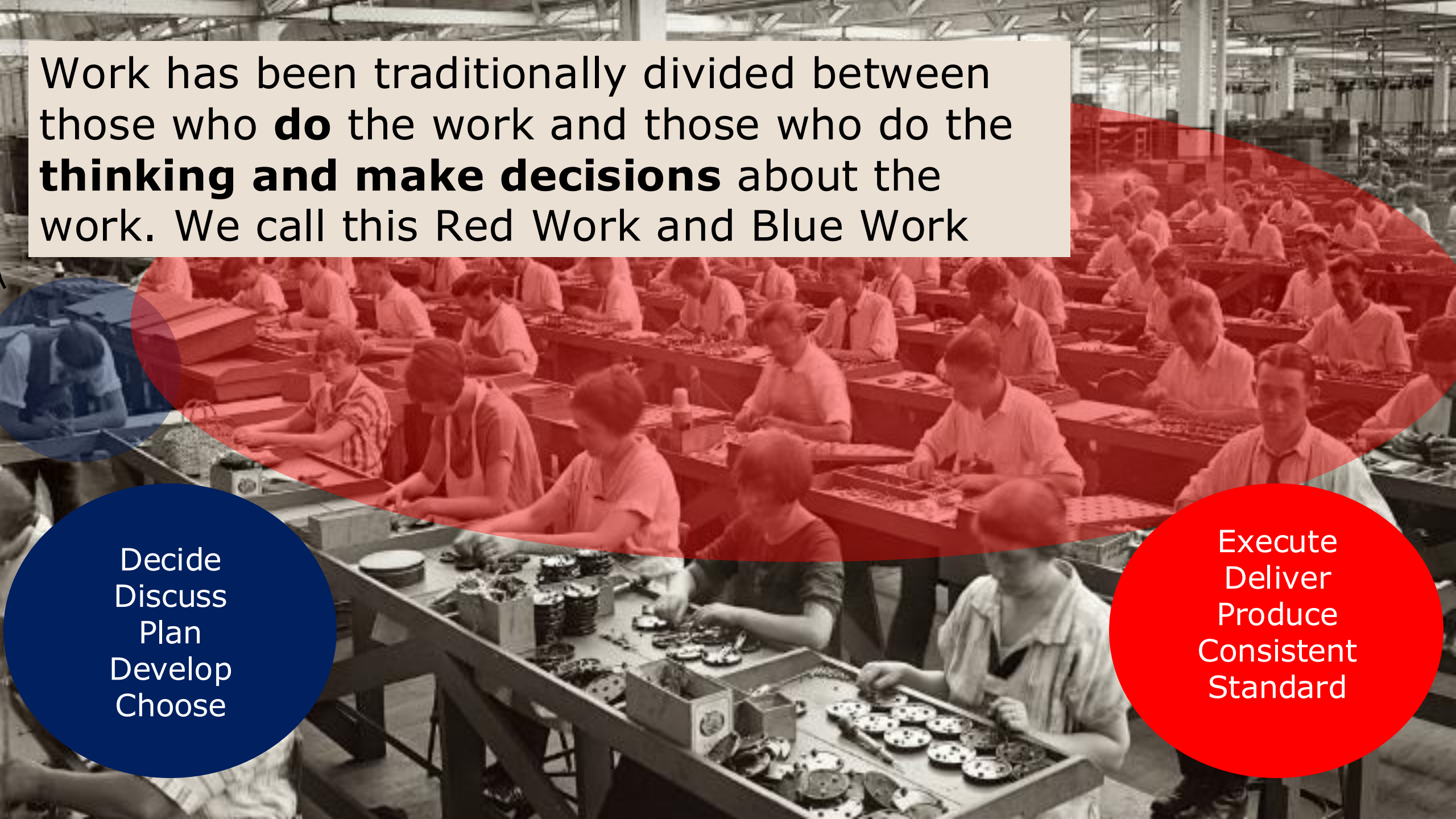


Intent-Based Leadership

The Best Empowerment Tool in the World

Peter Russian
CEO, Intent-Based Leadership International





Work has been traditionally divided between those who **do** the work and those who do the **thinking and make decisions** about the work. We call this Red Work and Blue Work

