

Individual and Organisational Leadership: The Shared Approach

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Abstract: *Purpose - this paper focuses on reducing the margin for leadership error in meeting strategic aims by forming a more robust approach to developing a broader and more reliable set of leadership skills to provide a greater likelihood of strategic alignment between corporate and individual need, increasing both of their respective shelf lives.*

Design and Methodology - underpinned by empirical studies as well as conceptual argument, a new and original model of shared leadership is formed from six previous publications by the same authors as well as selected leadership literature reviews resulting in interesting and novel propositions.

Findings – the examination presented shows that these skills, therefore, need to be embedded in every day practice and shared at every strategic level in order to provide necessary strength and yet be flexible enough to adapt to survive in differing environments. These push the modern leader into developing softer skills to really get to know themselves and their company in a more holistic manner with the purpose of increasing the long range planning and survival of both.

Originality and Value - the resulting original model demonstrates the value of leadership through collaboration which requires a different approach from developing self to acquiring and sharing critical organisational information for more informed decision making through a deliberative inquiry approach, before aligning all effort towards the organisational vision.

JEL classification: M54, O15

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Introduction

Leadership is often defined in terms of skills sets appropriate to situations being influential in successful outcome. (Yukl 1998) for example (Kakabadse and Kakabadse, 1999, p.321) define leadership as a “capability to identify pertinent pathways forward when

direction is obscure.” In reality this means that leadership is more about helping people gain an understanding of problems they face and about helping them manage these problems and even learn to live with them. Thus the success of the organisational goals is dependent on an individual leader being able to, or having the correct perceptive ability to furnish the right skills mix at the right time and communicate their decisions in an appropriate way to their audience. Reducing the margin for error by forming a more robust approach to forming a rounded and reliable set of leadership skills would also provide a greater chance of sharing and alignment between corporate and individual goal on a more regular basis. These skills, therefore, need to be embedded enough for strength yet be flexible enough to adapt to survive in differing environments (Gibbins-Klein, 2011, pp.8-10). Once cultivated, these skills are transportable and always help align the leader and their followers to the corporate vision as well as place them in the best position to audit and realign as an individual and reassess as a corporate entity.

In recent years, arising prominently from the “team-based” leadership literature, the concept of “shared leadership” (Currie et al, 2009, pp.1735-1761) emerged in various forms and names, such as distributed leadership (Gronn, 2008, p.141), co-leadership (Pearce and Conger, 2003), collective leadership (Denis et al, 2001, pp.809-837; Fridereich et al, 2009), collaborative leadership (Pearce and Conger, 2003), self-leadership (Politis, 2006, pp.203-216). Many of these terms are being used interchangeably whilst some areas are recognised as overlapping and/or being fluid in how they are interpreted (Pearce and Conger, 2003). Although the idea of shared leadership is not new, Follett’s (1924) “law of the situation” suggests that leadership could stem from any individual within the group that poses the most relevant skills in a particular situation. It was popularized by a small group of American academics (Manz and Sims, 1980, pp.361-367; 1987, pp.106-128; 1989; 1991, pp.19-35; 1993; 2001; Avolio et al. 1996, pp.173-209; 2009, pp. 421-449; Pearce and Sims, 2000, pp.115-139; 2002, pp.172-197; Pearce and Manz, 2005, pp.130-140; Pearce et al, 2008, pp.622-628; 2009, pp.234-238). For example, conceptualize shared leadership as a “dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both (Pearce and Conger, 2003, pp.1-18).” The key characteristics of shared leadership is that it is enacted by multiple individuals in the organization (who are not necessary occupying formal leadership roles), that cognition is shared by members of the group and “stretched over” human actors embracing context and that leadership practice is continuously (re)shaped by these interactions between leaders, followers and context. For some scholars, the value of shared leadership is in its recognition of the important reality of inter-relationships among colleagues seeking the same objective and as such a more relational process, a shared or distributed phenomenon occurring at different levels and dependent on social interactions and networks of influence” (Fletcher and Käufer, 2003, pp.21-47). In Fletcher and Käufer’s (2003) “relational” view of shared leadership; the individual is seen as a “self-in-relation” to others. The shared leadership as more of a learning system interwoven and interdependent and at the same time freed from the inhibition focused leadership brings (Kakabadse and Kakabadse).

