

**KOSTIANTYN
KOSHELENKO**

MANAGEMENT IN TIMES OF WAR

**Leadership Examples from Ukraine's
Government and Private Sector**



**Ultimate Beneficiary Publishing
Kyiv, Ukraine 2024**

УДК 005"364"=111
К76

All rights reserved.

No part of this publication may be reproduced, stored in, or introduced into a retrieval system, or transmitted, in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise) without the prior permission of the publisher.

All recommendations, advice, cases, assumptions, judgments, and conclusions in this book are by their content and form exclusively an expression of the professional experience of the author and his position along with which the author has provided appropriate assurances to the publisher.

All materials are used in the book only with the knowledge and permission of contributors of such materials, in which the author has provided appropriate assurances to the publisher.

Published by Ultimate Beneficiary Publishing, LLC
10 Khmelnytska Street, Kyiv 03115, Ukraine

Kostiantyn Koshelenko
Management in Times of War – Kyiv: Ultimate Beneficiary,
2024. – 320 pages

ISBN 979-8-8718-3057-4

This is not just a book about dealing with a full-scale invasion of a country. It's an in-depth analysis of how to maintain productivity, develop a team, and stay true to your values when the outside world is in chaos.

The author shares his own experience and also involves Ukrainian and foreign top managers to share their lessons learned during crisis situations. From sports to social entrepreneurship, from engaging with international partners to public engagement, this book will provide you with the tools and strategies to be resilient and move forward with confidence, regardless of circumstances at their most critical.

ISBN 979-8-8718-3057-4

© 2024 Kostiantyn Koshelenko
© 2024 Ultimate Beneficiary

CONTENTS

FOREWORD Передмова	9
FROM THE AUTHOR Від автора	13
Part 1. Team and Process Частина 1. Команда і процеси	21
1.1. Reaction, Adaptation, and Changing Approaches 1.1. Реагування, адаптація та зміна підходів	21
1.2. Resource Allocation and Process Organization 1.2. Розподіл ресурсів та організація процесів	35
1.3. Working with a Team under Constant Stress 1.3. Робота з командою в умовах перманентного стресу	45
1.4. Leadership and Team: Thoughts of Expert Contributors. 1.4. Лідерство та команда. Думки експертів-контрибуторів.	63
Part 2. Resilience: Triumph and Tribulation Частина 2. Стійкість, перемоги та невдачі	75
2.1. Hellish Agile: Project Management under Constraints 2.1. Пекельний Agile. Управління проектами в умовах обмежень	75
2.2. Managing Risks When They're Impossible to Manage 2.2. Управління ризиками, коли цим неможливо управляти	87

2.3. The Role of Technology and Innovation in System Resilience	99
2.3. Роль технологій та інновацій у стійкості системи	
2.4. Impact on Management of Technologies of the Last Decade. Contributors' Conclusions.	113
2.4. Вплив на менеджмент технологій останнього десятиліття. Висновки контрибуторів.	
Part 3. Engagement and Scaling	123
Частина 3. Залучення та масштабування	
3.1. 360 International Cooperation	123
3.1. Міжнародне співробітництво на 360 градусів	
3.2. Involving Volunteers and the Community	135
3.2. Залучення волонтерів та громадськості	
3.3. Marketing and Communication Not Taught in Business Schools	141
3.3. Маркетинг та комунікація, яким не вчать у бізнес-школах	
3.4. Management Practices and Expert Insights	147
3.4. Управлінські практики та інсайти експертів	
Part 4. The Bedrock of Values	161
Частина 4. Фундамент	
4.1. Learning and Development When No One Has Time for It	161
4.1. Навчання та розвиток, коли всім не до цього	
4.2. War-Life Balance: The Work and Life of a Manager	169
4.2. War-Life balance. Робота і життя менеджера	
4.3. Sports: The Secret Weapon of Leaders	179
4.3. Спорт – секретна зброя лідерів	
4.4. Personal Resilience in Turbulent Times. Alexia Michiels	189
4.4. Особиста стійкість у турбулентні часи. Алексія Мікельс	

