



Beyond One-Size-Fits-All Leadership: Leading in a Complex World

• Julia Västrik

Facts

- Located in Tallinn, Estonia
- Education: Computer Science
- Organizer of Agile Saturday Tallinn conference

Previously also:

- * Software Engineer
- * Project Manager
- * Scrum Master

Languages:

- English
- Estonian
- French
- Russian



Julia Västriik
Agile Coach

Sports

- ✓ Running, strenght training, HllT etc.
- ✓ Roller skating
- ✓ Winter sports



Hobbies

- Drawing
- Reading (a lot)
- Professional communities
- Healthy food cooking
- Wine tasting

A quote reflecting my philosophy:

"The price of excellence is discipline.
The cost of mediocrity is
disappointment."

William Arthur Ward

Or maybe this one ? ☺

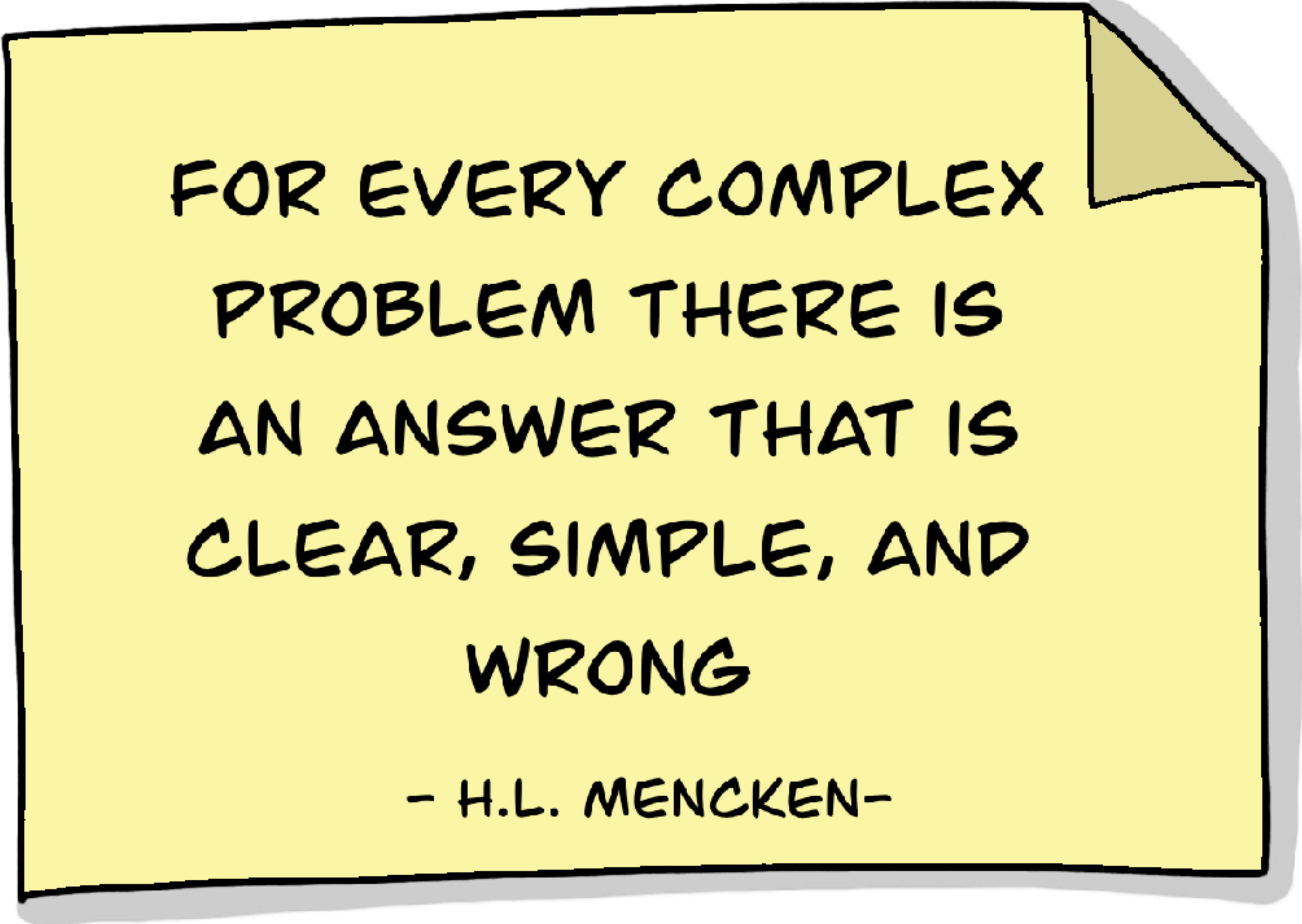
"I don't have talent, so I
just get up earlier."

Henry Rollins

Enjoy Life!



The Cobra Effect



FOR EVERY COMPLEX
PROBLEM THERE IS
AN ANSWER THAT IS
CLEAR, SIMPLE, AND
WRONG

- H.L. MENCKEN -

🔨 3 Steps to Delegate

🔨 5 Steps to Solve Conflicts

🔨 7 Steps for Giving Feedback

🔨 9 Steps to run 1-on-1 meetings

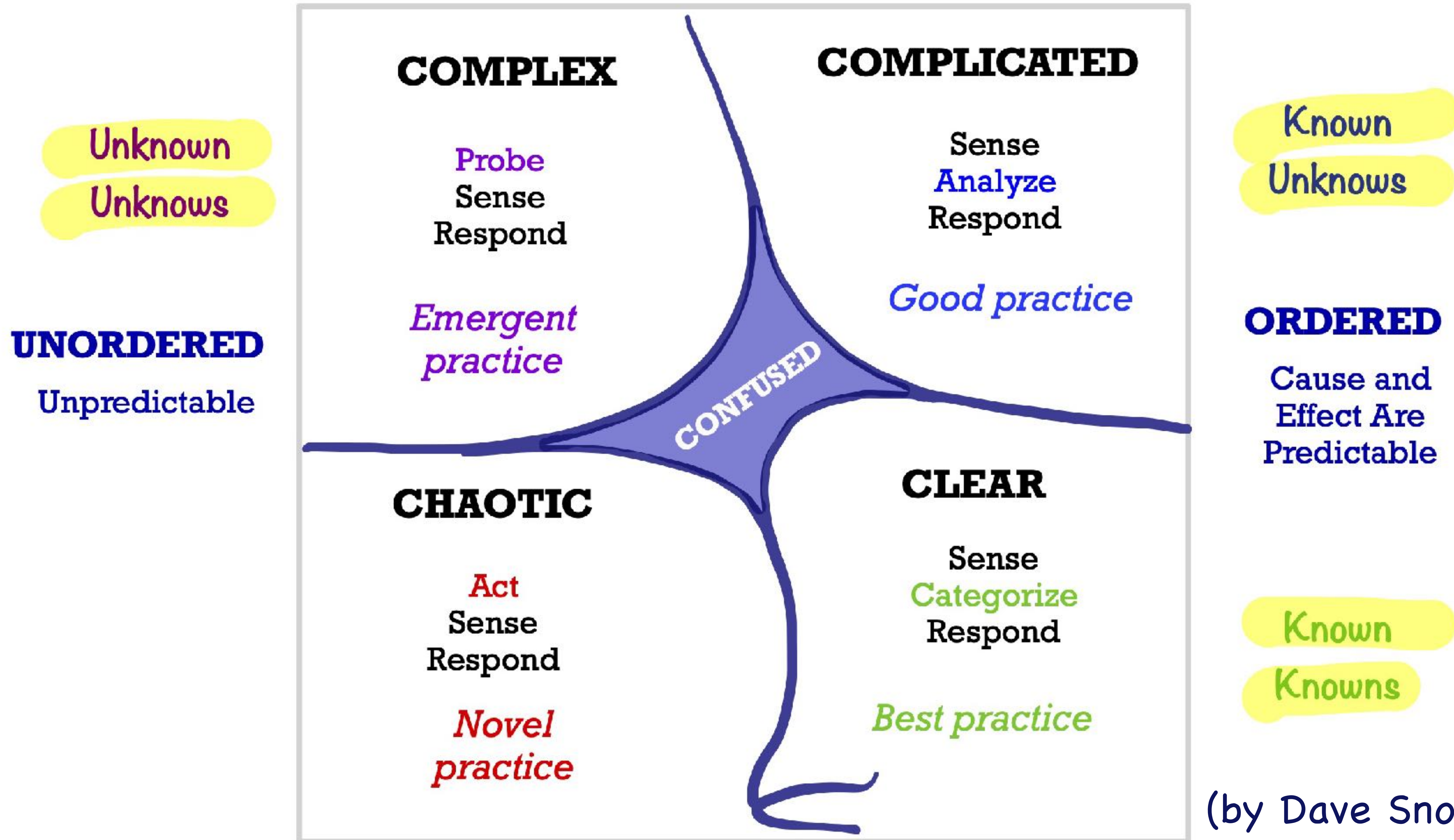
🔨 11 Steps to Build Effective Teams

🔨 13 Steps to Motivate Your Employees

🔨 15 Steps for Better Employee Performance

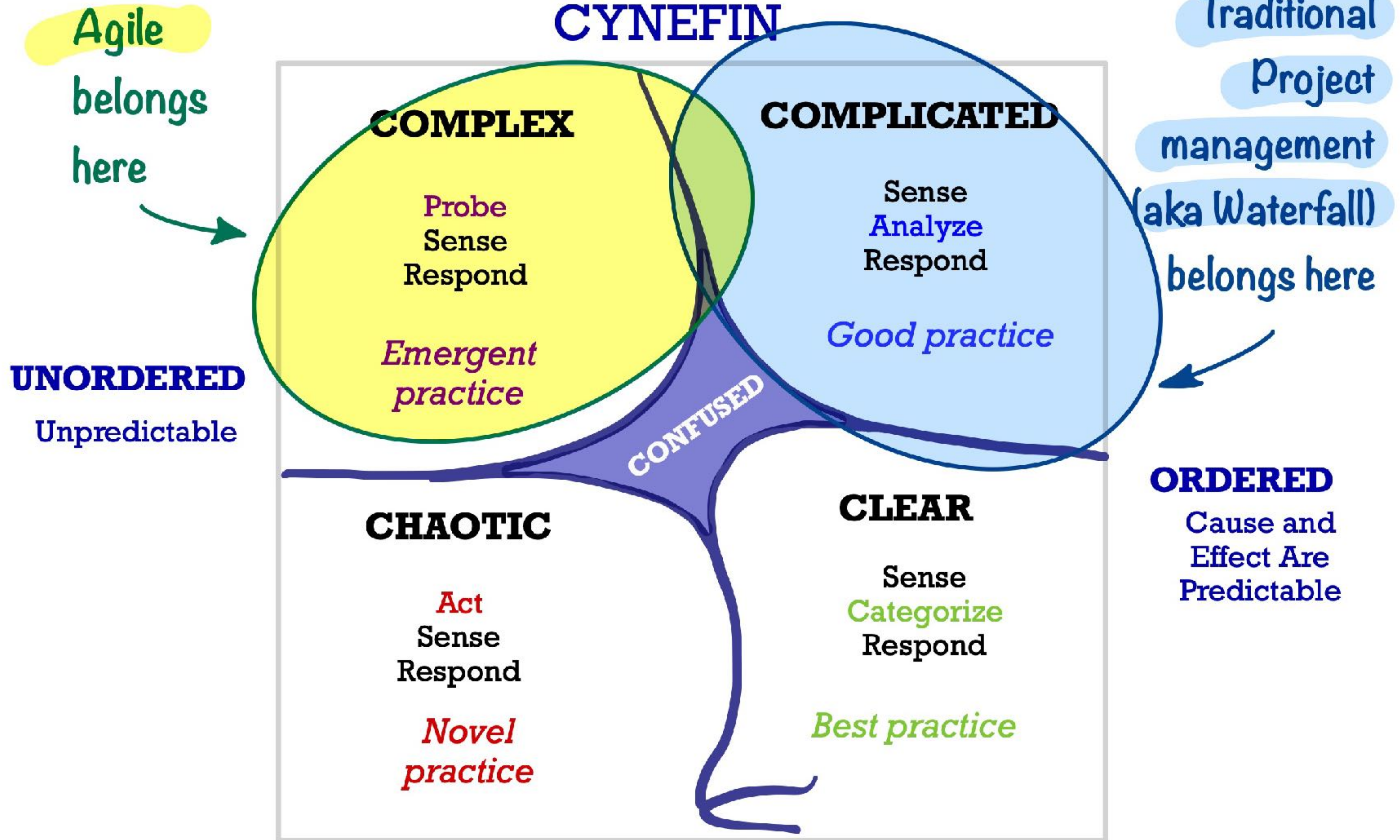
🔨 27 Indispensable Steps to Drain the Life Out of Your Team

CYNEFIN



(by Dave Snowden)

