

The many faces of leadership.

A founder's guide to contextually appropriate leadership.



Today

- Our leadership journeys
- Contextually Appropriate Leadership theory
- Theory into practice

About Us (The Exec Summary)



Then

Now

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Then



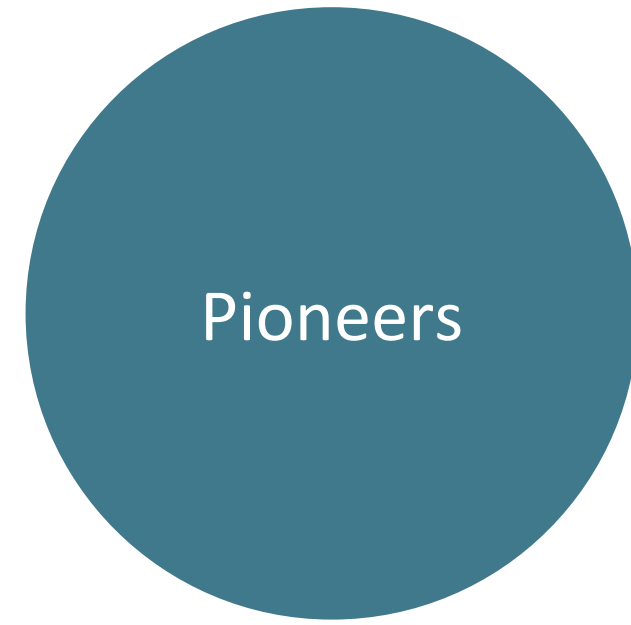
Now

Andrew Blain
Founder | Elabor8
@ajblain

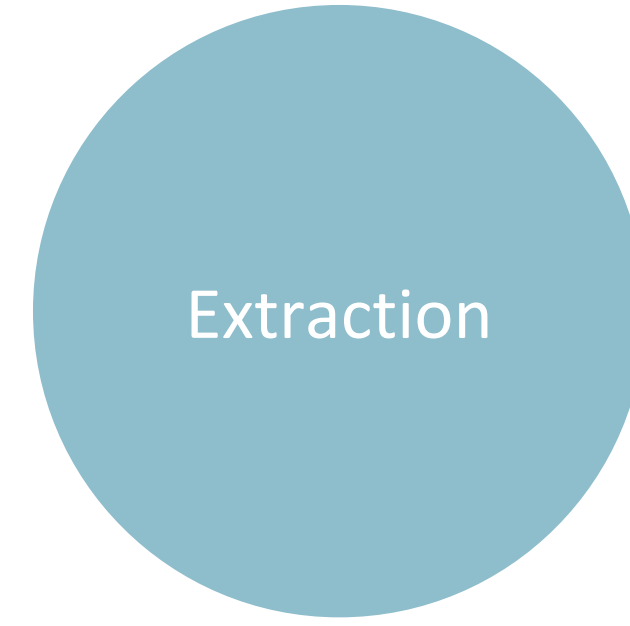
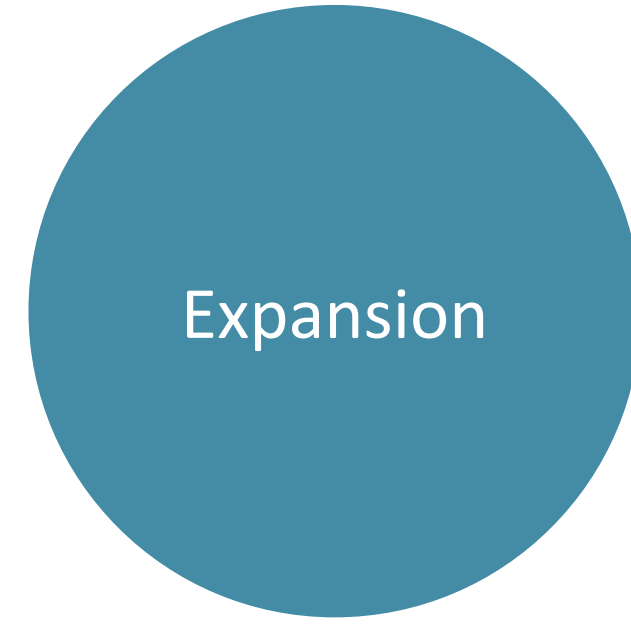
The importance of context.



