CONFERENCE TALK / BARRY MARSHALL-GRAHAM

Leadership Debt

The cost of the conversations we avoid

A green dashboard can hide a great deal: an engineer carrying the missing work, a commitment everybody works round or a decision that unravels in the chat after the meeting. When leaders keep postponing the conversation, the friction moves rather than disappears.

In this practical talk, Barry Marshall-Graham explores leadership debt through illustrative technology-workplace scenarios. A private reflection helps delegates identify one appropriate next step, without disclosing colleagues or confidential workplace cases. The talk connects to High-Fidelity Leadership and is useful in its own right.

DELEGATES LEAVE ABLE TO

- Notice where avoided conversations transfer work, uncertainty or risk.
- Check expectations, resources and workload before judging a person.
- Choose one responsible next step and an observable way to review it.

AUDIENCE AND FORMATS

Engineering leaders, technology executives, founders and matrix leaders. Adaptable to 20, 30 or 45 minutes, with private reflection and Q&A shaped to the agreed slot. A focused team workshop can be discussed separately.

ABOUT BARRY

Barry Marshall-Graham is a leadership coach and adviser with more than 25 years in software engineering leadership. He works with senior leaders and teams on clarity, standards and the difficult conversations that shape day-to-day execution. He is the author of High-Fidelity Leadership.

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