CYNEFIN





Leadership Styles to fit a Complex World

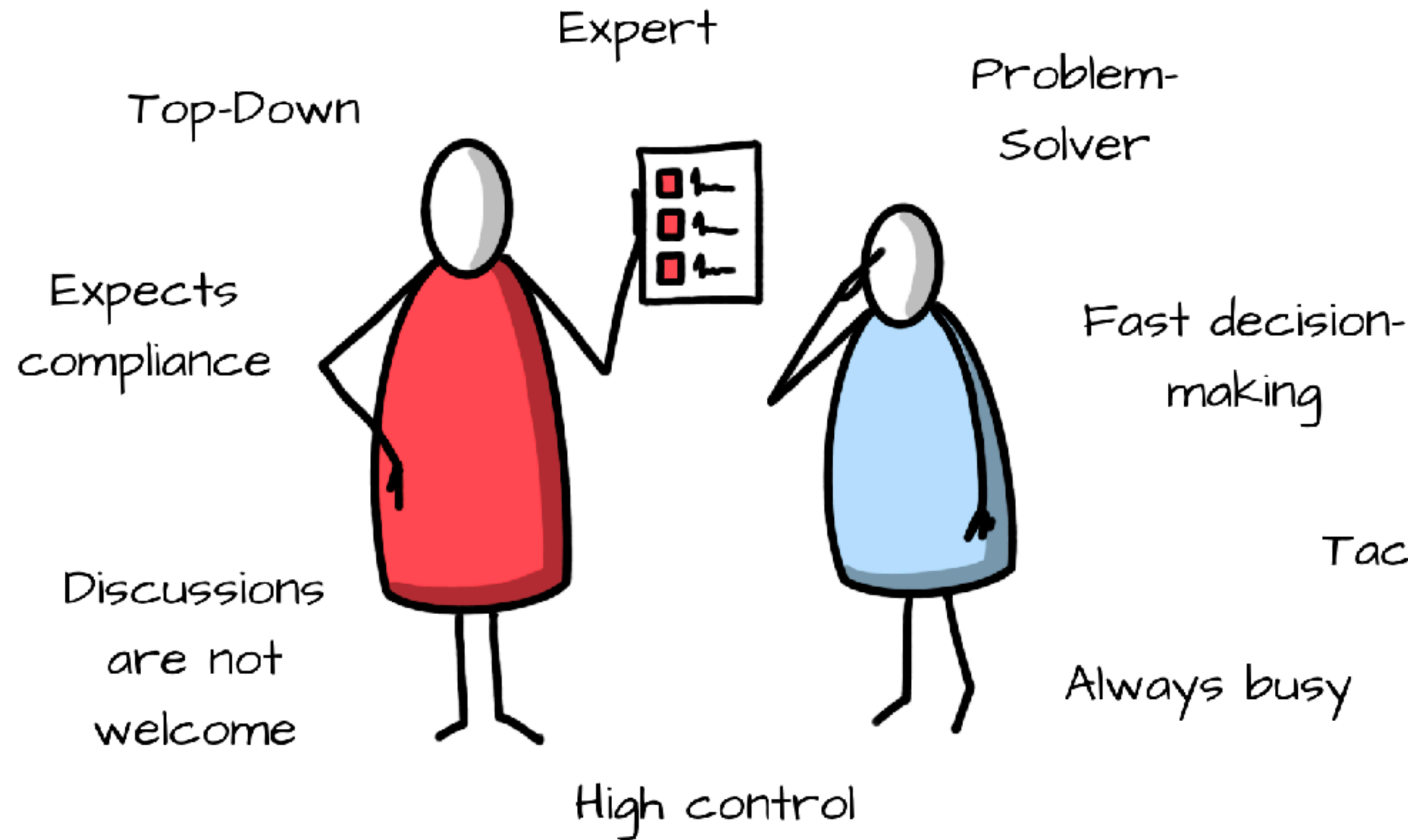
DIRECTING LEADERSHIP STYLE



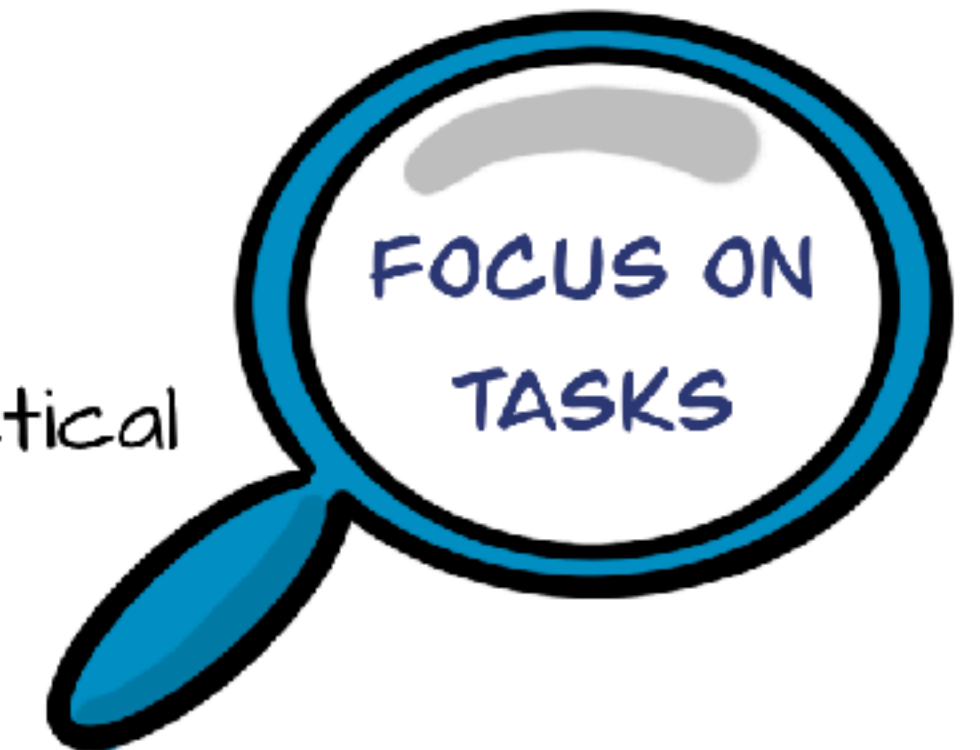
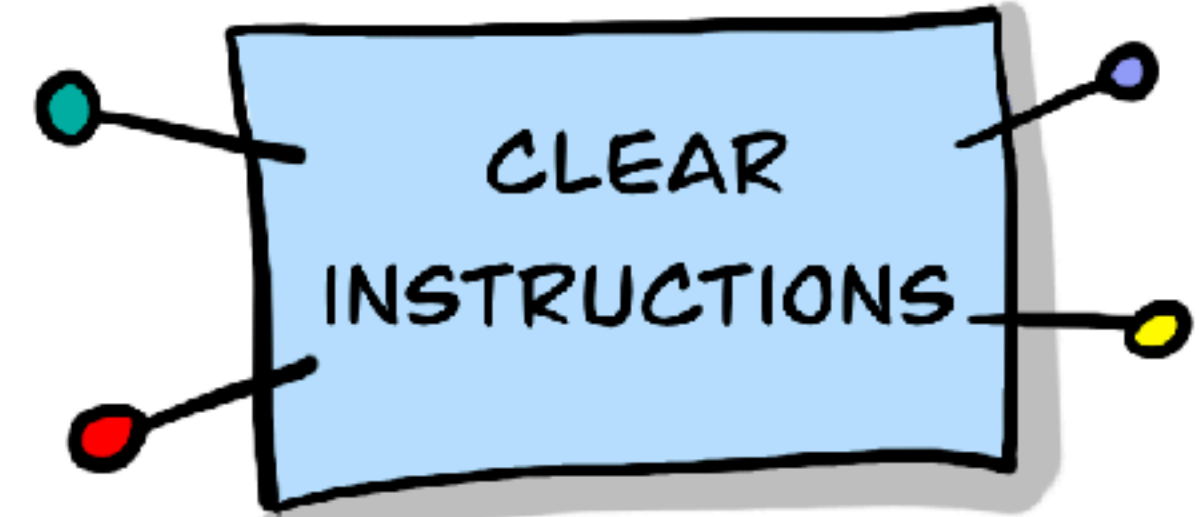
"PEOPLE ARE
SOLDERS"



RESOLVES
OBSTACLES ON
THEIR OWN



PROVIDES:



PACESETTING LEADERSHIP STYLE



"PEOPLE ARE
RACEHORSES"



EXPECTS QUICK
RESOLUTION OF
OBSTACLES

High
standards

Motivates
with goals

Fast-paced

Demanding



Competitive

Sets a personal
example

Short-term

High
pressure

PROVIDES:



FOCUS ON
RESULTS

... AND PERFORMANCE

ACCEPTS FEEDBACK IF IT
HELPS TO WIN

TELLS
WHAT TO DO

COORDINATING LEADERSHIP STYLE



"PEOPLE ARE
GEARS"

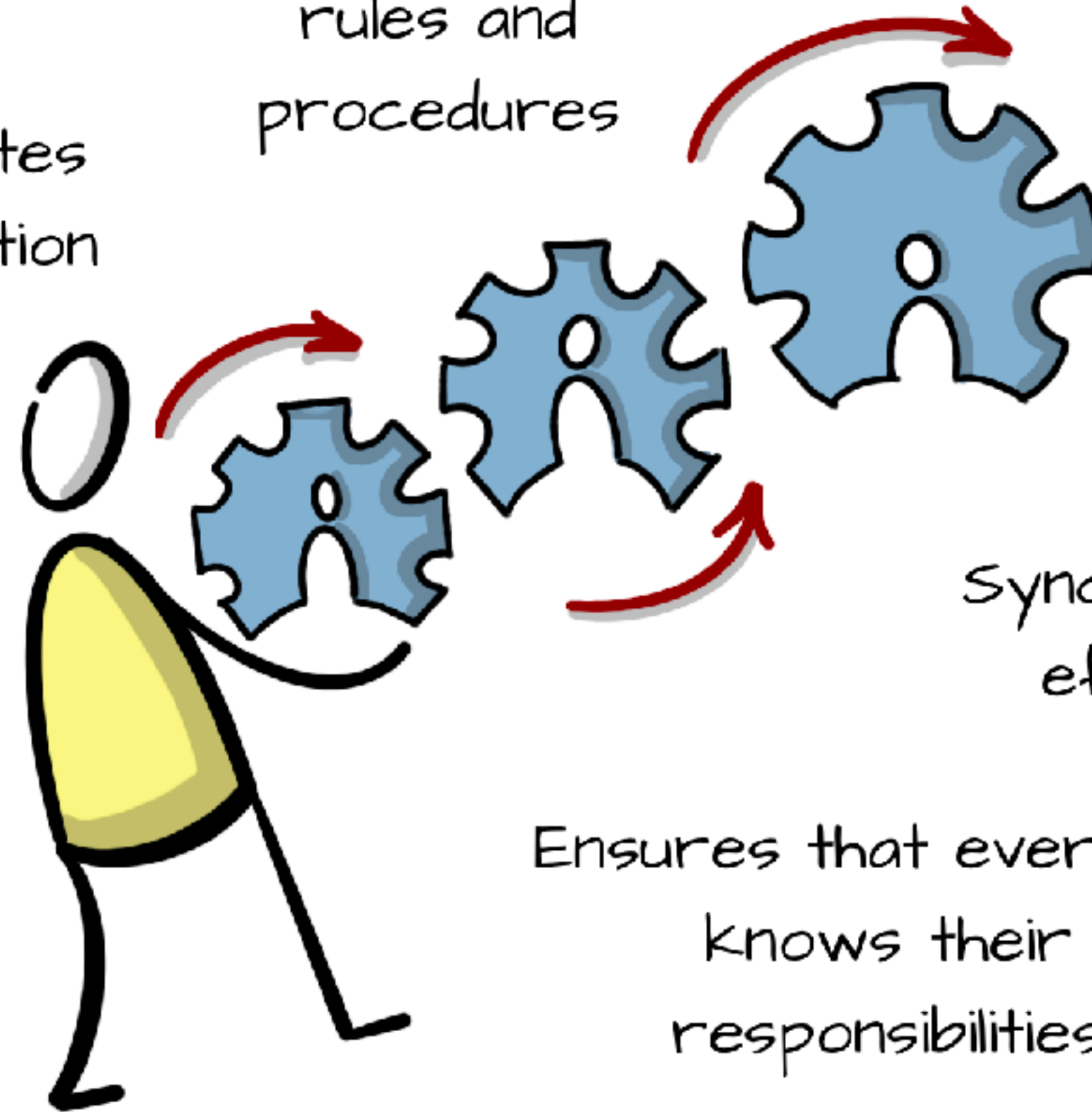


MOSTLY RESOLVES
OBSTACLES ALONE

Coordinates
collaboration

Controls all
the
workflows

Defines
rules and
procedures



Gate-keeper

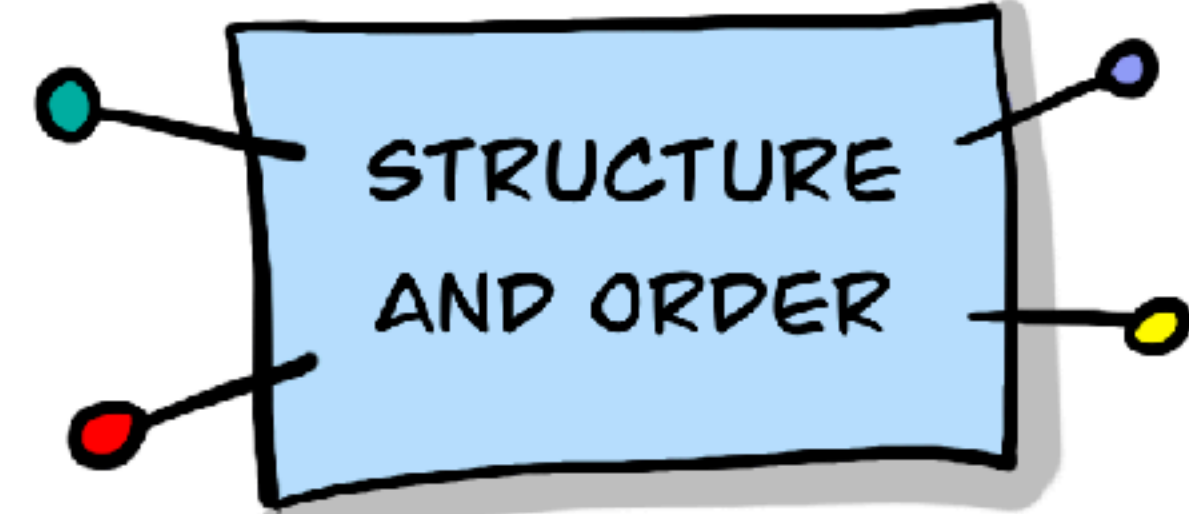
Protects
team from
the external
world

Synchronizes
efforts

Ensures that everyone
knows their
responsibilities

USES FEEDBACK
TO INCREASE EFFICIENCY

PROVIDES:



FOCUS ON
EFFICIENCY

TELLS
WHEN AND IN
WHAT ORDER
TO DO



“PEOPLE ARE RESOURCES”

Please raise your hand if you like being called a resource!

Raise your hand if you've heard people being called 'resources' at your workplace.

What could we say instead?

**If you mean
people
say people
(not resources)**

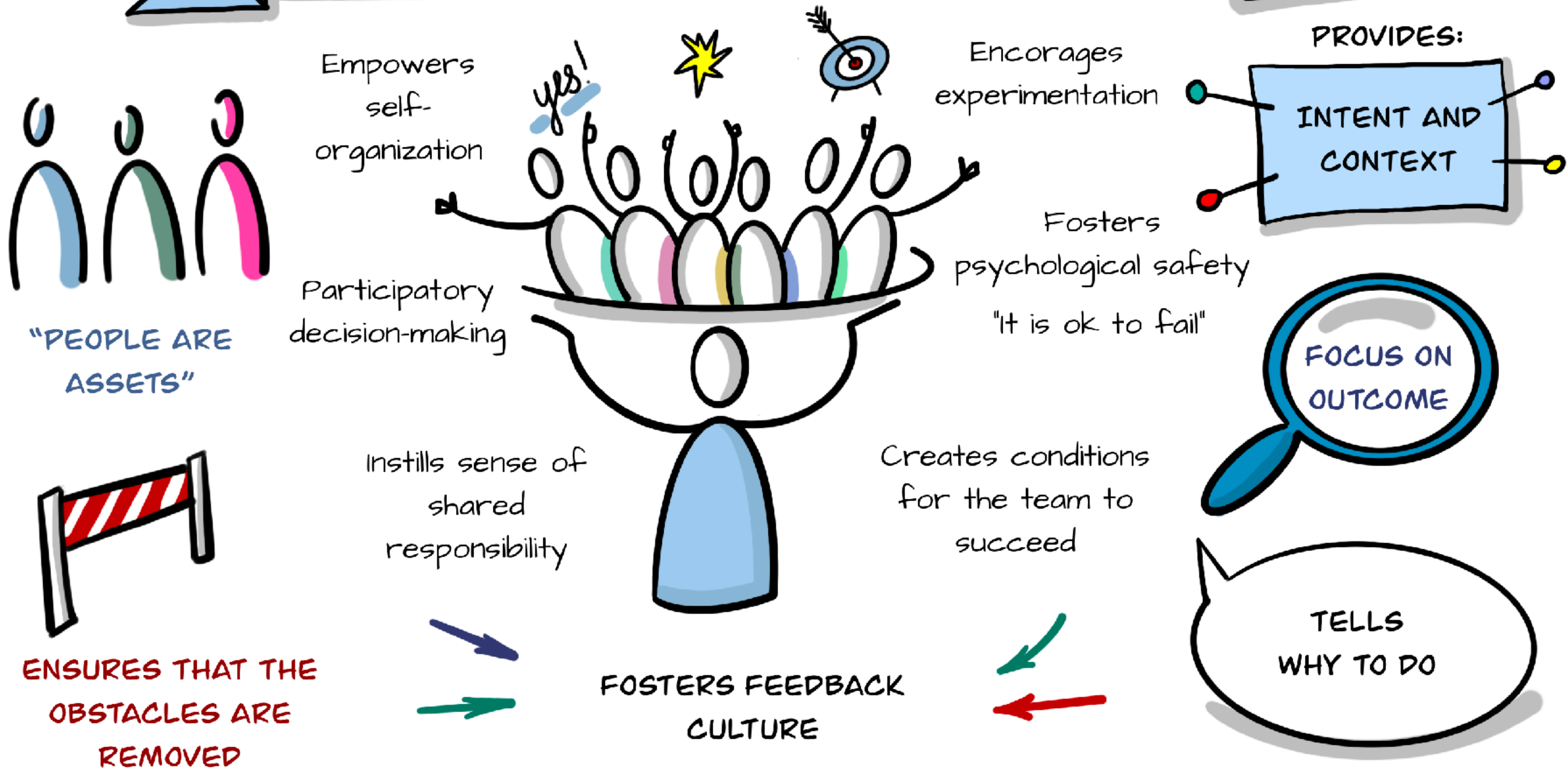
A WARNING FOR MANAGERS

If you call people “Resources”

be very careful -

they might call you “Overhead”

