I’m a Leader! Now What?

Powerful Coaching Stories to Elevate your Leadership Impact

Jose Casal & Pascal Papathemelis

Agile Saturday 2025 - 5. April 2025 - Tallinn, Estonia

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Who of you is a leader?

Question

As a leader what is the
MOST DIFFICULT
thing to change in
your organisation?

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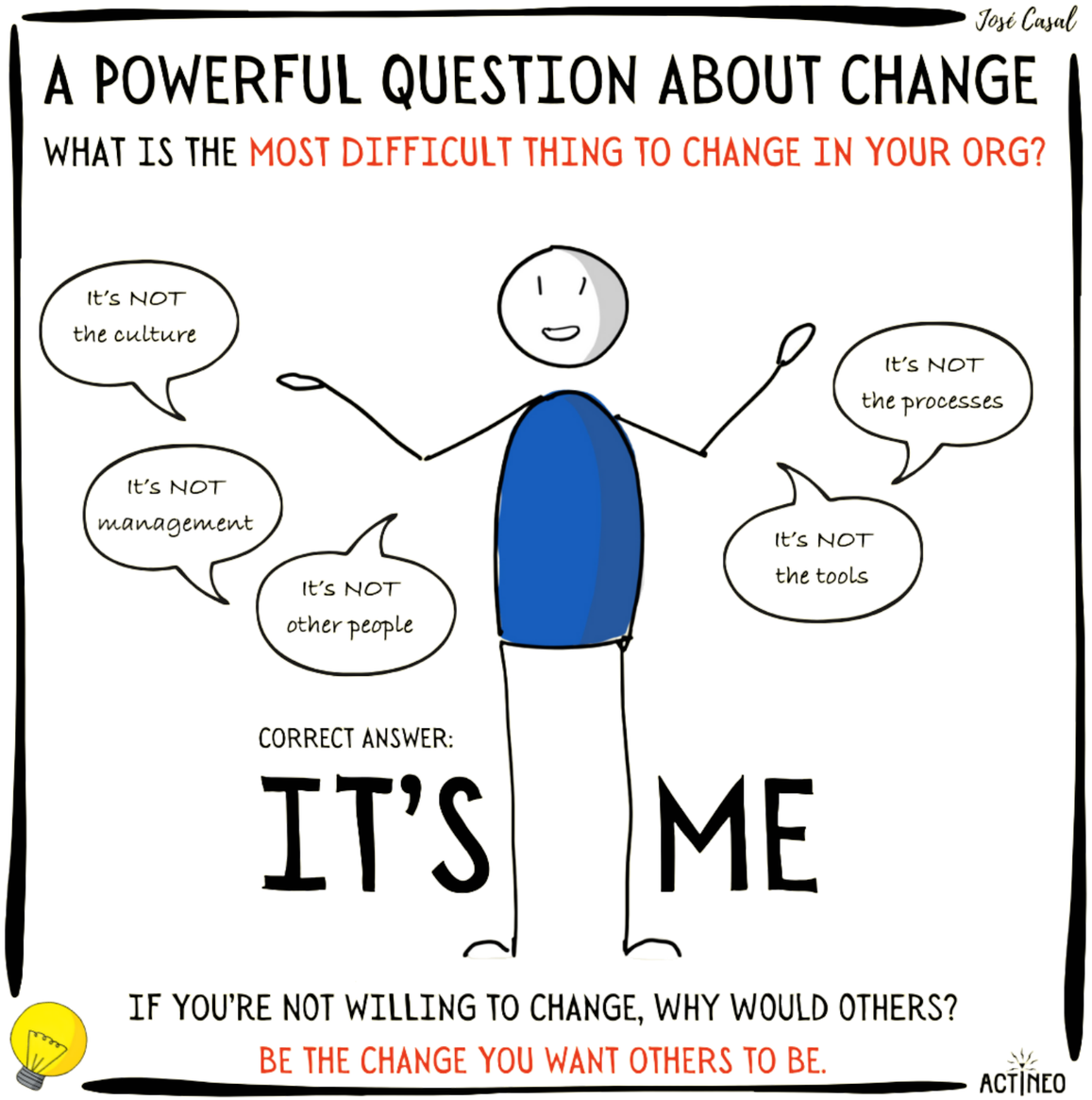
Responses

feedback culture
communication
psychological safety
self leadership
luize
attitude to quality
politics
people
bureaucracy
ownership
me
mindset
change
culture
ceo
attitude
own way
burocracy
believe
habits
empower everyone
fixed mindset
culture existing practice
behaviours
openness



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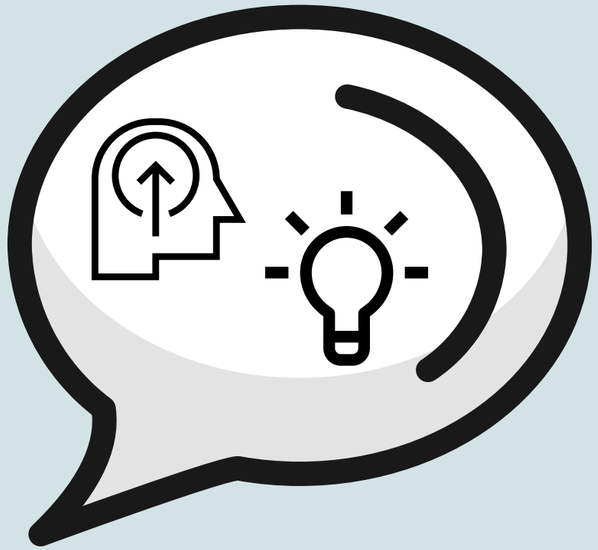
I’m a Leader! Now What?

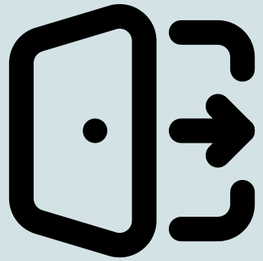
Powerful Coaching Stories to Elevate your Leadership Impact

Why do I sense so much pushback to my ideas and actions?

Why is leadership so hard?

What can I do to be more successful and impactful?





