

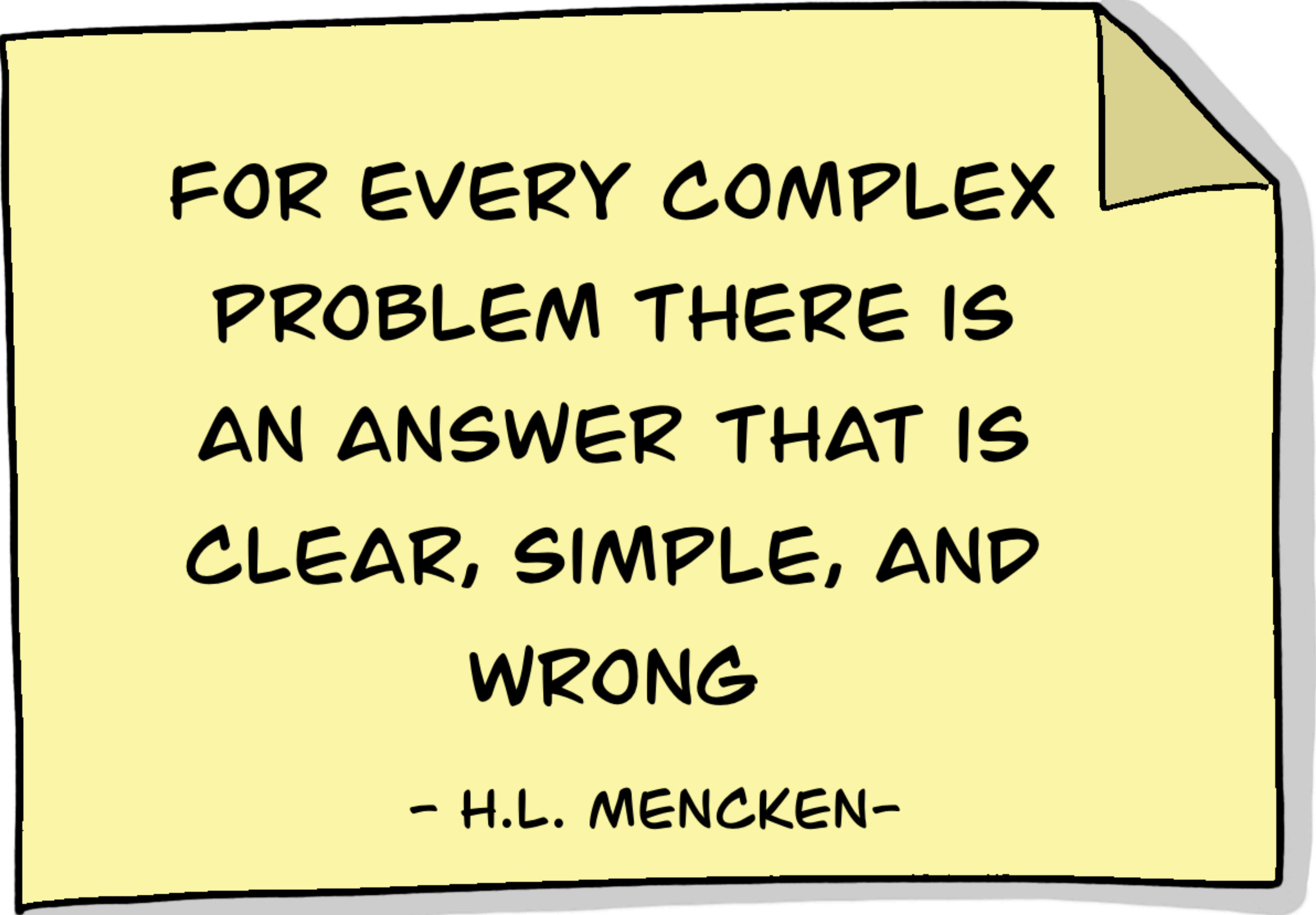
Leadership in a Complex World

Julia Västrik





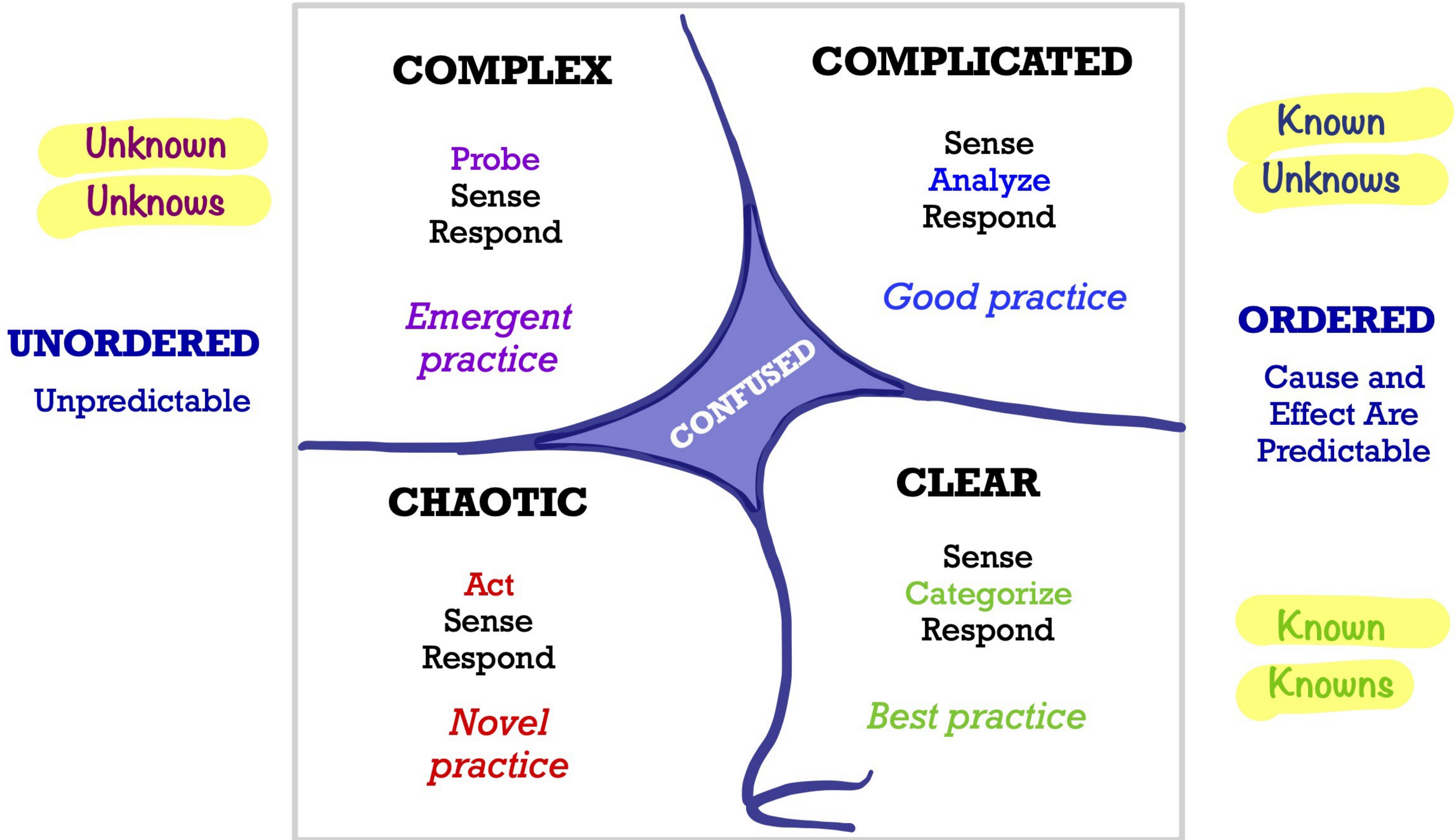
The Cobra Effect



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

- H.L. MENCKEN -

CYNEFIN



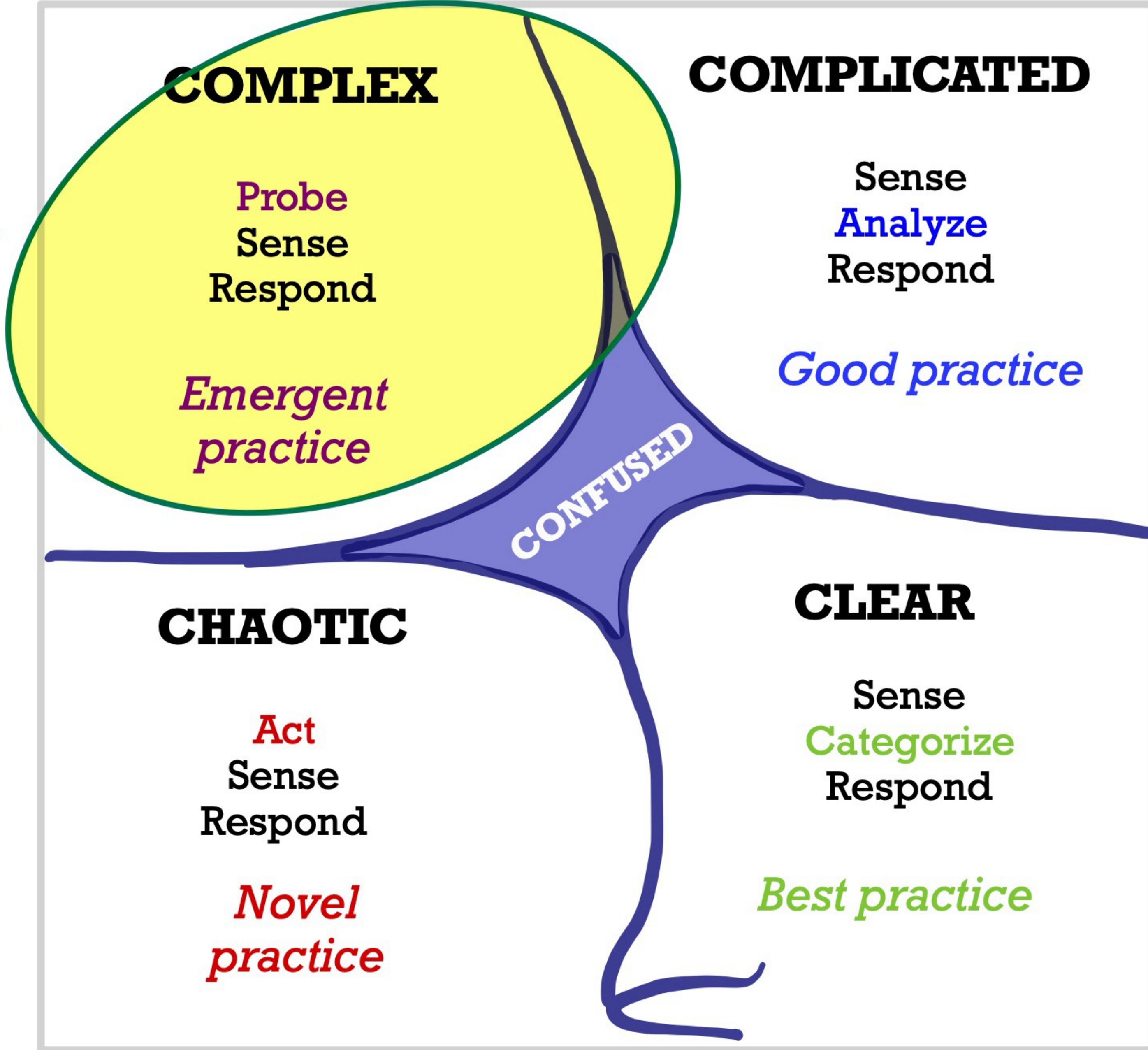
CYNEFIN

Agile

belongs
here



UNORDERED
Unpredictable



COMPLEX

Probe
Sense
Respond

*Emergent
practice*

COMPLICATED

