

**DAYS OF
PLAY
2026**

MARCH 24-26

WORK



LEADING THROUGH INTENT

WORK



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Bungay**

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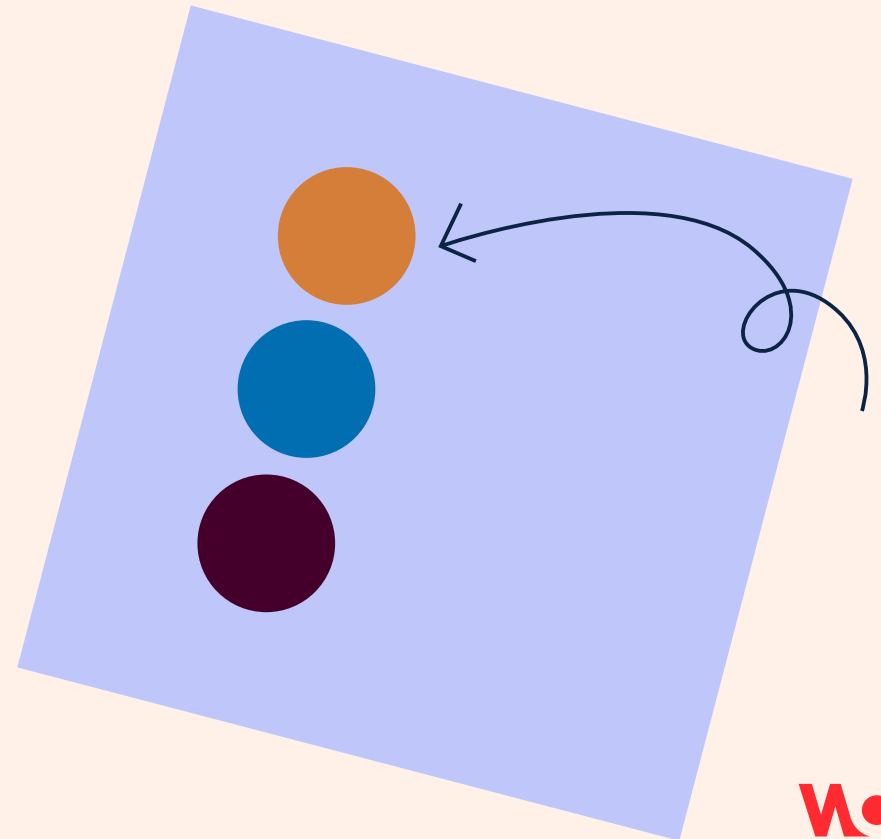
**Ask
Agger**

CEO

Workz

Agenda

- 09.45 Welcome
- 10.00 Leading through intent
- 10.15 Interview with Stephen Bungay
- 10.35 Break
- 10.50 Lessons from the high seas
- 11.10 Workshop: Bridging the gaps
- 11.40 Discussion and wrap-up
- 12.00 End of session



Your turn:

*What is your
organisation's
top priority?*



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*“No captain can do very wrong
if he places his ship alongside
that of the enemy”*

Lord Horatio Nelson



“The Nelson touch”



“The Nelson touch”

Clear intent over detailed orders

Nelson communicated what needed to be achieved, not how.

Before battles, he explained the purpose and desired outcome.

Subordinate captains were trusted to act independently once battle began.

Decentralised execution

In the chaos of naval warfare, signals could be unclear or delayed.

Nelson expected Captains to use judgement rather than wait for instructions.

Initiative was rewarded, not punished.

Shared understanding

Nelson invested heavily before action in informal conversations with his captains.

He shared mental models of how battles should unfold and aligned on principles, not just plans.

Trust and psychological safety

Nelson built deep personal trust.

Captains felt empowered to act—even creatively.

Mistakes made in pursuit of intent were tolerated.

Simplicity under pressure

Nelson deliberately kept plans simple.

