

Sam Silver's Decision

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Leadership Challenges of the 21st century

- What is knowledge work ?
- Leaders can't have all the knowledge, skills, abilities

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The Top-Heavy and Heroic Leadership Myths: Historical Foundations

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- the task of organizational leadership began to be studied and documented in the early 1800s. A French economist, Jean Baptiste say, entrepreneurs must be capable of supervision and administration
- Economics, were primarily concerned with only three factors: Land, Labor and Capital.
- The new economic endeavors: Form of leadership and its importance was recognized - Top-Down Command and control - By emerging rail road industry
- Six Principles of management, by a pioneer thinker Daniel MacCallum. One of the Principles dealt with the concept of leadership that flow from the top to the bottom-unity of command was paramount



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When Should Self and Shared Leadership Be Encouraged?



The Silver Bullets for a new Era of Leadership: Self- and Shared Leadership

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A need to develop thoughtful leaders

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- Traditional Style: most Leadership Development is focused on leaders
- Contemporary View: Followers should be trained, as well
- Depends on team based knowledge
- Followers should exercise self-leadership and shared-leadership
- some mythology regarding leadership, which refers to heroic figures and single-handedly managing, should be abandoned

How Self-Shared leadership might be leveraged for greater effectiveness?

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The End of Leadership as We Know It?
There has been a lot of talk in the past few years about the end of leadership. The idea is that the traditional top-down model of leadership is no longer effective in a world where knowledge is shared and power is distributed. This is a bold statement, but it is one that is worth considering. The traditional model of leadership is based on the idea that there is one person who has the knowledge and power to lead others. This model is based on the idea of a hierarchy, where the leader is at the top and the followers are at the bottom. This model is based on the idea of a single point of control. In a world where knowledge is shared and power is distributed, this model is no longer effective. The traditional model of leadership is based on the idea of a single point of control. In a world where knowledge is shared and power is distributed, this model is no longer effective.

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How Can Self- and Shared Leadership Be Effectively Developed?



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Being well liked, that permeates the organizational structure, is not a goal in itself, but a means to an end.

• The first of the six principles is the concept of unity of command. This means that each employee should report to only one manager.

• The second principle is the concept of division of labor. This means that each employee should be assigned a specific task or function.

• The third principle is the concept of hierarchy. This means that each employee should be part of a clear chain of command.

• The fourth principle is the concept of span of control. This means that each manager should be responsible for a limited number of employees.

• The fifth principle is the concept of delegation. This means that each manager should be able to delegate tasks to subordinates.

• The sixth principle is the concept of communication. This means that each manager should be able to communicate effectively with subordinates.

• The seventh principle is the concept of motivation. This means that each manager should be able to motivate subordinates to perform their best.

• The eighth principle is the concept of control. This means that each manager should be able to monitor and control the performance of subordinates.

• The ninth principle is the concept of evaluation. This means that each manager should be able to evaluate the performance of subordinates.

• The tenth principle is the concept of improvement. This means that each manager should be able to identify and implement improvements in the organization.

• The eleventh principle is the concept of innovation. This means that each manager should be able to encourage and support innovation in the organization.

• The twelfth principle is the concept of risk-taking. This means that each manager should be able to encourage and support risk-taking in the organization.

• The thirteenth principle is the concept of flexibility. This means that each manager should be able to adapt to change in the organization.

• The fourteenth principle is the concept of teamwork. This means that each manager should be able to encourage and support teamwork in the organization.

• The fifteenth principle is the concept of leadership. This means that each manager should be able to lead and inspire subordinates to achieve their best.

• The sixteenth principle is the concept of integrity. This means that each manager should be able to demonstrate integrity in the organization.

• The seventeenth principle is the concept of honesty. This means that each manager should be able to demonstrate honesty in the organization.

• The eighteenth principle is the concept of respect. This means that each manager should be able to demonstrate respect for subordinates in the organization.

• The nineteenth principle is the concept of fairness. This means that each manager should be able to demonstrate fairness in the organization.

• The twentieth principle is the concept of justice. This means that each manager should be able to demonstrate justice in the organization.

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Top-Down Pressures

The need to shift away from the top-heavy heroic model is necessitated by both top-down and bottom-up pressures

- top-down pressures result from a less restricted and thus more competitive and global environment.
- Reducing costs and improving efficiency
- Increase the need for a more dynamic flexible workforce
- Liberating all organizational members with key knowledge to contribute via the potential of both self and shared leadership.