ENABLING LEADERSHIP STYLE



COACHING LEADERSHIP STYLE



"PEOPLE ARE
POTENTIAL"



ENCOURAGES THE TEAM
TO REMOVE OBSTACLES
THEMSELVES

Listens
deeply

Lets the
team fail

"Failure is a
learning
opportunity"

Coaches the whole
team and the
individual members



Supports team
members with their
growth

FEEDBACK AS A TOOL FOR
GROWTH

Empathetic

Poses challenging
and forward-
thinking questions

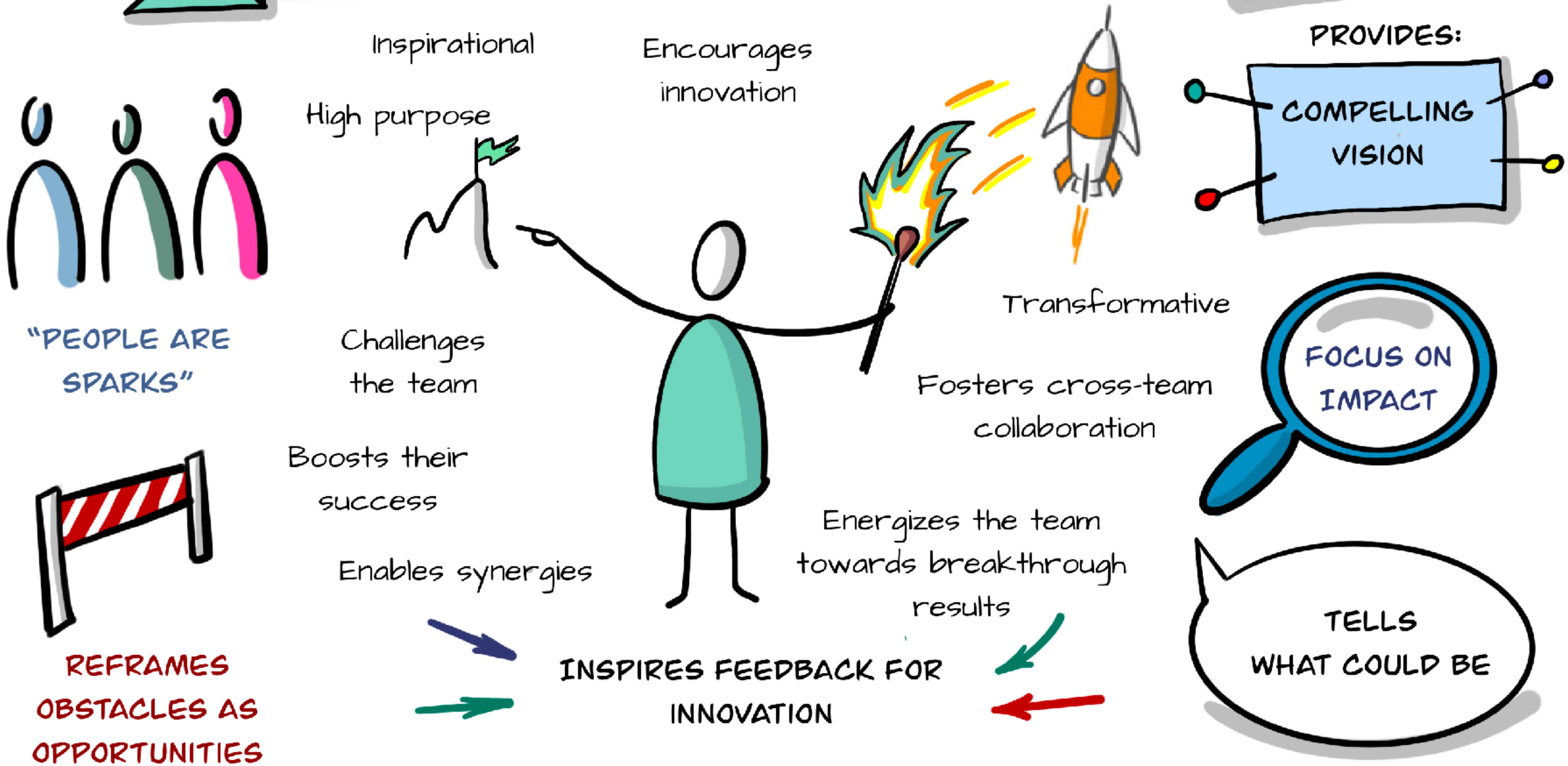
Enables the team
effectiveness
through coaching

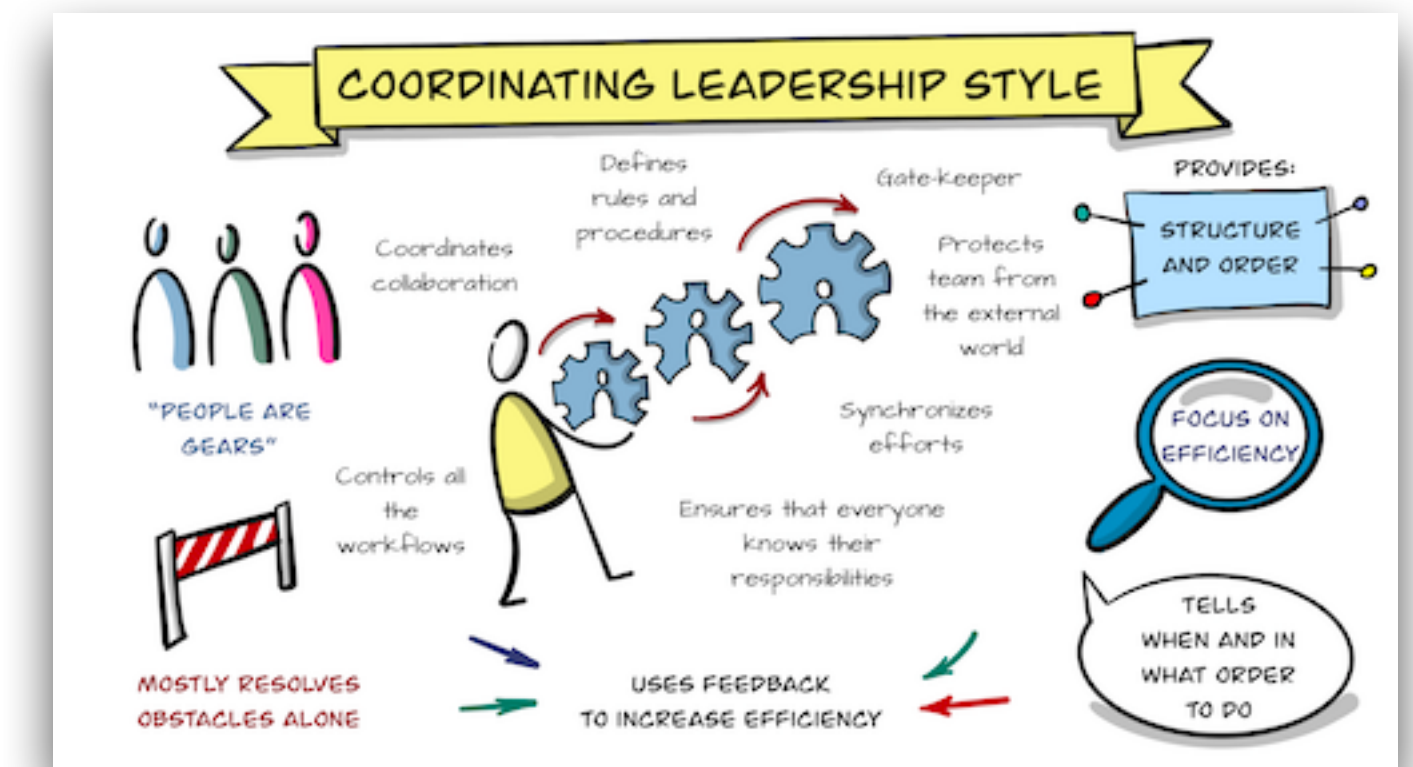
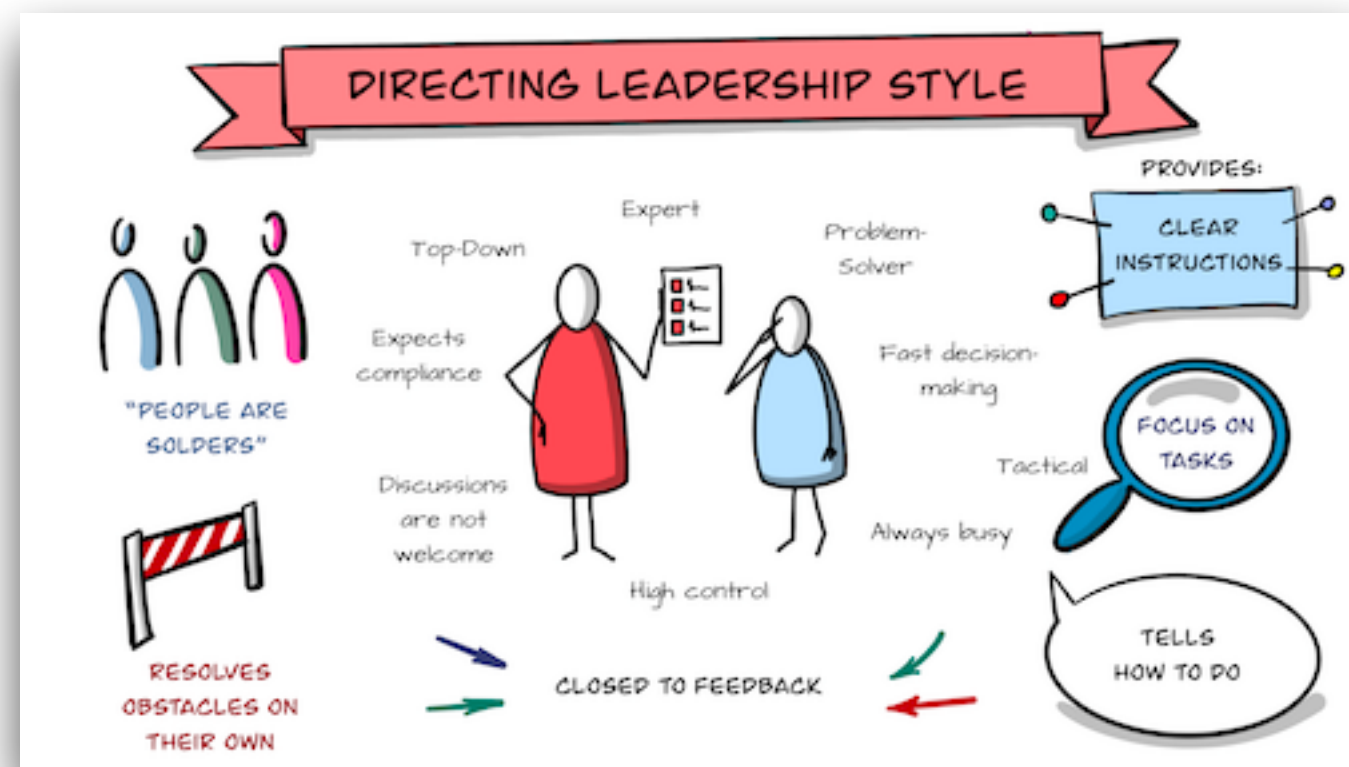
PROVIDES:



