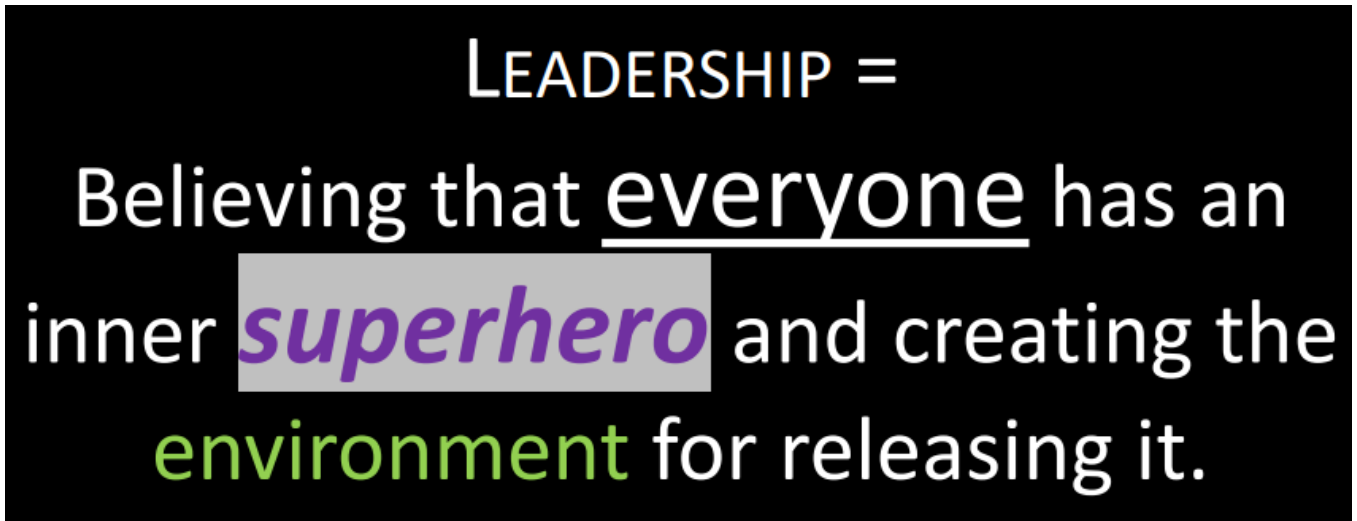


Keynote: INTENT-BASED LEADERSHIP – David L. Marquet

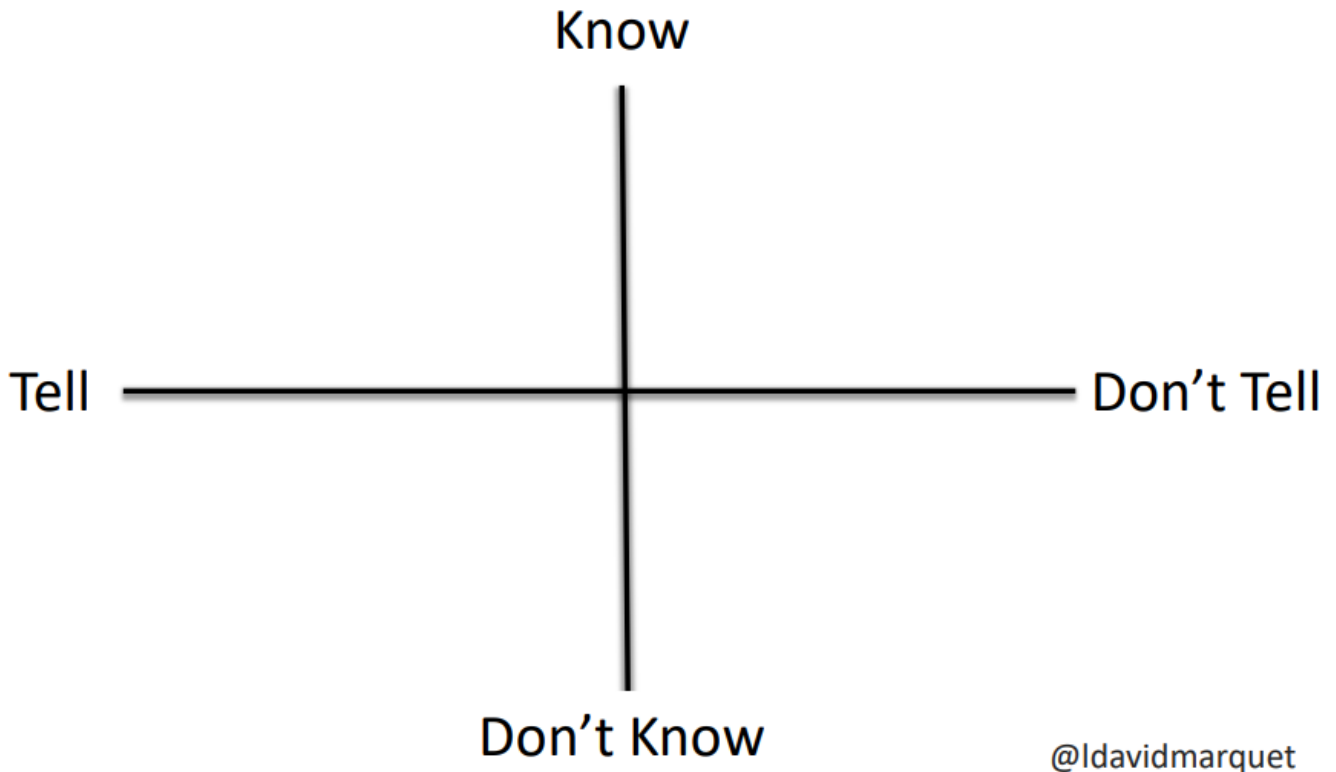
Highlight from #pmf19 – Product Management Festival 2019



