



# Adaptive Leadership: Leading in a Complex World

• Julia Västrik



**Which leadership styles suit the complexity of the modern world best?**

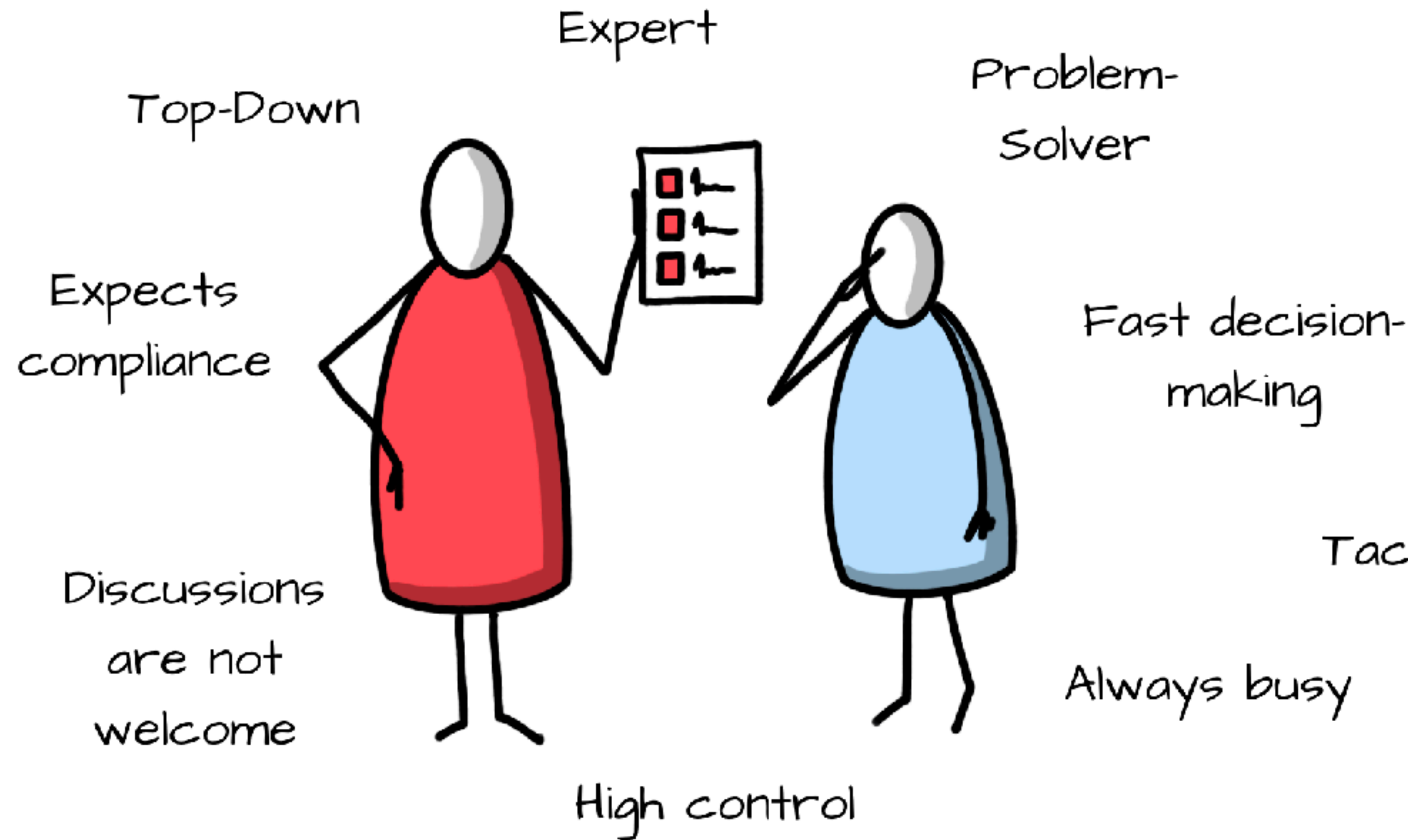
# DIRECTING LEADERSHIP STYLE



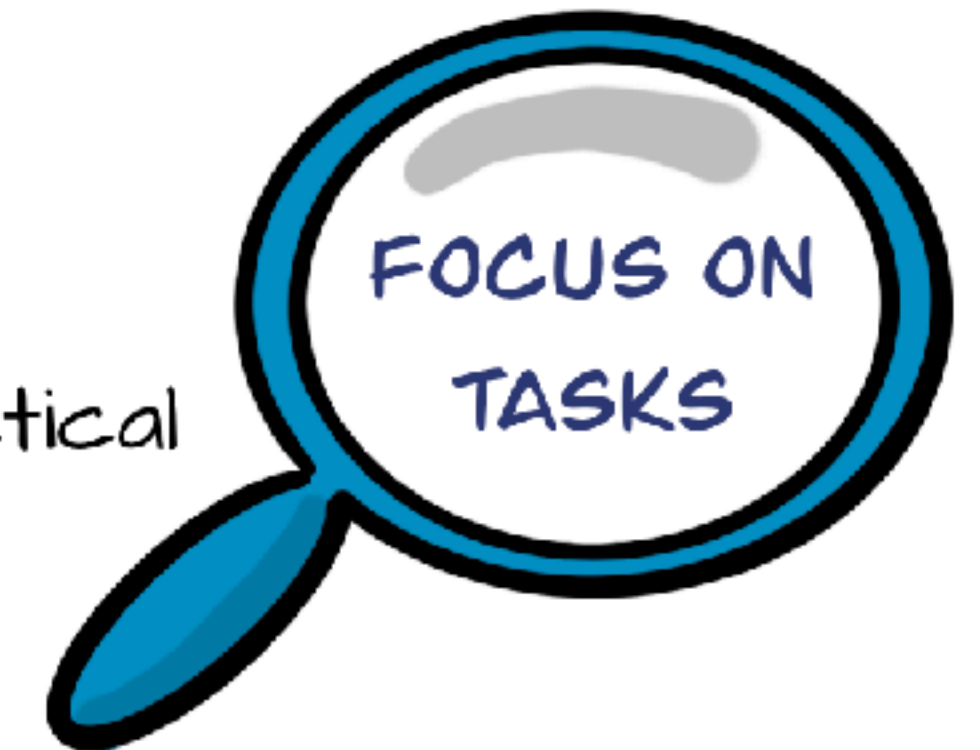
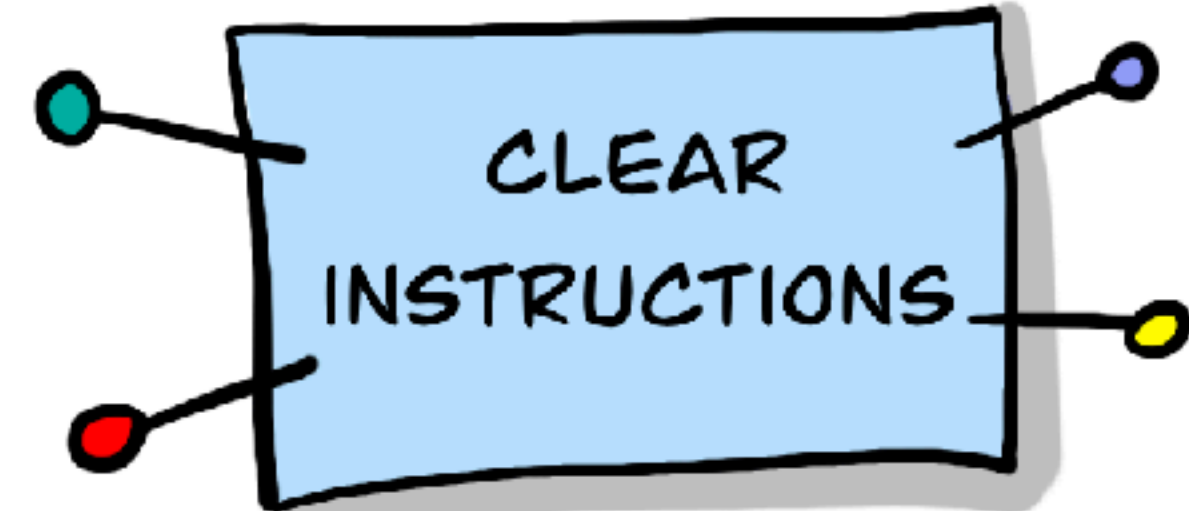
"PEOPLE ARE  
SOLDERS"



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"