Sense
Analyze
Respond

Good practice

CHAOTIC

Act
Sense
Respond

*Novel
practice*

CLEAR

Sense
Categorize
Respond

Best practice

CONFUSED

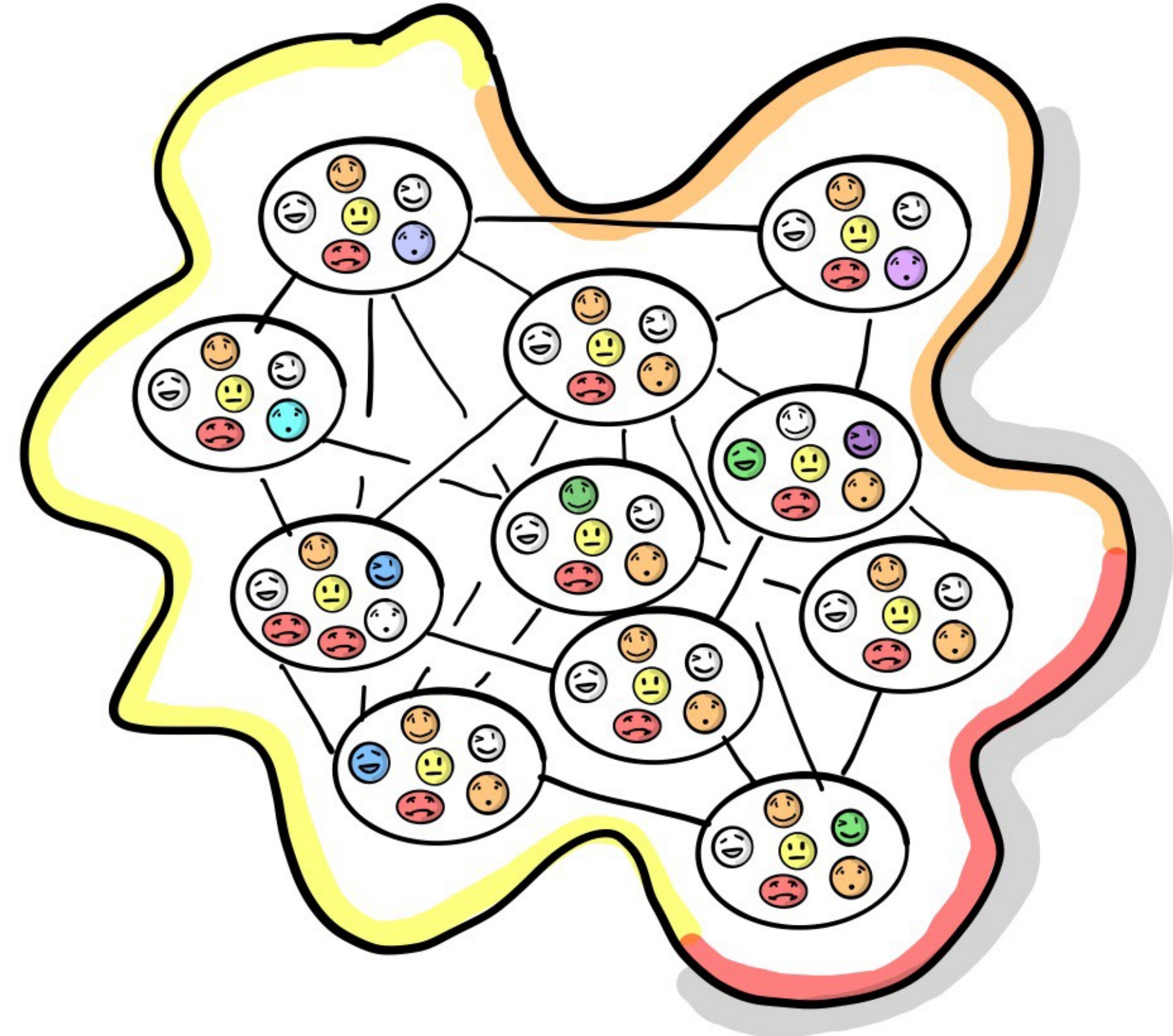
ORDERED
Cause and
Effect Are
Predictable

Metaphor of Organisation



Mechanical system

vs.



Living system
(or Social Network)



Leadership Styles in a Complex World

DIRECTING LEADERSHIP STYLE



"PEOPLE ARE SOLDERS"