Bottom-up Pressures

- they faced by firms are result of the changing composition of the work force and the concomitant changing desires of employees
- Highly educated employees have greater depth and breadth of knowledge to offer organizations.
- Today's employees desire more than a paycheck.
- Their desire can be achieved through empowered self leadership and team-based shared leadership

Time For Change?

- Do our conventional leadership models and approaches are still appropriate?
- Recent research evident shows its time for a leadership model overhaul, from military to business

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Shared leadership

It occurs when all members of a team are fully engaged in leadership of the team.

- Shared leadership entails a simultaneous, ongoing, mutual influence process within a team
- Involves the serial emergence of official as well as unofficial leaders
- It is considered a case of fully developed empowerment in teams

Shared leadership is an even better predictor of team success than just leadership from above

The Braille Institute of America

- It is important in non-profit organizations
- Especially when volunteers comprise a sizable component of workforce
- They can walk away in the case of domineering manager
- Thus managers need to be acutely sensitive to the desires
- Two risks: People can lead into inappropriate direction and may cause anarchy, Education is the key

Self Leadership

Usually leadership viewed as an outward process involving the influence of formally designated leader on followers.

- The new view of leadership posits that all organizational members are capable of leading themselves to some degree. "self Influence"
- Contemporary treatments of the individual self-influence have been addressed under the label of "self-leadership"
- Goes beyond the familiar concept of self-management
- It Addresses what should be done, and why it should be done, in addition to how to do it.

Self leadership also incorporate intrinsic motivation, self-influence skill development and strategic oriented cognitions.

Some specific self-leadership skill areas:

- self-observation
- self-goal-setting
- self-reward, rehearsal, self-job redesign
- self management of internal dialogs and mental imagery

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- Self and shared knowledge work abilities for the

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The End of leadership as We Know?

There has been a substantial increase in the utilization of empowerment to leverage the capabilities of knowledge workers.

These two styles are not panaceas for knowledge work.

- Over reliance on any one individual in the knowledge creation process can engender an unhealthy dependency
- Self and shared leadership unlikely to prove effective if knowledge workers lack the requisite knowledge, skills, abilities for their task.

Potential Caveats about self-shared leadership:

- The enactment of leadership is as much an art as it is a science

Is the hierarchical leadership past its expiration? No

- When Self-shared leadership should be encouraged?
- How can them be effectively developed?

These important issues are at the heart of moving toward appropriate leadership style.

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Urgency

- In these urgent types of situations it seems prudent to centralize leadership and decision-making.
- Undergoing a major shift toward bringing out the inner leadership of others and having them significantly share in the influence process may not be feasible. (for instance, if the company is on the verge of bankruptcy)

Creativity

- Self- and shared leadership are key levers that can be employed to enhance the creative process in organizations.
- When employees are encouraged to lead themselves and share influence with their peers in making decisions, solving problems, and identifying opportunities for the future, wide spread creativity and innovation is encouraged.

Complexity

- A single leader can know everything that is necessary to lead all aspects of the work process is unrealistic. Shared leadership, supported by the self-leadership of the individual knowledge workers, will be needed for optimal performance.

Employee Commitment

- Clearly, the practice of self- and shared leadership has the ability to strengthen employees' sense of ownership of, pride in, and commitment to their work.
- In the highly dynamic and competitive environments that most organizations face today, the commitment enabled by self- and shared leadership can be crucial for long-term success.

Interdependence

- Employees given certain conditions are capable of leading themselves.
- Interdependent teams of workers who share the leadership process tend to outperform individual workers when tasks are interconnected and integrated.

How Can Self- and Shared Leadership Be Effectively Developed?

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Conclusion

- Traditionally, organizations have focused on a top-heavy, heroic model of leadership in order to extract work-product from their employees.
- Self and Shared leadership—hold considerable promise for enhancing the performance of knowledge workers.
- Poor performing teams tend to be dominated by the team leader, while high performing teams display more dispersed leadership patterns, i.e., self- and shared leadership.
- The role of the designated leader is critical to the ongoing success of self- and shared leadership in knowledge work.



The Organization

- Organizational rewards (Team-based incentives—as well as recognition of individual initiative that contributes to overall team performance—can be very helpful.
- Training (Conflict management, communication, conducting meetings, effectively work with others is needed for developing the necessary shared leadership capabilities.)

Formally Designated Leaders

Designated leaders can serve as viable models for others when they demonstrate initiative and self-leadership practices as well as sharing in the leadership process and encouraging others to do the same. It will become readily apparent that practicing self- and shared leadership is not only desirable, but also expected.

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