

Leading
for
Better Value Sooner Safer Happier

Deepwater Horizon

The worst accidental oil spill in history

Half of workers surveyed reported
fear of reprisal
for reporting unsafe situations

Columbia Space Shuttle disaster

“Organisational culture had as much to do with this accident as foam did”

“the causes of the institutional failure responsible for Challenger have not been fixed”

Behaviour
specifically *leadership behaviour*
is the biggest lever for
better outcomes

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The world of work has changed



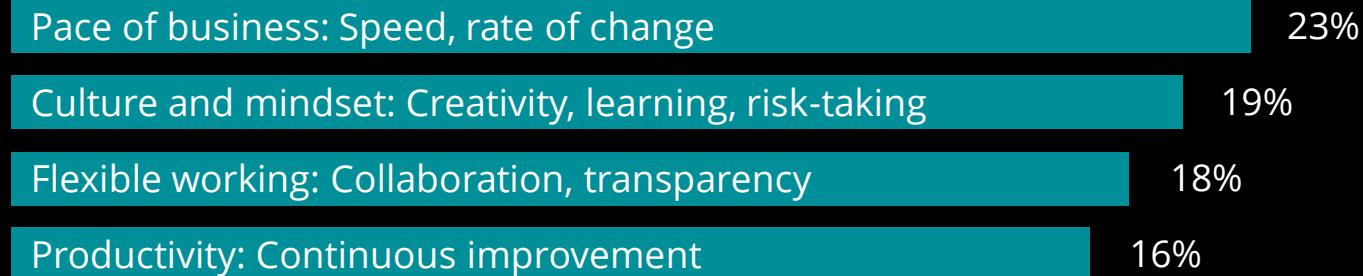
Age of Oil & Mass Production
Repetitive work. Knowable



Age of Digital
Unique work. Unknowable

The pace of change is faster

Difference between a digital environment and a traditional one?



Source: MIT Sloan Management Review, Spring 2019 n=3,300

Culture is the biggest challenge to better ways of working



4 of the top 5 relate to behaviour

Source: 14th State of Agile Report, May 2020

Antipatterns

Do as I Say Not as I Do

Psychologically Unsafe

Deterministic Mindset

Patterns

Leaders Go First

Psychological Safety

Emergent Mindset

What and Who is a Leader?



Origins of the word 'lead'

lædan: to guide, accompany

laidjan: to travel

'to guide on a journey'

Commander

A position
For a few
Orders
Obeying is mandatory
Extrinsic motivation
Power is positional