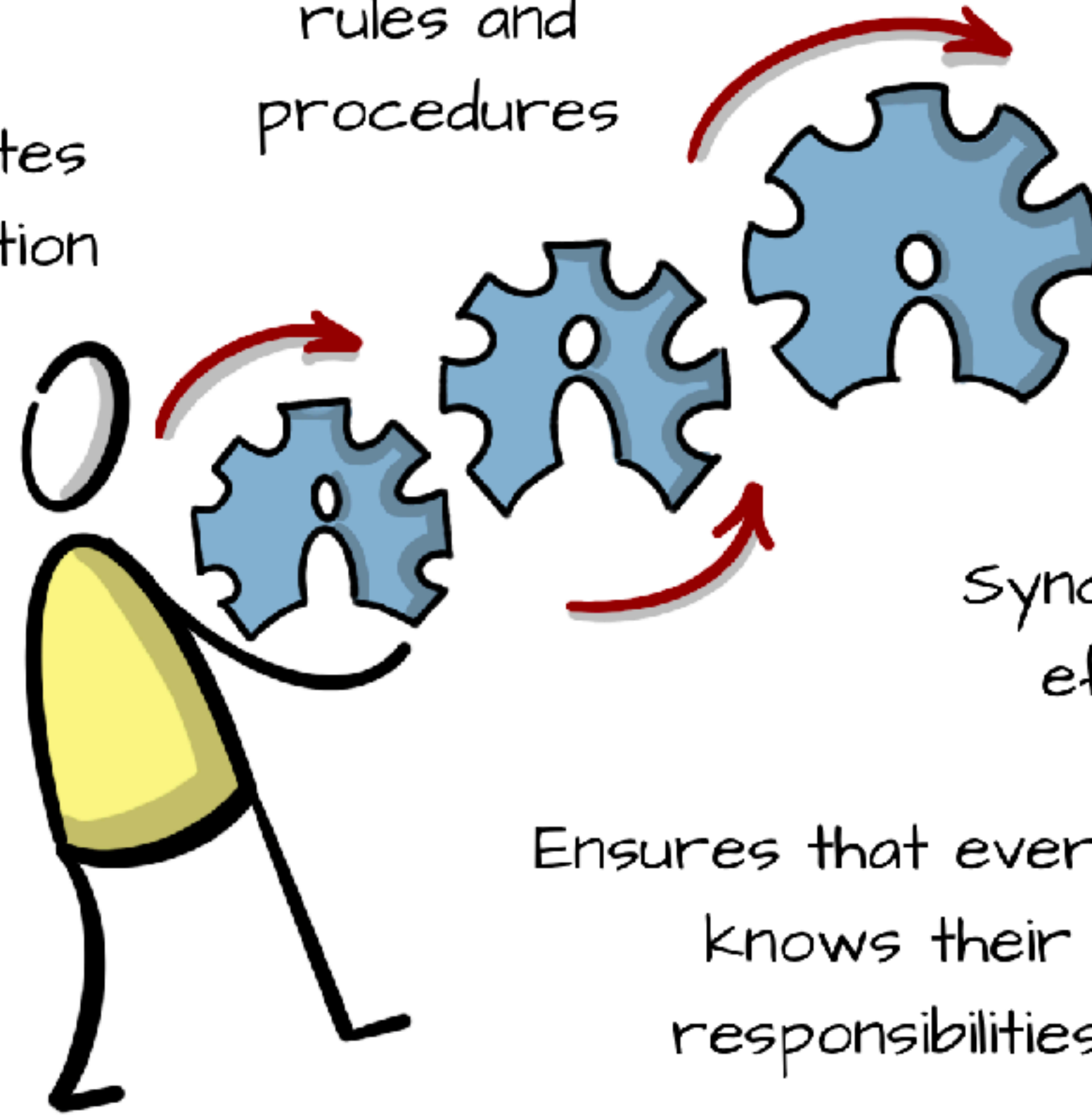


MOSTLY RESOLVES  
OBSTACLES ALONE

Coordinates  
collaboration

Controls all  
the  
workflows

Defines  
rules and  
procedures



Gate-keeper

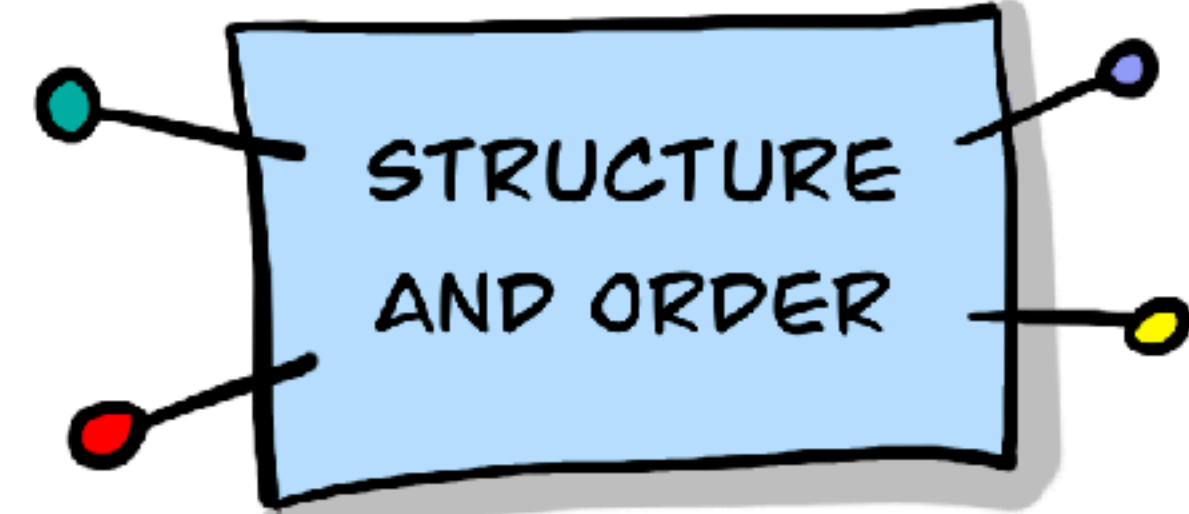
Protects  
team from  
the external  
world

Synchronizes  
efforts

Ensures that everyone  
knows their  
responsibilities

USES FEEDBACK  
TO INCREASE EFFICIENCY

PROVIDES:

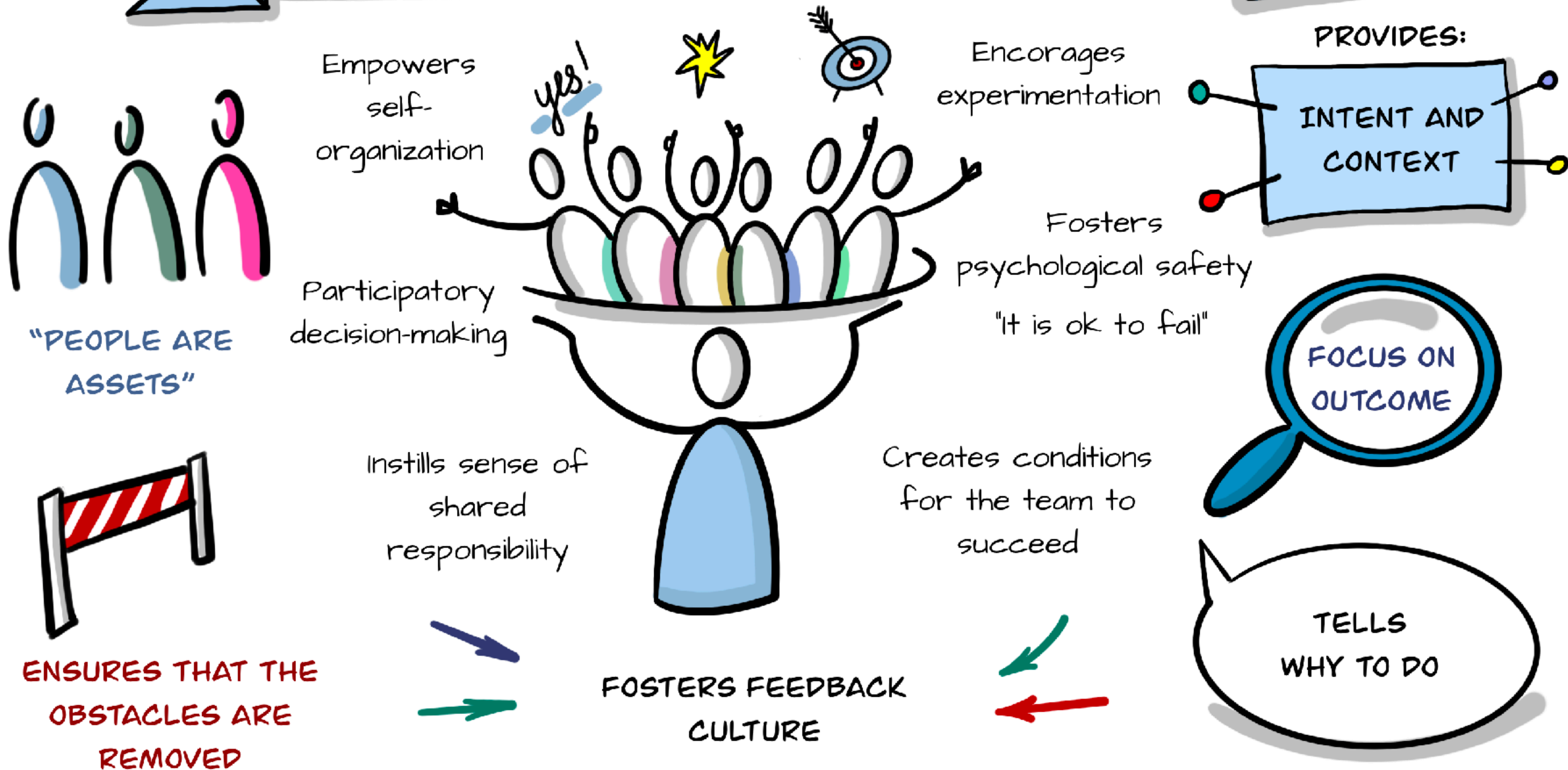


FOCUS ON  
EFFICIENCY

TELLS  
WHEN AND IN  
WHAT ORDER  
TO DO



# 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

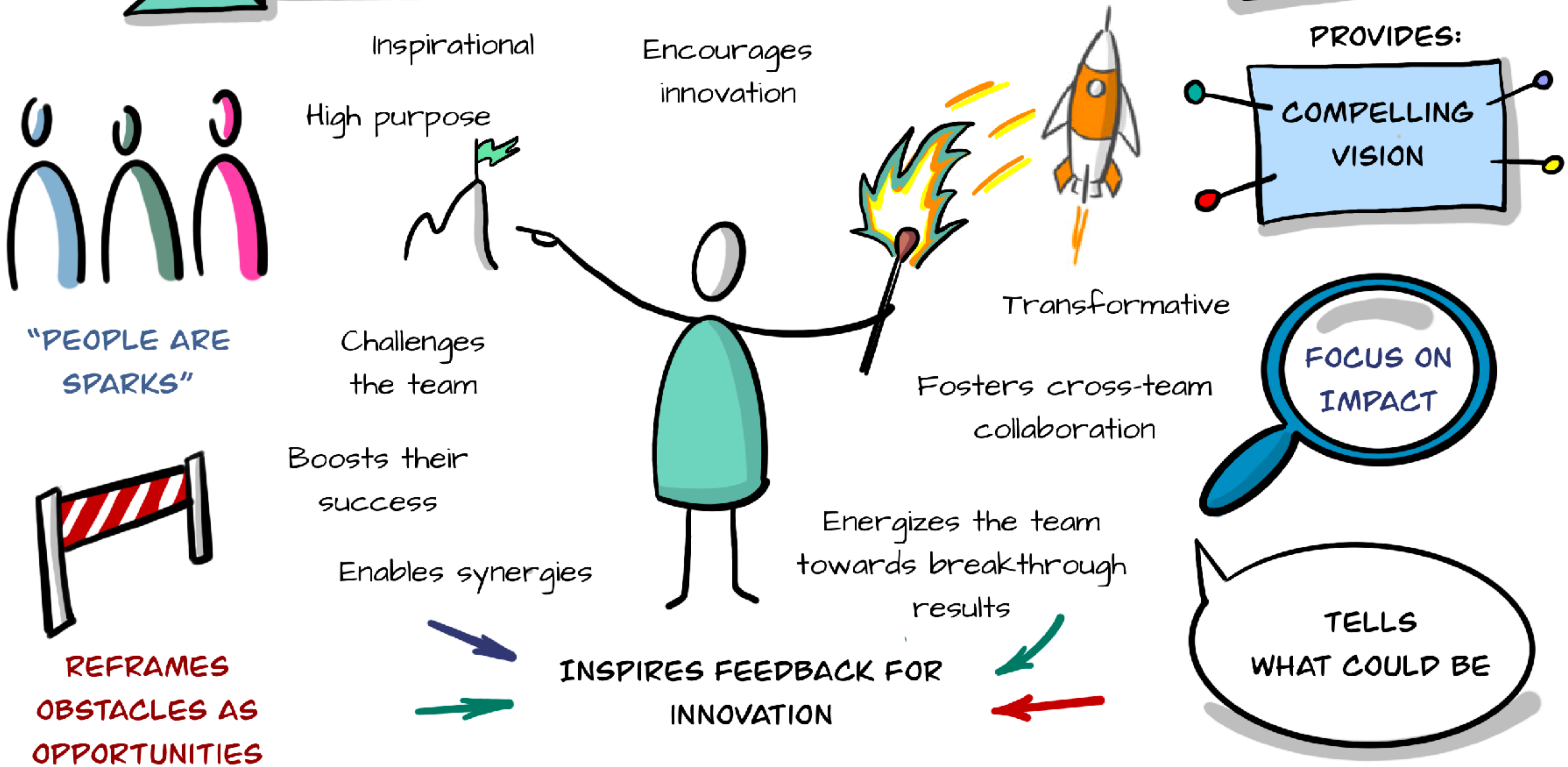
Enables the team  
effectiveness  
through coaching

