



Leadership
Culture
Resilience

Leadership in today's world

Agile Prague 2023

The nightmares...

... of inappropriate leadership:

- 67% of employees are **not engaged**
- 79% leave for **lack of appreciation**
- 58% leave because of **their manager**
- Employee turnover costs **billions every year**





United Nations
Climate Change Conference

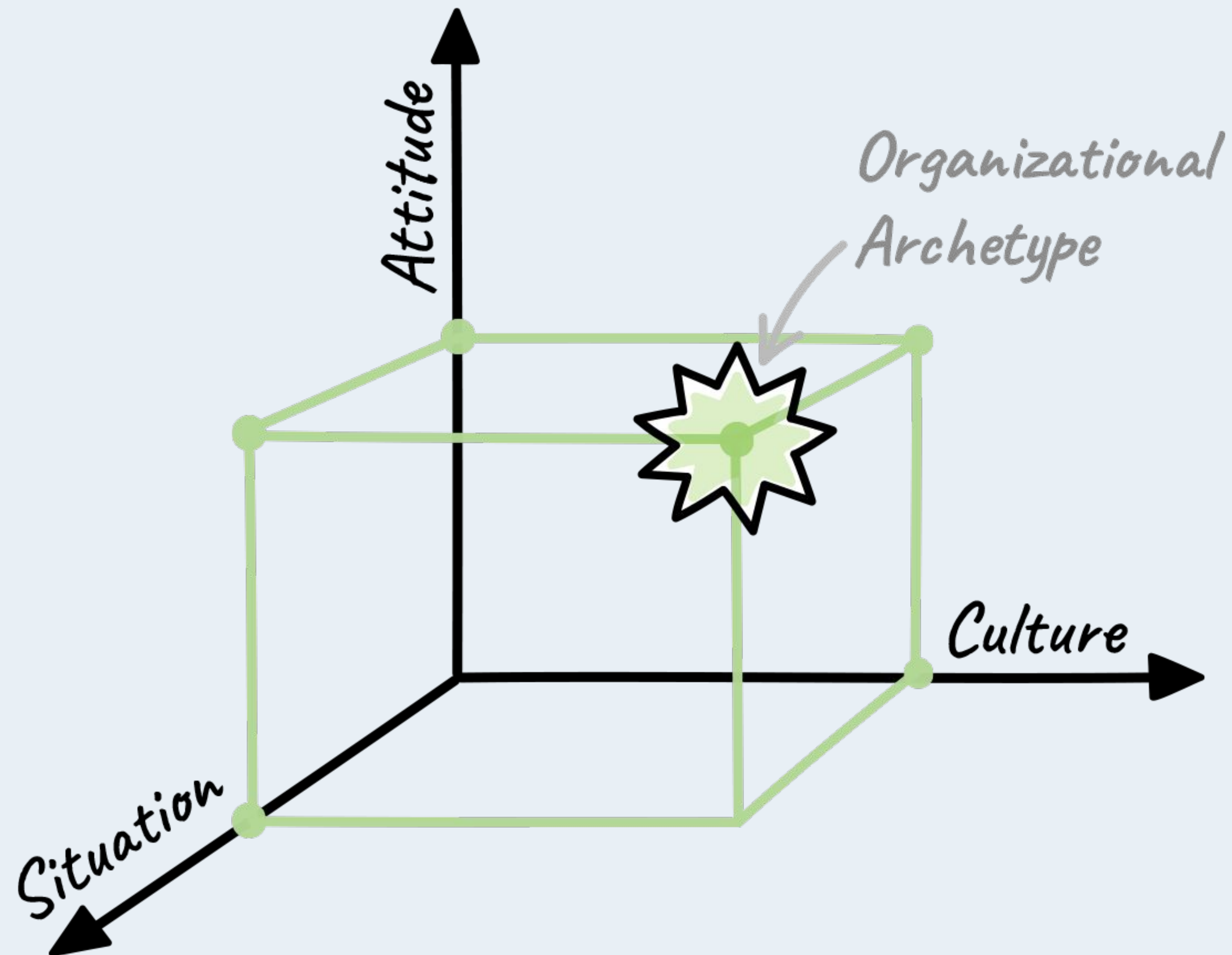
Geneva, Switzerland

Photo: UNclimatechange. Source: Flickr.

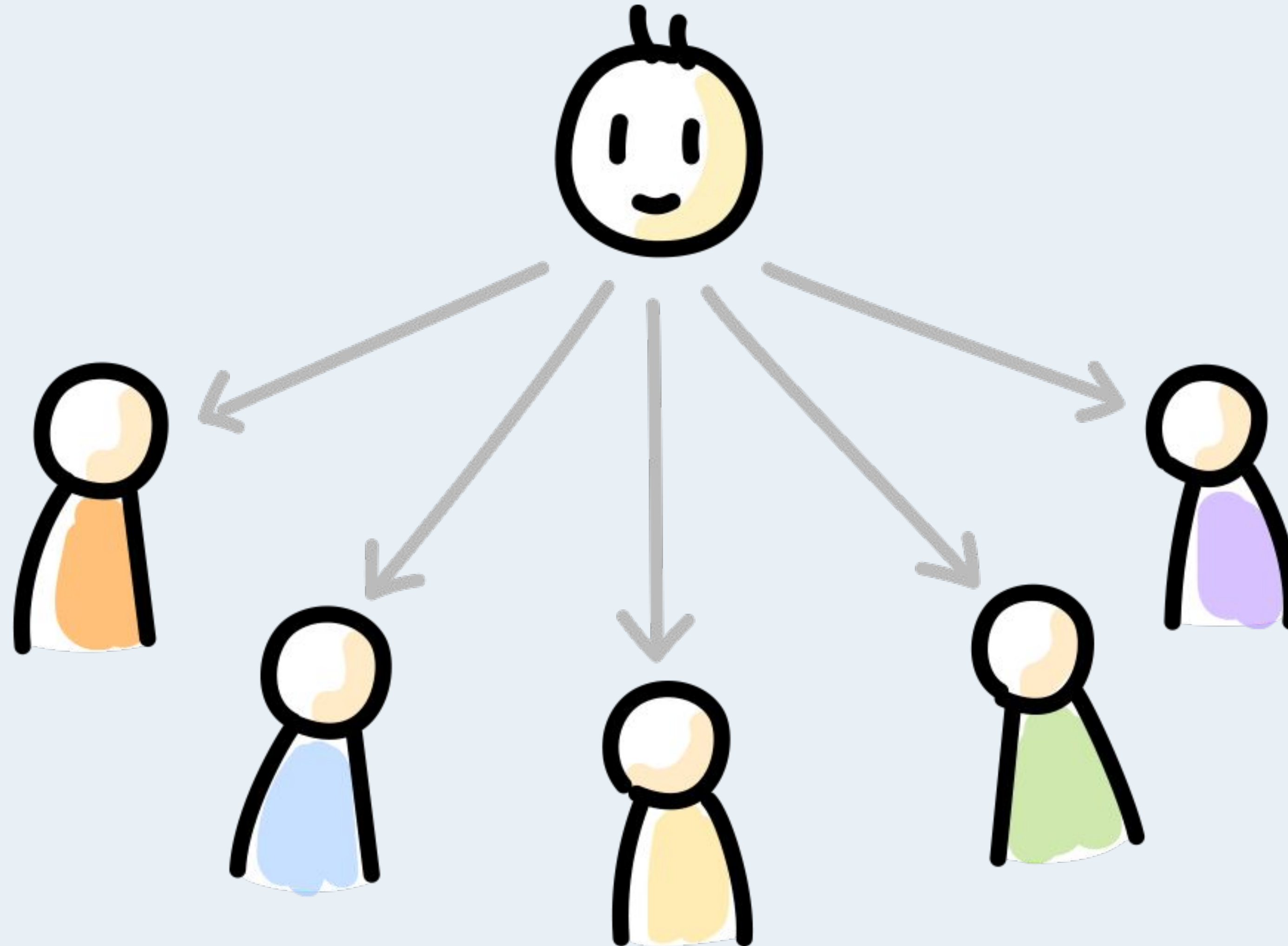


Leadership...

