



Scrum.org™

The Home of Scrum

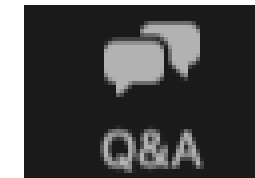
Navigating Complexity Through Inside-Out Leadership

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October 23, 2025

Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
 - Submit questions by selecting the Q & A icon:



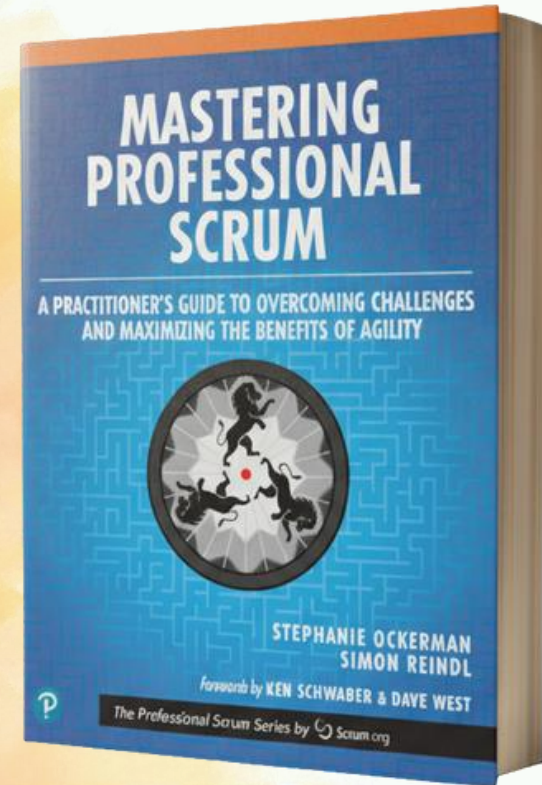
Who is Scrum.org

Mission:
*Helping People and
Teams Solve
Complex Problems*



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum





HI, I'M STEPHANIE.

**I help leaders learn
to ride the waves**

(instead of trying to control the ocean)

I believe we become more impactful leaders when we integrate the **analytical and strategic** side of leadership with the **relational and intuitive** side of leadership.



AN AGILE SOCKS® APPROACH

MY JOURNEY



As leaders and change agents, we face unique challenges:

- We are leading in complex and unpredictable environments. We cannot guarantee outcomes. Yet people are looking to us as experts who should have all the answers.
- We are trying to empower and support self-managing teams while bumping up against culture and process challenges in the wider organization that often feel like they are working directly against us.
- We need conflict in order to explore different ideas, be inclusive of more perspectives, and discover innovative solutions. Yet we often experience the extremes of artificial harmony or unproductive conflict.



LEADERSHIP IS...

**a relationship-driven process of connecting to
what matters, expanding possibilities, and
taking aligned action to bring a vision to life.**

Inspired by: Amanda Blake



Can you be with BOTH the
possibility AND the uncertainty
at the same time?



INSTEAD OF CHASING CERTAINTY ...

**LET'S MOVE
TOWARDS CLARITY**





INSIDE-OUT LEADERSHIP

OUR INNER LEADER IS LIKE AN INTERNAL
COMPASS THAT HELPS US NAVIGATE
THE COMPLEX DILLEMMAS AND
CHALLENGES WE FACE



Three Things That Prevent Us From Seeing Clearly

- Our Biases
- Reactivity
- Moving Too Fast



THE FOUNDATIONAL LEADERSHIP DIMENSION

OUR INNER LEADER

Who We Are + How We See



REFLEXIVITY

A CORE LEADERSHIP COMPETENCY

Reflexivity is the ability to examine one's own feelings, reactions, and motives, and how these factors influence actions and thoughts. It involves being aware of how personal assumptions, beliefs, and values shape how we observe and how we interpret data.



TOOL #1

Values help us understand what is important to us, what is worth pursuing, what type of person we want to become.



EXAMINING CORE BELIEFS

Adaptive Challenges vs Technical Challenges

Adaptive challenges require more than incorporating new technical skills into your current mindset.

Adaptive challenges can only be met by transforming your mindset, essentially growing your mental and emotional complexity.



TOOL #2

Examining our core beliefs helps us understand why we do what we do and why we see the way we see.

So that we become more aware of our biases, interrupt unhelpful patterns, and grow our capacity to navigate complexity and change.



EXAMINING CORE BELIEFS

Beliefs often evolve throughout our lives.

According to Robert Kegan, we move from being shaped by external expectations (socialized mind), to aligning with our own values and making independent judgments (self-authoring mind), to embracing ongoing evolution and seeing identity as fluid and co-created through relationships (self-transforming mind).



AN UNCOMFORTABLE REALIZATION

Many of our beliefs have been handed to us by the systems and cultures we've been immersed in our whole lives.

It's not about right or wrong. It's about surfacing and examining them, so we can be intentional in our choices.



TOOL #3

Creative vs Reactive Leadership

A simple tool that helps us cultivate presence and expand awareness, so we can see more clearly and be intentional.



CREATIVE VS REACTIVE LEADERSHIP

This is a noticing tool, not a perfection tool.

The goal is to notice where we are in any given moment. It is important to accept ourselves exactly as we are, mine the experience for learning, and then make intentional choices.



When we practice inside-out leadership, we are able to:

- **Act with integrity and alignment**—aligning our behavior with our values
- **Live a meaningful life**—rather than being driven by external validation or comparison
- **Be the author of our own lives**—rather than at the effect of others and circumstances
- **Access essential leadership qualities** like courage, connection, and resilience—so we can discover new possibilities and take action
- **Lead with intention even in the unknown**—to make aligned decisions anchored in what truly matters
- **Build trust, create alignment, and leverage systems thinking**



IN THIS WEBINAR, WE COVERED

INSIDE-OUT LEADERSHIP

- Using our core values to create clarity
- Examining core beliefs and the impact they have on our leadership
- A tool to cultivate presence and awareness

REFLEXIVITY IN PRACTICE



LEADERS RIDE THE WAVES

A FREE GUIDE TO NAVIGATING
COMPLEXITY & UNCERTAINTY

<https://agilesocks.kartra.com/page/LeadersRideTheWavesGuide>



Questions

24

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SCRUM PULSE



WEBCAST

Thank you!

26