Part 5. The Future	199
Частина 5. Майбутнє	
5.1. After Victory: Lessons and Practices in Peaceful Times and Historical Perspectives. Lauren Young	199
5.1. Після перемоги: уроки та практики у мирний час та історичні перспективи. Лорен Янг	
5.2. Conclusions and Principles of Turbulent Management. Roman Kuziuk	211
5.2. Висновки та принципи турбулентного менеджменту. Роман Кузюк	
5.3. About the Next Book We Write Together. LinkedIn Community.	215
5.3. Про наступну книгу, яку напишемо разом. Ком'юніті в LinkedIn.	
5.4. Post-War Reconstruction. Vision of the Contributors.	221
5.4. Повоєнна відбудова. Візія контрибуторів.	
How I Wrote the Book: Personal Mindset	239
Як я писав книгу. Персональний mindset	
Profiles of Expert Contributors	251
Профілі експертів-контрибуторів	
Our Insights	265
Наші інсайти	
About The Author	273
Про автора	
Acknowledgments	279
Подяки	
Manager's Library in Times of War	289
Бібліотека менеджера у часи війни	
Afterword – Attention is All Ukraine Needs. By Matt MacFarlane	295
Післямова: увага – це все, що потрібно Україні. Мет Макфарлейн	

*This book is dedicated to my wife, Olha, and my children,
Stanislav and Victoriia – the sources of
my inspiration and support.*



**24% OF ROYALTIES IN 2024 GOES TO THE OFFICIAL
FUNDRAISING PLATFORM OF UKRAINE**

UNITED24



FOREWORD

Передмова



Daniel F. Runde

Author «The American Imperative: Reclaiming Global Leadership through Soft Power» and Senior Vice President, Center for Strategic and International Studies

Kostiantyn Koshelenko's new book is a fascinating read about leadership and management in a period of extreme challenge - Russia's illegal invasion of Ukraine. Ukraine is defending itself while also making changes in its society as it takes hard but necessary steps to ensure its future in the West. This book captures the thinking and strategies of one of Ukraine's senior leaders.



Oleksandr Novikov

Head of the Ukrainian National Agency for the Prevention of Corruption

Since February 24, 2022, Ukrainians, and leaders of Ukrainian organizations and networks, have exhibited remarkable

resilience, surpassing the expectations of governments worldwide.

This book delves into the organized and sometimes decentralized efforts contributing to their large-scale success against Russia, the largest military and propaganda machine in the eastern hemisphere.

It highlights the secrets of effective counteraction, making it a vital resource not just for documenting experiences, but also for enhancing the resilience of other democracies facing similar challenges. The significance of this book extends beyond mere survival; it aims to scale up results, empowering Ukraine, and the principles of freedom and democracy globally, to win. Its goal is to ensure future generations can study history without the shadow of World War III looming over them, offering practical tools for such a victory. These tools, encapsulated within the pages of «Management in Times of War,» are instrumental for shaping a future where humanity can thrive.



Antonio Garcia

PhD, MBA, PMP Senior manager in the Scottish Government Civil Service, Open University Tutor, former Army Officer in South African National Defence Force.

A good and interesting read. The book's strength is the perspective it adds which is embodied and summarised in the title, «Management in times of War.»

I enjoyed the book. It chimes with and reinforces much of what I teach at Open University Business School, what I experience in managing a large team (although in a country not at war), and what I was taught when earning my MBA.

In that sense, the book appeals to the practitioner and the student of management.

It adds value as leadership has a huge contextual aspect and requires in-depth discussion in times of conflict and war. This book adds to the body of knowledge and is an excellent contribution.



Shane O'Neal

IT professional, former medical professional, and amateur writer who lives in San Antonio, Texas. O'Neal is the author of "Diary of a Respiratory Therapist: 30 Days in NOLA at the beginning of the COVID-19 Pandemic", a short, biographical account of his time in New Orleans. He travelled to Ukraine for three months in 2022 to teach First Aid to Ukrainian civilians.

It has been my privilege to preview this book and help out with proofreading. There are lessons here that apply to people management during any stressful time, including war.

Corporate layoffs, natural disasters, pandemics, and political turmoil all have analogues in this book, though to an even more extreme degree than most of us in the West have had to face in recent memory.

Kostiantyn Koshelenko and a panel of contributors pass on their insights about how they have kept their teams motivated, innovating and producing quality work under the harshest conditions imaginable.

FROM THE AUTHOR

Від автора

«If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.»

