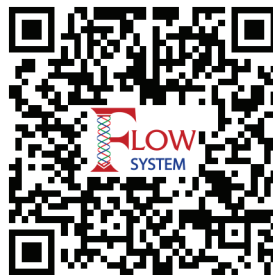


FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership
Workbook: Leader's Intent



getflowtrained.com/leaders-intent/

Leader's Intent

Leader's intent focuses on the desired outcome.

There is more than one way to achieve the leader's desired outcome.



A leader must realize that there will be inequalities in the workplace and recognize that there is power in relationships.

An organization's culture is directly associated with the level of power distance present within the organization.

Leadership styles must match the power distance orientation of the organization to achieve favorable outcomes.

Commander-centric leadership focuses on guidance and intent.

Leaders must be capable of communicating their vision and expected outcomes to their followers and teams.

Leaders fix the environment, not the people.

Leaders make it safe to fail, not stressful or fearful.

Leaders acknowledge each member's competencies and skills.

In this exercise, you will identify an order or command that you are to give to your followers or team. You will reflect on this order and determine alternative ways in which the followers could complete this task. Given this information, you will then rewrite the order so that it gives guidance and intent.

LEADER'S INTENT

Write the command or order that you are to deliver to your followers or team.

Given the order listed above, identify the intent of this order.

LEADER'S INTENT (CONT.)

Given the order listed above, identify the guidance that was given to your followers to aid them in completing this task.

Alternate Scenario #1: Provide one way that is different than the original order in which the followers could complete this task.

Alternate #2: Provide a different way that is different from the original and alternate scenario #1 in which the followers could complete this task.

Guidance: Given the previous information that you provided, and the two alternative scenarios, rewrite the guidance section of your command to better support your followers during the task activity.

Intent: Given the previous information that you provided, and the two alternative scenarios, rewrite the intent section of your command to provide the best information with minimal ambiguity to your followers.

Rewrite: Rewrite your initial order with the new guidance and intent sections. Does this order provide adequate guidance and intent?

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with leader's intent.

COMPLEXITY THINKING



DISTRIBUTED LEADERSHIP



TEAM SCIENCE



CONNECT THE HELIXES

Select a scenario or problem that would benefit from implementing leader's intent.

Identify three methods from complexity thinking that could work with leader's intent and give a brief description about how they complement one another.

CT Method 1:

CT Method 2:

CONNECT THE HELIXES

CT Method 3:

Identify three methods from the team science helix that could work with or support leader's intent. Give a brief description about how they complement one another.

TS Method 1:

TS Method 2:

TS Method 3:

Provide a description explaining which methods from each of the three helixes (with leader's intent being the DL method) work best for the scenario/problem identified earlier.