- a deeper awareness on leadership and coaching
- actionable experiments to help you evolve your leadership

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About us

Pascal Papathemelis

Jose Casal

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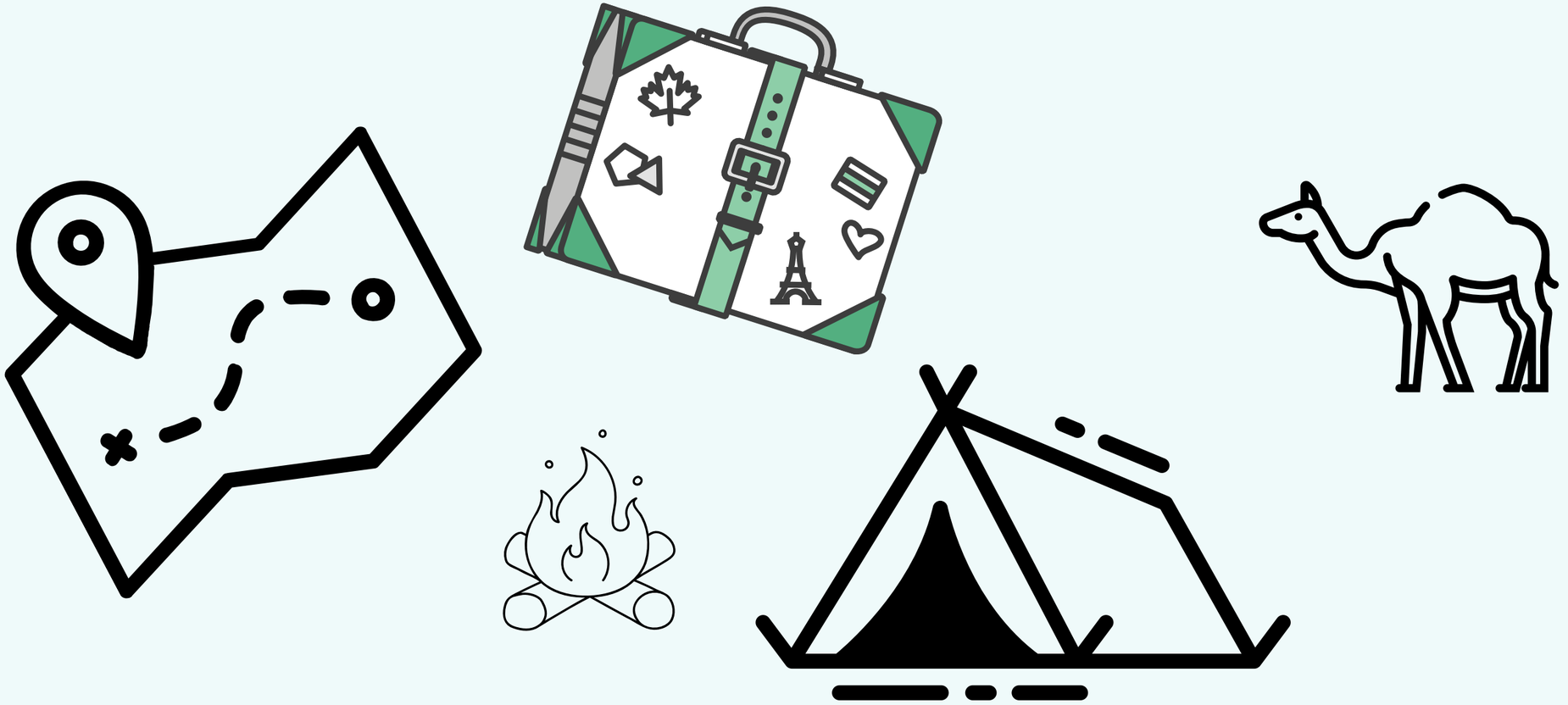
Story: Journey to the east



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Hermann Hesse's novel: The journey to the east

What are the characteristics of a bad leader?

Micro-management	Unaware	Not able to delegate	Super control	Saying “yes” to everything	bad listener	Talks too much	Concerned about themselves only	Reactive mindset	Don't listen	No vision	Nervous	ego	doesn’t highlight a goal
Not open-minded	Physical punishment	Me	Self-centeredness	Selfish	No selfawareness, no vision	Not listening to people	Ego, lack of knowledge in the field.	Arrogant	Punishes vulnerability and making mistakes	Unable to communicate	I know what and how to do, I do it all.	Absence of trust towards the subordinates	Stubborn
Lake of self-steam and awareness	Whipping	Inability to receive a feedback	Does not help with obstacles	Ignoring problems	Resistance to feedback	Personal ambitions	Not taking responsibility	Small minded	being bossy	Arrogance	Not present	know it all	Lack of empathy
Selfishness	Stupid	Deafness	not responsive	Not confident in his decision	Impatient	low self esteem	No empathy	Non-transparent					

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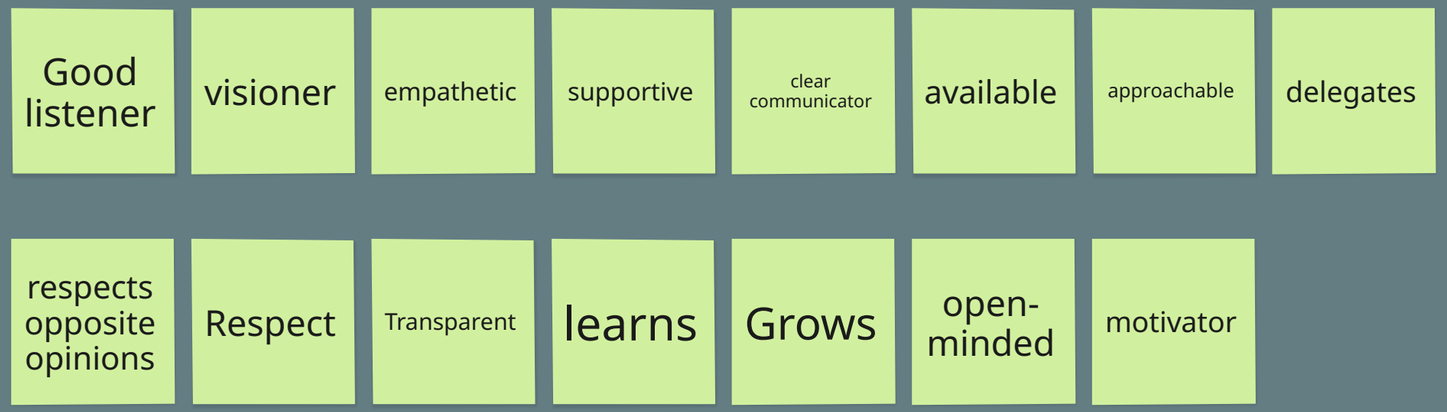
What are the characteristics of a great leader?