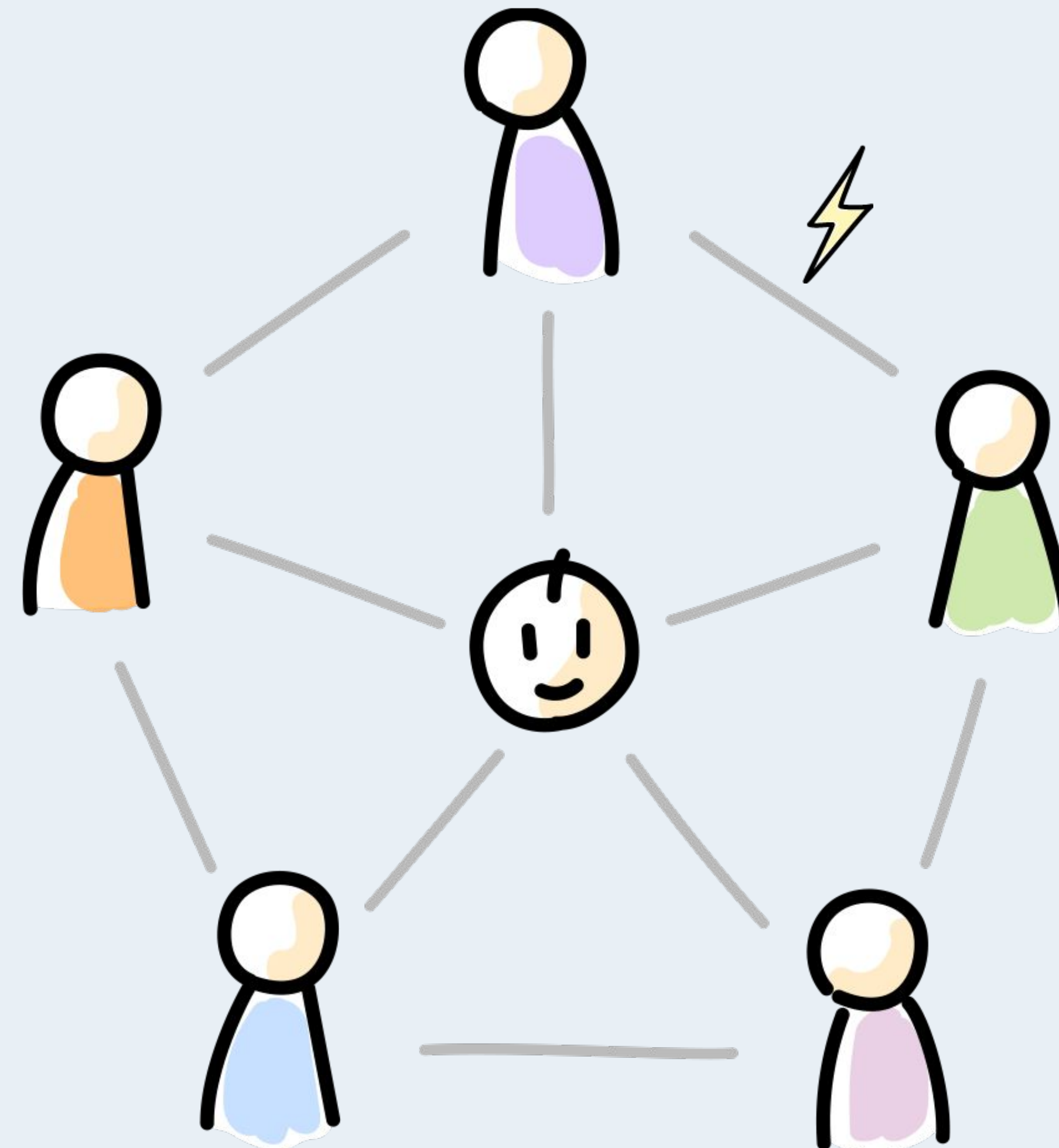
1. ...is a **Capability**
2. ...develops around **3 dimensions**



