



# THE LANGUAGE OF LEADERSHIP

## THE NEW LEADERSHIP PLAYBOOK

**March 22, 2023**



25th California Unified Program  
Annual Training Conference

How are you hoping  
this class helps you?



# PURPOSE OF THIS CLASS

## Primary Goal:

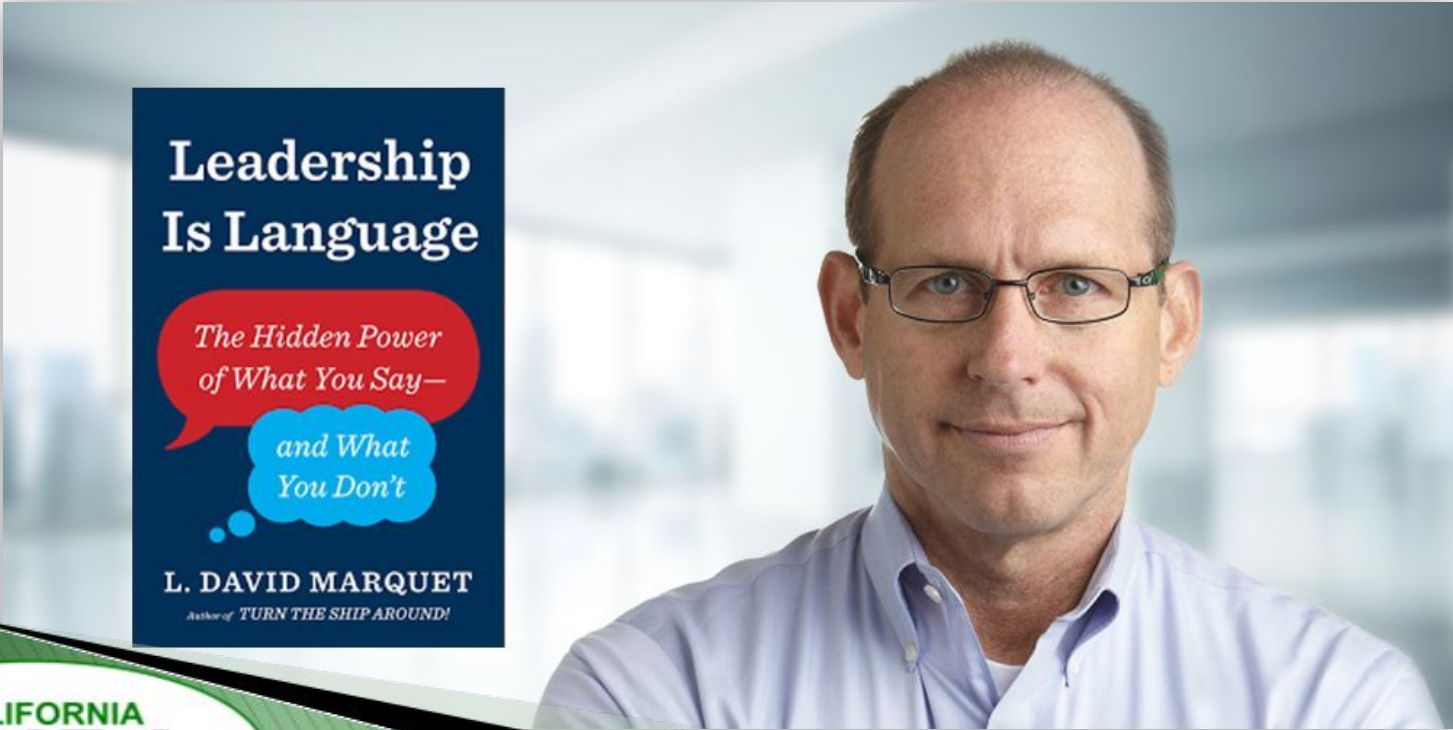
- Identify outdated leadership strategies
- Acquire updated leadership tools