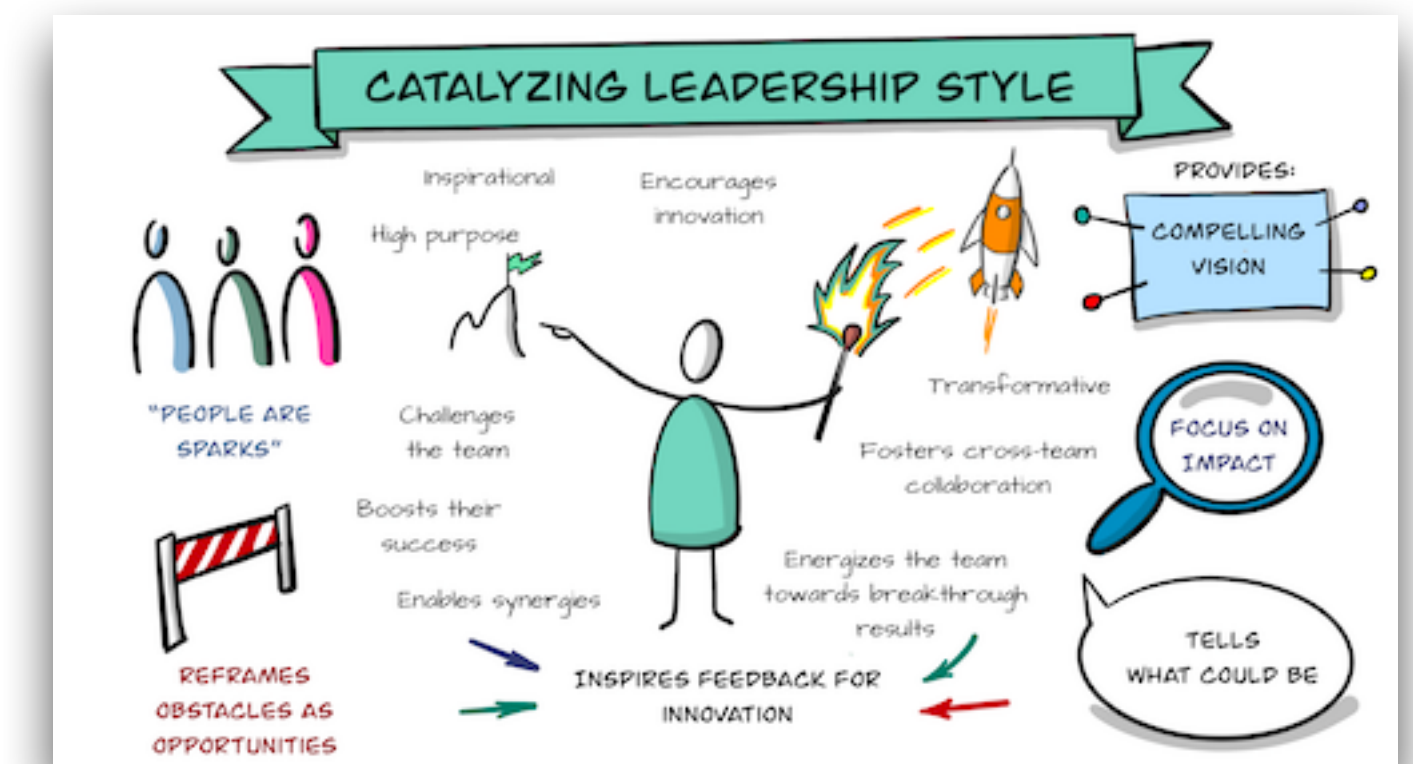
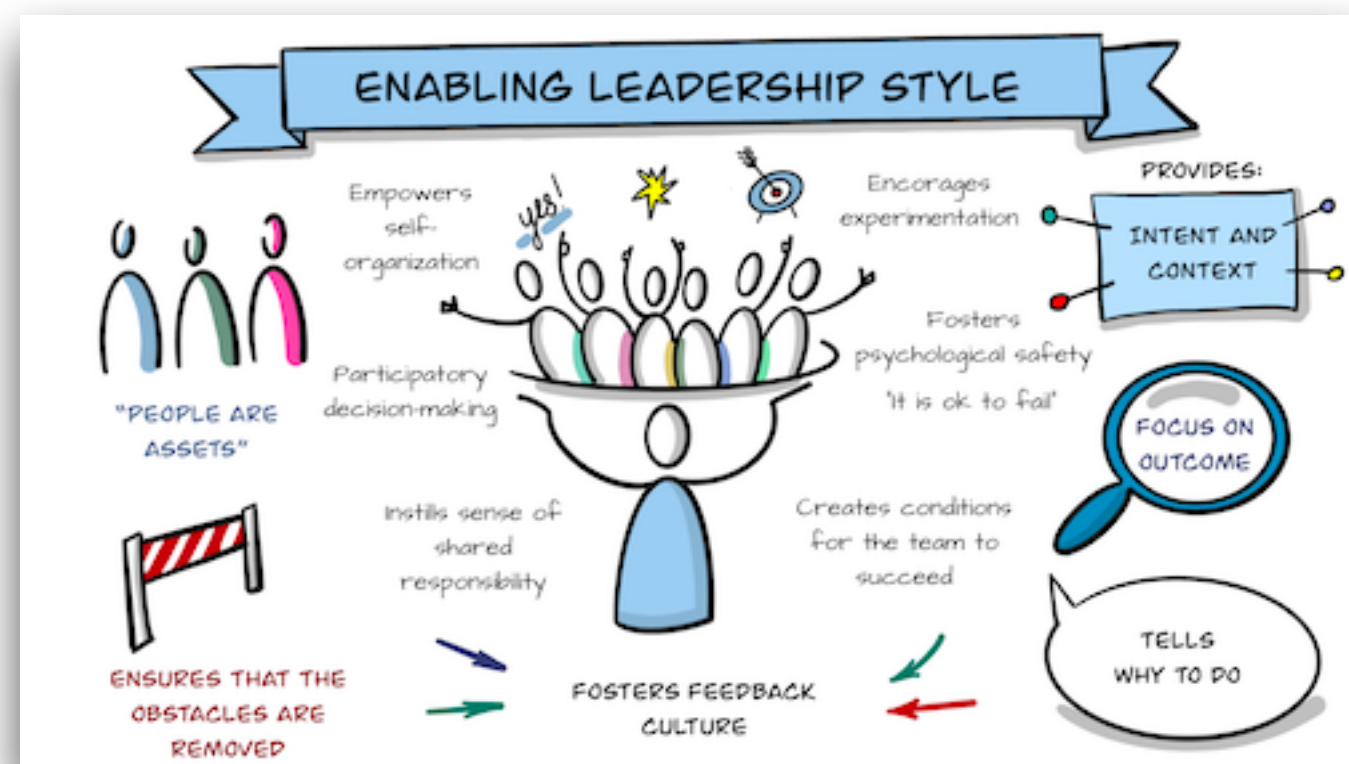
ASKS RATHER
THAN TELLS

CATALYZING LEADERSHIP STYLE





What is the Best Leadership Style?



