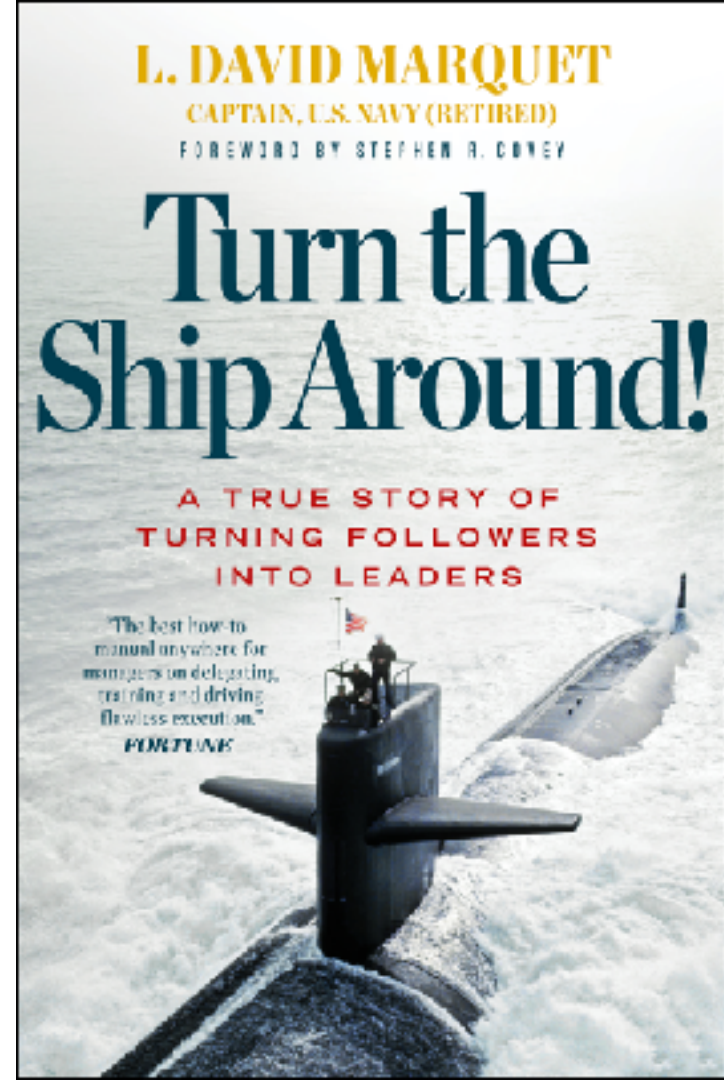


Based on the book,

Turn the Ship
Around!

named by USA Today

“one of the top 12
business books of all
time.”





@ldavidmarquet



Know all

Tell all

Tell not

Know not

@ldavidmarquet



control

competence

+

clarity

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

Follow
effective action
with
quiet reflection.

From the
quiet reflection
will come even more
effective action.

-Peter Drucker

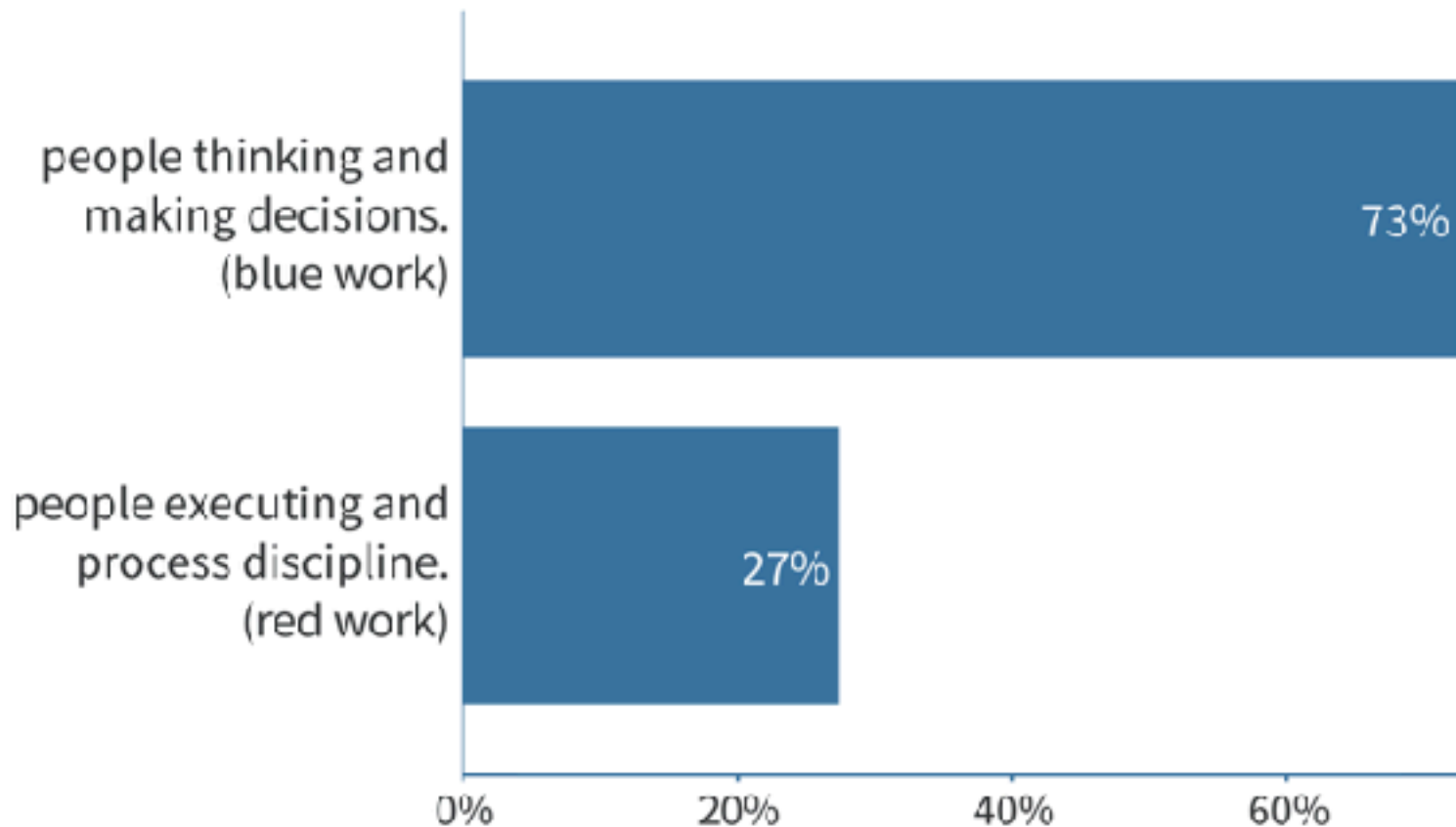
What's your hometown? [no spaces: NewYork]