Easy to remember.

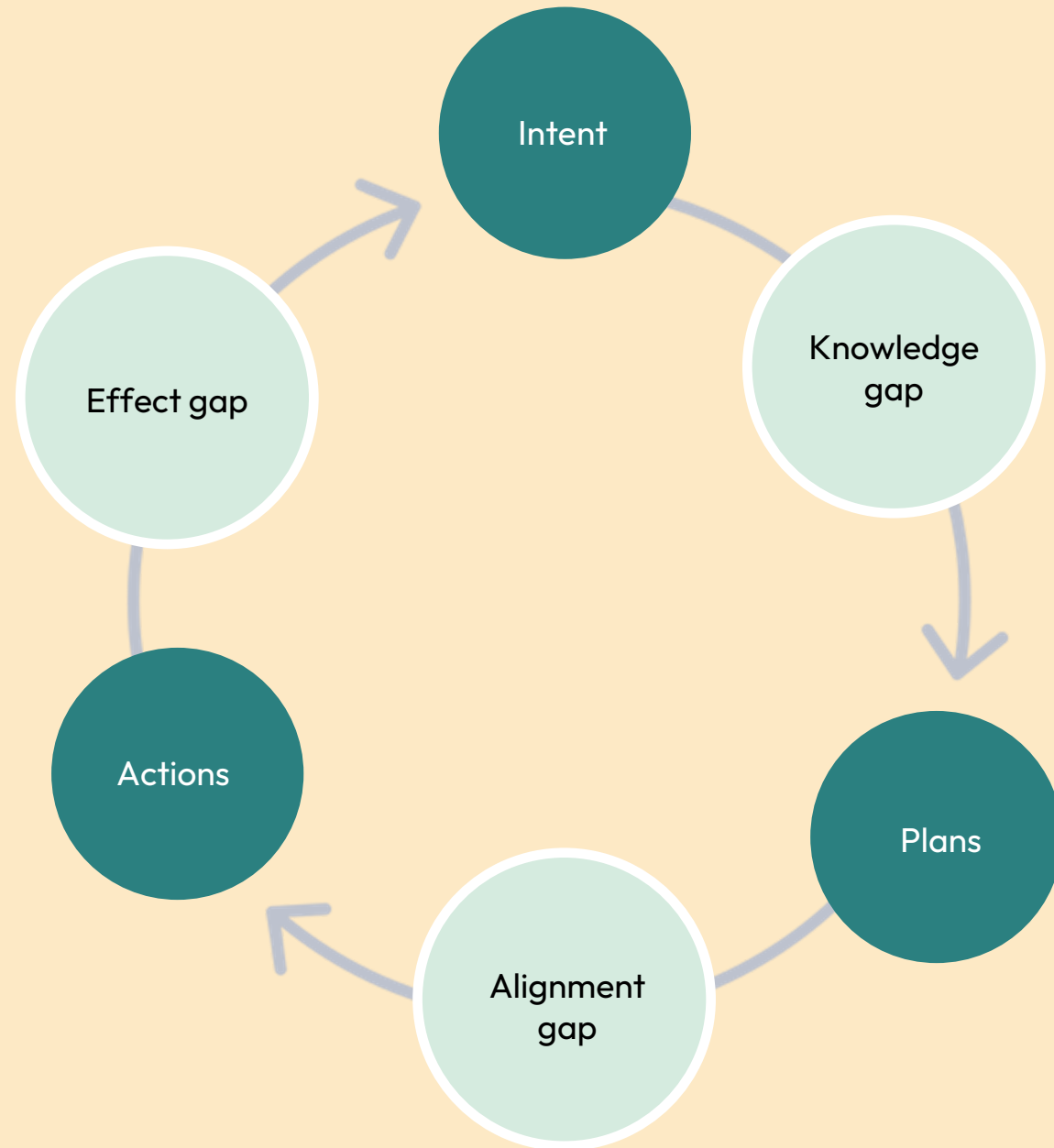
Easy to adapt.