## Secondary Goal:

- Challenge beliefs about work
- Change the way you speak to others



# SOURCE MATERIAL



# EL FARO

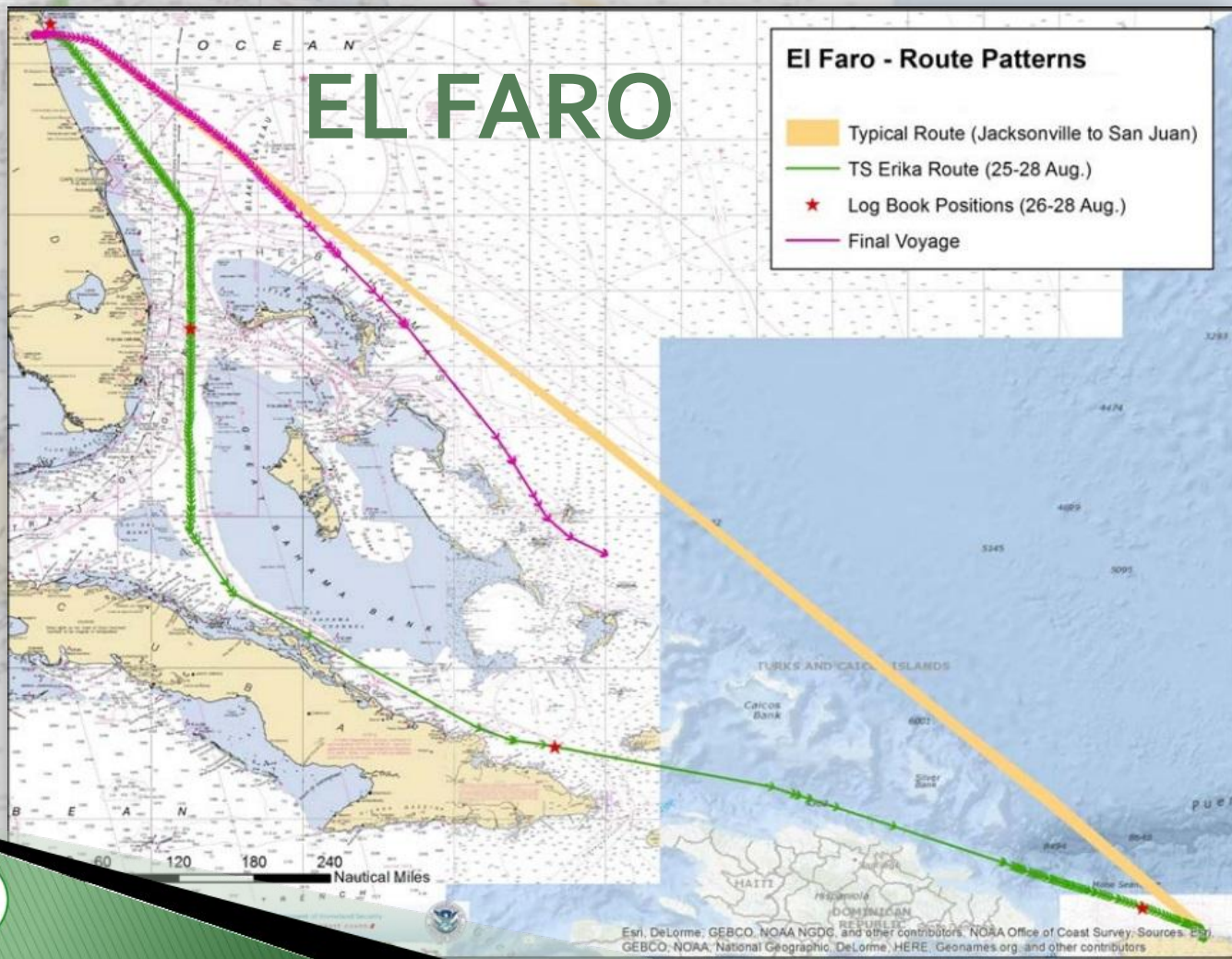


© Capt. William Hoey  
MarineTraffic.com

# EL FARO

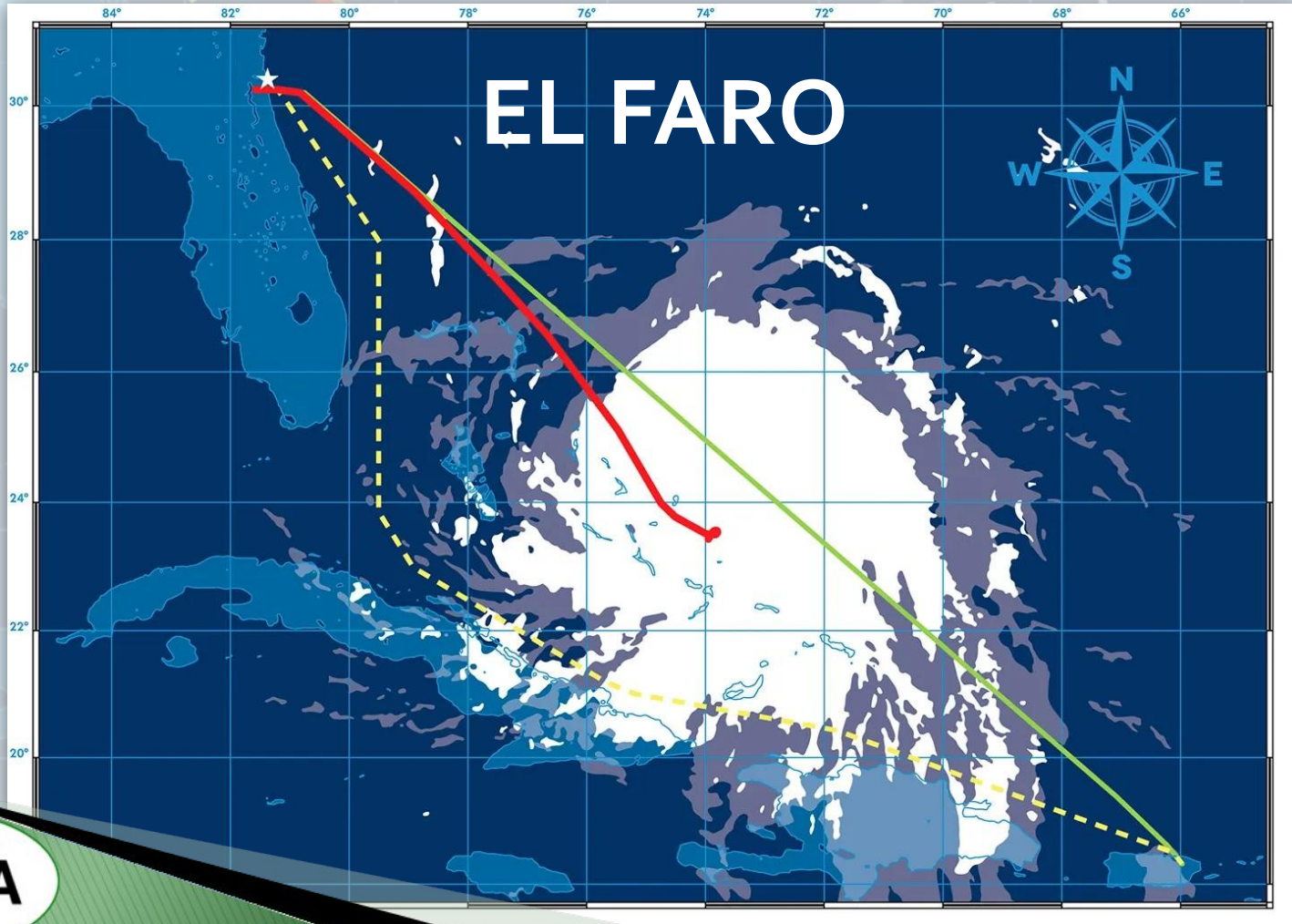
## El Faro - Route Patterns

- Typical Route (Jacksonville to San Juan)
- TS Erika Route (25-28 Aug.)
- ★ Log Book Positions (26-28 Aug.)
- Final Voyage



Esri, DeLorme, GEBCO, NOAA NGDG, and other contributors, NOAA Office of Coast Survey; Sources: Esri, GEBCO, NOAA, National Geographic, DeLorme, HERE, Geonames.org, and other contributors

# EL FARO



# EL FARO



10/01/15 1200Z 11L JORQUEN  
10/01/15 1153Z F-19 VIS

Accident  
Location

Naval Research Lab [http://www.nrlmy.navy.mil/sat\\_products.html](http://www.nrlmy.navy.mil/sat_products.html)  
<-- Visible (Sun elevation at center is 10 degrees) -->



# EL FARO

First course change 0624

Emails between El Yunque and El Faro 0952 & 1121

Received 2 Coast Guard securite warnings 1414 & 1438

NHC tropical cyclone advisory received 1654

2nd course change 1905

Captain last heard on bridge 1957

3/M calls captain twice, suggests 0200 course change 2305 & 2313

2/M calls captain, suggests 0200 course change 0120

Captain returns to the bridge 0409

Northeast Providence Channel

Rum Cay

Samana Cay

Crooked Island

Crooked Island Passage

Mayaguana Passage

# NATIONAL TRANSPORTATION SAFETY BOARD



*“The National Transportation Safety Board (NTSB) determines that the probable cause of the sinking of El Faro and the subsequent loss of life was the captain’s insufficient action to avoid Hurricane Joaquin, his failure to use the most current weather information, and his late decision to muster the crew.*

*Contributing to the sinking was ineffective bridge resource management on board El Faro, which included the captain’s failure to adequately consider officers’ suggestions.”*



# HOW DID LEADERSHIP DOOM THE EL FARO

- The Captain was the sole decision maker
- Crew input was not part of decision making
- The Captain's decisions weren't questioned
- The culture of the shipping company did not allow failure
- El Faro used outdated leadership strategies.



# WHY YOU SHOULD CARE ABOUT LEADERSHIP

- Employee Engagement
- Disengaged employees do less work
- Disengaged staff are more likely to leave your organization
- Micromanaging staff is exhausting
- Not training staff to think
- Speed of decisions
- Safety



# THE INDUSTRIAL AGE PLAYBOOK

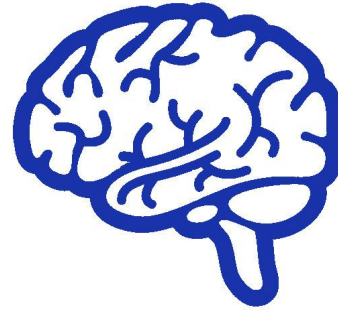
- Obey the Clock
- Coerce
- Comply
- Continue
- Prove
- Conform



# RED WORK vs BLUE WORK



- Doing
- Acting
- Building



- Deciding
- Thinking
- Designing



# RED WORK

- Doing
- Action based
- Building

◯ Variability



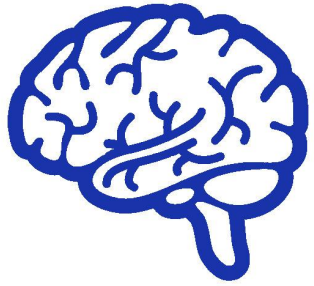


# RED WORK EXERCISE

Examples of Red work  
in your job.

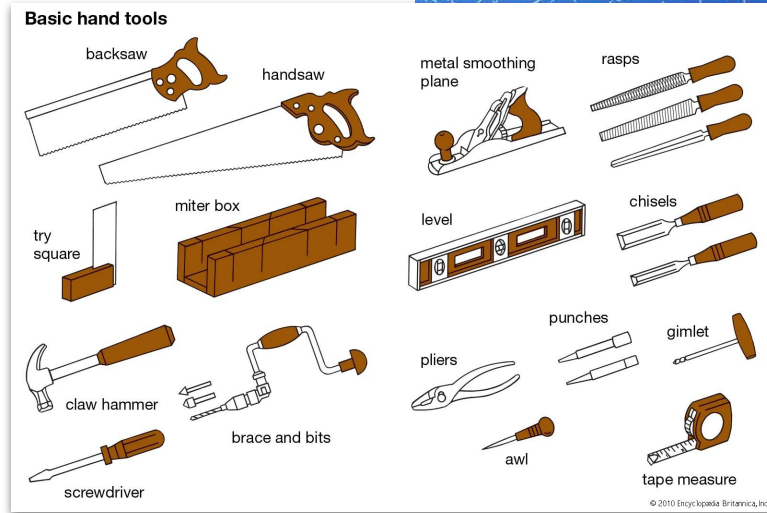
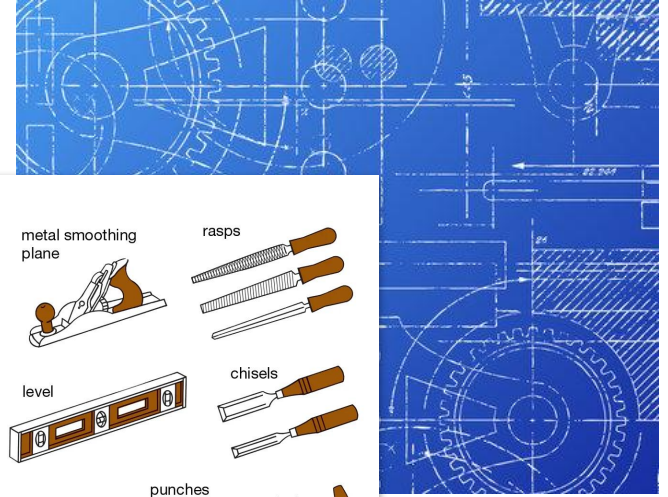


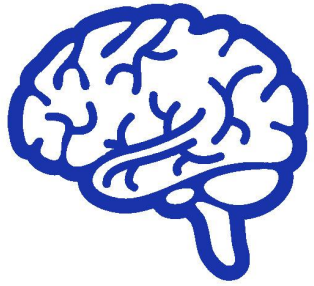




# BLUE WORK

- Deciding
- Thinking
- Designing
- Improving





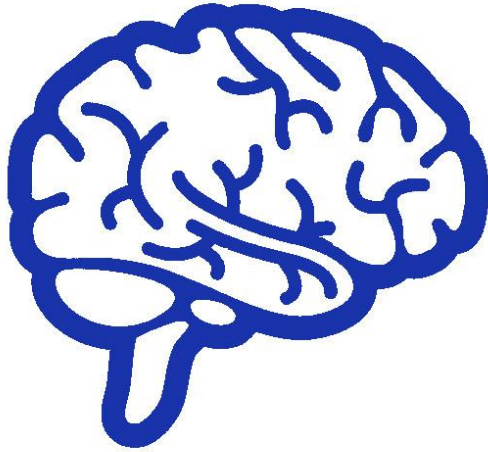
# BLUE WORK

Benefits from:

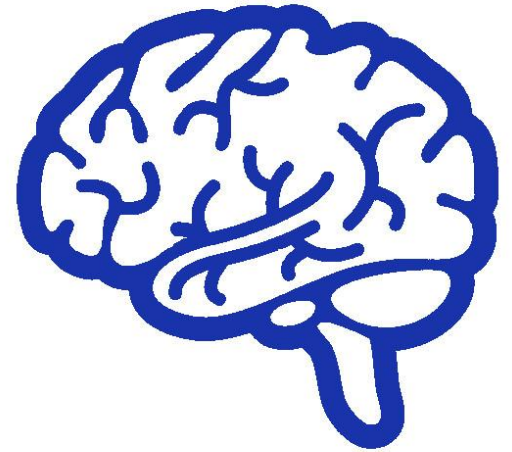
- Available options
- Variability
- Creativity

Time Pressure





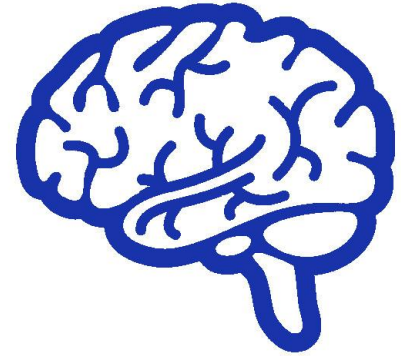
# BLUE WORK EXERCISE



Examples of Blue work  
in your job.

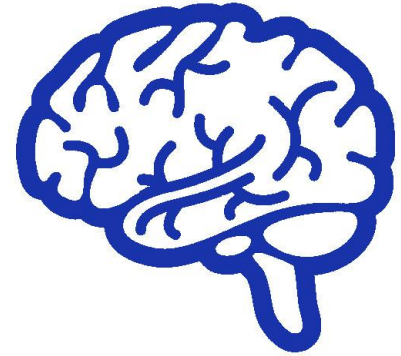
# RED WORK vs BLUE WORK

Which one is better?



