,000
+vat per person

+£1,000
+vat per person

For more information please contact Gillian Cuthbert:
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Or visit our website: www.thisisremarkable.com

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#MakeItRemarkable

✓ Special IBL offer to SFHA members.

✓ Pick up a flyer if you'd like to find out more.