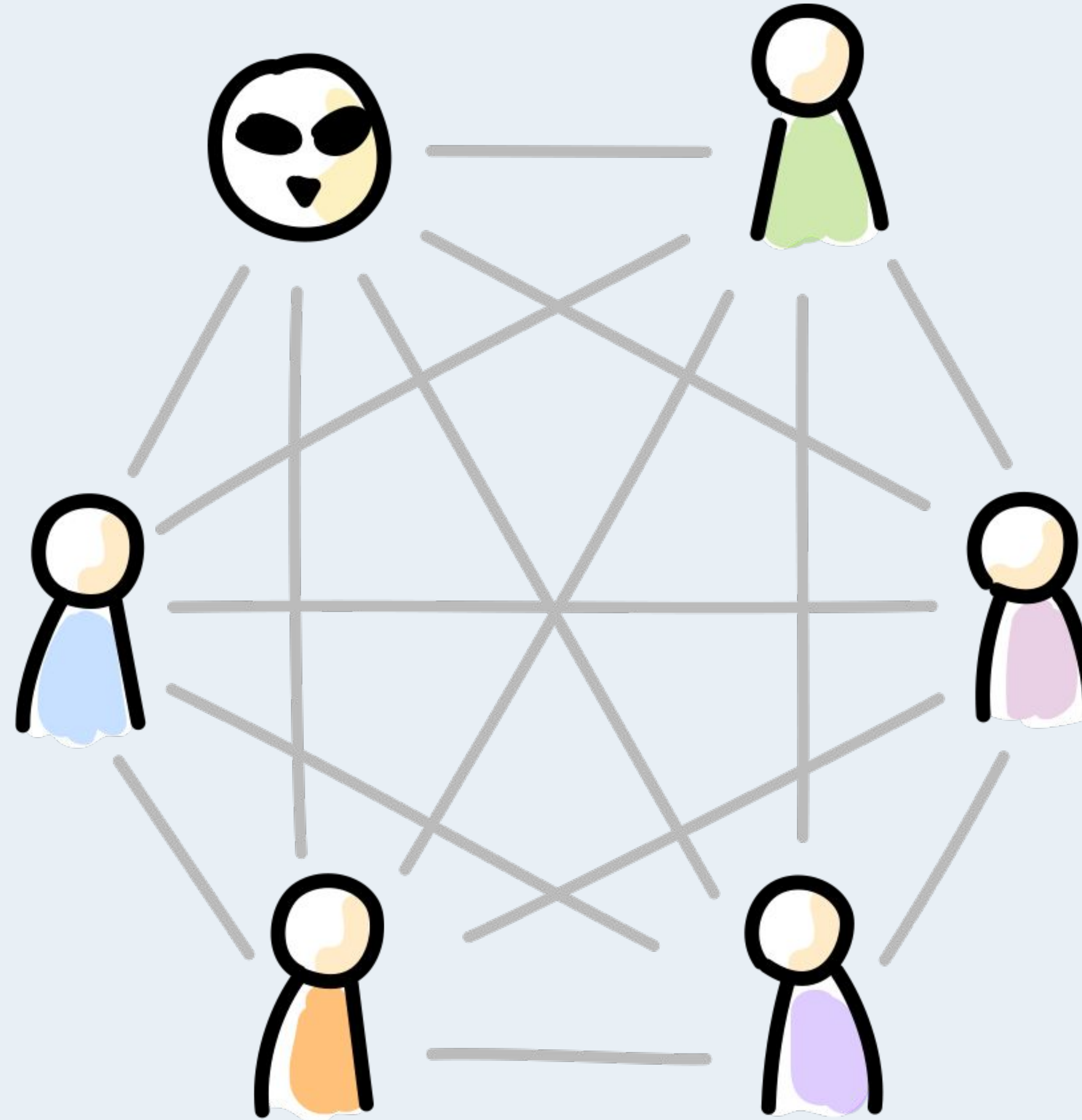
Expert Archetype



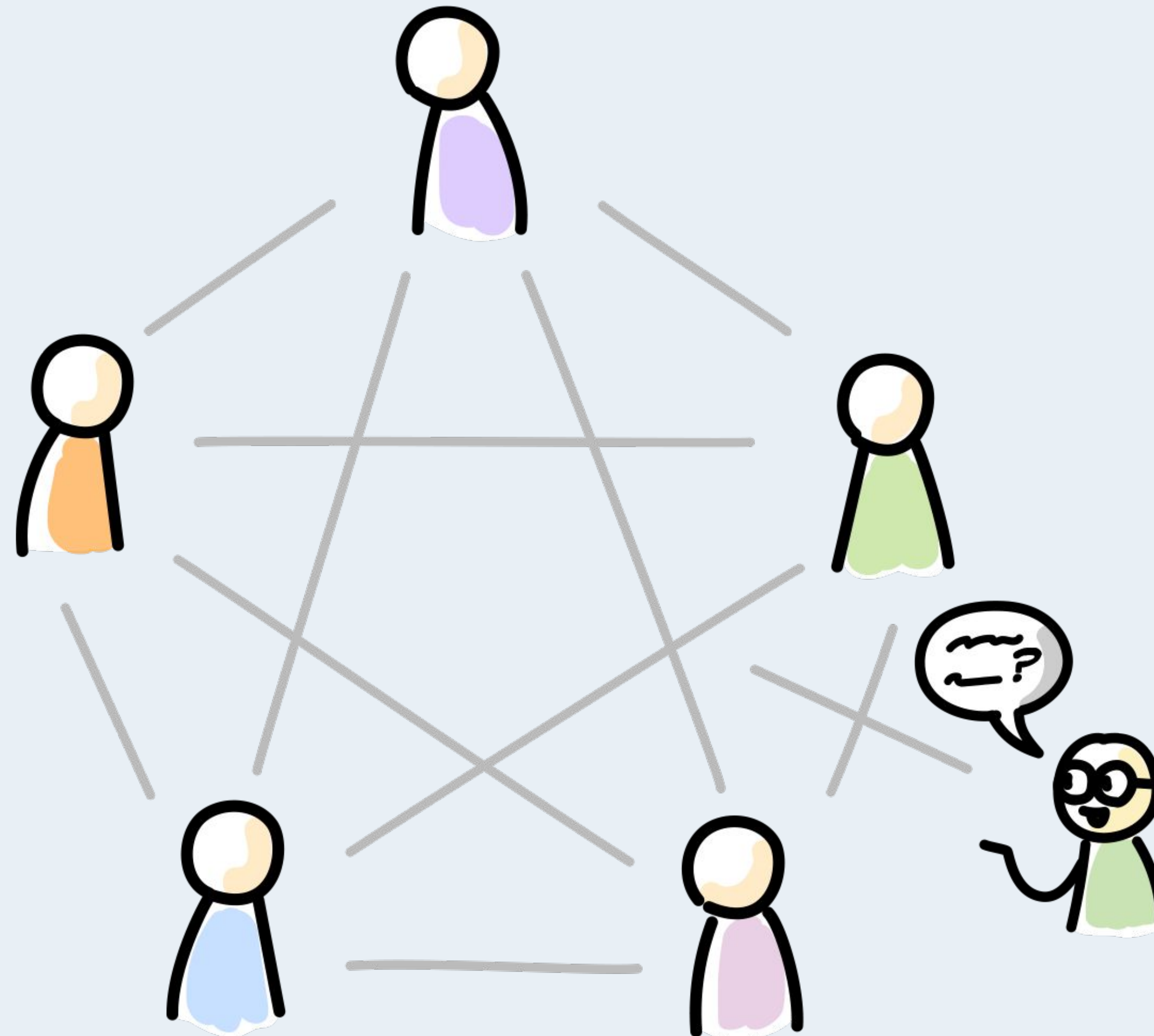
Coordinator Archetype



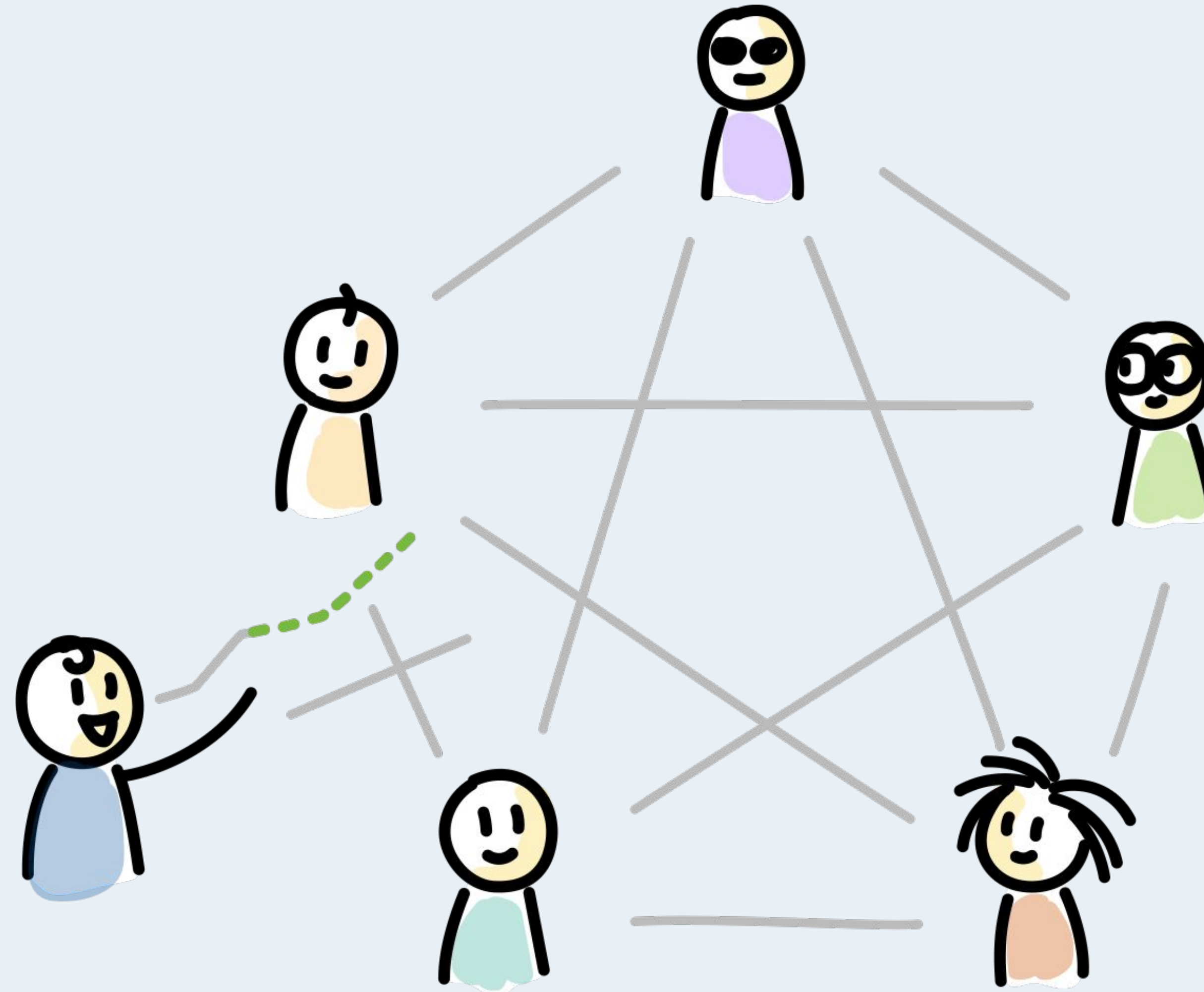
Peer Archetype



Coach Archetype

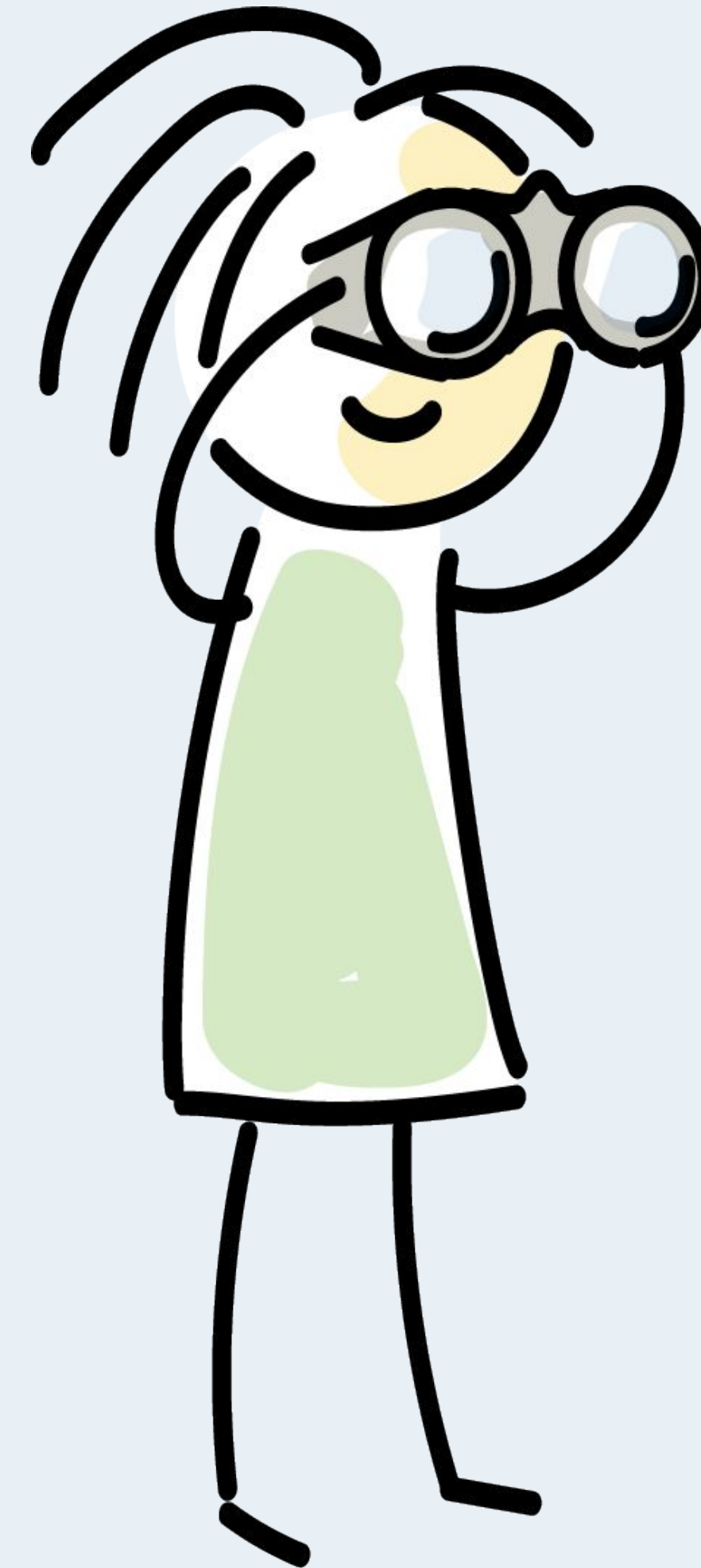


Strategist Archetype



Reflection

- Look back at the last couple of months of your work life
- Pick one story of success or one story of failure: what do you feel was the **archetype** you and your team were operating at in that context



Archetype assessment

EXPERT ARCHETYPE


CHARACTERISTICS

- The leader is the functional or technical expert. They define what needs to be done and how.
- The leader is responsible for reviewing and integrating the work done by the group.
- There is specialisation and little collaboration since relationships are formed directly with the leader.
- The underlying culture is primarily focused on control and delivering quality.

STORIES

- Working with GIM on RS24
- Not going ahead for development as the best option
- GIM thing
- Specialist team
- Specialist team

LEADERSHIP BEHAVIOURS



CO-ORDINATOR ARCHETYPE


CHARACTERISTICS

- The leader is responsible to ensure that the group works together.
- The leader encourages participation but retains most responsibility for communication and decision-making.
- Conflict will inevitably arise which the leader needs to facilitate and resolve.
- The underlying culture is slightly more collaborative but still strongly anchored towards control and completion.

STORIES

- Stand up being left in the room
- Good team spirit
- Team spirit
- Product team
- Project with a big account
- Team to meet
- Managing to have 2 trainees for summer
