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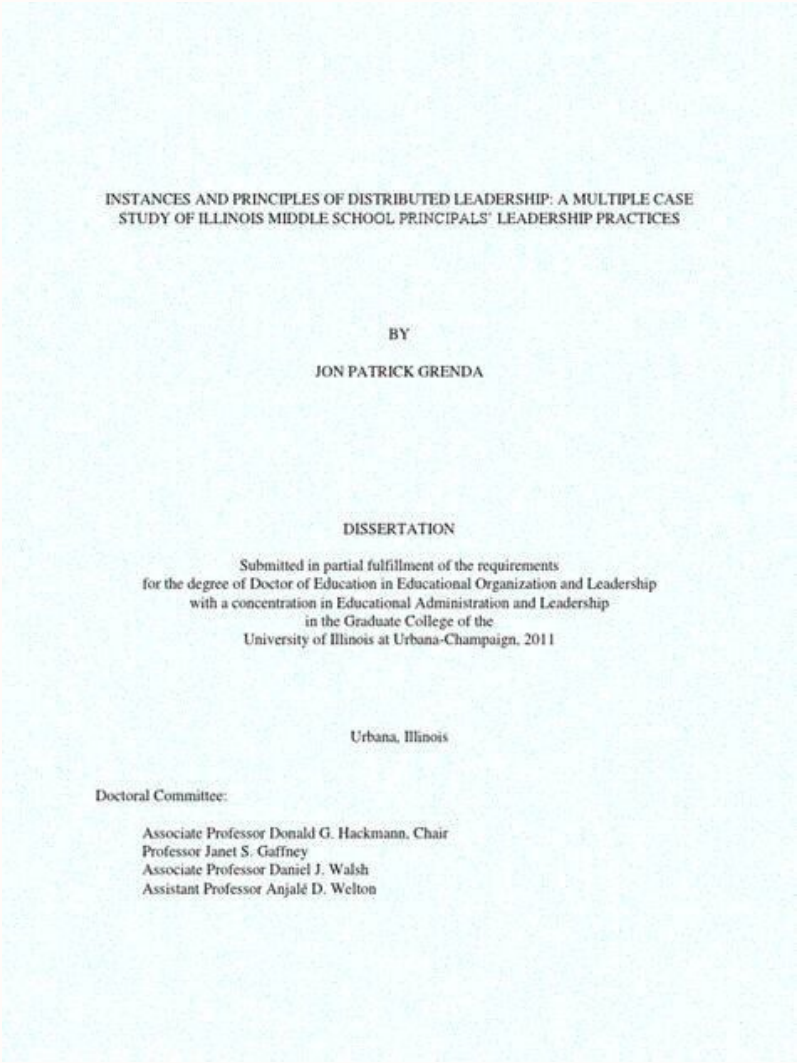
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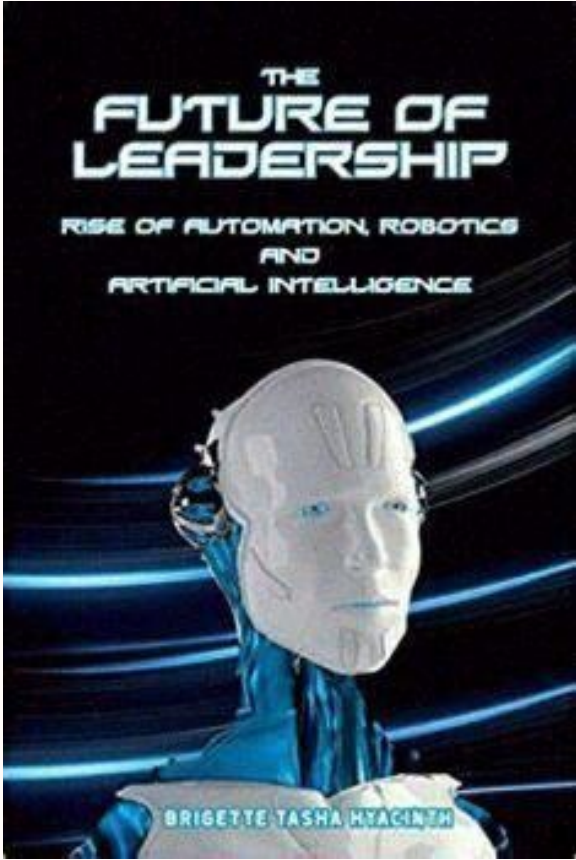
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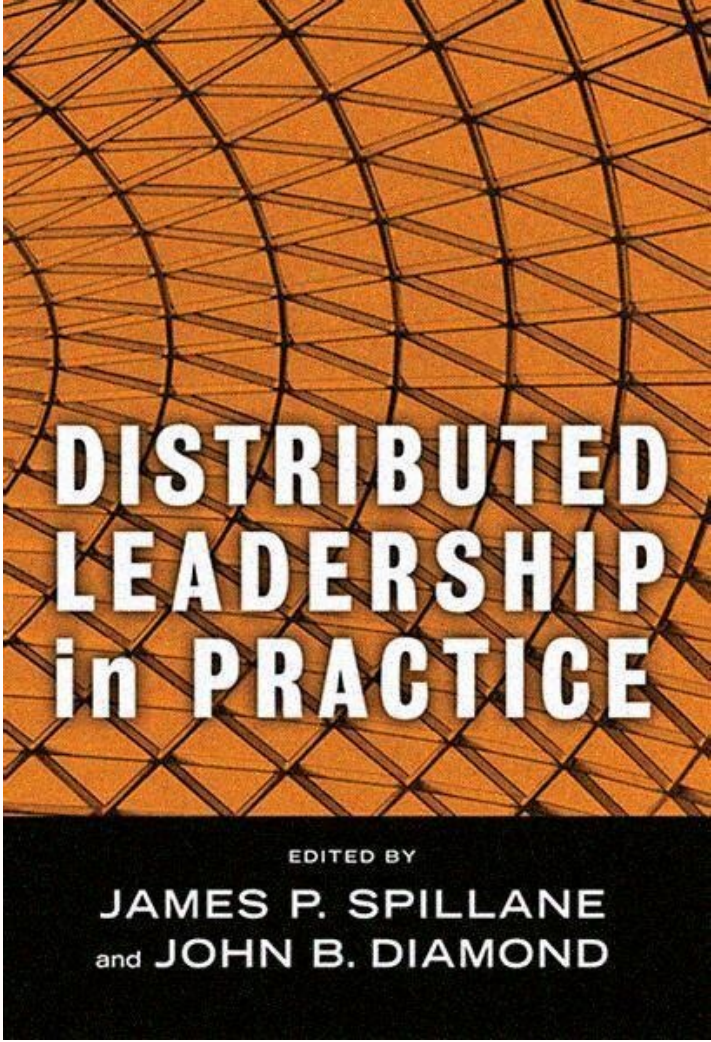
Successfully leading a company into the future is no longer about 30-year strategic plans, or even 5- or 10-year roadmaps. It's about people across an organization adopting a strategic mindset and working in flexible teams that allow companies to respond to evolving technology and external risks like geopolitical conflict, pandemics, and the climate crisis. Transforming Your Leadership Strategy Increasingly that agility requires a shift from reliance on command-and-control leadership to distributed leadership, which emphasizes giving people autonomy to innovate and using noncoercive means to align them around a common goal. MIT Sloan professor defines distributed leadership as collaborative, autonomous practices managed by a network of formal and informal leaders across an organization. "Top leaders are flipping the hierarchy upside down," said MIT lecturer who collaborates with Ancona on research about teams and nimble leadership. "Their job isn't to be the smartest people in the room who have all the answers," Isaacs said, "but rather to architect the gameboard where as