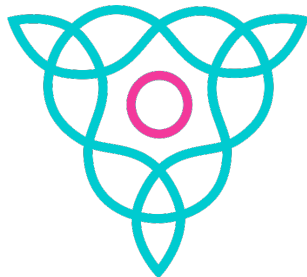


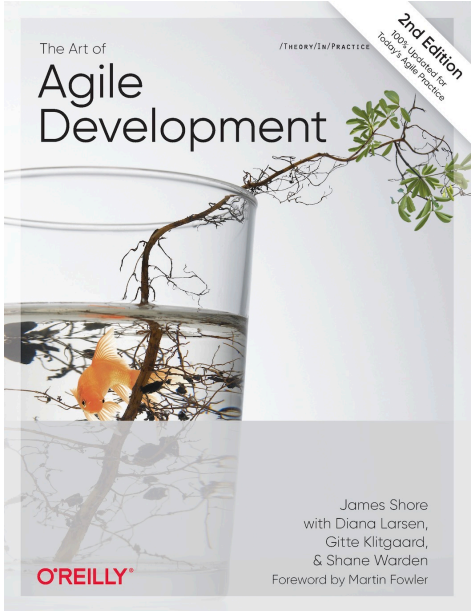
Leadership, Management, and Psychological Safety

Gitte Klitgaard

Native Wired

Lean Agile London, May 2024

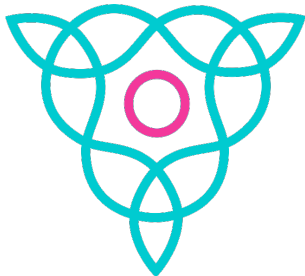




@nativewired.bsky.social



Pronouns: She/her



The State of the World

[@nativewired.bsky.social](https://bsky.app/profile/nativewired.bsky.social)

Change is faster and faster



Brexit



Crypto currency
AI and data
Remote work NFT



Employees in Europe

Employee Engagement

THRIVING AT WORK

Engaged

13% 0

QUIET QUITTING

Not engaged

72% +1

LOUD QUITTING

Actively disengaged

15% -1

Job Market

JOB CLIMATE

Good time to find a job

56% +12

INTENT TO LEAVE

Watching for or actively seeking new job

34%

The Managers' Role

- * The world change faster and faster
- * The system becomes more and more complex
- * People are not happy

- * So what can a manager do?

The best way to predict the future
is to create it.
Abraham Lincoln (Maybe)

We need to change our organisations and our leadership

To succeed we need

- * *Motivated people and collaboration*
- * *Innovation over predictability*
- * *Flexibility and brain power*
- * *People skills*
- * *Great management and leadership*
- * *All the brains we can get*



The Hard Stuff

- * And the super hard things that need to be done
- * Difficult conversations
- * Say no
- * Conflicts
- * Firing people

And for me: the admin work...

So what do we need do?

The changes in organisations

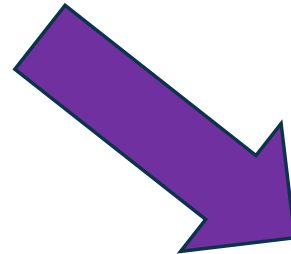
Companies need to

- * Appoint leaders with people, management, and leadership skills
- * Have a learning (and failing culture)
- * Provide support, training, coaching and mentoring their managers