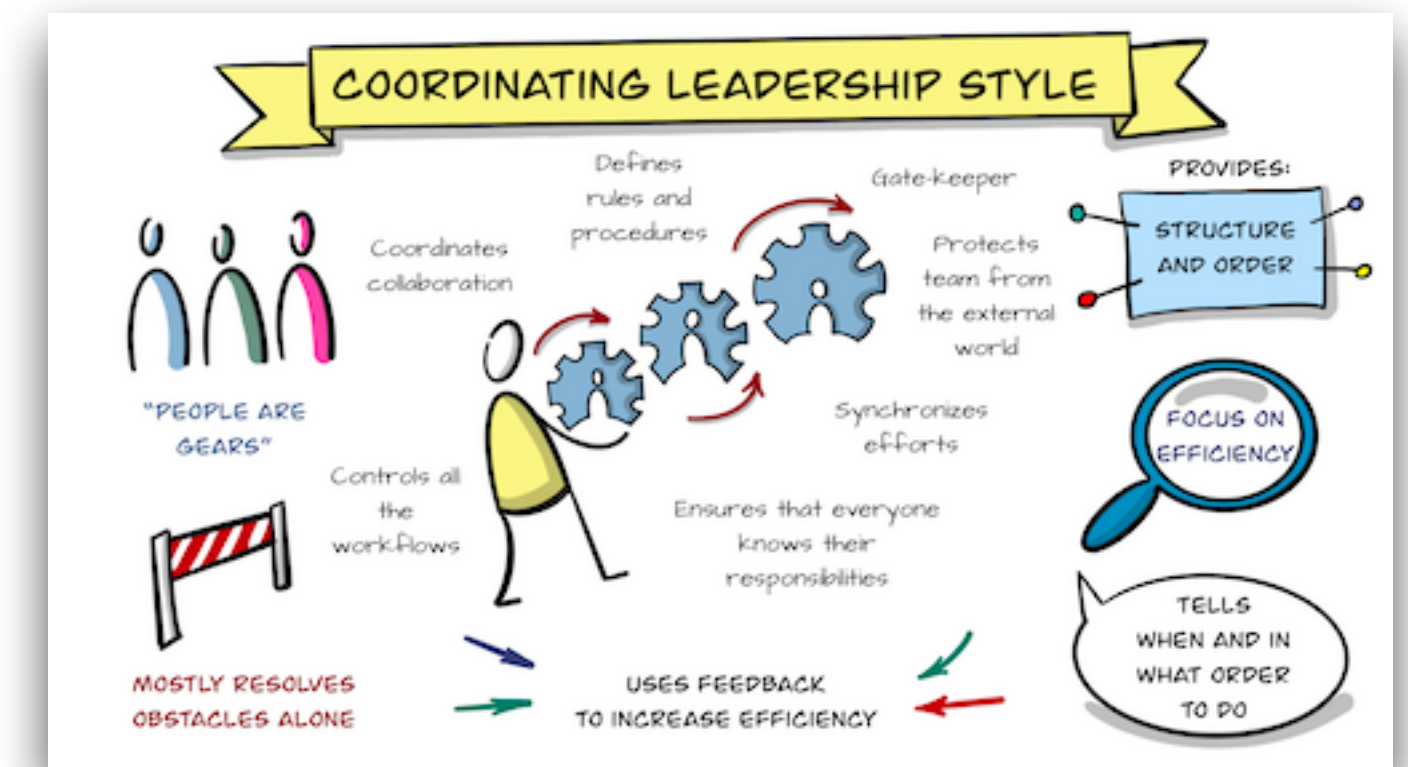
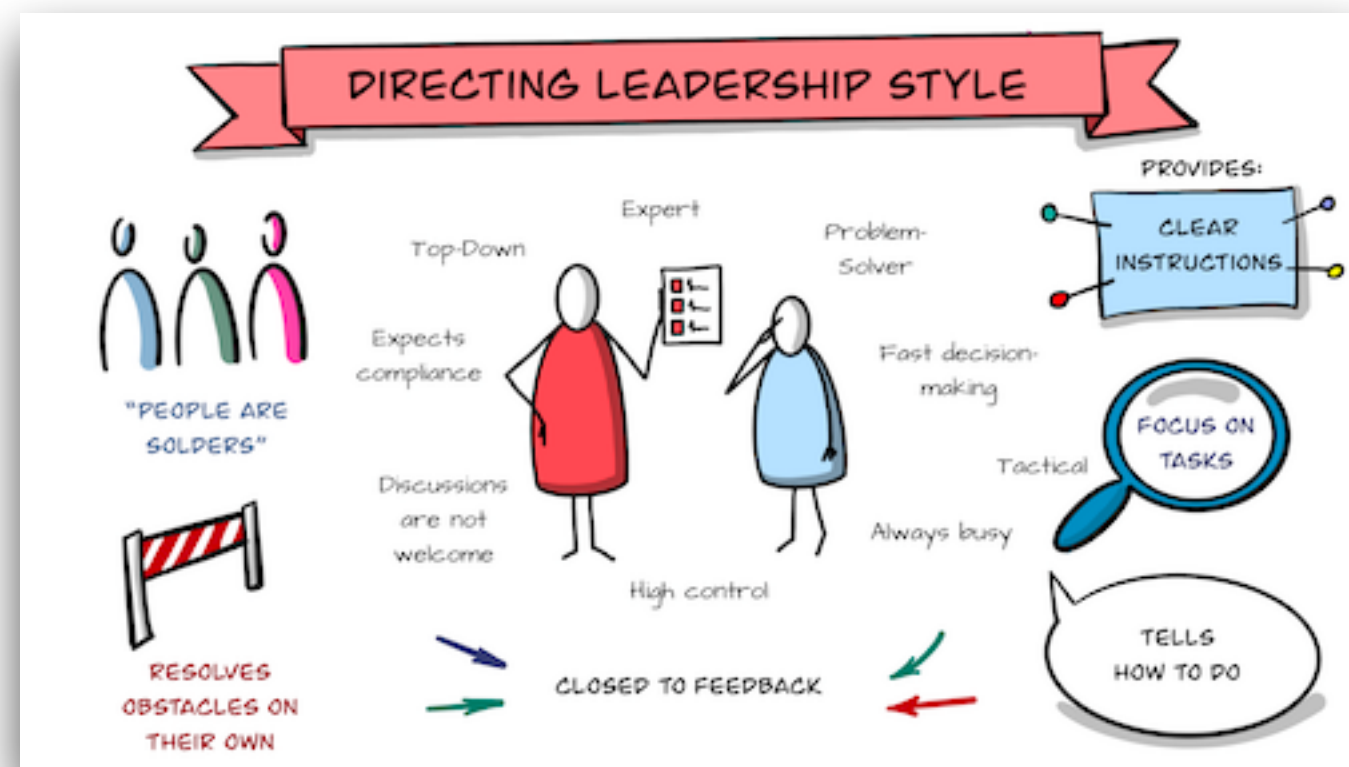
PROVIDES:



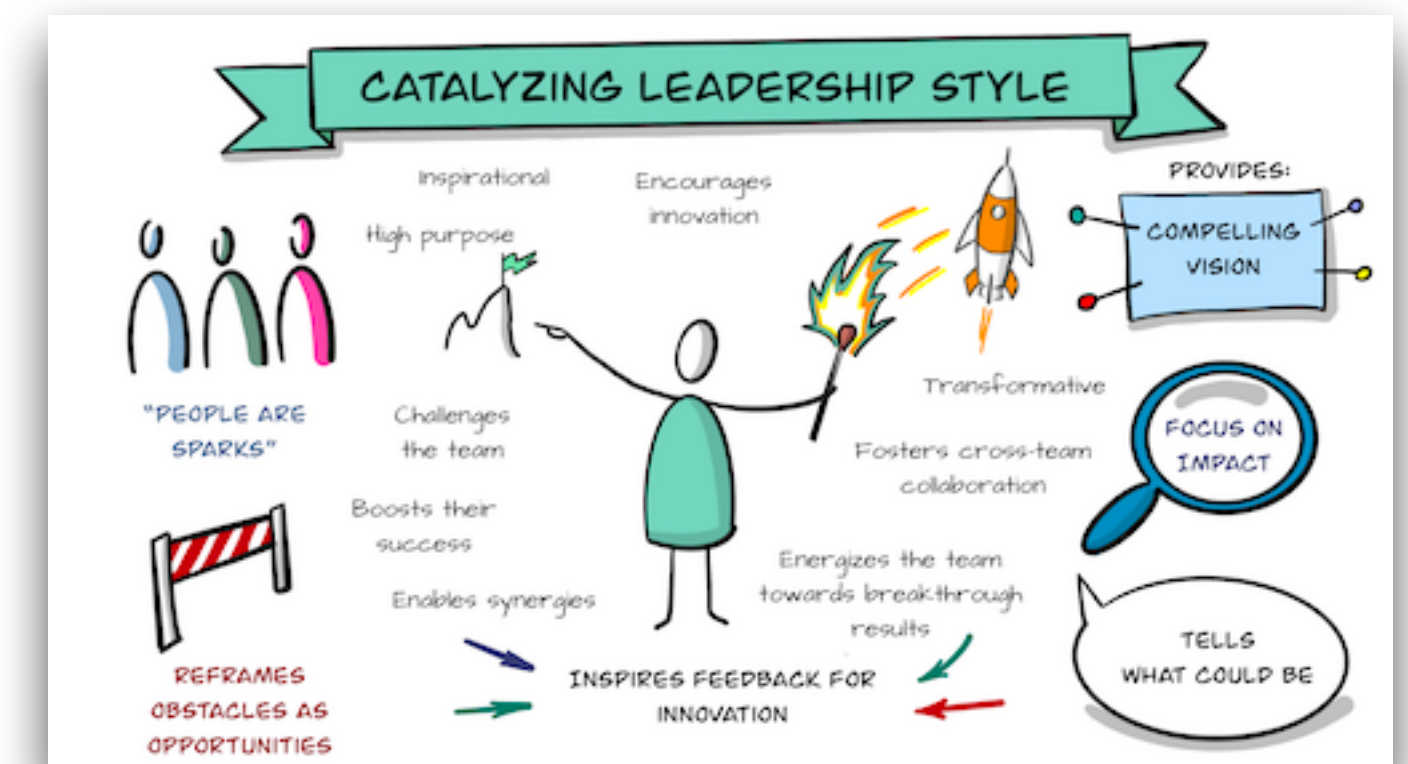
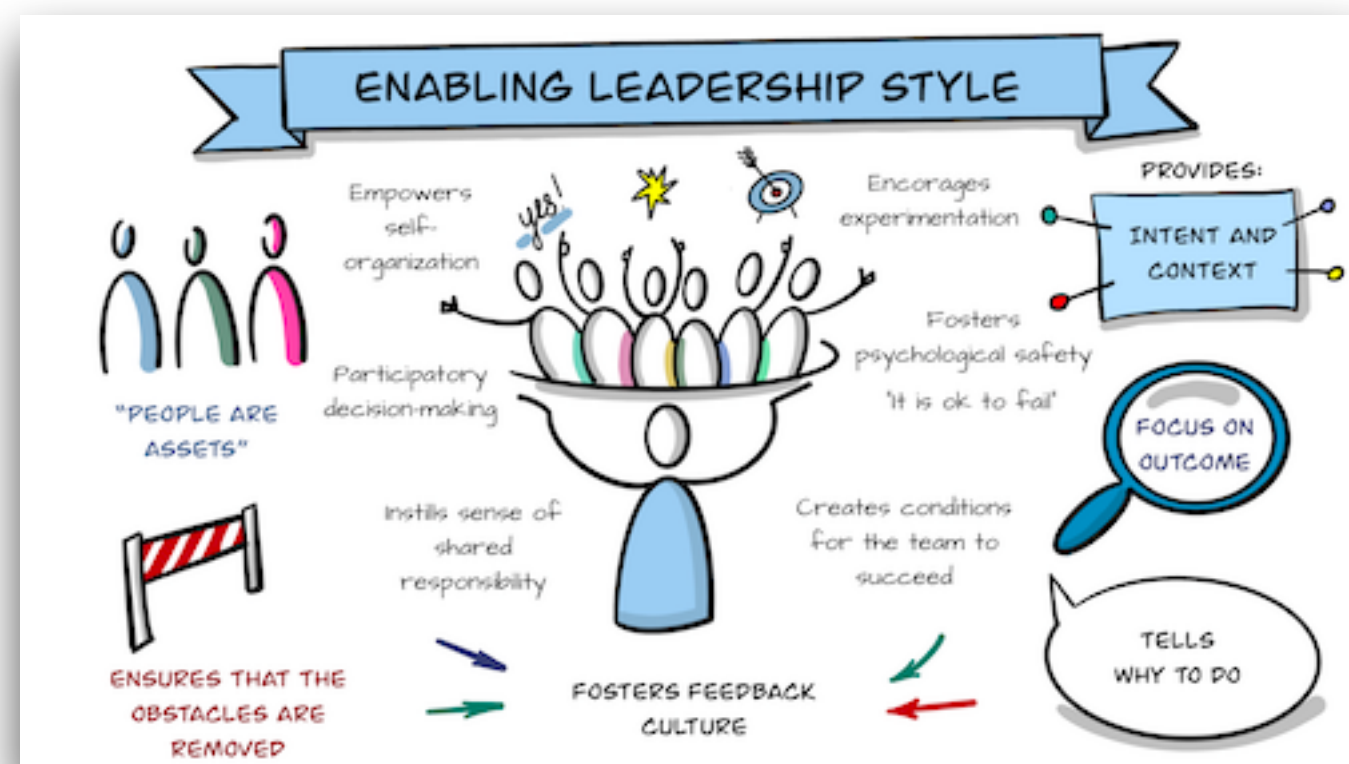
ASKS RATHER  
THAN TELLS