# RED WORK vs BLUE WORK

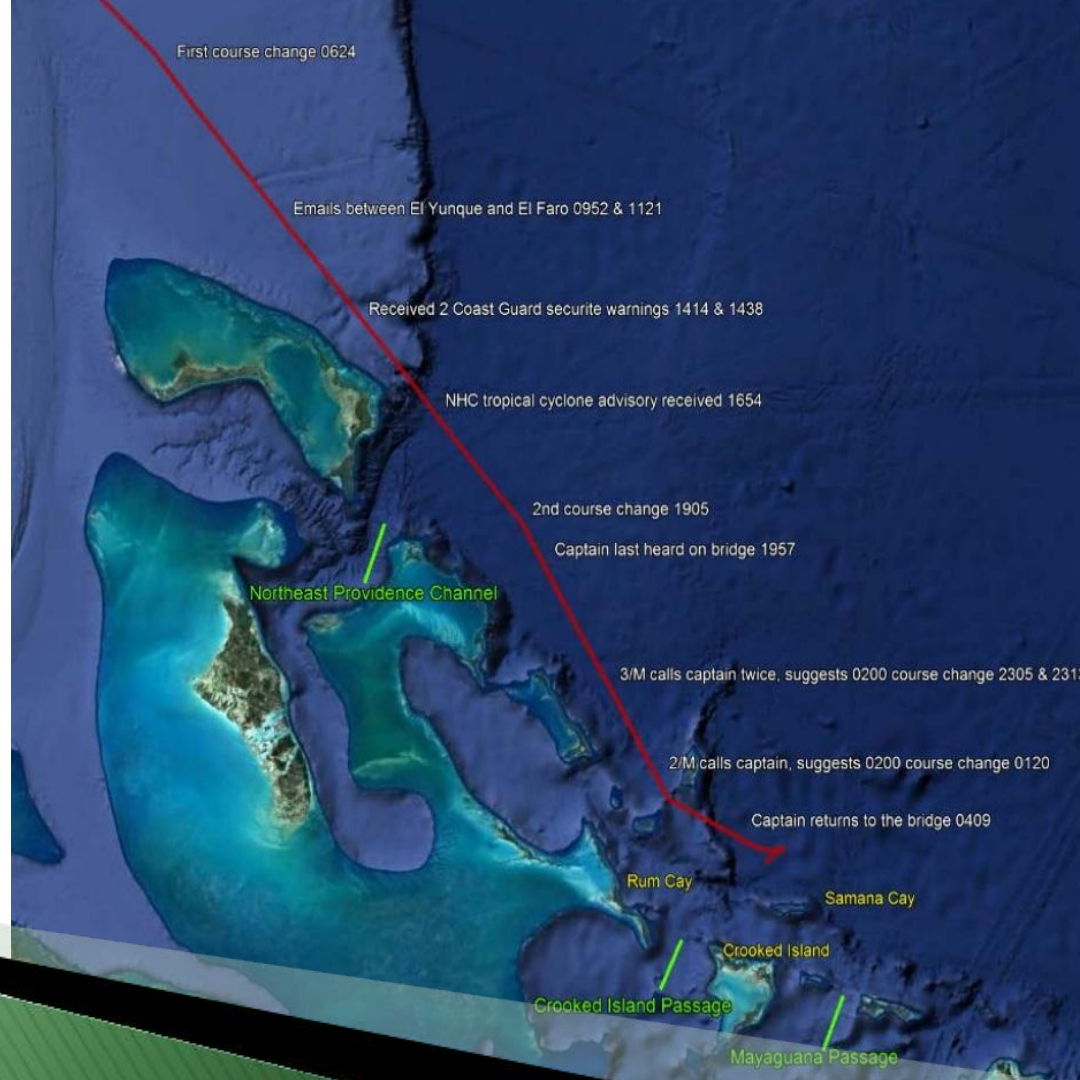
You need both in harmony



# FRAMEWORK #1

TWO KINDS OF WORK:  
RED WORK AND BLUE WORK

# WHERE WOULD **RED** AND **BLUE** WORK APPEAR?



# UPDATING THE PLAYBOOK

- **Obey the Clock** (Pressure to be on time)
- **Coerce** (convince the workforce)
- **Comply** (go along with the decision)
- **Continue** (keep doing what you were doing)
- **Prove** (show people you're right)
- **Conform** (fear of the crew to speak up)



- **Control the Clock** (Pause for Bluework)
- **Collaborate** (see if a better idea exists)
- **Commit** (to the Red Work decided)
- **Complete** (finish red work in chunks)
- **Improve** (get better)
- **Connect** (get ideas from all levels)





# OBEY THE CLOCK

- Pushes Redwork
- Adds a stress
- No way to correct errors




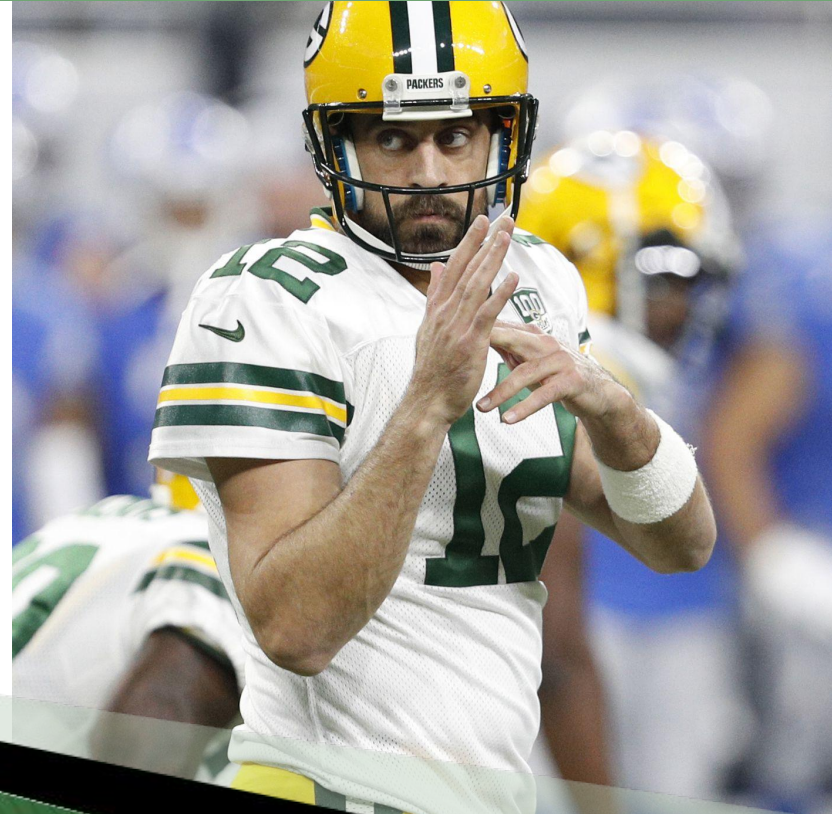






# CONTROL THE CLOCK

- 
- 1) Make a pause possible
  - 2) Give the pause a name
  - 3) Call a pause as a leader
  - 4) Preplan a pause





# CONTROL THE CLOCK

## 1 Make a pause *possible*

- Don't preempt a pause with your language
- Allow a pause to exist





# CONTROL THE CLOCK

Make a pause *possible*



## Class Exercise: Scenario #1

On a construction site, the pre-shift meeting is ending, and a decision has been made to start work on a day when the weather is predicted to deteriorate. As usual, the team feels the time pressure from management to meet production deadlines. They know they are already behind because of previous delays in site preparation. The foreman sends them off saying the following:



# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“Let's all have a safe day”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

“Let's all have a safe day”

3





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“We need to make quota today”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

“We need to make quota today”

1





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“I’ll be coming by at twelve o’clock to check on you”**



# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

“I’ll be coming by at twelve o’clock to check on you”

3



# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“Don’t be scared of a little rain.”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“Don’t be scared of a little rain.”**

1





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“If you see any hazardous conditions developing, please text me.”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“If you see any hazardous conditions developing, please text me.”**

4







# CONTROL THE CLOCK

Make a pause *possible*

## 1 Class Exercise - Scenario #2

On a deep-water oil rig, after a decision to shift the well from construction to oil production mode, the superintendent says to the team:





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“Great getting us to this point. We’re set!”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

“Great getting us to this point. We’re set!”

1





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“How ready are we to shift to production?”**





# CONTROL THE CLOCK

Make a pause *possible*

1

Evaluate Each Statement on a scale of 1 (worst) to 5 (best) for making a pause possible

**“How ready are we to shift to production?”**

5



# CONTROL THE CLOCK

Make a pause *possible*

## 1 REVIEW

- Don't preempt a pause with your language
- Allow a pause to exist





# CONTROL THE CLOCK

- 1) **Make a pause possible** ✓
- 2) Give the pause a name
- 3) Call a pause as a leader
- 4) Preplan a pause





# CONTROL THE CLOCK

# 2

## Give the pause a name (*or title*)

- Time out
- Safety stand-down
- Yellow Card
- Pulling a cord
- Raising a hand







# CONTROL THE CLOCK

Give the pause a name (*or title*)

1  
**ANDON**  
(*LANTERN*)  
2  
**CORD**



CALIFORNIA  
**CUPA**  
FORUM



# CONTROL THE CLOCK

Give the pause a name (*or title*)

2

Afraid of crying  
“Wolf!”





