



Create Leaders at Every Level



Our Building Blocks of Leadership will help you strengthen the foundation of your leadership practice.
Intent-Based Leadership® is the language you need to engage your team
so each member contributes their full intellectual capacity.

Intent-Based Leadership®

Jeff

- Coach and Trainer
- 8+ years in High Tech
- 27 years in Defense and Aerospace



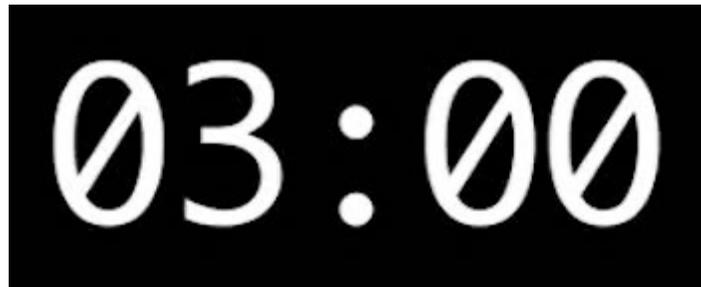
PennState

changing business.
transforming lives.



Think about a leader who inspired you to achieve your best...

- Flip over your handout
- Write down one characteristic of that leader
- Share it with as many people in the room as possible before the timer runs out



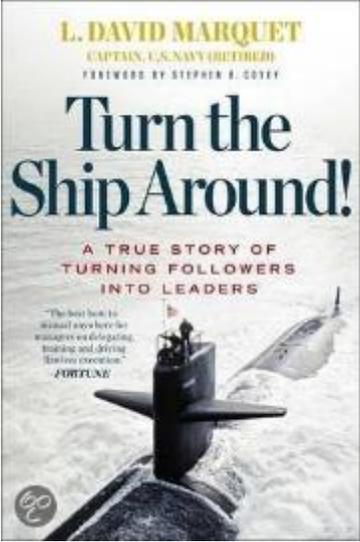
David's Story



USS Olympia



USS Santa Fe



USS Olympia



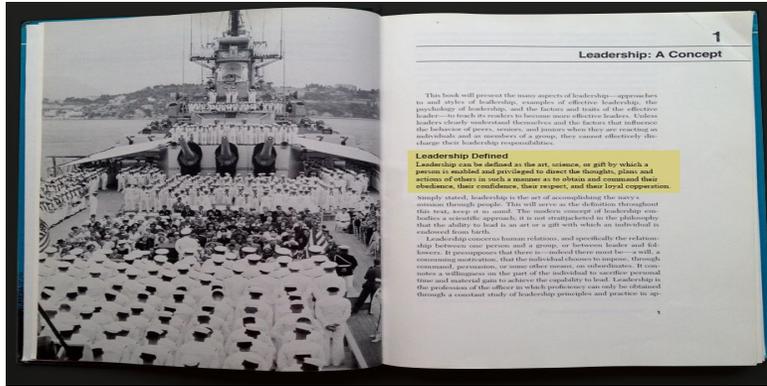


USS Santa Fe

USS SANTA FE



Know All



Tell All

Tell Not

Know Not









SCOOP'S DINER

- French Onion Soup
- Grilled Stuffed Steaks
- Seasoned Grilled Fish
- Risotto
- Oven Roasted Potatoes
- Steamed Corn
- Vegetable Medley
- Chocolate Bread Pudding
- Cookies N' Cream Hard Pack

POMY-YOUR-BREATH!

USS HENRY M. JACKSON (SSBN 720)

SSBN 720





STERN NORM

RUDDER NORM

EMERGENCY

FWTR NORM

EMERGENCY

EMERGENCY

120V 400 HZ

120V 60 HZ

3A

3A SPARE

SPARE 5A

ENGINE ORDER

DEPTH ORDER EQUIPMENT TRANSMITTER

FEDERAL SPEC. NO. 400 REV. 93

120V 400 HZ 3A

NAVY DEPARTMENT BUREAU OF SHIPS

WASH. D.C. 20340

U.S. PROPERTY

STOP

1/3

2/3

FULL

EMERG

S8TG

BATT.

