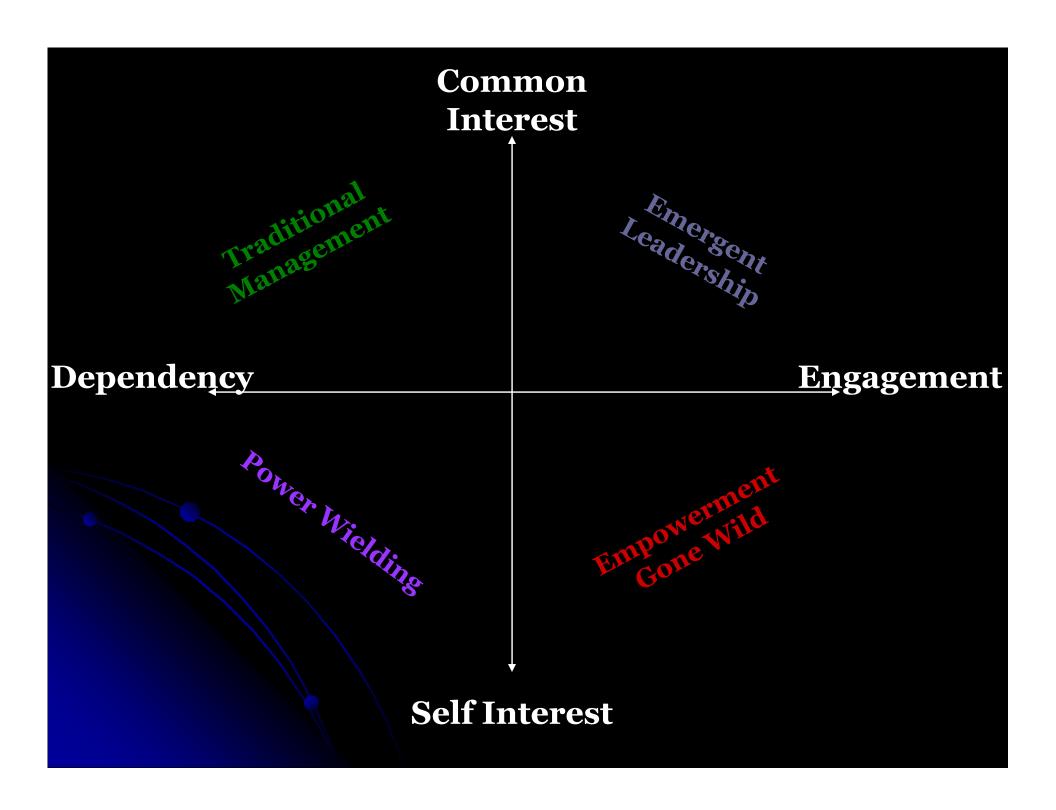
Shared Leadership

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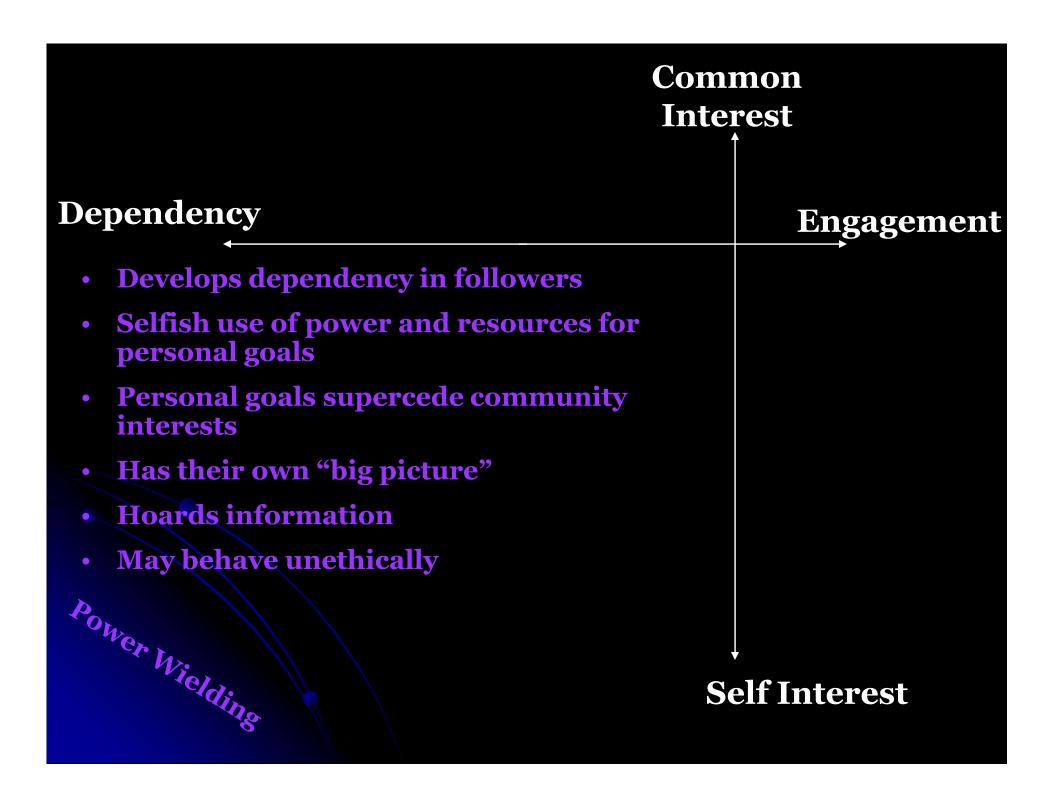
Common Interest

- 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
- Tendnot to empower others in the organization

Dependency

Engagement

Self Interest



Common **Interest** 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**

Common Interest

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