

Traditional and Distributive Leadership Frameworks
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Prologue distributive leadership:

- Is required for an organization's growth and sustained growth
- Is required to develop bench strength and next generation of leadership and management in an organization
- Is required for increased in an organization's adaptive capacity, flexibility, and agility

| | Traditional Leadership: command and control | Distributed Leadership |
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| Requires people who are: | <ul style="list-style-type: none"> • Competent • Able to take direction | <ul style="list-style-type: none"> • Self-directed employees • Aligned with mission and purpose • Realistic and accurate self-appraisal • Able to manage their emotions and work well with others |
| Role / Purpose of Performance Evaluations | <ul style="list-style-type: none"> • Supervisor evaluates and judges the employee • Supervisor recommends or decides the reward (level of pay raise etc.) • Supervisor evaluates employee in part by how well they align their behavior with the organization | <ul style="list-style-type: none"> • Provide robust feedback to the employee so they can develop and evolve and be a stronger more productive employee |
| Source of Feedback | <ul style="list-style-type: none"> • Linear - top down and minimized bottom up | <ul style="list-style-type: none"> • Multi-directional • Robust and rich feedback loops • Peer to peer • Bottom up and top down |
| Source of Intelligence | <ul style="list-style-type: none"> • At the top - embedded in positional leaders and management | <ul style="list-style-type: none"> • The employee • Knowledge flows through technology but resides in each employee |
| Source of vision | <ul style="list-style-type: none"> • Resides in the positional leader | <ul style="list-style-type: none"> • Vision is integrated from multiple sources from inside and outside of the organization |
| Where change is initiated | <ul style="list-style-type: none"> • From the top / management position | <ul style="list-style-type: none"> • Unleashed, change can be initiated from anywhere; bottom up, top down, alongside etc. |

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| Focus of evaluation | <ul style="list-style-type: none"> • Job duties and skills • Goals and how they align with strategy etc. | <ul style="list-style-type: none"> • Areas that matter to the organization, for example: <ul style="list-style-type: none"> ○ Active understanding and active agreement with organizational purpose and mission ○ Seeks sources of individual's feedback on their behavior and contributions ○ Level of active cooperation ○ How they bring diverse perspectives and functions to the team • Designed to require and assess employees ability to accurately assess themselves and their performance |
| Communication | <ul style="list-style-type: none"> • Responsibility of positional leaders / managers | <ul style="list-style-type: none"> • Individual responsibility to initiate communications and share information, knowledge, and insight |
| Motivation | <ul style="list-style-type: none"> • Responsibility of positional leader to motivate the staff | <ul style="list-style-type: none"> • Motivation is internal to each employee - self-starting |
| Supervisor | <ul style="list-style-type: none"> • Active oversight | <ul style="list-style-type: none"> • "lite" supervising "footprint" |
| Source of motivation | <ul style="list-style-type: none"> • Pleasing the supervisor | <ul style="list-style-type: none"> • Shared organizational purpose • Stewardship of organizational resources (taps the power of limits) |
| Source of control | <ul style="list-style-type: none"> • Rewards and punishments (pay raises; loss of job or smaller pay raises; not being recognized etc.) • External source of control in the form of the supervisor (ask what to do, wait to be told, follow directions) | <ul style="list-style-type: none"> • Internal locus of control (curbs excess from within) • Employee and supervisor orbit around the organization's core purpose and values |
| World view | <ul style="list-style-type: none"> • Independent parts - machine metaphor • Silos • Self-interest • Closed system where control is possible | <ul style="list-style-type: none"> • Interdependent • Living system • Self and community interest • Open system where credible influence is needed (control not possible) |

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| Compensation | <ul style="list-style-type: none">• Merit based on performance• Bonuses | <ul style="list-style-type: none">• Market-based / Fair market value• Livable wage• Profit Sharing• Employee ownership |
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These concepts are part of a book that Dr. Kathleen Allen is writing. The book draws from nature's design of evolving living systems and applies these principles to new ways of leading and designing organizations.