 Respond at PollEv.com/intent



Business value creation depends more on us getting better at

Respond at PollEv.com/intent





@ldavidmarquet

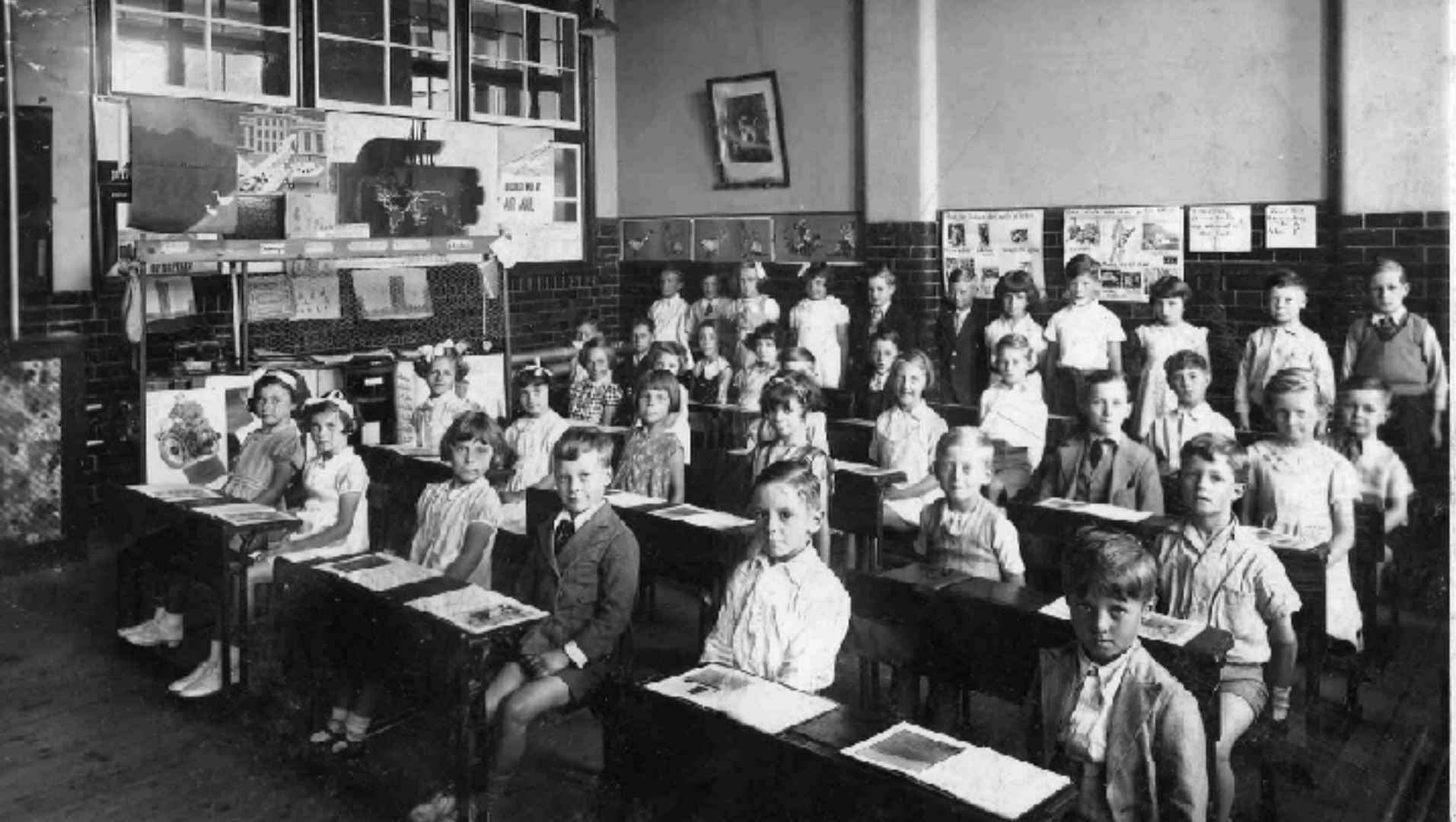
source: Library of Congress





source: Library of Congress

“I see **red** people.”



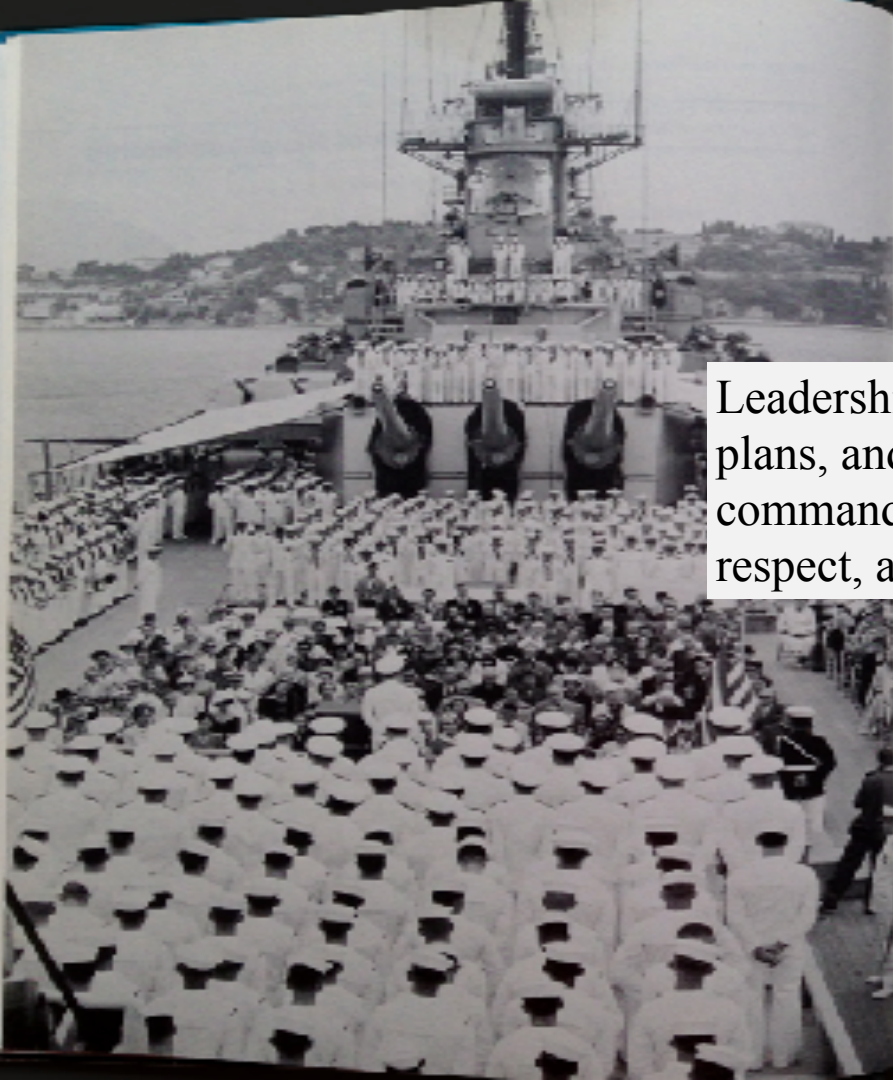




CS

Concord-Carlisle High School

@ldavidmarquet



Leadership: A Concept

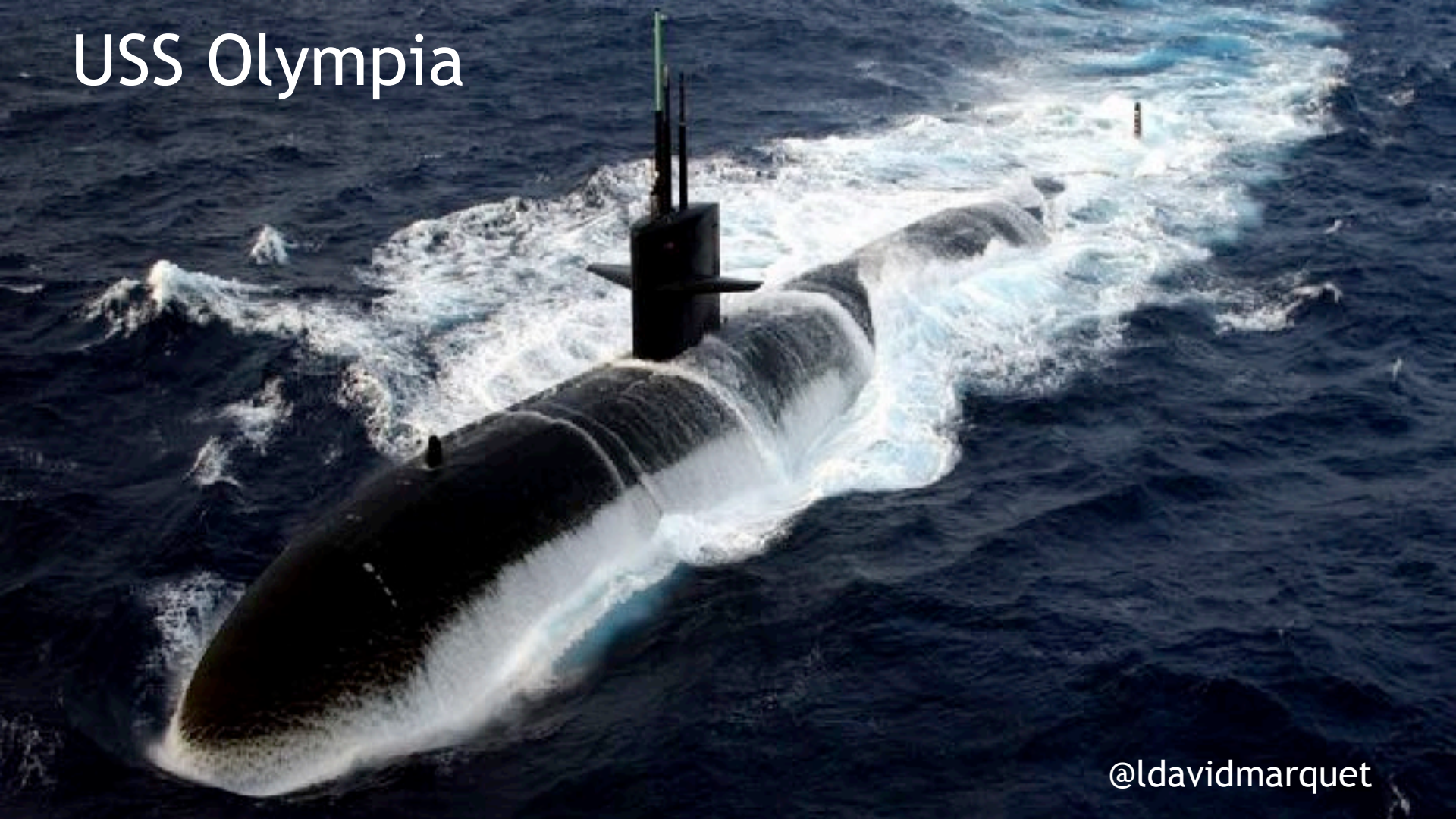
This book will present the many aspects of leadership—approaches to and styles of leadership, examples of effective leadership, the psychology of leadership, and the factors and traits of the effective leader—to teach its readers to become more effective leaders. Unless leaders clearly understand themselves and the factors that influence the behavior of others, success and progress when these are operating in