Leadership = Believing that everyone has an inner superhero and creating the environment for releasing it.

Don't play it safe.

<https://www.youtube.com/watch?v=klXiG1CUjsA>



Framework from David

**How do you handle tough situations?
The Oscar disaster**

Example: Faye Dunaway and Warren Beatty present the award for best picture – Oscars 2017

Oscars Questions

- 1. If asked, Warren would say the probability that the card is wrong is ?**
2. What Is in the way of stopping the Oscars?

5 things in the way...

1. Fear

2. Stress

3. Job expectations

4. Actions of Colleague (Boss)

5. Separation of authority from information

6. Absence of a mechanism

Tips for good questions

Avoid	Try
Are you sure?	How sure are you?
Is it safe?	How safe is it?
Will it work?	What's the probability it will work?
Will that prediction be true?	How confident are you in that prediction?

Avoid binary questions.

Start questions with WHAT or HOW.

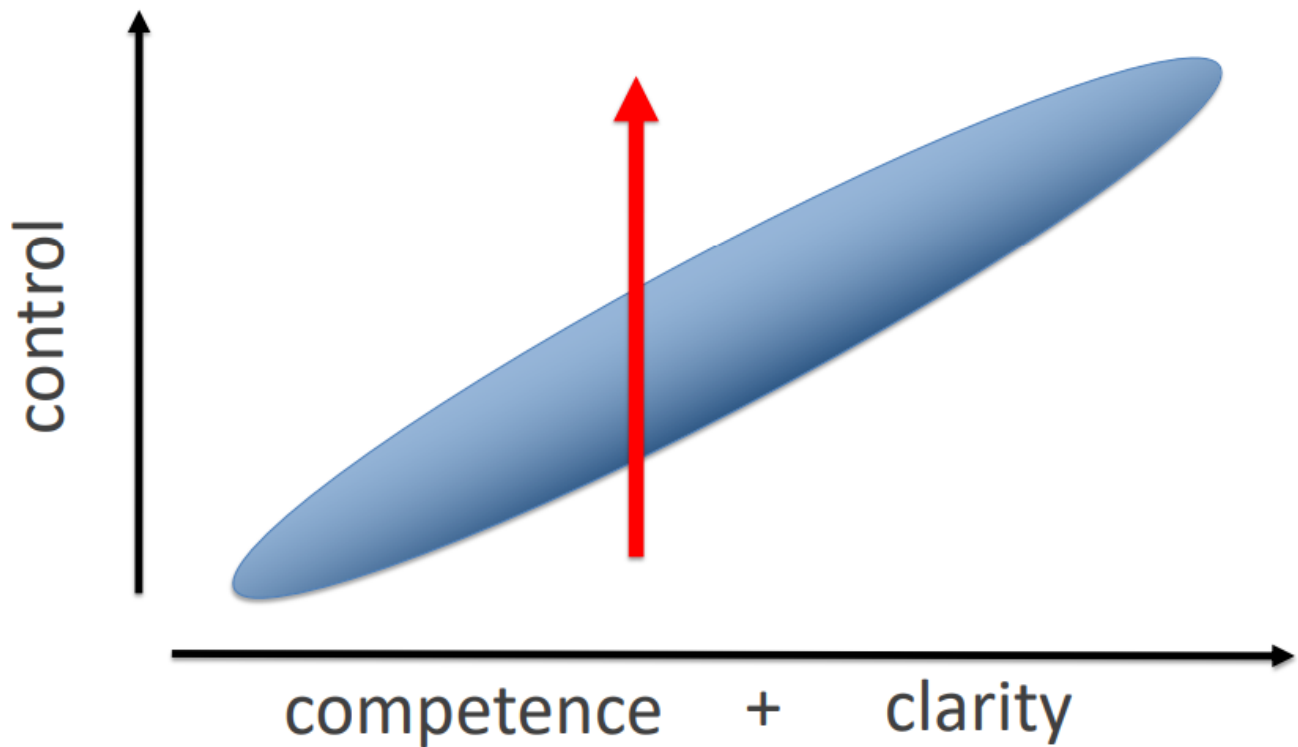
Avoid	Instead try
Does that make sense?	What seems unclear? What could be explained better?
Right?	How could this be wrong?
We good here?	What are we missing?
You got everything you need?	What else would you like to have?