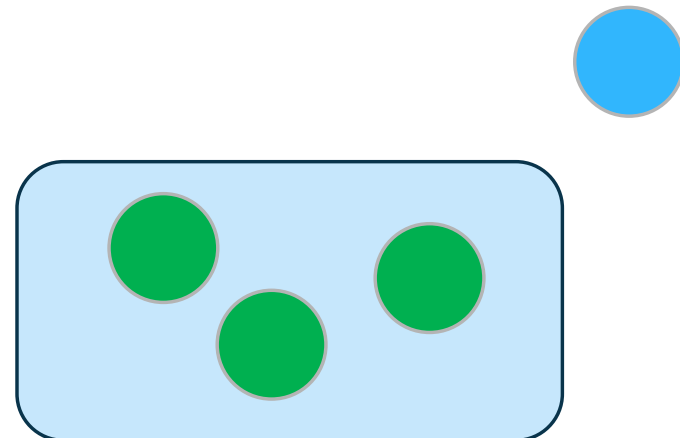
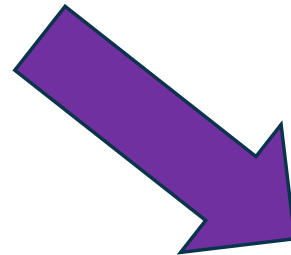
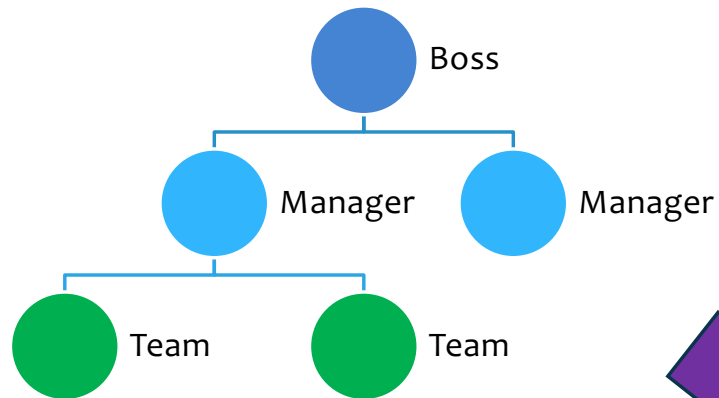
Leadership needs to change

Being able to
know all and tell
people what to do



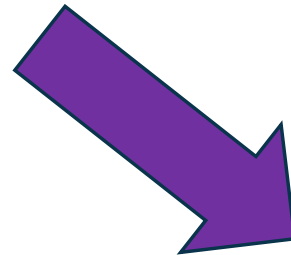
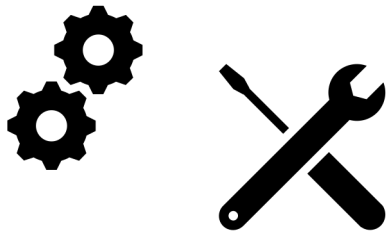
Setting the frame
to enable people
to succeed

Responsibility will be different



Different role modelling

From craft



Project Aristotles

Google



Dependability



Structure & clarity



Meaningful
work



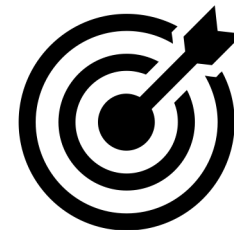
Impact of work



Psychological
safety

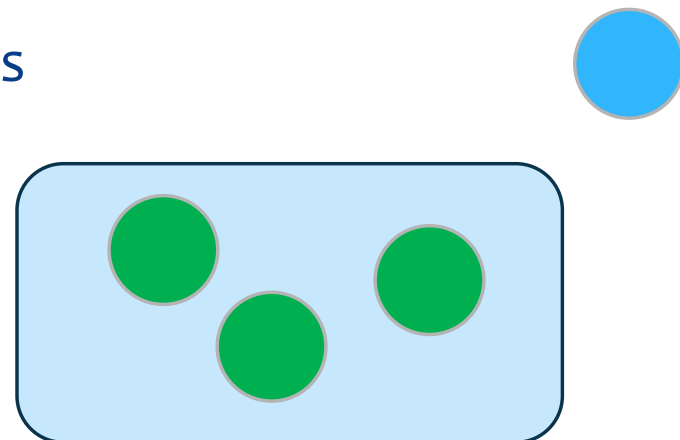
A modern leader needs to

- * Set strong direction and frames
- * Care for people
 - * And provide regular feedback
- * Work with accountability and responsibility