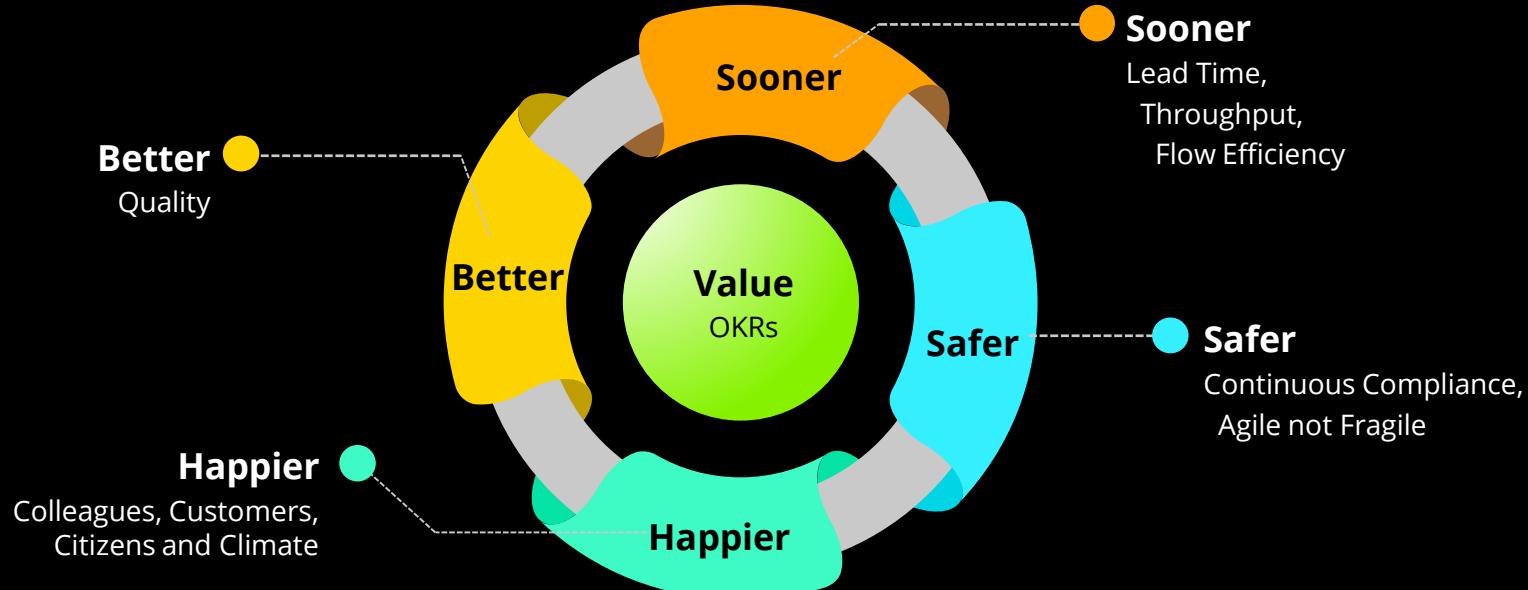
Leader

A behaviour & mindset
For all. Leaders at all levels
Listens, inspires, informs
Following is voluntary
Intrinsic motivation
Power is given by followers

The goal is not Agile, Lean or DevOps

The goal is delivering
Better Value Sooner Safer Happier

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Antipatterns

A photograph of a person sitting on a red velvet sofa, viewed from the side. The person is wearing a white t-shirt and blue jeans. A large, pleated lampshade with a warm glow is positioned above them. The background is dark, and the floor is made of wood. The overall atmosphere is cozy and dramatic.