# CONTROL THE CLOCK

Give the pause a name (*or title*)

# 2

## REVIEW

- Time out
- Safety stand-down
- Yellow Card
- Pulling a cord
- Raising a hand





# CONTROL THE CLOCK

- 1) Make a pause possible ✓
- 2) Give the pause a name ✓
- 3) Call a pause as a leader
- 4) Preplan a pause





# CONTROL THE CLOCK

## 3 Call a Pause as the Leader

May be unwilling to call a pause because:

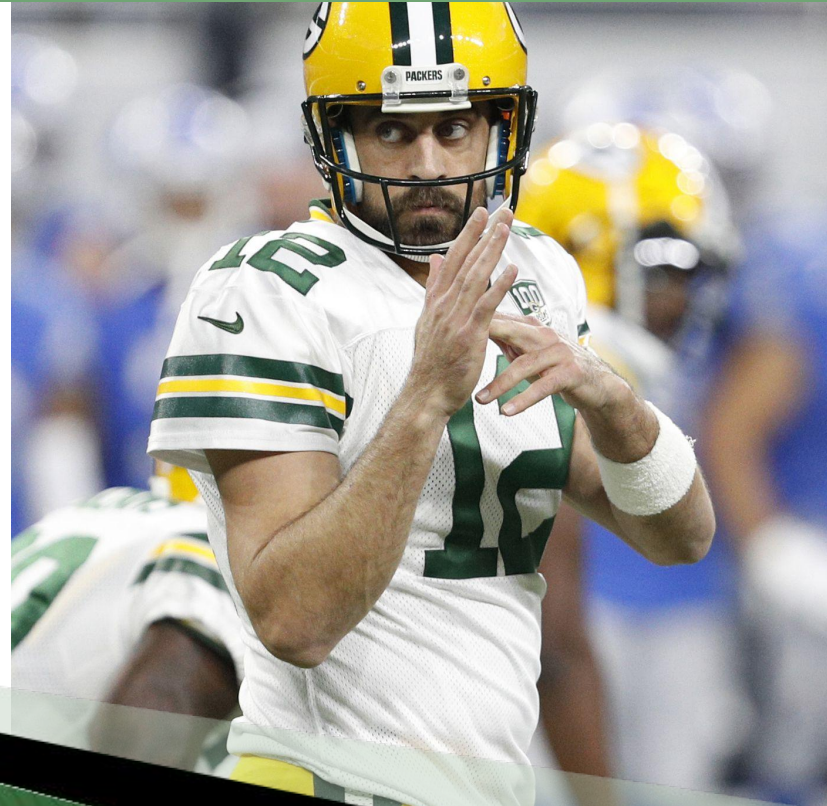
- Intensely focused
- Lost in redwork
- Under pressure from the clock
- They don't want to expose a problem





# CONTROL THE CLOCK

- 1) Make a pause possible ✓
- 2) Give the pause a name ✓
- 3) Call a pause as a leader ✓
- 4) Preplan a pause





# CONTROL THE CLOCK

# 4

## Preplan a pause

- Schedule a pause
- Prime the workers





# CONTROL THE CLOCK

- 1) Make a pause possible ✓
- 2) Give the pause a name ✓
- 3) Call a pause as a leader ✓
- 4) Preplan a pause ✓



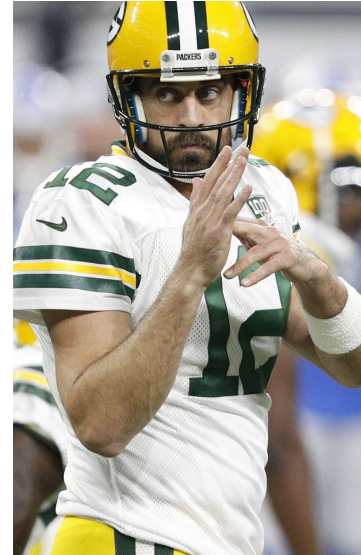


# UPDATING THE PLAYBOOK

Obey the Clock ❌



Control the Clock 🕒



# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce

- Control the Clock 🕒
- Collaborate



# COERCE

## Ugly Words

- Manipulate
- Cajole
- Goad
- Order
- Threaten

## Polite Words

- Motivate
- Inspire
- Convince
- Lead



# COERCE

But what if the idea is wrong?

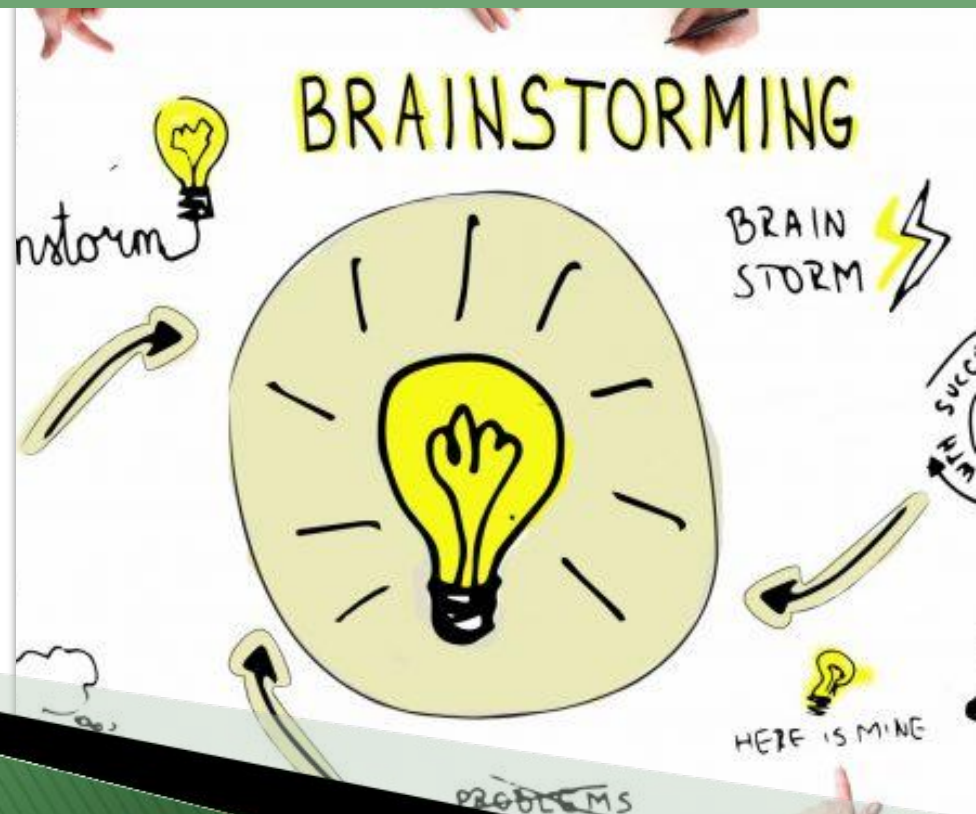
What if you're wrong?

How do you get a better idea?



# COLLABORATE

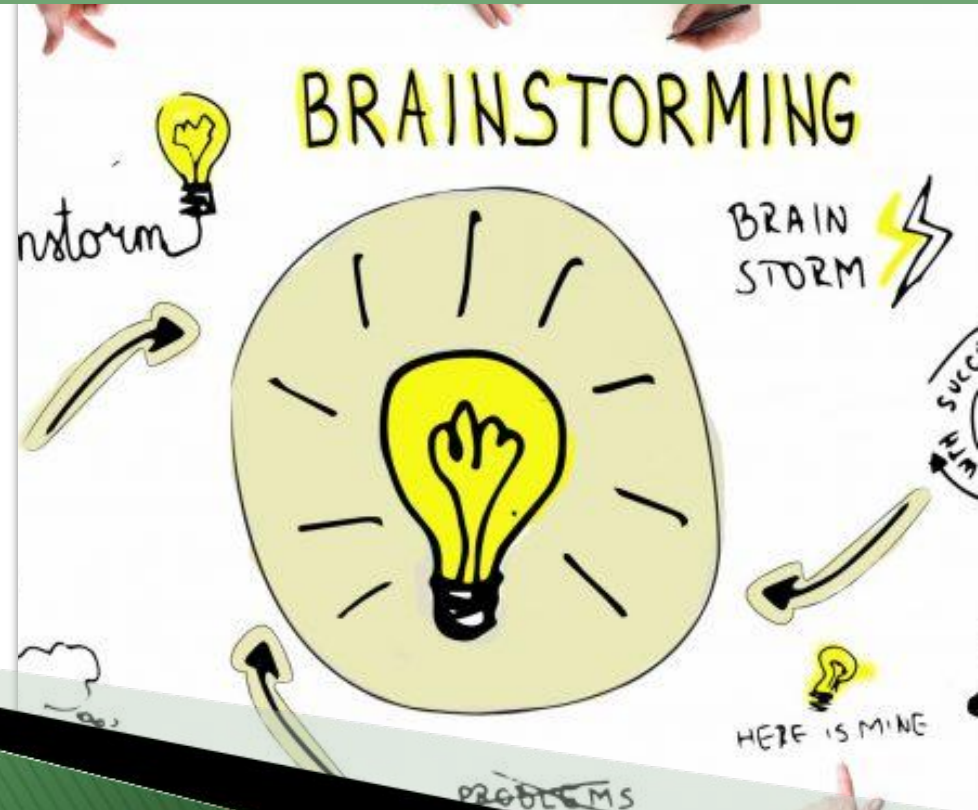
- Perspective
- Embraces Variability
- Collective knowledge



# COLLABORATE

## Group Exercise

- Get in groups of 5-7 people
- This is a competition 🏆
- This event will be timed ⌚
- This event will be challenging
- Group spokesperson will report results



# How much does it weigh? (lbs)



3:00

\*Assuming takeoff with full fuel

# How much does it weigh?

## RESULTS

Each team reports their  
estimated weight

How they got their answer





# COLLABORATE

## GET THE BEST IDEAS OUT

1. **Vote First. Then discuss.**
2. **Be Curious, not compelling**
3. **Invite dissent**
4. **Give information, not instructions**