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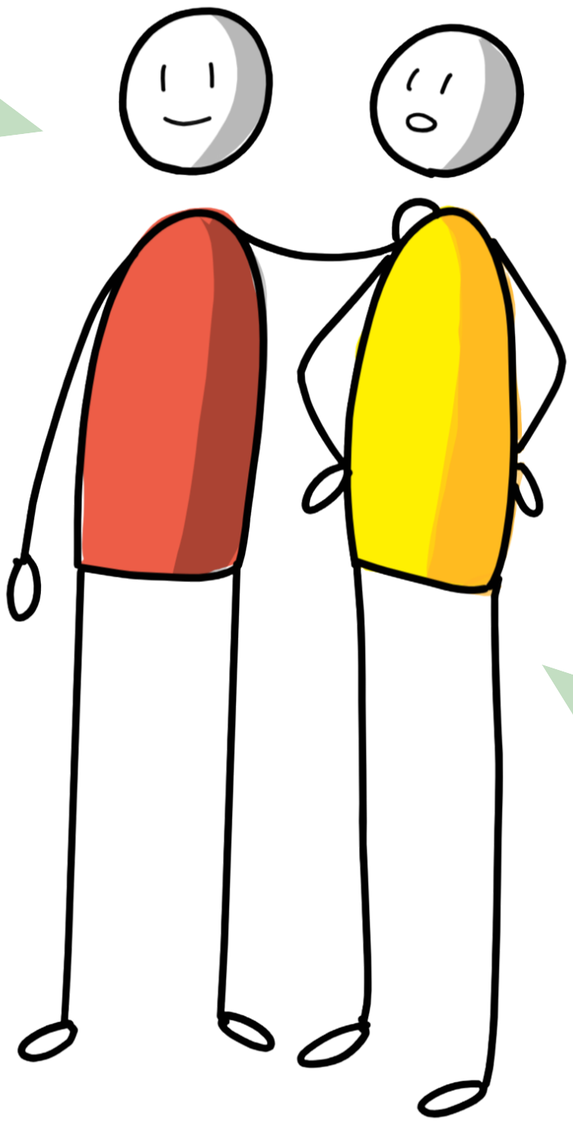
In our experience, great leaders...

Observe & Listen

Adopt Servant Leadership

Provide Clarity Around Them



Are Coachable

Are Keen to Learn

Grow Their People & Themselves

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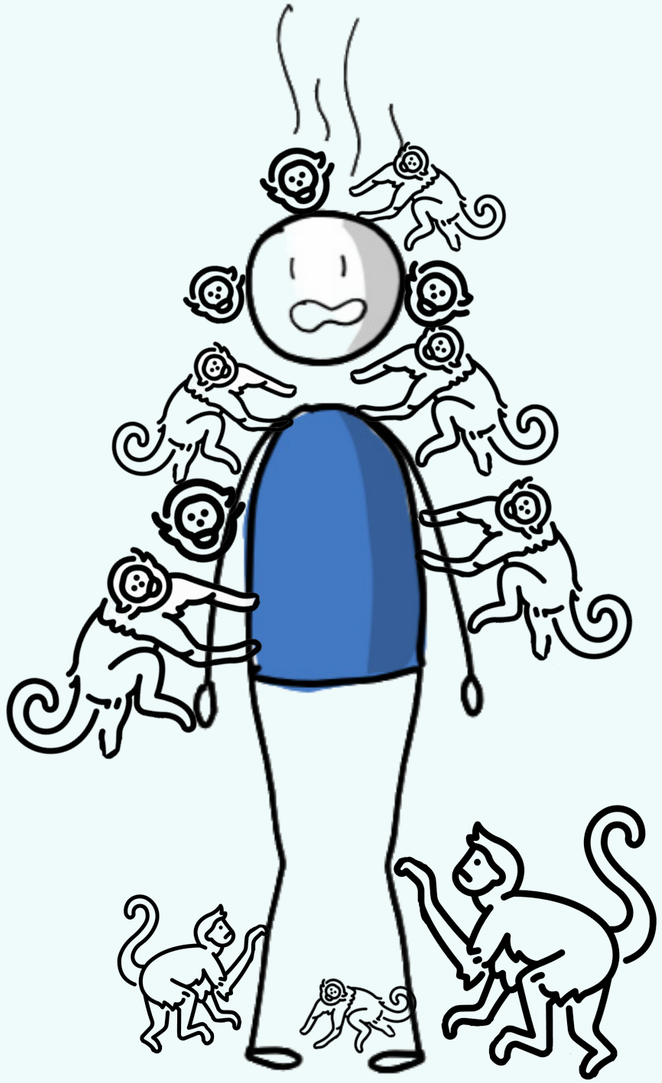
Story: Who's got the monkey?



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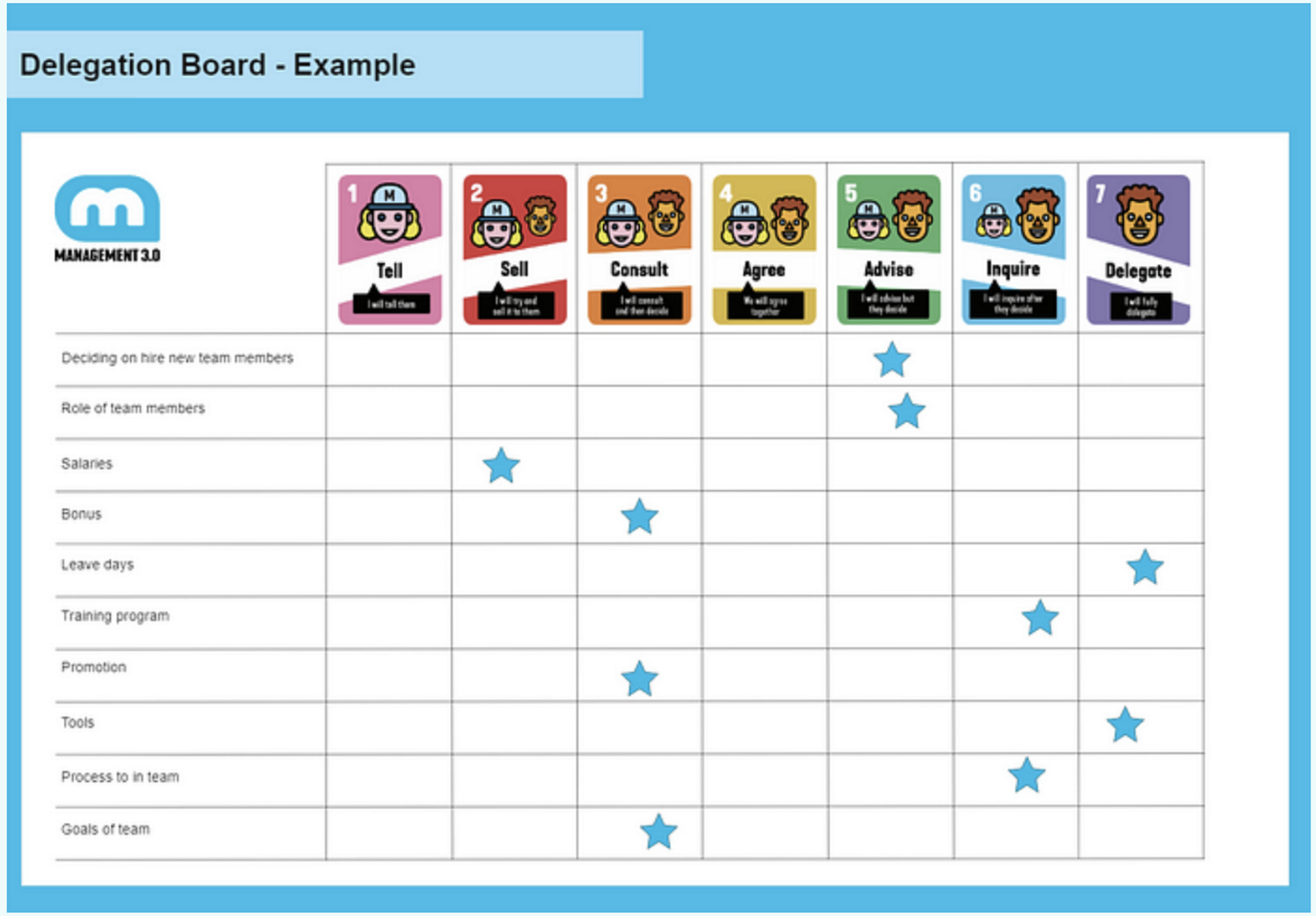
HBR article: Management Time - Who's Got the Monkey?