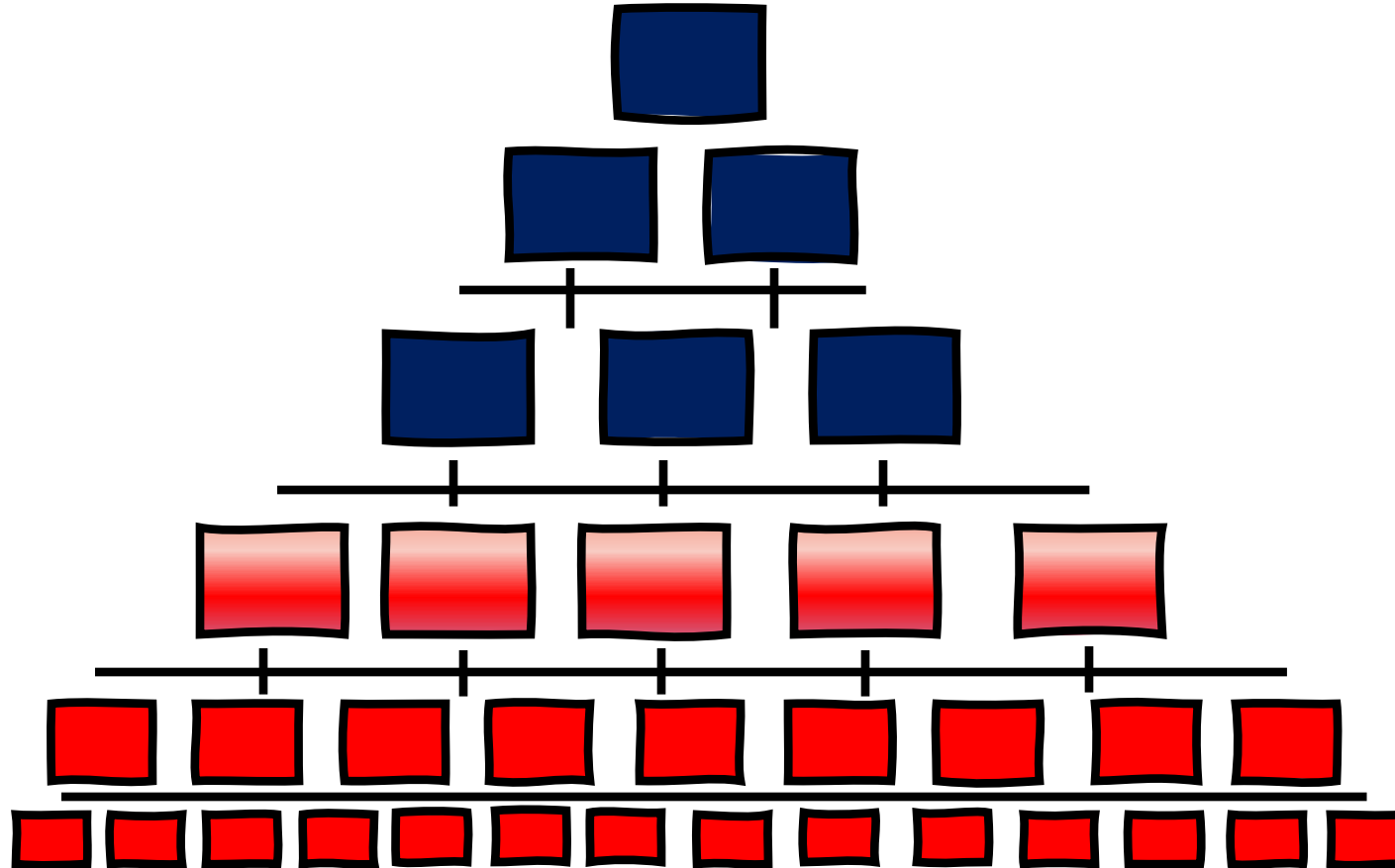
Decide
Discuss
Plan
Develop
Choose

Execute
Deliver
Produce
Consistent
Standard

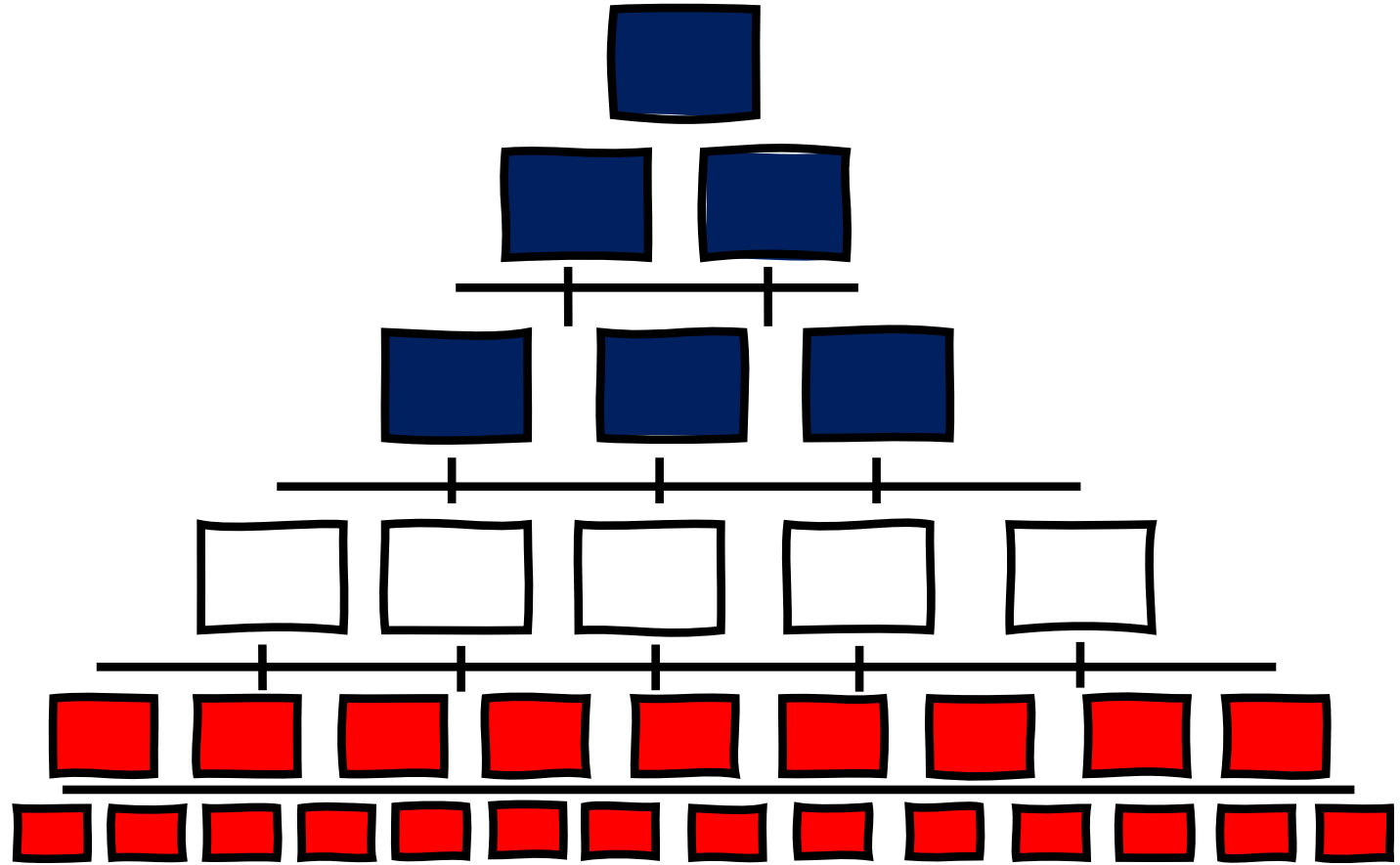
Deciders and Doers. Leaders and Followers

Decide
Discuss
Plan
Develop
Choose

Execute
Deliver
Produce
Consistent
Standard



Organizations have been designed around decision-making





Let's get it done

Keep going

You need to...

