

Shared Leadership

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**Common
Interest**

**Traditional
Management**

**Emergent
Leadership**

Dependency

Engagement

Power Wielding

**Empowerment
Gone Wild**

Self Interest



Traditional Management

- 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

Common Interest



Self Interest

Dependency

Engagement



Dependency

**Common
Interest**

Engagement

- **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**

Power Wielding

Self Interest

**Common
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Dependency

Engagement

- **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**

Self Interest

**Empowerment
Gone Wild**

**Common
Interest**

*Emergent
Leadership*

- **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"**

Dependency

Engagement

Self Interest