- Project JS
- Remote team

LEADERSHIP BEHAVIOURS



PEER ARCHETYPE


CHARACTERISTICS

- The leader is positioned as a member of the group and there is opportunity for shared decision-making.
- The leader supports the growth of the team members by providing a shared purpose.
- The group needs to learn how to make decisions collaboratively.
- The underlying culture is primarily collaborative even if a small amount of control is still present.

STORIES

- Parts of Road Ferry
- Being overwhelmed in being over the top
- LA best feedback and follow up
- Team working on the video stuff
- GIM working on the video stuff
- Highly motivated way to handle it
- RS24 SLAM - Just getting it done
- Worked with weekly different time zones
- Could have been more proactive

LEADERSHIP BEHAVIOURS



COACH ARCHETYPE


CHARACTERISTICS

- The leader is positioned outside of the team, playing a coaching role.
- Operative work is carried out by the team within the boundaries set by the leader's strategy.
- The team needs to learn how to provide constructive feedback to each other.
- The underlying culture is fully collaborative and partially creative.

STORIES

- Team working on the video stuff

LEADERSHIP BEHAVIOURS



STRATEGIST ARCHETYPE


CHARACTERISTICS

- The leader is a strategist because there is no need to exert control over the team.
- The leader is a conduit who maintains the connection between the organisational strategy and the team's feedback.
- Everyone in the team needs to understand the strategy and what is the impact of what they do on the market.
- The underlying culture is in balance between all four quadrants skewed towards collaborative and creative.