# COLLABORATE

## Vote First. Then Discuss

# 1

## Anchoring Bias

- First suggestion



# COLLABORATE

## Vote First. Then Discuss

# 1

### Anchoring Bias

- First suggestion
- Clustered results



# COLLABORATE

## Vote First. Then Discuss

# 1

### OK, but how?

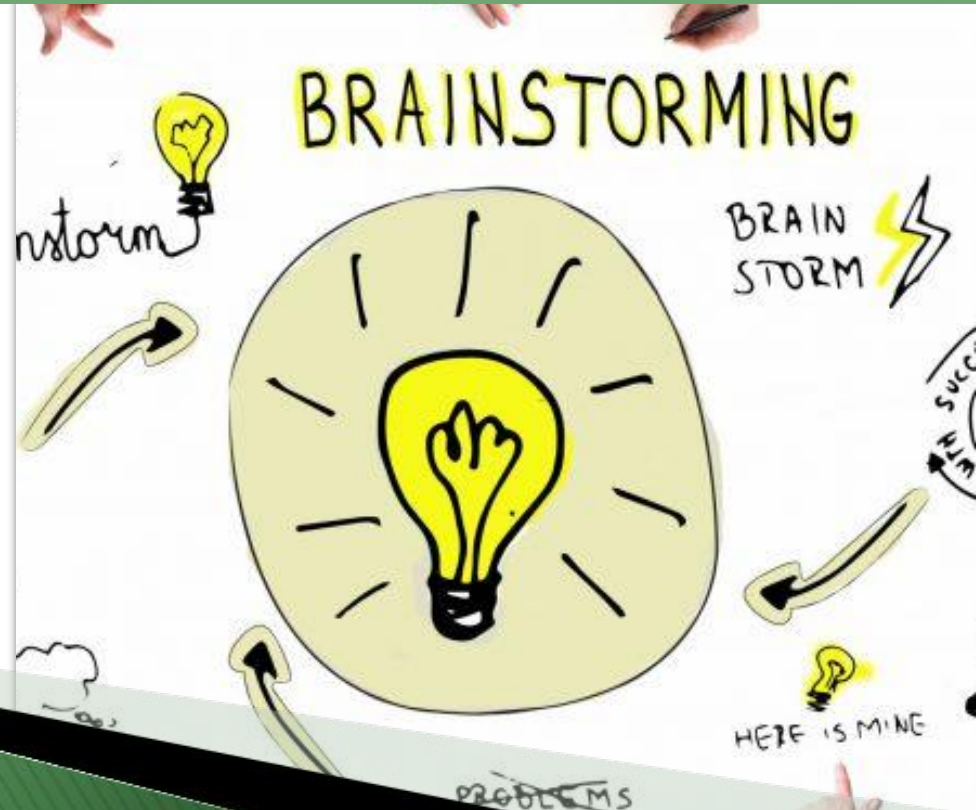
- Electronic Polling
- Asking probabilistic questions:
- Probability cards
- Fist to five 🖐️ to 🖐️
- Dot voting



# COLLABORATE

## GET THE BEST IDEAS OUT

1. Vote First. Then discuss. ✓
2. Be Curious, not compelling
3. Invite dissent
4. Give information, not instructions



# COLLABORATE

## Be Curious, not compelling

# 2

Ask Questions, but Avoid the 7 sins of questioning 🐈

1. Question Stacking
2. Leading Questions
3. Starting with Why
4. Dirty Questions
5. Binary Questions
6. Self-Affirming Questions
7. Aggressive Questioning



# COLLABORATE

Be Curious, not compelling

2



## Question Stacking: #1

Example:

*"We really need to understand why clients don't buy this service, and what our team is doing to address this, whether it's to do with our own communications, or is it because they don't have the skills which are needed, or do they think it's not important and if we ask them what would they say, and what are our measures of success for this anyway, and who is leading on this?"*



**INSTEAD: Ask questions one at a time**



# COLLABORATE

Be Curious, not compelling

2

## Leading Questions: #2

Example:

*"Have you thought about  
the needs of the client?"*



Instead: Assume they might be right.





# COLLABORATE

Be Curious, not compelling

2

## WHY Questions: #3

Example:

*"Why would you want to do that"*



**Instead: Tell me more about that**



# COLLABORATE

Be Curious, not compelling

2

## Dirty Questions: #3

A colleague has expressed frustration with another colleague and said that they are at a dead end when it comes to getting the other person to complete work.

Example:

*"Do you have the courage it takes to stand up to them?"*



**Instead: Try using questions that clarify**



# COLLABORATE

Be Curious, not compelling

2

## Binary Questions: #5

Example:

*"Are we good to go?", "Will it work?"*

*"Are we safe?"*



Instead: Use questions that start with  
"what" or "how"



# COLLABORATE

Be Curious, not compelling

2

## Self-Affirming Questions: #6

Example:

*"We're done here, right?" "Does that make sense?" "All good?"*



Instead: Instead of *Self-Affirming* try for *Self-Educating*



# COLLABORATE

Be Curious, not compelling

2

## Aggressive Questions: #7

Example:

*"What are you going to do?"*

*"How are you going to fix it?"*



**Instead: Start Small**



# COLLABORATE

## Be Curious, not compelling



### Seek First to Understand

#### AVOID 🐉

1. Question Stacking
2. Leading (teaching) Questions
3. Starting with Why
4. Dirty Questions
5. Binary Questions
6. Self-Affirming Questions
7. Aggressive (future) Questioning

#### INSTEAD TRY 🧑

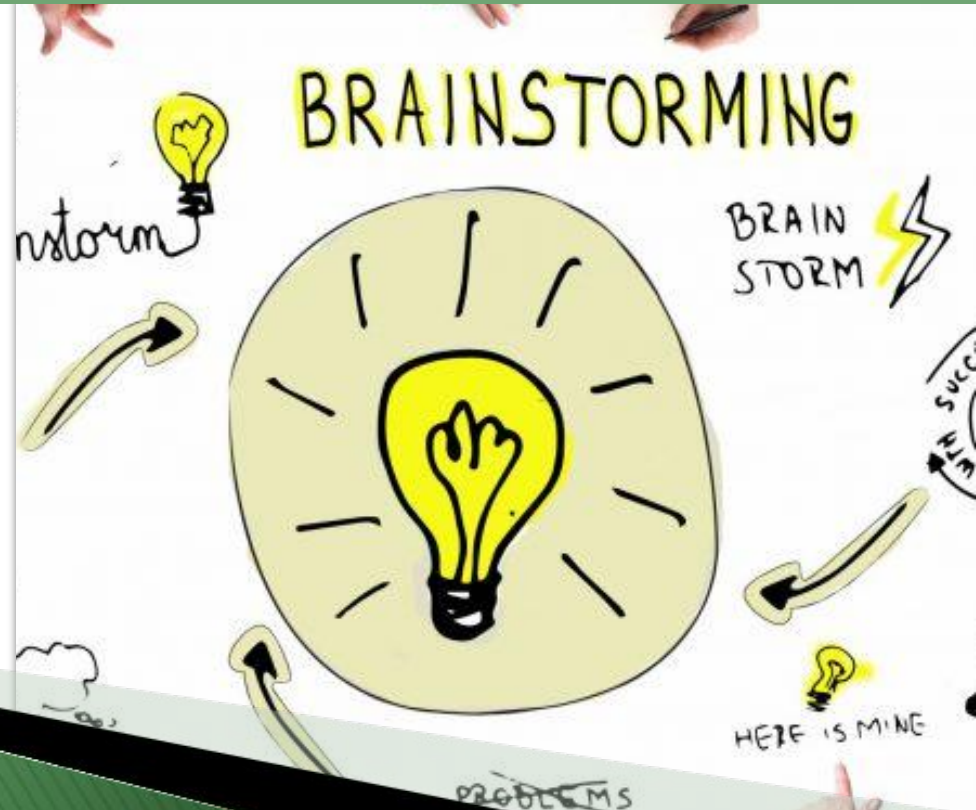
1. One and done
2. Learning Questions
3. Tell me more
4. Clean (no judgment) Questions
5. What & How Questions
6. Self-Educating Questions
7. Here and now, see and hear Questioning



# COLLABORATE

## GET THE BEST IDEAS OUT

1. Vote First. Then discuss. ✓
2. Be Curious, not compelling ✓
3. Invite dissent
4. Give information, not instructions



# COLLABORATE

## Invite Dissent

# 3

**Dissent does not  
equal disharmony**

- Valuable
- Invite it
- Create it





# COLLABORATE

## GET THE BEST IDEAS OUT

1. Vote First. Then discuss. ✓
2. Be Curious, not compelling ✓
3. Invite dissent ✓
4. Give information, not instructions



# COLLABORATE

Give Information, not instructions

Are these signs Collaborative, or Coercive?



# COLLABORATE

Give Information, not instructions

## Old Playbook

Park There

Submit your report

Fill out the application  
by 5:00pm

Double check the  
numbers

Back up a little more. Stop

Meet back at 10:00am

## New Playbook

I see an open parking spot there

Your report looks complete and ready to submit

Applications received after 5:00pm  
will not be accepted

It is very important that these numbers are  
correct. Any errors will halt the project

6 feet, 4 feet, 1 foot....

The training will resume at 10:00am



4



# Leaders

Give Information,  
Not Instructions

BICYCLES  
ATTACHED  
TO THESE  
RAILINGS  
WILL BE  
REMOVED

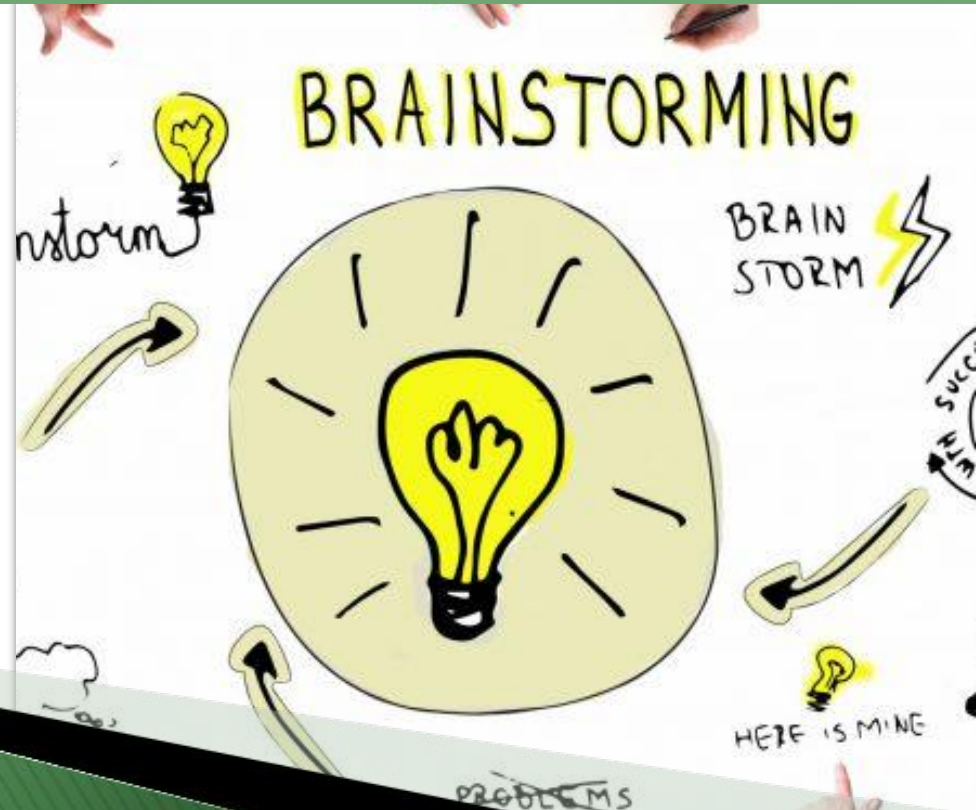
# 206



# COLLABORATE

## MAKING BETTER DECISIONS

1. Vote First. Then discuss. ✓
2. Be Curious, not compelling ✓
3. Invite dissent ✓
4. Give information, not instructions ✓