Antoine de Saint-Exupéry

As you came across this book, it stood among numerous notable management guides – some newly published, others time-honored classics. Each reflects a desire for wisdom gleaned from other people's journeys, providing a shortcut to personal experience. They result from a quest to align thoughts with those who've weathered similar storms, driven by the competition of ideas, insights, and perspectives on a subject crucial to humanity – effective management, our species' privilege and burden.

Effective management of processes, people, and organizations is the life force of any venture, from start-ups to multinational corporations, from guiding public initiatives to leading national and global reforms. Effective management can make the difference between resounding success and devastating failure. It shapes the quality of our journey, which often carries as much importance as the destination.

LinkedIn’s 2023 analysis underscores the global demand for effective management as a cross-functional skill in the top spot of the 10 most in-demand skills across industries.¹

This data highlights the universal relevance of management expertise, particularly in project management. Efficient project management is vital for timely, budget-compliant, and quality project completion, a necessity in the increasingly diverse and multifaceted team environments of today.

The 2023
**Most
In-Demand
Skills**

1. Management	6. Project management
2. Communication	7. Research
3. Customer service	8. Analytical skills
4. Leadership	9. Marketing
5. Sales	10. Teamwork

LinkedIn Learning

The research also highlights a significant shift in marketing’s role, now essential across functions and vital for sales experts, HR professionals, and project managers alike. Essentially, marketing has become the art of distinction, whether through pioneering solutions, persuasive presentations, or recruiting exceptional talent.

Management is a complex field requiring a deep understanding and competency in a wide range of areas. In war, this complexity only grows.

1 Jen Dewar
“The Most
In-Demand
Skills for
2023”



When discussing war, our thoughts instinctively gravitate towards combat operations, battlefield tactics, and strategic maneuvers. Yet, there is more to war than battles and chaos – war also includes the struggle to maintain order, to lead effectively, and to keep the wheels of business and society turning despite the turmoil.

War profoundly tests a nation, reshaping its political and military frameworks while indelibly impacting businesses, economies, culture, and social connections. This book explores these often-overlooked aspects of wartime, providing an insightful look into the myriad challenges presented.

War transforms the economic terrain, triggering shortages of resources, transportation challenges, and market changes. Yet, the real trial transcends mere survival; it's about progressing despite adversity and maintaining operational stability. The goal is to remain effective and competitive, even flourishing in what are considered abnormal conditions.

This text serves as a compass for those who refuse to be paralyzed by a world in chaos, those who view adversity through the lens of an entrepreneur, seeking opportunities and solutions among the problems.

In this book, I share an experience of a lifetime, one I wouldn't wish upon anyone. It recounts the insights gleaned by my team under tremendous pressure. We fortified the durability of information systems and processes while driving progress in the digitalization of Ukraine's social sphere during a full-scale invasion by russia.

War challenged our societal fortitude and catalyzed the development of inventive management strategies, thereby fostering endurance and advancement under any conditions. Serving at the national government level provided me with

a unique perspective to witness the varied responses and outcomes of managers, from startup leaders to executives of major corporations and government officials.

The skills and knowledge developed during wartime are invaluable for managers globally, relevant in crises such as natural disasters, economic recessions, or pandemics. High-pressure situations foster flexibility and adaptability, which are essential qualities for leaders in crisis management.

Collaboration with international bodies during war, and the synergistic fusion of efforts toward shared goals, are equally invaluable. Managers can use the subtleties of cross-cultural interaction and negotiations as instrumental tools.

I also underscore the importance of a virtues-led ethos, ethical conduct, and corporate social responsibility, particularly in turbulent times. These tenets can anchor leaders in their daily activities and decision-making, offering a far more stable guide than formal mission statements or projected forecasts.

I would love to see your feedback about the book on social networks.



facebook.com/Kkoshelenko



linkedin.com/in/koshelenko

This book emerged not by choice but by necessity. From the beginning of the chaos of war, I felt compelled to record my thoughts and observations. It became a collection of reflections that shaped and refined my management practices, allowing me to adapt strategies and prepare for unexpected

challenges. Gradually, these jotted notes transformed into the pages before you, culminating in a book forged during the heat of conflict.