FLANK

FULL

AHEAD

STAND

COURSE ORDER EQUIPMENT TRANSMITTER

FEDERAL SPEC. NO. 400 REV. 93

120V 400 HZ 3A

NAVY DEPARTMENT BUREAU OF SHIPS

WASH. D.C. 20340

U.S. PROPERTY

13.4

COURSE



Know All

Tell All

Tell Not



Know Not

Know All

Tell All

Tell Not



Know Not

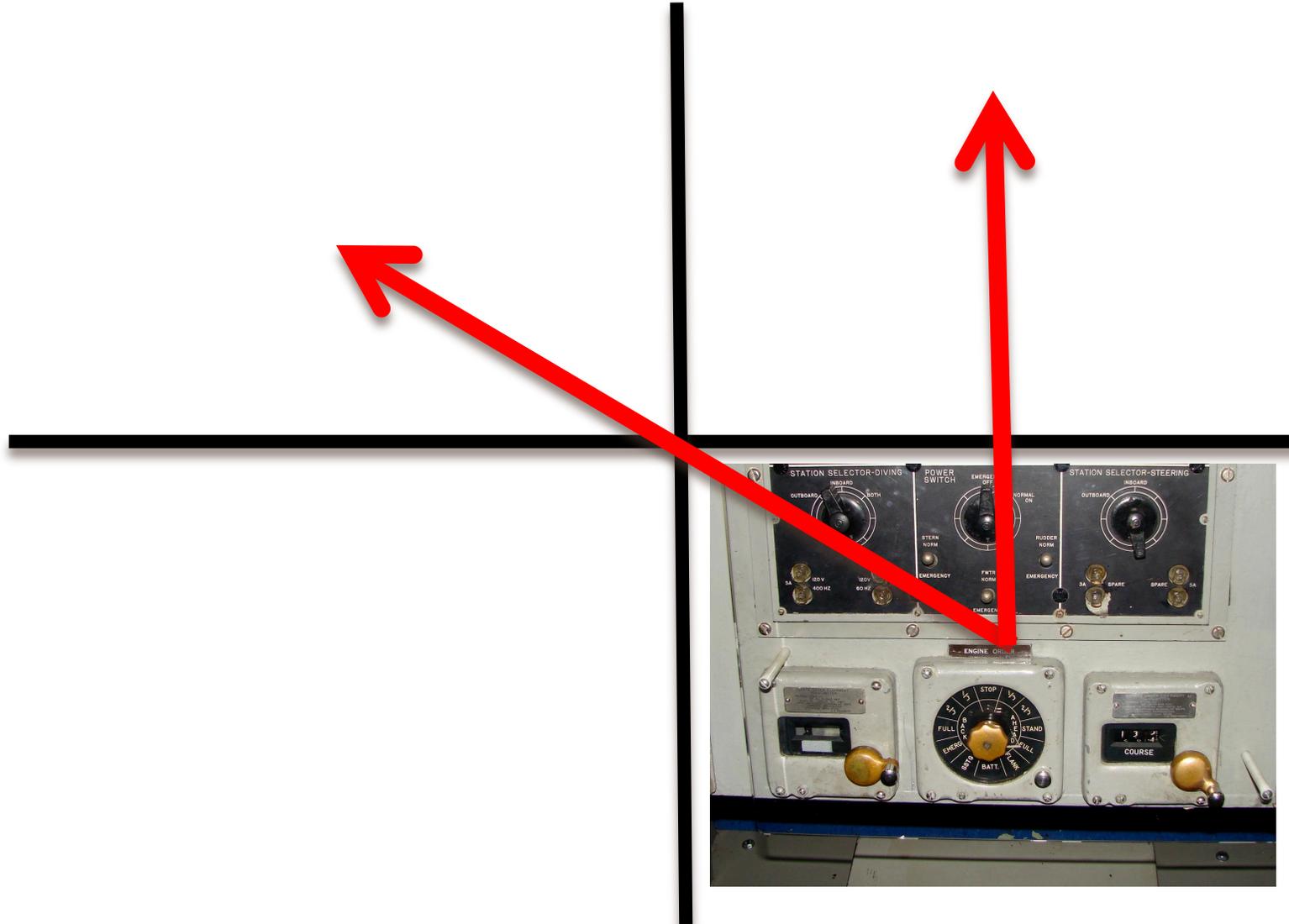


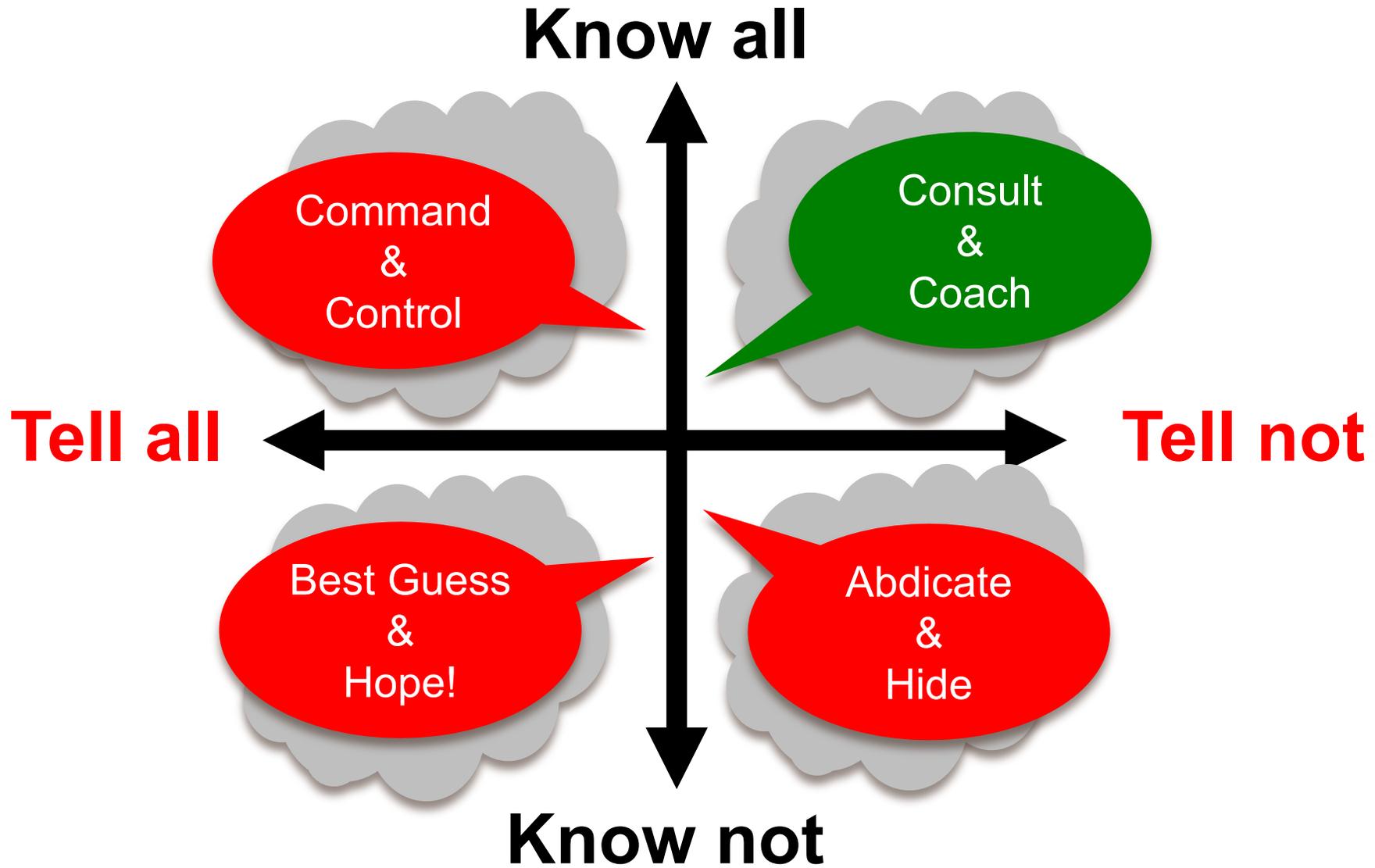
Know All

Tell All

Tell Not

Know Not







MARQUET



U.S. NAVY

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@Idavidmarquet

Ladder of Leadership

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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Ladder of Leadership

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...

© Turn the Ship Around, LLC, 2016

It's all about...

Engaging thinking in everyone



Intent engages
thinking and creates
a bias for action.



We have more room for improvement with...

1. People thinking and making decisions
2. People executing with process discipline

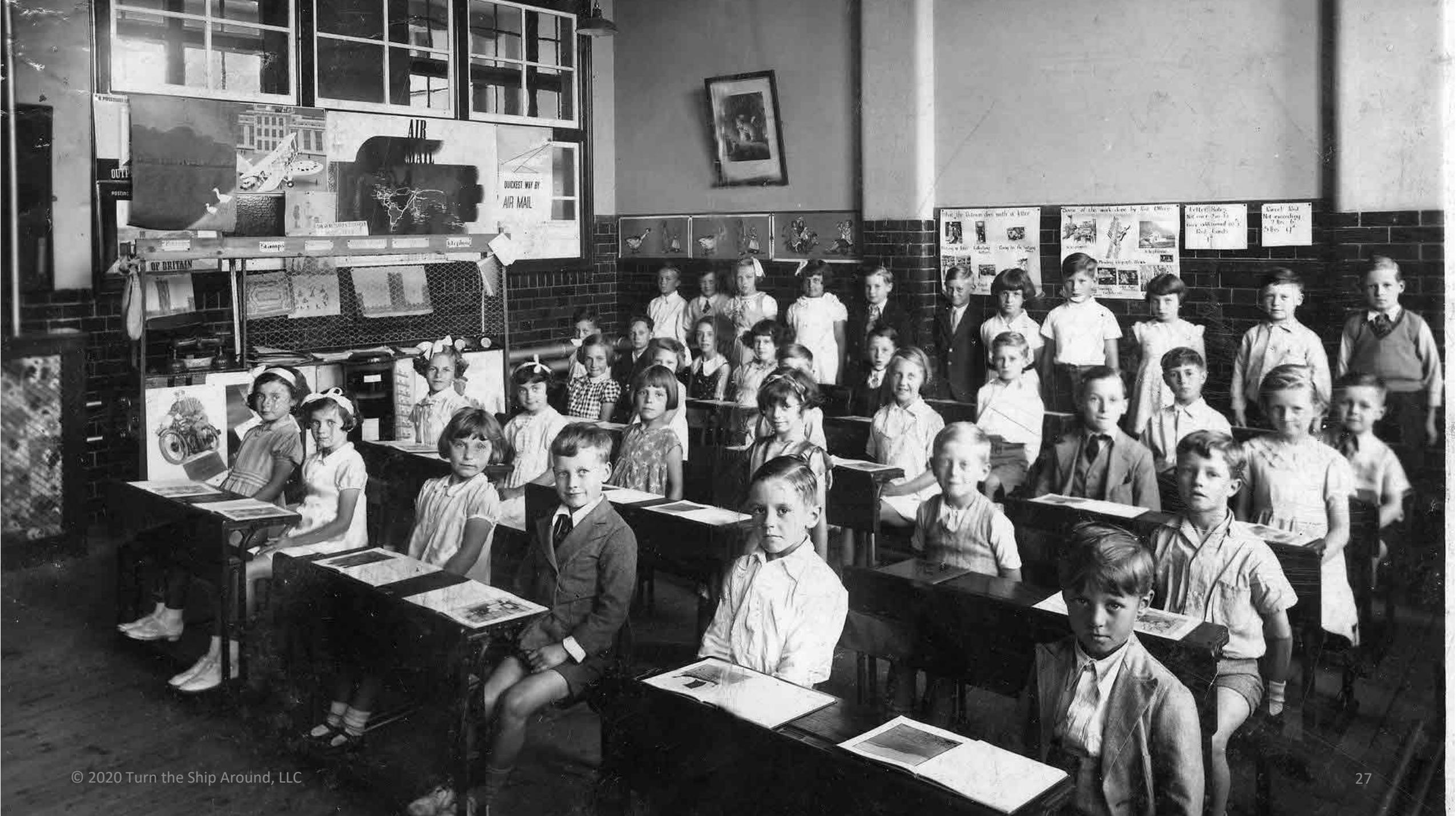
On the count of 3 hold up



or











“We have other men paid
for thinking.”