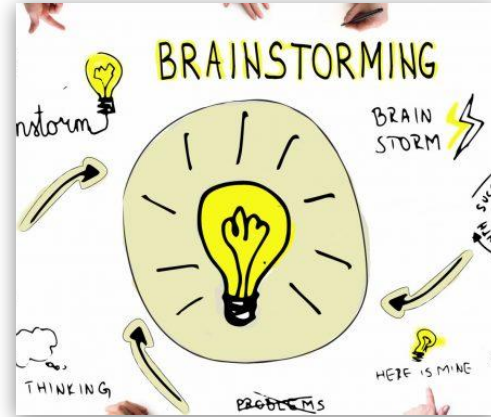


# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌



- Control the Clock 🕒
- Collaborate 💡



# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply

- Control the Clock 🕒
- Collaborate 💡
- Commit



# COMPLY

## Motivates the worker using external factors


- Weak motivation
- Takes a toll on team engagement
- Appropriate for *some* settings







# COMMIT

- 
1. Commit to Learn not just Do
  2. Commit to Actions not Beliefs
  3. Chunk it small but do it all
  4. Coulda Woulda Shoulda
  5. Commitment Escalation



Intrinsic Motivation is the  
strongest motivation





# COMMIT

## Commit to Learn

### 1 Observe and Measure, Test Hypothesis

- **Committing to Learning**
  - More interested in the redwork
  - Have more input in the next bluework cycle
- **Look for variables set forth earlier**
  - What's the weather doing
  - Are things getting better or worse





# COMMIT

## Commit to Actions not Beliefs

# 2

Committing to the work,  
even if you think it should  
be different

- Usually the worker
- Sometimes the manager





# COMMIT

## Chunk it Small but do it all

### Commit to Redwork in small pieces, not the entire project

- El Faro committed to the entire trip before they left Jacksonville
- Do 8 hours worth of inspections
- El Faro should have separated the trip into “legs”
- See each inspection as Redwork before going to the next.



EXPIRATION  
DATE: \_\_\_/\_\_\_/\_\_\_



# COMMIT

## Coulda, Woulda, Shoulda

### Natural flow on language

- How could we solve this problem?
- What would you do if you were the manager?
- What should we do?

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





# COMMIT

## Commitment Escalation

### Commitment tends to be self-reinforcing

- Once a decision is made we tend to stick with it.
- We feel responsible for the outcome
- Overestimating your ability to control the outcome will make deviation harder.





# COMMIT

We've got the best decision,  
lets go do it.

1. Commit to Learn not just Do
2. Commit to Actions not Beliefs
3. Chunk it small but do it all
4. Coulda Woulda Shoulda
5. Commitment Escalation



Commit moves us into the  
Red work



# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply ❌

- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝





# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply ❌
- Continue

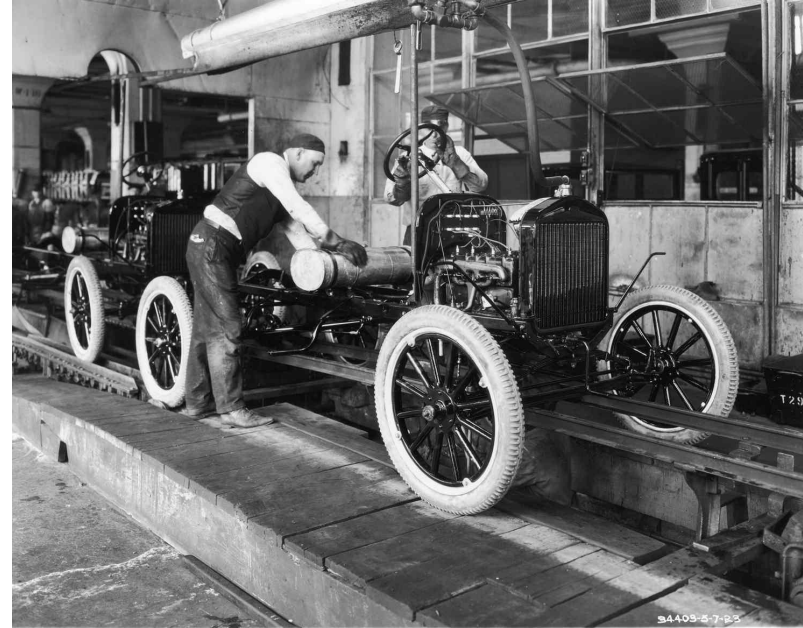
- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝
- Complete



# CONTINUE

## Continue Uninterrupted Production


- One Optimal Way to produce One Optimal design
- Only stop when you *have to*
- IA model erected barriers to keep Red work from being stopped





# COMPLETE

This Period of Red Work must finish so we can analyze it

- 
- A decorative graphic consisting of two light green chevrons pointing to the right, located to the left of the list.
1. Complete Each Cycle
  2. Celebrate

Completion Is a deliberate step in the work process.



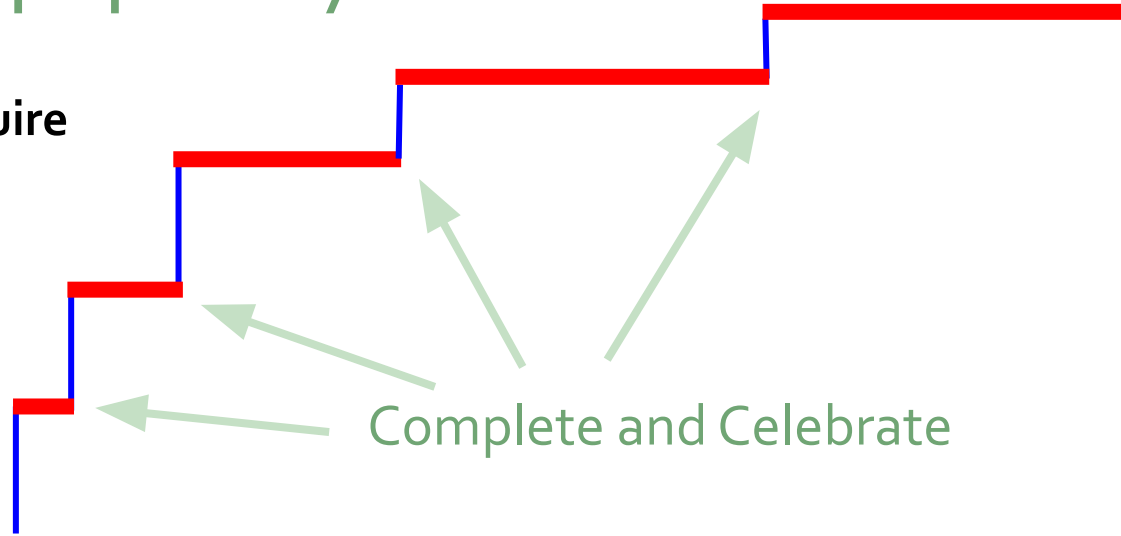


# COMPLETE

## Complete Each Cycle

### 1 Set the stage for appropriate cycles

- New projects require more blue work
- Transition often
- Celebrate!





# COMPLETE Celebrate

# 2

## Completion Means Celebration

- Values the contribution during red work
- Highlights and reinforces behaviors that contributed to the red work





# COMPLETE Celebrate

# 2

## Celebration Affects Behavior

- **Antecedent, Behavior, Consequence**
  - Immediate vs Delayed
  - Positive vs Negative
  - Certain vs Uncertain
- **Only consequences (+/-) affect behavior**





# COMPLETE Celebrate

# 2

## How to Celebrate

- A. Celebrate *with* and not *for*
- B. Focus on behaviors not characteristics
- C. Focus on the Journey





# COMPLETE



## Celebrate: How to Celebrate

### A. Celebrate with and NOT for Extrinsic vs Intrinsic motivators

**FOR** 

- Evaluation: "Your best work yet"
- Judgement: "Good Job"
- Praise: "I'm proud of you"

**WITH**

- Appreciation  "This will really help the team"
- Observation : "I can tell you put a lot of time into this"
- Prize: "This work is highly valuable"







# COMPLETE

## Celebrate: How to Celebrate

### B. Focus on Behaviors NOT Characteristics

Positive feedback can have negative consequences

#### CHARACTERISTIC

- Friendly
- Smart
- Good Inspector

#### BEHAVIOR

- Supports others
- Seeks new information
- Spends time





# COMPLETE

## Celebrate: How to Celebrate

### C. Focus on the Journey

Journeys prime people to celebrate the goal internally

- Invite them to tell the story
- Listen for turning points
- Ask questions about behaviors





# COMPLETE Celebrate

**EXERCISE:** Rate the following celebration statements:

“Great Job!” 👎

“You’re so fast!” 👎

“You worked so hard to win!” 👍

“Tell me about how you won.” 👍





# COMPLETE

This Period of Red Work must finish so we can analyze it

1. Complete Each Cycle
2. Celebrate

Completion Is a deliberate step in the work process.





**Leadership Nudge®**  
Intent-Based Leadership®

**336**

**Which Way?**



# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply ❌
- Continue ❌

- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝
- Complete 🏁



# UPDATING THE PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply ❌
- Continue ❌
- Prove

- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝
- Complete 🏁
- Improve



# PROVE

You can't teach someone who's never wrong

- Competence:
- Relatedness:
- Autonomy:








# IMPROVE

## Part of the Learning Process

- Must be out of redwork
- Run this play after complete 
- IA had Blueworkers run this on Redworkers

\*Must remove clock pressure to run this play





# IMPROVE

## How to run this play

1. Forward, not backward
2. Outward, not inward
3. On the process, not on the person
4. On achieving excellence, not avoiding errors.