Any questions?

Can I ?

This isn't working

When do we..?

Whilst a lot has changed since the days of this picture, the one thing that has changed least is the language we use at work. So if we want to change how we work, we start by changing our language.

All hands meeting

Direct reports

Can do attitude

Leader and followers



Six Typical Challenges for Teams

Leaders find it hard to give people more control

Leaders overwhelmed with issues and involved in the weeds

Leaders lean in and add stress and pressure

When things go wrong, the solution is more control and training

A lot of talk of change, but nothing really changes

Avoiding errors is valued more than learning

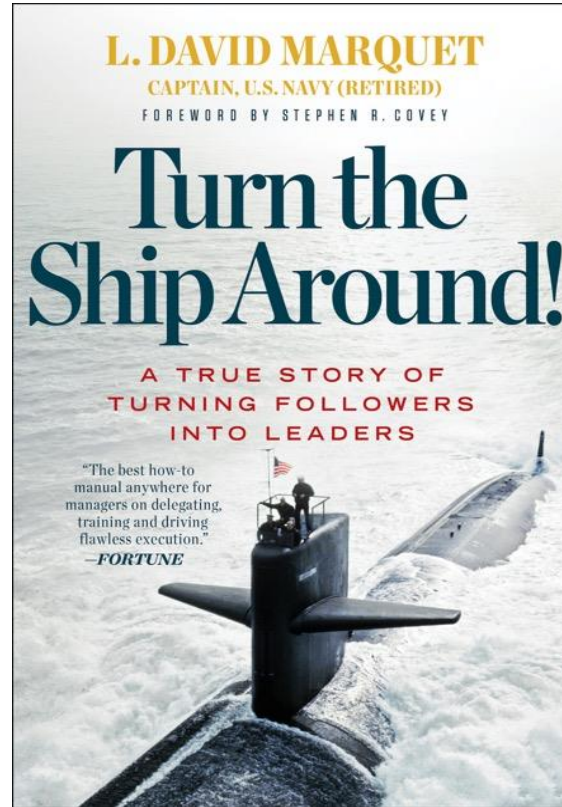
Traditional Leaders

Solve problems for others

Motivate the team

Inspire

Make great decisions



Intent-Based Leaders

Help others solve problems

Create the environment

Get insight and ideas

Stop making decisions that others can make

**Intent-Based Leadership is a
system of language and
practices, that enable us to
give more control and build
more ownership.**





*“I don’t know of a finer model
of empowering leadership”
Stephen R Covey*

Click here for the Animated Story of the Origins of Intent-Based Leadership
<https://www.youtube.com/watch?v=pYKH2uSax8U>

The Ladder of Leadership ®

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



What does Intent mean ?

- **Intent** = ownership.
- I've made a decision, I share it, I invite feedback.
- Neither seeking permission or ask for forgiveness

**Intent creates a safety
valve for leader and teams**

**Leaders can still
intervene if the
decision is unsafe**



**People know that
the leader has
their back**

**Creating more engaged,
thinking, active team
members and reduces risk**

Intent Leads to



**Ownership and
Problem Solving**



**Increased
communication
and contribution**



**Active
Thinking**



**IF YOU SEE
SOMETHING
WRONG
YOU MUST
SPEAK UP**

**Intent-Based Leaders *enable*
people to speak up**

- **Not anchoring conversations**
- **Asking open questions**
- **Understanding Intent**

Top 3 Most Often Asked Questions

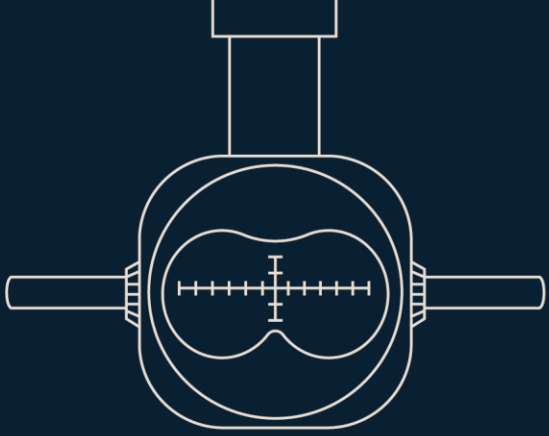
All good with
this?

