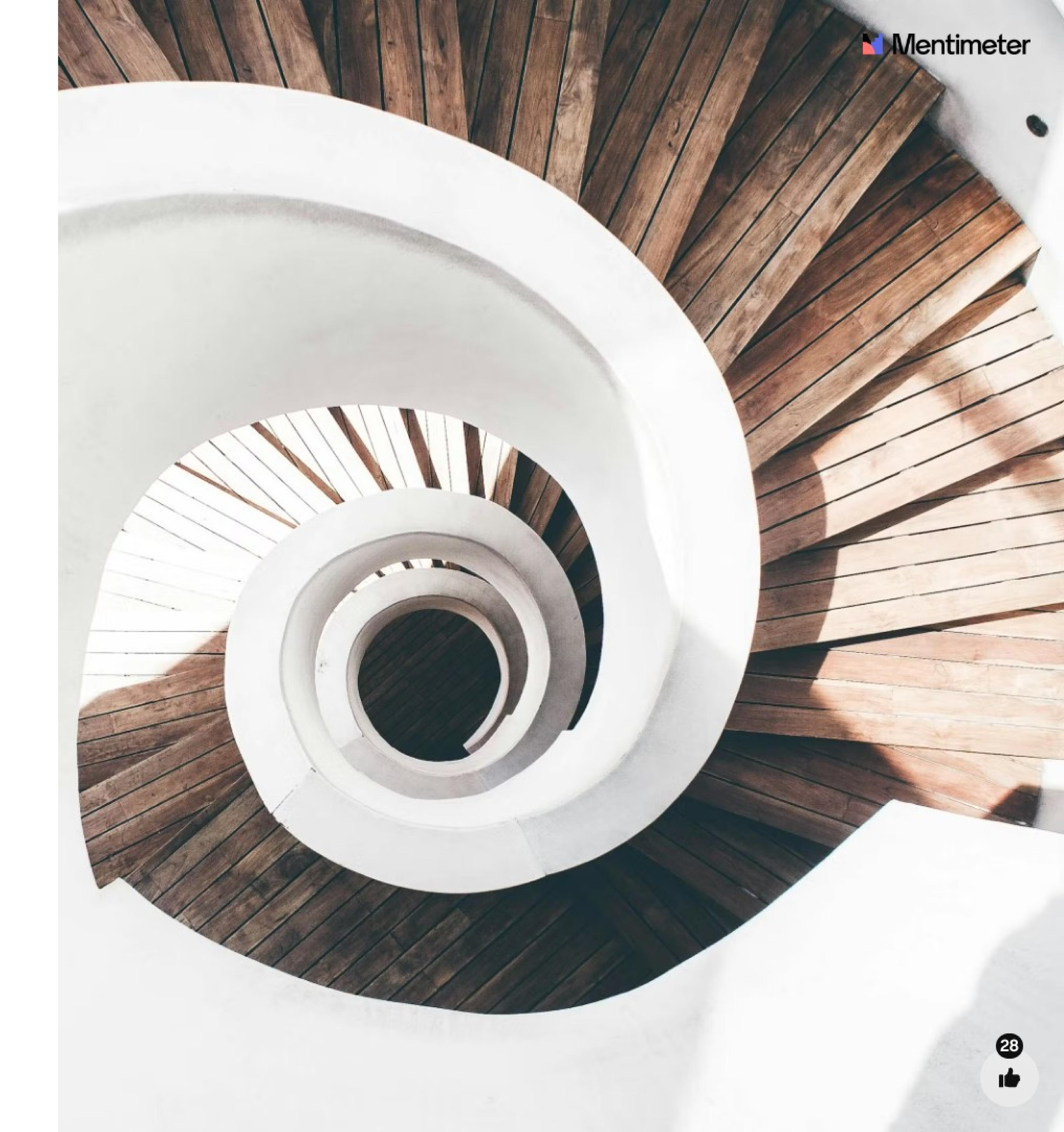
What All Leaders Should Know!