Frederick Taylor,
Founder of Scientific Management



RED WORK BLUE WORK

DAVIDMARQUET.COM

Become a Better Leader with Your Weekly 1-Minute Leadership Nudge™ Video

We call this **red work**.



We call this **blue work**.



Leadership Nudge 127

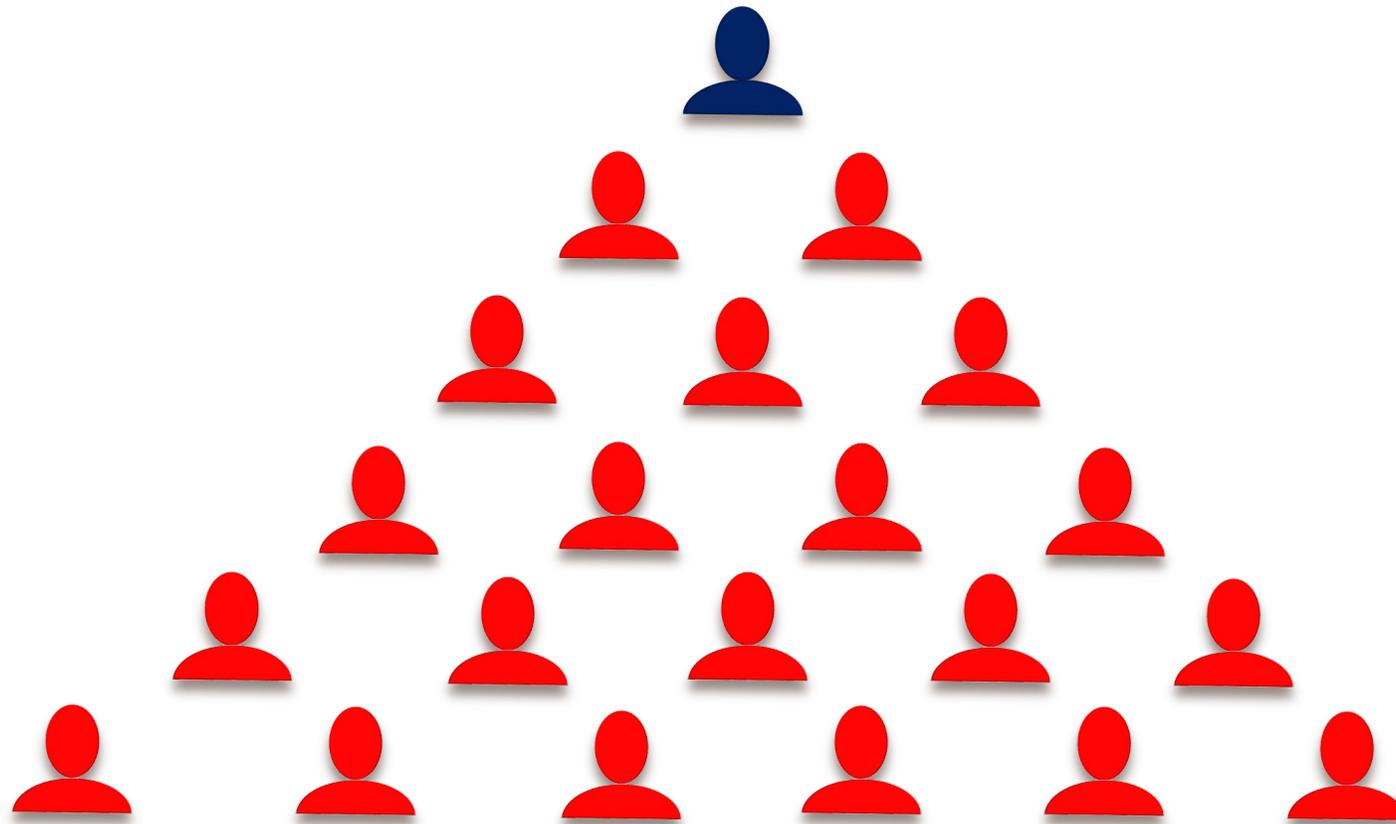


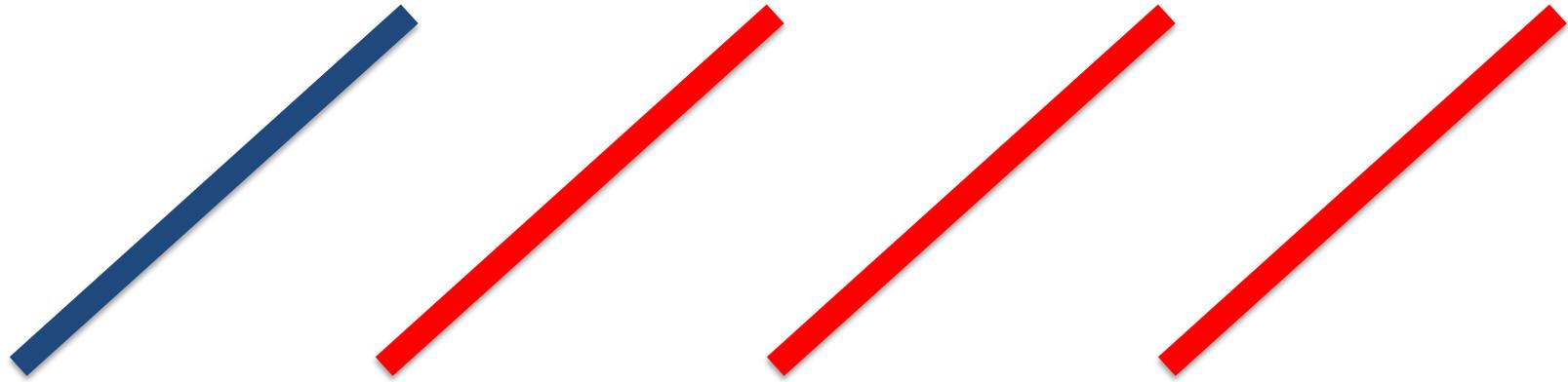