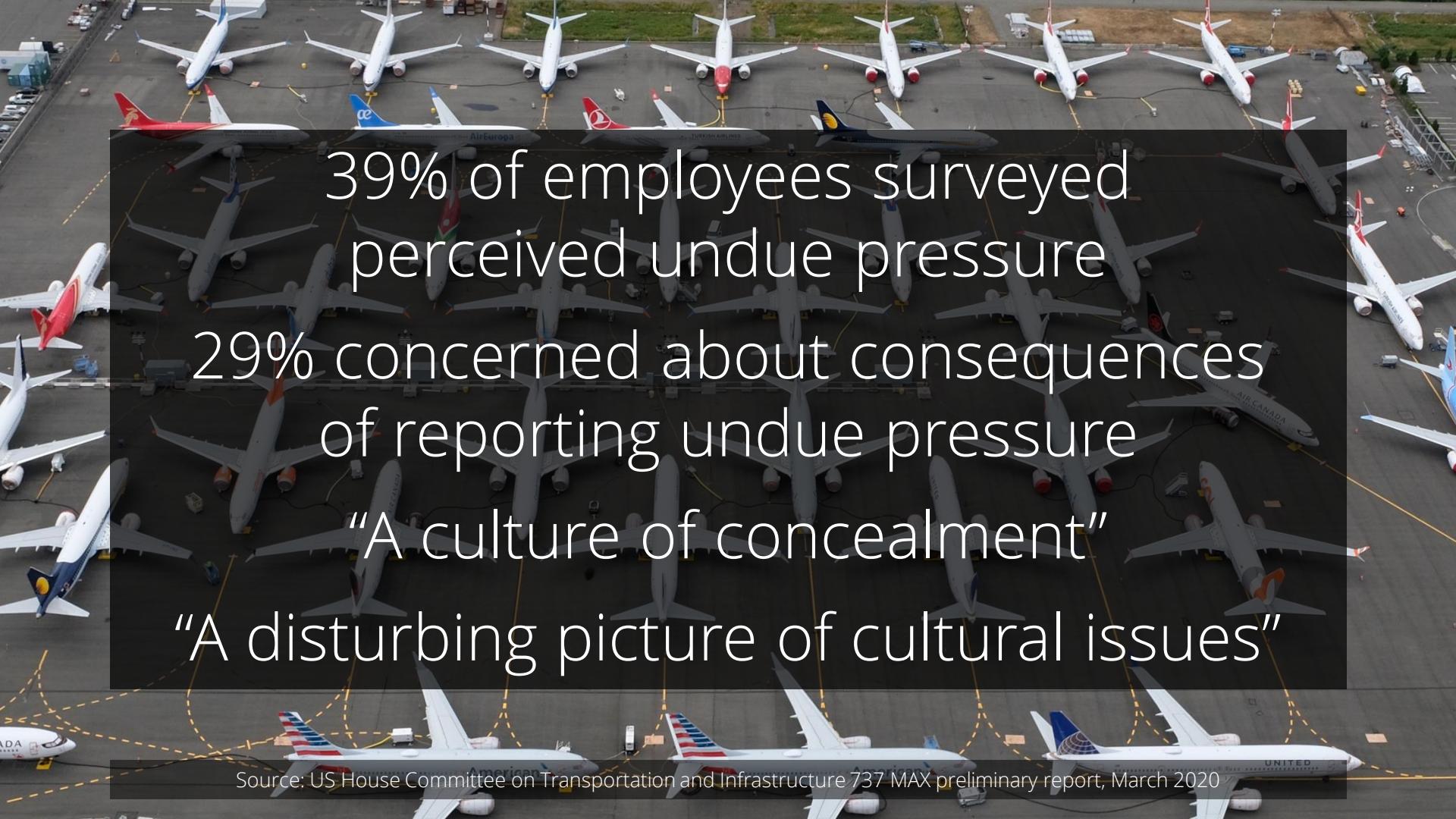
Antipattern 1: Do As I Say Not As I Do

'the level of consciousness of an organisation cannot exceed the level of consciousness of its leader',

Frederic Laloux

A photograph of a woman with dark hair, wearing a white top, peeking over the back of a blue upholstered seat in a lecture hall. She is looking directly at the camera with a slightly worried or surprised expression. The background shows rows of blue seats and a blue wall with overhead fluorescent lights.

Antipattern 2: Psychologically Unsafe

An aerial photograph showing a large number of Boeing 737 MAX aircraft parked on a tarmac at an airport. The planes are arranged in several rows, facing towards the left of the frame. They are from various airline companies, with visible tail fins and livery. The background shows airport infrastructure like runways and buildings.

39% of employees surveyed
perceived undue pressure

29% concerned about consequences
of reporting undue pressure

“A culture of concealment”

“A disturbing picture of cultural issues”

Source: US House Committee on Transportation and Infrastructure 737 MAX preliminary report, March 2020