Yassal Sundman www.yds.se

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Agenda

- Transformational leaders
- Three essential skills and anti-patterns
- The challenge at your organization
- Conclusion
- Q&A
- Sources



One word that describes an inspirational leader you know?

101 responses







Transformational Leaders

- Inspire
- Motivate
- Create opportunities for others to achieve beyond their expectations.

Transformational Leaders

- Trusted
- Respected
- Admired



The Three Essential Skills!

Goal Clarity

Necessary Decisions

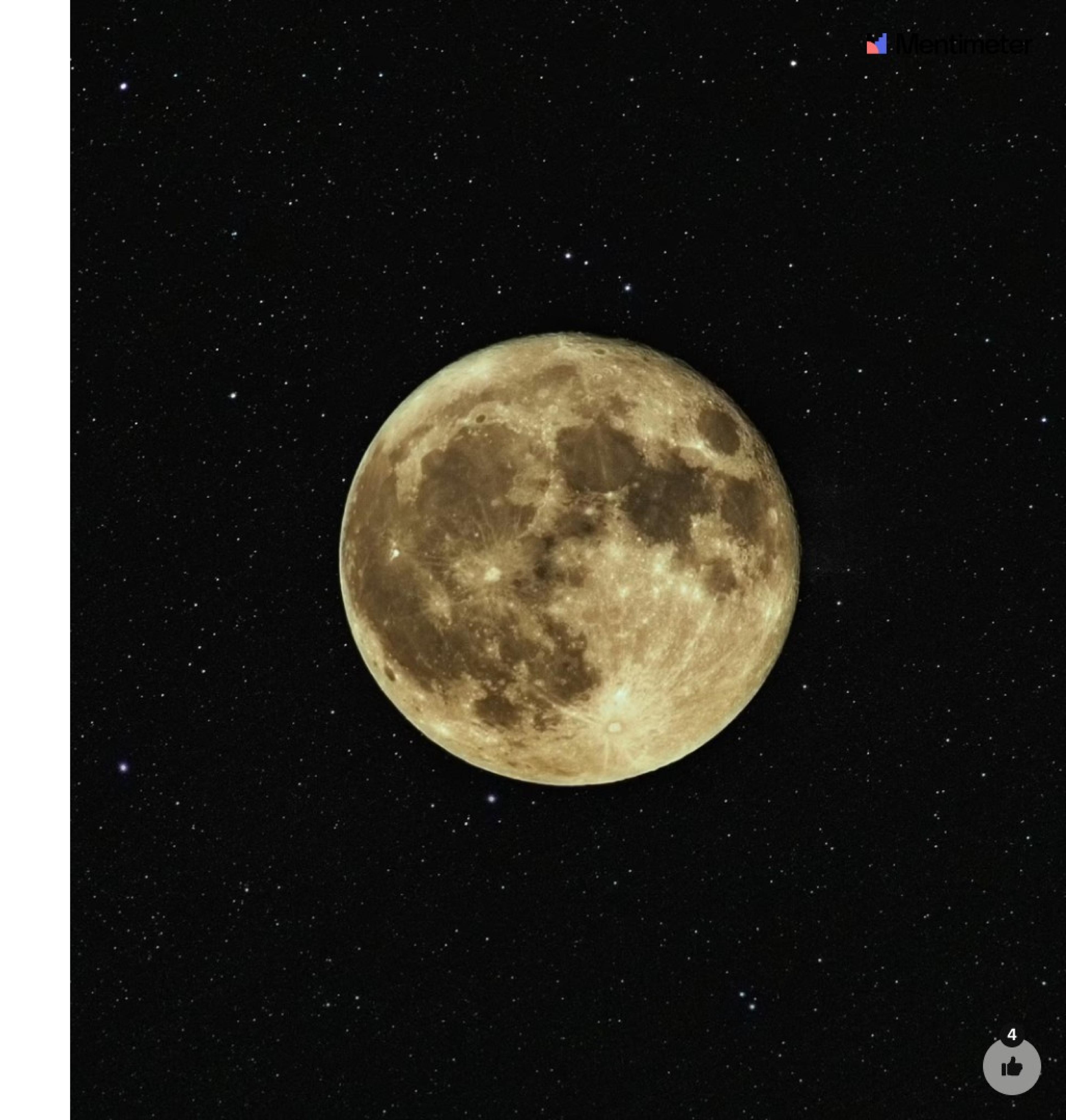
Altruism



Skill 1: Goal Clarity

What does good look like:

- Ensure the organization has clear goals.
- Champion the goal.
- Foster a shared understanding.



