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School of Business

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Group


**Brock University**

Welcome to Business Breathers

# Understanding Distributed Leadership

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# Distributed Leadership

- 
- The background of the slide features a light blue gradient with a pattern of white and light blue gears of various sizes. In the foreground, there are dark grey silhouettes of business professionals in various poses: some are standing and talking, some are sitting at tables, and one is pointing at a whiteboard. The overall scene suggests a collaborative business environment.
- **What is distributed leadership?**
  - **How can distributed leadership benefit my organization?**
  - **How can I use technology to enhance my leadership influence?**

# Traditional Leadership

- Individual
- Formal Role
- Authority
- Power
- Personality
- Trait





# Leadership = Influence



***“Leadership is a process of influence leading to the achievement of desired purposes.”*** (Bush & Glover, 2002)

***“By leadership, I mean influencing others’ actions in achieving desirable ends. Leaders are people who shape the goals, motivations, and actions of others”.*** (Cuban, 1988)

# Distributed Leadership



**An analytical framework for investigating the distribution of organizational leadership.**



# Distributed Leadership



**An approach for examining the  
distribution of leadership function.**

# Distribution of Leadership Function

The background of the slide features a light blue sky with several white and light blue gears of different sizes. Below the sky, a light blue floor with a white grid pattern is populated with numerous black silhouettes of business professionals in various poses: some are standing, some are sitting, some are holding documents, and some are interacting. Four white rectangular labels with black text are overlaid on the scene, each pointing to a specific area of activity.

**Situation**


**Documents**

**Group**

**Role**



# Key Leadership Functions

- 
- **Setting Directions**
  - **Developing People**
  - **Developing the Organization**



# Setting Directions

- Identify & articulating a vision
- Creating shared meanings
- Creating high performance expectations
- Fostering the acceptance of group goals
- Monitoring organizational performance
- Communicating the direction



# Developing People






# Developing People

- Offering intellectual stimulation
- Providing individualized support
- Being a role model





# Developing the Organization

- 
- A photograph of three construction professionals—two men and one woman—wearing hard hats and high-visibility safety vests. They are gathered around a large set of blueprints, looking intently at the plans. The background shows the structural elements of a building under construction, with concrete pillars and beams visible.
- **Strengthening organizational culture**
  - **Modifying organizational structure**
  - **Building collaborative processes**
  - **Managing the environment**