Nevertheless, I felt there was something absent in this foundation – something that would encapsulate a pivotal phenomenon that altered everything during the full-scale war. Amid the hell and intensity of Russia’s invasion, a powerful force revealed itself: the unity of diverse individuals both within Ukraine and around the globe. Far from being a fleeting anomaly, this extraordinary solidarity continues to thrive. It expresses itself through collaborations, joint initiatives, and support actions that transcend borders, connecting continents and cultures with a shared purpose.

As a civilian leader operating during a war, I felt compelled to capture the immense power stemming from the unity of diverse individuals united in their values and solidarity against the Russian invasion. My goal was to showcase the beauty and strength inherent in our diversity. Yet, I quickly realized that documenting this multifaceted landscape exceeded my individual capabilities. Thus, this book was born, a testament to the collective wisdom of Ukrainian managers and their global counterparts who shared their insights graciously.

This book transcends being merely a collection of advice and strategies. It serves as a conduit for global dialogue, bridging managerial communities across the world. As you peruse these pages, I hope you’ll uncover not only solutions to critical issues but also experience the spirit of unity that enables us to jointly tackle the challenges of the modern world.

While not focused on traditional battlefields, this book acknowledges that each day within your organization constitutes a battle for productivity, values, and humanism. If

you're seeking guidance on navigating this struggle effectively, you're invited to continue reading.

While this book doesn't cover every aspect of wartime management, it provides an essential perspective. It presents the experiences, ideas, insights, and aspirations of those who embody leadership, management, and innovation.

Featuring Ukrainian entrepreneurs, top executives, and officials, this book portrays their steadfast resolve in wartime. They continue to work, create, and manage without letting the conflict hinder their efforts. These leaders exemplify exceptional self-management, maintaining control over their emotions, time, and energy, and skillfully guiding their teams under extreme conditions.

The book also includes perspectives from global allies across various sectors and continents. Their views on management, leadership, personal resilience, productivity, and conflict resolution enrich this narrative.

In compiling these experiences, I often found myself pausing, deeply engaged by their insightful reflections, apt ideas, and articulate expressions. The task became to weave these contributions together in a way that amplifies each other, while allowing you, the reader, to formulate your own interpretations.

Working with these top managers and expert contributors from different countries was both an enormous responsibility and a profound honor. They have given this book their voice, their experience, their lessons; thus, breathing life into its pages.

This book is not just a passive read; it's an interactive journey involving experts, readers, and me – a civilian leader in a war zone. Beyond reading, you'll have the chance to engage with these insights in real-time discussions online.

Join our LinkedIn group, “Management in Times of War,” to participate in more profound discussions. Here, authors, publishers, and experts are ready to explore the queries that emerge as you navigate this book.



<https://www.linkedin.com/groups/9501126/>

Every fourth chapter of the book is a synthesis of the experiences and thoughts generously shared by our expert contributors, to whom I am immensely grateful. Toward the end of the book, take a moment to familiarize yourself with a brief portfolio of each contributor.

Kyiv, Ukraine
October 2023

PART 1: Team and Process

Частина 1. Команда і процеси

1.1. Reaction, Adaptation, and Changing Approaches

“Nothing in life is more liberating than to fight for a cause larger than yourself, something that encompasses you but is not defined by your existence alone.”

John McCain

I write these lines in the dead of night during an air raid alarm. Dozens of missiles, launched by Russia, are headed towards Kyiv and other Ukrainian cities. This could have been a serene summer night, perfect for a stroll along the Dnipro River until dawn. However, for the second consecutive year, there are no such nights in Ukraine.

As the sirens sound, some Ukrainians huddle in bomb shelters, others seek safety behind the rule of two walls in bathtubs, while a few manage to sleep through the chaos. Sleep deprivation is a constant companion in this new reality, as relentless attacks and alarms rob us of our rest.

Meanwhile, thousands are stationed at the frontline, manning air defense systems across the country. Their

mission is to shield citizens from aerial onslaughts and neutralize any threat emanating from Russia. Some nights are successful: we intercept every missile, but not tonight. Tonight, several residential buildings across various cities lie in ruins. The human toll is heartbreaking.

It is often said that people quickly adapt to the good things. However, the war has shown that they adjust to the bad just as swiftly. Yesterday, you might have been an office worker who demanded comfort. Today, you find yourself preparing food over a fire, learning to handle weapons, and feeling grateful for the opportunity to power your equipment with diesel generators and connect to Starlinks in the absence of electricity or communication.