CYNEFIN

COMPLEX

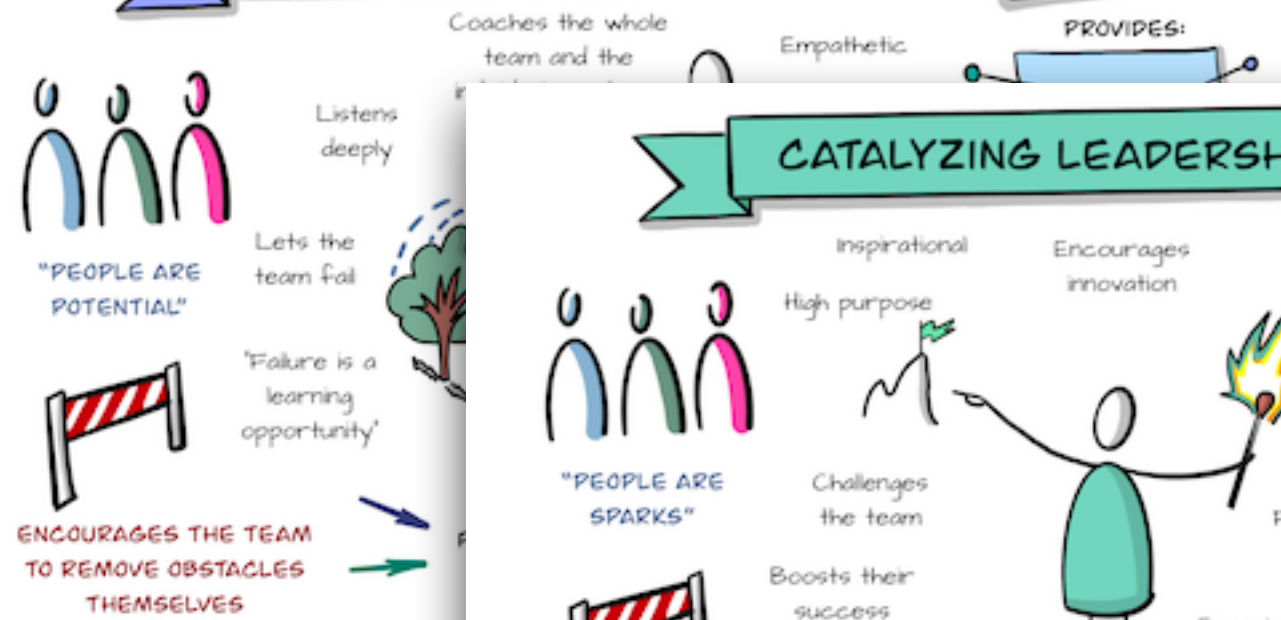
CHAOTIC

CONFUSED

ENABLING LEADERSHIP STYLE



COACHING LEADERSHIP STYLE



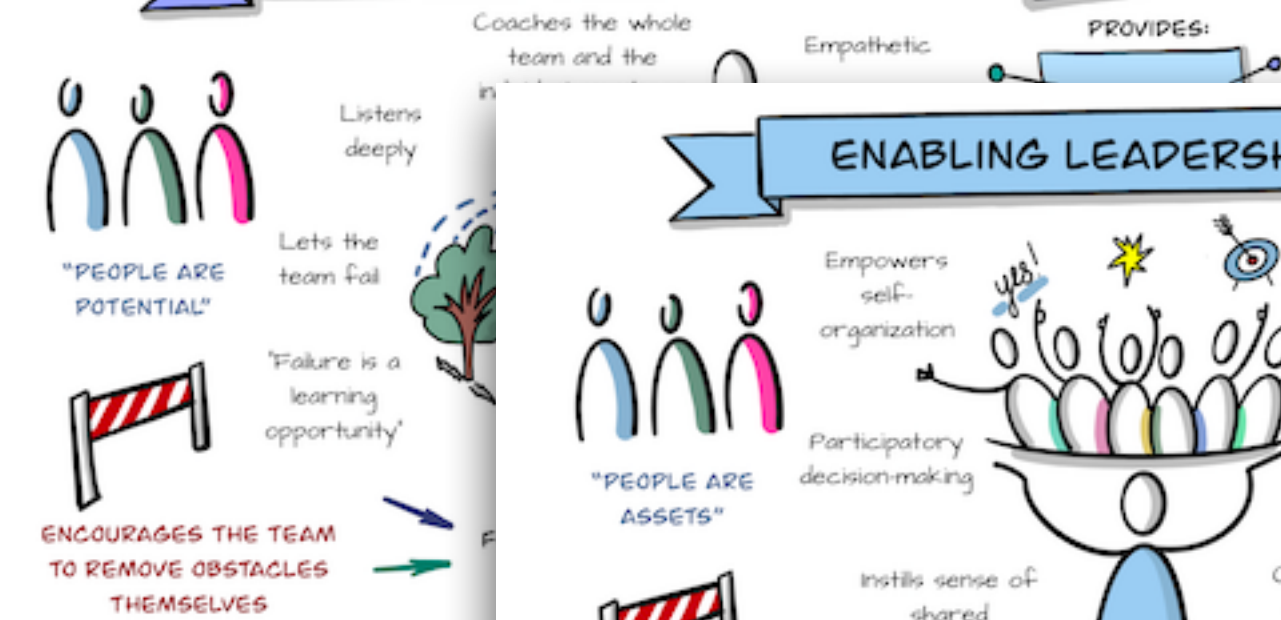
CATALYZING LEADERSHIP STYLE



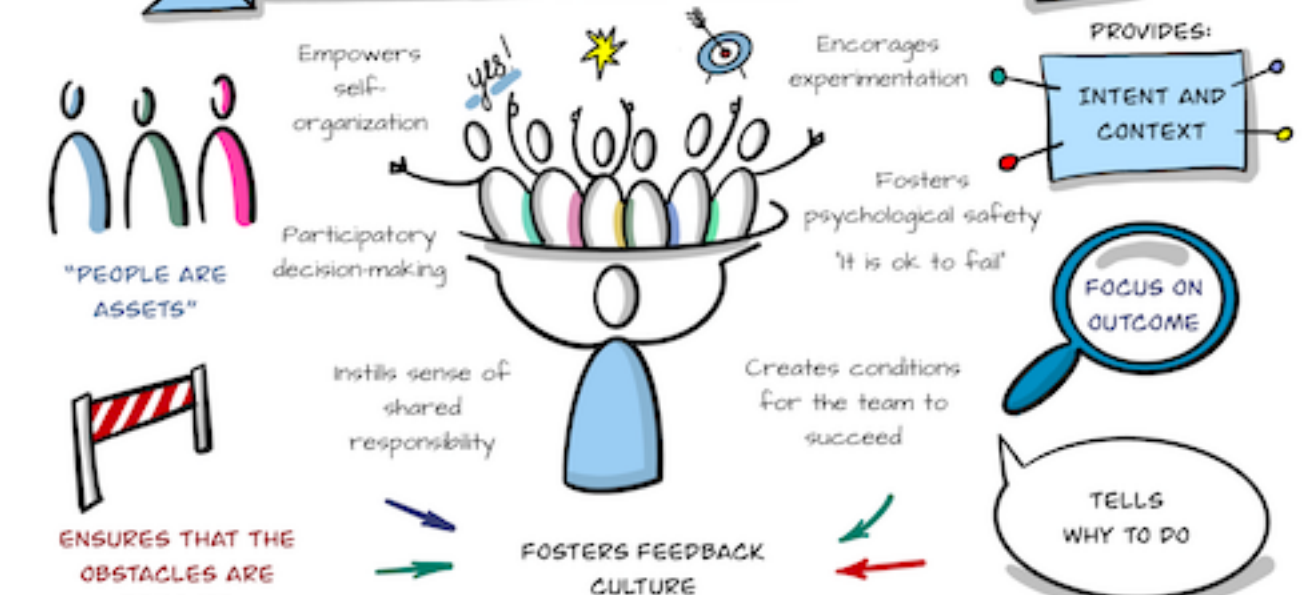
COORDINATING LEADERSHIP STYLE



COACHING LEADERSHIP STYLE



ENABLING LEADERSHIP STYLE



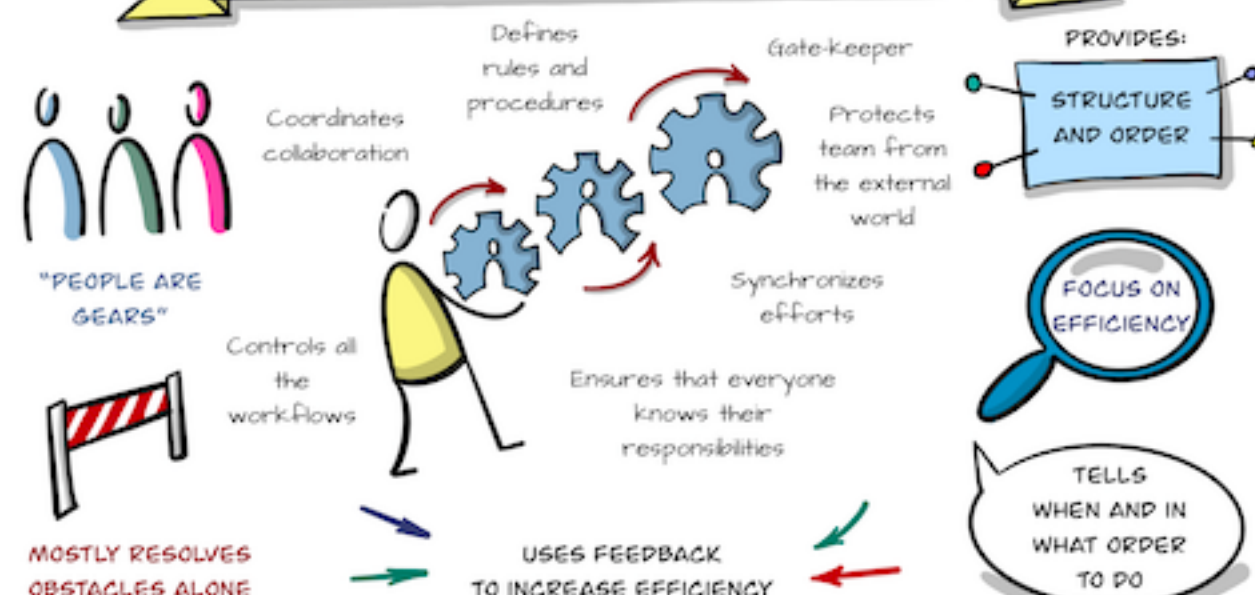
DIRECTING LEADERSHIP STYLE



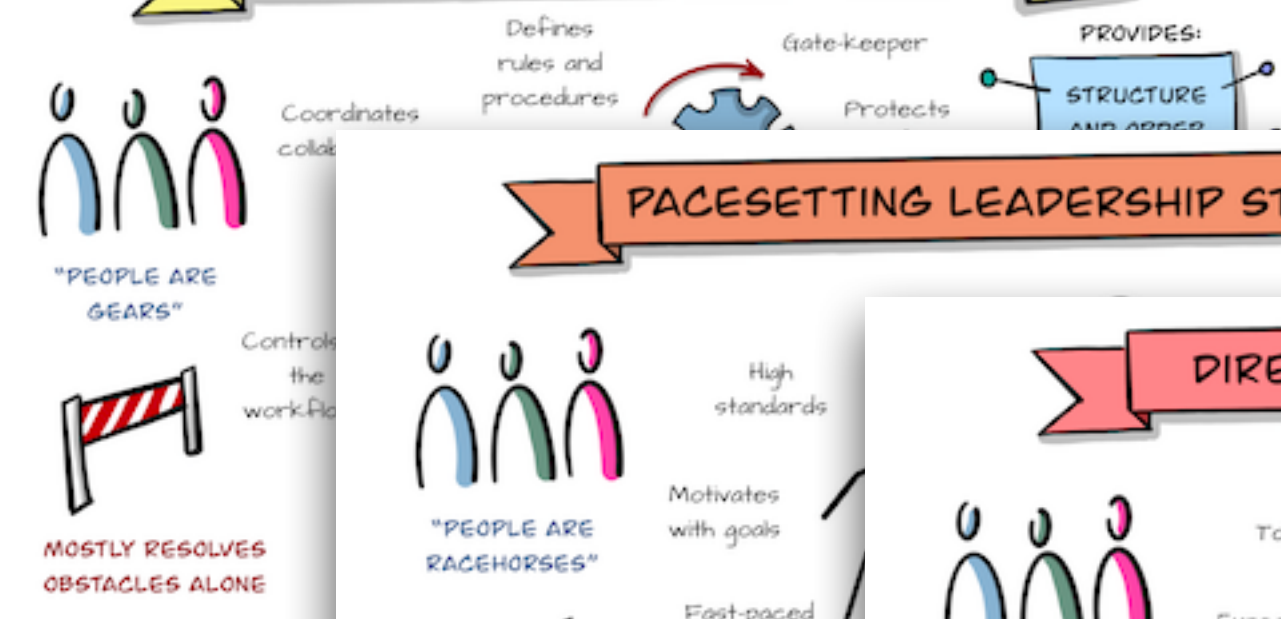
PACESETTING LEADERSHIP STYLE



COORDINATING LEADERSHIP STYLE



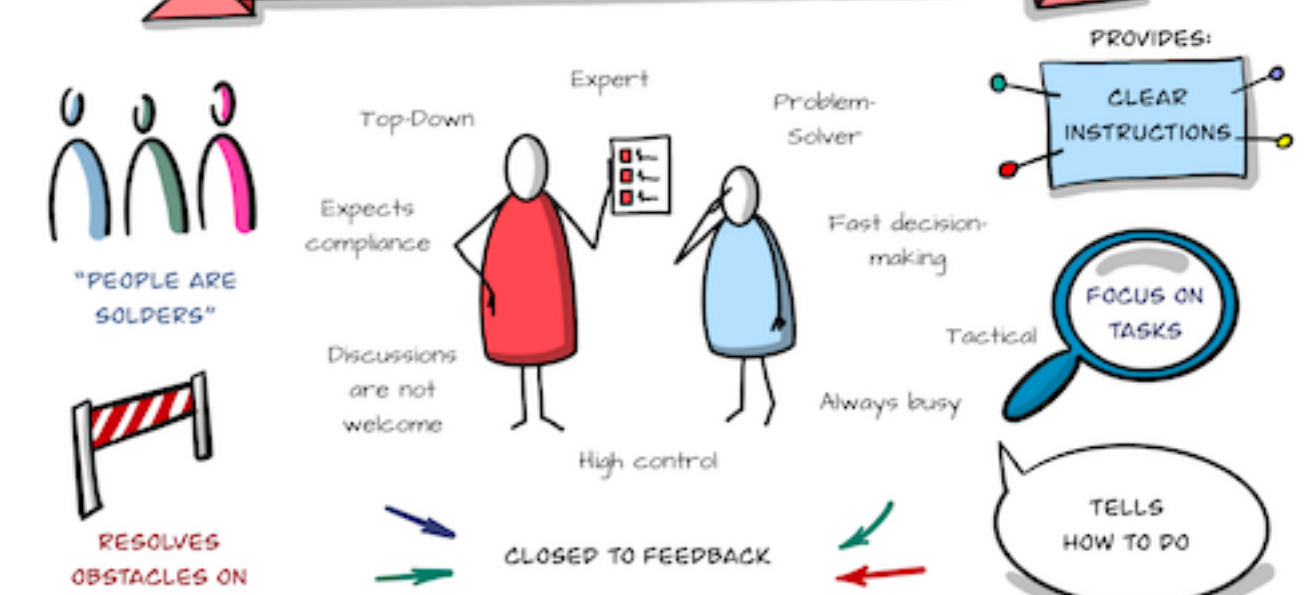
COORDINATING LEADERSHIP STYLE



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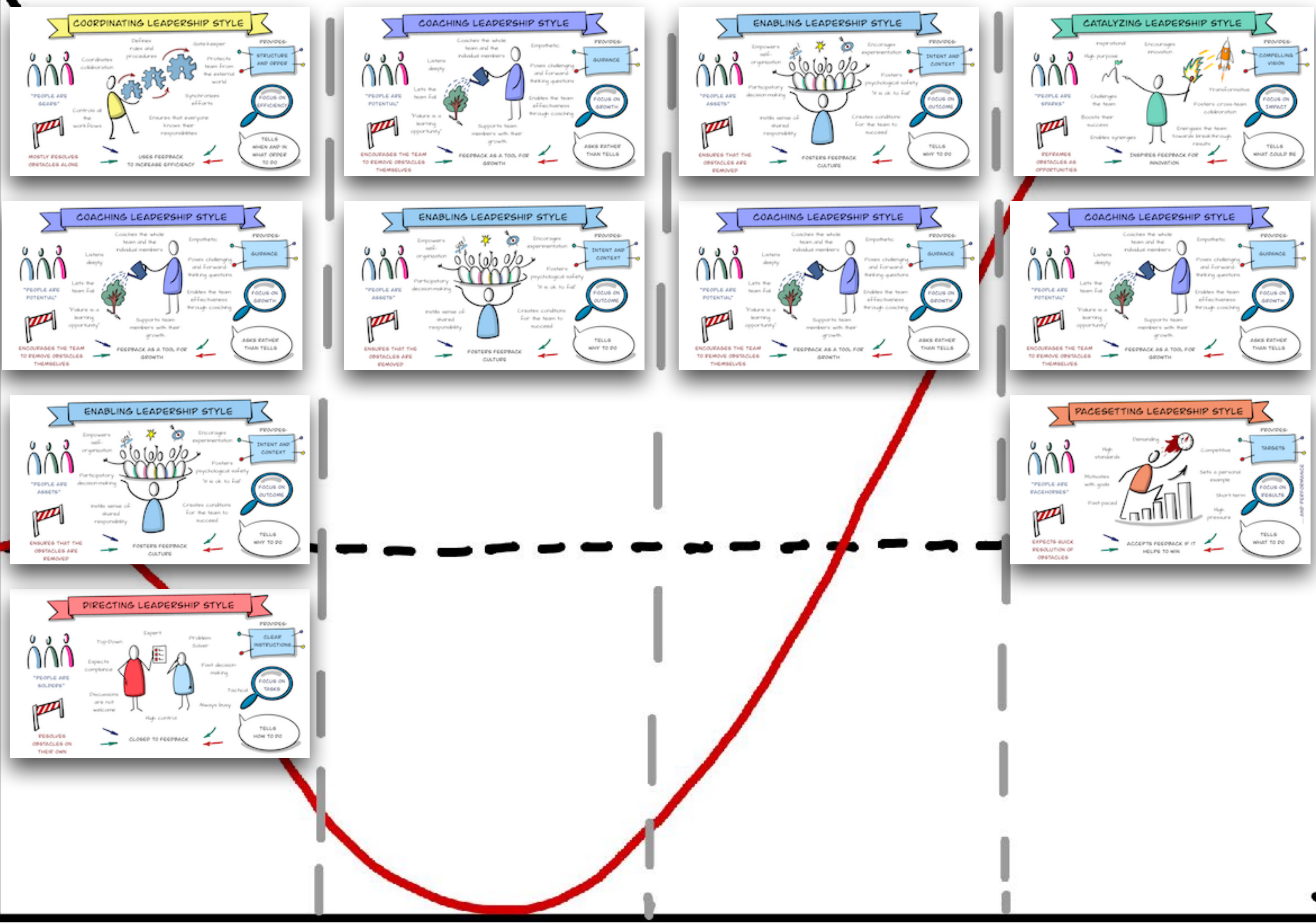


Team Dynamics

Performance ↑



Working Group



High-Performing Team

Bruce Tuckman (1965)

