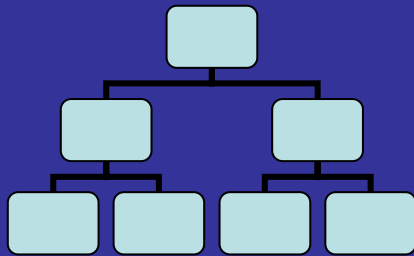


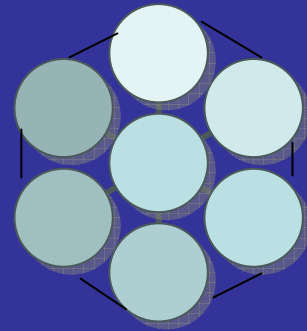
Building Leadership Capacity through Shared and Distributed Leadership

John West-Burnham

Organizational Structures



Hierarchical Control



Subsidiarity

Rethinking the Leadership Imaginary

From:

Personal status

Dependence

Accountability

Hierarchy

Power

To:

Collective capacity

Interdependence

Trust

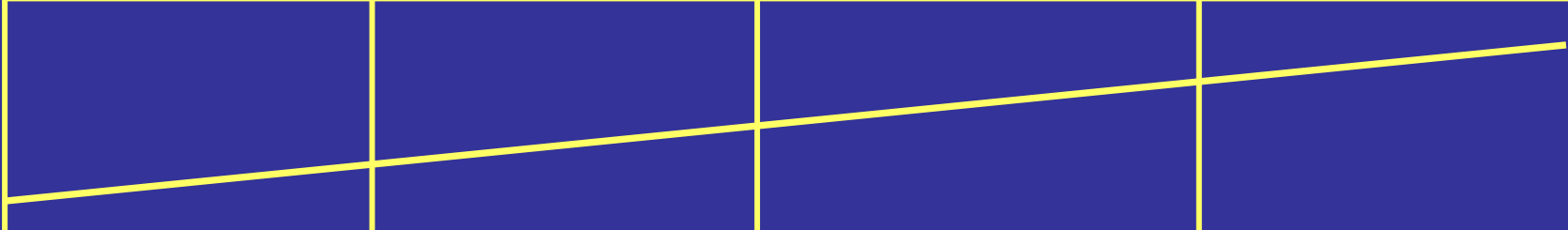
Democracy

Authority

Why Share Leadership?

- Individual heroic leadership is non-sustainable
- Enabling deep learning
- Facilitating teams
- Supporting innovation and creativity
- Creating community

Developing Shared Leadership

<i>Immature</i> Personal Power Hierarchy Low trust Dependency		<i>Mature</i> Shared authority Teams High trust Interdependency	
Control	Delegation	Empowerment	Subsidiarity
			

Changing the Language

Structure



Processes

Roles



Relationships

Control



Consent

Promotion



Development

Organization



Community

Building Leadership Capacity 1

	Shallow	Deep	Profound
<u>Means</u>	Memorisation	Reflection	Intuition
<u>Outcomes</u>	Information	Knowledge	Wisdom
<u>Evidence</u>	Replication	Understanding	Meaning
<u>Motivation</u>	Extrinsic	Intrinsic	Authentic
<u>Attitudes</u>	Compliance	Interpretation	Creativity
<u>Relationships</u>	Dependence	Interdependence	Independence

Building Leadership Capacity 2

- Opportunities for leadership
- Readiness to lead - challenge
- Learning through leading - action learning
- Mentoring and coaching
- Review and reflection
- Multiple perspectives