\*Must remove clock pressure to run this play





# IMPROVE

## Forward not Backward

### 1 Be Good vs Get Better

#### Be Good

- Knows everything
- Is at maximum efficiency
- Competes with everyone
- Fails when not the best/perfect
- Defensive towards criticism

#### Get Better

- Can Learn new things
- Can find new ways to get more efficient
- Competes with yesterday's self
- Fails when hasn't improved
- Embraces criticism as valuable





# IMPROVE

## Forward not Backward

# 1

### Forward "Get Better Self"

- What to do differently
- Change the process
- What worked well
- Back in time
- What to remember





# IMPROVE

## Outward not Inward

# 2

Shift the focus off of self

- New Person
- Changes
- Actions





# IMPROVE

## On the Process not the Person

### 3 Removes judgement

- Improve the work
- Actions





# IMPROVE

## Achieve Excellence not Avoid Errors

### Avoid Error

- Do everything perfectly
- Take no wrong actions
- Make no wrong decisions

### Achieve Excellence

- Learn from mistakes
- Take the best action you know of
- Select the best decision to meet your goals

### Motivations

- Take no action unless guaranteed
- Externally motivated
- Takes pleasure from increased Mastery
- Internally motivated

4





# IMPROVE

## How to run this play

1. Forward, not backward
2. Outward, not inward
3. On the process, not on the person
4. On achieving excellence, not avoiding errors.

**\*Must remove clock pressure to run this play**







# UPDATING THE PLAYBOOK

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# UPDATING THE PLAYBOOK

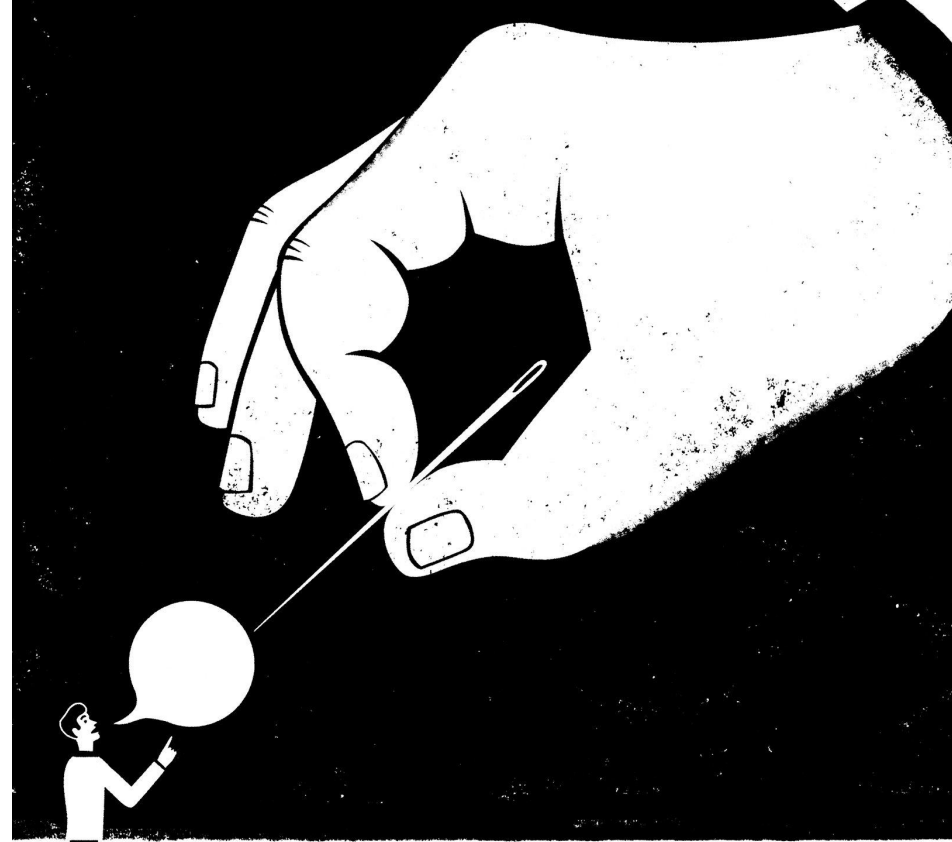
- Obey the Clock ❌
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- Continue ❌
- Prove ❌
- Conform

- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝
- Complete 🏁
- Improve 📈
- Connect



# CONFORM

- Do what you're told
- Don't criticise the deciders
- Can't change the organization



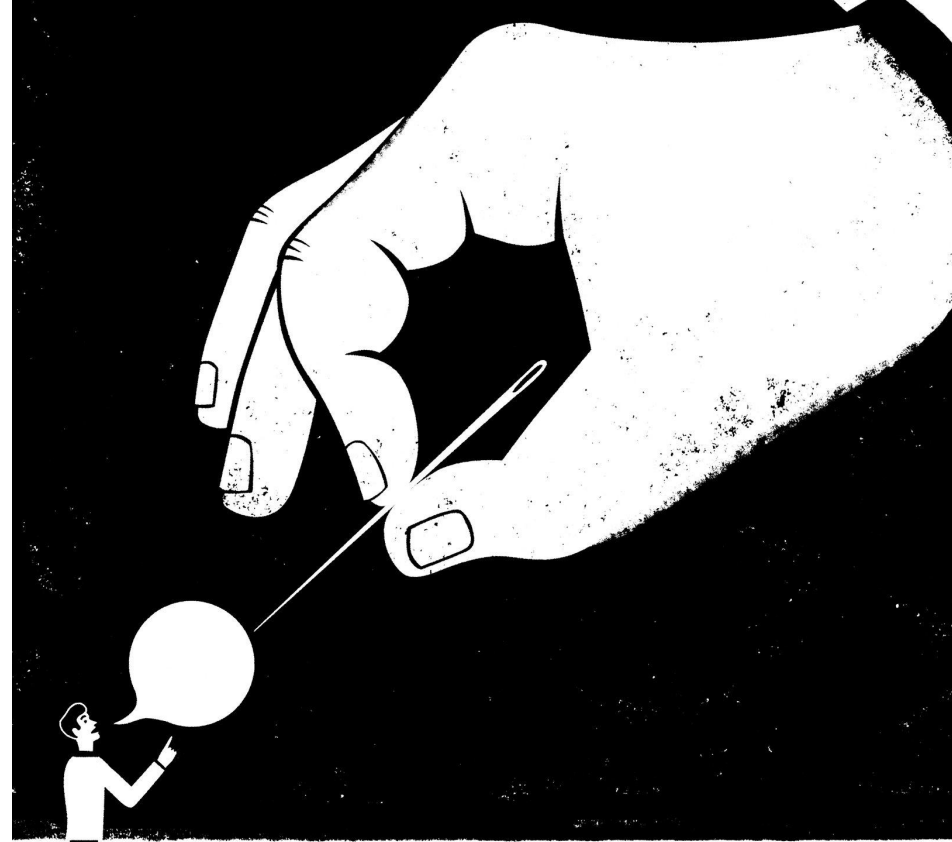


# CONFORM

Group discussion

Examples of Conformity

- In the video
- In your workplace



# CONNECT


## The Foundation for all the other Plays

- Makes it safe
- Creates conditions
  - Diversity of thought
  - Variability of opinion
- Cares about people



# CONNECT

## It's All About Caring

- 
1. Flatten the Power Gradient
  2. Admit You Don't Know
  3. Be Vulnerable
  4. Trust First





# CONNECT

## Flatten the Power Gradient

# 1

### Steep Power Gradients

- Harder to tell the boss bad news
- Subordinates will invoke PROVE mindset
- Subordinates will remain silent
- Reduces things we want

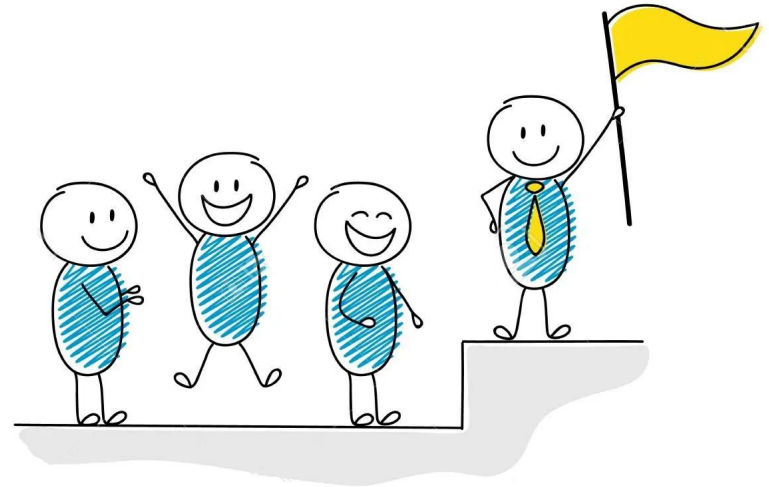


# CONNECT

## Flatten the Power Gradient

### 1 Flatter Power Gradients

- Staff “tell it like it is”
- Team members admit mistakes
- People deliver bad news
- Employees embrace the IMPROVE mindset
- Increases what we want



# CONNECT

## Flatten the Power Gradient

### How to Reduce it

#### INSTEAD OF

- "I need you to do this."
- "Here, I'll tie your shoes for you."
- Reinforcing Authority
- Judging

#### TRY

- "We need to do this."
- Lets get your shoes tied so we can go."
- Reducing Authority
- Observing and Describing



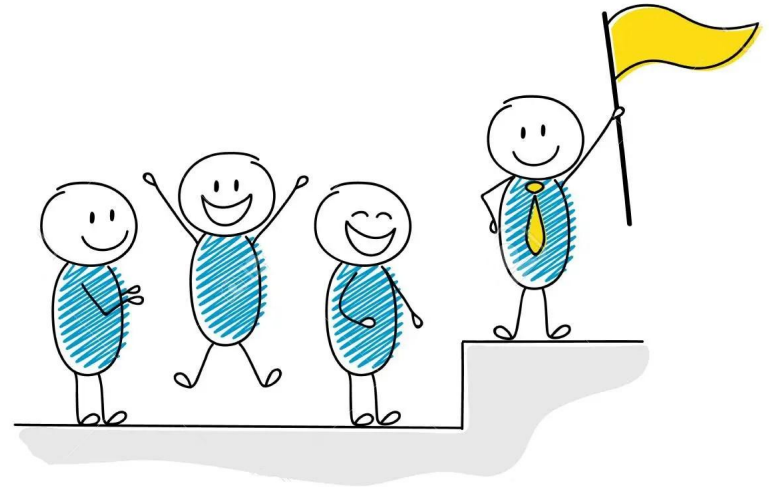
# CONNECT

## Flatten the Power Gradient

# 1

### How to Reduce it

- Increase Proximity
- Attribute actual authors
- Print photographs of the entire team



# CONNECT

## It's All About Caring

1. Flatten the Power Gradient ✓
2. Admit You Don't Know
3. Be Vulnerable
4. Trust First



# CONNECT

## Admit You Don't Know

### How to Express uncertainty:

- "I don't have experience with this, yet"
- "We're in uncharted waters"
- "I'm only 60% sure on this, that means that there's a 40% chance I'm wrong"
- "I can see the arguments on both sides"





# CONNECT

## Be Vulnerable

3 Vulnerability reduces the power gradient and invites others to share



Vulnerability is the only  
bridge to connection.