Forming

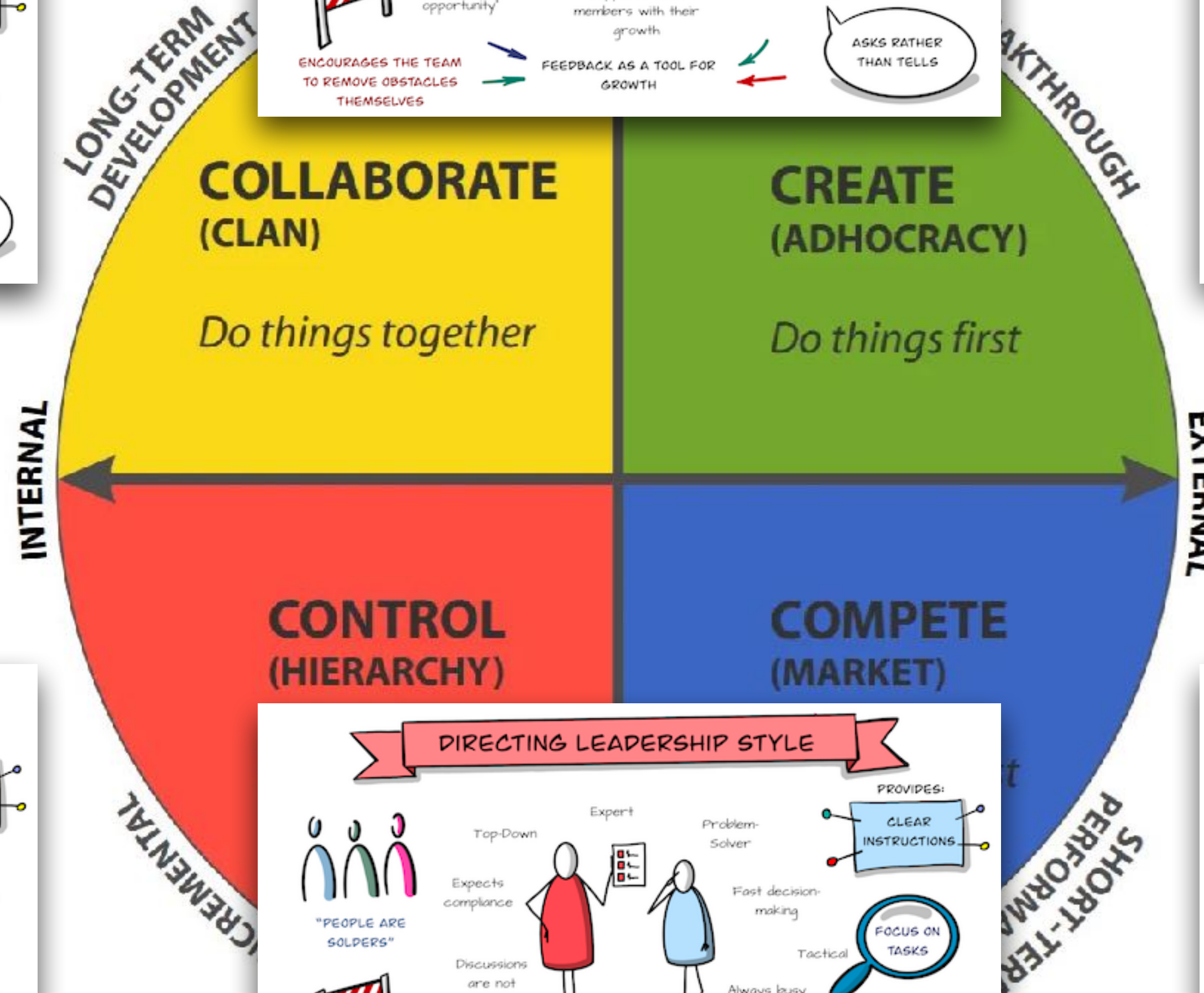
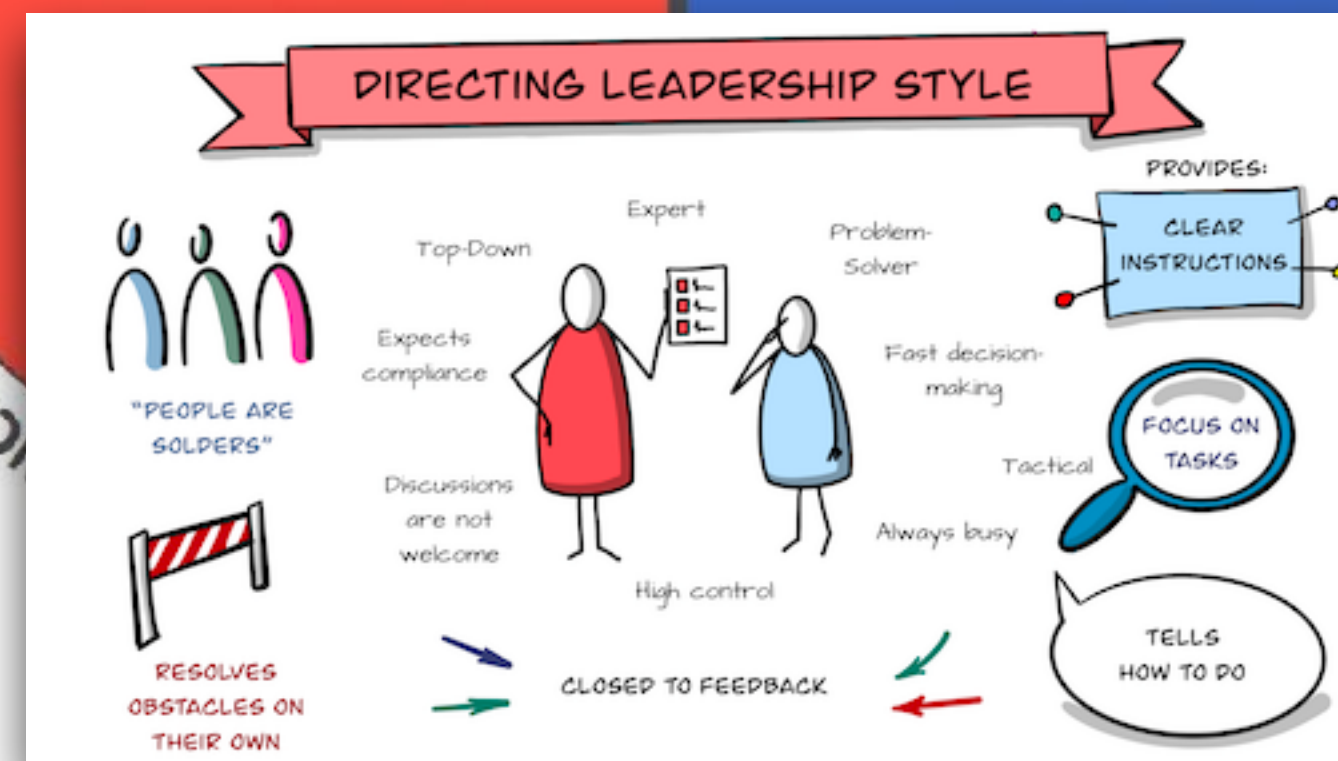
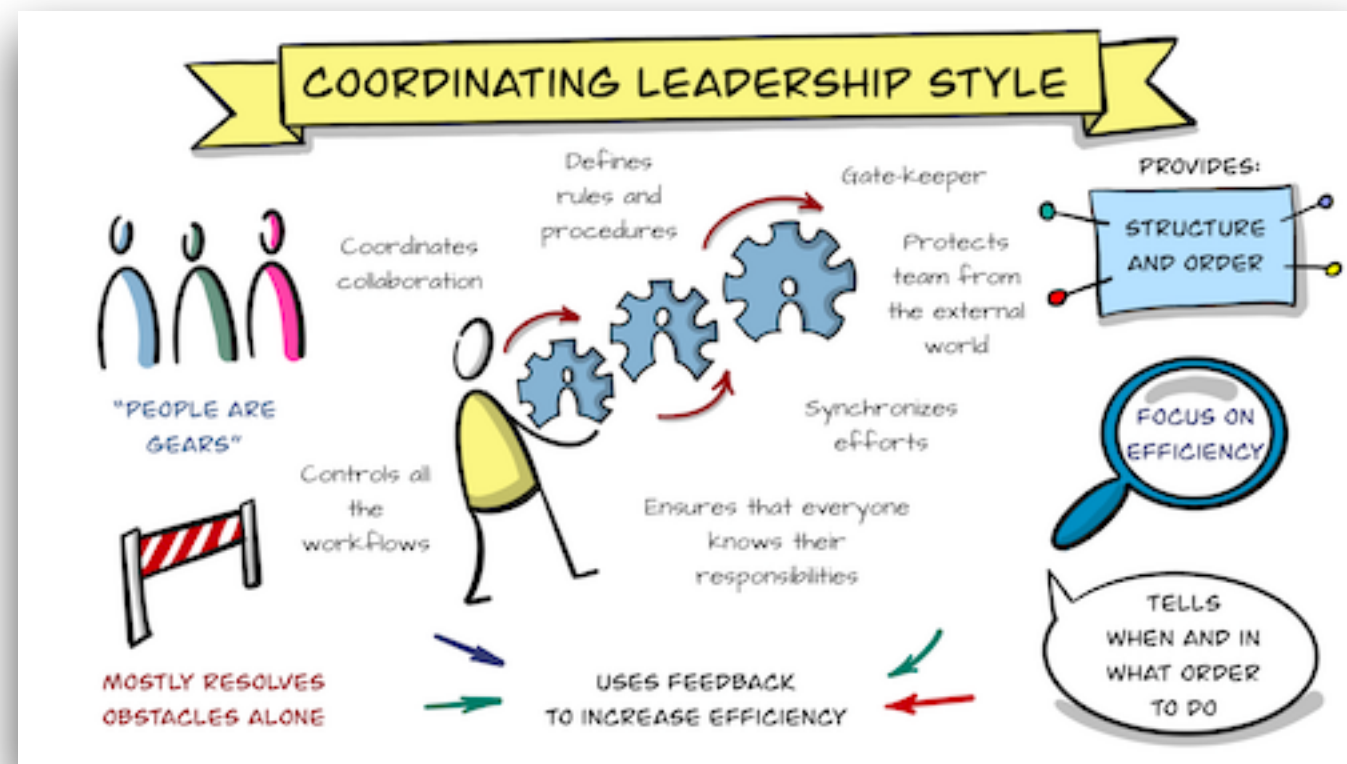
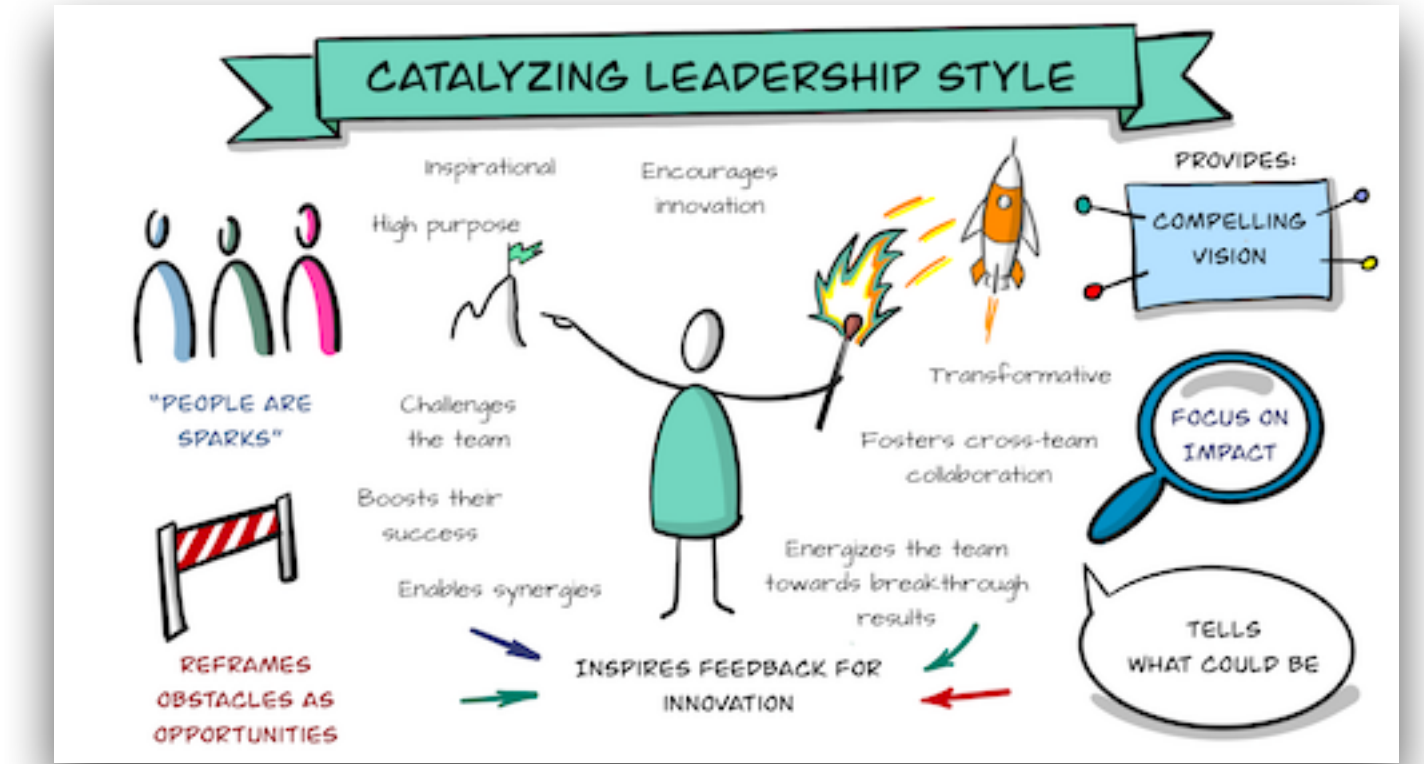
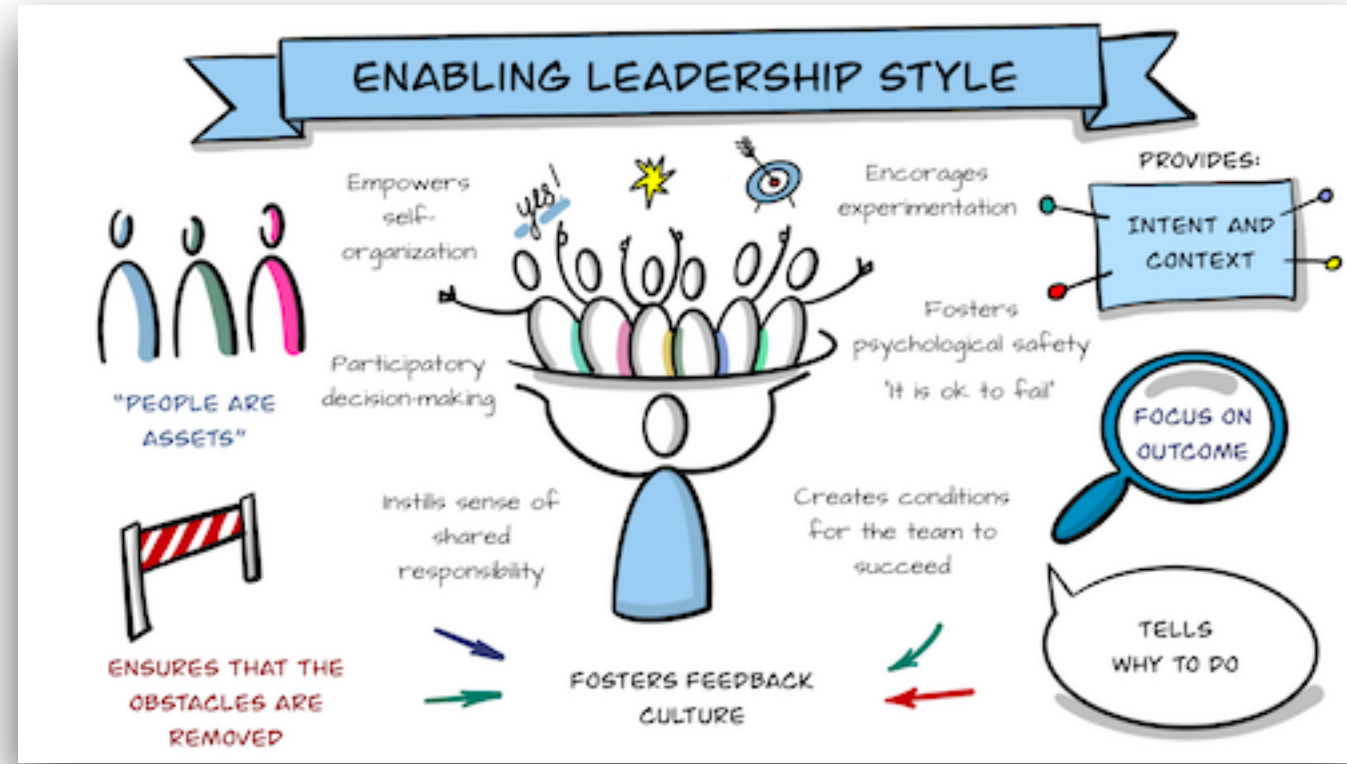
Storming

Norming

Performing

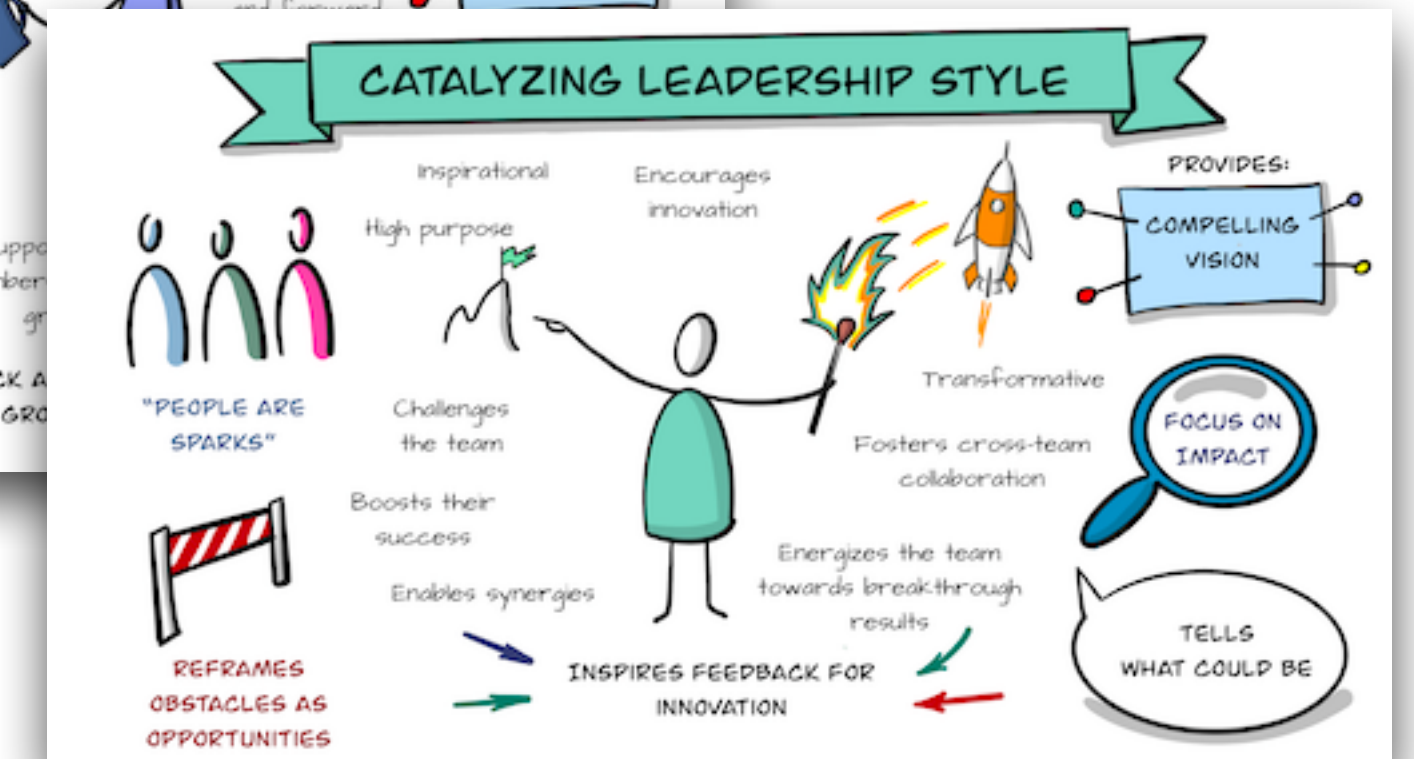
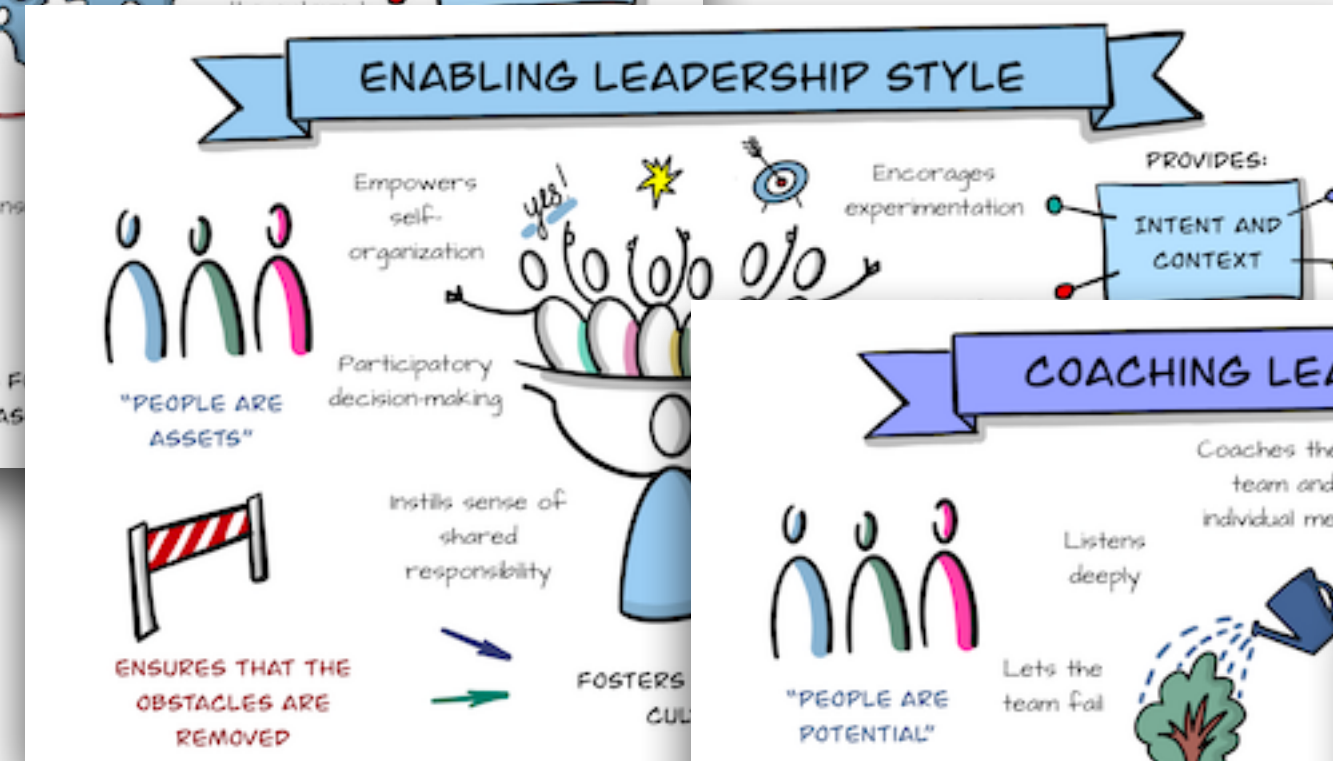
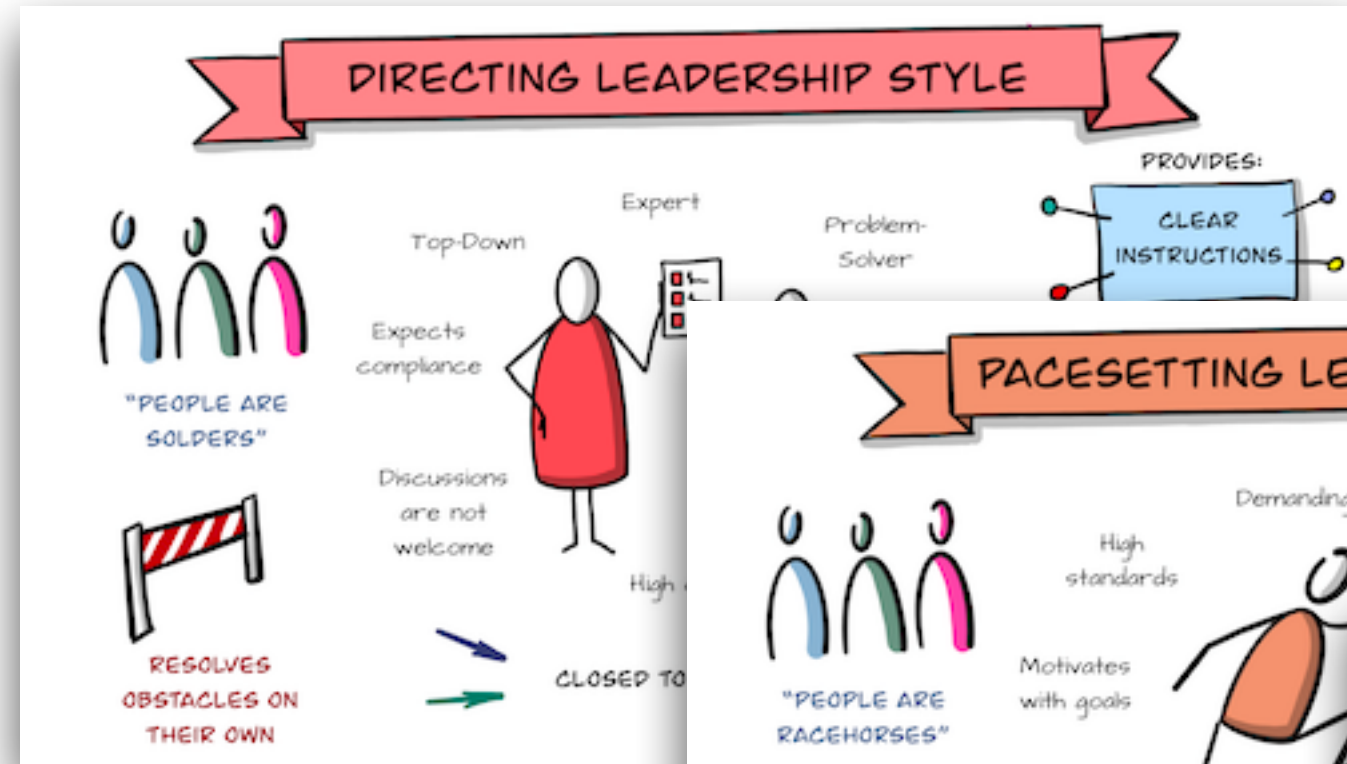
Time →