Traps and mistakes I see a lot

- * Being too nice
- * Autonomy = do whatever
- * Not setting expectations
- * Expecting managers to just know
 - * Not providing training and tools
- * Not looking at other fields
- * Not looking at research



Expectations

"I keep forgetting that I role model more than I assume; and without clear expectations, I create wrong implicit expectations"

Marcin Floryan

My three do's and don'ts

Do

- * Set clear expectations
- * Follow-up
- * Create good conditions for people to flourish

Don't

- * Tell people how to do things
- * Try to be perfect
- * Give only negative feedback

Clear expectations

- * *Make them clear*
- * *Make them explicit*
- * *Make them relevant*
- * *Make them personal*

*Example of my expectations, when I was a manager:
I expect you to fail; if you do not, it is either because your
tasks are too easy, or that you feel unsafe. In both cases
we need to change something*

This is hard work

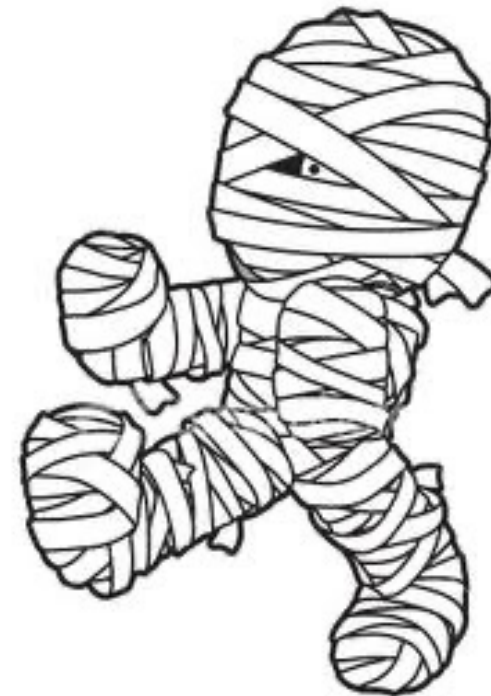
- * Is it difficult?
 - * Yes
- * Is it scary?
 - * Oh yes
- * Is it worth it?
 - * Hell yes



In fact it is the way to the future

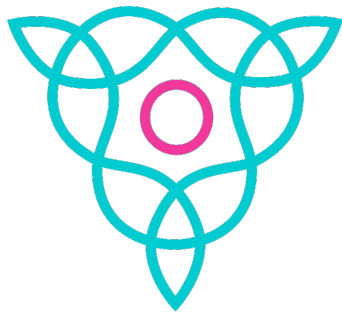
Wrapup

- * It is hard work to be a leader
 - * And it is not going to get easier
- * We need safety for teams AND for managers
- * The organisation needs to support
- * It will be a journey
 - * Don't travel alone



I love connecting

<http://www.nativewired.com/>



Looking for a workshop or a talk?

Thinking about getting some leadership coaching and guidance?

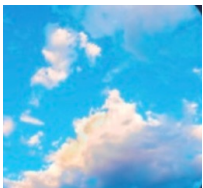
Want to be coached?
Have an organisation that could use help?

Anything else I can do for you?

Get in touch 😊



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dk.linkedin.com/in/gitteklitgaard/

Links and references

- * *A good intro to psychological by Amy Edmonson: [Building a psychologically safe workplace](#)*
- * *[Gallup State of Work report 2023](#)*
- * *Book: Amy Edmonson: “The fearless organisation”*
- * *Book: Daniel Pink: “Drive: The surprising truth about what motivates us”*
- * One hour [version of this talk](#) – the first few min is an add for the company who put it up

Tips and Tricks collection from earlier version of this talk.

- * *Truly listen*
- * *Expectations*
- * *Follow-up*
- * *Provide feedback regularly*
- * *Say no*
- * *Count if you struggle to stay silent*
- * *Be present and available*
- * *Ask for help*
- * *Write things down*
- * *Remember you need to learn and get better*
- * *Find a mentor, coach, peer group, community*