Coaching a busy person to delegate



Management 3.0 - Delegation Poker & Delegation Board, Video

What responsibility do you want to delegate and **why**?

In what **environment** this delegation will take place?
(department, team, location, process, ...)

What **knowledge** do you need to transfer so the new responsible person can perform well?

Conditions & governing constraints: What other **needs** does the new responsible person need to have in order to perform

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Story: "I don't know what's going on..."

multipasking

[mʌltɪˈpɑːskɪŋ] **substantiivi**

Tehdä samanaikaisesti montaa asiaa paskasti. Uuvuttaa tekijänsä, mistään ei tule valmista ja se keskeneräinenkin on aivan paskaa. Vrt. Multitasking

multipasking

[mʌltɪˈpɑːskɪŋ] **substantiivi**

Do many things at the same time. It exhausts the person, nothing gets finished and what is finished is just shit. Compare to Multitasking

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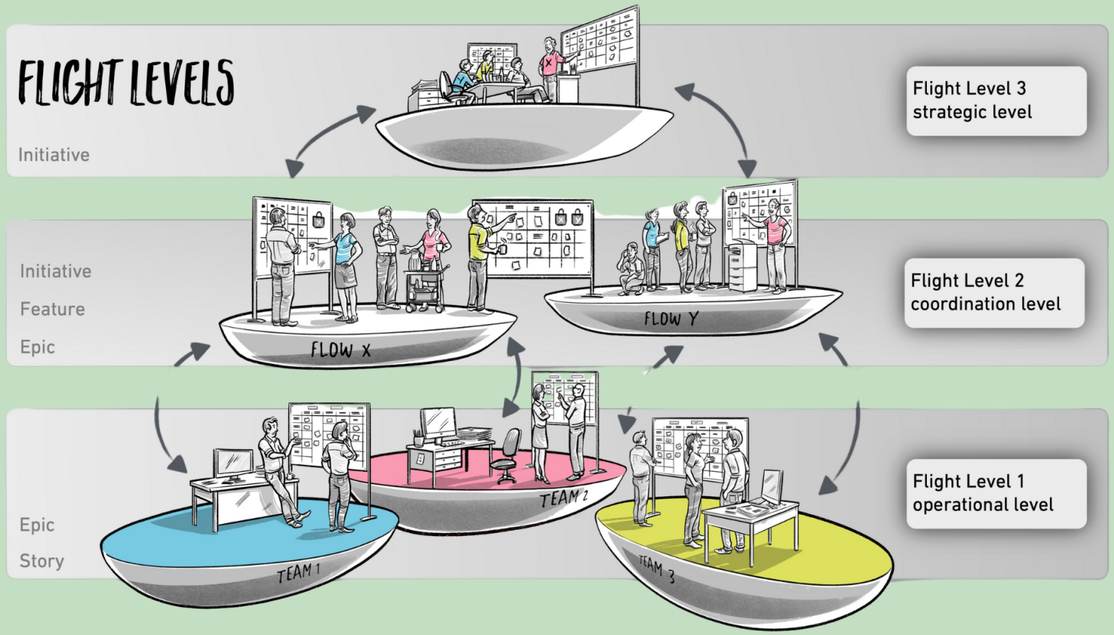
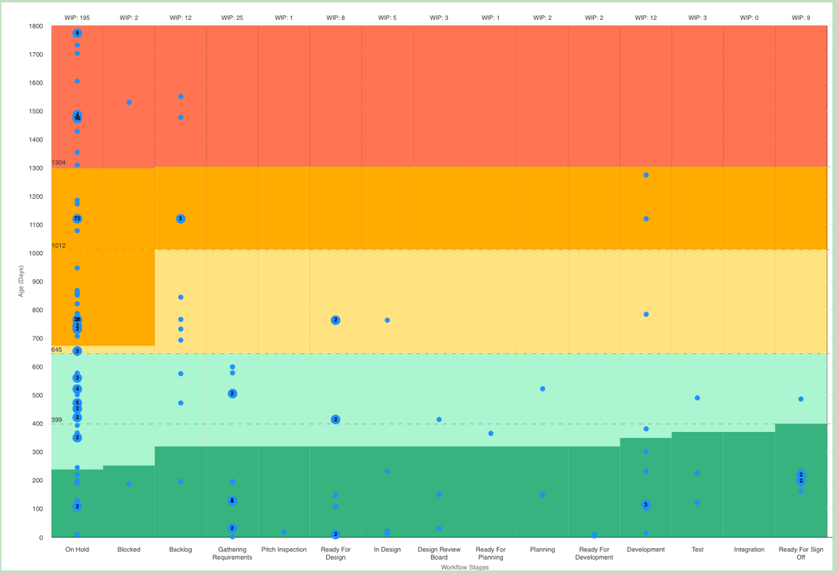
Coaching to lead a complex organisation