The Culture



Competing Values Framework

Evolution of Leadership Styles



From Control to Empowerment

Listen more than talk

Encourage risk taking

Express your opinion last

Delegate decision-making

Give candid feedback with kindness

Provide guidance

Nurture psychological safety

Ask rather than tell

Empower team autonomy

Challenge the team

Your personality

Act as a role model

**Combine behaviors from various styles
to create your very own unique
approach**

Let the team fail

Focus on growth

Promote a culture of experimentation

Promote inclusiveness

Coach individual members

Provide compelling vision

Foster continuous improvement

Coach the team as a whole

Leadership Behaviors That Foster Innovation, Autonomy, and Resilience in Teams

Act as a role model	Focus on growth, outcome and impact
Acknowledge when you don't know something	Foster continuous improvement
Admit your mistakes	Foster feedback culture
Ask rather than tell	Give candid feedback when needed
Coach individual members	Have faith in team members
Coach the team as a whole	Help the team to remove obstacles
Connect the team with the rest of the organization	Let the team fail
Challenge the team	Listen deeply
Cultivate innovation	Listen more than talk
Delegate responsibility	Manage the environment for the team
Empower team autonomy	Manage the environment for the people
Encourage risk taking	Nurture psychological safety
Encourage the team to take ownership in removing obstacles	Pose forward-thinking questions
Energize the team by telling what is possible	Promote a culture of experimentation
Ensure that the team has everything they need to succeed	Promote inclusiveness
Express your opinion last	Provide compelling vision
Facilitate intra-team and cross-team collaboration	Provide guidance
Facilitate participatory decision-making	Provide the intent and context
	Reframe obstacles as opportunities
	Seek feedback
	Support personal growth of team members

Leadership Skills for Navigating a Complex World

Addressing Team Dysfunctions	Facilitating Disagreements and Conflicts
Active Listening	Fostering Collaboration
Articulating a Compelling Vision	Fostering Inclusiveness
Articulating Goals	Fostering Trust
Building Relationships	Giving Feedback
Change Management	Guiding Innovation Processes
Coaching Individuals	Inspiring and Motivating Teams
Coaching Teams	Mastering Team Dynamics
Clear Communication	Mentoring Team Members
Creating a Sense of Belonging	Patience
Delegating Responsibility	Posing powerful questions
Emotional Intelligence	Receiving feedback well
Empathy	Strategic Thinking
Facilitating Participatory Decision-Making	Systems Thinking
	Visionary Thinking

Your personal development plan as a leader

1. Select up to 3 skills that you believe are essential for navigating leadership in a complex world and that you would like to become better at.
2. On a scale from 1 to 10:

a. Asses your current state

b. Envision your desired state in 6 months
3. Think how you can develop these skills

Your Leadership Skills Development Plan	Your current state, 1..10	Your desired state in 6 months, 1..10
Skill 1.		
How could you develop it		
Skill 2.		
How could you develop it		
Skill 3.		
How could you develop it		

4. Select up to 5 behaviours that you would like to practice during the upcoming 6 months

Behaviour 1. _____

Behaviour 2. _____

Behaviour 3. _____

Behaviour 4. _____

Behaviour 5. _____
5. Share with your team
6. Exchange ideas on other ways you could develop the skills

Your Personal Leadership Style



Your Name

Select up to 5 behaviours that you would like to practice during the upcoming 6 months ↓

Acknowledge when you don't know something	Act as a role model	Admit your mistakes	Coach the team as a whole	
Ask rather than tell	Challenge the team	Coach individual members	Connect the team with the rest of the organization	
Cultivate innovation	Delegate responsibility	Empower team autonomy	Empower others	
Encourage risk taking	Encourage the team to take ownership in removing obstacles	Ensure that the team has everything they need to succeed	Express your opinion last	
Facilitate intra-team and cross-team collaboration	Foster continuous improvement	Explore different perspectives	Foster participatory decision-making	
Foster feedback culture	Focus on growth, outcome and impact	Give candid feedback with kindness	Have faith in team members' abilities	
Let the team fail	Listen deeply	Listen more than talk	Manage the environment rather than people	
Nurture psychological safety	Promote a culture of experimentation	Promote inclusiveness	Pose forward-thinking questions	
Practice small talks	Provide the context and context	Provide guidance	Provide compelling vision	
Reframe obstacles as opportunities	Seek feedback	Support personal growth of team members		

Your Leadership Skills Development Plan

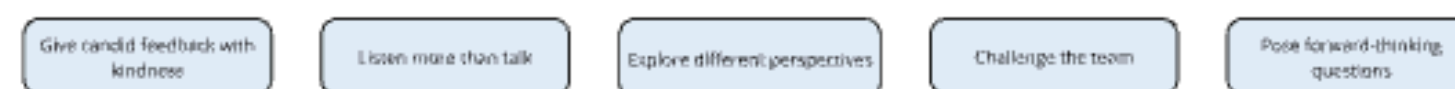
Desired skills and how could you develop them	Your current state, 1..10	Your desired state in 6 months, 1..10
Skill 1.	...	...
How could you develop it ...		
Skill 2.	...	...
How could you develop it ...		
Skill 3.	...	...
How could you develop it ...		

Addressing Team Dysfunctions	Active Listening	Articulating an Inspiring Vision
Articulating Goals and Purpose	Building Relationships	Change Management
Clear Communication	Coaching Individuals	Coaching Teams
Creating a Sense of Belonging	Delegating Responsibility	Emotional Intelligence
Empathy	Empowering Teams	Facilitating Participatory Decision-Making
Facilitating Disagreements and Conflicts	Fostering Collaboration	Fostering People Growth
Fostering Inclusiveness	Fostering Trust	Giving Feedback
Guiding Innovation Processes	Mastering Team Dynamics	Mentoring Team Members
Organizational Development	Patience	Posing powerful questions
Receiving feedback well	Self-Awareness	Strategic Thinking
Systems Thinking	Visionary Thinking	

Your Personal Leadership Style

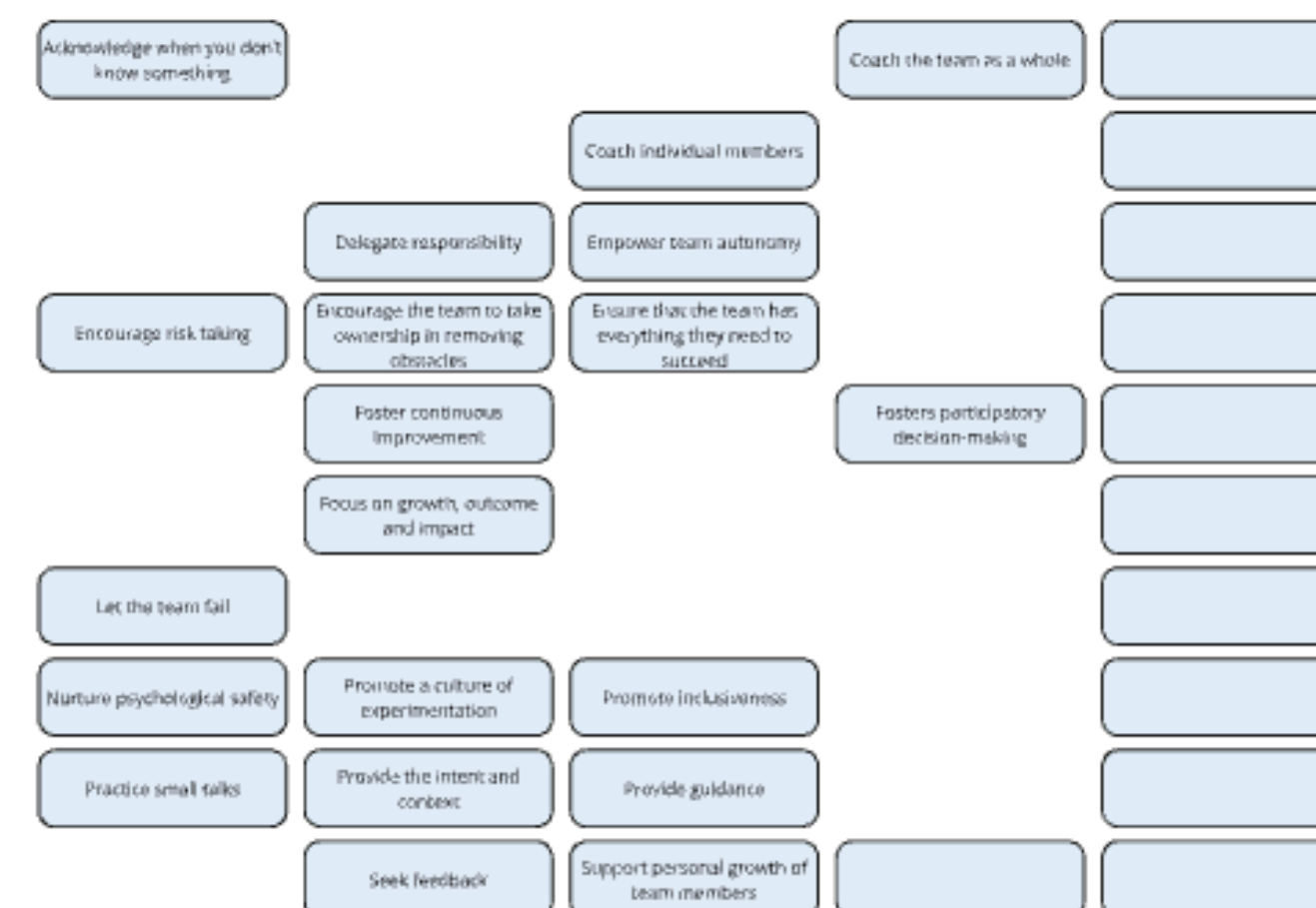


Select up to 5 behaviours that you would like to practice during the upcoming 6 months ↓

