Respite Systems, Shared Leadership and Collaboration

Bye-Bye, Heroic Leadership. Here Comes Shared Leadership

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https://www.forbes.com/sites/carstentams/2018/03/09/bye-bye-heroic-leadership-here-comes-shared-leadership/?sh=59fc859a2c67

Excerpt:

One of the earliest management thinkers to challenge the heroic leadership model was Mary Parker Follett. In her book *The Creative Experience*, published in 1924, she writes:

> Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led. The most essential work of the leader is to create more leaders.

As today's workplaces have become increasingly knowledge intensive, often depending on collaboration among multiple specialized contributors, theories of leadership are shifting away from their single-minded focus on personal attributes required of heroic leaders at the top. Attention is dedicated increasingly to the latent leadership capacities distributed throughout social networks.

Shared Leadership and Its Implications for Nonprofit Leadership

R.L. Routhieaux, (2015). *Journal of Nonprofit Education and Leadership*, 15(3), 139-152.

Terms/Concepts Related to Shared Leadership

Excerpt:

Collective Leadership	"Collective leadership: a way for diverse groups of people in our communities to hold purpose, direction, and action cooperatively" (Center for Ethical Leadership, 2014, para. 3). Focused on broad community engagement for integrated solutions to community concerns.	https://www.ethicalleadership.org https://www.collectiveleadership.de
Distributed Leadership	"Distributed leadership is first and foremost about leadership practice rather than leaders or their roles, functions, routines, and structures" (Spillane, 2005, p. 144). The author is clear that this is not synonymous with shared leadership or collaborative	Spillane, J. P. (2006). *Distributed leadership.* San Francisco, CA: Jossey-Bass. Spillane, J. P. (2005) Distributed leadership. *The Educational Forum,*

	leadership. Focused on educational organizations, ==emphasizing decision-making and influence practices at levels other than the school principal.==	*69*(2), 143–150.
Connective Leadership	"Connective leaders bring precisely these leadership strengths to the table. They have the insight and skills to help divergent, even adversarial, individuals and groups come together initially around limited areas of mutuality" (Connective Leadership Institute, 2014). Focused on the ==processes of bringing divergent and conflicting perspectives and approaches together to create new understanding and approaches to community concerns.==	Lipman-Blumen, J. (2000). *Connective leadership: Managing in a changing world.* Oxford, England: Oxford University Press. https://www.connectivelea dership.com/ connective-leadership/
Collaborative Leadership	"Collaborative problem-solving and decision-making. ==It's not the leader's job to decide what to do and then tell the group. Rather, the group considers the problem, decides what to do, and counts on the leader to help them focus their effort==" (Community Tool Box, 2014, What Is Collaborative Leadership? section, para. 3). Focused on group decisions and implementation.	Chrislip, D. D. (2002). *The collaborative leadership Fieldbook: A guide for citizens and civic leaders.* San Francisco, CA: Jossey-Bass. https://ctb.ku.edu/en/tabl e-of-%20contents/leadership/l eadership-%20ideas/collaborative-leadership/%20main
Network Leadership	"Network leadership, unlike conventional leadership approaches, is collective, distributed, bottom-up, facilitative and emergent" (Leadership Learning Community, 2012, para. 1). ==Focused on grassroots efforts to build capacity and collaboration in addressing community (or organizational) issues.==	http://leadershiplearning.org dership-resources/resource and-publications

Things to Consider when Sharing Leadership within and across Programs or Agencies

❖ **Who should be at the table?** (include others according to vision, mission and goals)

❖ **How are decisions made?** (discussion, consensus, majority vote, etc.)

❖ **Roles and responsibilities:** (work tasks, meeting participation, review and approval of written work, documenting work, collecting and reviewing data, etc.)

❖ **Sharing resources:** (think about the amount of, and documentation of, space, equipment, time, money, etc.)

❖ **How does communication occur?** (meeting frequency, agenda setting, access to meetings, etc.)

❖ **Planning:** (How, how often, and with whom? When is facilitation needed? Etc.)

❖ **Performance evaluation:** (What data are needed? How are data collected, and by whom? When is data needed according to purpose: documenting process; decision making; quality improvement; accountability for internal resource accounting; informing and educating; advocating for resources; accountability for funders; etc.)

❖ **Aligning values among leaders:** (diversity/inclusivity policies; confidentiality; intellectual property; etc.)