Re:revolution
Intent-Based Leadership Session
Kate Carmichael
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
Accountability, Decision Making, Delegation and Team Work

Lessons from the USS Santa Fe
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.** Embodying 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

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

The ultimate delegation and empowerment model
What does Leadership Mean to You?
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
Leading in a Changing World

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

Internal

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

© This is Remarkable Ltd
In a Changing World the Role of Leaders will Change

• 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
Changing Demands on Leading and Engaging

- Complex
- Systemic
- Strategic
- Interdependent

Critical Thinking
- Strategic thinking
- Creative thinking
- Problem-solving
- Decision making

Cognitive Readiness
- Resilience
- Adaptability
- Learning agility
- Emotional Intelligence
- Systems thinking
- Metacognition
- Situational awareness

© This Is Remarkable Ltd
Our typical day at work?
What are the distinctive features of Intent Based Leadership?

- 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
Outcomes

✓ 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
Six Principles for Change

- 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
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?

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

What do they say?

How do you respond?
Improving Decision Making with the Ladder of Leadership

Leaders At Every Level™

Manager says

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

davidmarquet.com

Ladder of Leadership™

Direct Report says

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

thisisremarkable.com
Turn the Ship Around UK and Ireland partner

© This is Remarkable Ltd
Moving Through the Levels of Decision Making

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 ?”

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

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.

4. What would you LIKE to do?
   - People begin to take psychological ownership.

5. What do you INTEND to do?
   - People state their intent and take ownership and are able to make good decisions

6. What have you DONE?
   - For fully delegated activities, but lose communication and option to veto

7. What have you BEEN DOING?
   - Checking in with leaders e.g. updates to board of directors
Practices for Shifting Thinking

- Invite choice - How and when to respond
- Make it safe - Take responsibility for consequences
- Make it small - Start with low risk

Swapping Fast Forward

Imagine it’s six months from now and when you respond...
What is “fundamentally different”

• 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
Six Principles for Change

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

© This is Remarkable Ltd
• 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
What Could You Commit to Trying Right after this Session?

- 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.
Next Steps – An Invitation

✓ Special IBL offer to SFHA members.

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