Leadership can be defined .. as directing the thoughts, plans, and actions of others .. so as to obtain and command their obedience, their confidence, their respect, and their loyal cooperation.

the world, keep it in mind: the modern concept of leadership can become a scientific approach; it is not circumscribed in the philosophy that the ability to lead is an act or a gift with which an individual is endowed from birth.

Leadership concerns human relations, and specifically the relationship between one person and a group, or between leader and followers. It presupposes that there is—indeed there must be—a will or a convincing motivation, that the individual chooses to impose, through command, persuasion, or some other means, an endorsement. It connotes a willingness on the part of the individual to sacrifice personal time and material gain to achieve the capability to lead. Leadership is the profession of the officer in which proficiency can only be obtained through a constant study of leadership principles and practices in ap-

USS Olympia



@ldavidmarquet



USS Santa Fe







USS SANTA FE
SSN 763

@ldavidmarquet



ORSHEK

U.S. NAVY

U.S. NAVY

NAVY

MARQUE

LIPSON

@ldavidmarquet



@ldavidmarquet

How would saying "I don't know" make the leaders you work with feel?

Respond at PollEv.com/intent





ENGINE ORDER



Know all

Tell all

Tell not

Know not

@ldavidmarquet

**Intent engages
thinking and
creates a bias for
action.**



Direct



Brief



Do



Intent



Brief



Do









Intent



Brief



Do



Intent



Decide



Do



**Certify
(Decide)**

Do

Reflect



MARQUET

U.S. NAVY

@ldavidmarquet

Ladder of Leadership™

7. I've been doing...

6. I've done...

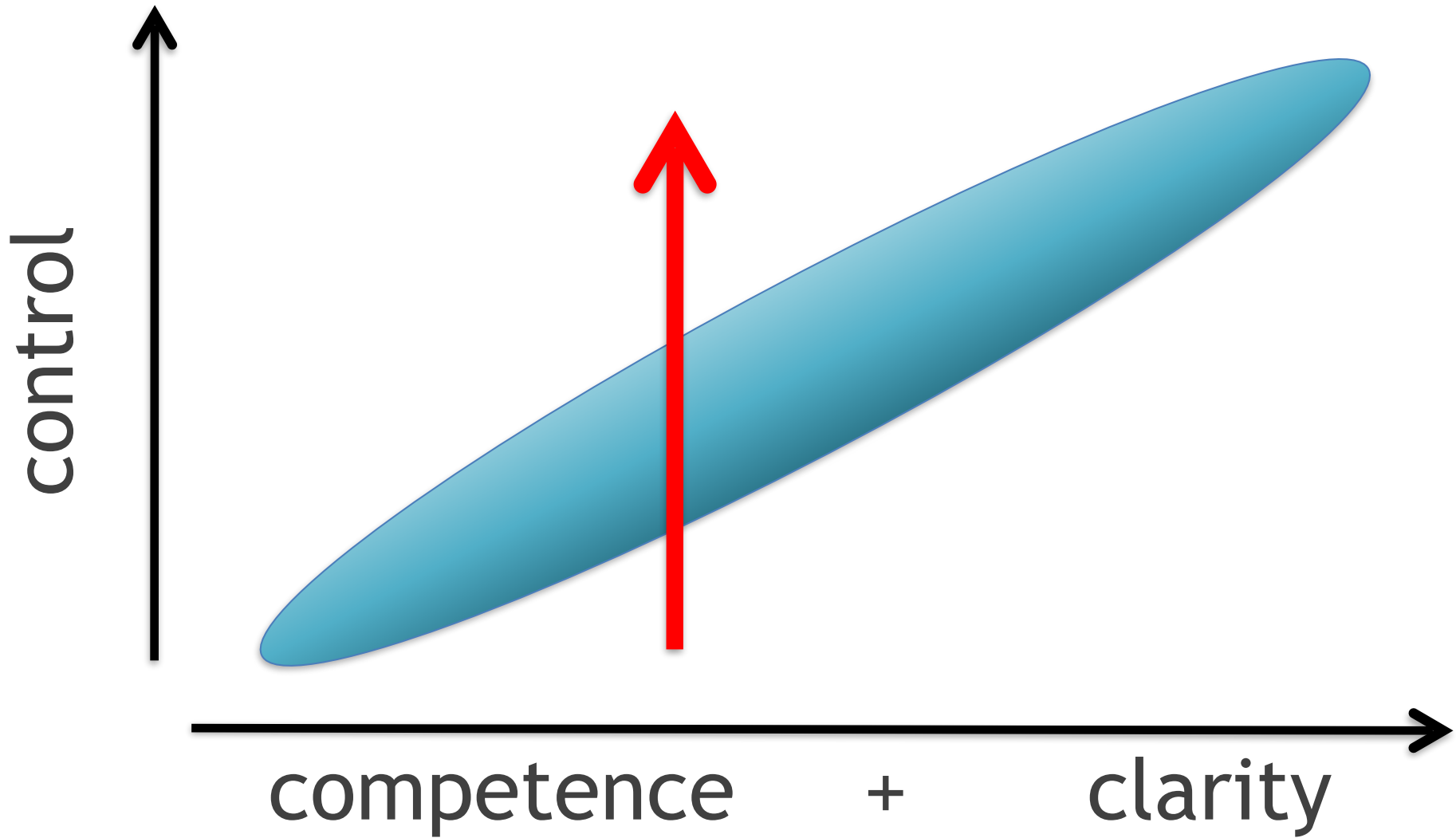
5. I intend to...

