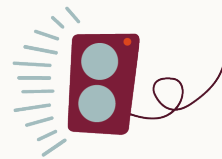




# Intent Based Leadership

How to make an organization  
go from worst to first



Tomas Björkholm

# USS Olympia

1998

DEC



@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 peers, seniors, and juniors when they are reacting as

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.

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, a consuming motivation, that the individual chooses to impose, through

**With your fantastic charisma (or at least your authority to promote or punish) you motivate people to blindly follow you and do whatever you ask them to.**

@ldavidmarquet



# USS Santa Fe



@ldavidmarquet

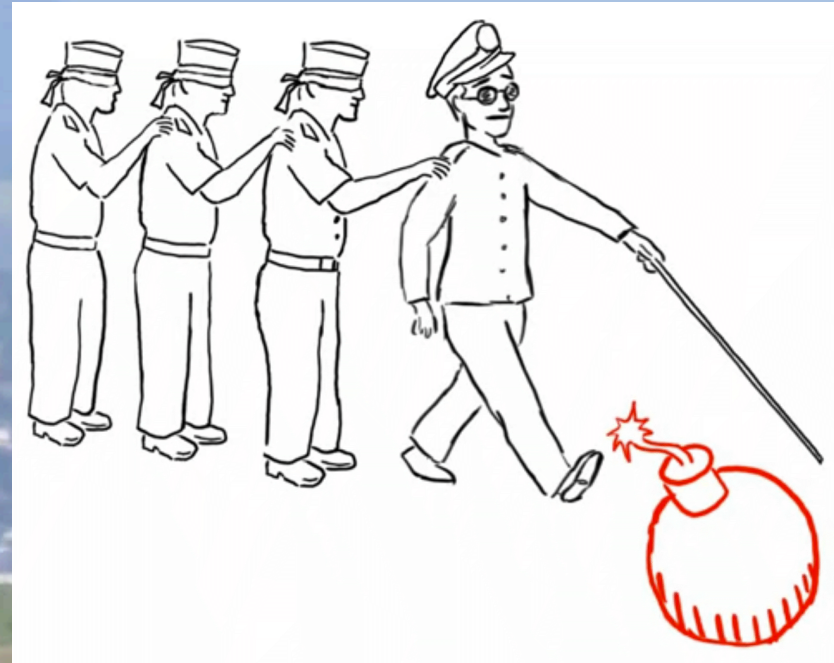


# USS Santa Fe



@ldavidmarquet

# USS Santa Fe



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# USS Santa Fe



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# USS Santa Fe



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1998

Enlisted reenlistment  
3

Officer retention  
0%

Operational readiness  
Worst



1999

Enlisted reenlistments  
36

Officer retention  
100%

Operational readiness  
Best



10 of the officers went on to become captain  
(average 3)

## Six principles

1. Push authority to information
2. Make it safe, don't add stress
3. Tune control to competence and clarity
4. Fix environment, not people
5. Act our way to new thinking, not think your way to new action
6. Don't be good, get better

**crisp.**



## Six plays

1. Control the clock, don't obey the clock
2. Collaborate, don't coerce
3. Commit, don't comply
4. Complete, not continue
5. Improve, don't prove
6. Connect, don't conform

Tomas Björkholm



## Six principles

1. Push authority to information
2. Make it safe, don't add it
3. Tune

## Six plays

1. Certify, don't comply
2. Complete, not continue
3. Improve, don't prove
4. Connect, don't conform

5. Stay to new thinking,  
not think your way to new action

6. Don't be good, get better

**crisp.**



# Intent Based Leadership

## Create leaders, not followers

Tomas Björkholm

# Leader--Leader

Menu

Rice

What would  
you suggest?

What should  
I do?

You  
decide

White!

?

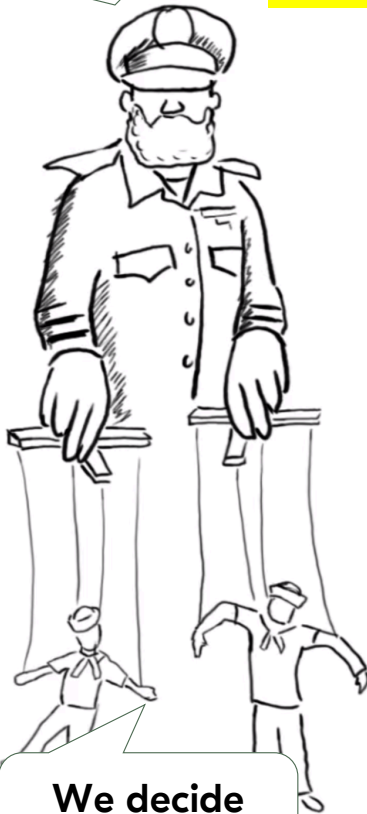
Creating egos



# Creating anti leadership

I tell you  
what

**Creating silos**



We decide  
how

D  
e  
l  
e  
g  
a  
t  
i  
n  
g

What would  
you suggest?