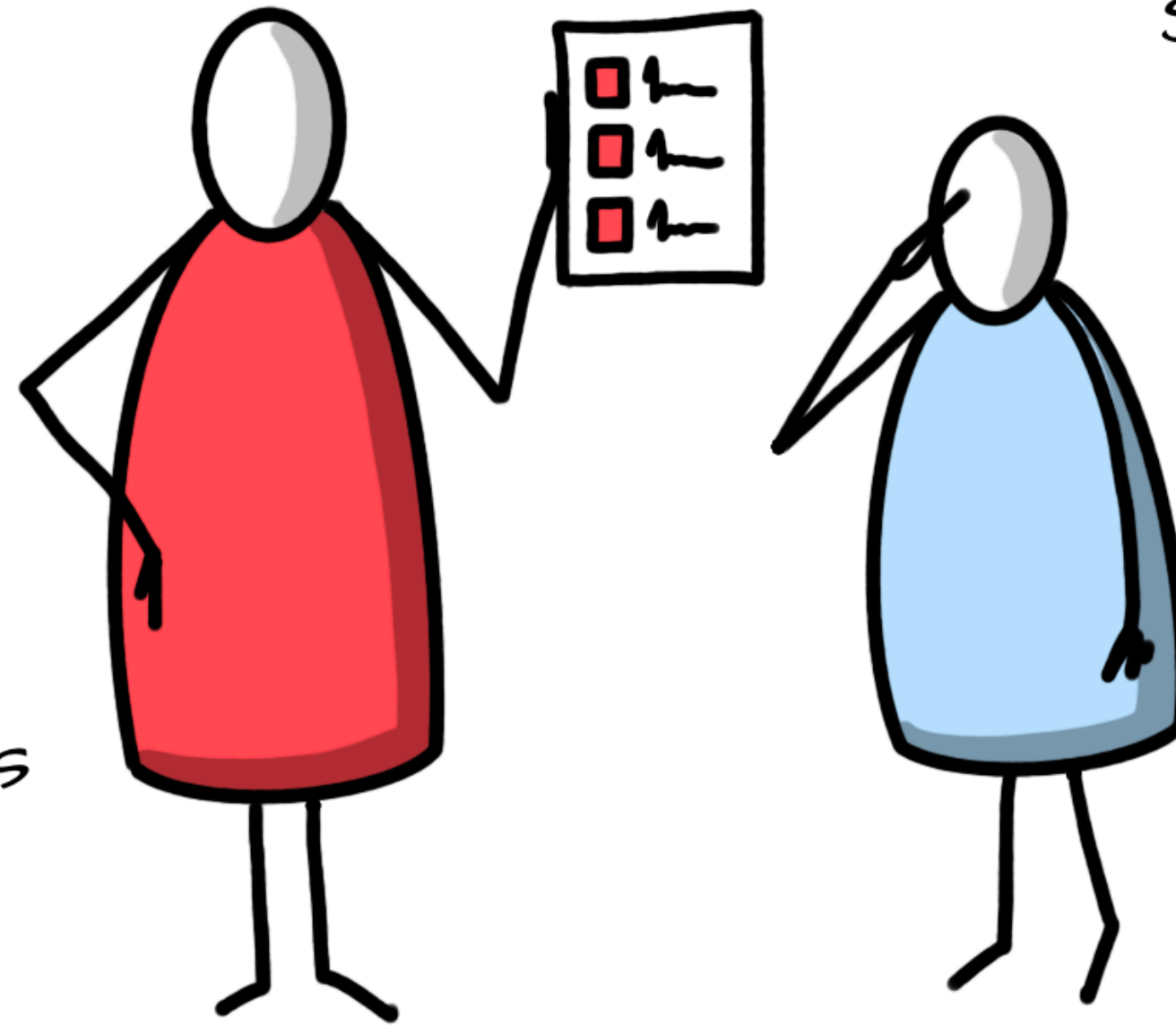
RESOLVES OBSTACLES ON THEIR OWN

Top-Down

Expects compliance

Discussions are not welcome

Expert



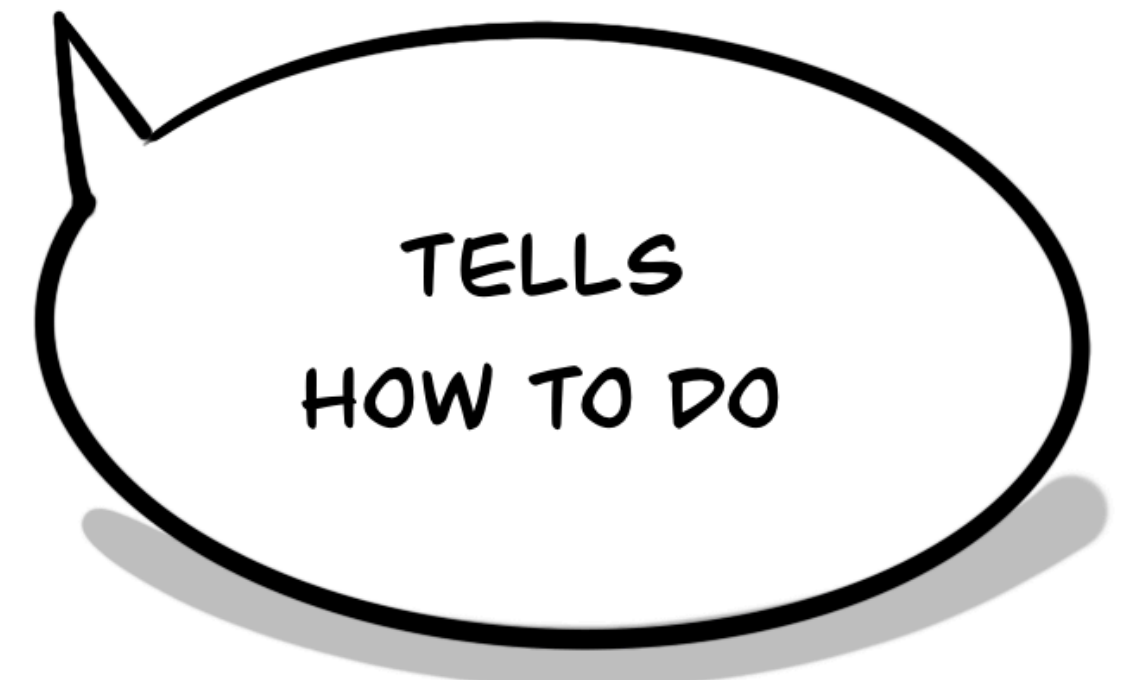
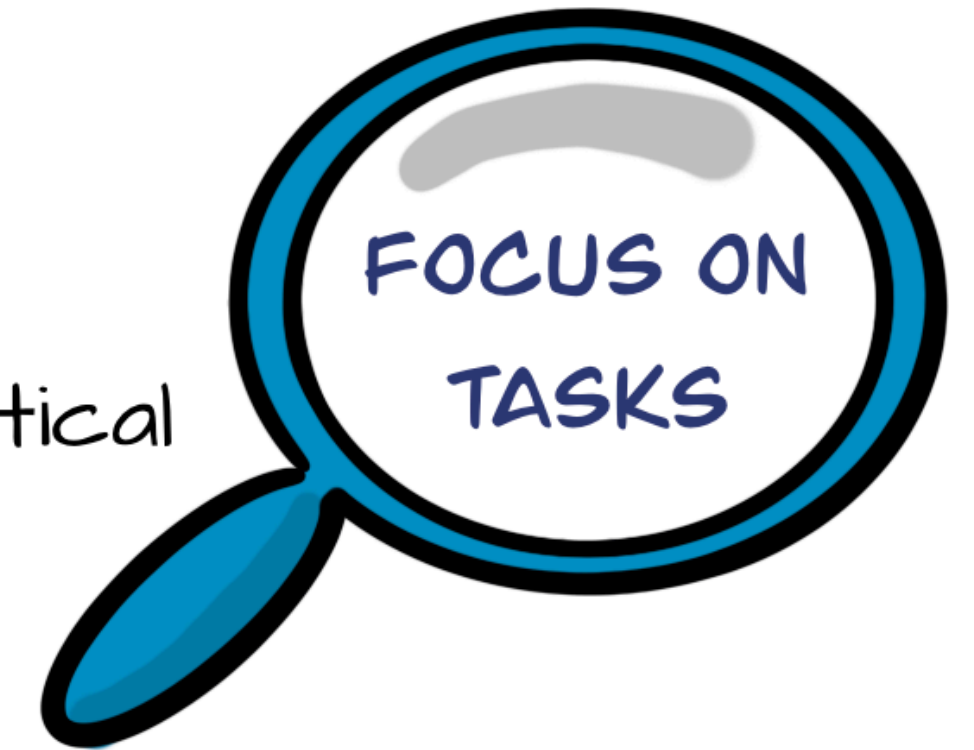
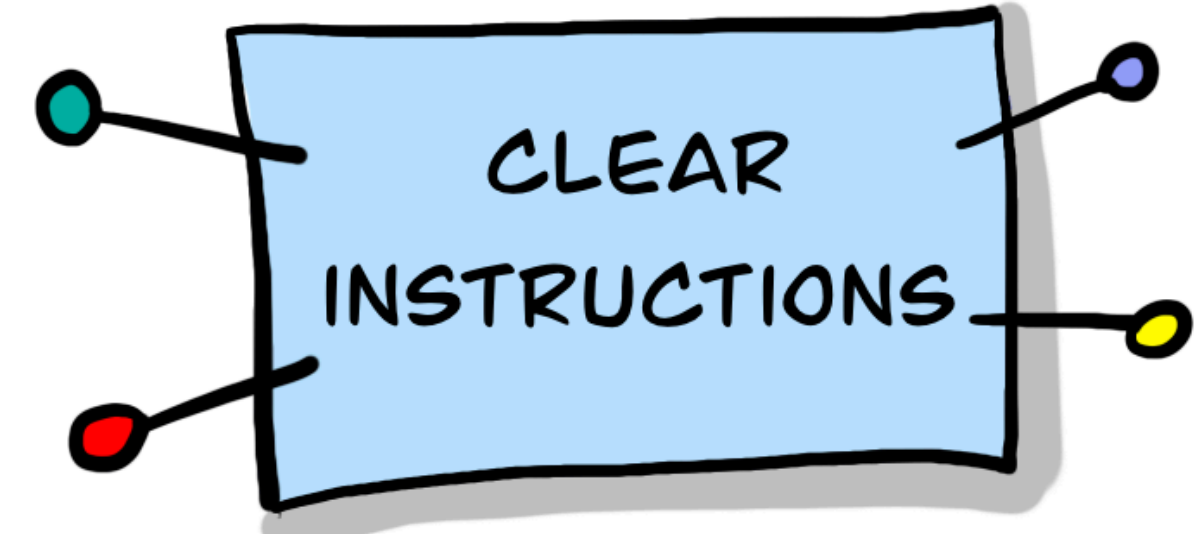
Problem-Solver