STORIES

- Team working on the video stuff

LEADERSHIP BEHAVIOURS



Leadership behaviours



I am in charge



I push for performance



I coordinate the work



I inspire people



I am a servant leader



I amplify my team's success

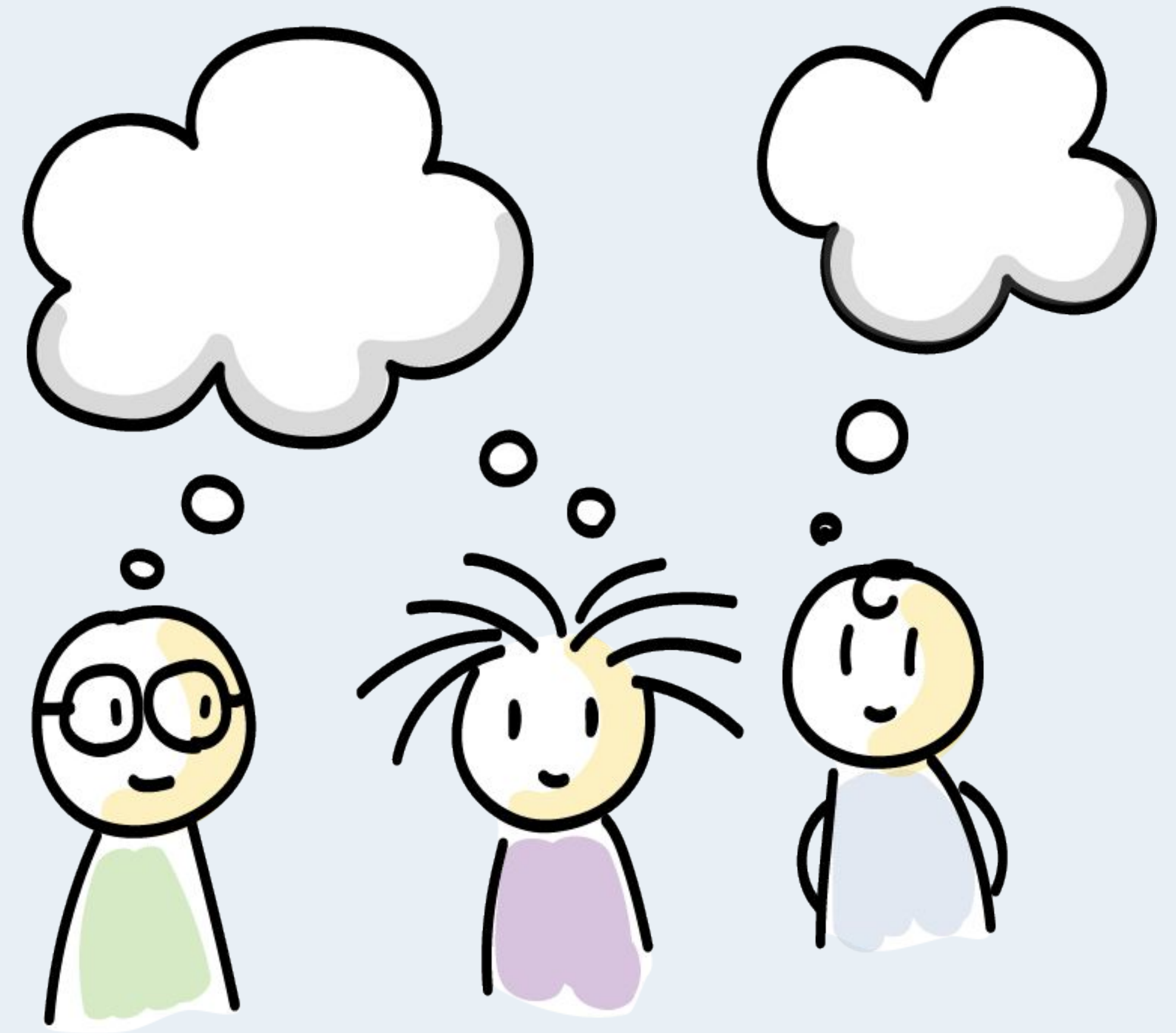
Leadership assessment



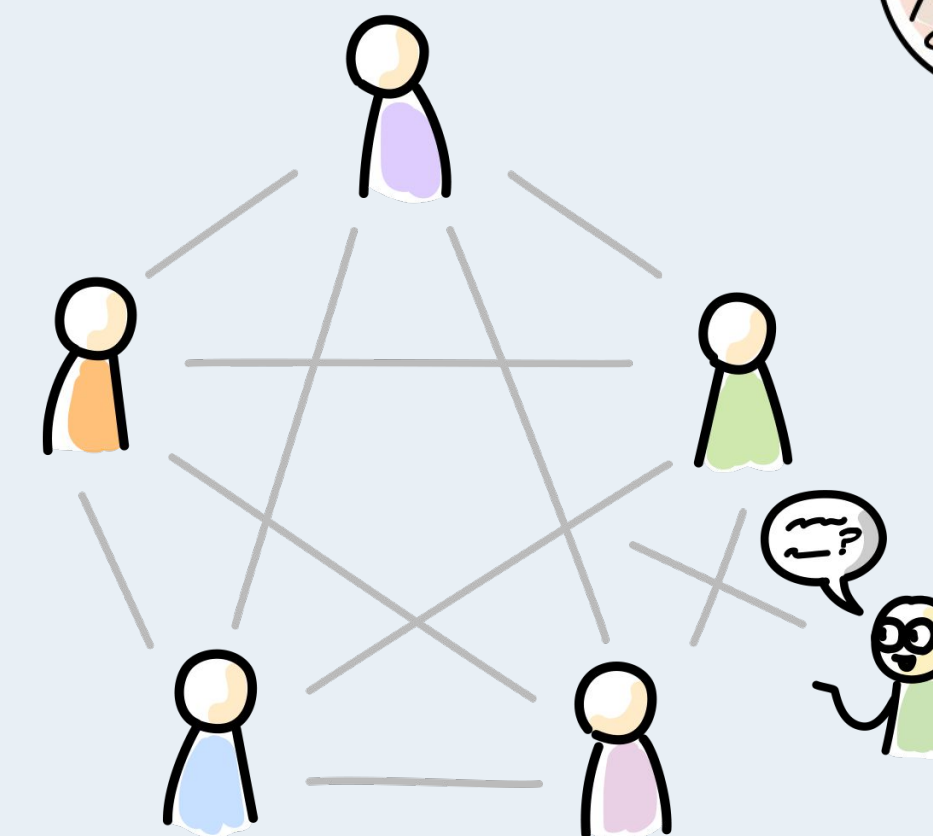
