

Leadership is language

The Hidden Power of What You Say and What You Don't - L. DAVID MARQUET

Leadership
Is Language
The Hidden Power
of What You Say
and What
You Don't
L. DAVID MARQUET
FROM THE HARP ANTHROPOLOGICAL



Redwork

Active production
"Prove"



Bluework

Thinking / Learning
"Improve"



"We are all both Redworkers and Blueworkers"

"A real danger to use old thinking in new situations"

A NEW PLAYBOOK

1) Control the clock : exiting redwork

Bluework allows us to adapt BUT you have no chance to do bluework if you don't control the clock

Make a pause possible : Invite a pause
Give the pause a name

Call a pause
Preplan the next one



"If you are on the team and see something unexpected, it's your responsibility to call a pause"

2) Collaborate : into the bluework

Let the doers be the deciders : move from coercion to collaboration



Vote first, Then discuss

Anonymous polling, Ask probabilistic questions
Use probability cards, Dot voting

Be curious, not compelling

Seek first to understand, Then to be understood
Ask better questions (start with what / how)



"Before I tell you what I think we should do,
what would you do if I weren't there"

LEADERS SPEAK LAST

Invite dissent rather than drive consensus

Dissent cards



Give information, not instructions

From "Park there" to "I see a parking spot there"

"A leader's obligation is to listen to the dissenters"

3) Commit

Commit to learn, Not (just) Do

Develop hypothesis to test rather than making decisions to execute

Commit actions, not beliefs

Once the decision is made don't try to convince dissenters



Chunk it small
BUT do it all

4) Complete : the end of Redwork

Chunk work for frequent completes early

At the beginning of a project : shorter redwork periods
More frequent bluework periods to bias toward learning and improving

Celebrate FOR

"Good job" / "I m so proud of you"

Transference of the reward to us rather than leaving it with the person

Celebrate WITH

Use descriptive statements : "I see", "I" noticed", "It looks like"

Celebrate with, NOT For



Focus on behavior, not characteristics



Focus on Journey, Not destination

Invite people to tell their story

#sharingiscaring

5) Improve : completing the cycle

"Employees with the autonomy to decide how to go about solving problems and achieving goals innovate"

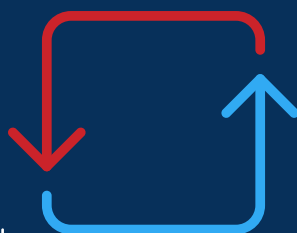
Forward, Not Backward

"What do we want to do differently next time ?"

Outward, not inward

Focusing on others instead of oneself

"What could we do better serve our customers ?"



Process, not people

"How could this be done better ?"

Achieve excellence, Not avoid errors

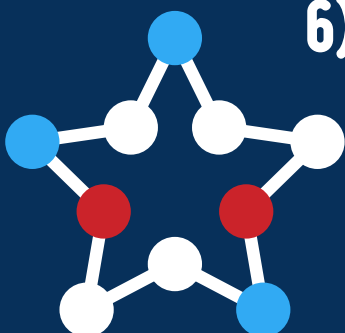
6) Connect : enabling play

Flatten the power gradient

Amount of social distance between
one person and another

Admit you don't know

Hard to connect with a Know-it-all



Be vulnerable

"How is everyone feeling about this ?
I think I m moving away from excited toward worried"

Trust first

What do we want to do differently next time ?

"Changed the way we communicated, changed the culture"

by Yoan THIRION @yot88