# Organizational Benefits





# Identifying Leaders

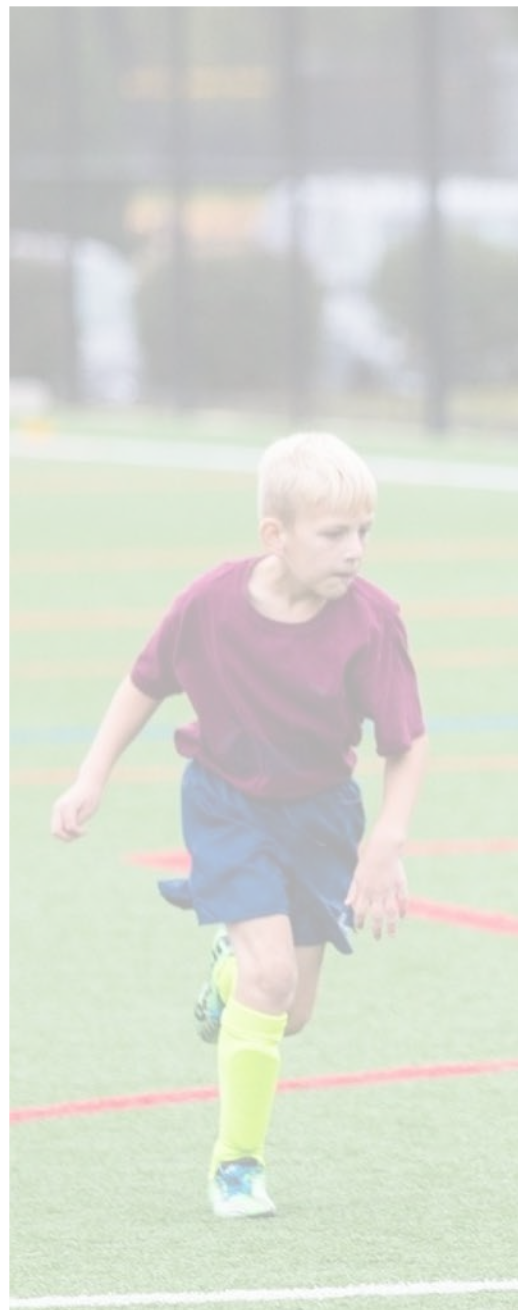




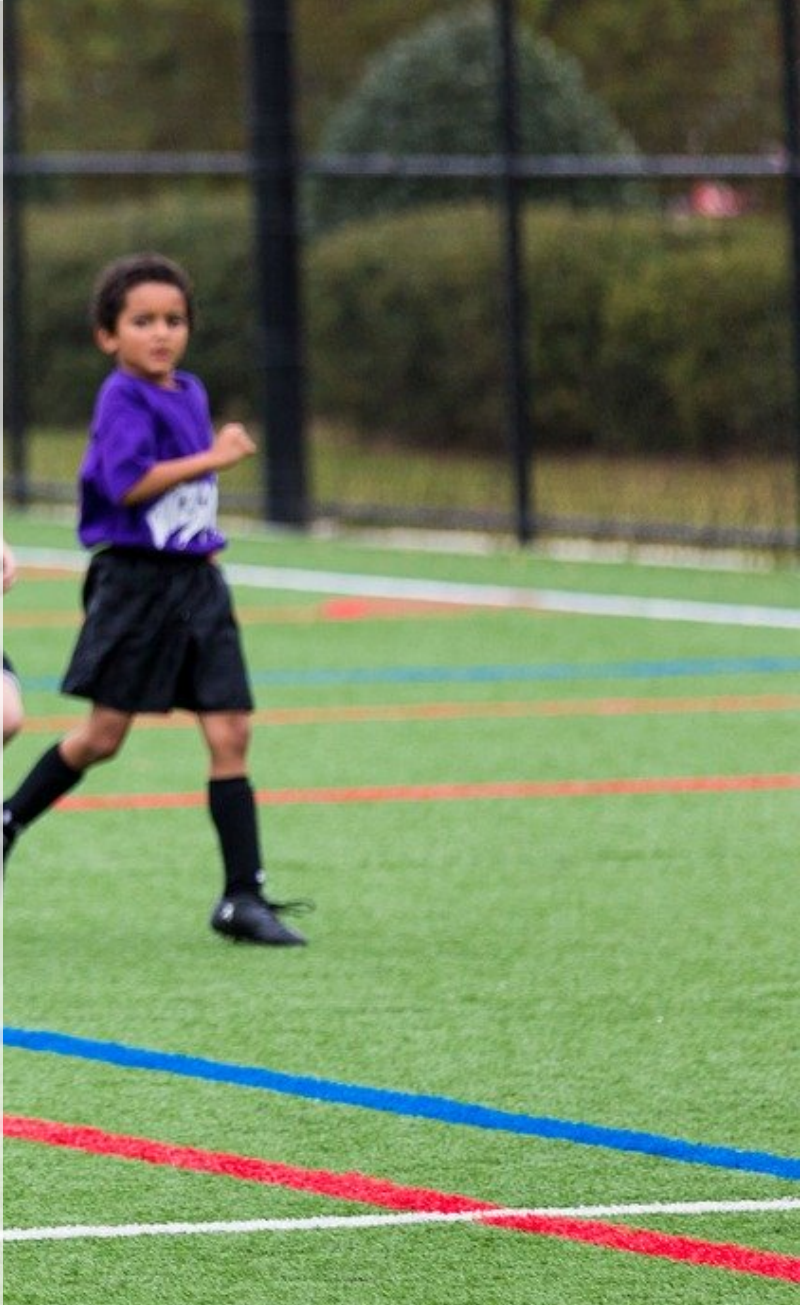
# Leadership is Dynamic



















**Dynamic Interaction**



# Identifying Leaders



# Identifying Nodes of