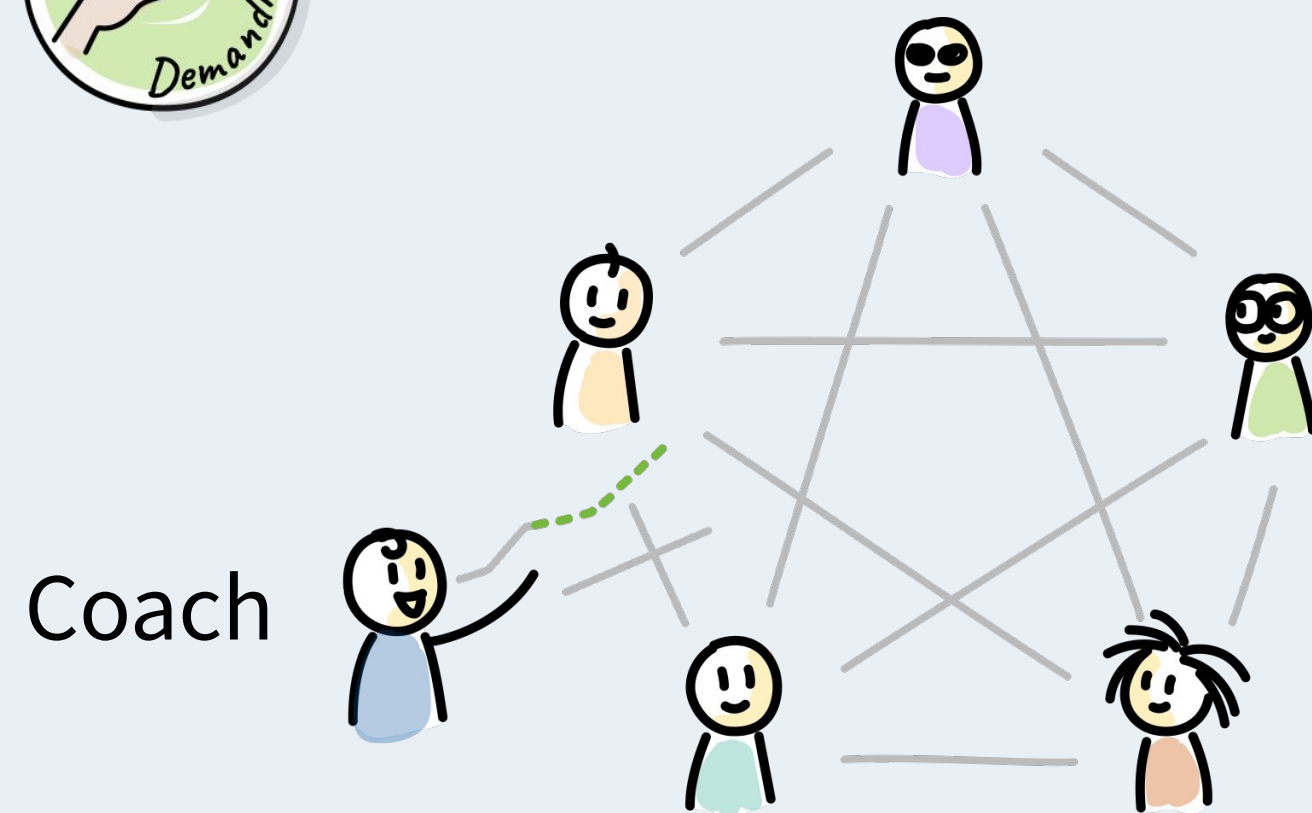
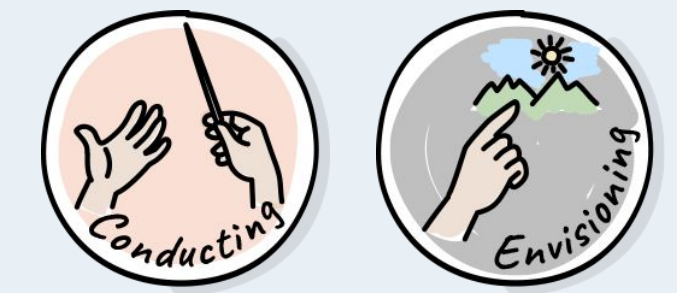
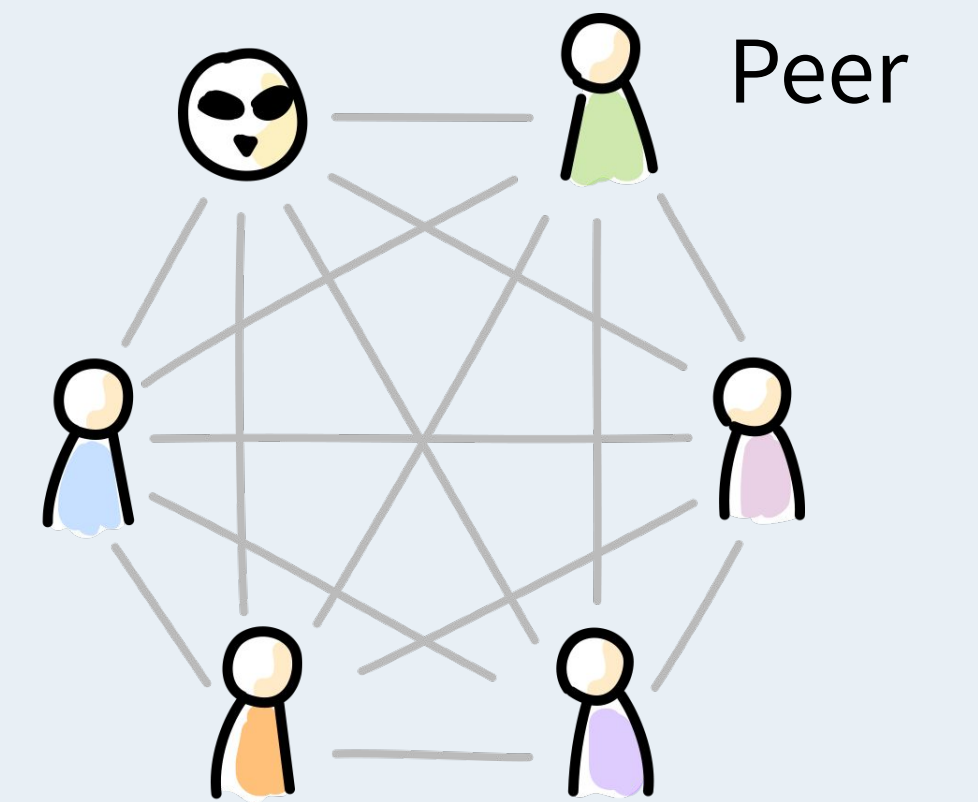
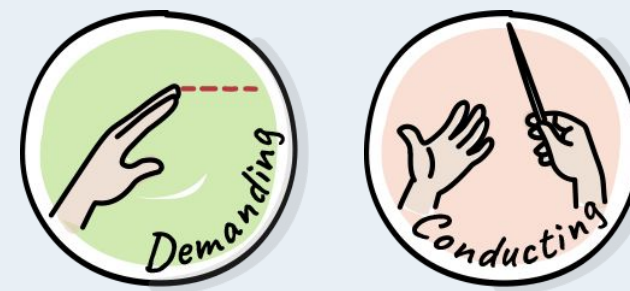
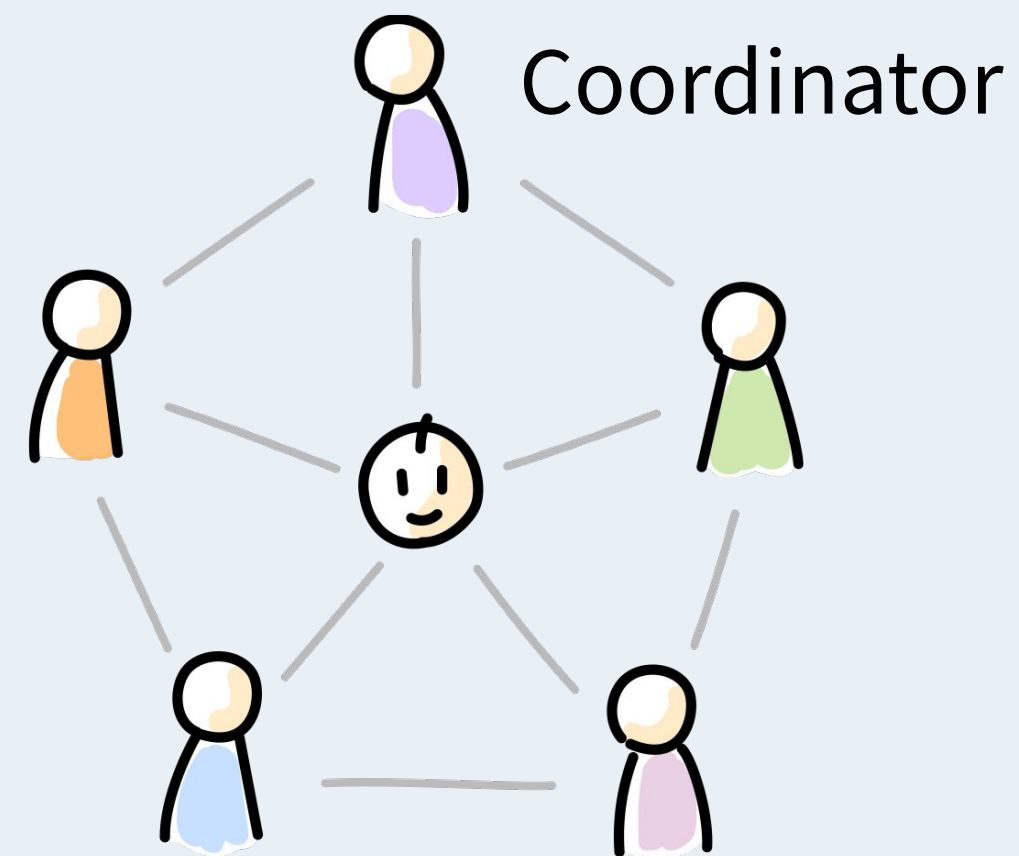
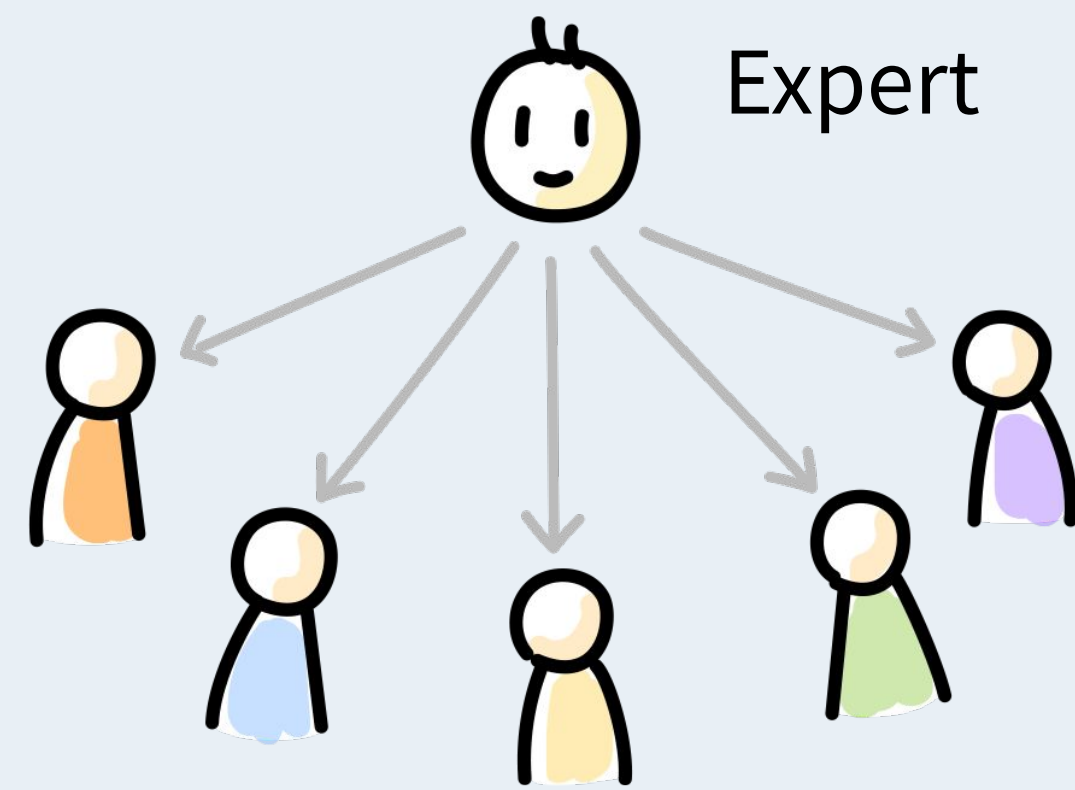
<https://leadershipassessment.organic-agility.app/selfassessment>