Avoid self-affirming questions.
Instead invite disproof.

Avoid	Instead try
Let me tell you...	Tell me more about that.
Have you thought about...?	I'm wondering how that would affect ...
Why?	How does that align with our values?
"Teaching moment"	"Learning moment"

Avoid an assumption of knowing. questions.
Instead try curiosity.

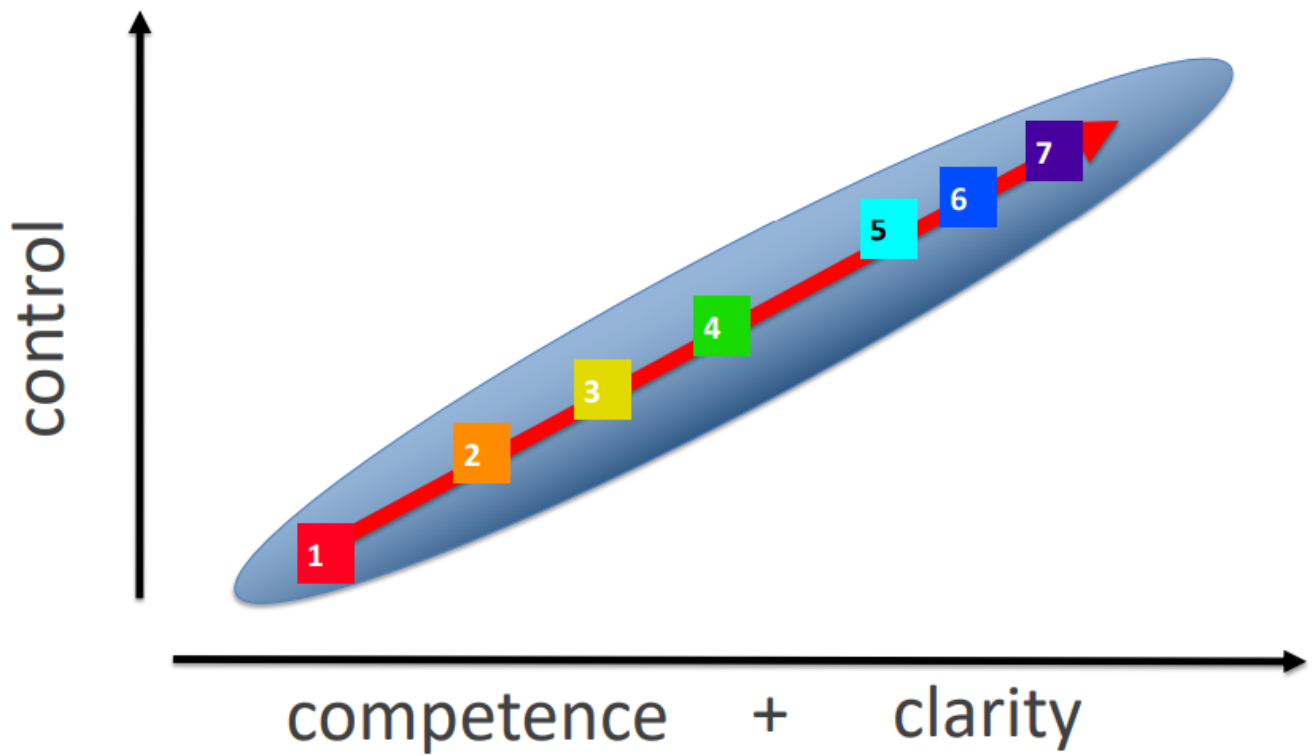
How clear is the goal? Transparency



Ladder of Leadership



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Importance of the team

*There is no **they** on Santa Fe!*

Old vs New Playbook

Old Playbook	New Playbook
Obey the clock	Control the Clock
Coerce	Collaborate
Comply	Commit
Continue	Complete
Prove	Improve
Conform	Connect

Thanks [David!](#)

Great to see that David is also a [collector of great questions](#).

[More highlights on the #pmf overview page.](#)

We Go Beyond Agile

Beyond Agility
Zürich - Switzerland