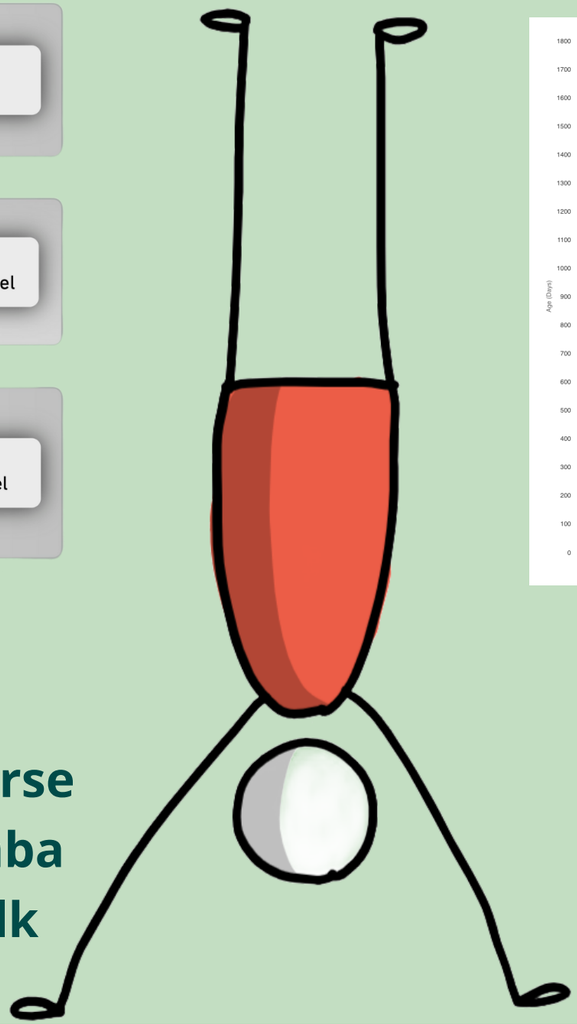
Flow-based Organisational Design



Data-Driven Flow Management



Reverse Gemba Walk



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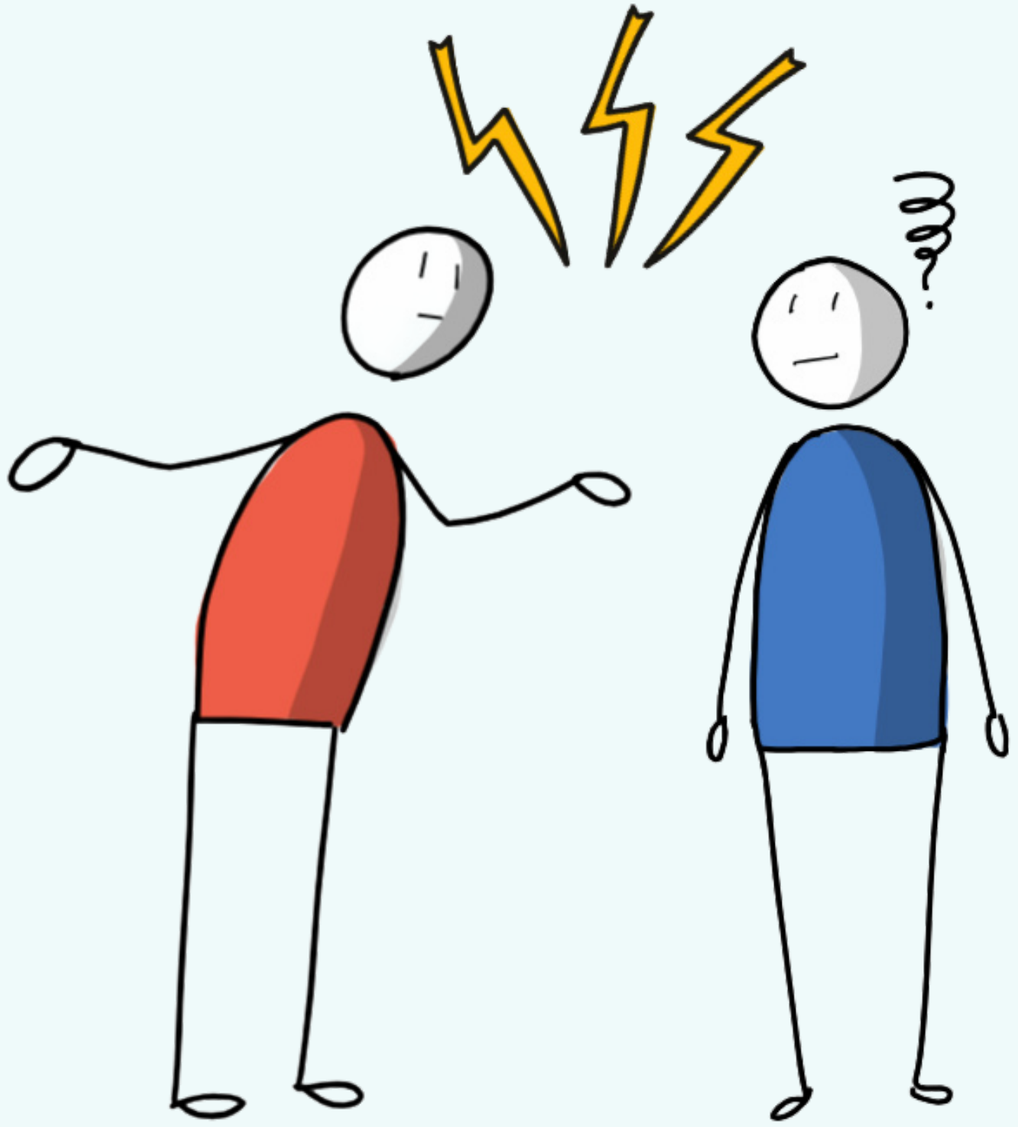
Story: Tension and conflict situations



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Coaching in conflict situatons

What happened - **facts**?

What **feelings** came up?

What of your **needs** are unfulfilled?

What **request** can you make to the other person?

Create self awareness

Visualise things

Questions based on NVC, feelings & needs inventory

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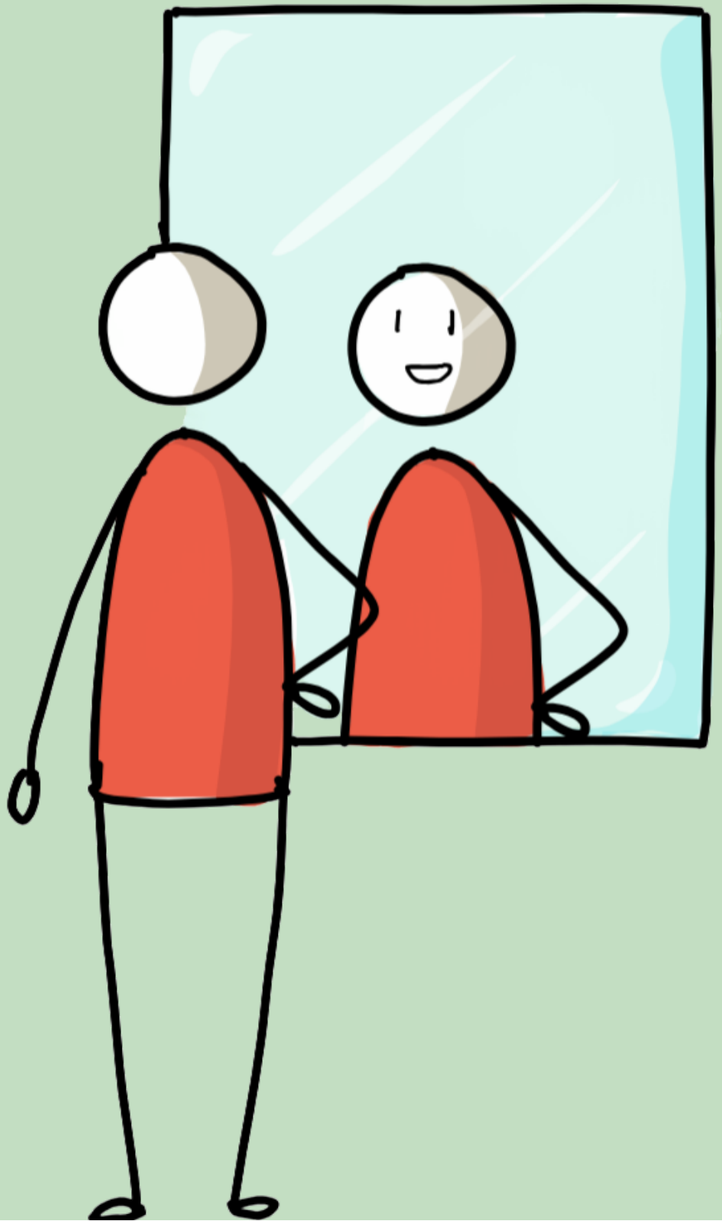
Story: "No one challenges my ideas"