Fast decision-making

Always busy

High control

PROVIDES:



CLOSED TO FEEDBACK



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"

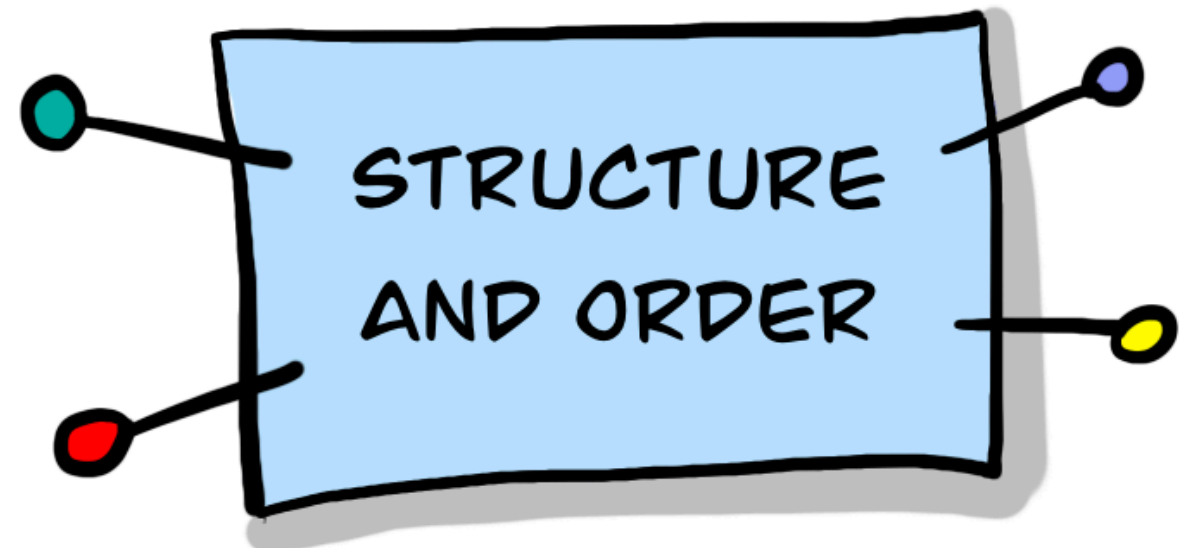
Coordinates collaboration

Defines rules and procedures

Gate-keeper

Protects team from the external world

PROVIDES:



Synchronizes efforts

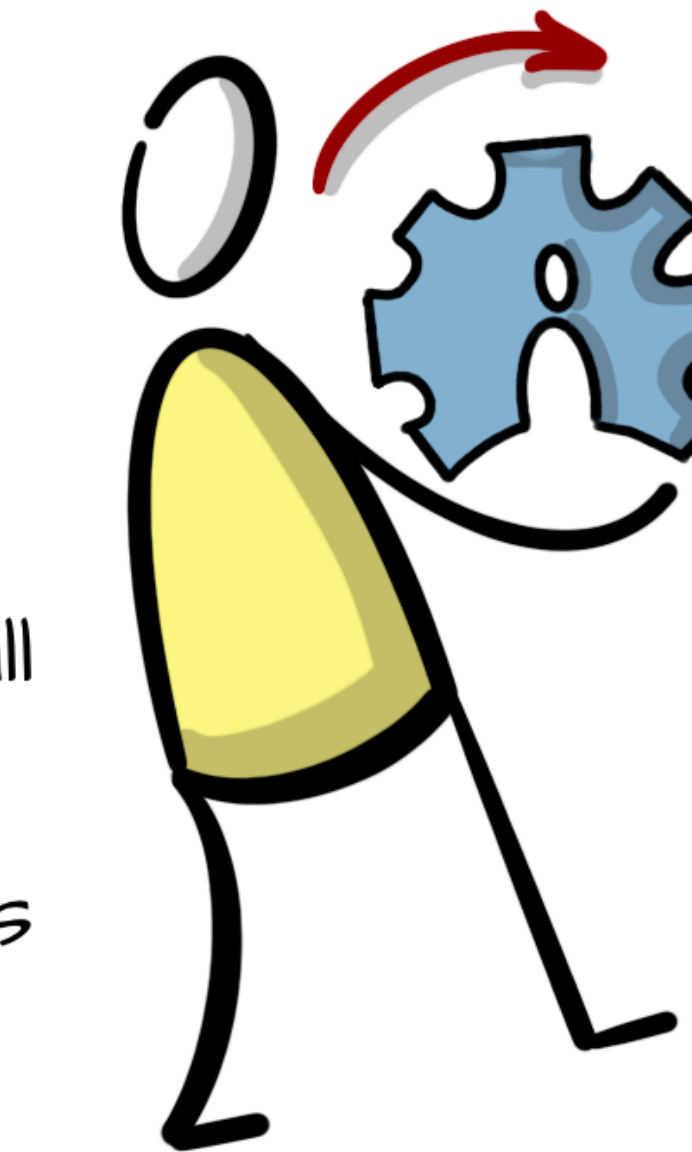


Controls all the workflows

Ensures that everyone knows their responsibilities



MOSTLY RESOLVES OBSTACLES ALONE



USES FEEDBACK TO INCREASE EFFICIENCY



ENABLING LEADERSHIP STYLE



"PEOPLE ARE ASSETS"