Any
Questions ?

Does that make
sense ?

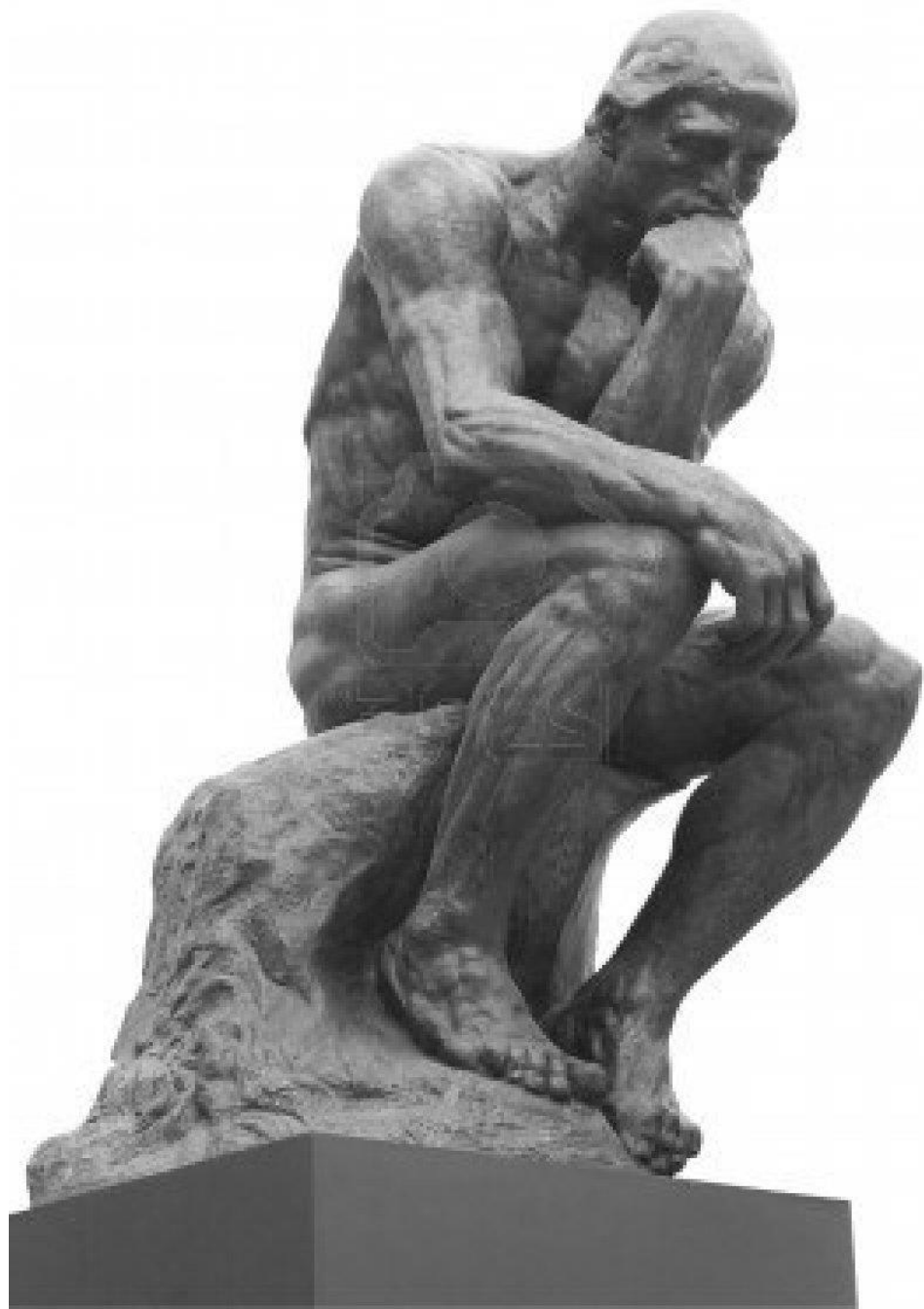


**INTENT-BASED
LEADERSHIP
INTERNATIONAL**
TURN LEADERSHIP AROUND



**If you want to understand a
team's culture, just listen.**





**The more control I give
the more I am in control**

Jim Cross, National Grid



**Push
Authority to
Information**

**Tune
Control to
Competence
and Clarity**

**Leaders
Make it
Safe not add
Stress**

**Six Typical
Challenges
for Teams**

**Leaders Fix
the
Environment**

**Focus on
improving
not proving
value**

**Act Your Way
to New
Thinking**



Building Internal Expertise

It's easier for you to become experts in using Intent than for us to be experts in gas supply