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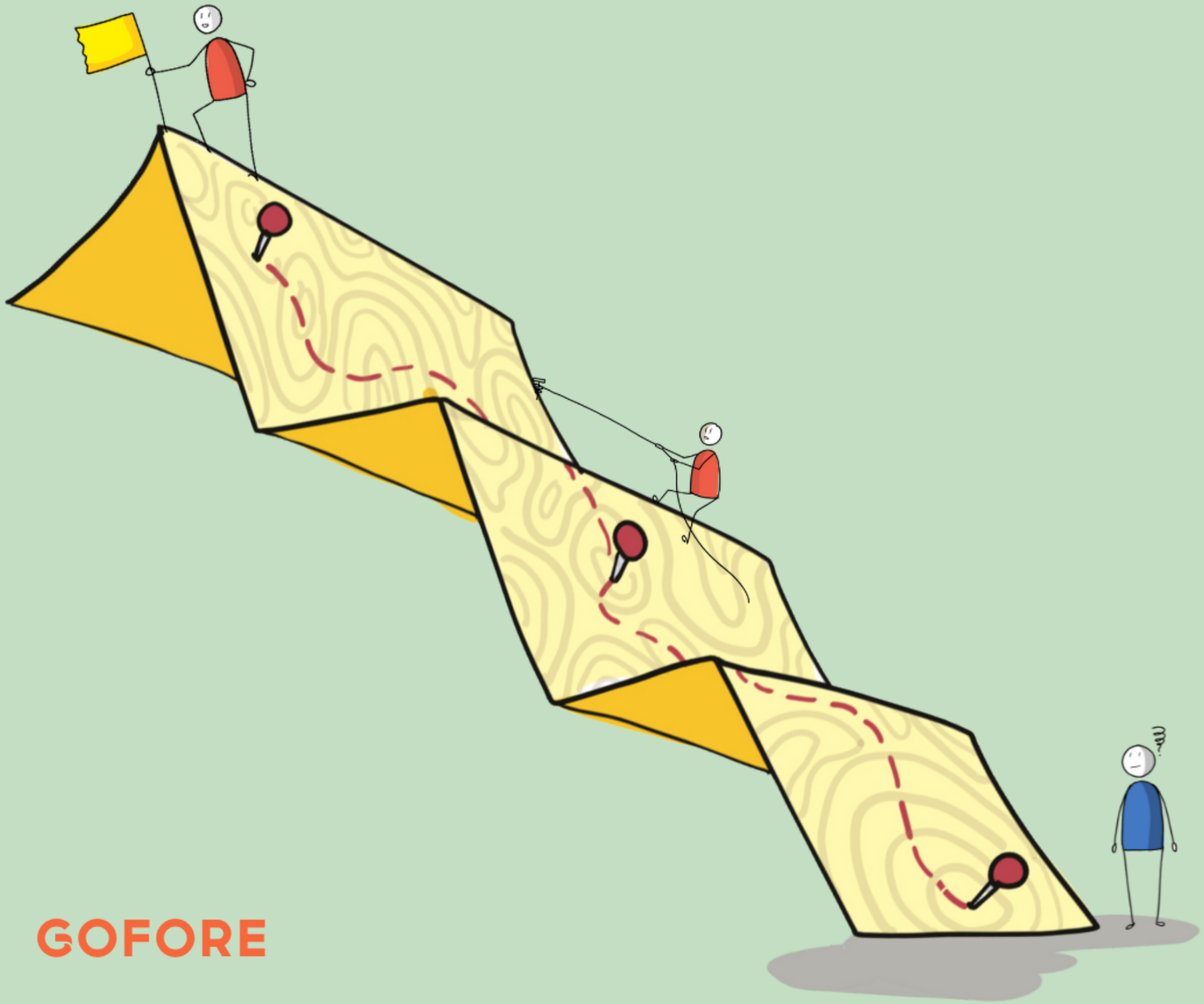
Coaching to refine & improve decisions



Sparring Partnerships

Carnegie's Hot Seat

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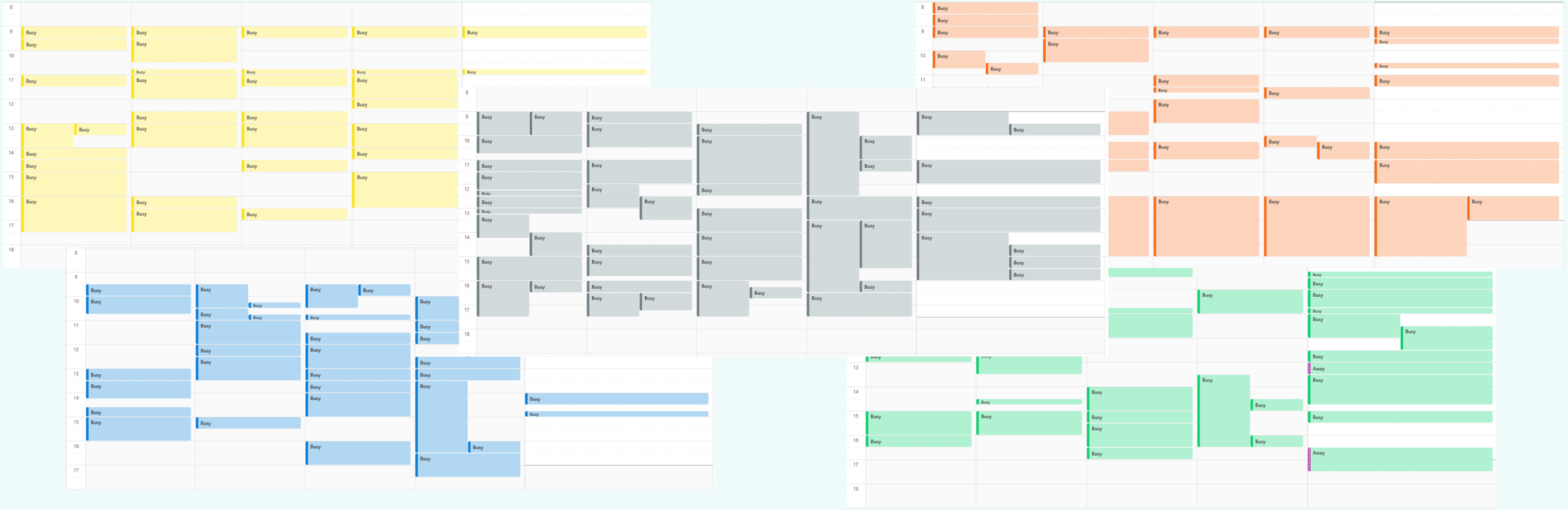
Story: Busy schedules & lack of focus