Resilient in uncertainty.

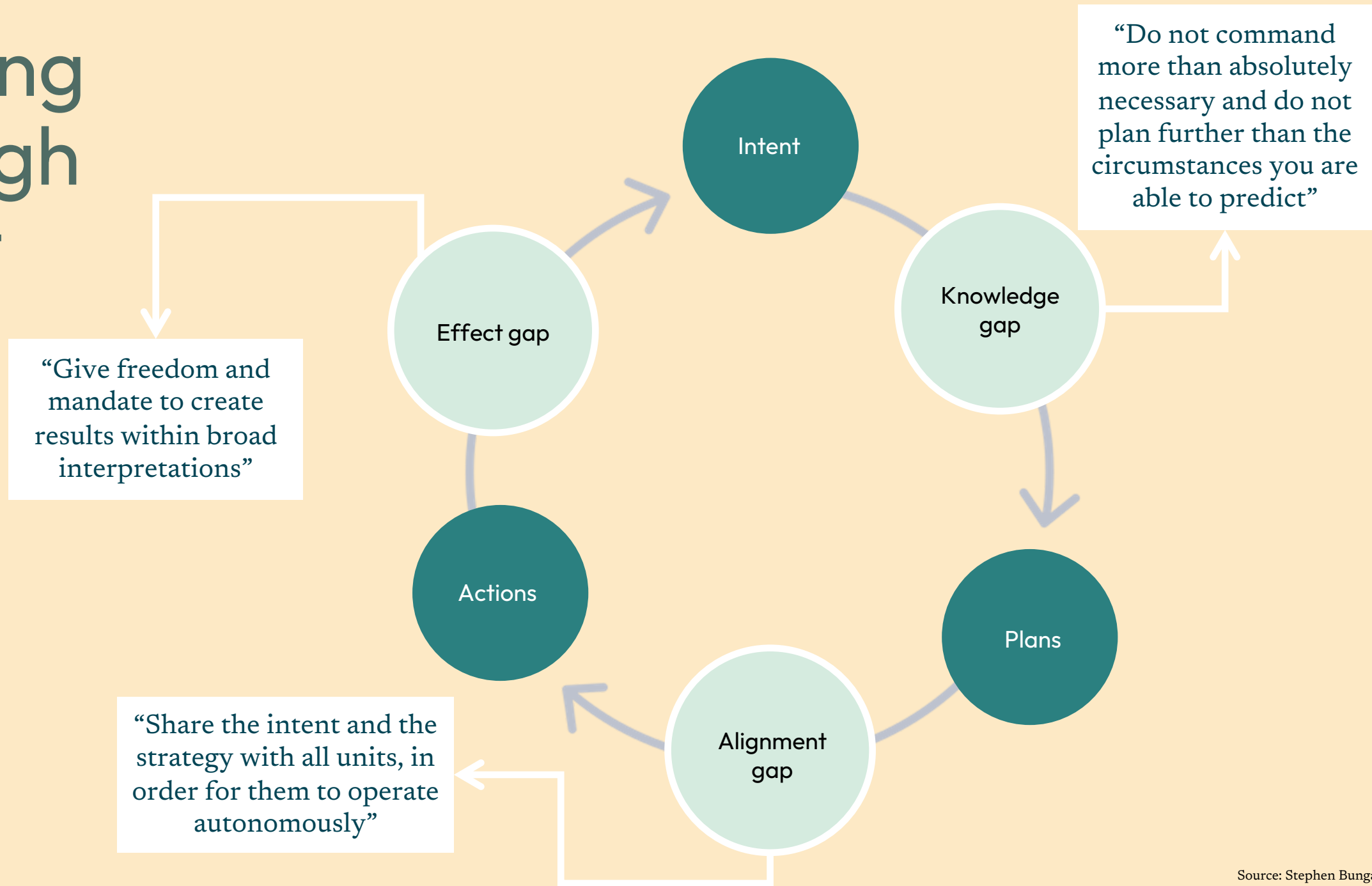
“Auftragstaktik”