Empowers self-organization

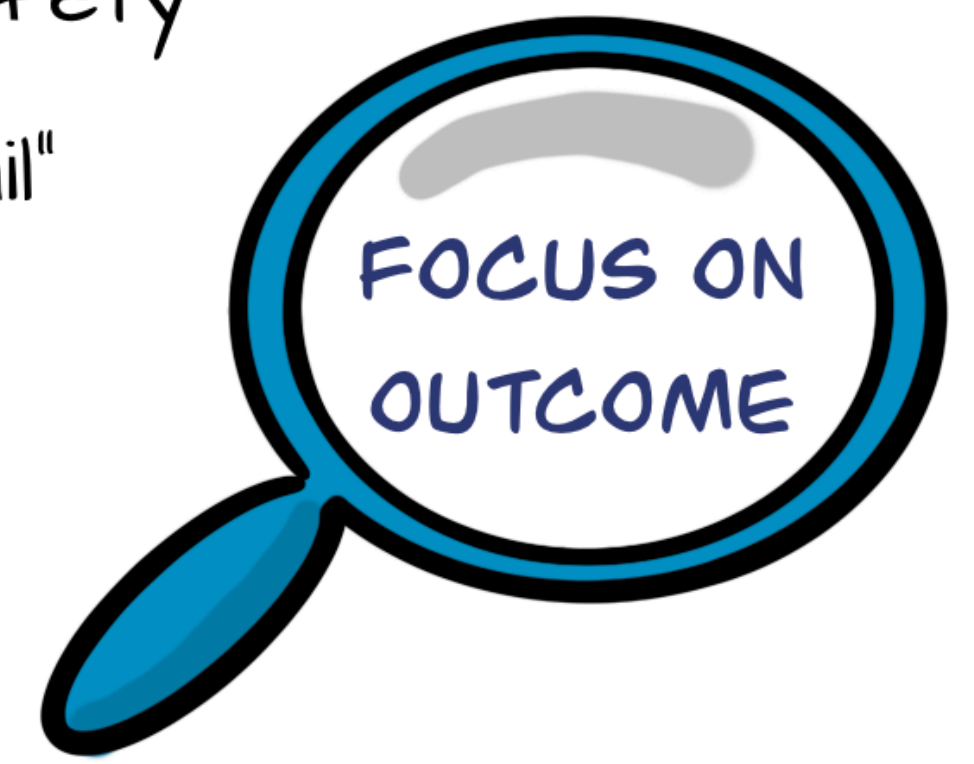
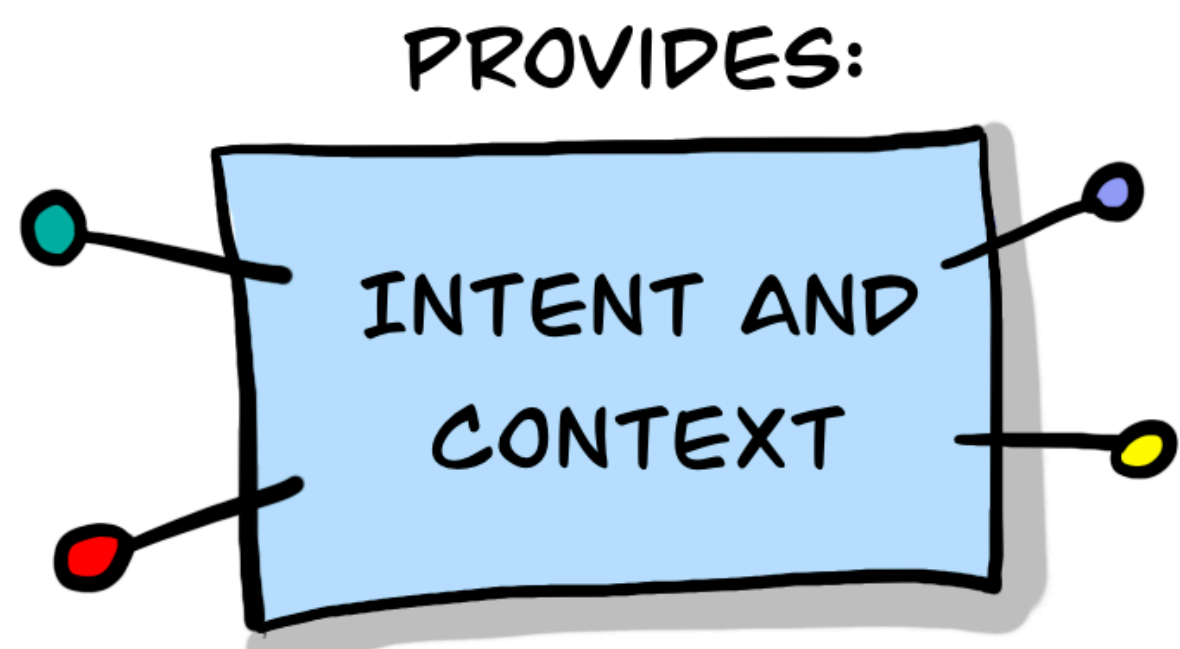
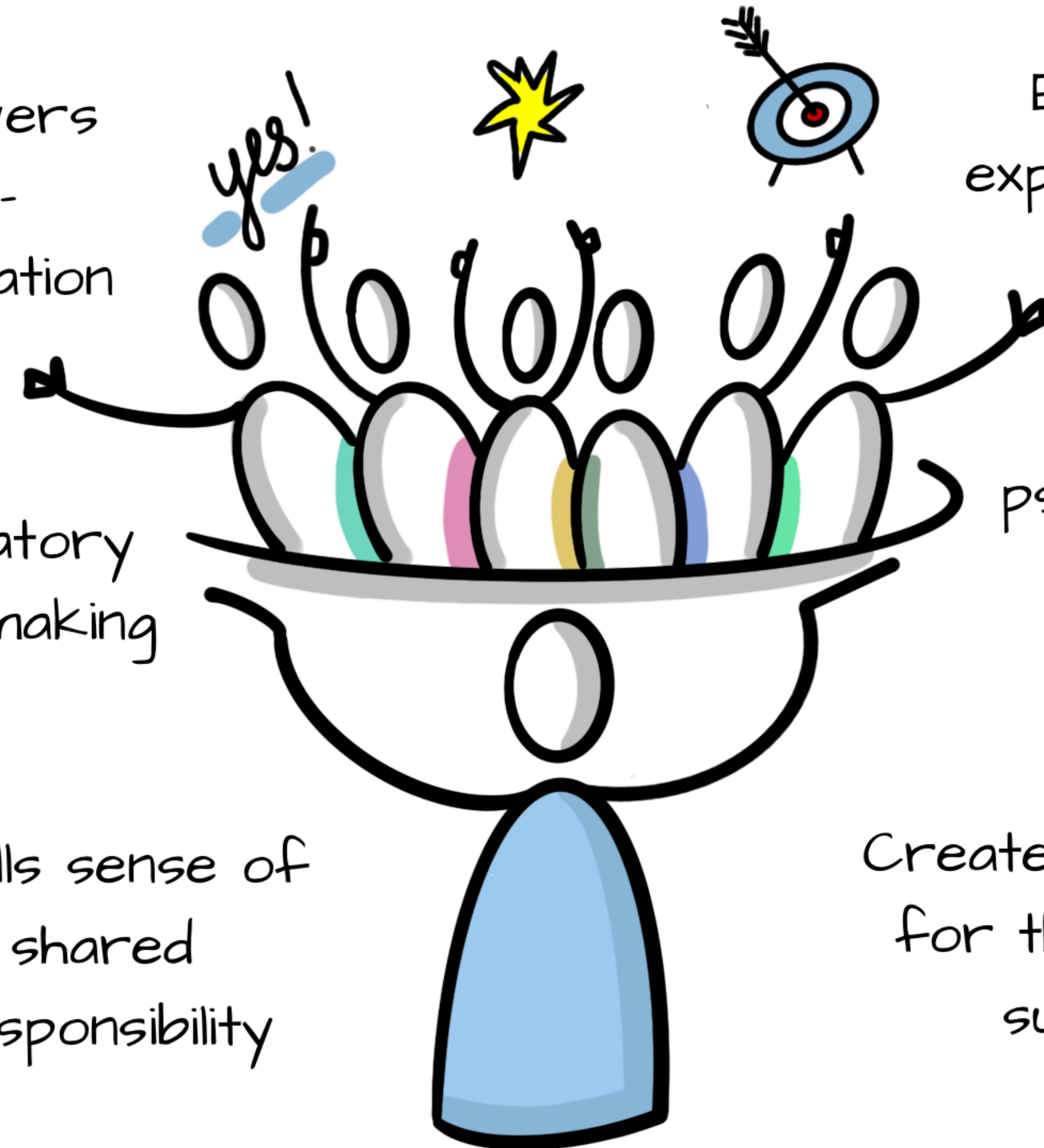
Participatory decision-making

Instills sense of shared responsibility

Encourages experimentation

Fosters psychological safety
"It is ok to fail"

Creates conditions for the team to succeed



ENSURES THAT THE OBSTACLES ARE REMOVED



FOSTERS FEEDBACK CULTURE



COACHING LEADERSHIP STYLE



"PEOPLE ARE POTENTIAL"



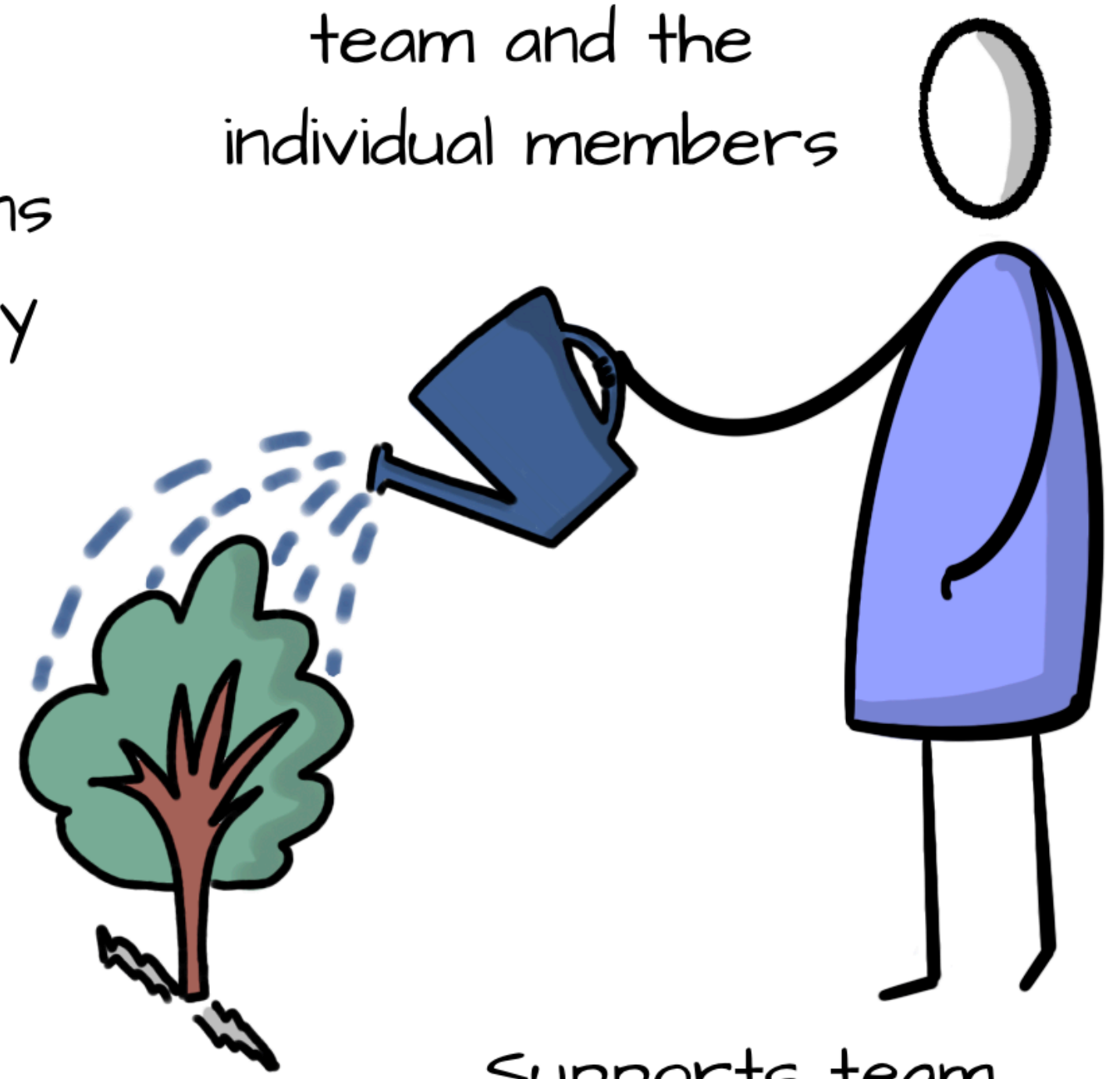
ENCOURAGES THE TEAM TO REMOVE OBSTACLES THEMSELVES