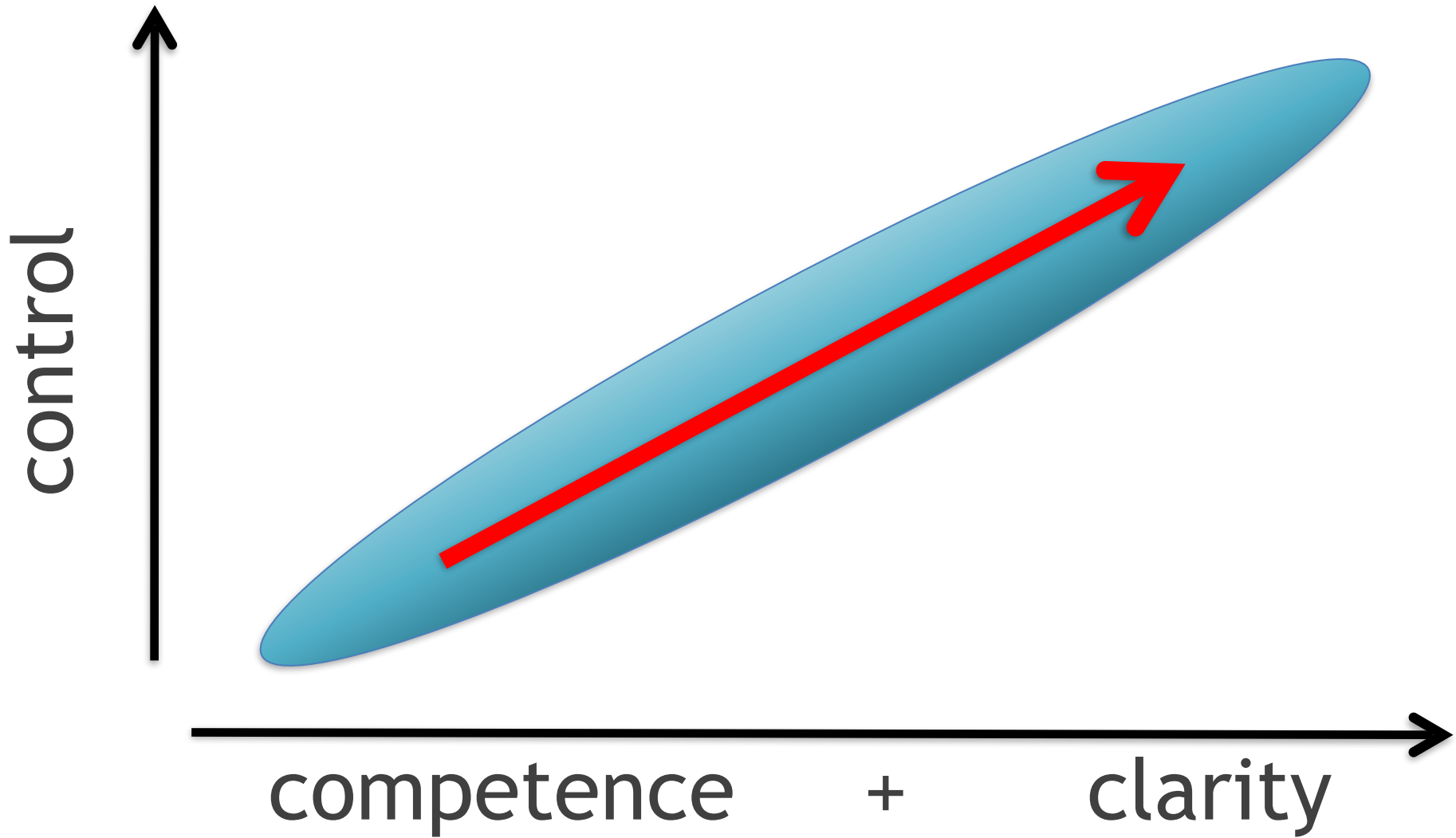
4. I would LIKE to...

3. I think...

2. I see...

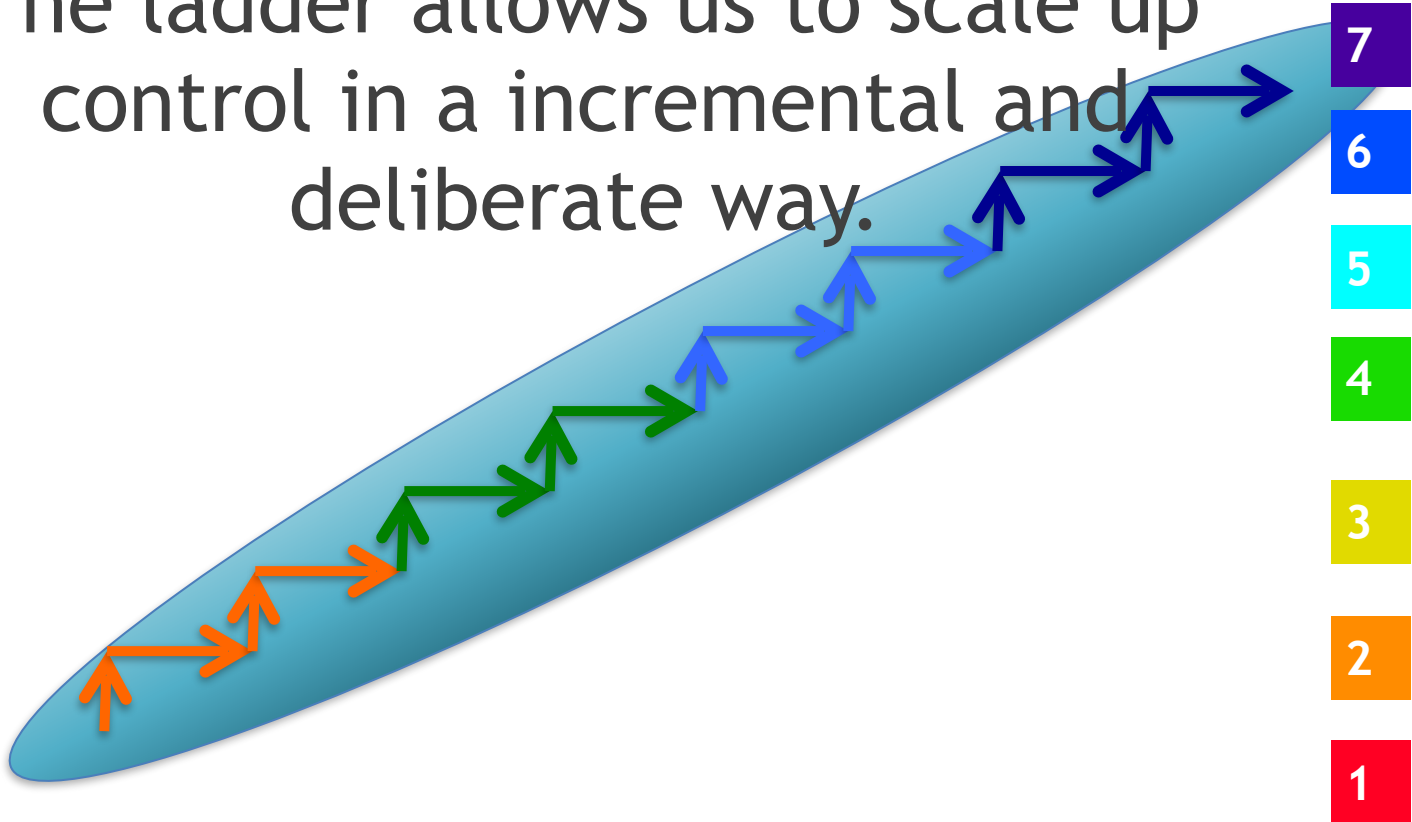
1. Tell me what to do





The ladder allows us to scale up control in a incremental and deliberate way.