Conversation

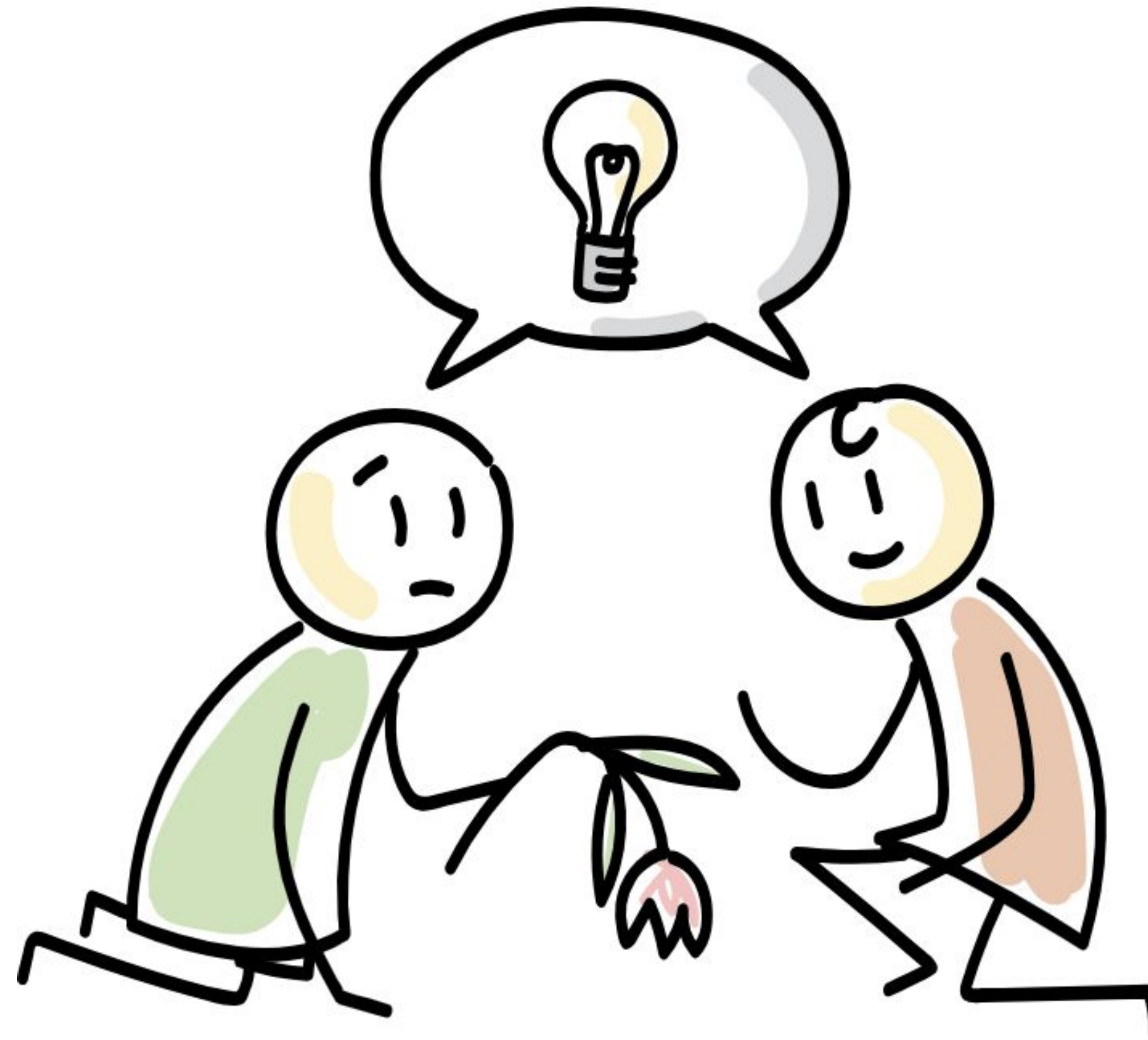
- Do I recognise myself with the assessment?
- What are the behaviors I am mostly using?
Do they seem appropriate?
- Which are the ones I am not using at all?
Does this feel right?
- Share with the person next to you



Leadership agility



Motivational Debt



Build autonomy and trust

Small interventions for a greater impact...