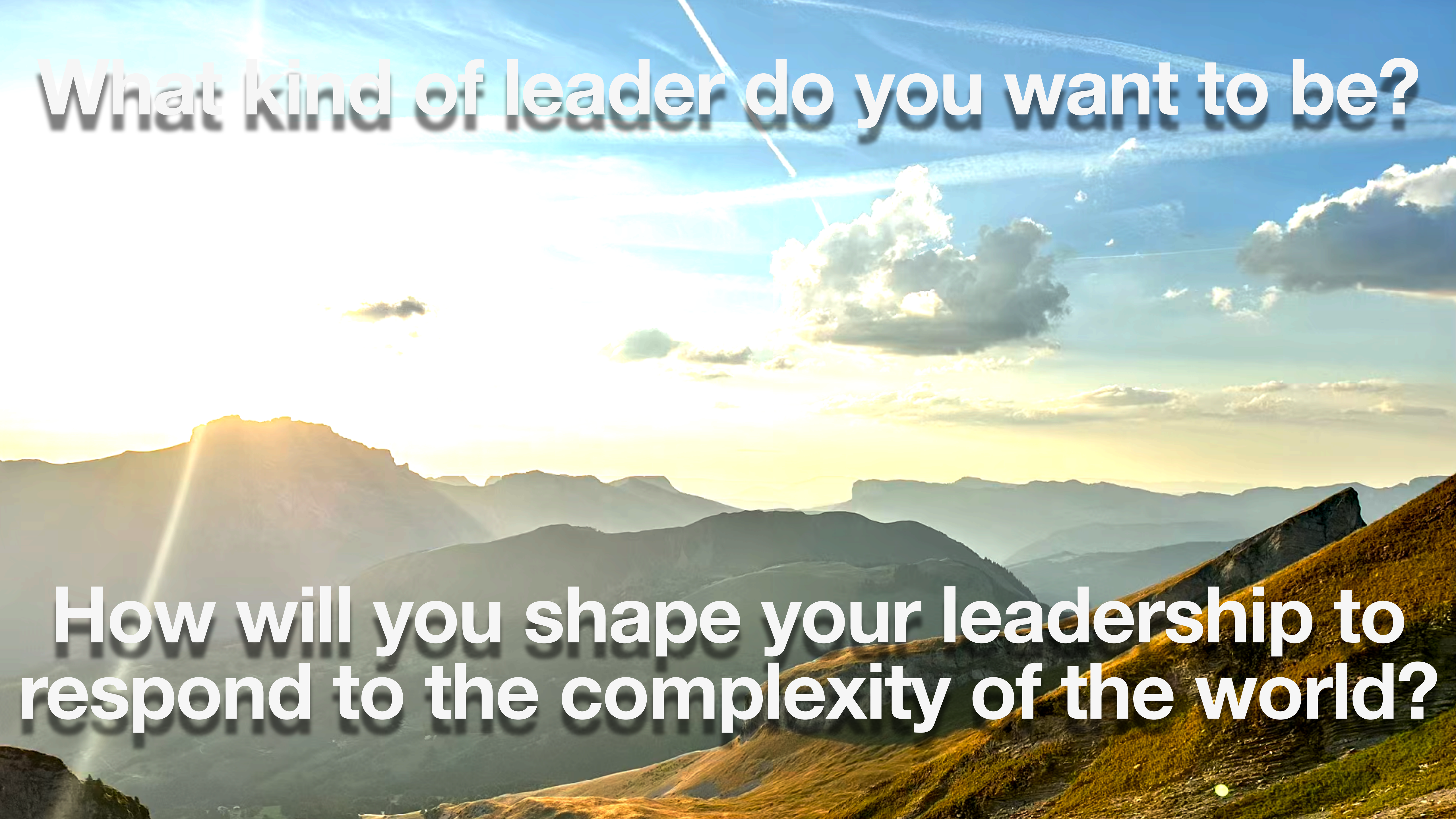


Your Leadership Skills Development Plan

Desired skills and how could you develop them		Your current state, 1..10	Your desired state in 6 months, 1..10
Skill 1.	Strategic Thinking	3	5
How could you develop it 1. Books ("This Is Strategy", "Good Strategy, Bad Strategy") 2. Participating in as many strategic sessions as possible 3. Find an opportunity to facilitate a strategic session			
Skill 2.	Guiding Innovation Processes	7	8
How could you develop it 1. Find an opportunity to run Design Sprint 2. Learn more ideation techniques from Design Thinking 3. Learn about AI Design Sprint			
Skill 3.	Facilitating Disagreements and Conflicts	6	7
How could you develop it 1. Books "Difficult conversations" and "Collaborating with the enemy" 2. Using bridging questions as often as possible			



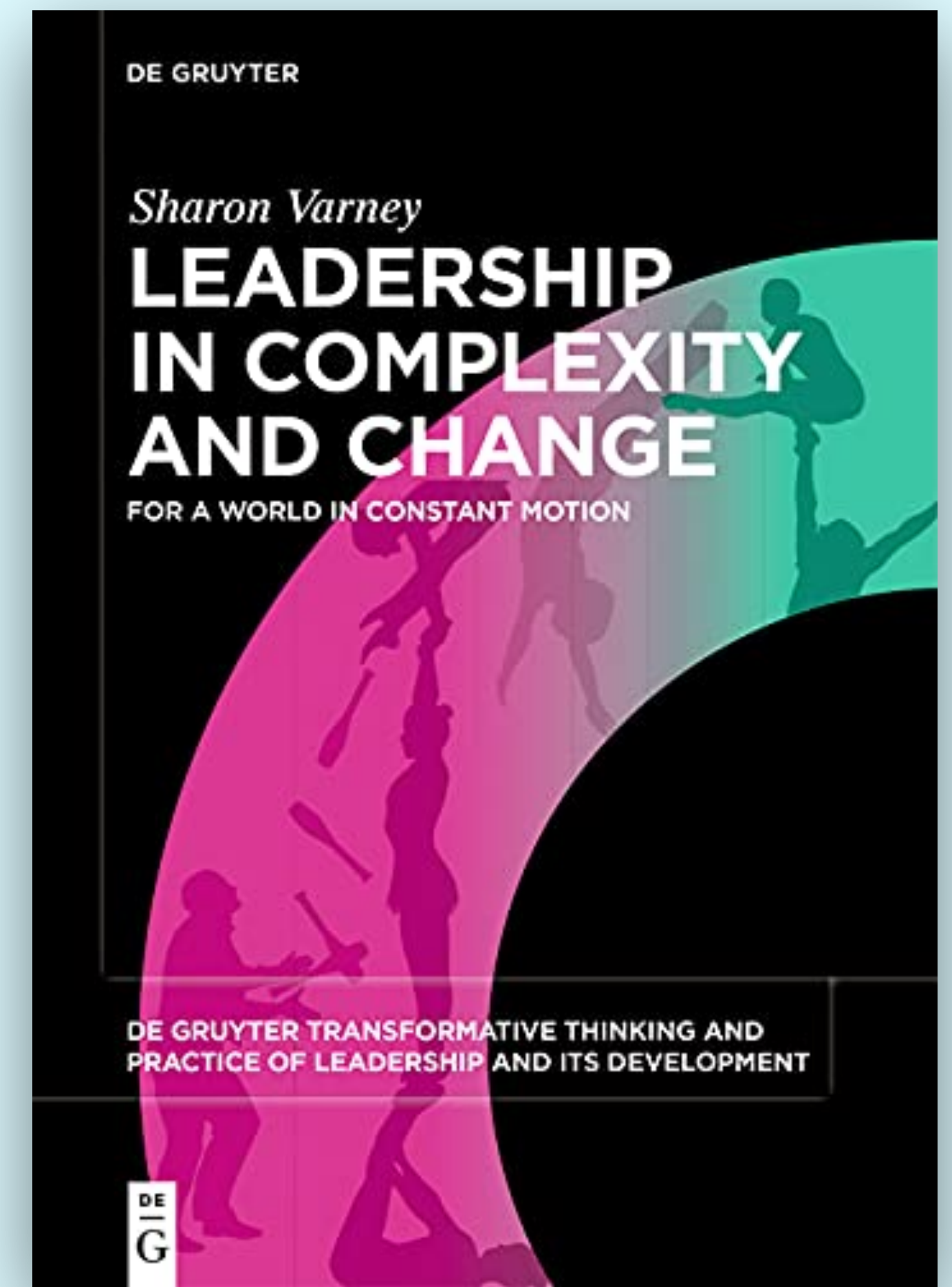
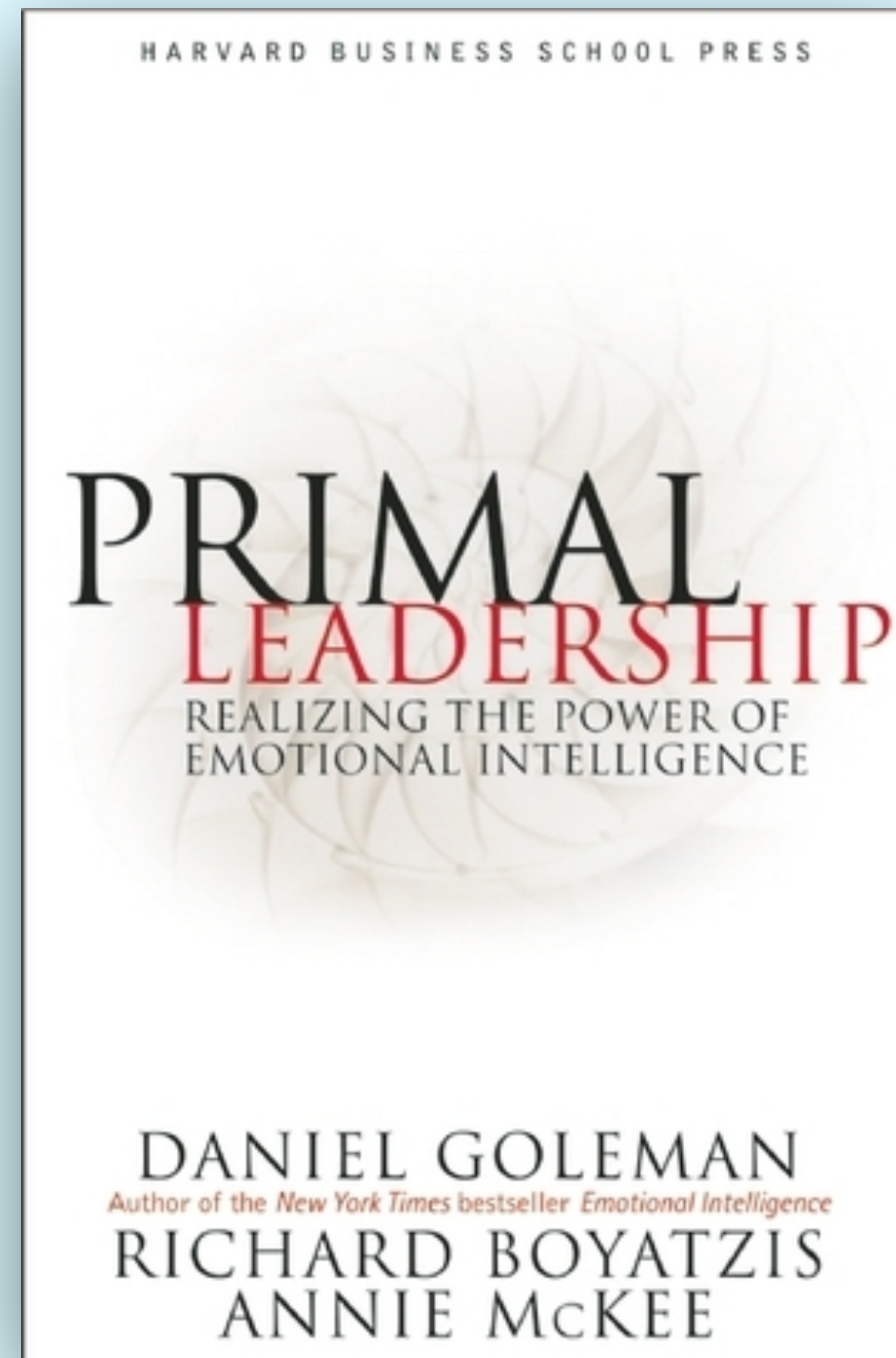
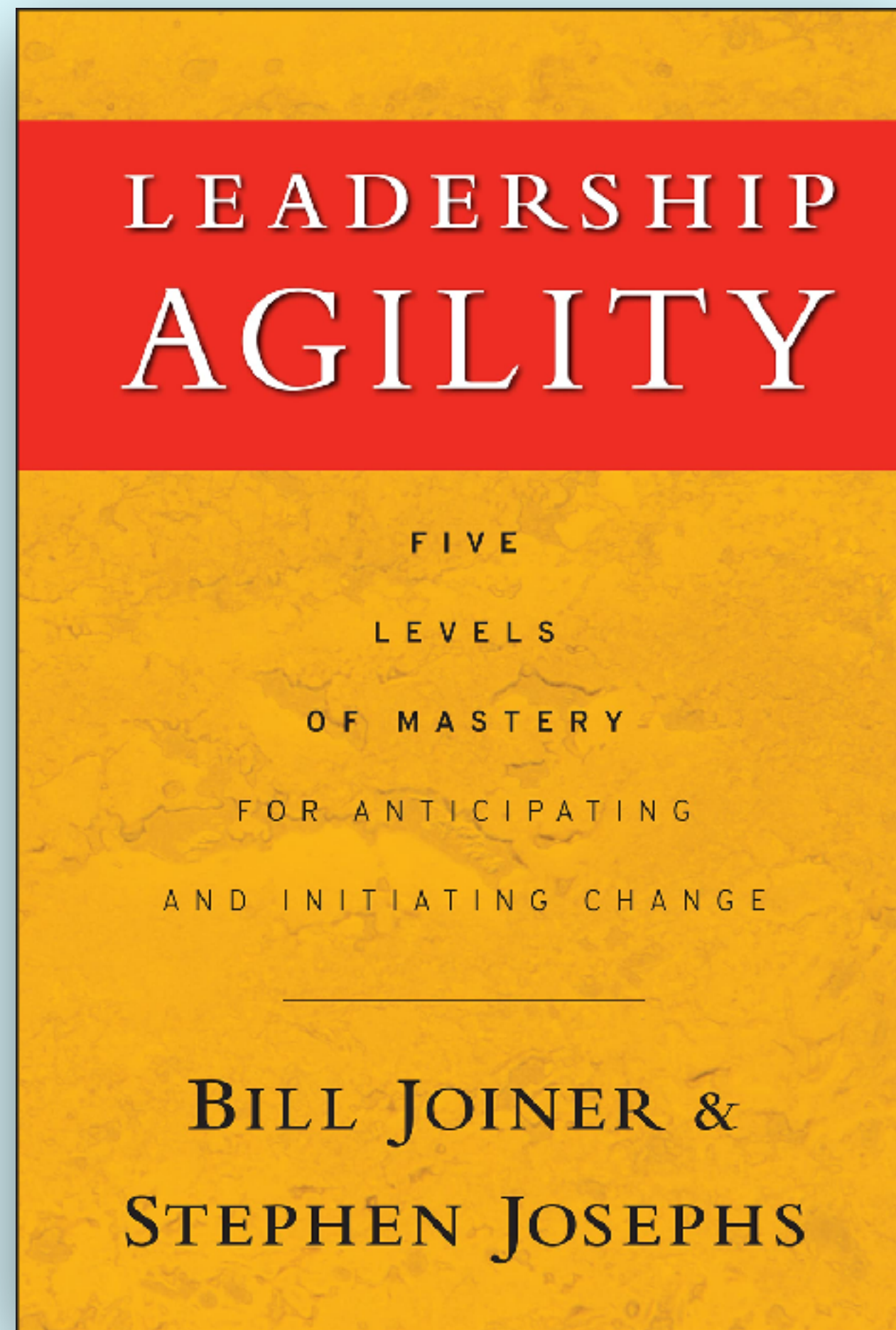
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	Fostering Collaboration	Fostering People Growth
Fostering Inclusiveness	Fostering Trust	Giving Feedback
	Mastering Team Dynamics	Mentoring Team Members
Organizational Development	Patience	Posing powerful questions
Receiving feedback well	Self-Awareness	
Systems Thinking	Visionary Thinking	



What kind of leader do you want to be?

How will you shape your leadership to respond to the complexity of the world?

Further Reading



**Additional
materials:**



JULIAVASTRIK.COM

Connect with me on