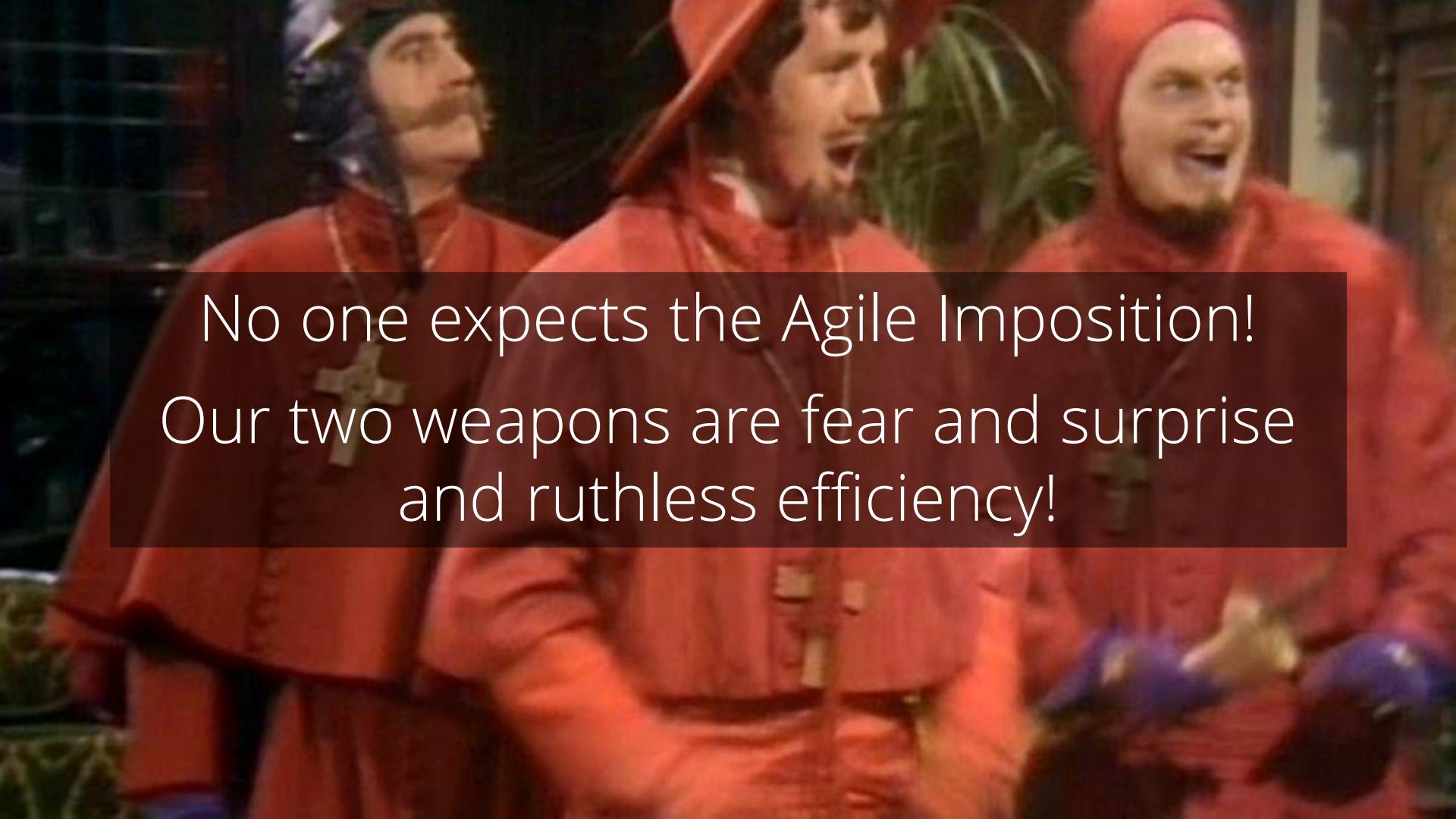
Antipattern 3: Deterministic Mindset

ROTHESAY

BY C.N. MILL

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PT. BANNATYNE

A group of hooded figures in red robes, resembling the Three Musketeers, stand in a forest. They are looking upwards and to the right with expressions of surprise or alarm. The background is dark and filled with trees.

No one expects the Agile Imposition!
Our two weapons are fear and surprise
and ruthless efficiency!

Patterns



Pattern 1: Leaders Go First

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Pattern 2: Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.



Intelligent Failure

A photograph of a diverse group of four people (two men and two women) working together on a transparent glass wall covered in handwritten notes and sticky notes. They are all smiling and looking towards the camera. The man on the far left is holding a white sticky note with "EBB" written on it. The woman next to him is wearing glasses and has "ONLY" written on her arm. The woman in the center is wearing a blue top and a white blazer, and the man on the right is wearing a dark shirt with white spots.

Pattern 3: Emergent Mindset



Emily Campbell

@elou



What if we called them supporting lines instead of reporting lines?

Imagine replacing lines like “these are my direct reports” with “these are the people I directly support”?

3:07 PM · Nov 23, 2019 · [Twitter Web App](#)

333 Retweets **958** Likes

Recap

If you want
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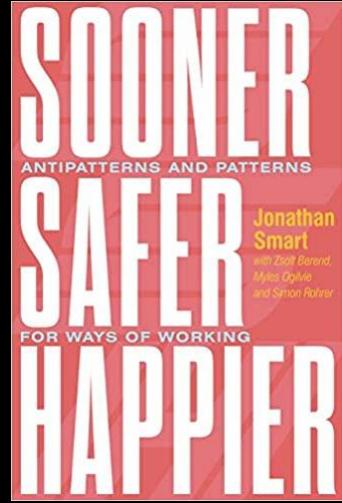
Go First
Foster Psychological Safety
Leverage Emergence

Leadership is how you leave people feeling

Here's the help I'm looking for

Shared stories of antipatterns and patterns

Case studies



Thank you

medium.com/sooner-safer-happier
[deloitte.co.uk/BVSSH](https://www.deloitte.co.uk/BVSSH)