Adaptation takes many forms. Each person adapts to new circumstances in their way, but from practice, we know that such adaptation usually leads to one of three simple words: ‘fight’, ‘flight’, or ‘freeze’.

Those who “fight” meet challenges head-on, fiercely defending their interests. Others, the “flight” group, seek to avoid conflict, prioritizing self-preservation and damage minimization. Then there are those who ‘freeze,’ standing still hoping the problem will resolve itself.

Each response, unique and instinctive, showcases the spectrum of human adaptability. In the intensity of a full-scale invasion, these behaviors become more pronounced. Groups, large and small, display all these reactions, necessitating flexible leadership to navigate the ongoing crisis.

In my role as a civilian leader in a war zone, I’ve particularly noticed the counterproductive and contagiously negative effects of the “flight and freeze” responses in a team setting.

BEHAVIORAL REACTIONS TO STRESS



“Flight” is a knee-jerk reaction that involves escape or evasion from a problem or threat. Within a team, it can manifest as a disinclination to confront difficulties, avoiding responsibility, or an inability to face conflict. The fallout is that problems are left unsolved, neglected, or passed on to others. In the harsh reality of a war zone, this reaction takes on a starkly literal form as people abandon their jobs and homes, relegating work tasks as a secondary priority.

“Freeze” is another stress response that involves an individual’s inability to act or react appropriately to circumstances. Those who “freeze” often feel immobilized or indifferent to their surroundings. This reaction can surface within a team as apathy, a lack of enthusiasm, or an absence of initiative. Like the “flight” response, “freeze” can spread contagion-like through a team, leading to a drop in productivity, motivation, and zeal to achieve goals.

These reactions might seem alien to you if you're cocooned in a peaceful environment, far removed from the horrors of war. But look closely, and you'll see that stress-induced reactions and their destructive consequences lurk in the lives of your team members, too. The stressors might not be as dramatic as missiles screaming overhead, but they are equally damaging.

The dominance of these reactions within a team can trigger a crisis. As leaders, we are responsible for guiding our teams to respond constructively to stressful situations, rather than succumbing to the "flight" or "freeze" responses.

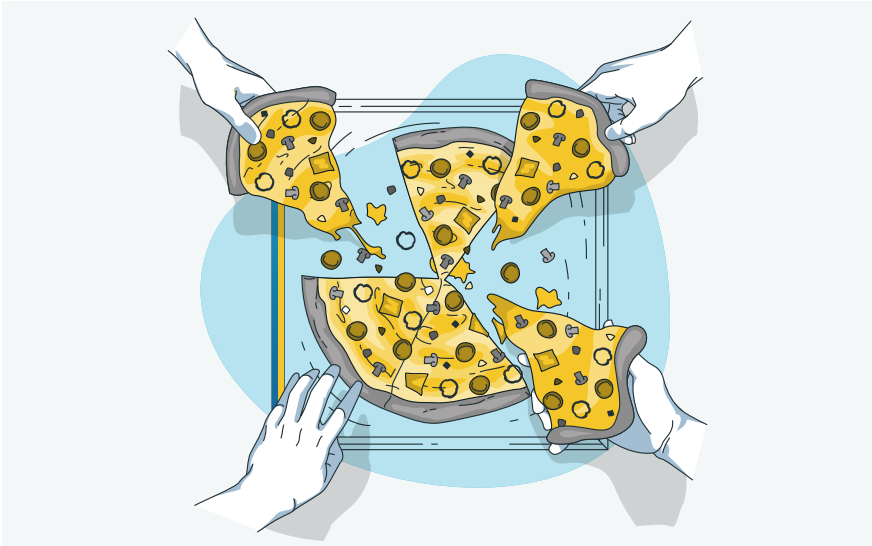
To achieve this, a manager's paramount objective should be to cultivate an environment of openness, collaboration, and trust. This involves empowering the team members to voice their thoughts and emotions without fear, assuring them that they will be heard. It also involves creating an atmosphere in which team members feel supported in their problem-solving rather than being encouraged to avoid or shirk responsibility.

As a leader, I implemented strategies to enhance our team's endurance in the face of stress. These included regular stress management training sessions, recovery time after intense work periods, motivational support from company leaders, and informal gatherings over pizza each Friday for casual discussions – the last being our team's most consistently utilized tool throughout this period.