Friction in execution



Leading through intent

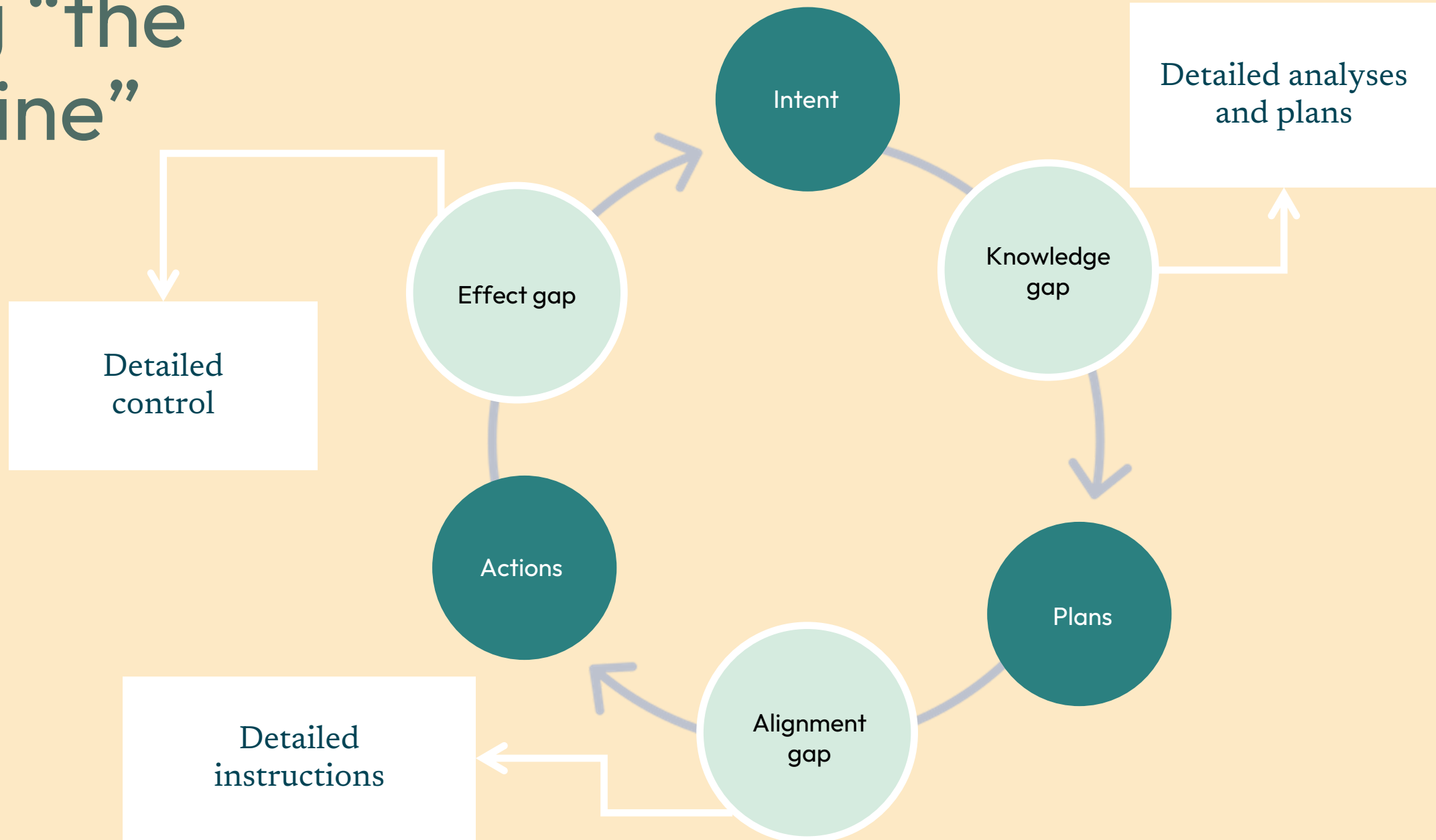




The curse of control...