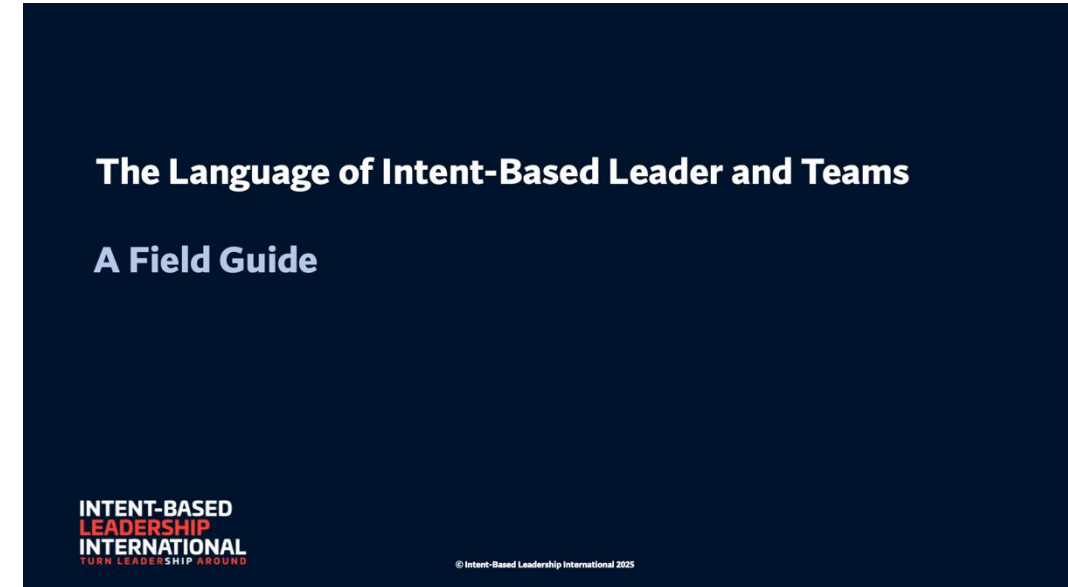
You and your teams know your business best

It takes time and practice to embed changes to habits and language

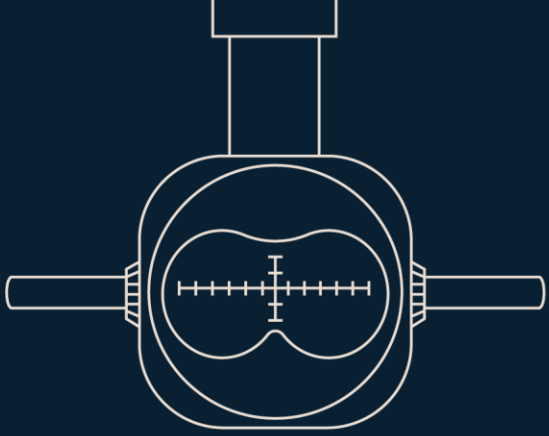
Takeaways

Four Questions to Discuss with your team

1. How are we empowering our teams safely to solve problems and make faster decisions ?
2. How are we reducing the risk of auto-pilot error?
3. How are we making it safe for people to speak up?
4. How far does our culture encourage excellence and learning over error avoidance?



For a copy of our Field Guide to the Language of Leaders and Teams –mail peter.russian@ibli.com



peter.russian@ibli.com

ibli.com

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