# CATALYZING LEADERSHIP STYLE

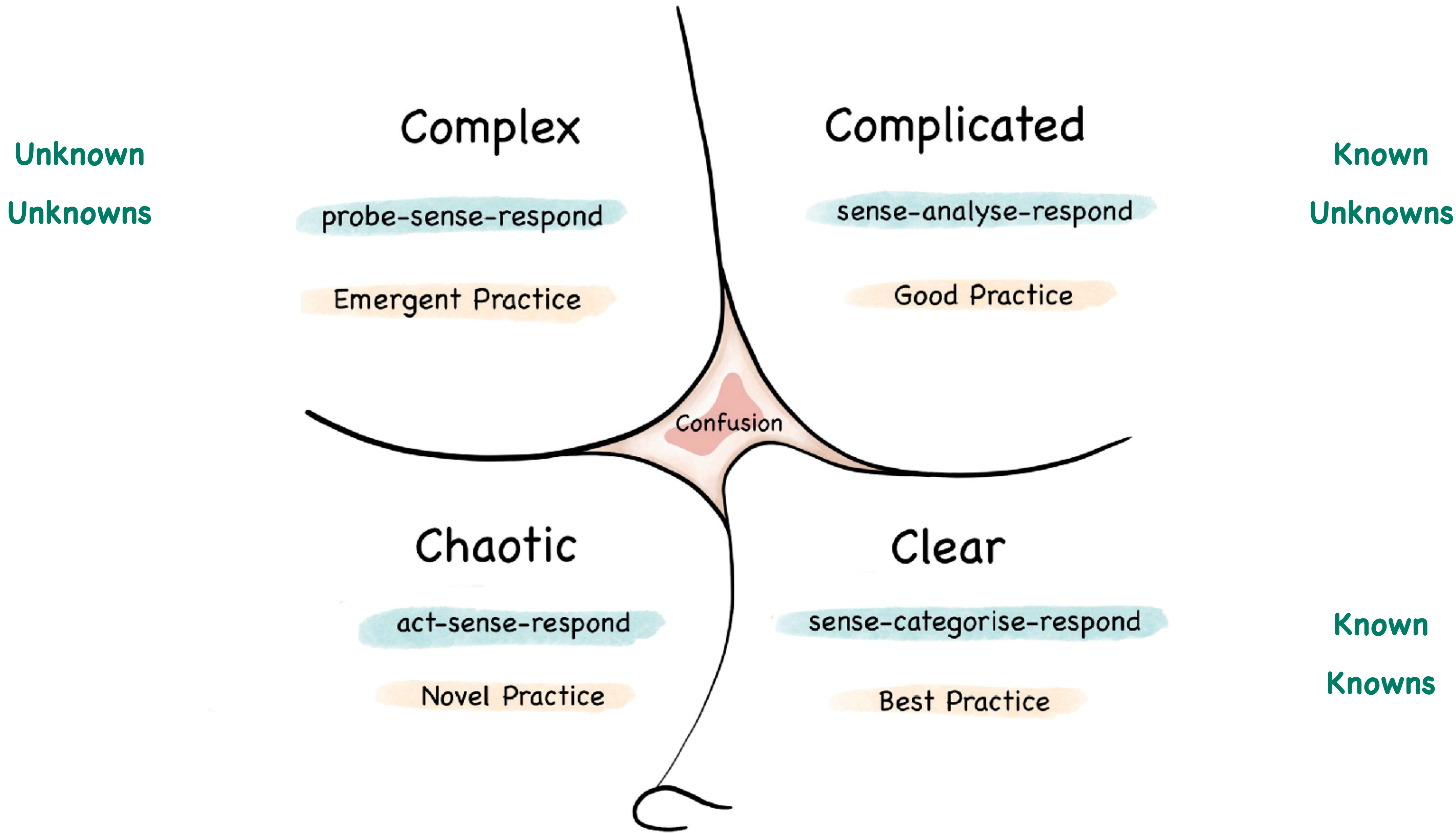




# What is the Best Leadership Style?



# Cynefin Framework *by Dave Snowden*



# Complex

# Confusion

# otie

## ENABLING LEADERSHIP STYLE



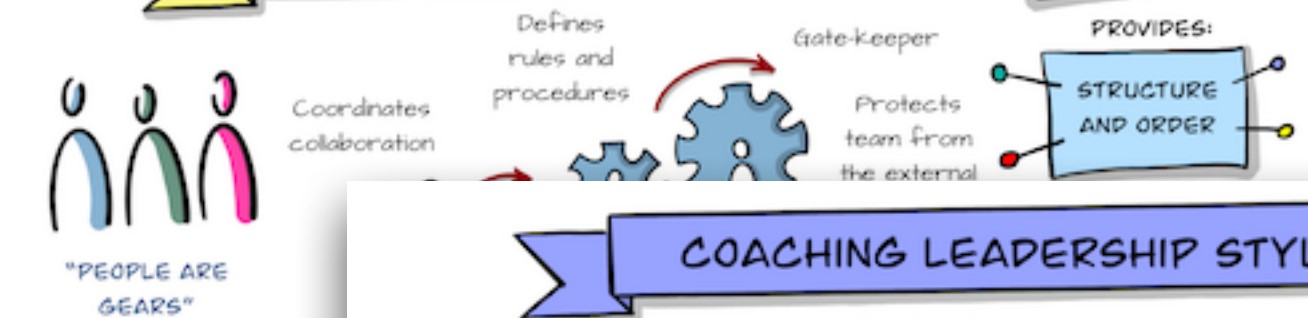
## COACHING LEADERSHIP STYLE



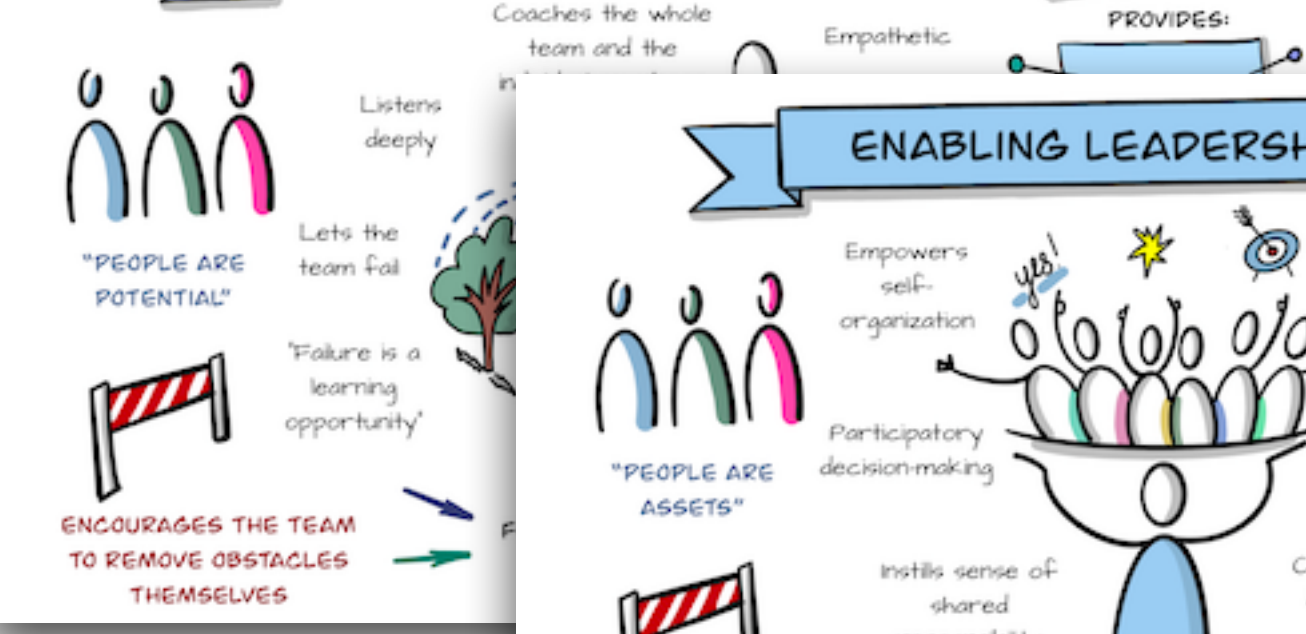
## CATALYZING LEADERSHIP STYLE



## COORDINATING LEADERSHIP STYLE



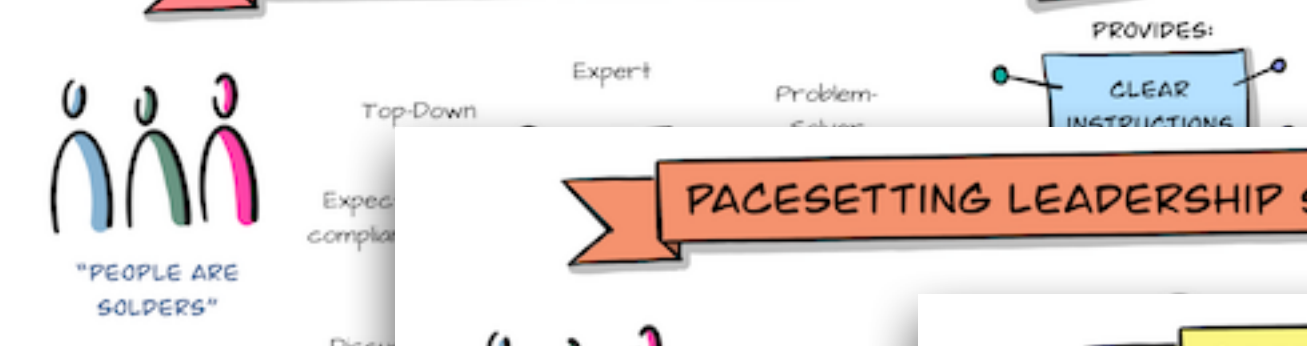