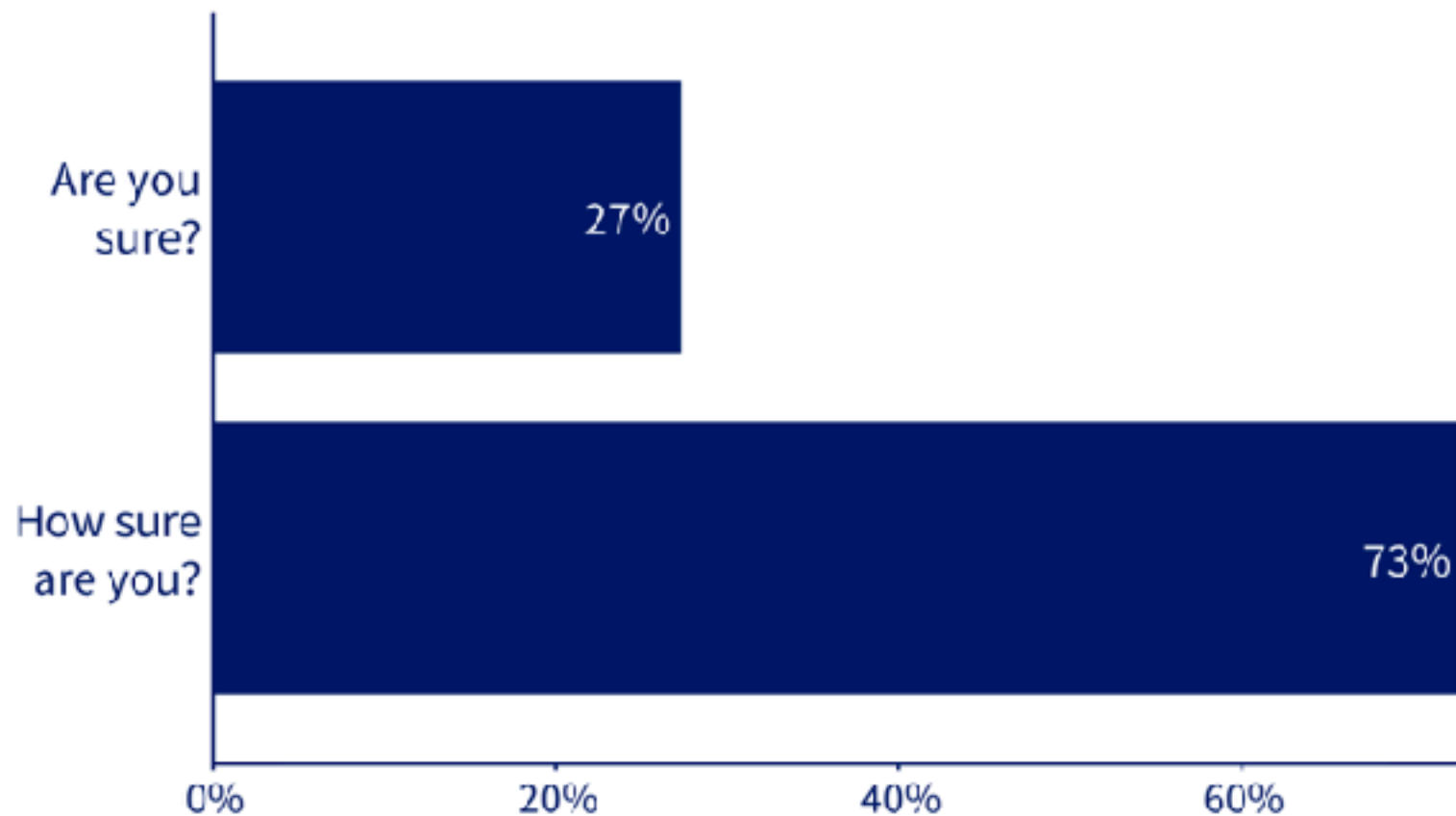
control



competence + clarity

Which feels safer?