Emotional Intelligence



know

▶ *self-awareness*



▶ *social-awareness*



act

▶ *self-management*



▶ *social-management*



inward

- Emotional balance
- Adaptability
- Orientation to result
- Positive Outlook

outward

- Influence
- Conflict Management
- Coaching and mentoring
- Teamwork

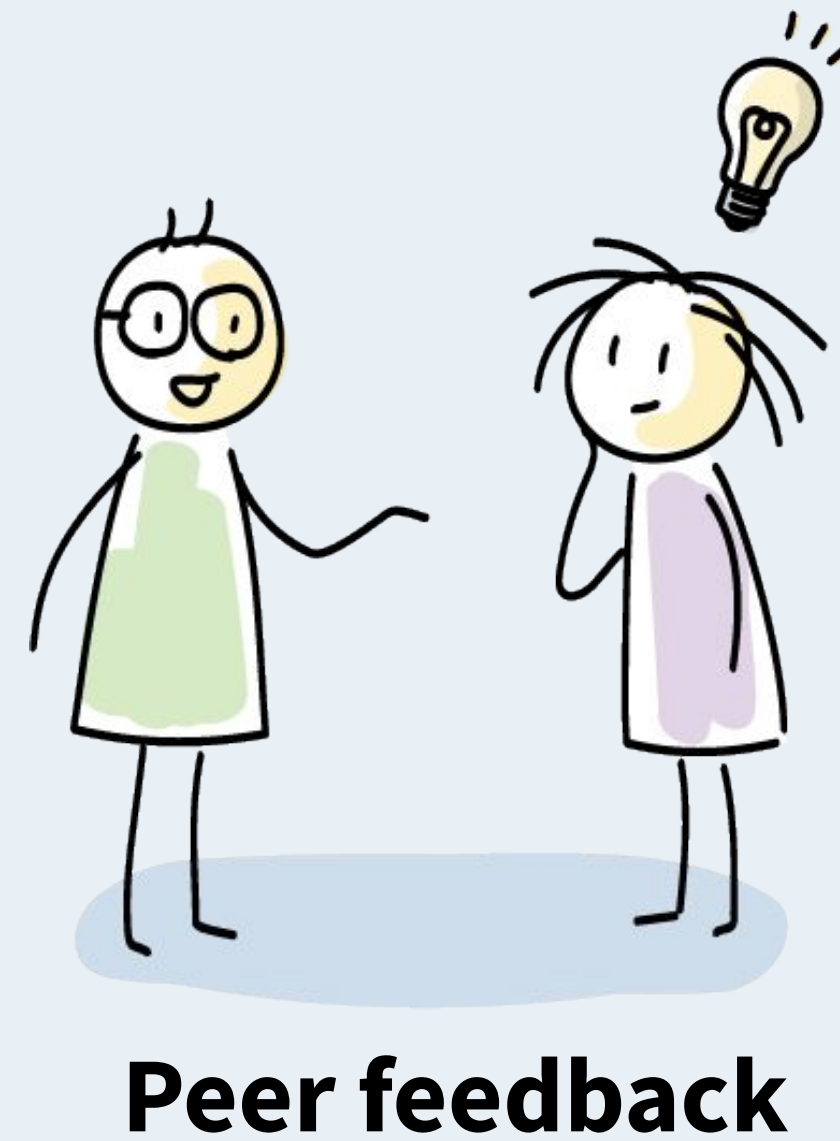
Improving Emotional Intelligence



Journaling



Self-reflection



Peer feedback



360° feedback

Get a coach





Give feedback to Giuseppe

1. Scan this QR code



or go to talk.ac/giuseppedesimone

2. Enter this code on the screen



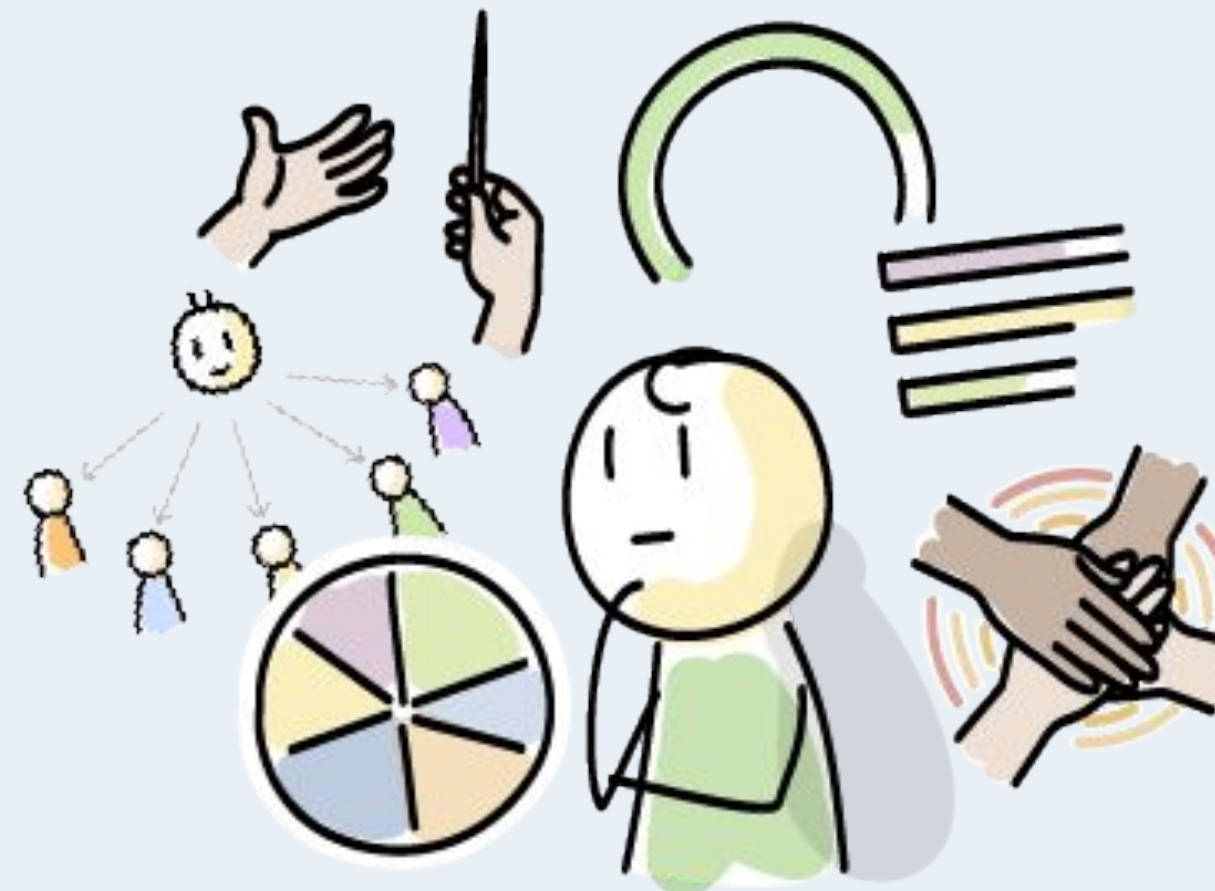
Powered By 



Become a leader for today's world



Collect data



Understand your Leadership
behavior and style



Take actions on facts

Enjoy the journey!

Thank you!



Giuseppe De Simone

Leadership and agility coach

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Questions