Influence



**What are the most influential people, roles, activities  
in your organization?**

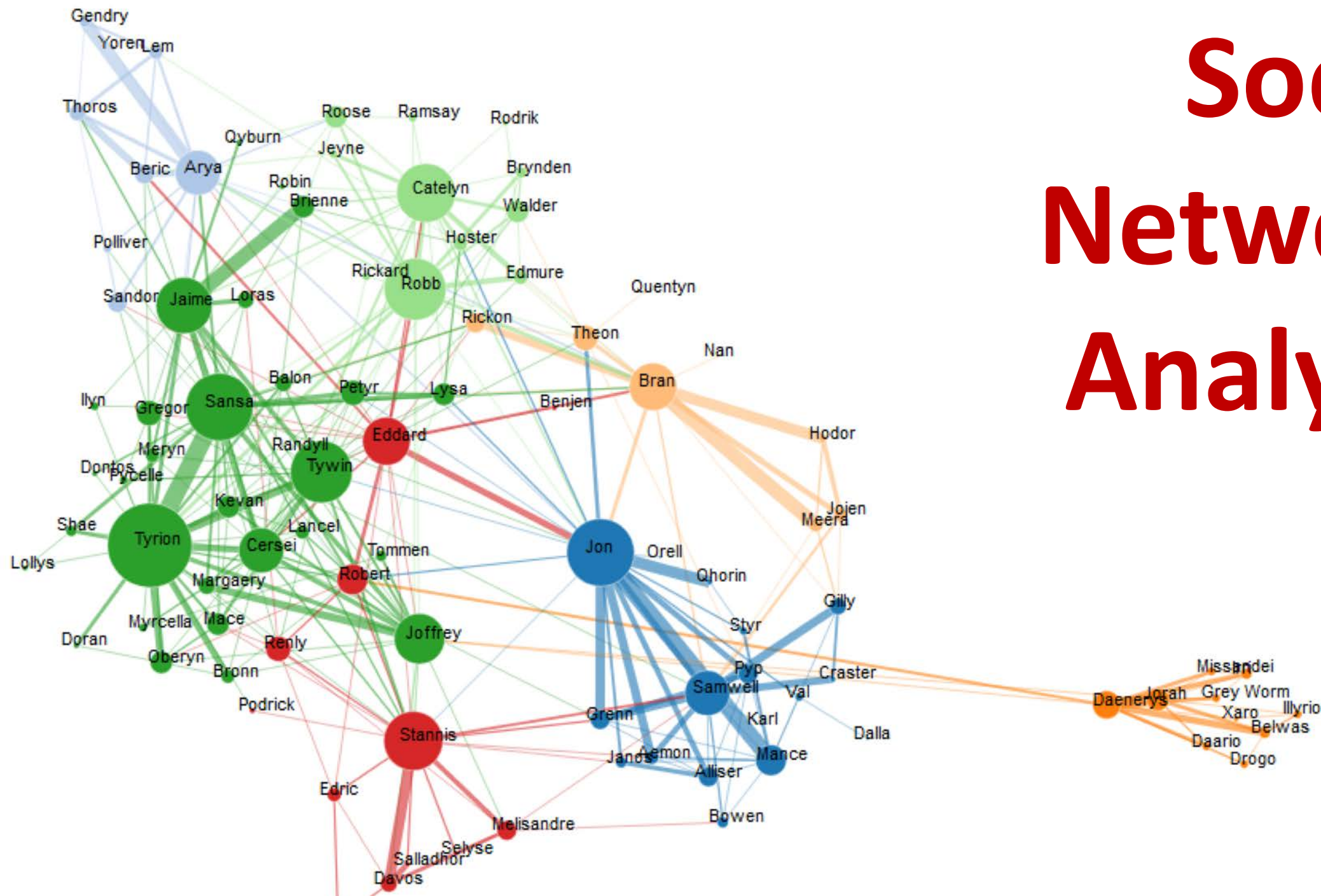


# Identifying Nodes of Influence

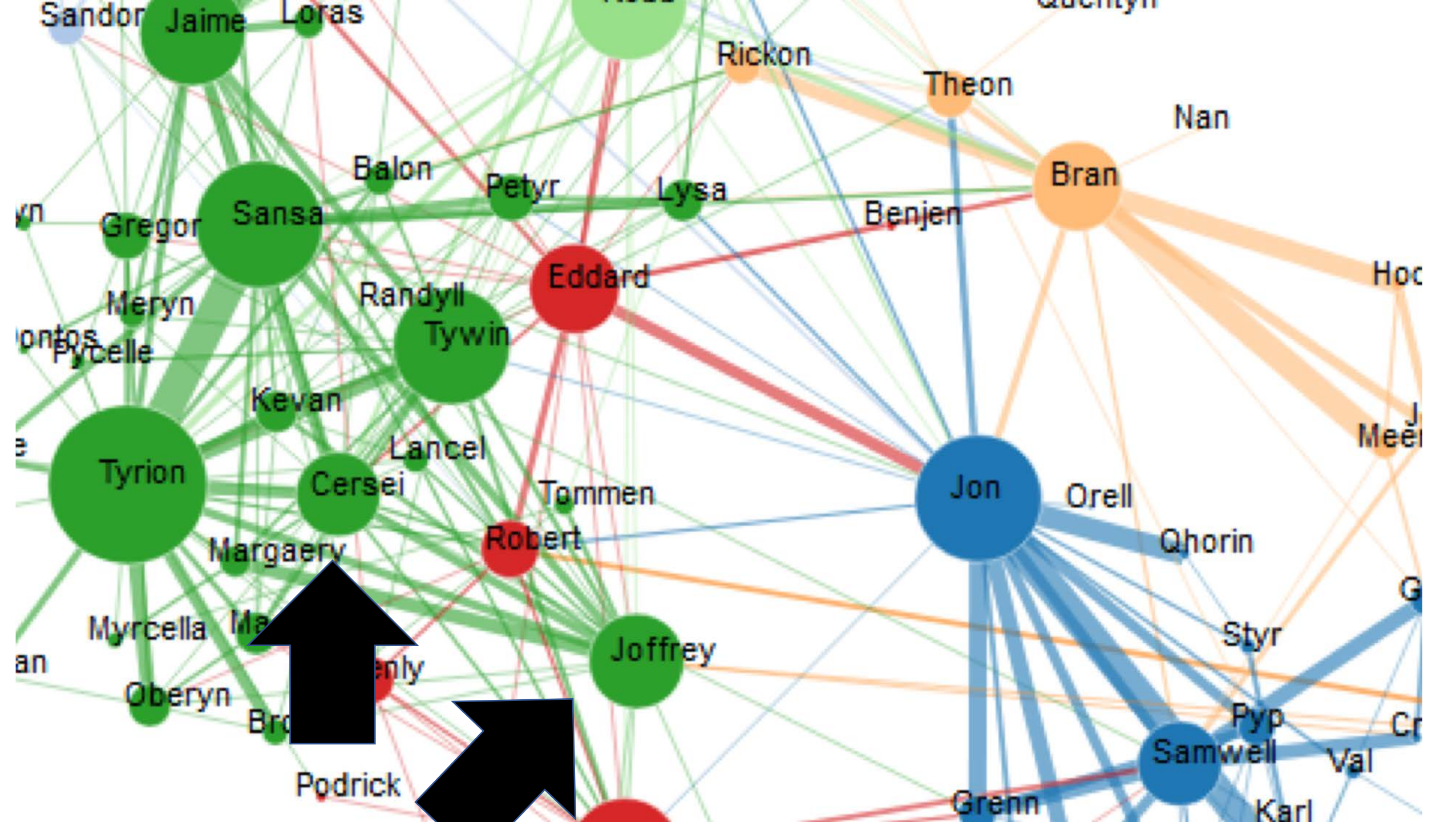


**Who/what do you go to for information or advice?