Respond at PollEv.com/intent

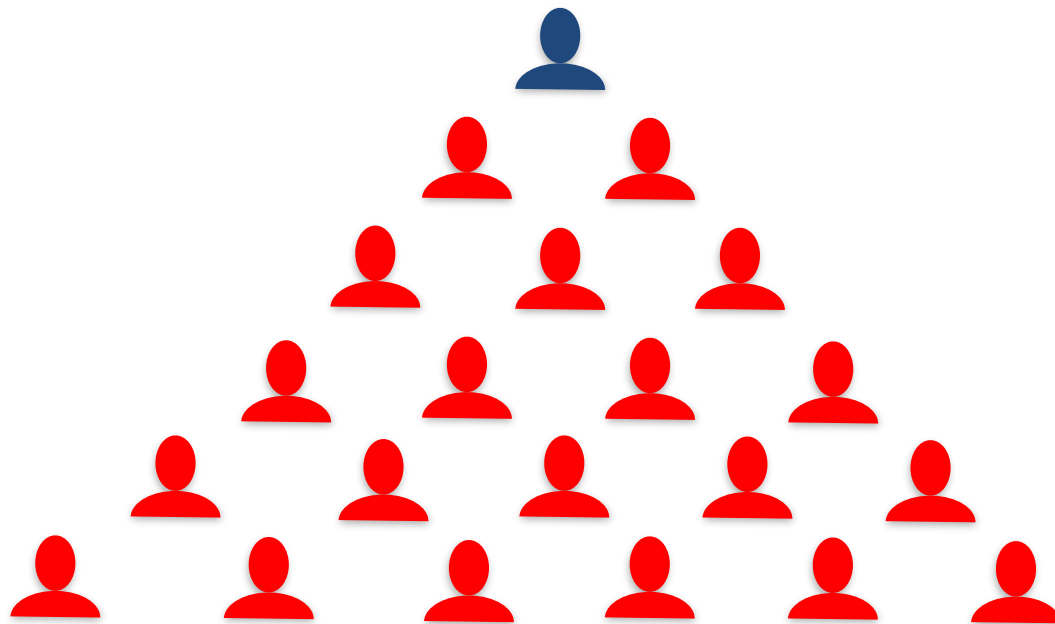


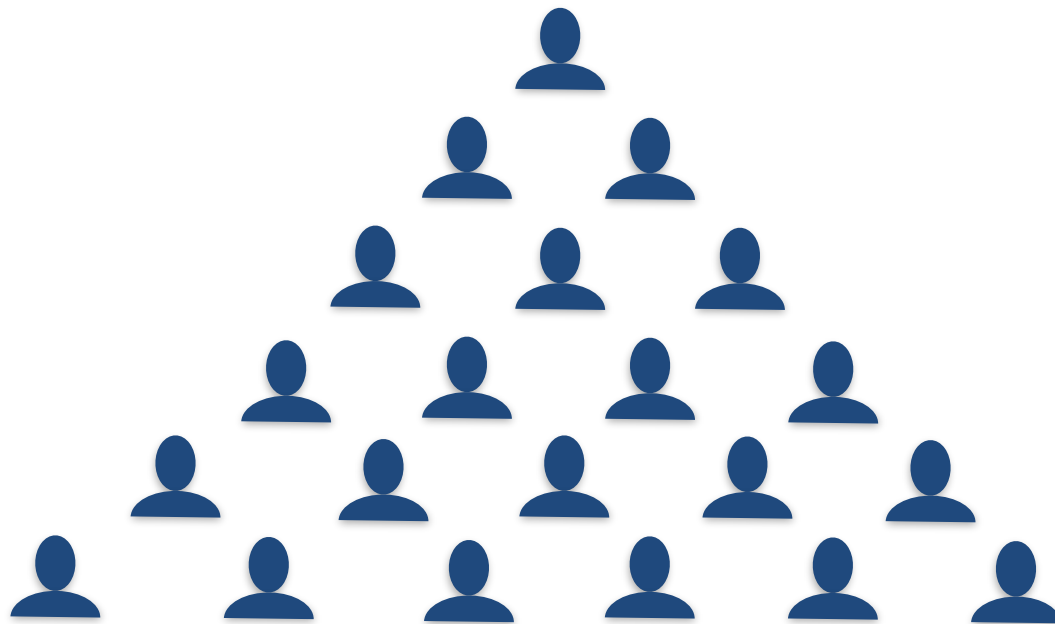






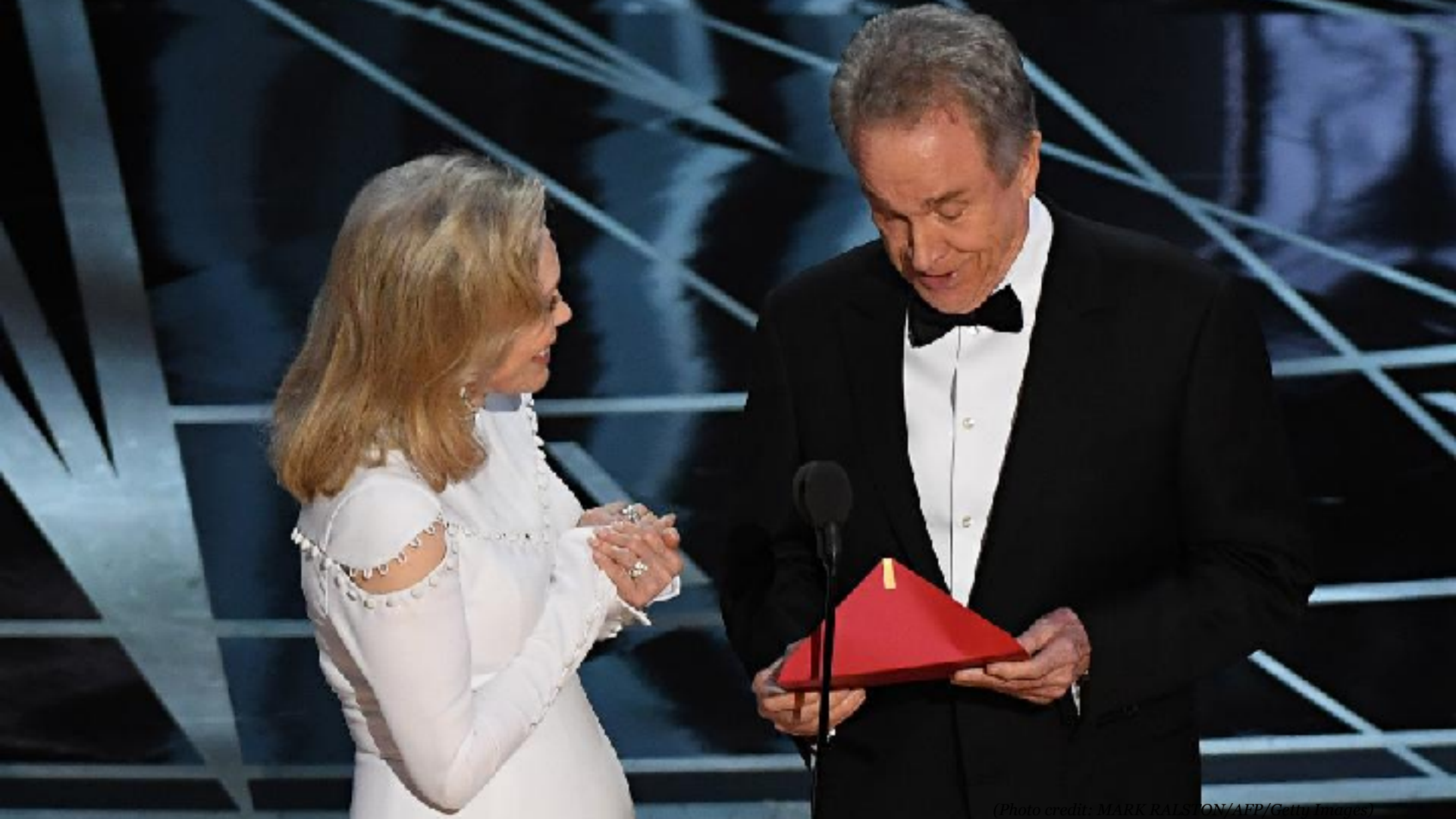
source: Library of Congress





How far down the organization can we push blue work?

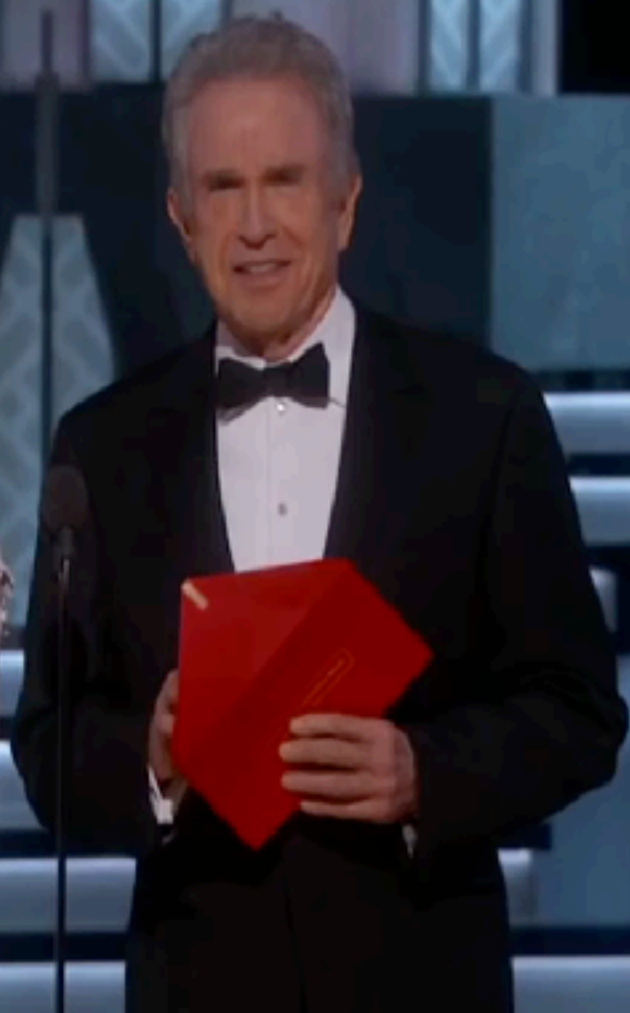
2 languages



(Photo credit: MARK RALSTON/AFP/Getty Images)

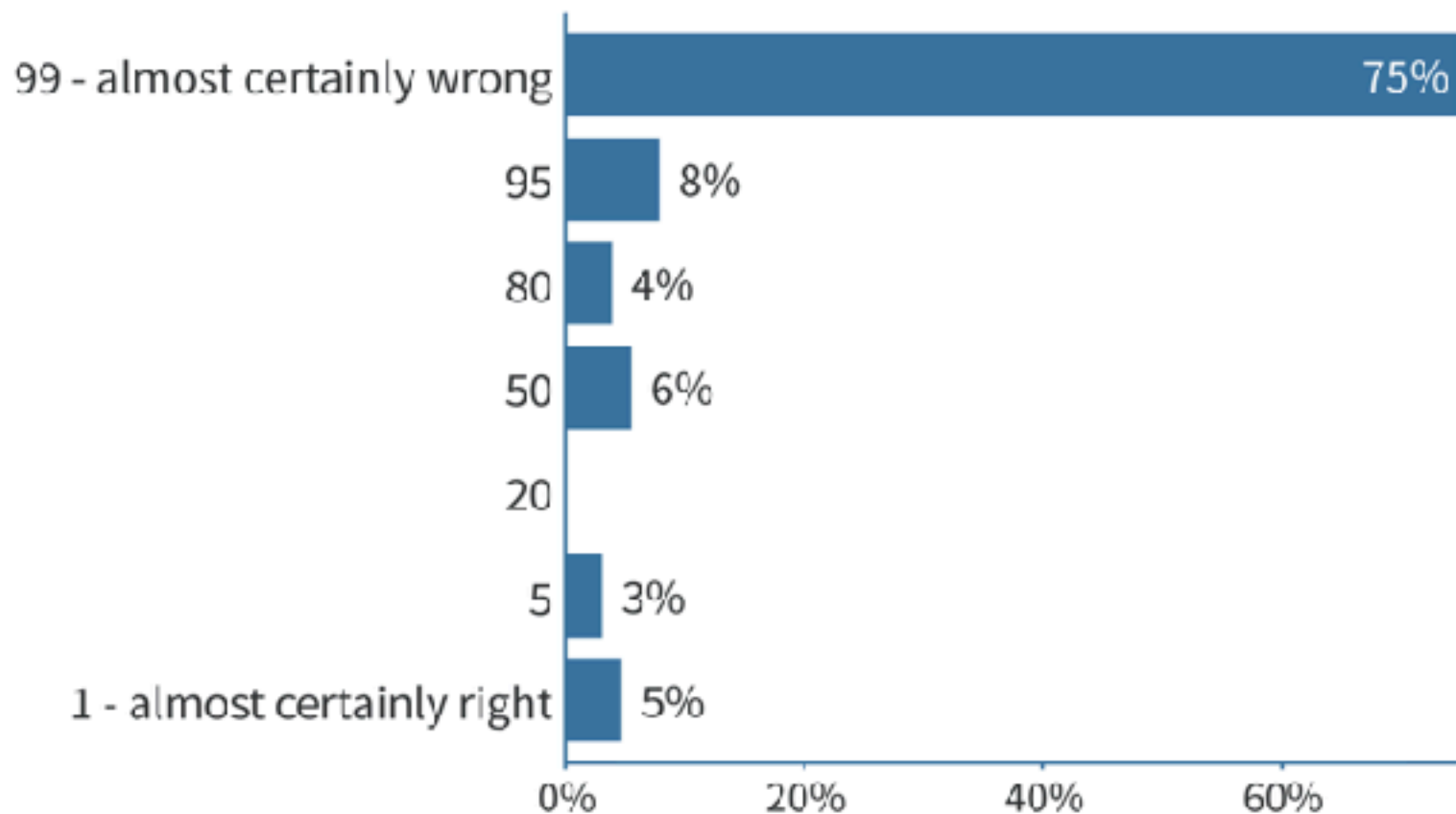
Play the clip.

https://www.youtube.com/watch?v=p-l6x_iPF5o



How likely is it that the card is wrong? [Warren Beatty's perspective]

Respond at [PollEv.com/intent](https://www.poll-ev.com/intent)



“Get ‘er done.”

“All hands
meeting”


“Does that make
sense?”

“Build consensus”

“Let’s discuss
this, then take a
vote.”

“Are you sure?”