When a team learns to effectively manage stress and respond constructively to challenges, it can channel the potentially negative energy of "flight" or "freeze" into a positive force that fosters unity, growth, and goal achievement. Our team wasn't always successful in this. However, during our victorious periods,

we achieved remarkably potent breakthroughs. Furthermore, during these times, our team inspired surrounding teams to follow suit, creating a positive ripple effect and broader synergy.

**DINING TOGETHER IS NOT JUST FOOD,
BUT A RITUAL THAT STRENGTHENS TEAM SPIRIT**



As leaders, we can transform destructive reactions into productive strategies by altering team members' perceptions of challenges as opportunities. For instance, individuals can perceive the daunting challenge of mass migration and emigration as an opportunity to stand out, take on more responsibility in the absence of competition, and gain more professional and career development opportunities. Become a hero for your country, your city, your company, and for people whose approval you cherish. This mindset can enable a significant part of the team to solve problems effectively and adapt to changes.

Leading amidst chaos is not for the faint-hearted. I won't pretend I've always been a beacon of steadfast control, never succumbing to snapping at those around me. Nurturing a culture of open dialogue and mutual support within our team is a collective effort, a shield against stress, and an uplifting force that fosters a positive environment. It empowers team members, making them feel heard, supported, and – most importantly – understood. Of course, we face occasional roadblocks, but these hiccups don't divert us from our path.

In the face of adversity, it's essential to cultivate fortitude and to replace the instinctive “flight” or “freeze” responses with proactive strategies like seeking support, problem-solving, and positive thinking. The more fervent and self-reliant your team is, the better equipped it is to weather the storm.

Transitioning to such management strategies isn't a swift, uniform process. Teams require time to adjust to this new mindset and to learn to face challenges head-on. However, with patience, support, and a resilient spirit, they can transform into robust, adaptable, and effective units. Such teams don't merely survive; they regenerate, improve, and thrive.

I often draw a parallel with high-performance sports, particularly Formula 1 racing, to highlight the significance of adaptability. Under ideal conditions, all drivers travel at similar speeds, following established tactics. Yet, when it rains, the game changes. The unexpected conditions create opportunities: some drivers falter, unable to adapt to the shifting landscape, while others seize the moment, their adaptability propelling them forward.

This principle rings true for wartime management. In a landscape riddled with unpredictable events, managers adept at quick decision-making and navigating the shifting sands of

circumstance can turn these challenges into opportunities. This section of the book equips readers with insights and tools to enhance their adaptability and thrive in the face of uncertainty.



Rain during Formula 1 creates unique opportunities for adaptive drivers to overtake the competition.

Managers often fall prey to the misconception that their primary role revolves around implementing effective processes or deploying the latest technologies. However, the true essence of impactful management lies in cultivating agility and adaptability within the team. Such a team naturally develops efficient strategies and effectively utilizes technological advancements.

Let's shift our focus to other aspects of wartime management:

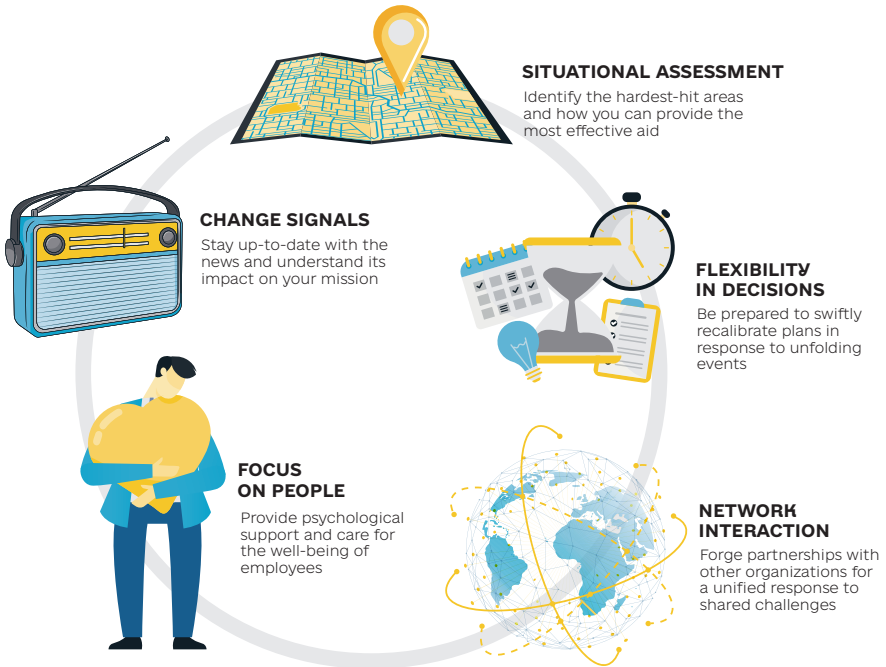
- **Dynamic Decision-Making:** In rapidly shifting environments, the ability to be flexible and responsive in

