Shared Leadership

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Common Interest

Dependency

Engagement

Self Interest

Traditional Management

Emergent Leadership

Power Wielding

Empowerment Gone Wild
Common Interest

- Change initiated by positional leader/manager
- Positional leader is accountable to the larger organization
- Positional leaders keeps everyone informed, motivated
- Positional leaders responsible for “big picture”
- Positional leader responsible for all key decisions
- Tend not to empower others in the organization

Self Interest

Engagement

Dependency

Traditional Management
Common Interest

Dependency
- Develops dependency in followers
- Selfish use of power and resources for personal goals
- Personal goals supercede community interests
- Has their own “big picture”
- Hoards information
- May behave unethically

Engagement

Self Interest

Power Wielding
Common Interest

Dependency

Engagement

Self Interest

- Resources used for a limited purpose
- Information withheld to maintain freedom
- Narrow, self-interested view of “big picture”
- Empowerment used for narrow agenda
- May drain resources needed by entire organization
- Accountability limited to single purpose
Common Interest:
- Common organizational vision motivates actions
- Members keep each other engaged, informed
- Anyone may initiate change within organization’s values and resources
- Ongoing learning is part of organizational culture
- Status differentiation among members is minimized
- Everyone connects their work to the “big picture”