An underwater photograph showing a white boat with two divers. The boat has the text 'UWAJIMA Fishery-high. school' on its side. One diver is positioned near the top of the boat, and another is near the bottom. The water is clear and blue, with some bubbles visible.

UWAJIMA
Fishery-high. school

“How can we get
better?”

“All heads/heart
meeting”

“What am I
missing?”

“Who sees it
differently?”

“Let’s vote first,
then I’d like to
hear from the
outliers.”

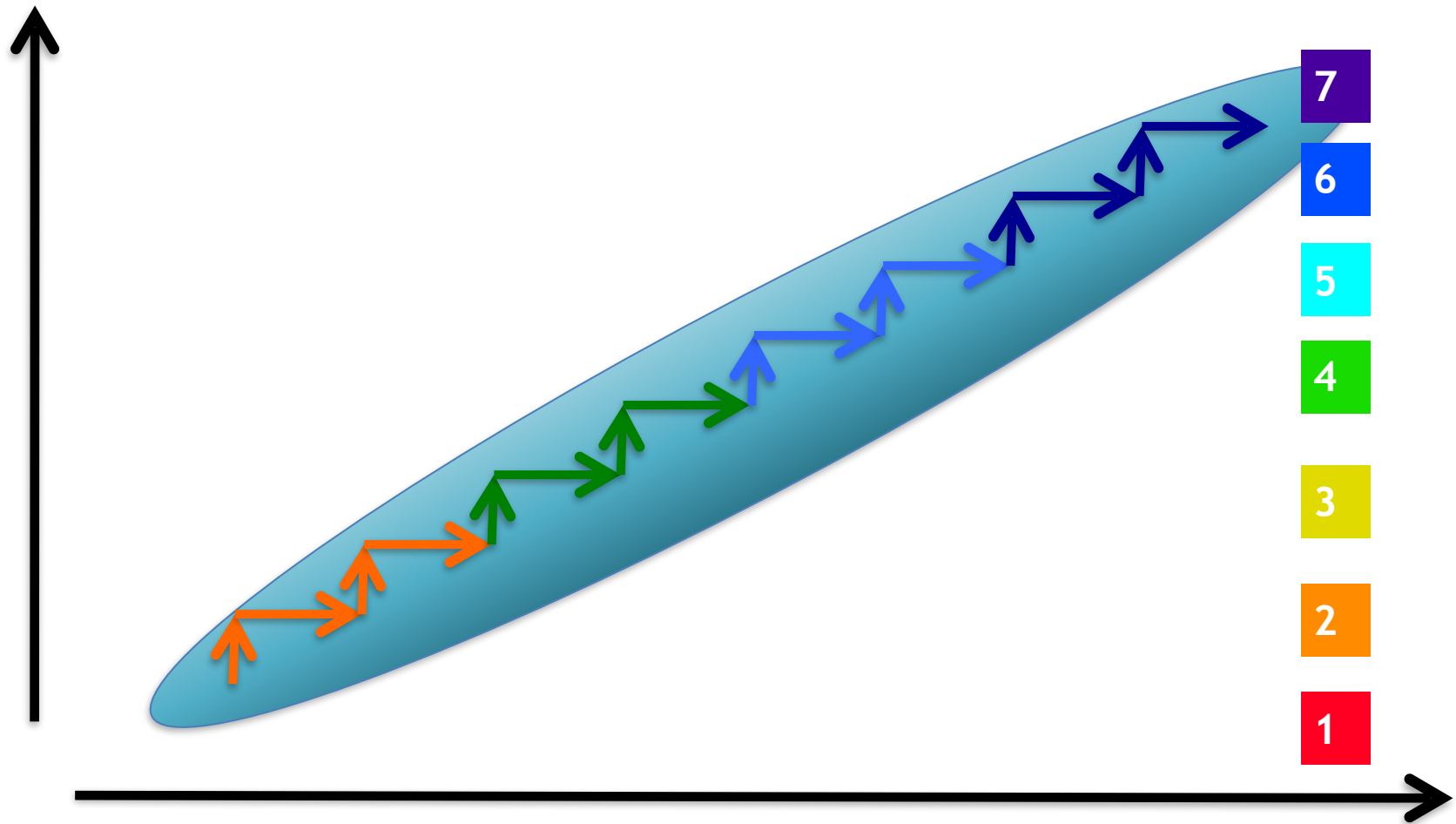
“How sure are
you?”



Leadership Nudge 136

2 mindsets:
growth
performance

control



competence + clarity

- 7
- 6
- 5
- 4
- 3
- 2
- 1

Now let's apply this to a team in action...

American Heart Association Advanced
Cardiac Life Support Megacode.



Know all

Tell all

Tell not

Know not

@ldavidmarquet



control

competence

+

clarity

- Home
- Trending
- History

BEST OF YOUTUBE

- Music
- Sports
- Gaming
- Movies
- TV Shows
- News
- Live
- Spotlight
- 360° Video

Browse channels

Sign in now to see your channels and recommendations

Sign in

YouTube Red



IMAGINE A WORK PLACE
WHERE EVERYONE ENGAGES AND
CONTRIBUTES THEIR FULL INTELLECTUAL
CAPACITY. A PLACE WHERE PEOPLE
ARE HEALTHIER AND HAPPIER BECAUSE