decision-making is vital. Managers should be agile, poised to swiftly alter their approach as new information emerges and situations evolve. Embracing and utilizing innovative tools, methods, and strategies is essential to effectively guide teams through these changing landscapes.

- **Resilience as a Cornerstone:** The trait is fundamental to reliability and trust in leadership. Individuals adept at recovering quickly from setbacks are often given key roles, gaining the confidence of clients, shareholders, and partners. In times of significant crises, a deficiency in this quality might undermine years of effective performance.
- **Primacy of Communication:** In the context of war, effective communication is central. Managers are tasked with ensuring clear, timely, and open communication channels with their teams and stakeholders. Prioritizing transparency – directly confronting challenges, openly discussing strategic directions, and maintaining team alignment – is essential.
- **Awareness in Crisis:** Being at the forefront of a war zone brings a profound understanding of the challenges required to overcome them. Every victory, small or large, becomes a vital source of hope, boosting morale and cultivating unity. Open communication is fundamental, acting as an indispensable channel for the exchange of ideas and concerns, and reinforcing team solidarity.
- **Value of Innovation:** In the face of rapidly changing conditions in wartime, innovation is more than a buzzword; it's a necessity. While not every situation requires a

novel approach, the ability to innovate ensures more effective and efficient responses. Cultivating an innovative organizational culture is imperative for thriving in adverse conditions. Managers should encourage creative thinking and a willingness to embrace new ideas and methodologies, fostering a safe space for experimentation and learning from failures.

NAVIGATING CIVILIAN LEADERSHIP IN WAR CONDITIONS

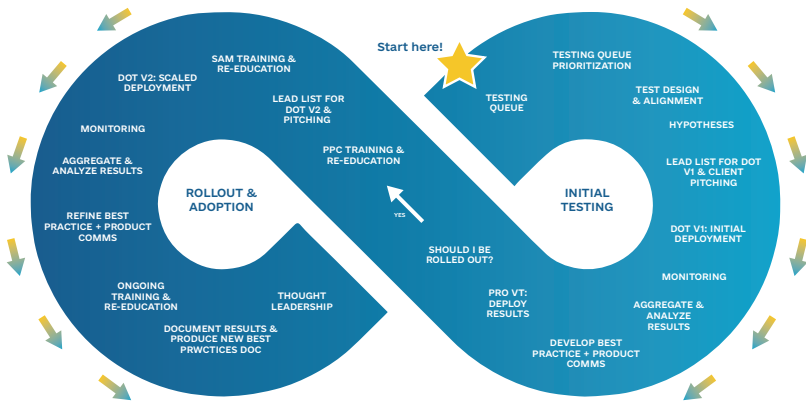


In war, creativity takes on a new, empirical form. It's akin to what Jim Collins and his team described in "Great by Choice" as the "first bullets, then cannonballs" approach.

Here, “bullets” are low-risk, cost-effective experiments with minimal impact on resources; whereas, “cannonballs” are larger, full-scale projects. They come in two types: calibrated and uncalibrated. The former is launched after gaining empirical confirmation from initial “bullet” experiments. The latter, if misfired, can result in a disastrous waste of time and resources. Therefore, it is paramount to tread cautiously, transitioning to full-blown “cannonball” projects only when the return justifies the risk.

Every organization has an innovation threshold, a baseline level of creativity necessary for survival. Striking the optimal balance between risk and innovation is critical. War has no guarantees, so empathy, vigilance, and a flexible, test-and-learn approach are vital for success.