Fixing “the machine”



Leading for alignment & autonomy



Three levels



Interview

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Lessons from the high seas

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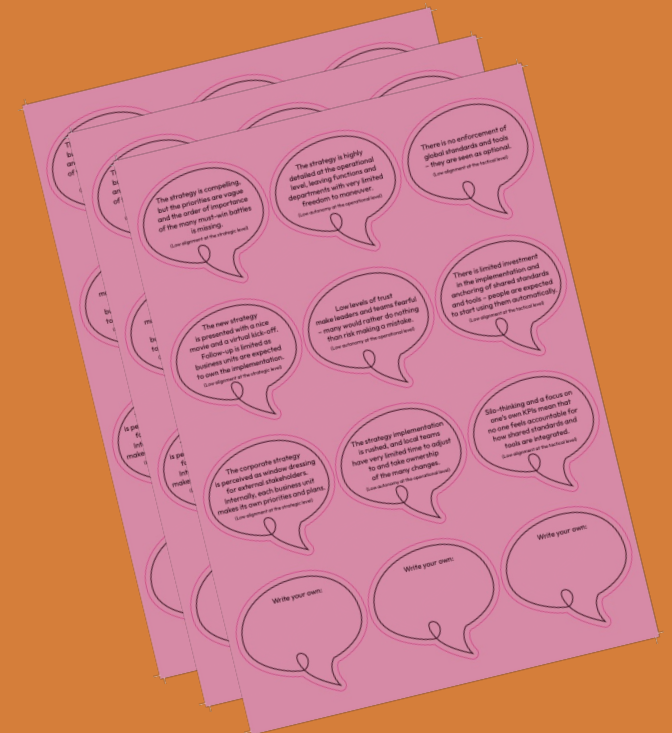
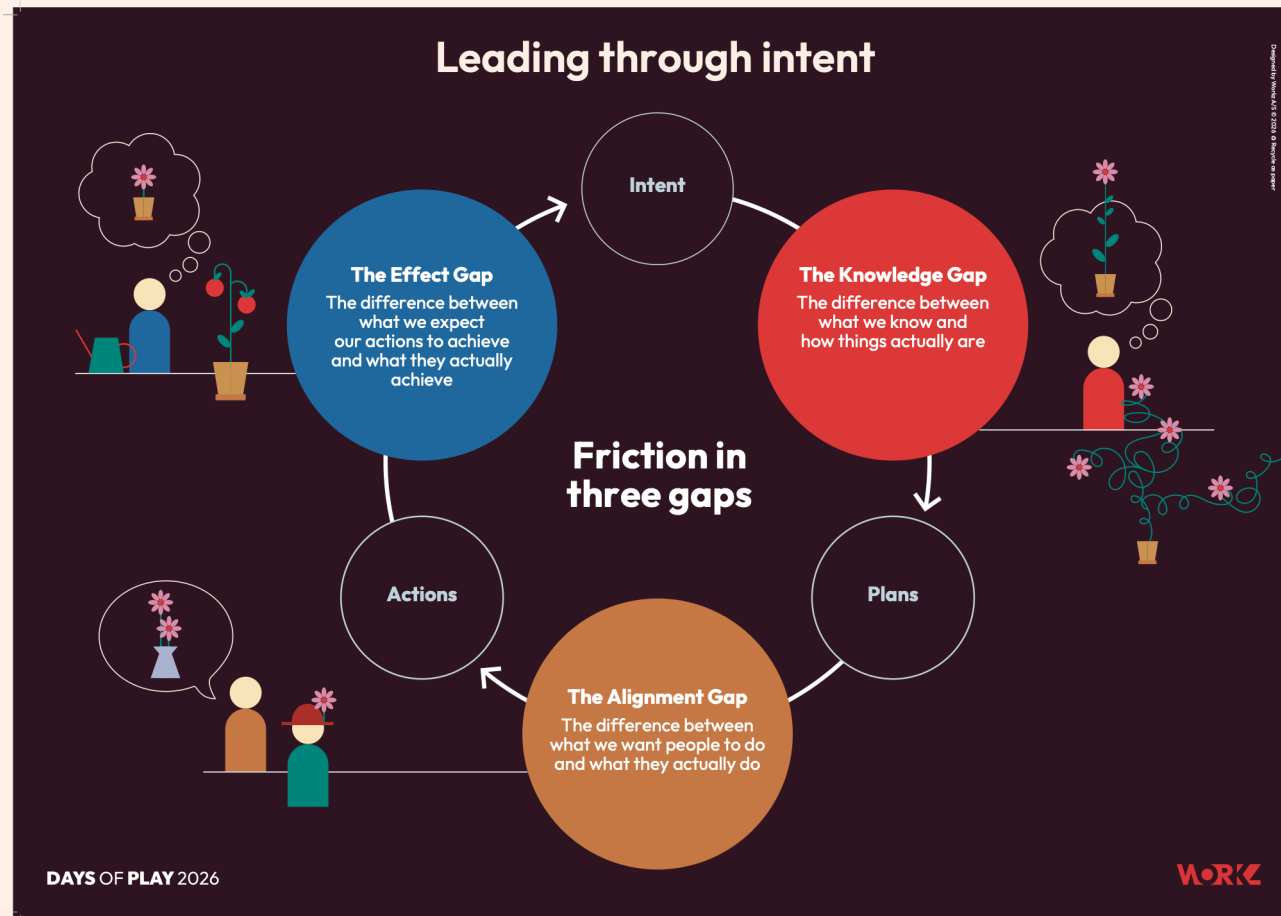