Changing goals or priorities Hectic Chaos Mess Not clear Why we need everything is important! Many goals



No complete understanding

Self-centred

Indecissiveness

The most vocal leader wins

Planning without priorities

Messy outcomes

They just forget to set it

Leader knows best





Changing priorities Chaos Failure to deliver Vague Changing priotities Know-it-all, non inclusive, Unclear priorities Not revealing the whole picture vague goal

Changing goals

Too many goals, in many different dirrctions

Leaders give tasks to do but fail to explain hoals and nackground of it

Sombody elses goal

Multiple conflicting and changing goals

unclear meaning and hard to transfer into actionable items

Fuzzy goals, unclear to the leaders Just buzzwords, not SMART Waiting to do what is asked but not knowing the initial needs





Non-transparency

Confusing communication

Many different goals

Disoriented hassle

Lack of communication

Team should decide themselves

Depending too much on hierarchy

Too vague, easily interpreted differenty



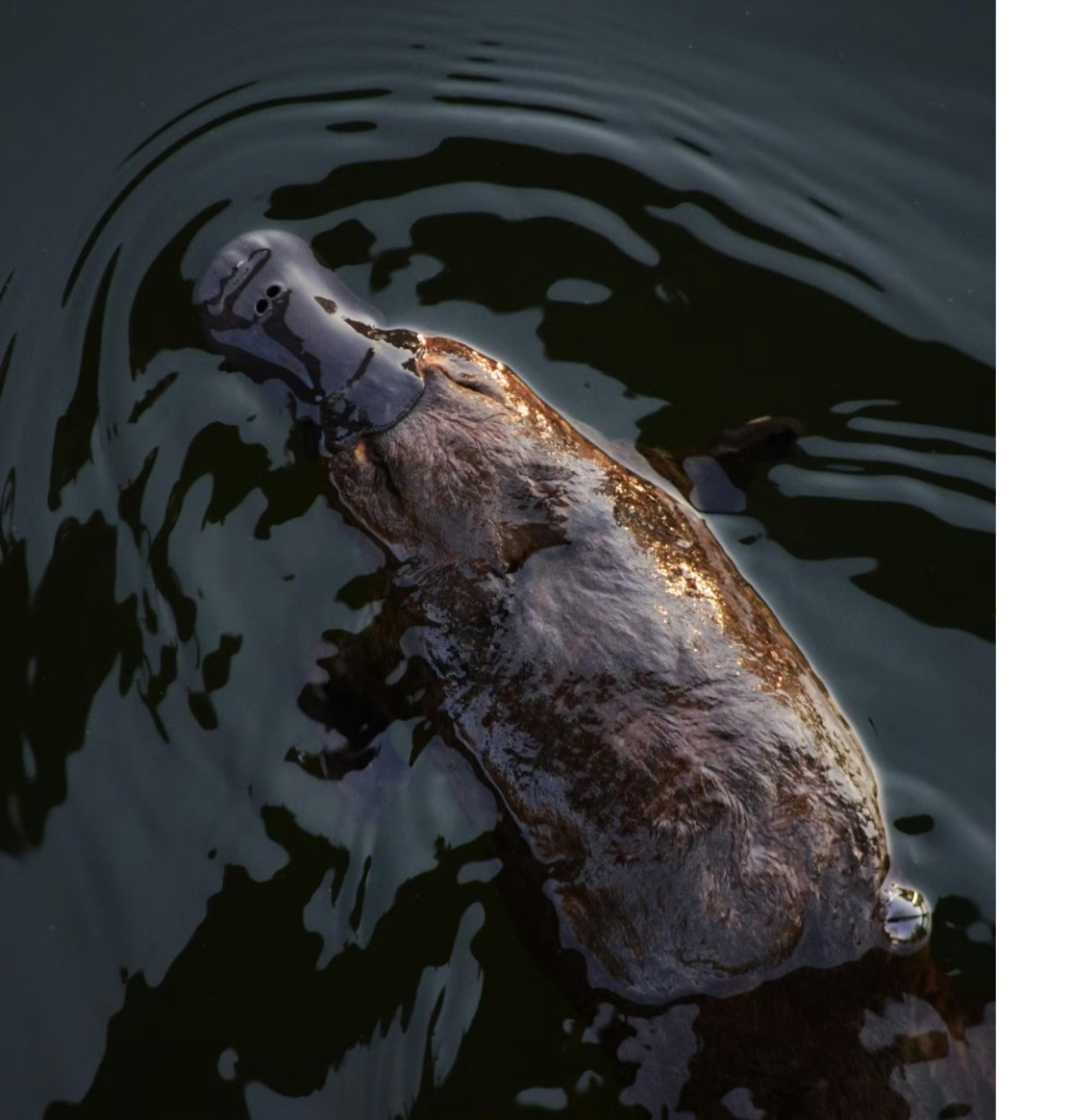


No northstar

pressure when leader is focused on getting 500% capacity from eployee but does not care about his health

Direct commands and orders without any kind of feedback

Mess



Skill 2: Necessary Decisions

What Does Good Look Like:

- Understand when to step in.
- Engage in timely interventions.
- Create a fair and respectful work environment.



Not making them Delay Micromanagement Fear



Delaying No decision is still a Rumors Insecurity decicion Ni why Thinking about Blame shifting Decisiveness themselves



Control No clear direction Avoiding Anxiety Force team to make Fear, uncomfortable Delaying Fear decisions without enough conversation, ruin status information and later quo blaming them

Delayed response

Postponing the decision making

Big WIP

Asking for too many deep-dives

Not making decisions

Teams become nonresponsive Avoiding responsibility

Improvements not started





Shoeing powers of role

being more strict, less emphatic

Accept decisions based on the loudest person (and not technical reasoned)

Topic pops up again and again, teams are blocked in some way and have challenges to deliver

Quiet quitting

put in effort for too long..
but still no results.

it leads to chaos, teams will eventually loose interest to gain goals

Postponing the decision points, finding excuses to not decide, recalling decisions, announcing one and doing differently, deciding based on loudest voice,