**

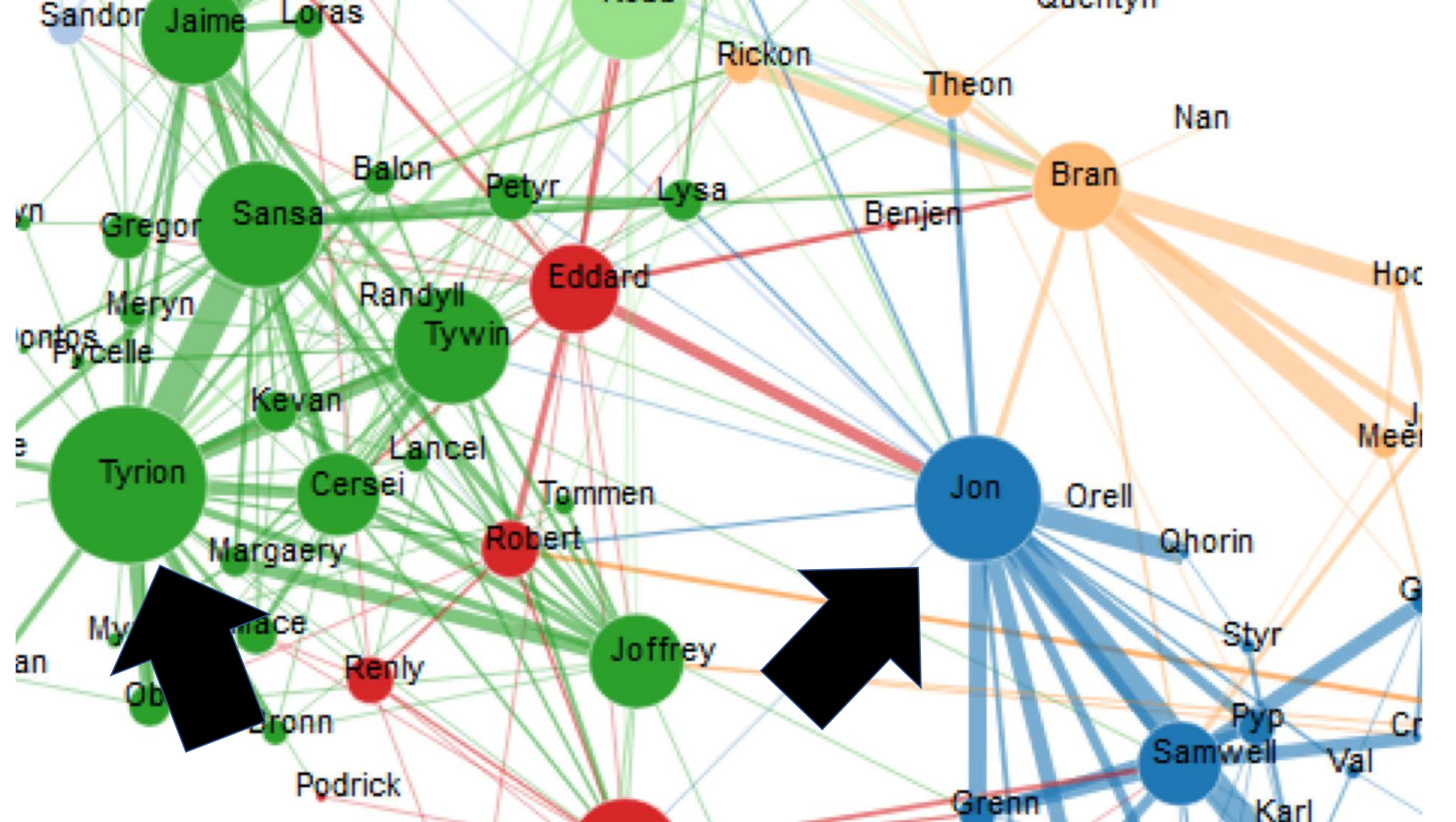
# Social Network Analysis





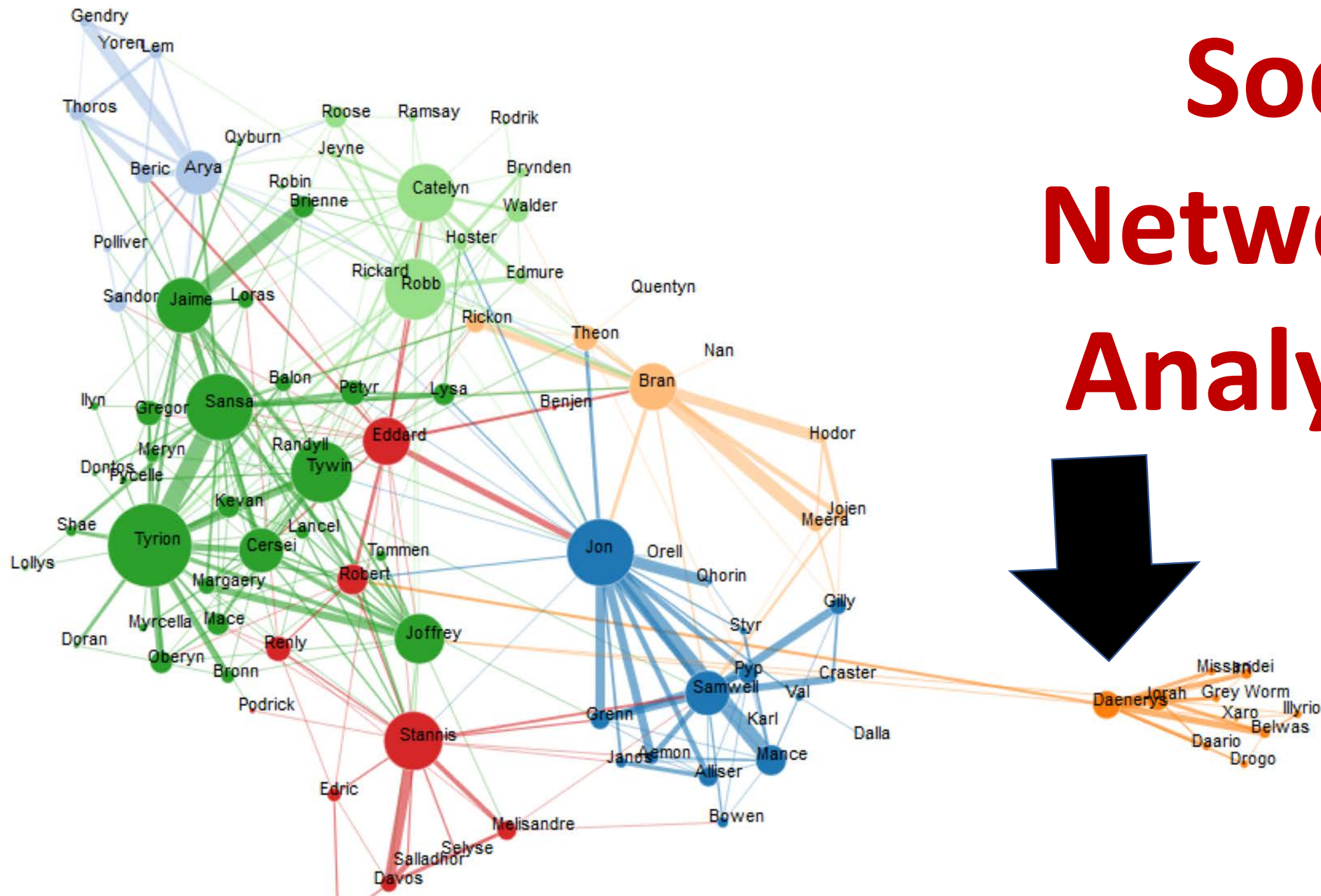








# Social Network Analysis



# Organizational Benefits

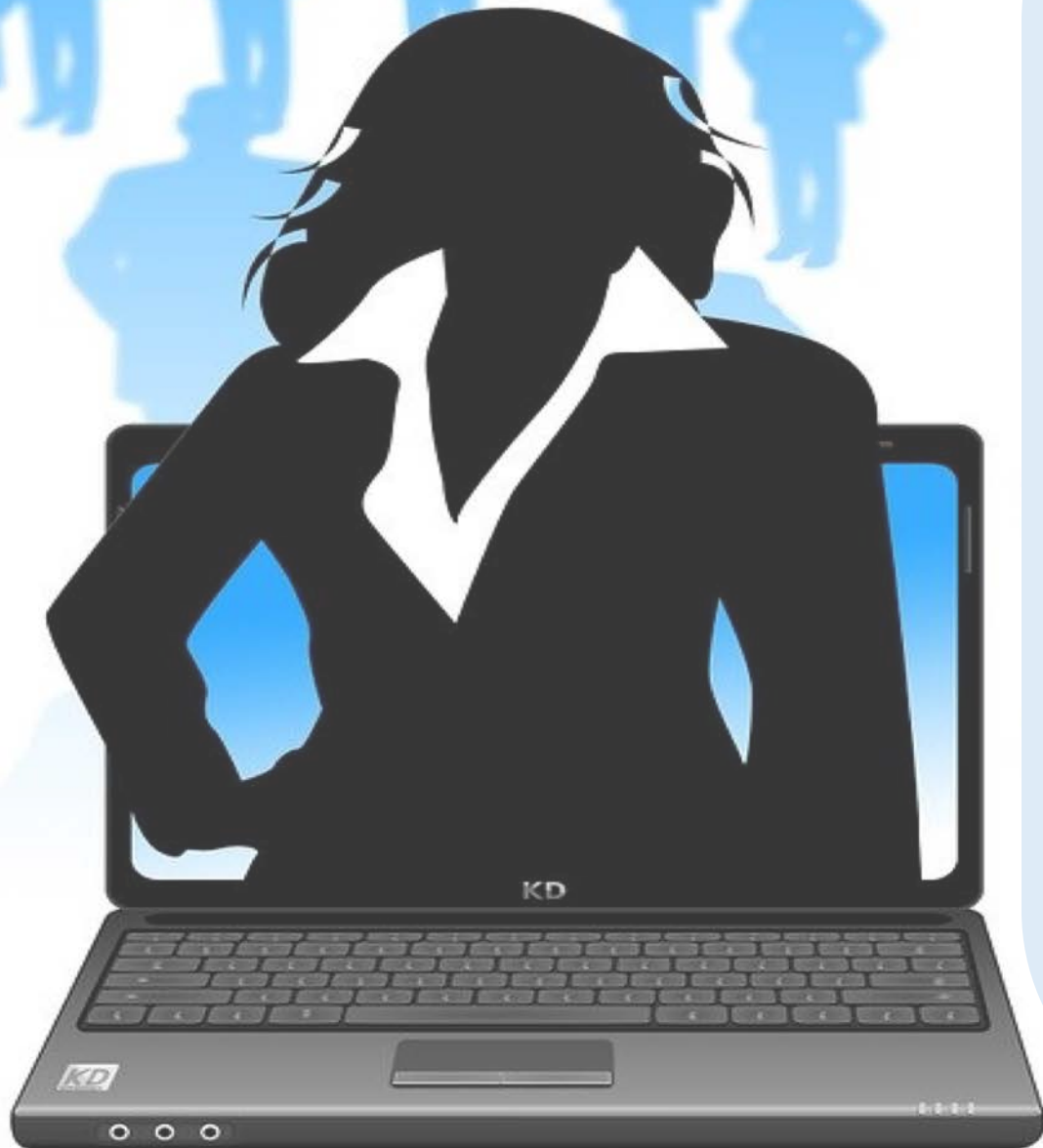


- **Identify informal leaders**
- **Restructure connections/relationship**
- **Build organizational resilience**



# Technology - Enabled Leadership





Tech-enabled leadership can be defined as leadership that take advantage of the affordance of technology to enable leadership actions that are open, collaborative or dynamic.



# Technology-Enabled Leadership

Open  
Collaborative  
Dynamic



# Technology-Enabled Leadership

O  
C  
D





# Organizational Benefits



# #1: Investigate the Distribution of Leadership





## #2: Use Technology to Enhance Leadership



## #3: Everyone Can Be a Leader







# Lead On!

If your actions inspire others  
to learn more,  
dream more and  
become more,  
**you are a leader.**

~ John Quincy Adams

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