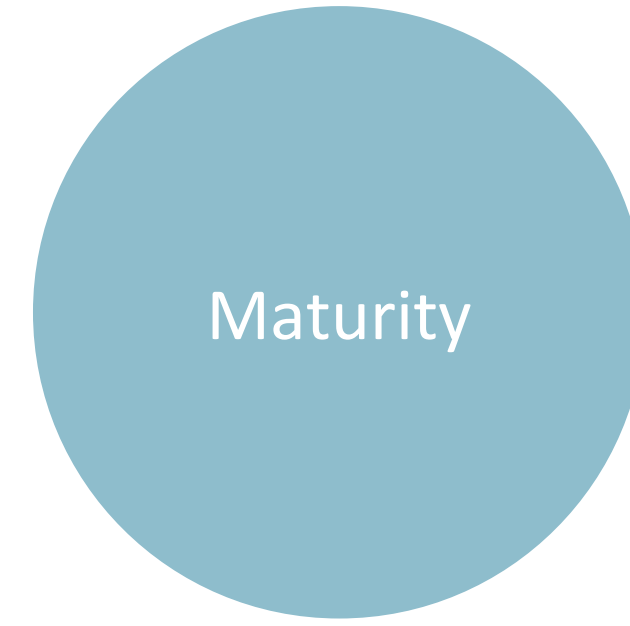
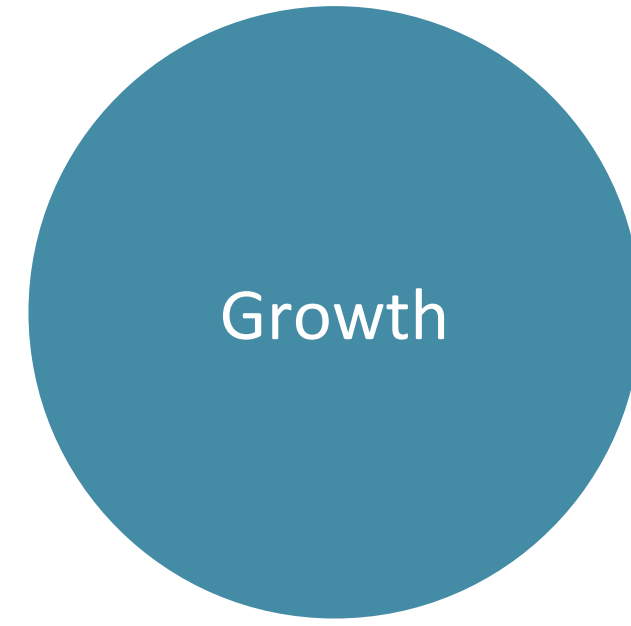
Simon Wardley



Kent Beck



Theodore Levitt



Innovation

Growth

Optimisation

Contextually Appropriate Leadership

Leadership and operating model considerations for different systems

	Innovation	Growth	Optimisation
Leadership	Entrepreneurial	Collegiate	Empirical
Management	Individual or Small Council (<=3)	Flat Structures	Hierarchical
Teams and Talent	Small, fast teams with loose boundaries Top talent Self driven development	Small teams. Use data to inform team size. High calibre talent Loosely structured developmental programs	Larger teams are ok. Tight boundaries and responsibilities. Good calibre talent Tightly structured, skills based development programs
Culture	Entrepreneurial Imaginative, Obsessive	Learning / Developmental Collegiate, Curious	Compliant Conservative, Risk Averse