USS SANTA FE
SSN 763

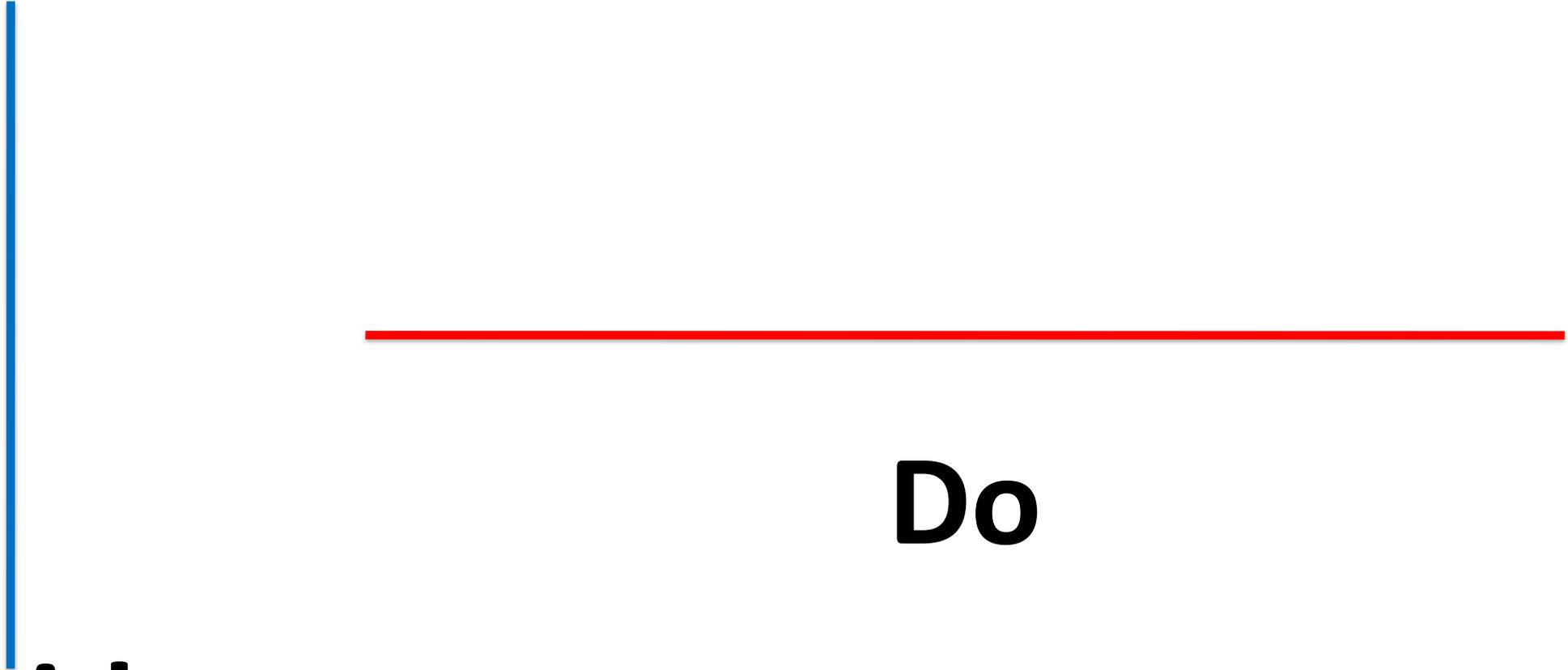
@ldavidmarquet³₅





Tell

Do



Decide

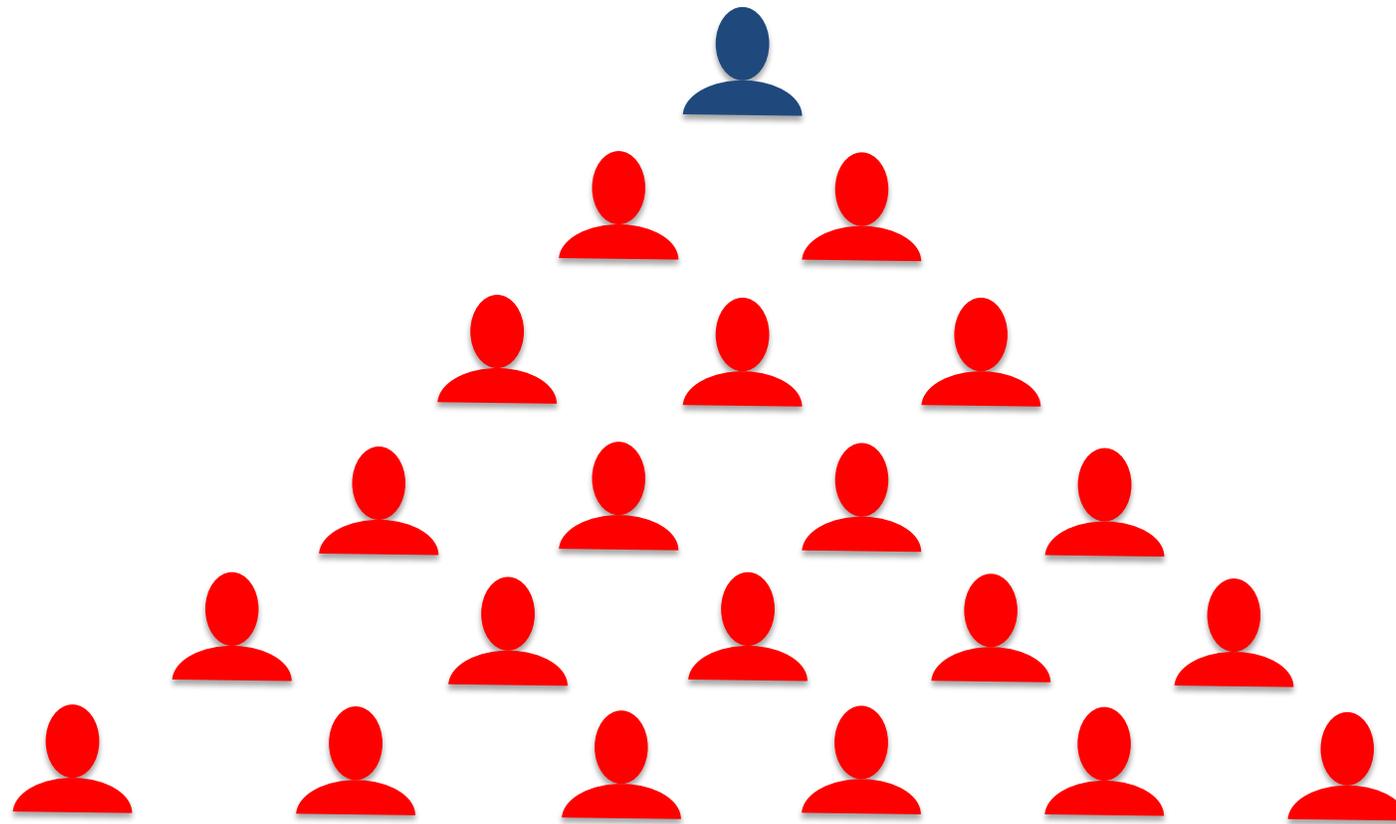
Do

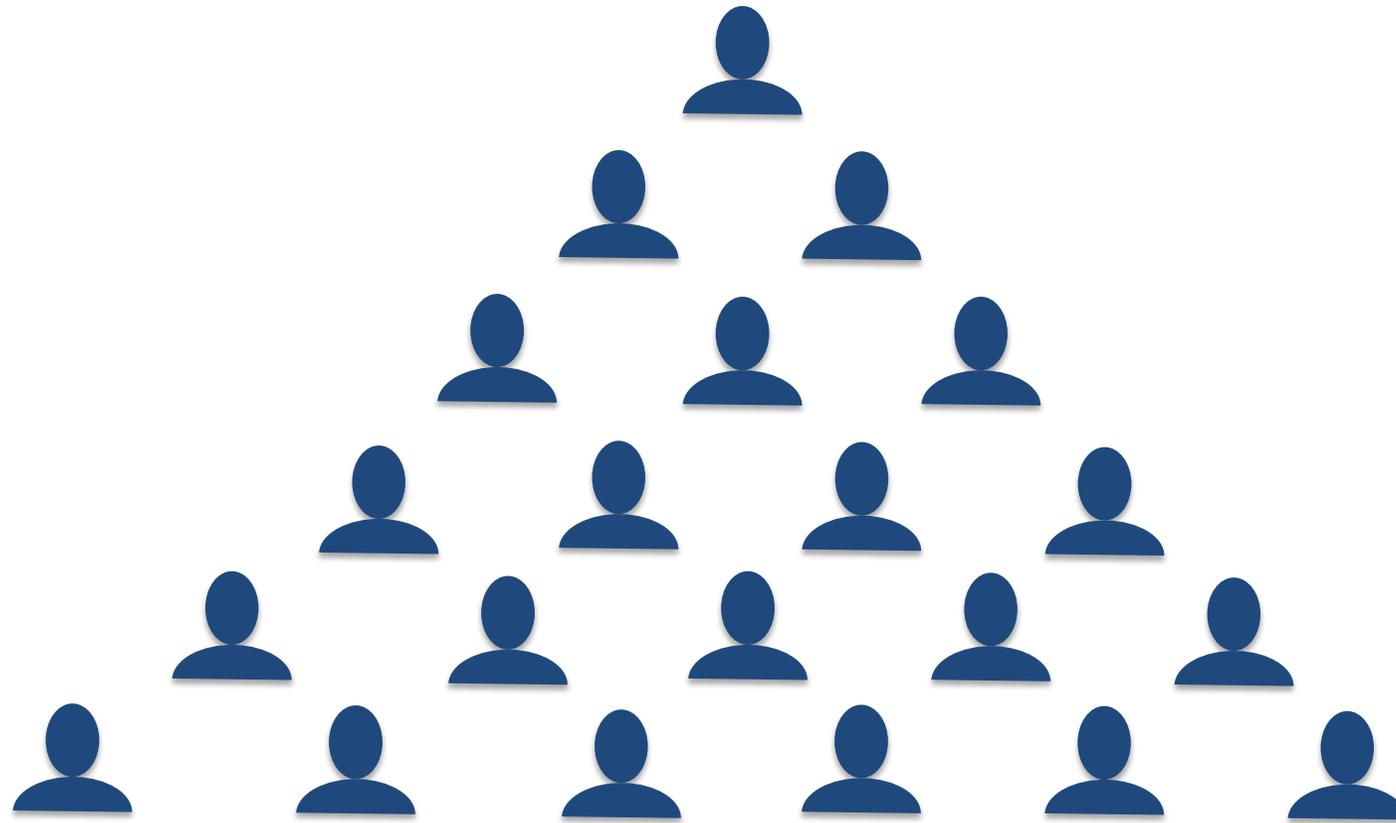


Decide

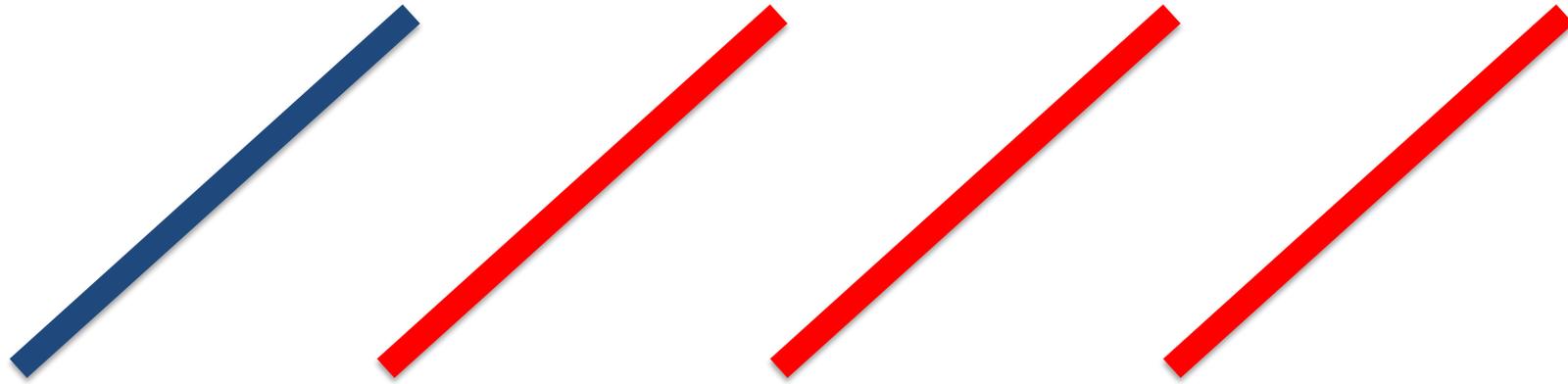
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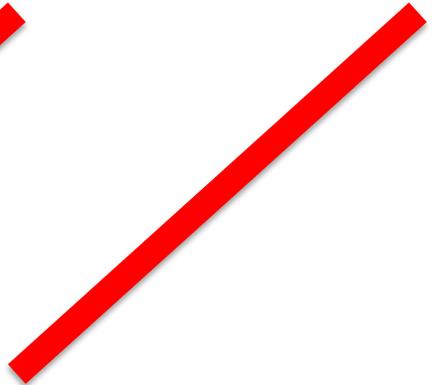