-Brene Brown





**60**  
MINUTES

# CONNECT

## It's All About Caring

1. Flatten the Power Gradient ✓
2. Admit You Don't Know ✓
3. Be Vulnerable ✓
4. Trust First



# CONNECT

## Trust First

4 **Assume good intent.**

Trust can be built on Competence and Clarity

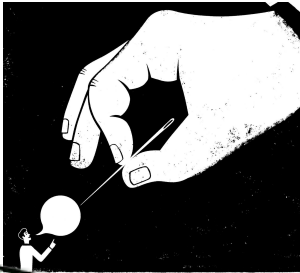
- Technical competence
- Organizational Clarity





# UPDATED PLAYBOOK

- Obey the Clock ❌
- Coerce ❌
- Comply ❌
- Continue ❌
- Prove ❌
- Conform ❌



- Control the Clock 🕒
- Collaborate 💡
- Commit 🤝
- Complete 🏁
- Improve 📈
- Connect 💙

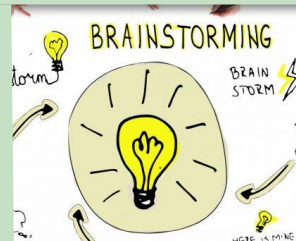


# UPDATED PLAYBOOK








- Obey the Clock ❌
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- Connect 💙



# SAVING EL FARO

- The Organization 
- The Ship Culture 
- The Mindset 
- Decision Points 
- Decision Meetings 
- Team Confidence 
- Celebrates legs 
- The Team Learns 
- Changes Route 



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MarineTraffic.com



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# Update Your Playbook

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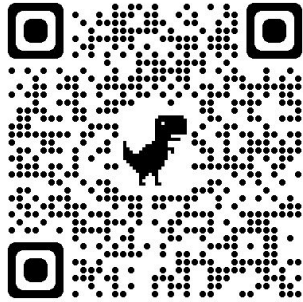
# UPDATED PLAYBOOK

- **CONTROL THE CLOCK** 
  - Remove time pressure so that blue work can thrive
- **COLLABORATE** 
  - Get all the ideas out and pick the best
- **COMMIT** 
  - The team commits to the work for the redwork cycle
- **COMPLETE** 
  - Celebrate completing redwork, acknowledge behaviors contributing to the success.
- **IMPROVE** 
  - Enter bluework to learn from the last redwork cycle
- **CONNECT** 
  - Build an environment of trust and security so that everyone participates

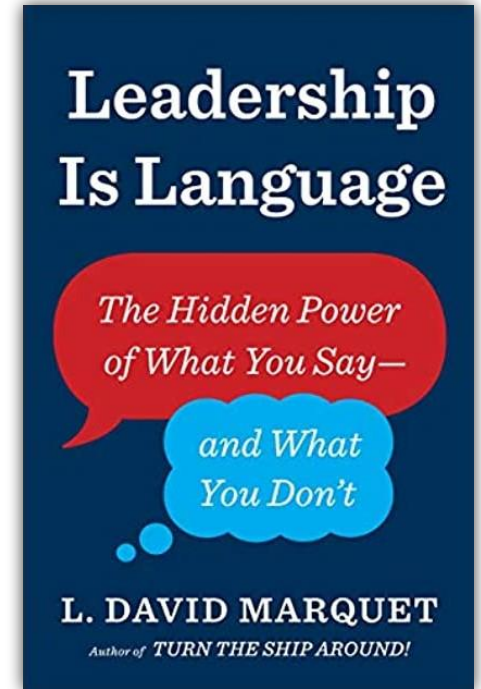
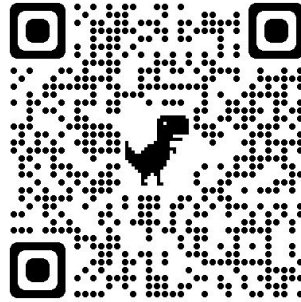


# LEADERSHIP IS LANGUAGE

Audio version



Hardcover



# INTENT BASED LEADERSHIP

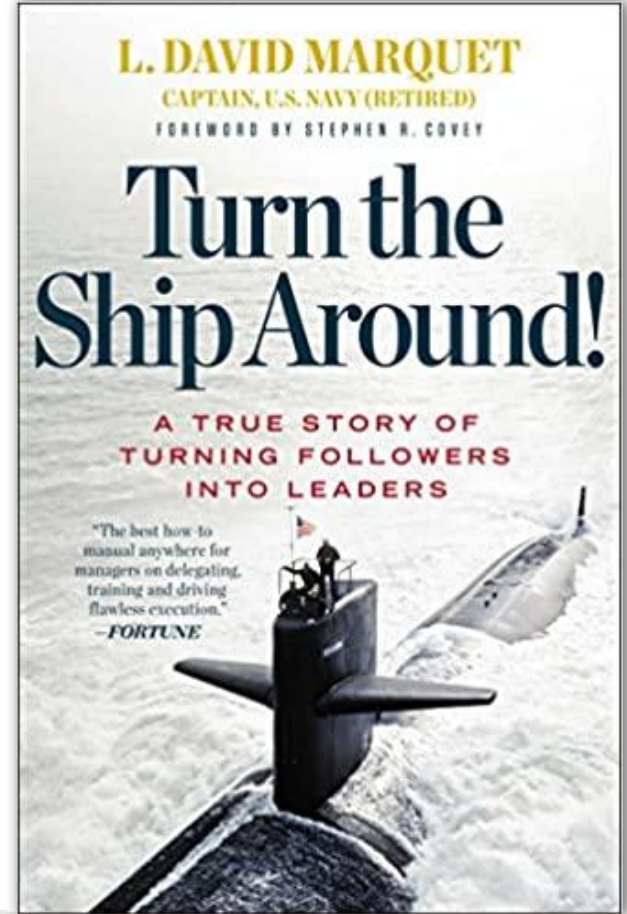


Leadership Nudges with David Marquet  
@LeadershipNudges  
18.2K subscribers

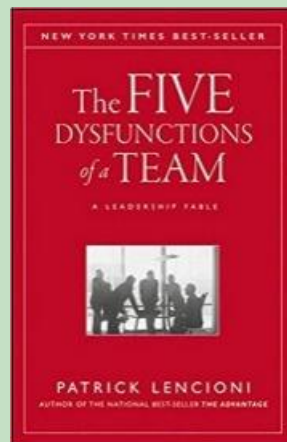
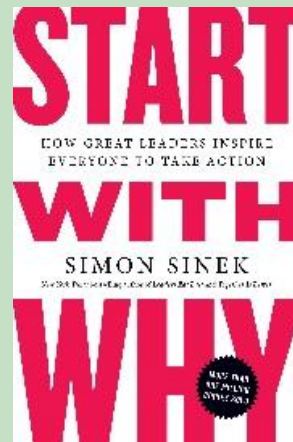
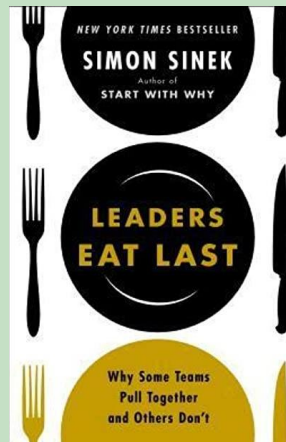
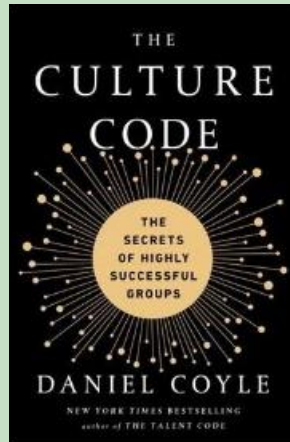
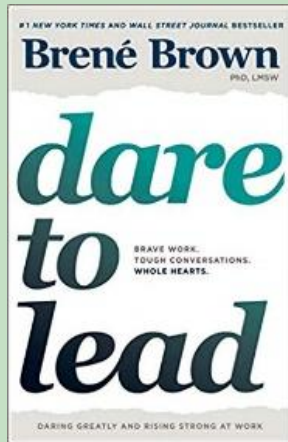
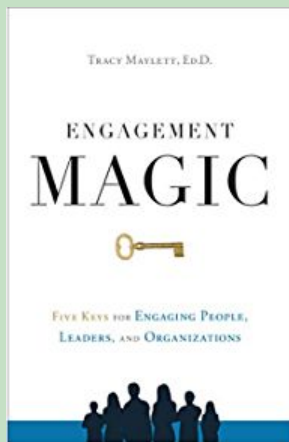
HOME VIDEOS SHORTS LIVE PLAYLISTS COMMUNITY

All Nudges ▶ Play all

- 413 Don't get stuck on your own ideas | David Marquet...  
1:22
- 412 Resolutions That Stick  
1:52
- 411 We all do this | L David Marquet explains...  
1:51
- PUNISHED REWARDS  
Book Review: Puni Rewards | L David



# OTHER RESOURCES



# PURPOSE OF THIS CLASS

## Primary Goal:

- Identify outdated leadership strategies
- Acquire updated leadership tools

## Secondary Goal:

- Challenge beliefs about work
- Change the way you speak to others





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25th California Unified Program  
Annual Training Conference



# BREAKTIME!





# BREAK TIME!