Contextually Appropriate Leadership

Leadership and operating model considerations for different systems

	Innovation / Exploration	Growth / Expansion	Optimisation / Extraction
Funding	Metered funding	Capacity Funding	Business Case Funding
Operating Model	<p>Organise around a Mission</p> <ul style="list-style-type: none">- Focus on Effectiveness- Enabling Constraints (e.g. funding runway, themes, etc.)- Lean Startup / Design Thinking- Hypothesis Driven	<p>Organise around the Customer / Product</p> <ul style="list-style-type: none">- Focus on Effectiveness and Efficiency- Governing Constraints (experts can make decisions)- Scrum / Nexus- Customer Centric	<p>Organise around Process / Function</p> <ul style="list-style-type: none">- Focus on Efficiency, Cost / Risk Management, Economies of Scale- Rigid Constraints (decisions are encoded in policies/procedures)- Lean Kanban- Margin Centric

A person wearing a VR headset and a black hoodie is walking on a blue floor with white lines. The person is wearing a black hoodie, black pants with white stripes, and black sneakers. The background is a solid blue color with white diagonal lines.

Systems of Innovation.



Emerging tech founder

flightplan.tech is a no coding platform for blockchain.
I am part developer, part UX designer, part crypto illuminati.



What it looks like

Most things are unknowns:

- Market size
- Customer segment
- Which tech to build with

Everything you do know is counterintuitive to most people



How you lead

- Collaborate with the Global community
- Add constraints
- Choose a direction and chase it with conviction, knowing that it's probably wrong



The startup founder

I started Elabor8 with two co-founders in 2009, fresh faced and enthusiastic.



What it looks like

- Established customer segment
- Established competitor landscape
- Differentiation through specialisation (low entry cost)



How you lead

- Don't go broke
- Never take your eye off the sales pipeline
- Find extraordinary people
- Operationalise the mundane
- Build your brand

Systems of Growth.



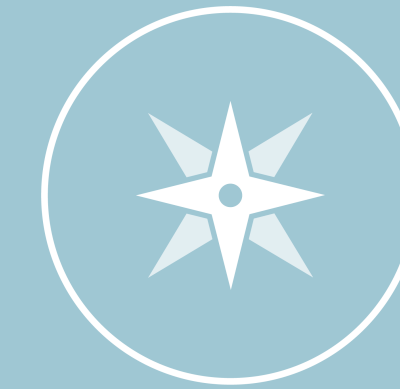
The medium enterprise leader

Fast forward to today and Elabor8 has four offices and over a hundred staff servicing 25% of the ASX 50