Coaches the whole team and the individual members

LISTENS DEEPLY

Lets the team fail

"Failure is a learning opportunity"



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:



CATALYZING LEADERSHIP STYLE

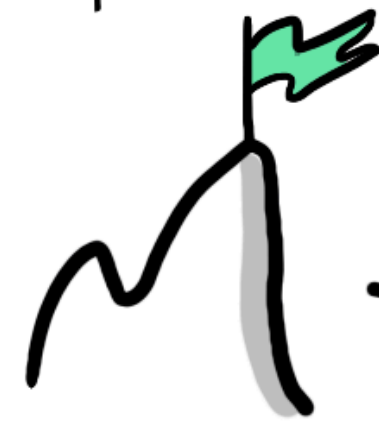


"PEOPLE ARE SPARKS"



REFRAMES OBSTACLES AS OPPORTUNITIES

Inspirational
High purpose

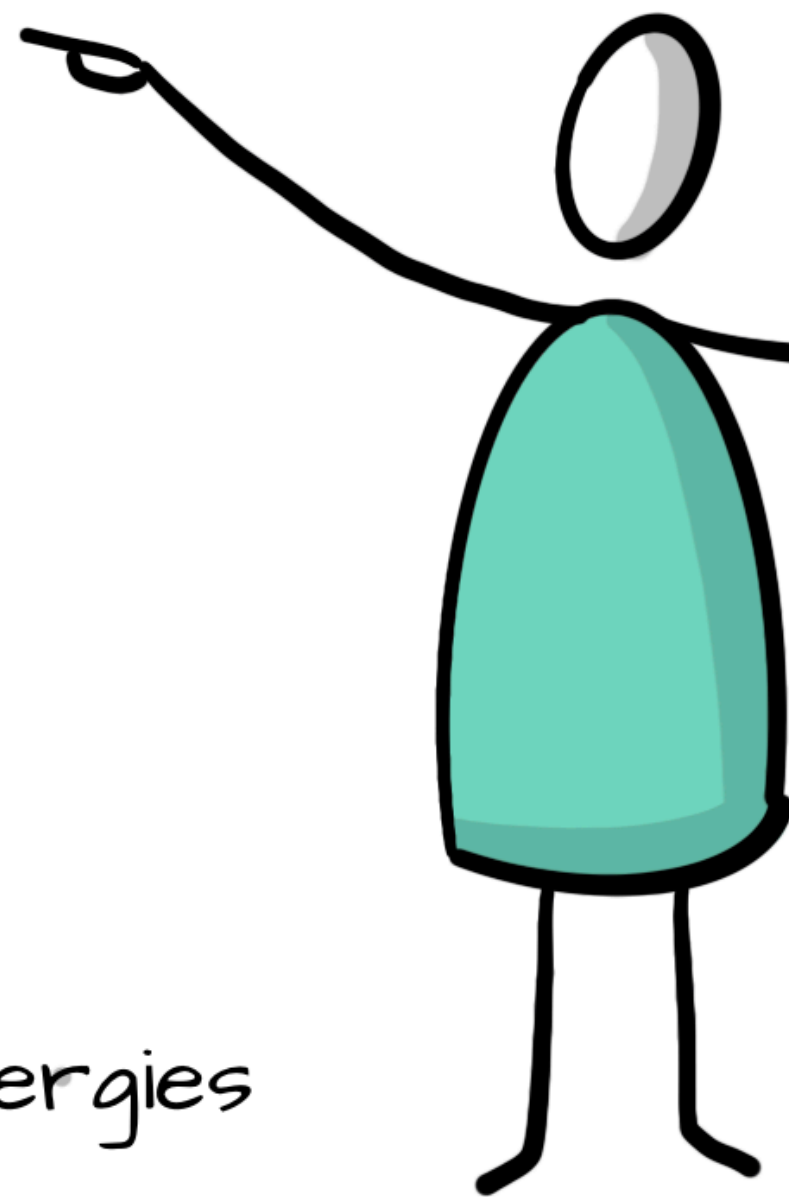


Challenges the team

Boosts their success

Enables synergies

Encourages innovation

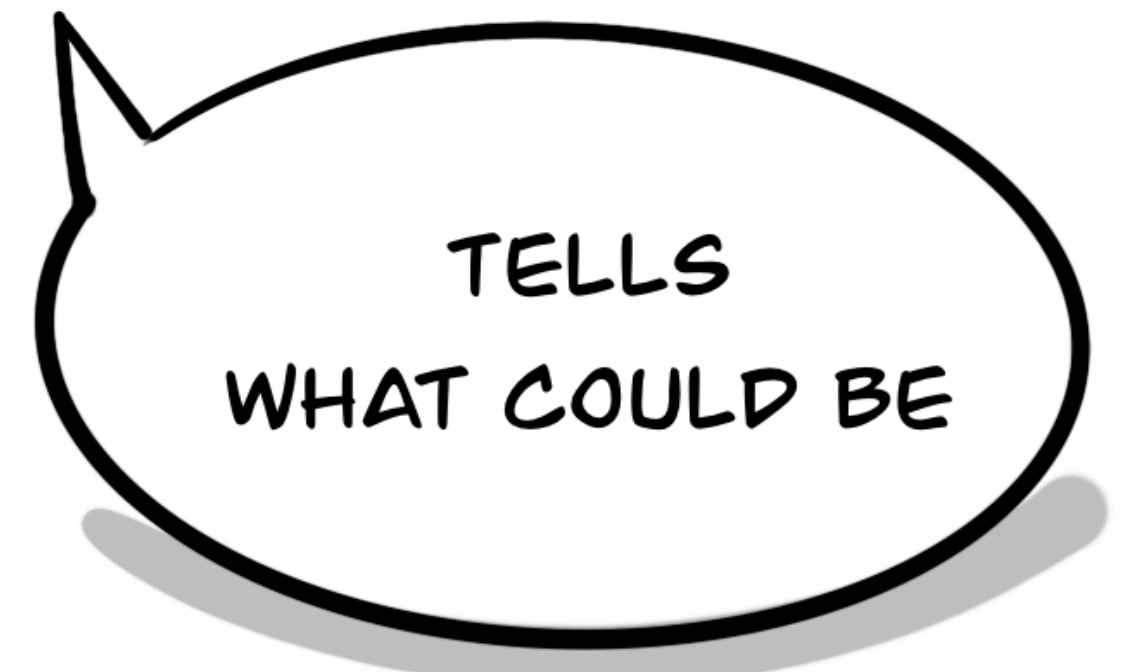
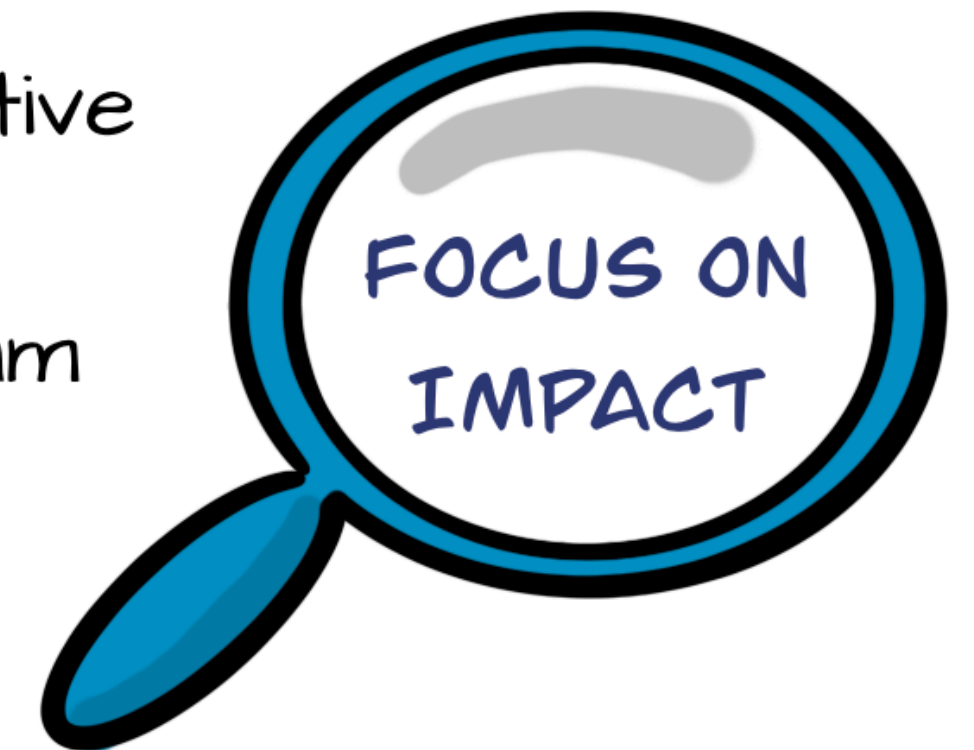
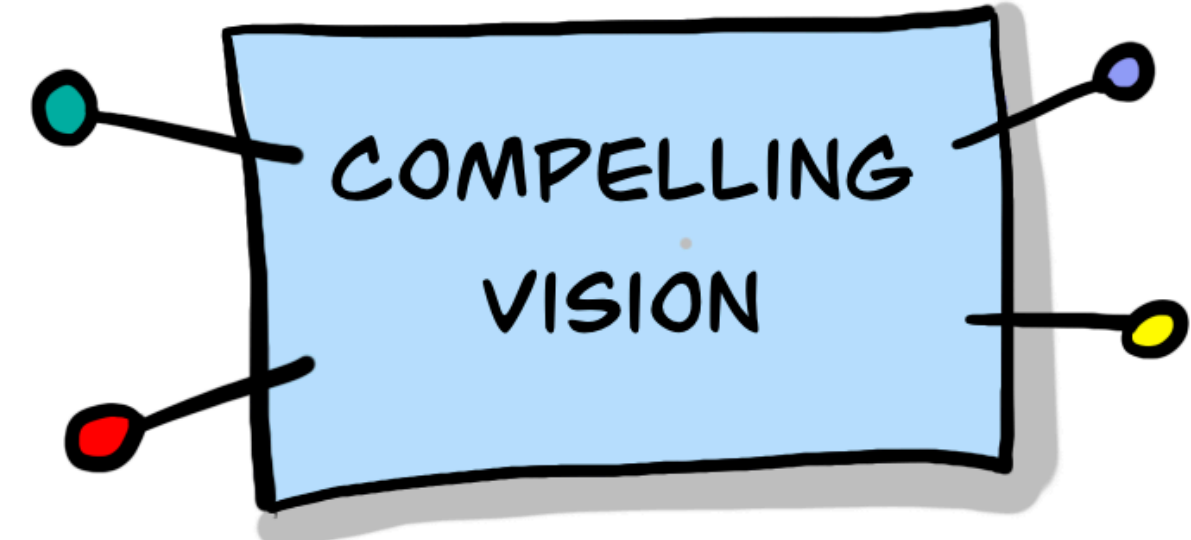