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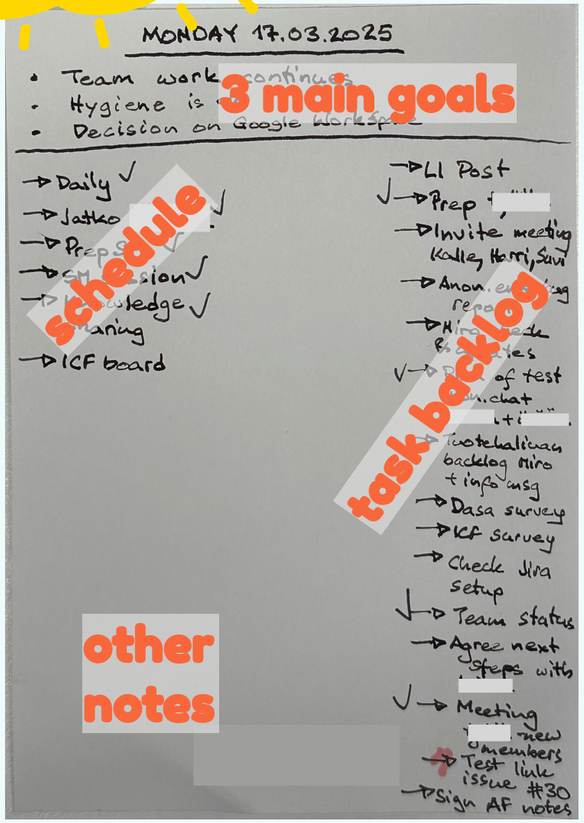
Coaching when busy & lack of focus

visualise !



What are your 3 main **Goals**?

If you say **YES** to this, to what do you need to say **NO** to?

When can you make it?

self-reflection !

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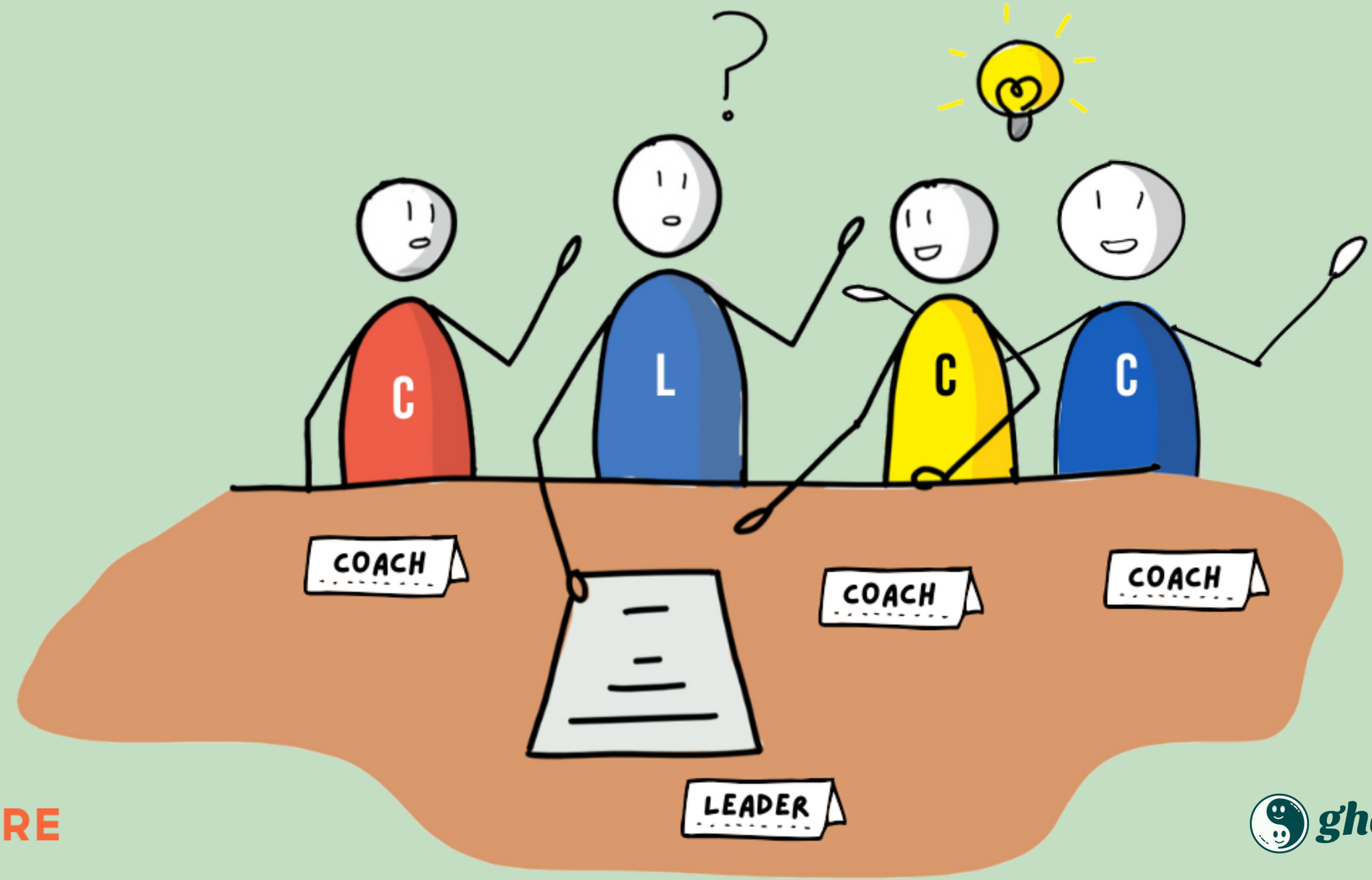
Story: "Coaching makes me better"