## COACHING LEADERSHIP STYLE



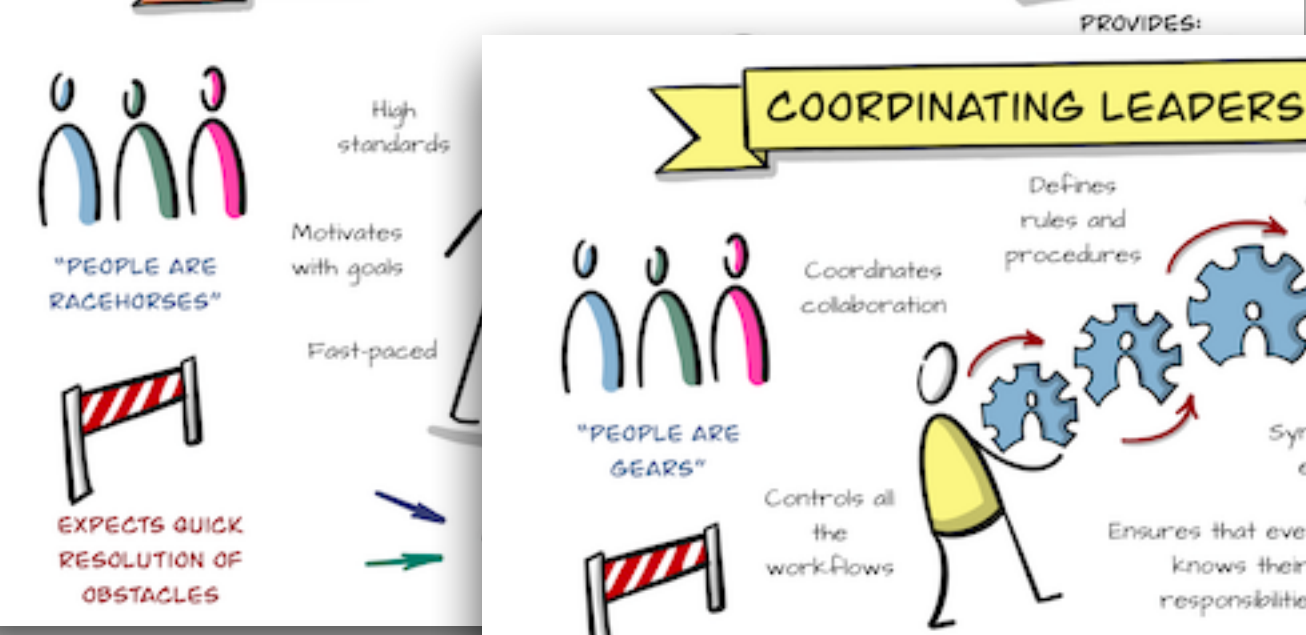
## ENABLING LEADERSHIP STYLE



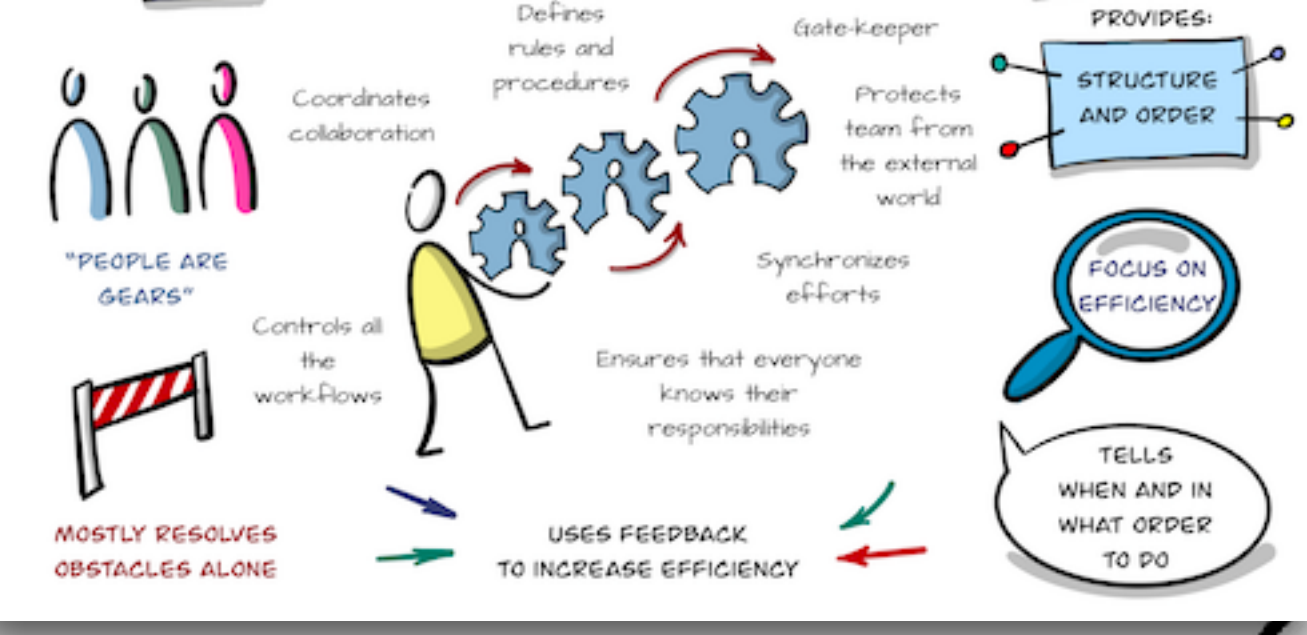
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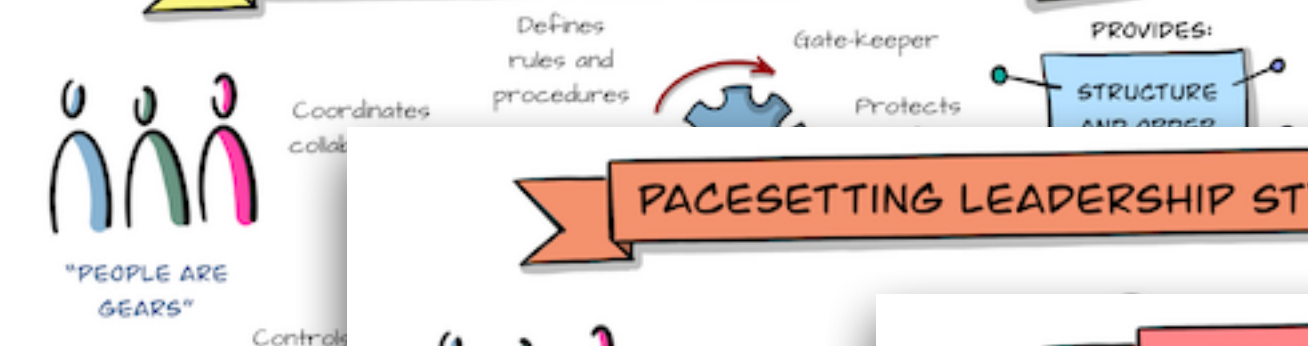
## PACESETTING LEADERSHIP STYLE



## COORDINATING LEADERSHIP STYLE



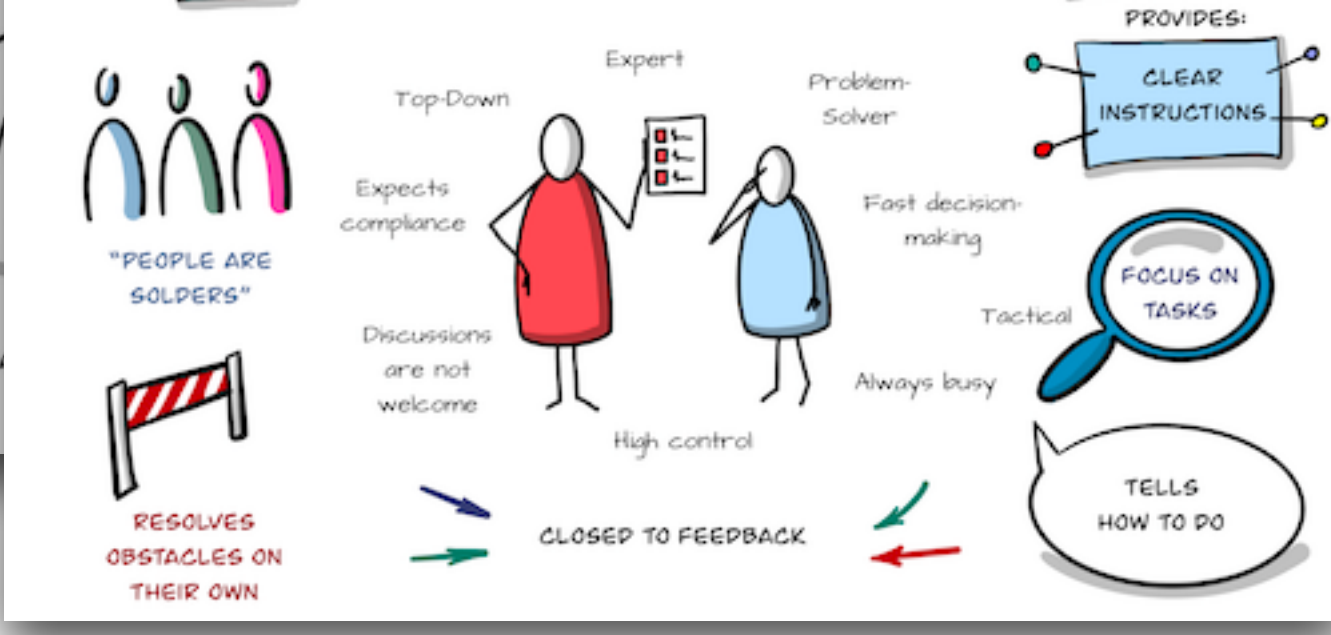
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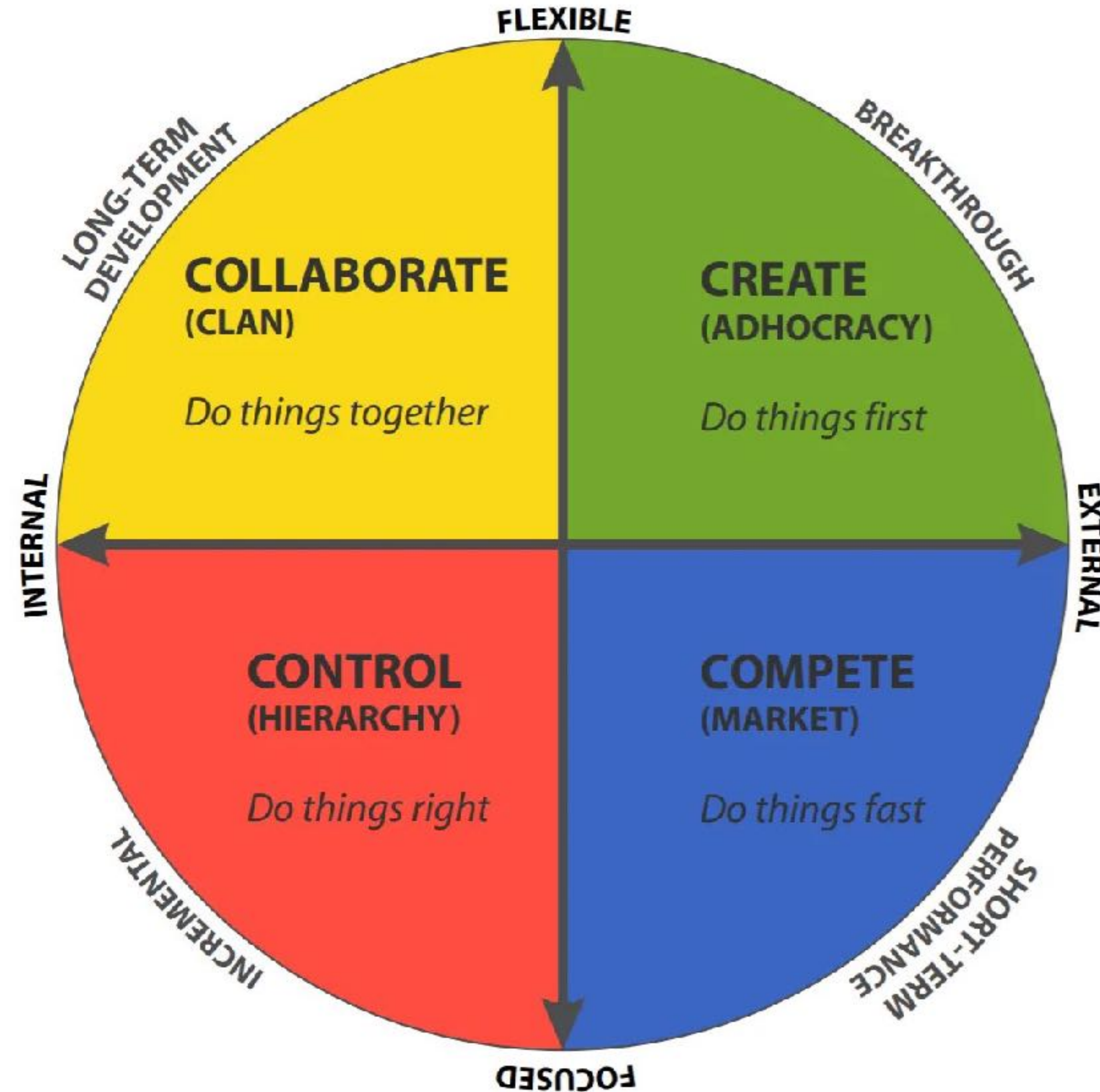
## PACESETTING LEADERSHIP STYLE