Energizes the team towards breakthrough results

INSPIRES FEEDBACK FOR INNOVATION

Transformative
Fosters cross-team collaboration

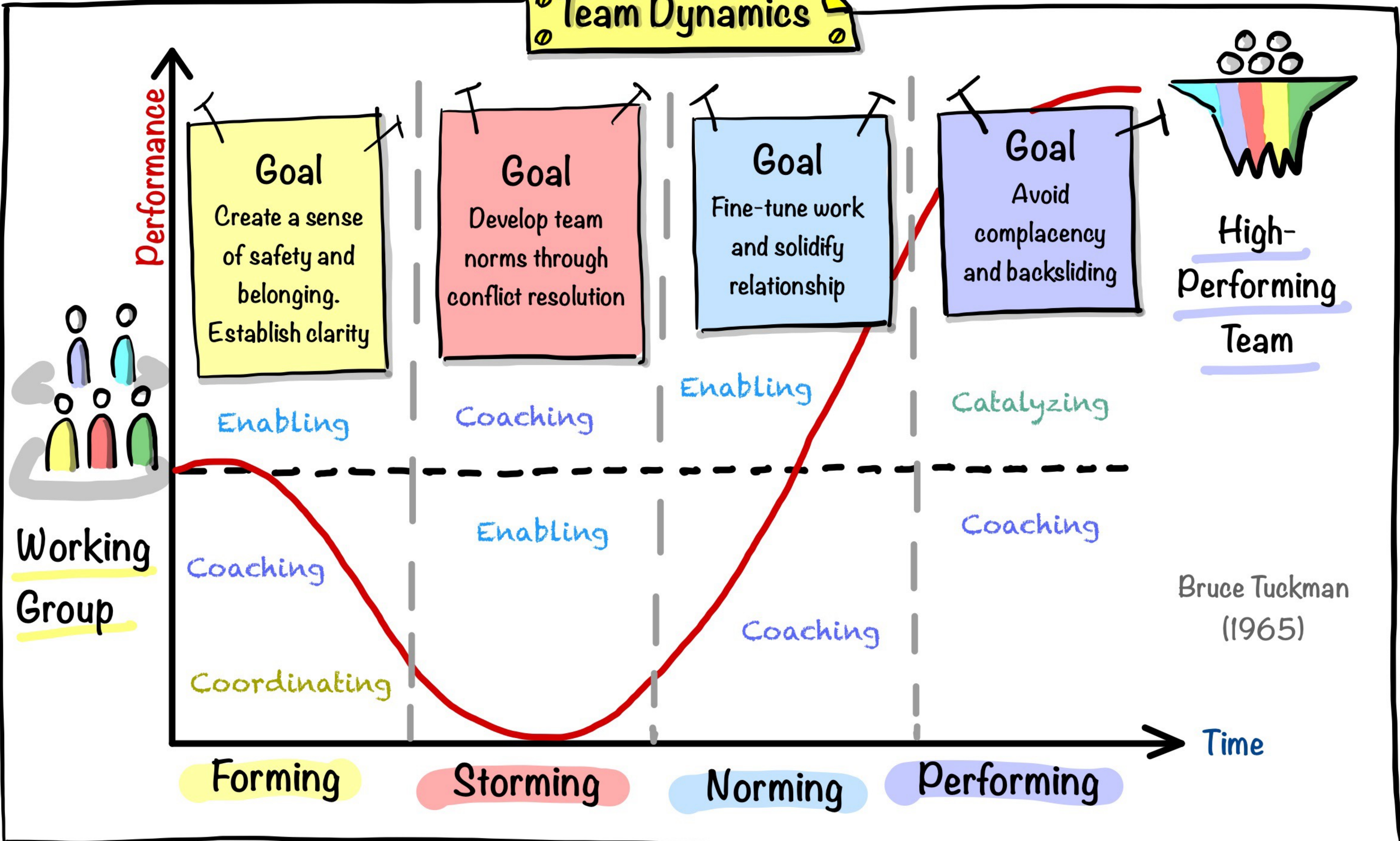
PROVIDES:



CYNEFIN



Team Dynamics

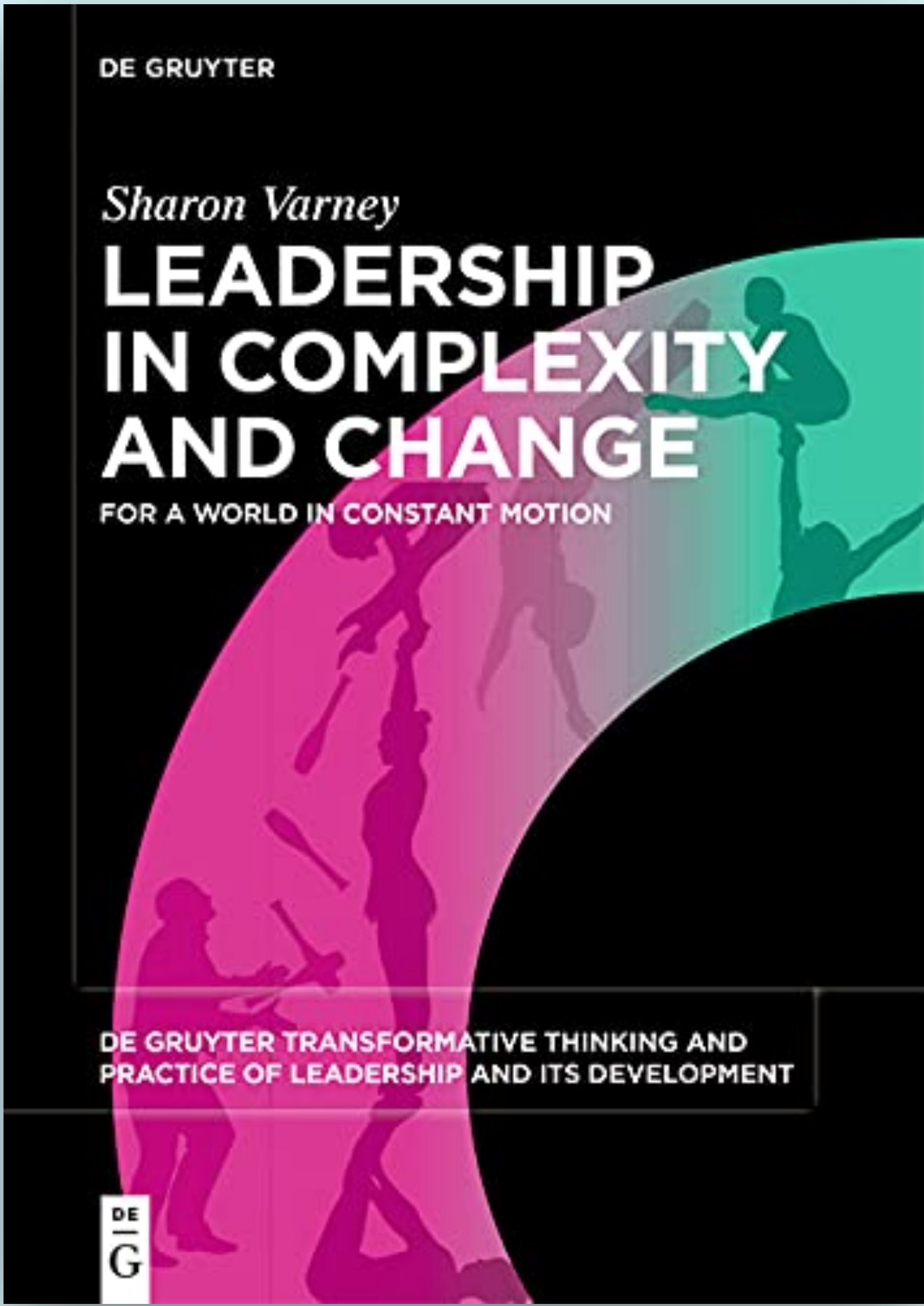
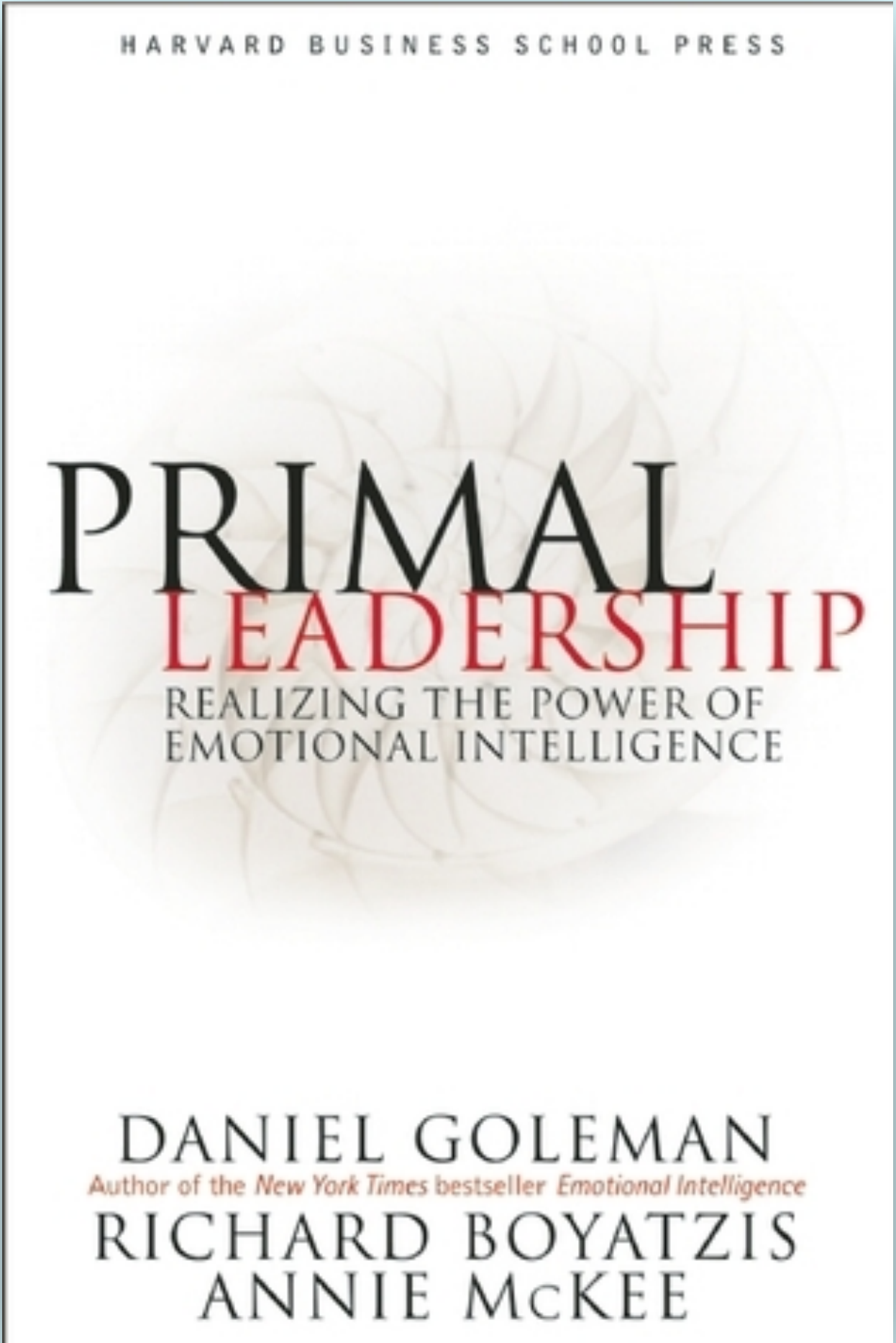
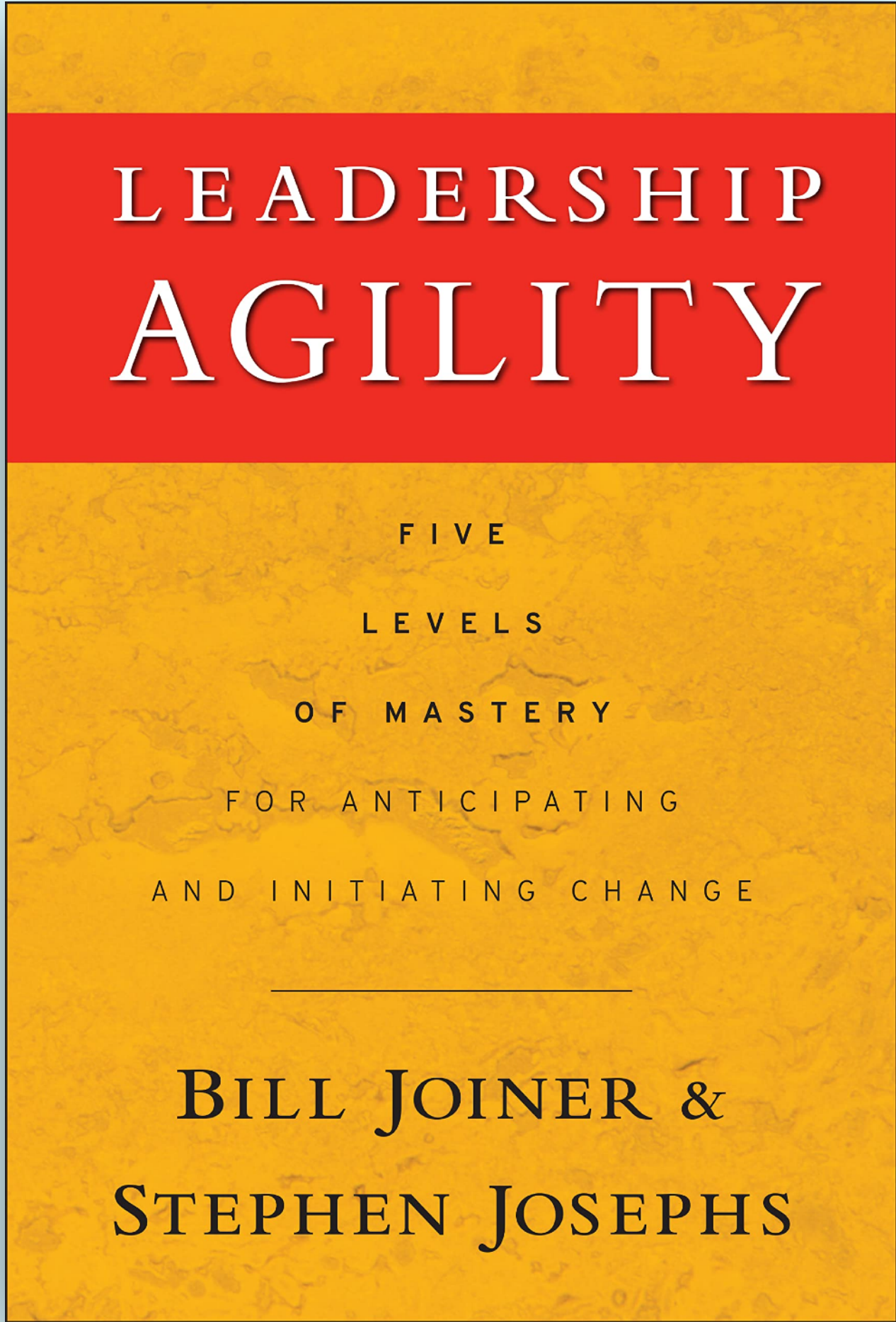


Bruce Tuckman
(1965)

LEADER FEELS
OVER-RESPONSIBLE

PEOPLE TAKE
LITTLE OWNERSHIP

Further Reading



VISIT MY SITE

JuliaVastrik.com



Connect with me on