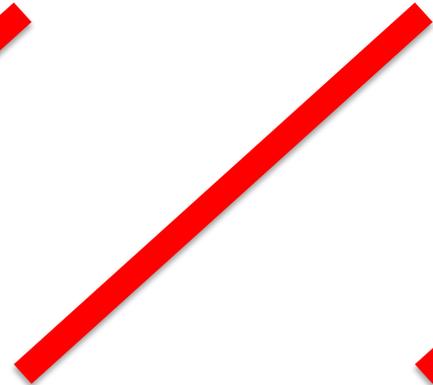
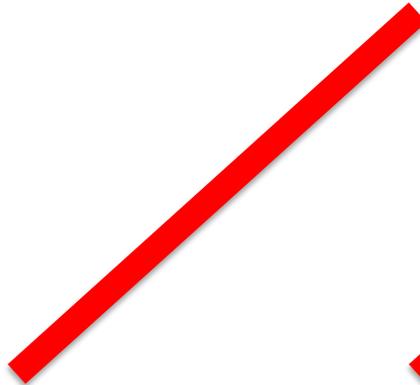
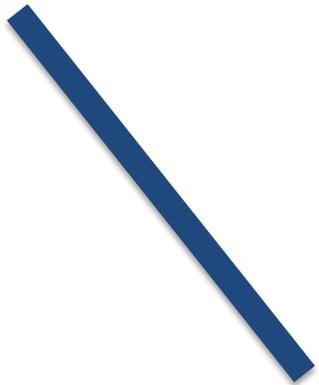
Deliberate

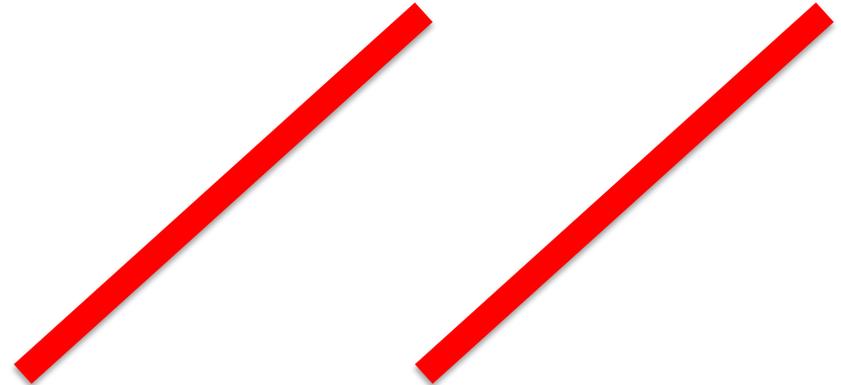
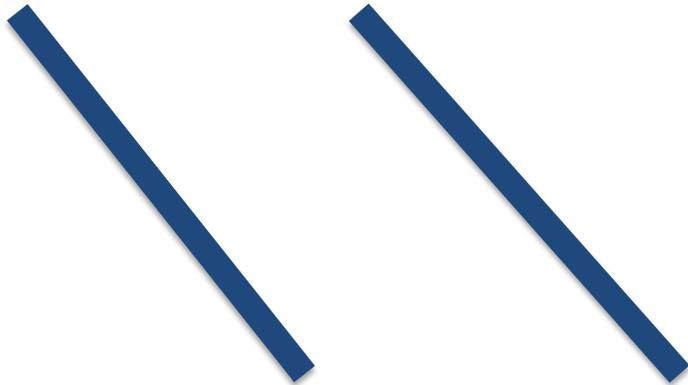


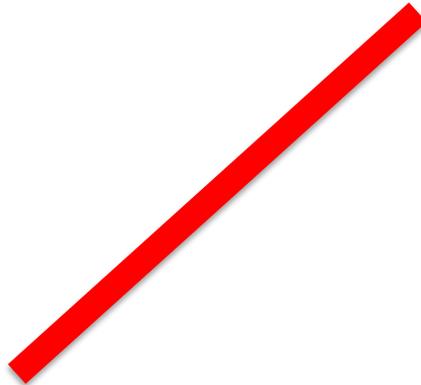


How far down the organization can we push blue work?