Workshop: Bridging the gaps

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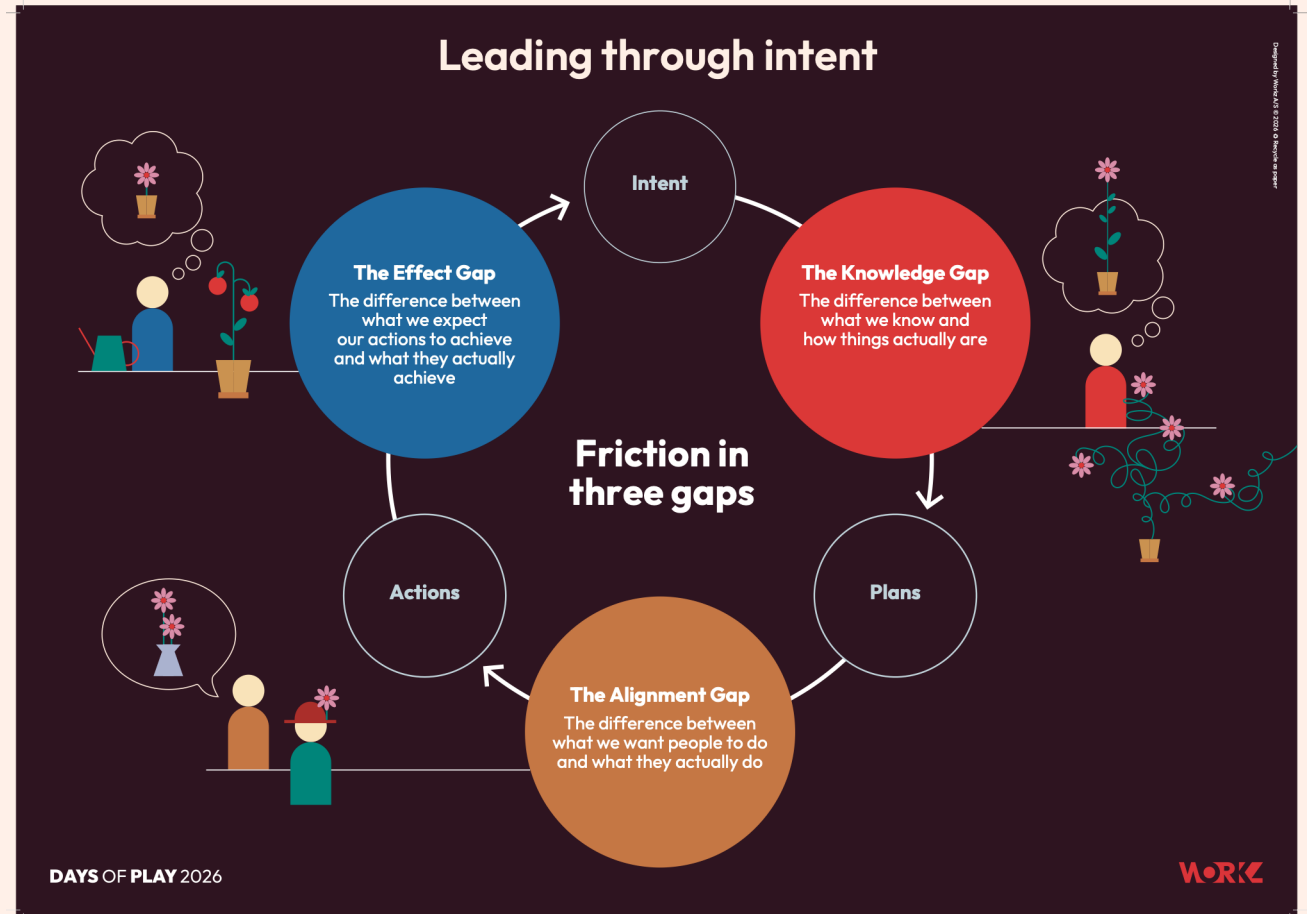
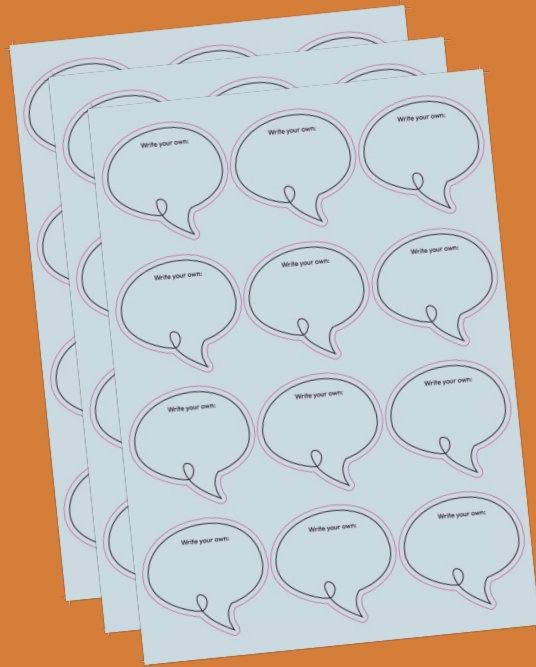
Step #2

Looks at the purple stickers with potential “root causes”.
Place relevant stickers next to the matching yellow stickers.
Feel free to add your own examples.



Step #3

Use the blue stickers to add your suggestions for actions and solutions next to the relevant root causes.





Discussion & wrap-up

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JOIN OUR BIRTHDAY PARTY

Workz 25 years reception on October 23, 2026

You are invited!



SEE YOU NEXT YEAR

Days of Play 2027 on 8-12 March
Mark the calendar!

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