many people as possible have permission to contribute the best of their expertise, their knowledge, their skills, and their ideas." A 2015 paper by Ancona, Isaacs, and Elaine Backman, "Two Roads to Green: A Tale of Bureaucratic versus Distributed Leadership Models of Change," examined the different leadership approaches of two firms rolling out sustainability initiatives companywide. The researchers judged the successes and challenges of the two firms based on four key capabilities: Relating: Seeing the environment through others' perspectives, developing supportive relationships, and bringing people together. Sensemaking: Creating and updating maps of a complex environment in order to act more effectively in it. Visioning: Linking a leader's picture of the future with the organization's overall mission. Inventing: Creating new structures or processes to bring a vision to fruition. The company that engaged these capabilities and enacted distributed leadership fared better than the one with a more command-and-control leadership model. Employees in the distributed organization were able to tap into new ways of working with one another, spreading ideas throughout the company and innovating more quickly under a shared mission. "It's creating an organization whose culture is about learning, innovation, and entrepreneurial behavior," Ancona said. "It's not 'Who's to blame for this failure?' but 'What did we learn, and how can we improve?'" To help leaders avoid pitfalls while moving to a distributed leadership model, Ancona and Isaacs offer a checklist: When people at lower levels of the firm have ideas on new strategic objectives that have been vetted and tested, let those people participate in leading the change process. Give people a say in matching themselves with roles. Engage in two-way dialogue with potential candidates to consider who has the passion, knowledge, networks, and time availability to succeed — regardless of a person's role or level in the organizational hierarchy. Have an honest conversation with potential team members about their capacity to implement and what they can commit to the team. Provide coaching and learning opportunities so that people can practice the decision- making, entrepreneurial activity, and influencing skills needed to work in this mode of operating.



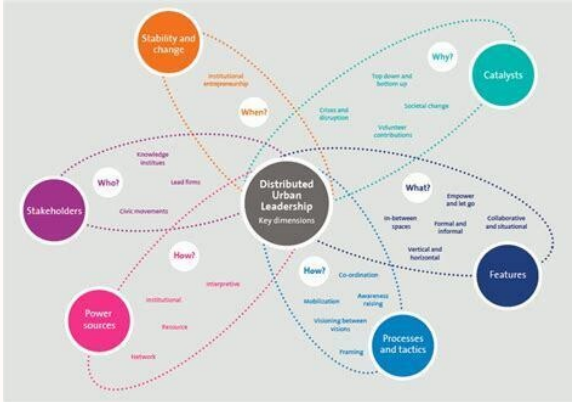
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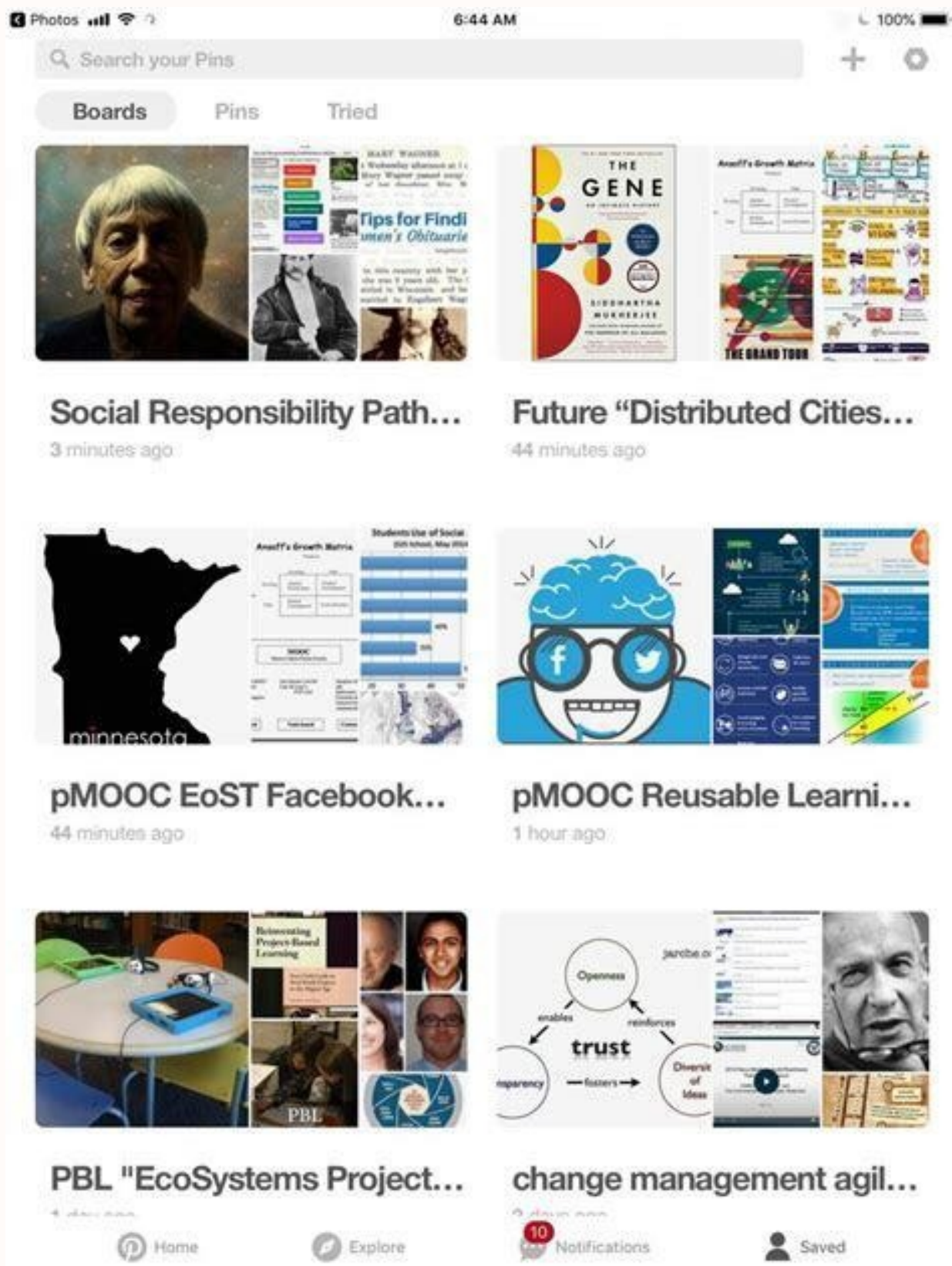
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This claim is also reinforced by the inability of most current scholars to develop the emergent potential of a tradition of writings on the division of labour in small groups (emanating mainly from the work of Georg Simmel). Finally, the paper argues that a more appropriate descriptor for recent leadership analyses may be "hybrid", rather than "distributed". - Conceptually and empirically, there is still work to do. First, leadership's distributed status now aligns it with power and influence, each for some time recognised as distributed, although the preference for leadership as a vehicle of analysis ahead of power and influence still lacks sufficient justification. Second, while distributed leadership is sometimes thought of as synonymous with democratic organisational leadership, the latter is shown to be conceptually distinct. Distributive control Leadership Emergent strategy Gronn, P. (2008), "The future of distributed leadership". Journal of Educational Administration, Vol. 46 No. 2, pp. 141-158. : Emerald Group Publishing Limited Copyright © 2008, Emerald Group Publishing Limited @article{Gronn2008TheFO, title={The future of distributed leadership}, author={Peter C. Gronn}, journal={Journal of Educational Administration}, year={2008}, volume={46}, pages={141-158}, url={ 145443758} }Purpose - This paper aims to assess the empirical utility and conceptual significance of distributed leadership.Design/methodology/approach - Three main sources of evidence are drawn on. The paper reviews some neglected commentary of an early generation of distributed leadership theorists.