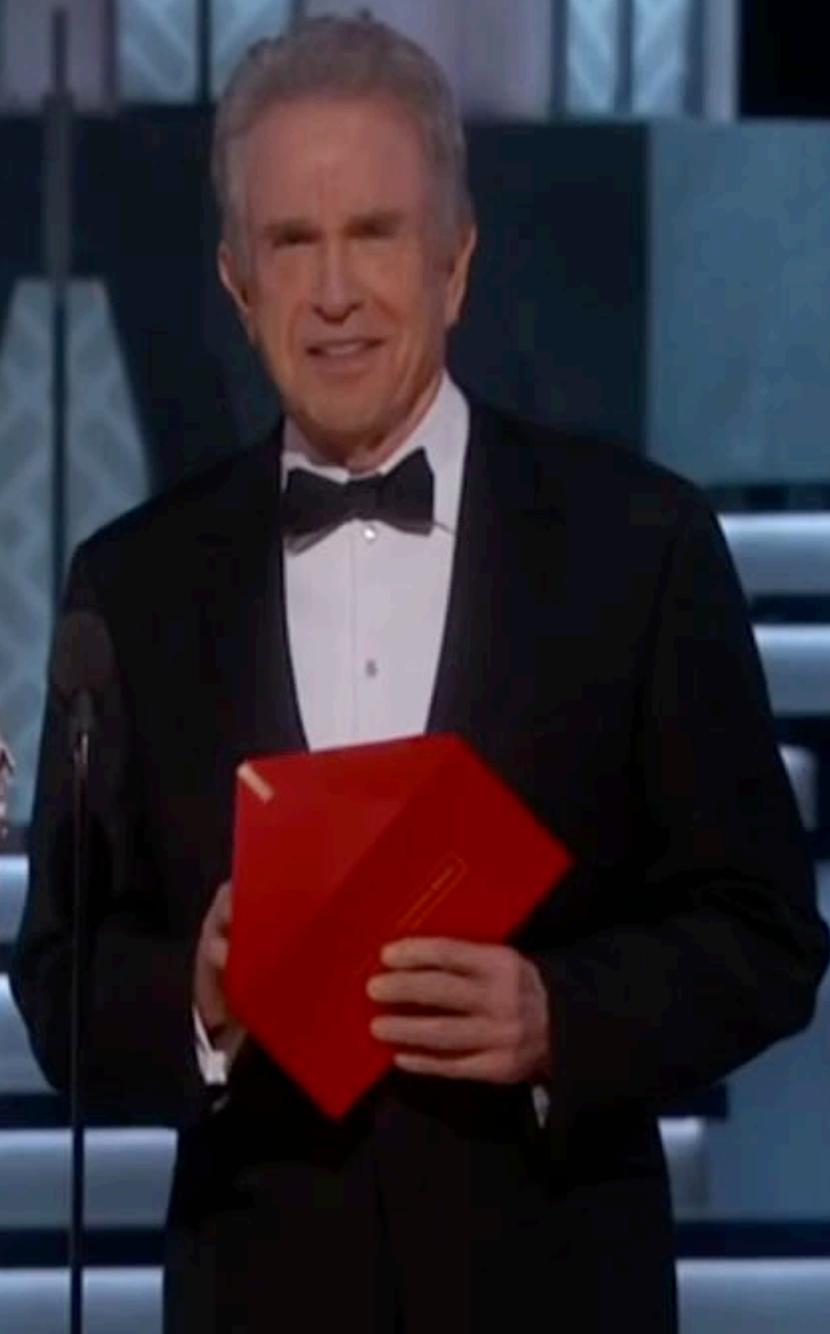




Trapped in Red Work

Error Propagation at the Oscars





What would Faye Dunaway and Warren Beatty write as their job description?

Work as a group at your table.

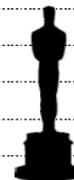
Oscars

Write what Warren Beatty and Faye Dunaway would have written as a "job description."

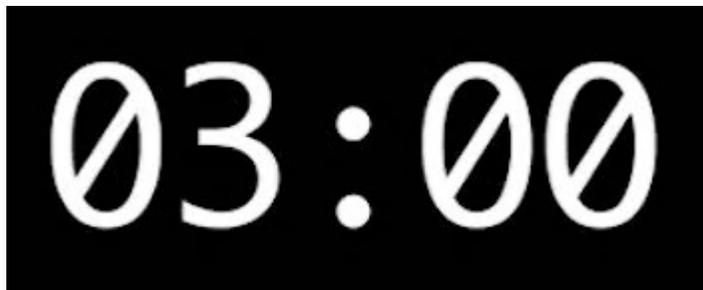
We stop time and ask Warren "What are the odds the card is wrong?" What do you think his response would be?

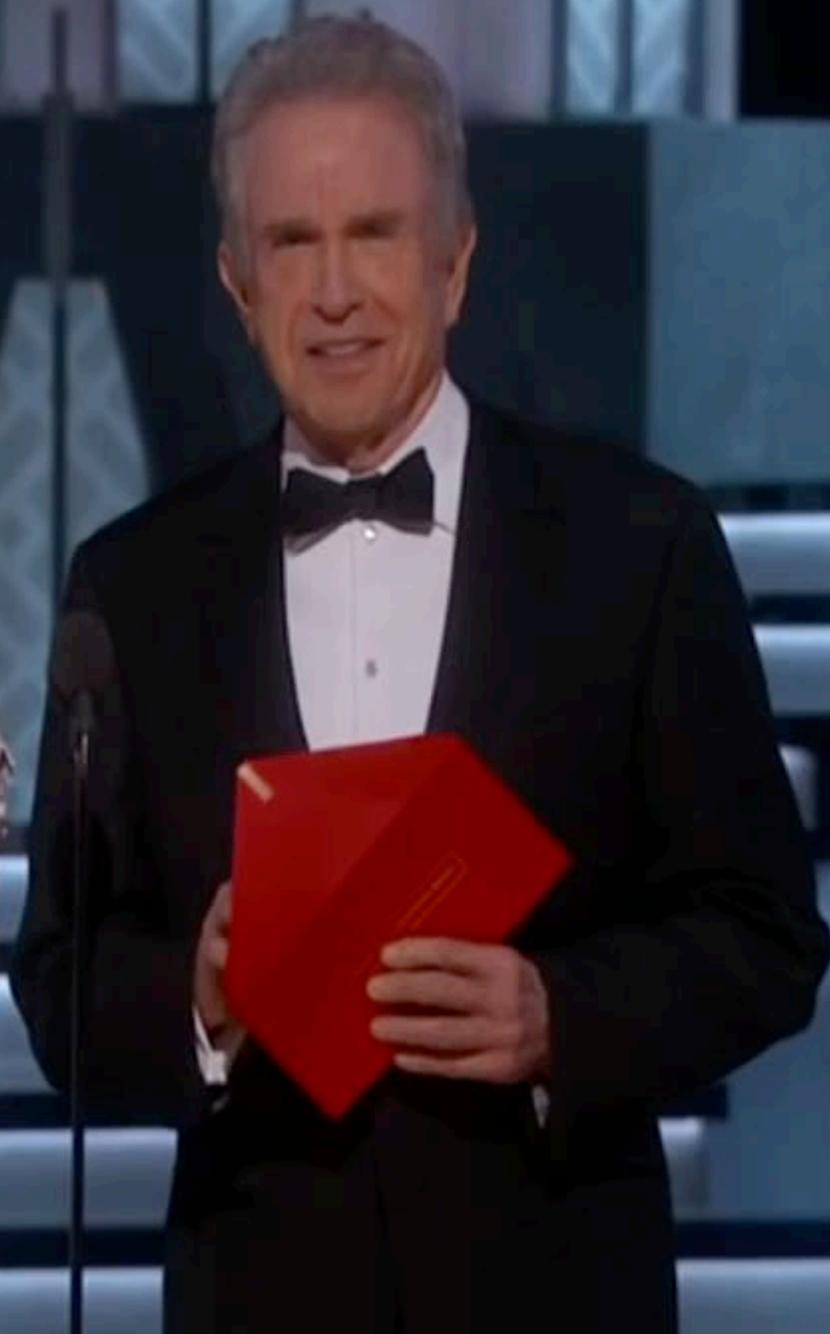
1% 5% 20% 50% 80% 95% 99%

Why doesn't he stop the proceedings?



Trapped in red work!





In Warren's mind, what are the odds the card is wrong?