## DIRECTING LEADERSHIP STYLE

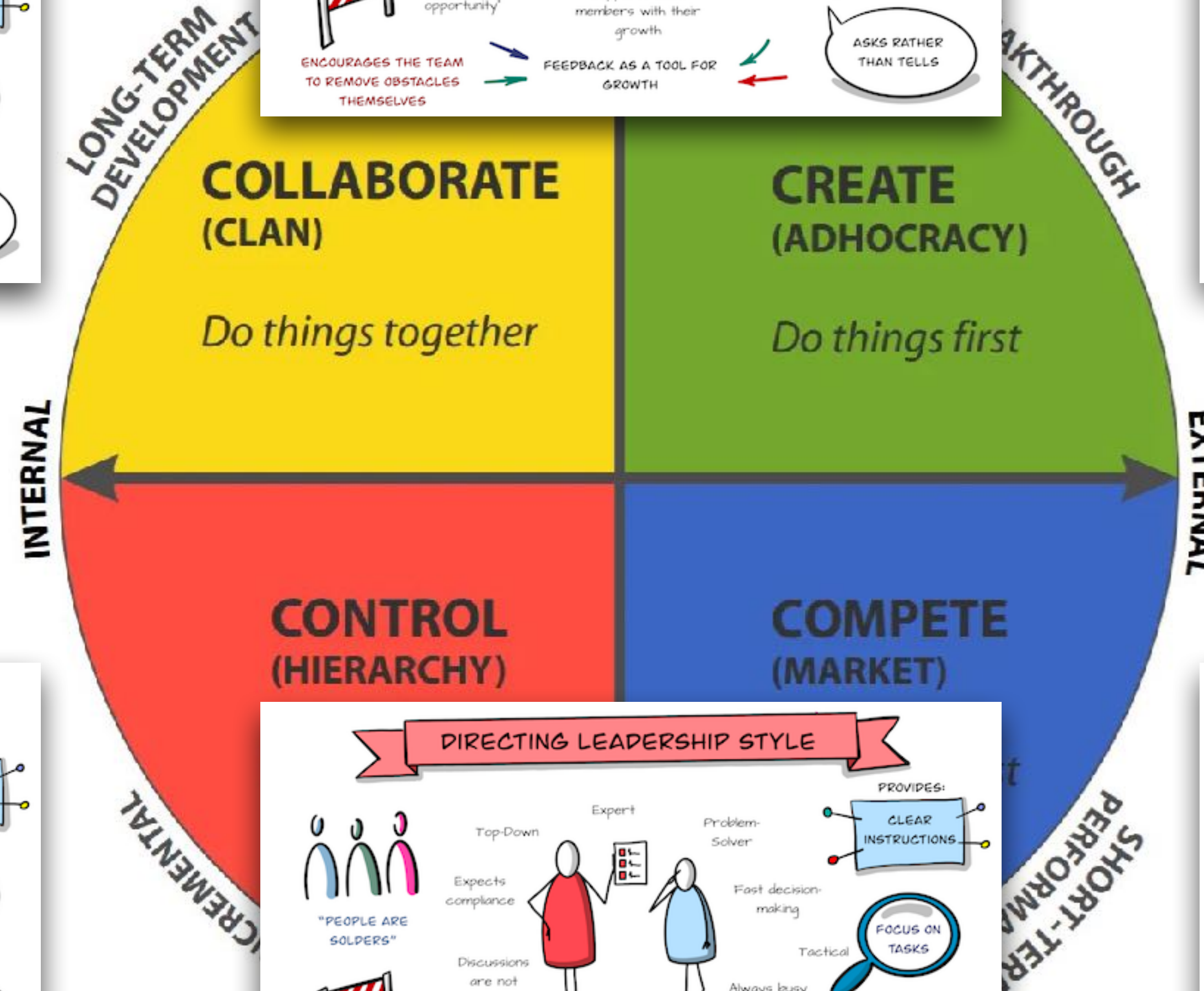
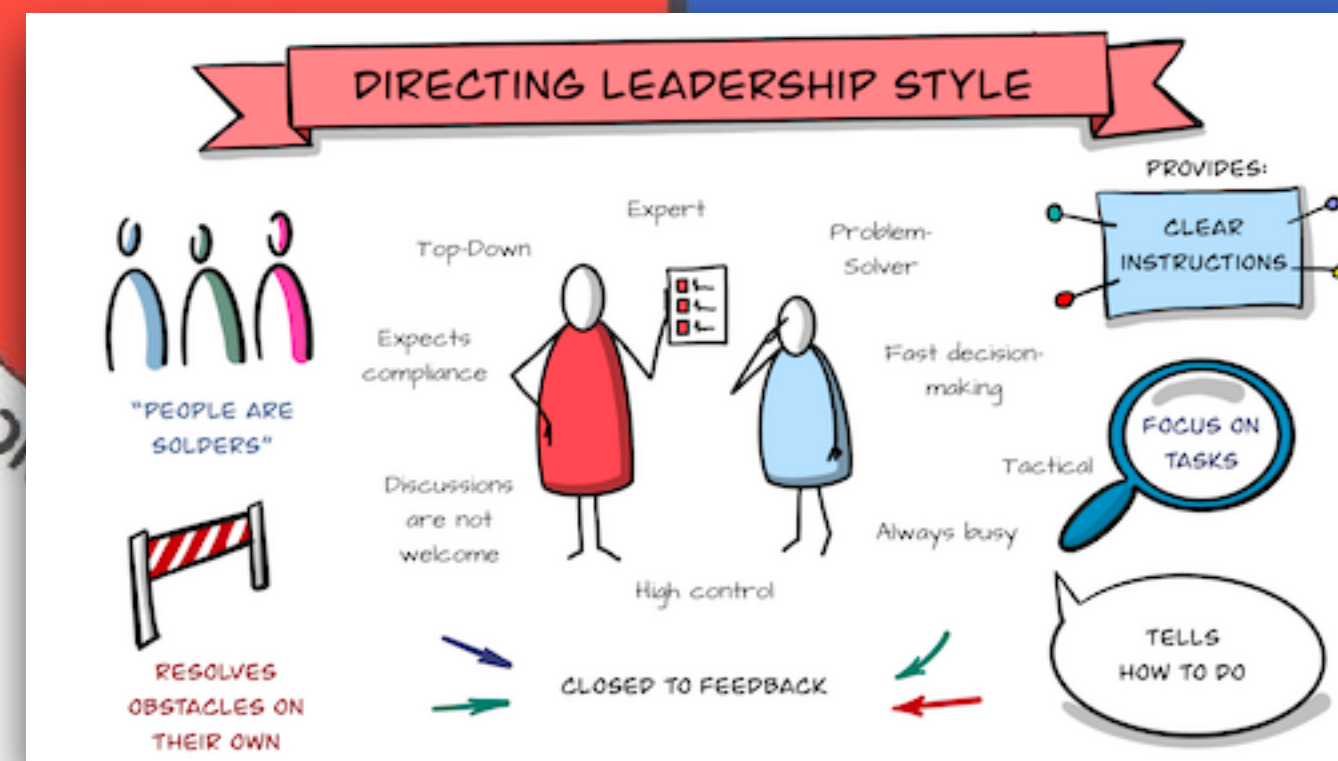
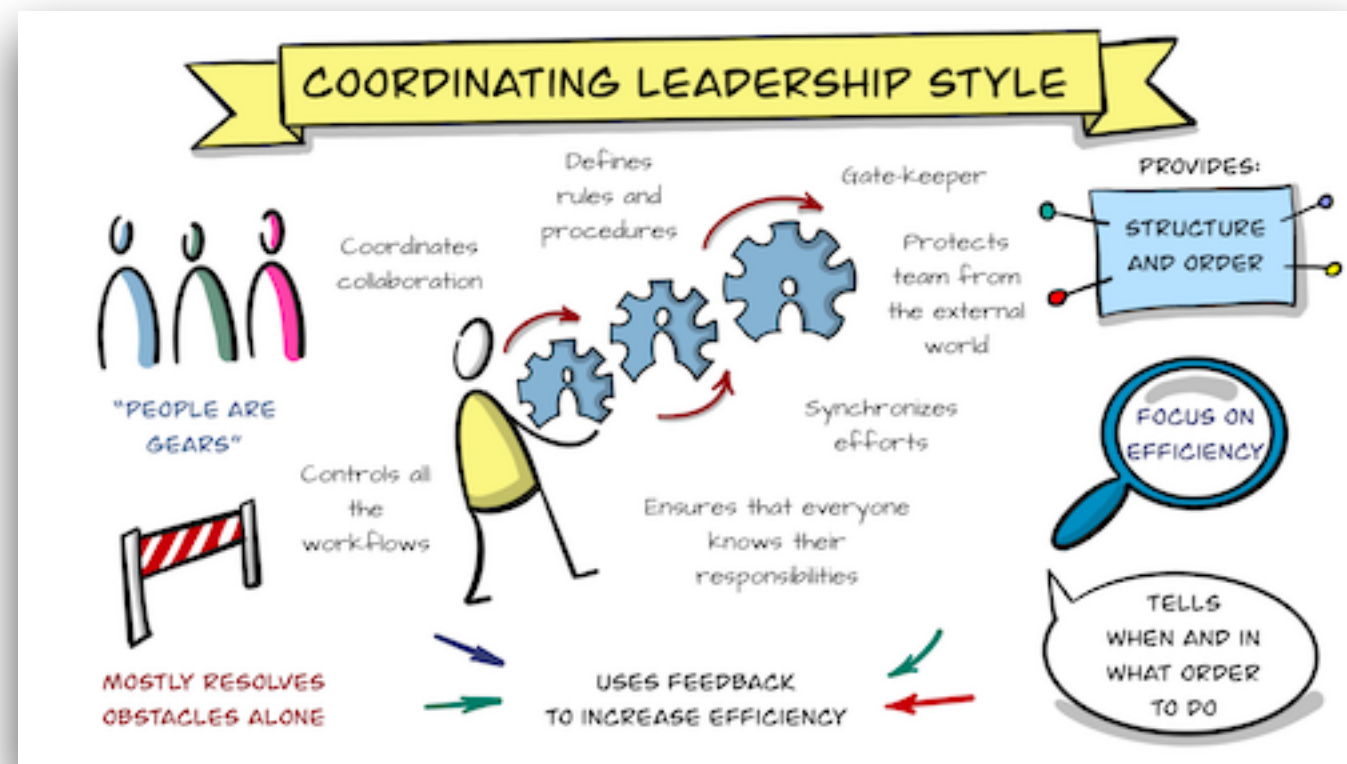