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Journal of Educational Administration, Vol. 46 No. 2, pp. 141-158. : Emerald Group Publishing Limited Copyright © 2008, Emerald Group Publishing Limited @article{Gronn2008TheFO, title={The future of distributed leadership}, author={Peter C. Gronn}, journal={Journal of Educational Administration}, year={2008}, volume={46}, pages={141-158}, url={ 145443758} }Purpose - This paper aims to assess the empirical utility and conceptual significance of distributed leadership.Design/methodology/approach - Three main sources of evidence are drawn on. The paper reviews some neglected commentary of an early generation of distributed leadership theorists. It also discusses a strand of social science writings on emergent small number management formations. An alternative interpretation of the findings of three recent empirical studies of distributed leadership... Salleh Hairon]. GohEducation, Business2015Distributed leadership is one of the most prominent contemporary leadership theories in education. Its attraction in education is perhaps due to its potential to bring about school improvement. A... In about a decade the theory of distributed leadership has moved from a tool to better understand the ecology of leadership to a widely prescribed practice. This article proposes how to account for... Jeanne HoD. NgEducation2017Purpose: This article proposes the utility of using activity theory as an analytical lens to examine the theoretical construct of distributed leadership, specifically to illuminate tensions... Peter C. GronnEducation2016Recently, distributed leadership (DL) has become a popular approach to leadership across the social sciences, including education. This article documents reasons for the emergence of a distributed... J. UlhoS. MüllerBusiness, Psychology2014As can be seen from the substantial increase in the volume and scope of leadership publications over the last ten to fifteen years, leadership is a construct with important social and relational... Meng TianMika RiskuK. CollinEducation, Business2016This article provides a meta-analysis of research conducted on distributed leadership from 2002 to 2013. It continues the review of distributed leadership commissioned by the English National College... The aim of this paper is to review conceptual and empirical literature on the concept of distributed leadership (DL) in order to identify its origins, key arguments, and areas for further work.... J. DenisA. LangleyViviane SergiBusiness, Psychology2012This paper reviews the literature on forms of leadership that in one way or other imply plurality: that is, the combined influence of multiple leaders in specific organizational situations. We... This review of the literature on community and distributed leadership marks out the potential for a more context-rich understanding of the nature of leadership. We begin by reviewing the literature... Alan FloydDilly FungEducation2017In the UK and elsewhere, the idea of 'distributing leadership' in universities is becoming more popular. Yet, there is surprisingly little research on this topic. This paper reports on a funded study... B. MaxcyThu-Huong NguyenPolitical Science, Education2006Recent work on distributed leadership extends an ongoing critique of conventional "heroic" leader portrayals. This article examines work in this area seeking implications for democratic school... Peter C. GronnBusiness2002H. TimperleyEducation2005Hopes that the transformation of schools lies with exceptional leaders have proved both unrealistic and unsustainable. The idea of leadership as distributed across multiple people and situations has... Peter C. GronnAndrew HamiltonEducation2004Most commentators think of leadership as individually focused, a preference which reflects historical understandings and usage. With the example of a co-principalship, this article shows how focused... ABSTRACT: The recent emergence of distributed leadership has been very marked. In England, it has received official endorsement. But the evidence-base which supports this endorsement is weak: there... This paper derives from a National College of School Leadership sponsored study conducted within schools in three English local authorities exploring what distributed leadership looked like in... Richard G. HatcherEducation, Political Science2005Distributed leadership has come to prominence in school management discourse as a means to achieve the participation and empowerment of teachers and to create democratic schools. In this paper I... M. P. FollettH. MetcalfL. UrwickBusiness, Psychology1942I. Constructive Conflict II. The Giving of Orders III. Business as an Integrative Unity IV. Power V. How must Business Management develop in order to possess the essentials of a Profession VI. How... Amitai EtzioniSociologyAmerican sociological review1965An existential awareness translated into empirical research will enable sociology better to appreciate and thereby cope with the seemingly "irrational" discontinuities and large-scale upheavals of modern society.