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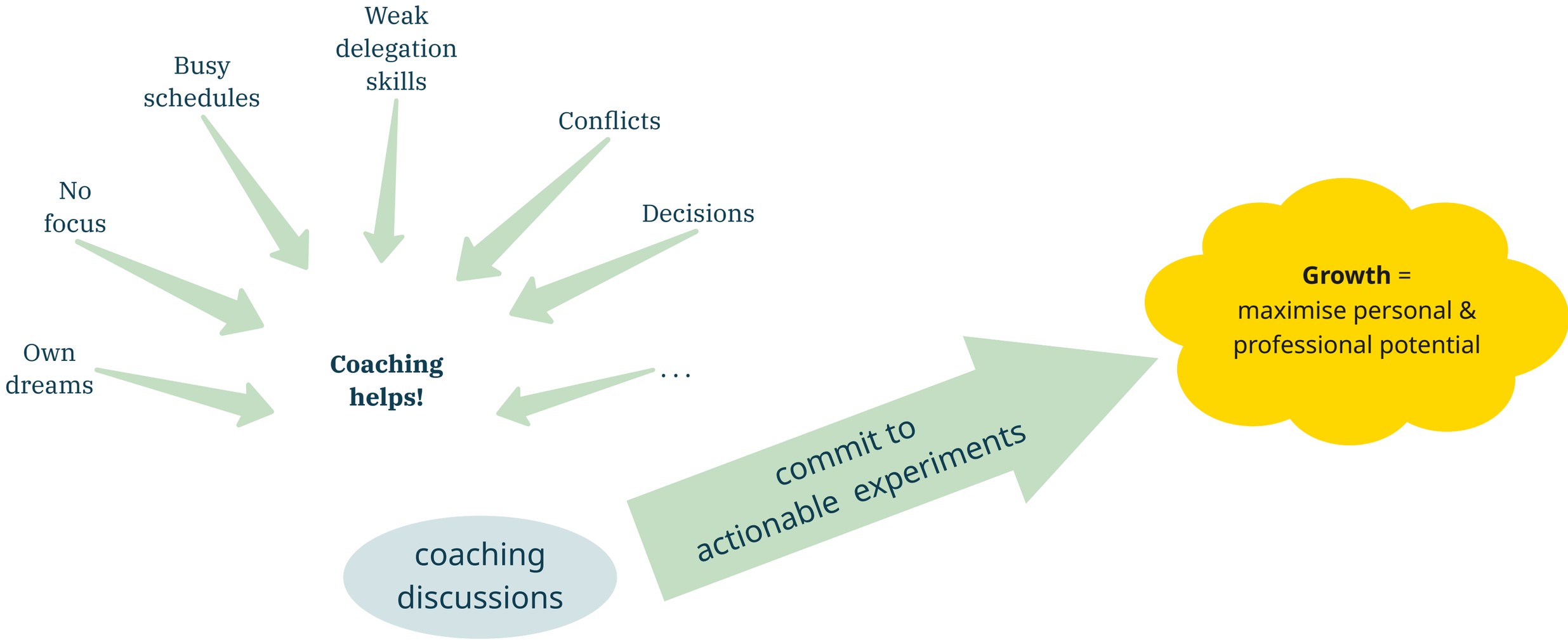
Leadership is challenging...



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Great Leaders engage with Coaching

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Q&A

connect with us in LinkedIn
(mention where we met)

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Call to action

A letter to your future self

1. Reflect on what you have seen and thought during our session.
2. Write three things you would like to do in the next 30 days.
3. Put the postcard in the envelope.
4. Write your postal address on the envelope.

In 30 days, you will receive this postcard on your mailbox!

1 .....

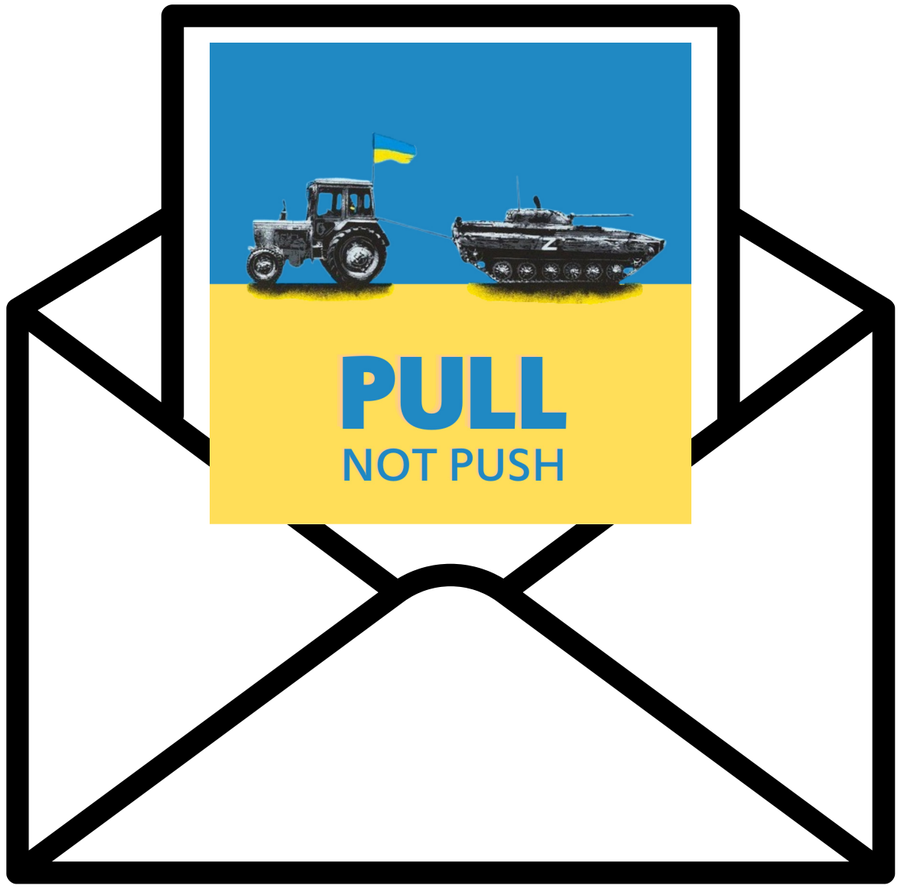
.....

2 .....

.....

3 .....

.....



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References

- Hermann Hesse's novel - The journey to the east
- Robert K. Greenleaf - The Servant as Leader
- HBR article - Management Time - Who's Got the Monkey?
- Management 3.0 - Delegation Poker & Delegation Board, Video
- Center for Nonviolent Communication - What is NVC, feelings & needs inventory
- Flight Levels Academy - What is Flight Levels?
- Daniel Vacanti - Actionable Agile Metrics
- BusinessMap - The Gemba Walk
- Liberating Structures - Troika Consulting (Troika Consulting is based on Carnegie's Hot Seat)

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