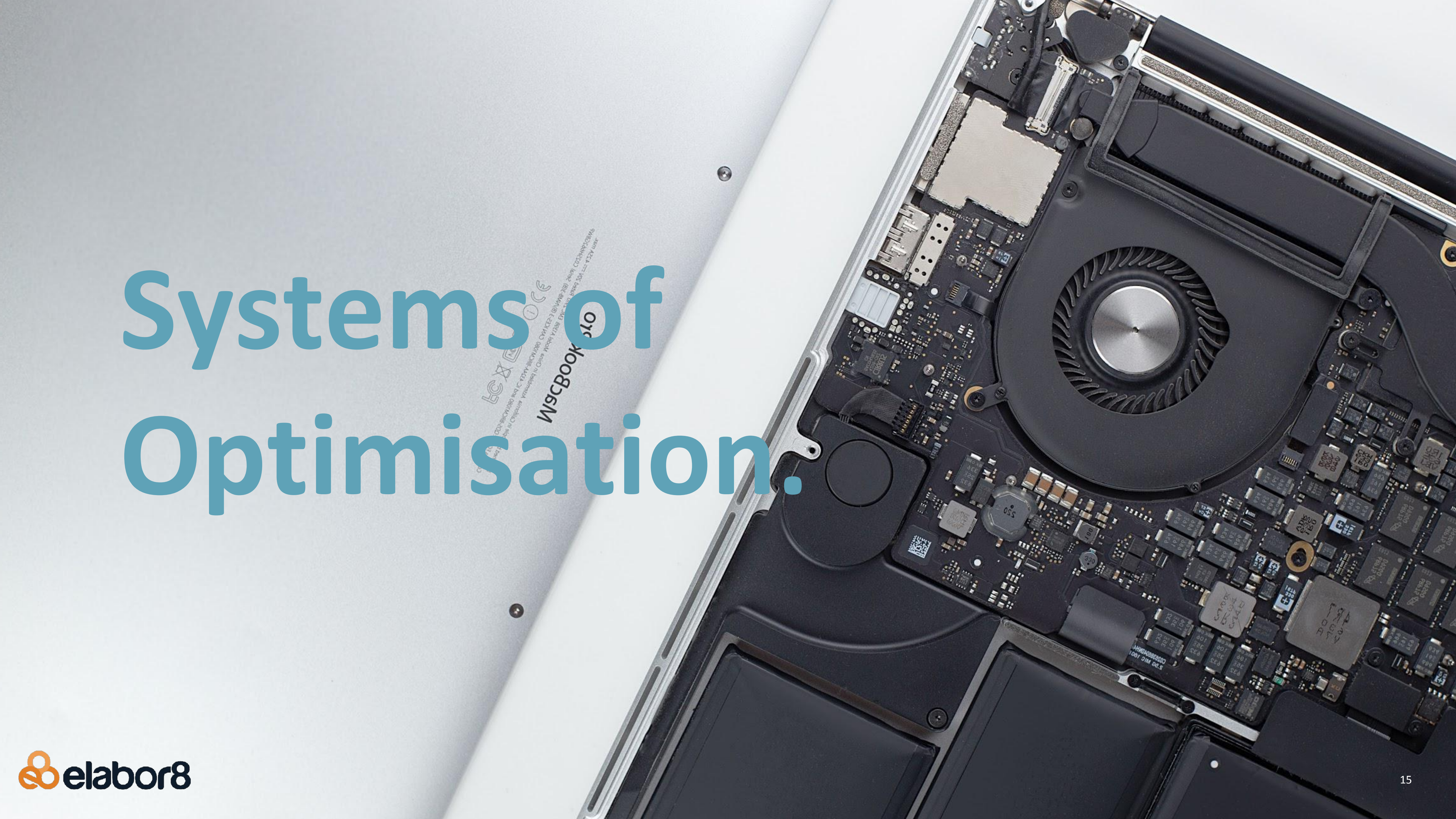
What it looks like

- Dunbar's reality
- The hunter becomes the hunted
- Imitation - the highest form of flattery



How you lead

- Maintain connection through vision and values
- Market your culture
- Stay ahead of the curve
- Beware the red tape crisis



Systems of Optimisation.



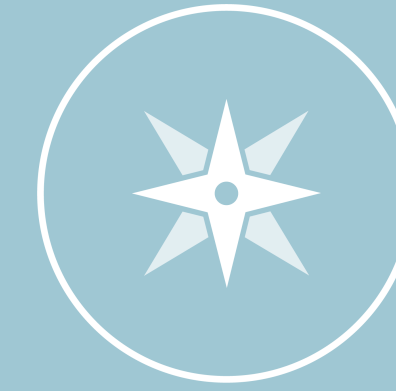
The General Manager

This was where I learnt to run Executive Steercos, manage Portfolio budgets and lead teams of 100s of people.



What it looks like

- Knowing the policies, respecting the rules and norms
- First taste of business responsibility and impact of business results on teams
- Being a change agent



How you lead

- Work the system
- Navigating the political landscape and alliances across the organisation
- When to stretch and when to move to something new



Bringing it all together.