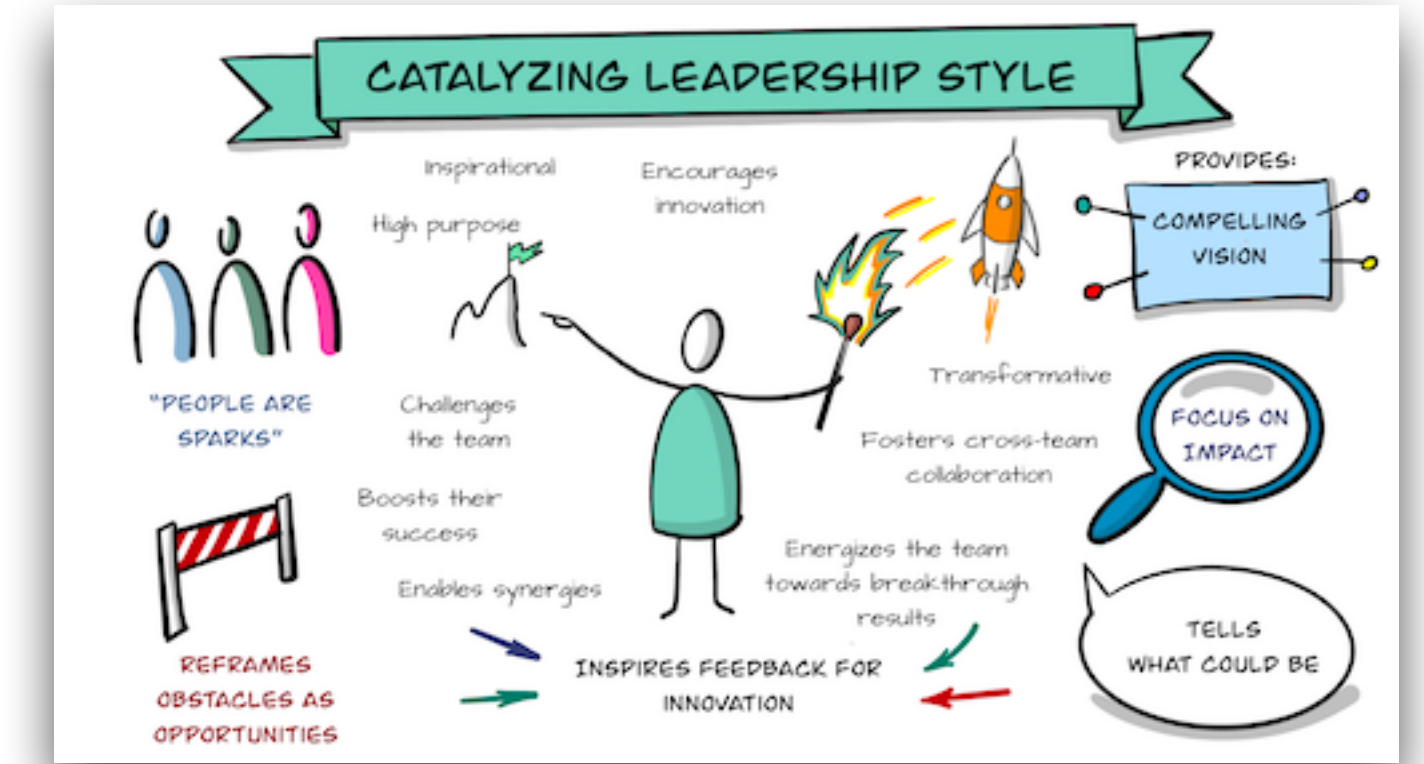
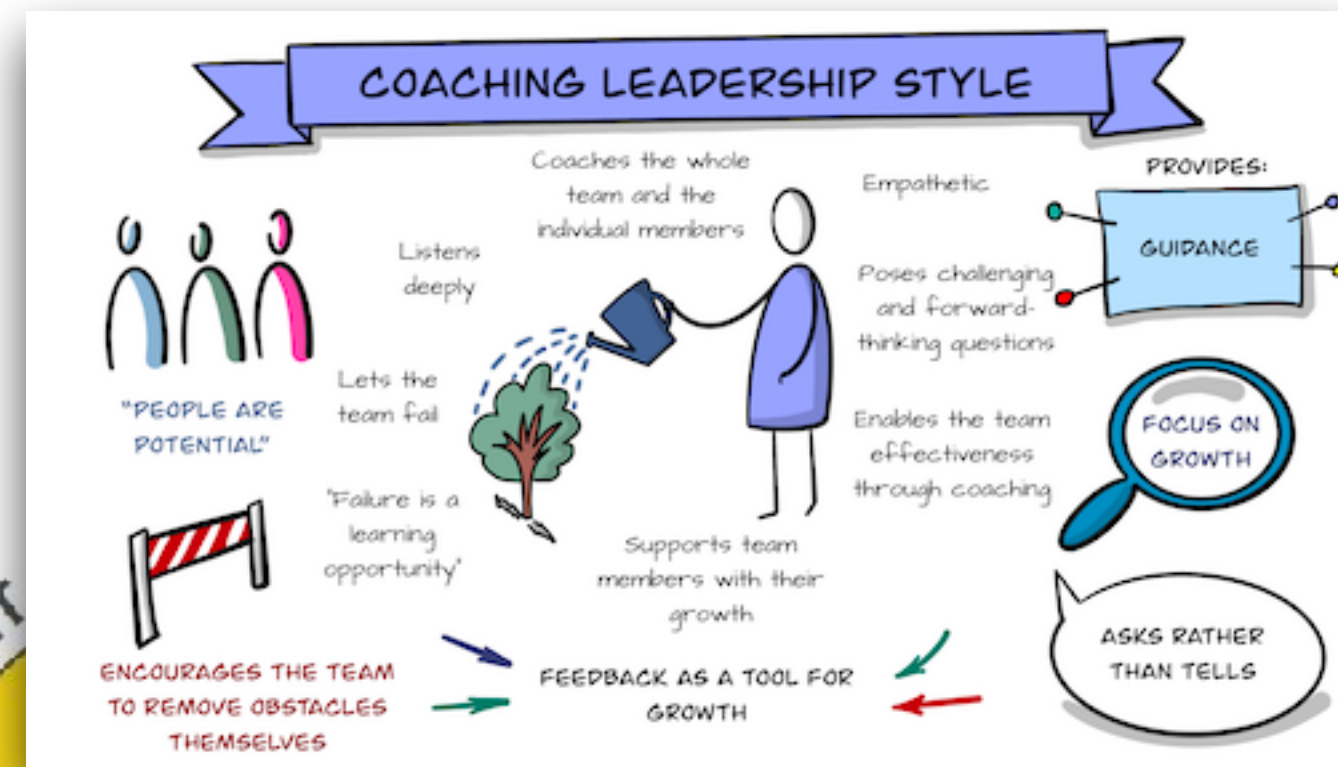
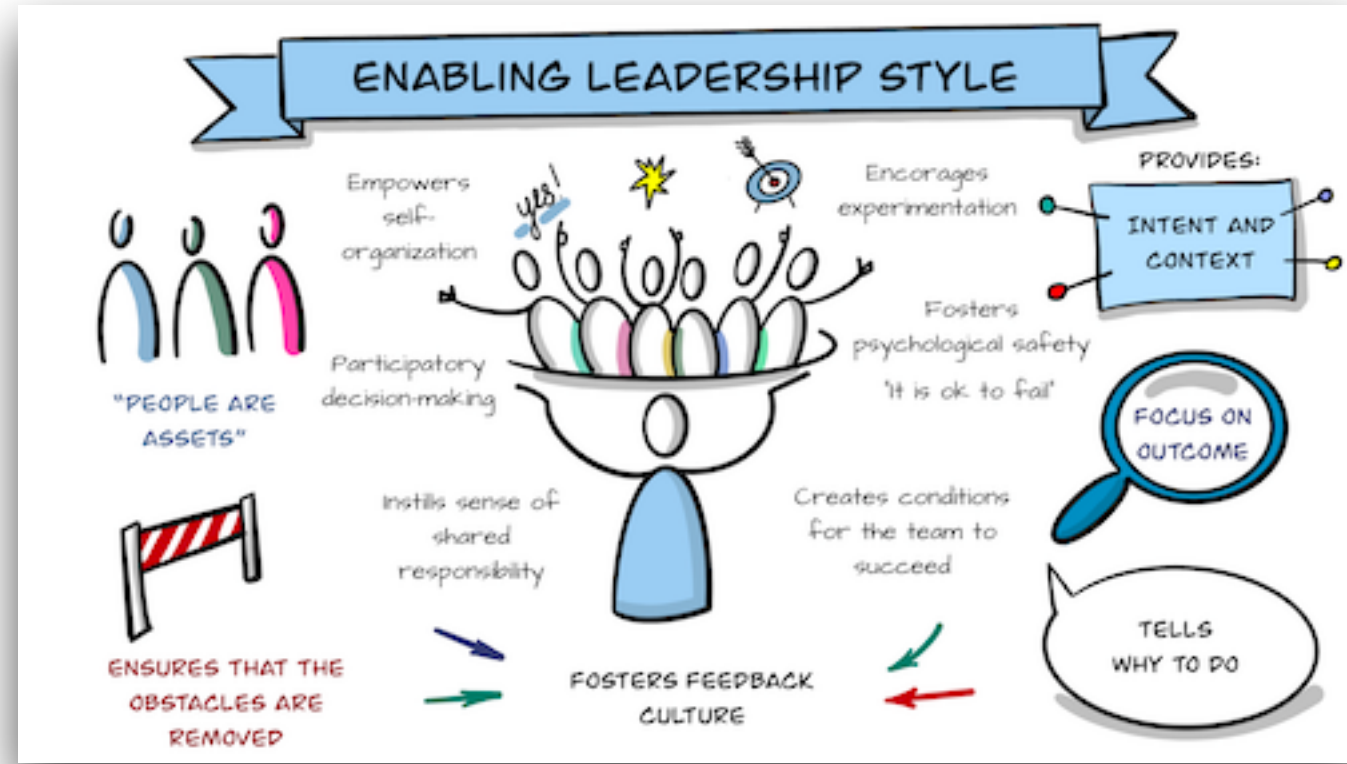