avoiding decision making and responsibility Unawarenss what to do





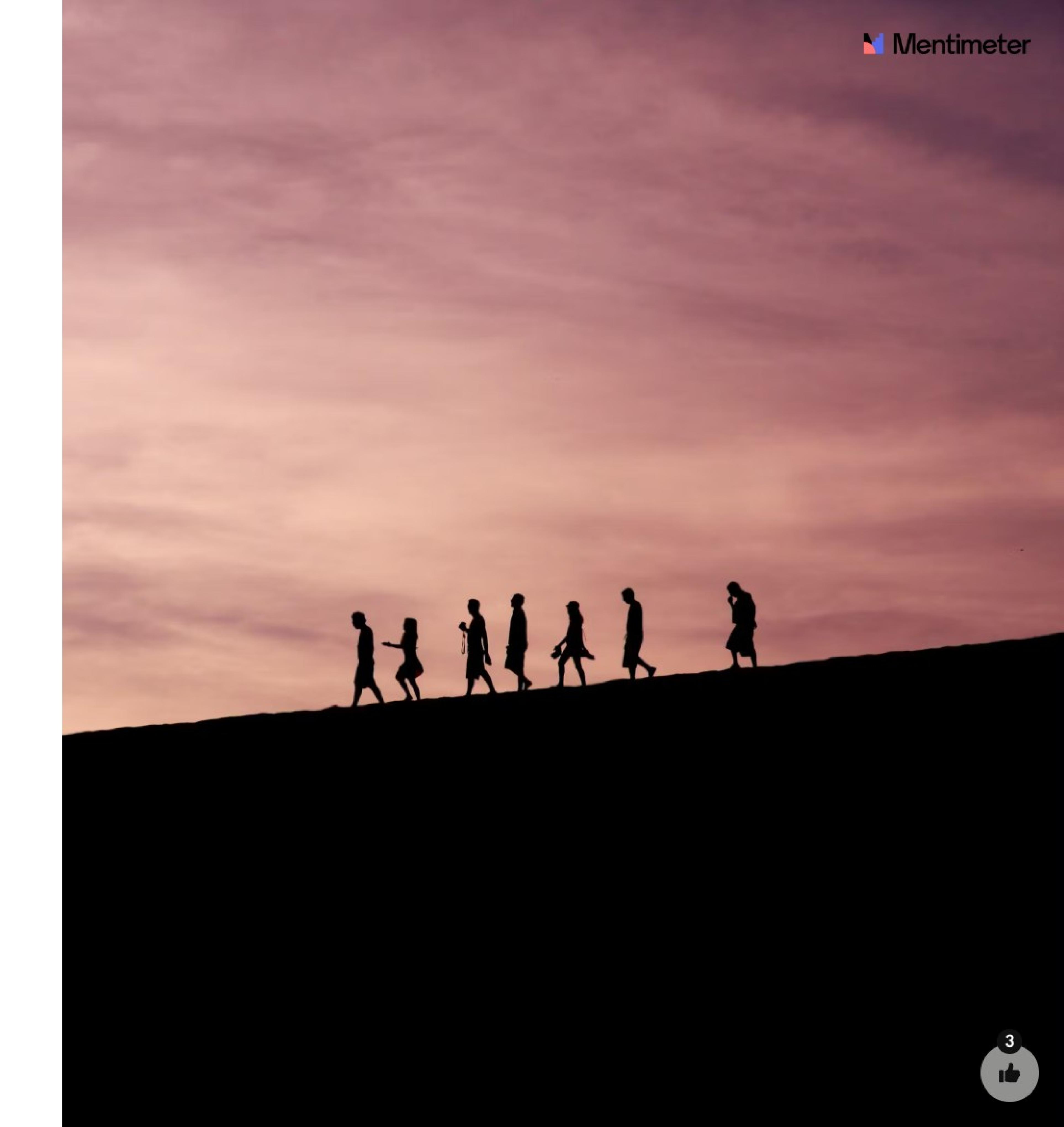


Skill 3: Altruism

Merriam Webster: Unselfish regard for the welfare of others

What Does Good Look Like for Altruism?

- Focus on the collective good.
- Encourage collaboration over personal glory.
- Support others in achieving their potential.



Sub optimizing Faking it Lazy, complicent Favoritism Not worrying about Lack of coordination Tears others growth



Selfishness

AGILE SATURDAY IS AWESOME !!!!!!!!

Corporate favoritism

Succes is theirs, failure is teams

Not thinking about the big picture

Ego push

People feel no team work

Low performance of the whole team





Egoist

Interests of highest paid senior employees (architects ctos etc) matter more

Egoism, being afraid do lose their job or "face"

Blame game, lack of accountability

No decision making

Talks over listening

Thinking about their department, not whole organization

Selfishness





Favours culture Selfishness Safe own ass glory for one person Not aware of what is Lack of boundaries Pet projects ignoring happening in the team, not asking about how people feel



it leads to selfishness, blaming others, silos and low moral Oversensitivity



Reflect and Discuss

- Which of these skills is a challenge in your organization?
- Discuss how it shows up in your work.
- Share ideas on how to support leaders in overcoming these challenges.

Conclusion

- Leaders should actively engage with their teams.
- Ensure clarity, make necessary decisions, and model altruism.
- Transformational leadership is a journey, not a destination.

Sources

- Managing to Collaborate: The Theory and Practice of Collaborative Advantage
 By Chris Huxham, Siv Vangen
- Konflikthantering i arbetslivet (Swedish Managing workplace conflicts)
 by Thomas Jordan
- Transformation Leadership How to Insipire and Motivate

Thank you, and stay in touch!

https://www.linkedin.com/in/yassal-sundman/



084