You  
decide

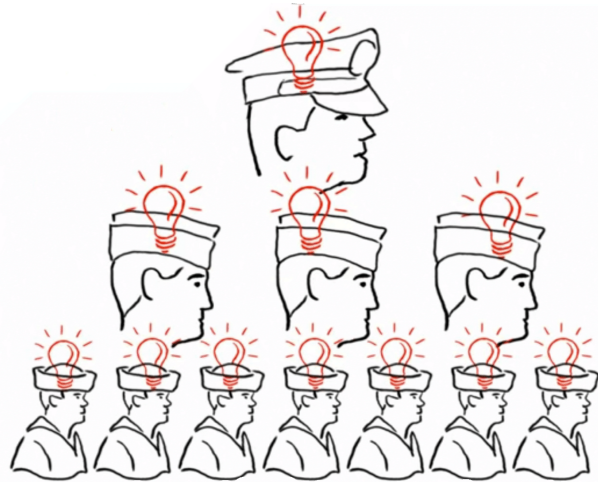
What should I  
do?

White!

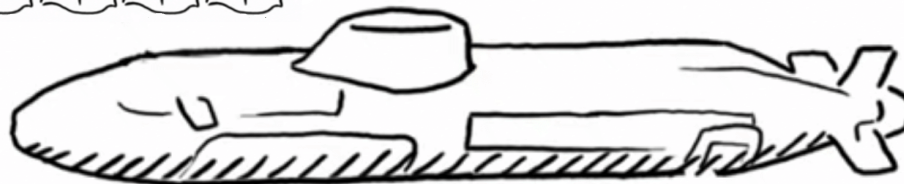


**Creating egos**

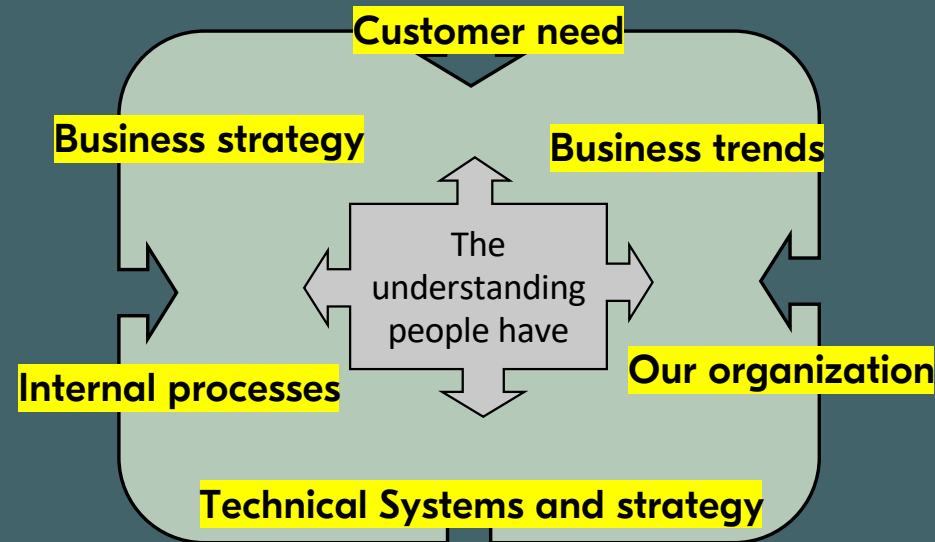
Same goal  
Same information  
Same definition of success  
Same insights about what is happening  
Same understanding of what is important  
**Same holistic understanding**



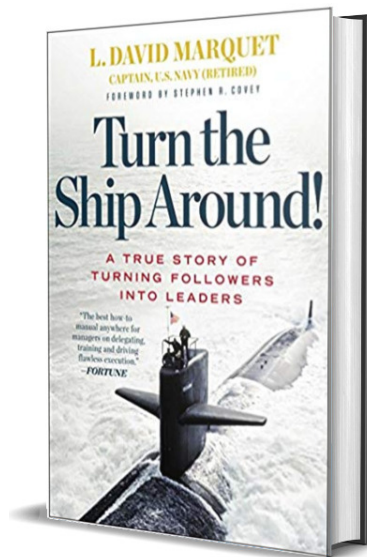
THINKING  
ACTIVE  
PASSIONATE  
CREATIVE  
PROACTIVE  
TAKING INITIATIVE  
**X 135**



If we want people to take decisions based on a holistic understanding, we need to make people grow to the level to where we can simplify the world.

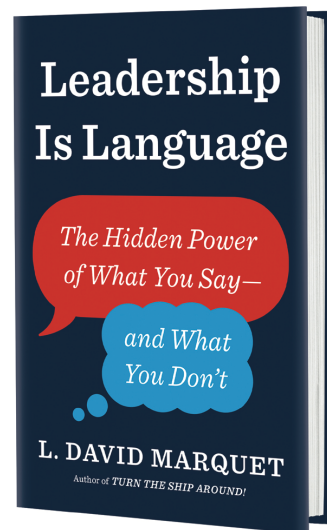
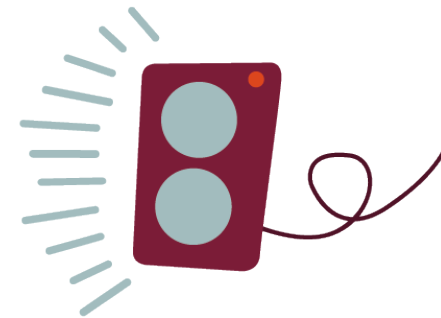






# Learn more about IBL

<https://www.crisp.se/ibl>



[https://youtu.be/OqmdLcyES\\_Q](https://youtu.be/OqmdLcyES_Q)

crisp.

<https://intentbasedleadership.com/>

Tomas Björkholm



**David Marquet**



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**Tomas Björkholm**