# The Culture



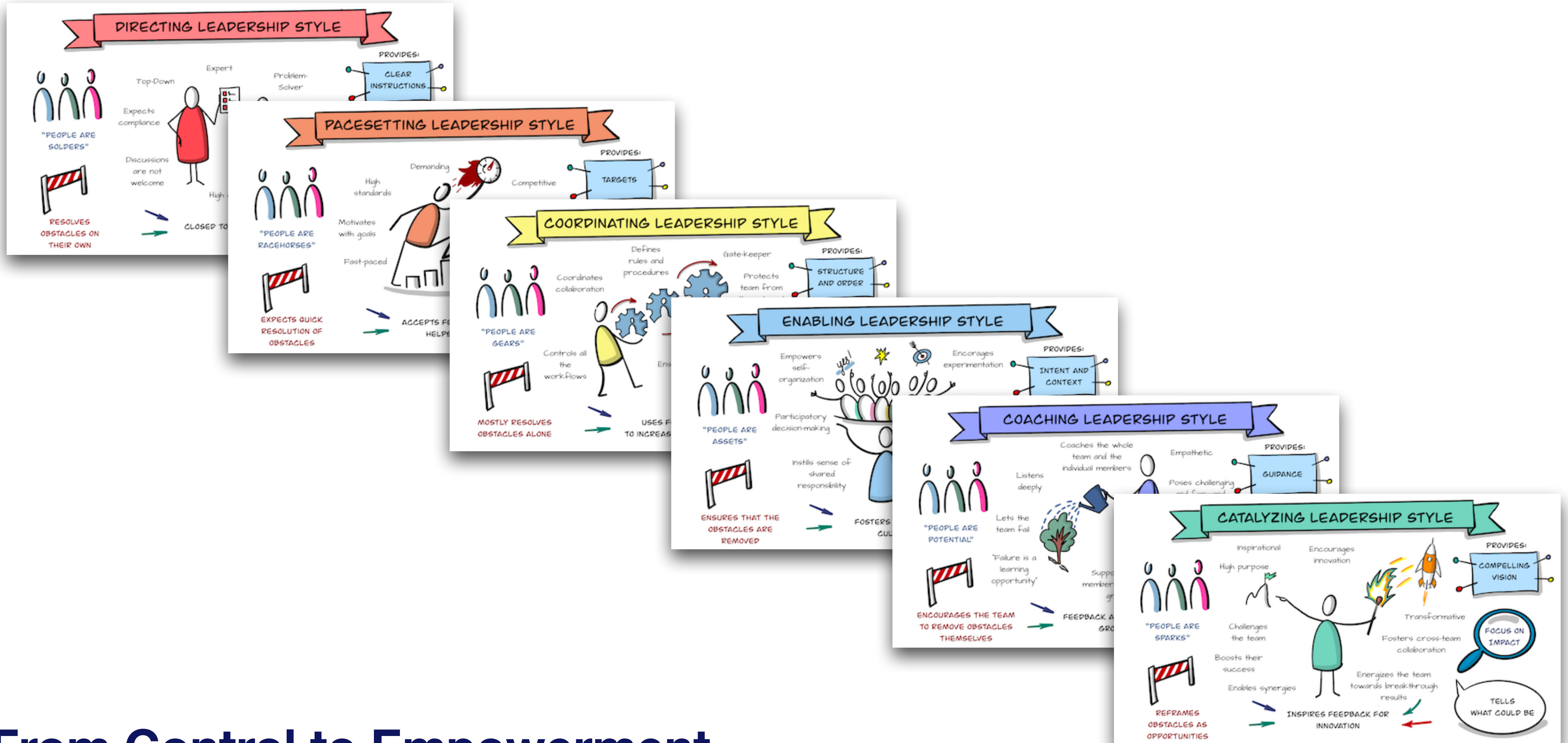
Competing Values Framework

# The Culture



Competing Values Framework

# Typical 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*

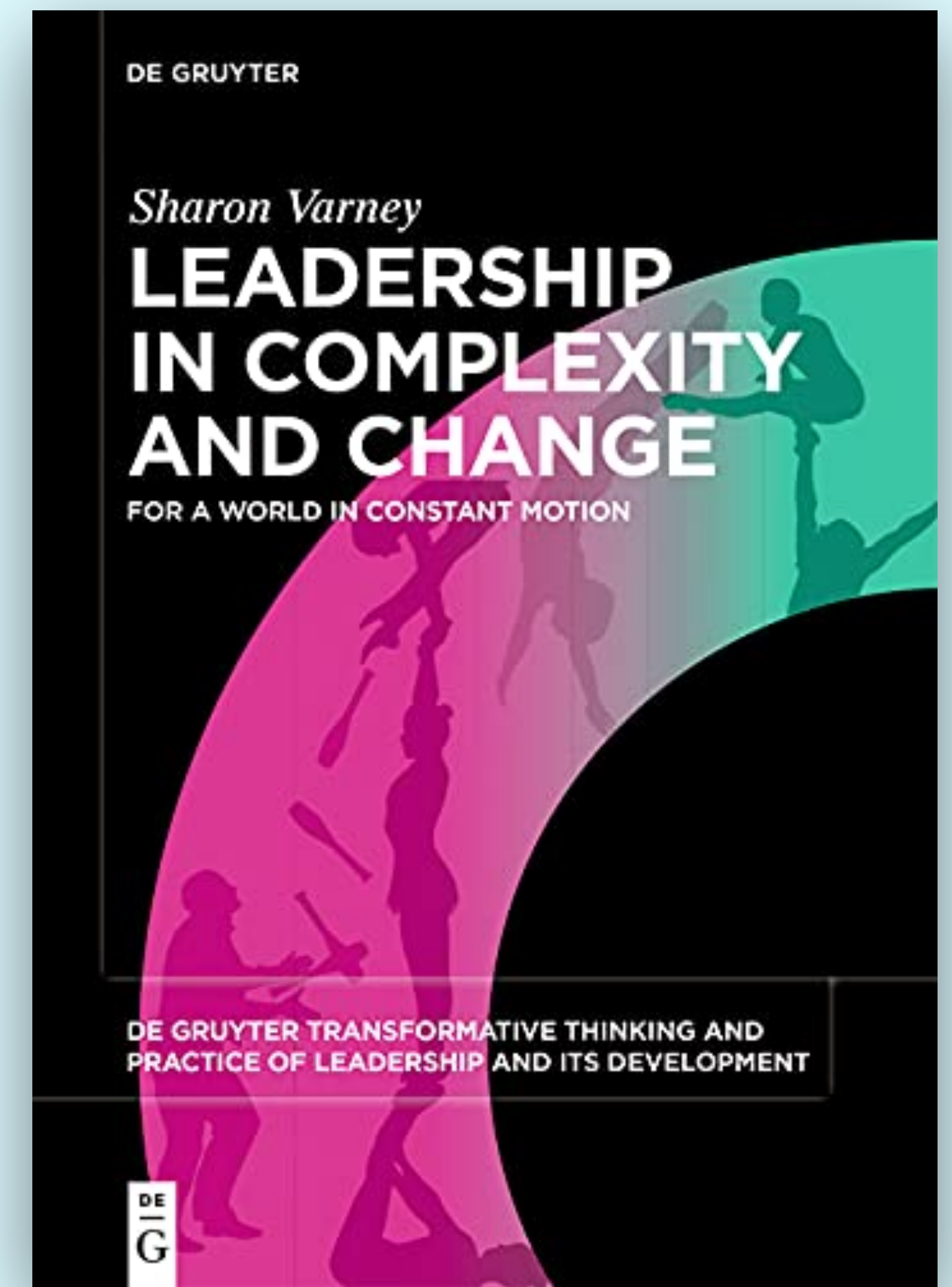
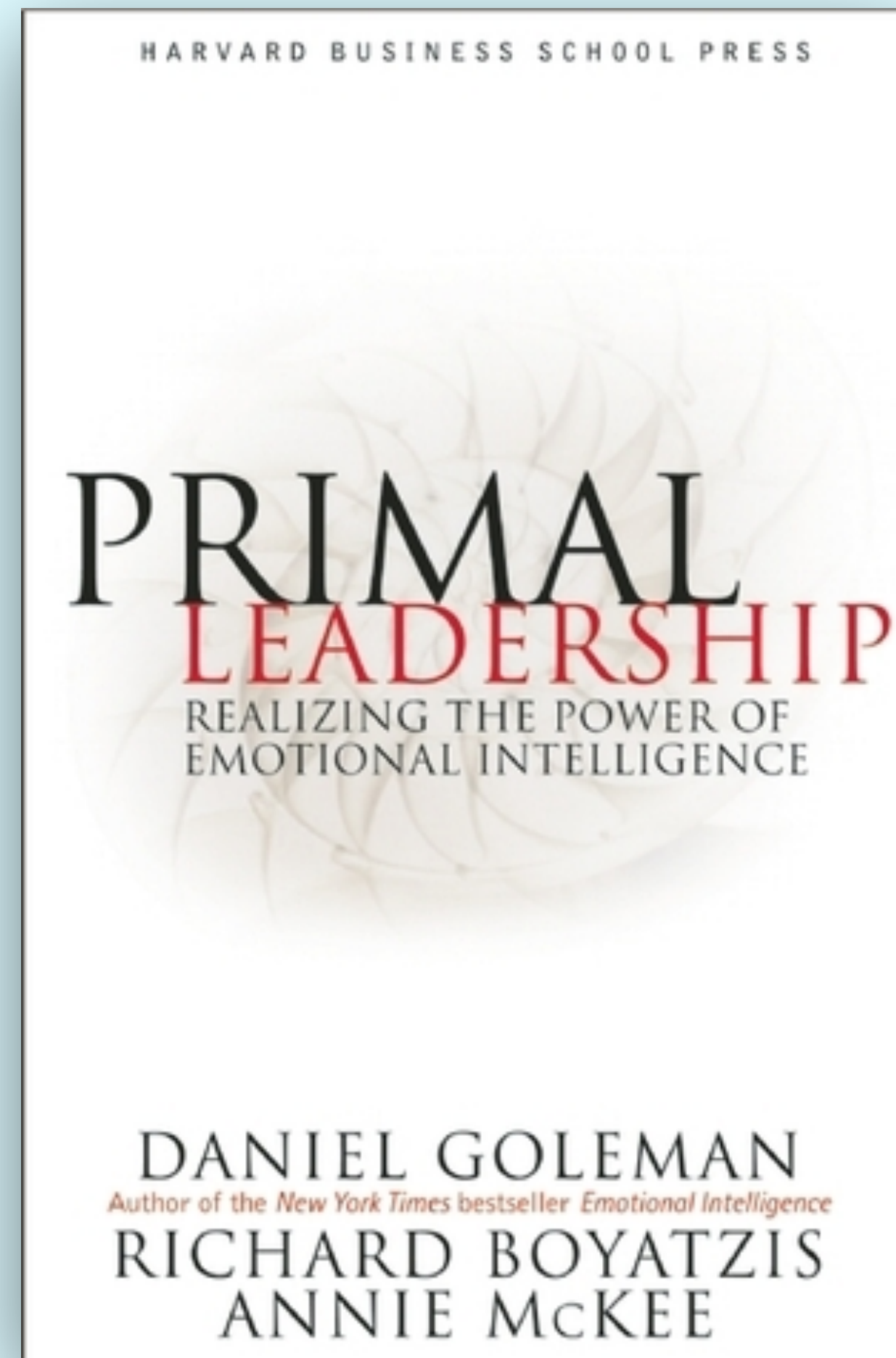
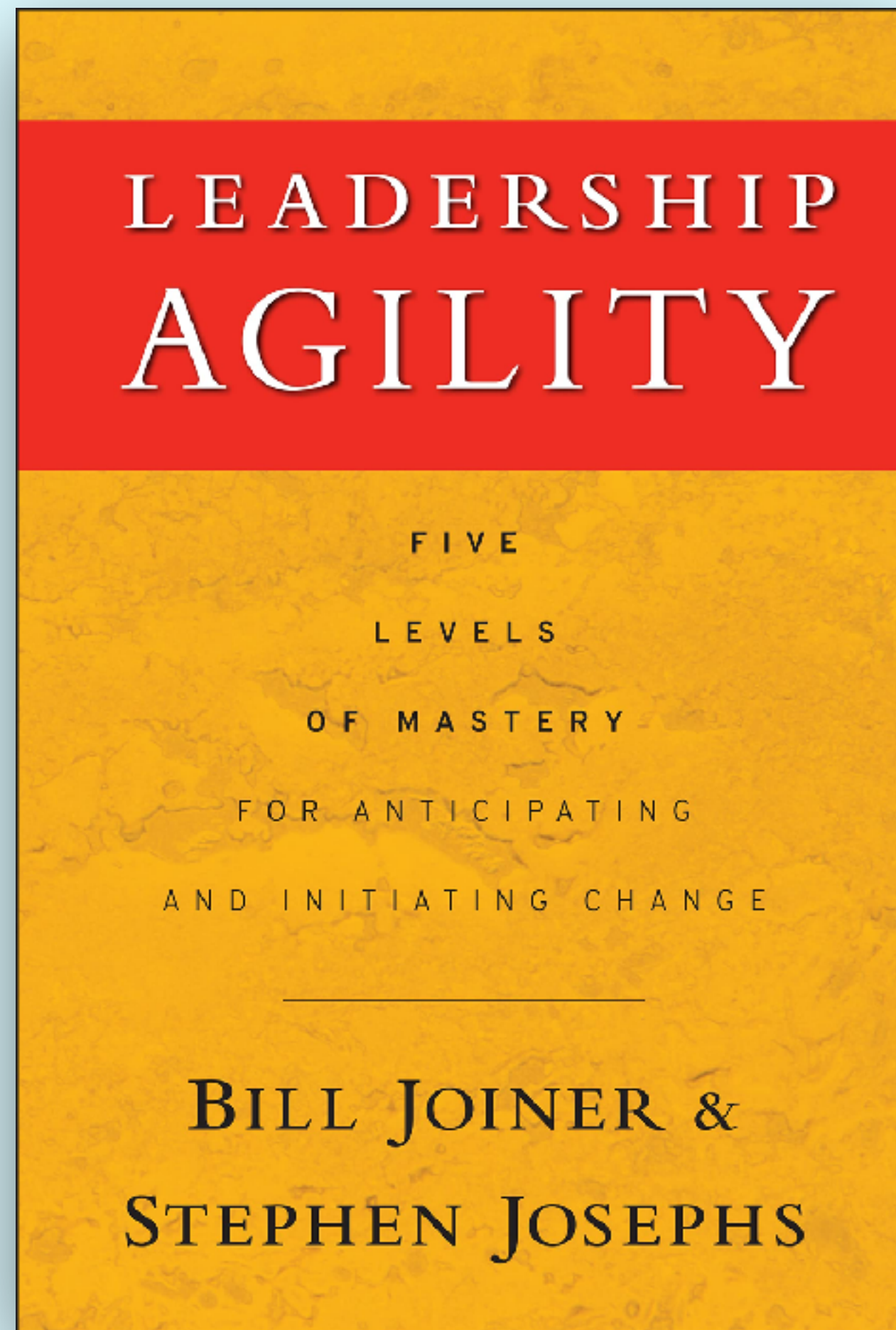
# Leadership Versatility

Flexible, balanced, and situationally appropriate use of a broad range of opposing yet complimentary leaders behaviours

**For example, a versatile leader depending on a situation is able to:**

|  |                                    |
|--|------------------------------------|
| <i>Zoom out to see the big picture</i> | <i>Zoom in on tactical details</i> |
| <i>Encourage innovation</i>            | <i>Follow up</i>                   |
| <i>Question the status quo</i>         | <i>Relies on what works</i>        |
| <i>Take charge</i>                     | <i>Empower people</i>              |
| <i>Take risks</i>                      | <i>Be conservative about risk</i>  |
| <i>Step in</i>                         | <i>Stand back</i>                  |
| <i>Speak up</i>                        | <i>Listen</i>                      |
| <i>Be decisive</i>                     | <i>Be participative</i>            |
| <i>Be creative</i>                     | <i>Be structured</i>               |

# Further Reading



**All the pictures are  
available here:**



**[JULIAVASTRIK.COM](http://JULIAVASTRIK.COM)**

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