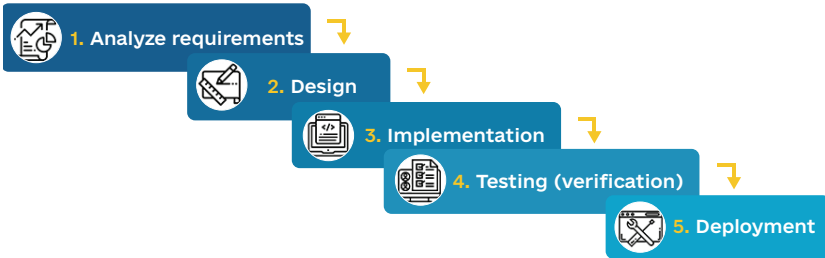
TESTING FLYWHEEL



Agile and Scrum methodologies are well-regarded in Information Technology. These topics are worth exploring in-depth, given their prevalence in successful companies. While not all team members may be familiar with these methods and

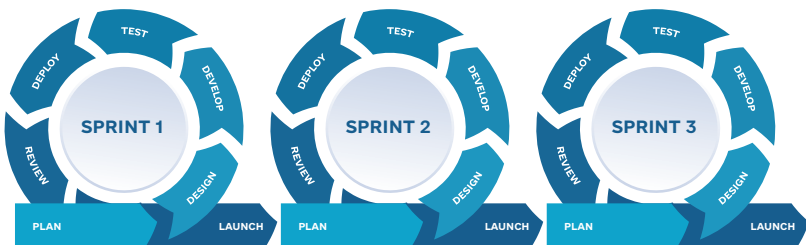
the waterfall project model² is more common, embracing flexibility and adaptability in our current context is essential.

WATERFALL SOFTWARE DEVELOPMENT LIFECYCLE



It did not take long for everyone to realize that the flexible approach, which we referred to as the “hellish military agile” of wartime, was the only one that could function under the circumstances. I will make these tactics clear in subsequent chapters.

AGILE



² The Waterfall methodology, also known as the cascade methodology, is a traditional, widely used, and logically structured approach to project management. The waterfall model entails a step-by-step progression of a process that is divided into stages or phases. It is typically employed for projects that can be broken down into sequential and logical components.

In ordinary circumstances, progressive leaders embrace a culture of flexibility, where mistakes are tolerated as stepping stones to innovative solutions. I adhere to this philosophy. Yet, in a warzone, the room for error diminishes. It's not that mistakes are forbidden; simply, their consequences are amplified exponentially. Here, the cost of error transcends mere career progression or quarterly bonuses. It pertains to the welfare of millions and the stability of an entire nation.

Perhaps it may seem grandiose or amusing, but my father once imparted wisdom I later discovered echoed Steve Jobs: 'Work smart, not relentlessly.' And I could never quite achieve that. In the face of intense competition and time constraints during peacetime, I had always put in extra hours, while allocating time and activities for recovery. But achieving something monumental requires more than individual effort, so I rallied my core team to 'burn the midnight oil,' even though not everyone was equally enthusiastic. This ethos intensified during the invasion as we collectively pushed our limits further.

My drive was fueled not merely by the prospect of transforming the nation but also by the privilege of collaborating with those who genuinely believed in its possibility. My team was a diverse mix of unique individuals and strong collectives, akin to a bee swarm, each person performing their role with a deep understanding of their pivotal role in our shared mission. This book aims to capture the spirit of this hive, pulsating with the powerful energy of collective effort amidst the perpetual stress and uncertainty, pursuing seemingly insurmountable objectives.

I am confident that the combined insights of the book's expert contributors offer a comprehensive perspective that

will inspire innovative ideas and approaches for your leadership practice.

A dark winter night. Black silhouettes of buildings loom ominously against the night sky -no lights in any windows. Treacherous ice on the road illuminated only by the headlights of passing cars.

This is the reality Ukrainians faced daily during the 'blackout', as our energy system faltered under missile strikes, necessitating rolling blackouts to prevent total grid collapse.

Inoperable elevators posed a significant issue, not just for those required to ascend multiple floors, but for those trapped inside awaiting power restoration or the scarce technicians.

Yet, a few weeks after the initial blackouts, the scene transformed. At night, windows glowed faintly with candlelight, flashlights, and battery-powered lamps. Kitchens were lit by gas camping stoves, and internet providers and mobile operators employed batteries and generators to maintain service. The streets of Kyiv hummed with the sound of small generators near shops and cafes, resembling a hive of industrious, defiant bees.