Leadership Nudges

Subscribe 2,600

- Home
- Videos
- Playlists
- Channels
- Discussion
- About

Uploads

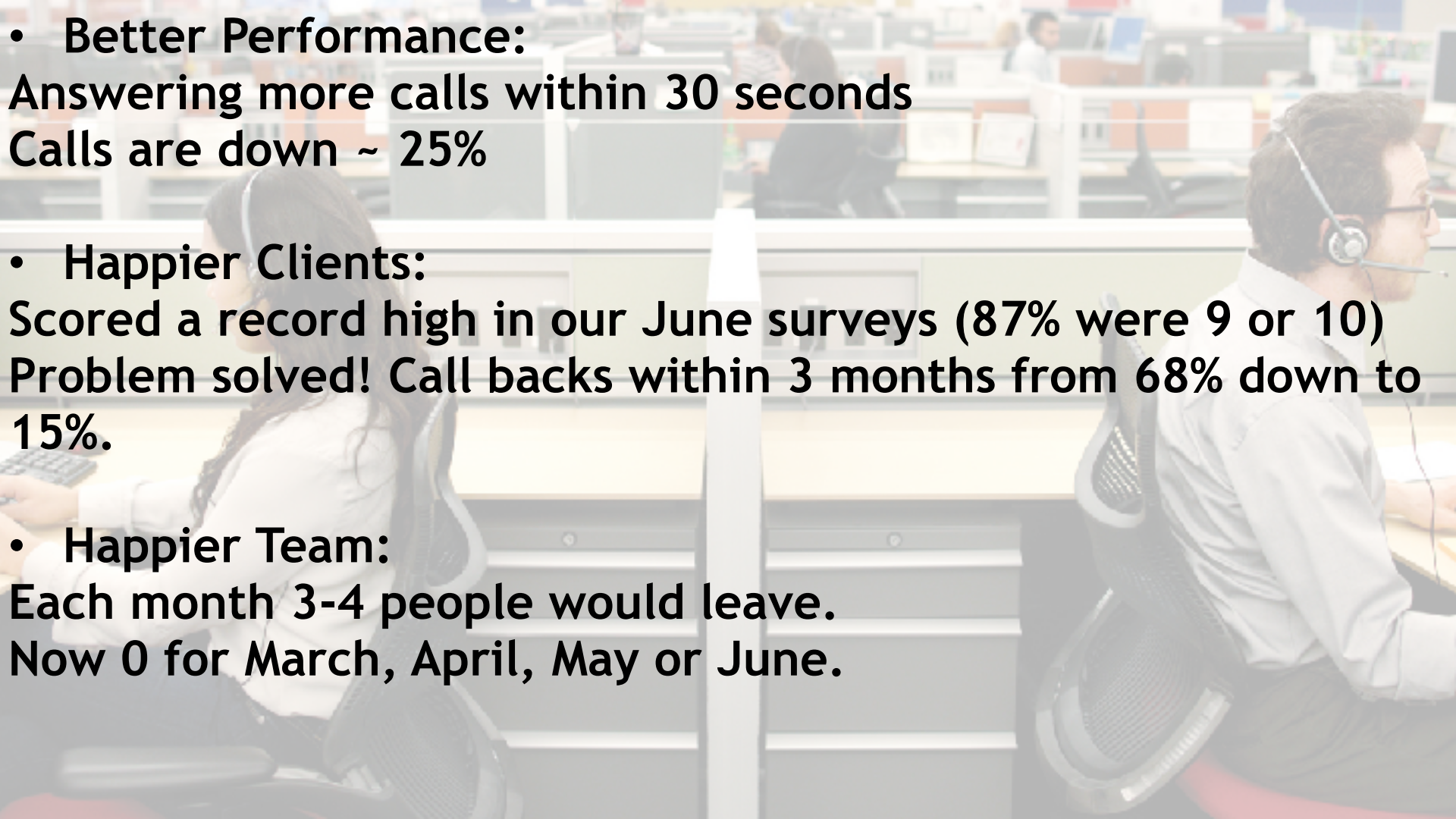
Date added (newest) Grid

<p>CERTIFY, DON'T BRIEF BY ENLIGHTENED.COM</p> <p>1:06</p> <p>Leadership Nudge 130 - Certify Don't Brief 1,290 views • 6 days ago</p>	<p>LACK CLARITY TAKE THE INITIATIVE BY ENLIGHTENED.COM</p> <p>1:53</p> <p>Leadership Nudge 129 - Lack Clarity Take the Initiative 1,148 views • 1 week ago</p>	<p>HOW WE GIVE THANKS BY ENLIGHTENED.COM</p> <p>1:56</p> <p>Leadership Nudge 128 - How We Give Thanks 1,054 views • 2 weeks ago</p>	<p>RED WORK BLUE WORK BY ENLIGHTENED.COM</p> <p>1:54</p> <p>Leadership Nudge 127 - Red Work Blue Work 2,210 views • 2 weeks ago</p>	<p>USE THE WORD YET BY ENLIGHTENED.COM</p> <p>1:43</p> <p>Leadership Nudge 126 - Use the Word Yet 1,290 views • 1 month ago</p>
<p>FREE UP INFORMATION BY ENLIGHTENED.COM</p> <p>1:56</p> <p>Leadership Nudge 125 - Free Up Information 1,158 views • 1 month ago</p>	<p>FLATTEN THE POWER GRADIENT BY ENLIGHTENED.COM</p> <p>1:53</p> <p>Leadership Nudge 124 - Flatten the Power Gradient 1,182 views • 1 month ago</p>	<p>MOVE AUTHORITY TO INFORMATION BY ENLIGHTENED.COM</p> <p>1:56</p> <p>Leadership Nudge 123 - Push Authority to Information 1,255 views • 1 month ago</p>	<p>A BIAS FOR ACTION BY ENLIGHTENED.COM</p> <p>1:56</p> <p>Leadership Nudge 122 - A Bias For Action 2,248 views • 2 months ago</p>	<p>STOP TELLING PEOPLE WHAT TO DO BY ENLIGHTENED.COM</p> <p>1:57</p> <p>Leadership Nudge 121 - Stop Telling People What To Do 2,082 views • 2 months ago</p>
<p>HIGHLIGHT GREATNESS BY ENLIGHTENED.COM</p>	<p>LEADERS LISTEN BY ENLIGHTENED.COM</p>	<p>LEARN ALL BEATS KNOW ALL BY ENLIGHTENED.COM</p>	<p>THE SHERPA SHUFFLE BY ENLIGHTENED.COM</p>	<p>MOVE TO THE NEAR HORIZON BY ENLIGHTENED.COM</p>

Text “nudge” to 44144



Call Center Global Bank

A blurred background image of a call center. In the foreground, a woman on the left and a man on the right are seated at desks, both wearing headsets. The background shows several other employees at their workstations, with computer monitors and office equipment visible. The overall scene is brightly lit and professional.

- **Better Performance:**
Answering more calls within 30 seconds
Calls are down ~ 25%

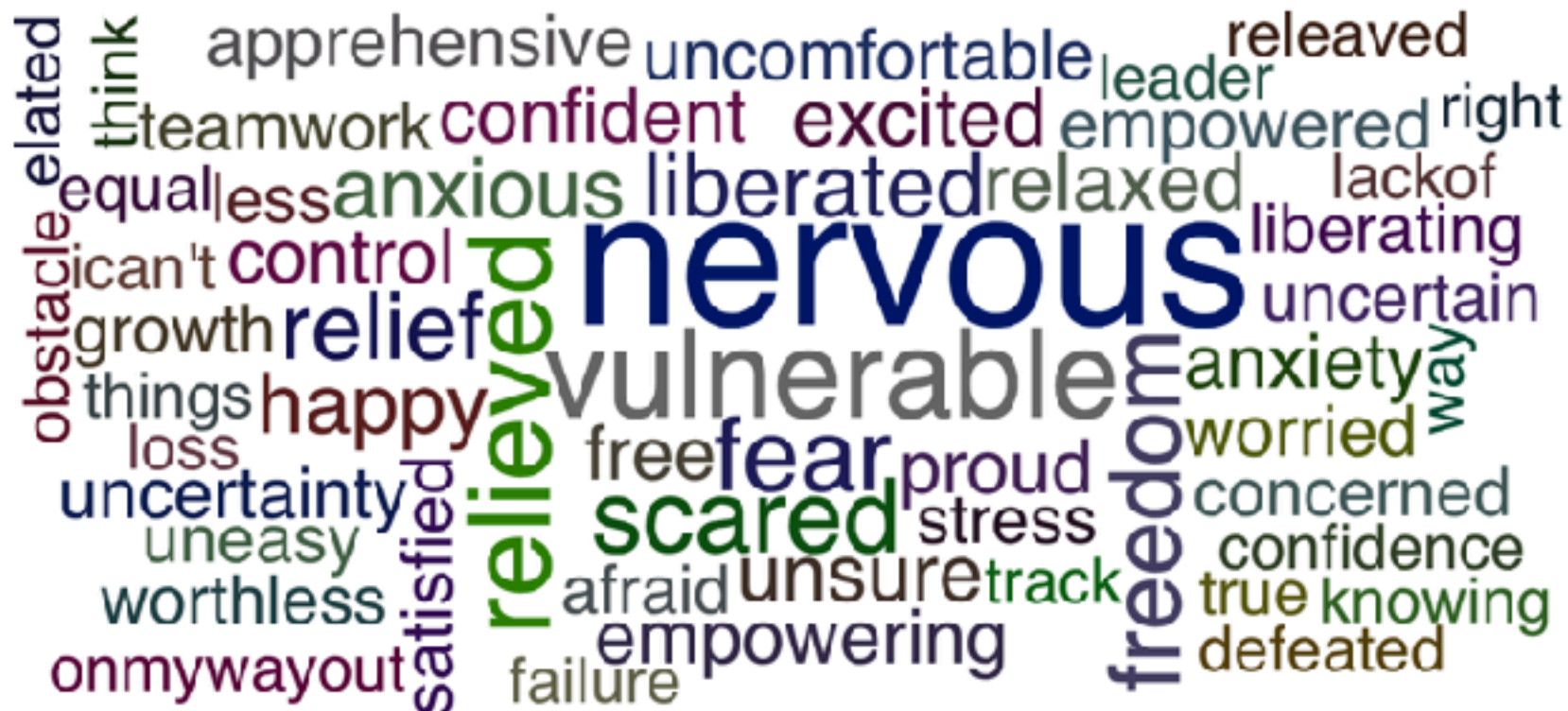
- **Happier Clients:**
Scored a record high in our June surveys (87% were 9 or 10)
Problem solved! Call backs within 3 months from 68% down to 15%.

- **Happier Team:**
Each month 3-4 people would leave.
Now 0 for March, April, May or June.

What words come to mind when you think about giving up control

_____?

 Respond at PollEv.com/Intent





Act Like a Leader Intent-Based Leadership TM

All material copyright 2017 Turn the Ship Around LLC
for information on keynotes and workshops email
chuck@turntheshiparound.com

or

use the contact page on www.davidmarquet.com

You and your team can enroll in our famous Leadership Nudges TM

www.davidmarquet.com/#nudge

follow on twitter: ldavidmarquet

like facebook: ldavidmarquet

connect on LinkedIn with L. David Marquet

subscribe to our YouTube channel: Leadership Nudges

Based on the book,

Turn the Ship Around!

named by USA Today

“one of the top 12
business books of all
time.”