Individually

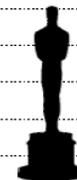
Oscars

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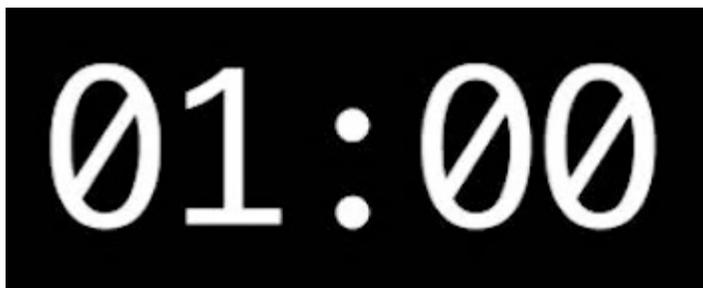
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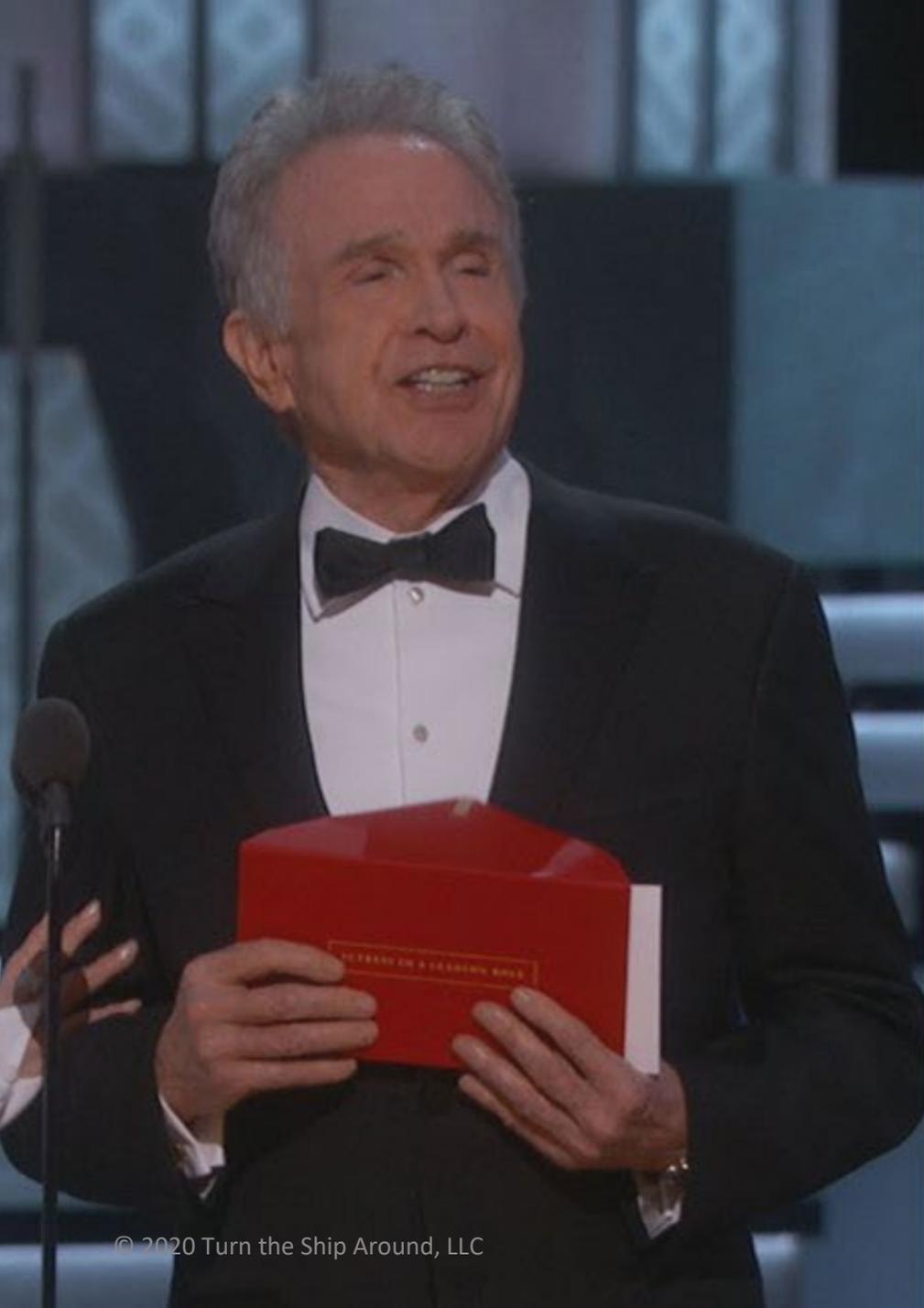
Trapped in red work!