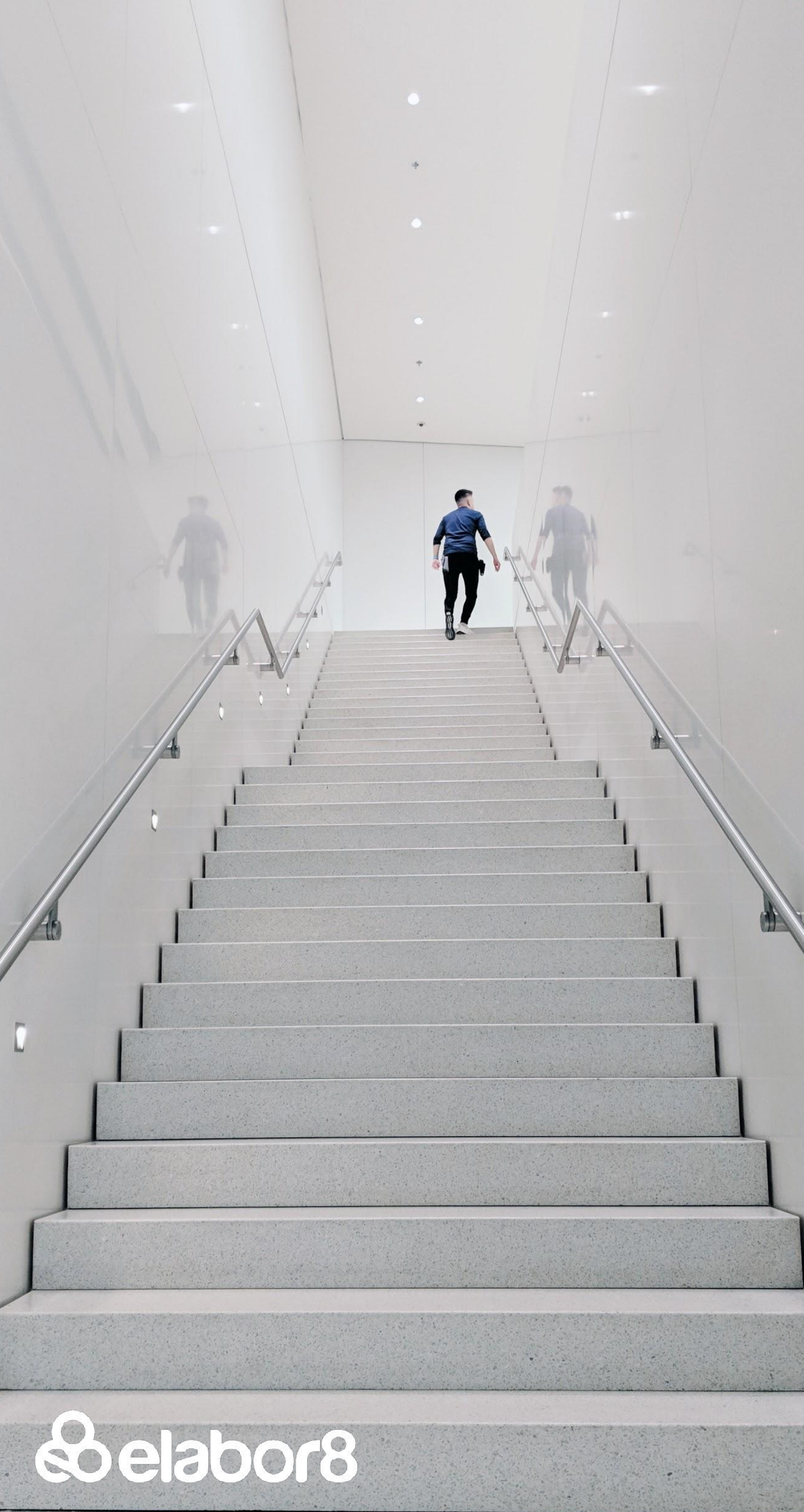
Innovation

Growth

Optimisation

In summary

- Our leadership journeys
- Contextually Appropriate Leadership theory
- Theory into practice



A blue office chair is centered in the frame against a solid blue background. The chair has a high back and armrests. The text "Q & A." is overlaid in white, bold, sans-serif font on the left side of the chair's seat area.

Q & A.