

LADDER OF LEADERSHIP™

THINK. SHARE. DO.



Intent-Based Leadership™ - David Marquet
davidmarquet.com

© 2015-2016 Turn the Ship Around LLC

LADDER OF LEADERSHIP

When we give people authority, we create leaders.

The words we use shape our work environments. Our mission is to focus on the words we use and how they shape the environment we are in. It starts with understanding the impact of our language and then practicing with more effective word choices.

After we understand the impact of our words we will use them to coach our teams to ask the right questions, share information and make decisions.

The Ladder of Leadership cards will walk your group through conversations they have with their team every day.

Together, you will introduce language to encourage employees to think and scale the ladder of leadership.

Each participant will use a set of Ladder of Leadership cards. Groups will role-play managers and workers at differing levels of empowerment.

GLOSSARY

Actors: The 2 people playing the boss/worker.

Blind: Ladder card held face down.

Boss: The superior in the scenario. The boss is listed first.

Level: The position on the ladder, 1-7.

Ladder Card: The cards showing ladder position, 1-7.

Reader: The person reading the scenario card. Sometimes the reader has additional responsibilities like assigning ladder levels.

Round: A series of multiple turns using the same scenario and same ground rules.

Scenario Card: The grey-bordered cards describing the role-playing scenarios.

Turn: One interaction consisting of reading the scenario, selecting cards, conducting dialogue, voting and discussion.

Worker: The subordinate in the scenario. The worker is listed second.

INSTRUCTION CARD

Break into groups of 3.

- **Reader:** Scenario Cards
- **Boss:** Ladder Cards
- **Worker:** Ladder Cards

Round 1:

- Reader reads scenario card.
- Boss and worker select one ladder card each to read and perform. Lay them face up for the group to see.
- Engage in conversation relevant to the scenario and consistent with your leadership level/ladder position etc.
- Repeat. Switch roles until each player has had a chance to be the reader, boss and worker.

INSTRUCTION CARD

Round 2:

- Reader reads scenario.
- Boss and worker select one ladder card each to read and perform but *only the worker lays their card face up*.
- Engage in conversation relevant to the scenario and consistent with your leadership level/ladder position etc.
- Repeat. Switch roles until each player has had a chance to be the reader, boss and worker.

Round 3:

- Reader reads scenario.
- Boss and worker select one ladder card each to read and perform but *both lay the cards face down*.
- Engage in conversation relevant to the scenario and consistent with your leadership level/ladder position etc.
- Repeat. Switch roles until each player has had a chance to be the reader, boss and worker.

COMPANIONS TO THE LADDER OF LEADERSHIP

Go to ladderofleadership.com for more scenarios and more ways to use the Ladder cards! Also, check out these relevant resources:

Leaders Eat Last by Simon Sinek

It's Not about the Nail, a YouTube video by Jason Headley

Man's Search for Meaning by Viktor Frankl

The 7 Habits of Highly Effective People by Stephen Covey



BOSS SAYS

7. What have you **BEEN DOING**?

6. What have you **DONE**?

5. What do you **INTEND** to do?

4. What would you **LIKE** to do?

3. What do you **THINK**?

2. What do you **SEE**?

1. I'll **TELL** you what to do.

WORKER SAYS

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.

SCENARIO CARD 1

In this 10,000-person services corporation, a scheduling error results in the boss being double-booked for lunch tomorrow.

Boss: You just walked out of a meeting and have 5 minutes before your next meeting. In the last meeting you learned that this quarter's financial numbers will be below expectations.

Executive Assistant: You just noticed that you double-booked your boss for lunch tomorrow. This has never happened before. You know the level of importance of each lunch obligation.

Which lunch gets moved?

SCENARIO CARD 2

Software updates for the mobile app for this Scandinavian bank have been completed monthly. Now, a competitor has started weekly updates. Weekly updates would add about 30% more work to the mobile app team.

SVP for Technology: You have been thinking about shifting to weekly updates for a while, but haven't asked the team because of their workload.

Mobile App Team Leader: You have a reputation for "taking care of your people."

Do you shift to weekly updates or not?

SCENARIO CARD 3

Advertising banners on the delivery trucks for this online grocer can be attached using grommets or adhesive. Grommets are cheaper but adhesive looks more permanent.

Operations Director: You have extensive experience with a previous online grocer, but only plan on being with this company another 4 months.

Designer: You have several projects to manage and have been feeling overwhelmed recently.

Are the banners attached with grommets or adhesive?

SCENARIO CARD 4

Parts in this 1000-person manufacturing company are normally batch-inspected before shipping due to previous quality issues. A batch is late and doing the inspection will result in having to pay express shipping rates.

Senior Vice President for Operations:

Quality has been a continuing headache for your team.

Production Supervisor: You have received critical feedback because of previous quality issues.

Do you do the quality inspection or not?

SCENARIO CARD 5

The small 2-person tables in this intimate NY city restaurant are moveable and rearranged for larger groups. One couple is sitting near the middle of the restaurant. A party of 6 walks in. The party of 6 can't sit together unless the couple moves.

Manager: A combination of poor weather and an aggressive competitor have caused a recent reduction in traffic.

Waiter: You have worked at this restaurant for 3 weeks but have 2 years experience. You are a student at NYU.

Does the couple get moved or not?

SCENARIO CARD 6

Company Operations Director:

Your company has a reputation of being overly cautious. Clients pay whether or not their barges move and last winter another tug boat company made headlines by operating during inclement weather when your crews stayed at anchor.

Tug boat captain:

Your tugboat and crew of 6 are scheduled to move a 20,000 ton barge up the Great Lakes. The weather report indicates the first winter storm of the season will hit in about 3 hours. If the forecast is correct, your crew will be exposed to dangerous conditions while far from shelter.

Get underway or stay in port?

SCENARIO CARD 7

The manager of this fast food restaurant notices several items missing and suspects David (a new hire) of stealing them.

Franchise Owner: You are at a leadership conference offsite, a 4-hour drive from your store.

Manager: You are in the store and have suspected David for some time now. He's a shifty character.

Does David get fired or not?