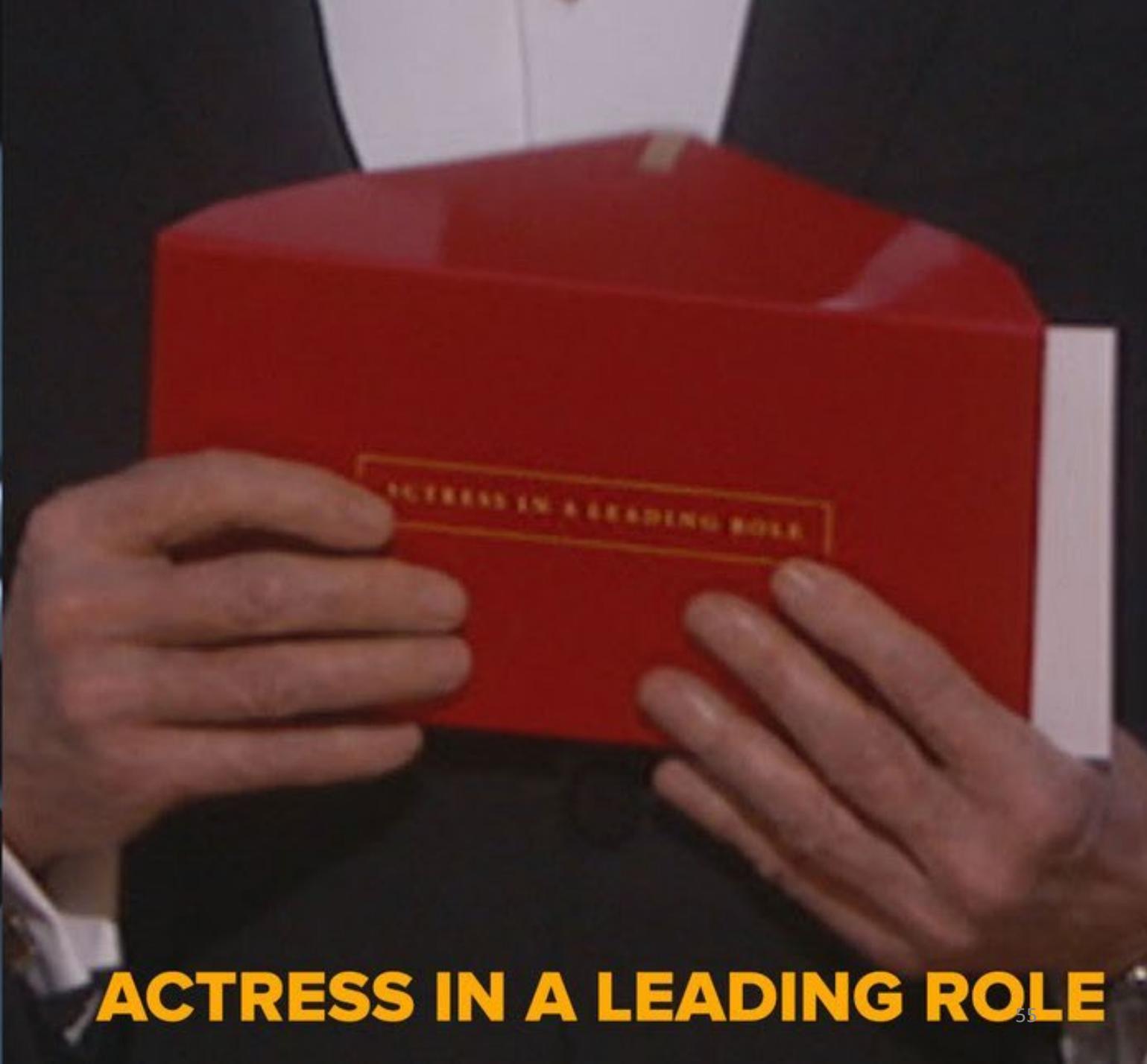
Probability Cards



- Values – 1, 5, 20, 50, 80, 95, 99
 - Based on Scrum Planning Poker cards



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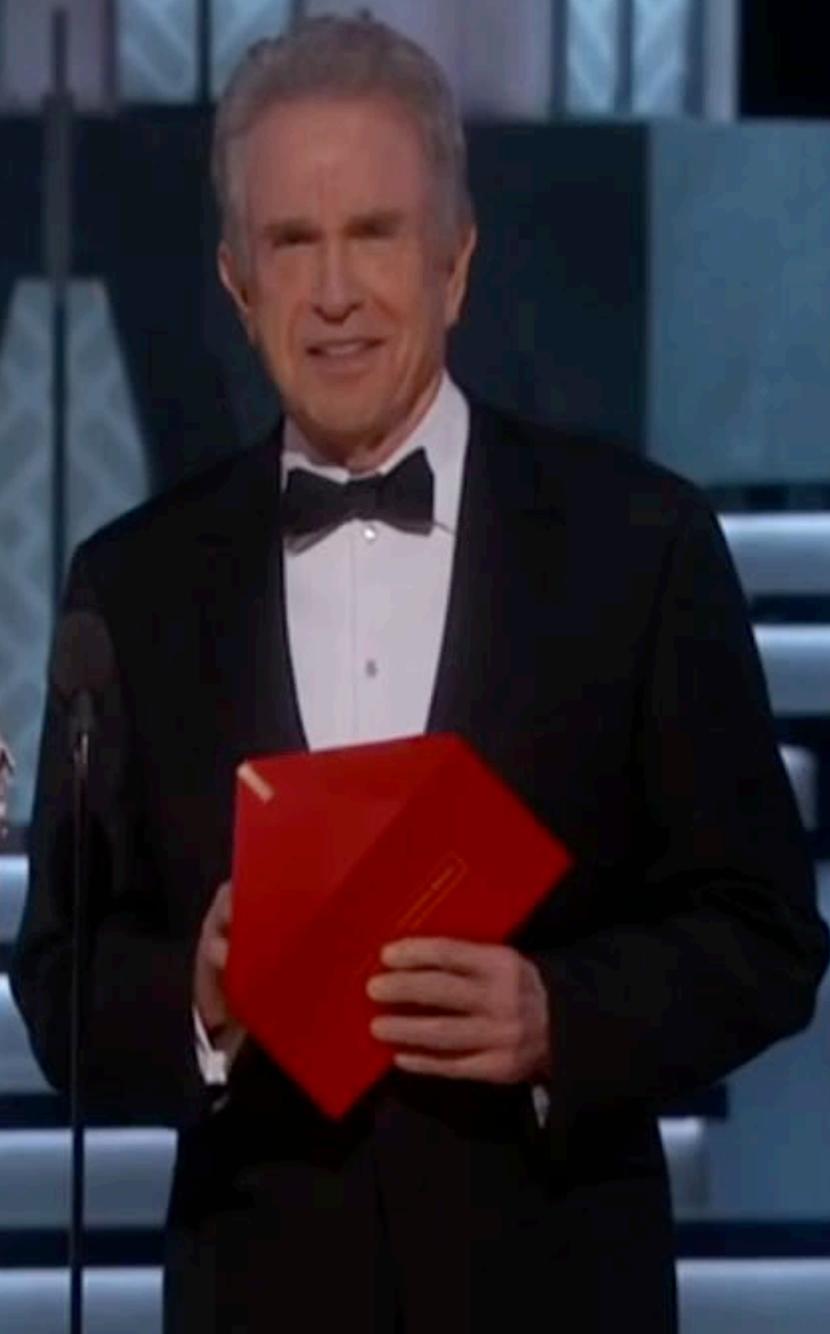


ACTRESS IN A LEADING ROLE

OSCARS

EMMA STONE
"LA LA LAND"

Best Actress



Why doesn't Warren stop the proceedings?

Oscars

Write what Warren Beatty and Faye Dunaway would have written as a "job description."

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We stop time and ask Warren "What are the odds the card is wrong?" What do you think his response would be?

1% 5% 20% 50% 80% 95% 99%

Why doesn't he stop the proceedings?

.....

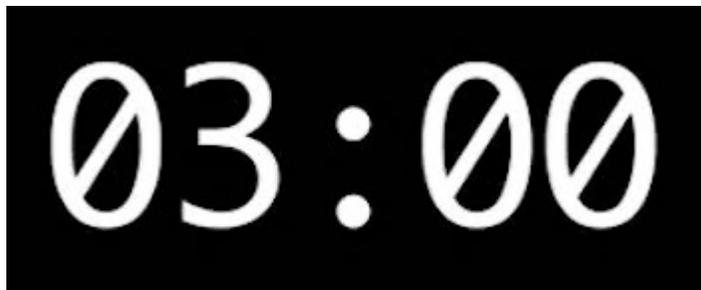
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Work as a group at your table.



Trapped in red work!

Warren's Options

		Responses	
		Continue	Call Time Out
States of nature	Card is correct		 Ostracism Feels like 
	Card is incorrect		

How to build in a way to take a time out (pause)?



Moving from Red to Blue work at the Oscars

- At your tables discuss:
 - What makes it hard for Warren to stop the line?
 - What would make it easier?



Changes to Oscars Process for 2018

- PwC's U.S. chairman and senior partner said he will be personally involved with Oscar operations.
- The addition of a third balloting partner, who will sit with Oscar producers in the show's control room.
- The two partners who worked on last year's Academy Awards have been replaced.
- Both the celebrity presenter and a stage manager will confirm that they've been given the correct envelope for the category they are about to present.
- All three balloting partners will attend show rehearsals and practice what to do if something goes wrong.
- PwC partners are prohibited from using cellphones or social media during the show.

Lesson

- The easier it is to flip out of red work to blue work, the more resilient the organization will be.
- Stress makes it hard to think. It pushes us into survival mode.
- Need an escape vehicle to move from red to blue work.
 - How do we make it easier?

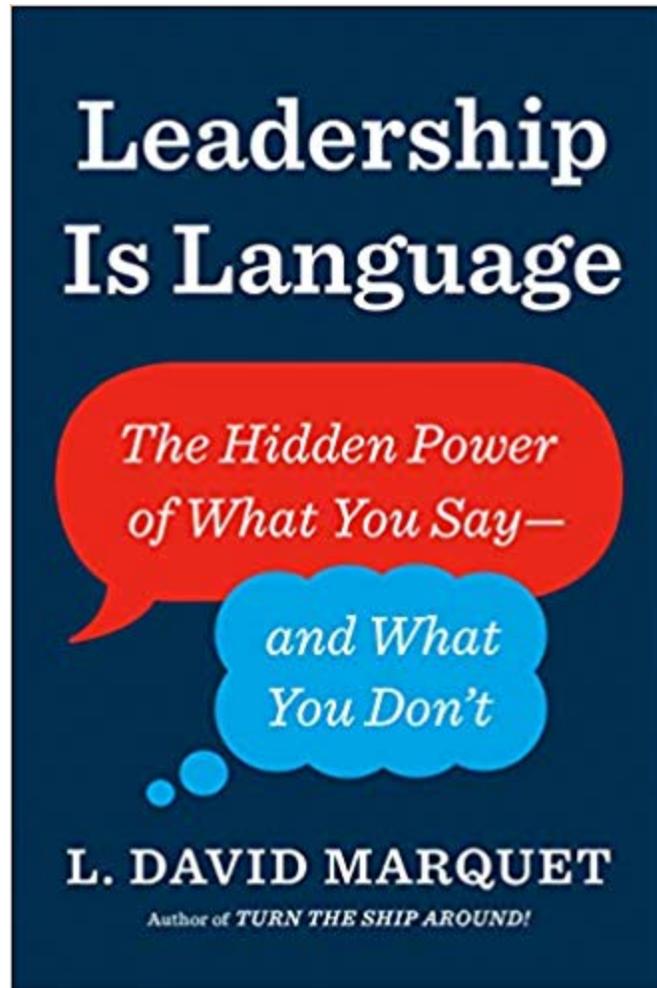


HOW TO USE MECHANISMS TO CHANGE BEHAVIOR

DAVIDM...UET.COM

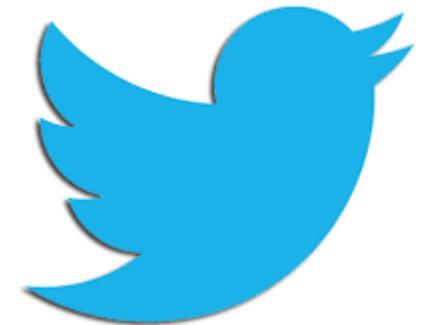
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February 4, 2020



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- Sign up to receive our weekly Leadership Nudges
 - intentbasedleadership.com or
 - text **nudge** to (941)203-3233



Thank You!!