Such Distributed Leadership mobilises collective engagement and challenges or reinforces traditional forms of organization (Bolden, 2011, pp.251-269). The knowledge of self as fit to serve others well (Skordoulis and Dawson 2007, pp.901-1007) in terms of knowing one’s own default, discretionary use of power and reaction to dilemma teamed with the knowledge of the organization and awareness of its whole distribution by deliberative inquiry and multiple and free dialogue aligned to the strategic direction, forms a powerful shared approach to leadership which disperses power and uses communicative frameworks (Gordon, 2010, pp.260-287).

Self Knowledge

Ethics pertaining to the individual and use of the power bestowed on the leader was clearly analysed by Zeno, Socrates, Plato and Aristotle. They placed that decision making in context of outcome and impact on others. Zeno followed by Plato's definitions of discernment and virtues (Smith 2000) are complimented by Aristotle's subsequent practical wisdom (Smith 2000) to his learned predecessors, which context the leader in the influences of their environment as well as their core self. Socrates was a young man when Zeno of Elea was proposing these philosophies and subsequently taught Plato, (Smith 2000) contributing emphases on the contemplation of self in terms of knowing one's self to be worthwhile to others and also in terms of methods of maximising good will from followers by appropriate inquiry (Skordoulis and Dawson 2007, pp.901-1007). This ancient wisdom falls well into the modern world of leadership in terms of robustness so is a serious consideration as a component of any deriving model for future use. Ancient wisdom is of great value in virtuous and spiritual thinking (Dalai Lama, 1999). The high ethical and virtuous flavours of all of the writings emphasise that how the leader reacts to various temptations or dilemmas is a good barometer of their discretionary use of the power and indeed indicative of the naturally occurring default leadership style within them. *Default – the natural skills and embedded attitudes, Discretion – the way power of leadership is administered, and Dilemma - the way one acts under pressure and temptation*, are then three key areas for exploration in the importance of *Individual Shared Leadership*. This triangle of individual knowledge and sharing of self is key to and stands alongside that of the organization.

Corporate Knowledge

In addition to the influence of the individual awareness of the leader's self in relation to others, their level of organizational knowledge impacts on corporate success. Clearly, this cannot be left to chance and inquiry for such information must be of a deliberate nature and part of the working shared culture. Further, this is not just about clinical data or Aristotle's *episteme* (scientific) inquiry but of *phronesis* (practical wisdom) centred on deliberations directed at establishing pros and cons through collaborative and open dialogue (Flyvbjerg 2001). The latter is the exercise of one's view with intent to convince others, the former is one's openness to others in order to form a plural position of compromise (Bohem 1996) and deal with interfacing opinions and tensions. Such Socratic method of inquiry (Skordoulis and Dawson, 2007, pp.901-1007) can then culminate in *aporia* from new learning rather than old (Vlastos 1991). Deliberative dialogue must be set up by leaders to benefit and engage all stakeholders A deliberate exercise must be accessible and used as a cultural norm to provide an ongoing source of capturing plural and democratic opinion and thus – the most preferred course of action or most effective decision to follow having been established through such multiple dialogued means (Yankelovich 2001). It can then be held that this collective approach is more than dialogue as it is a shared platform of learning (Kakabadse et al 2007, pp.245-272) where multi levels of organisational actors contribute to shared meaning through open and constructive *polylogue*. New learning is then facilitated at many levels as the process enriches the whole organisation from its core and the resulting integration of expertise ensures a co-operation in the co-creation of strategic direction and vision at all strategic levels from budgets to vision (Hay and Williamson, 1997, 651-664). Each participant has an identity constructed in the overall so feels more fully bonded (Karp and Helgo, 2008, pp.880-896) in a total corporate sense.

Thus, the vision is organically fed from many sources within the organisation and this makes the chosen direction itself a much prized component for the leader, as an individual, to safeguard and do justice to. Visioning and visioneering (Kakabadse et al 2005) is therefore

another plural way of teams working as well as a cultural habit which renders longevity and robustness to the whole corporate body. As it involves the complete strategic alignment of all parts of and all members of any organisation, there is no level unaffected by its influence. *Deliberative Inquiry – the intent to find out what one needs to know, Dialogue – the platform of open communication to bring this about and Direction – the act of aligning all activities to the overall corporate objectives* are then key areas for exploration in terms of the *Corporate Shared Leadership* needed to partner that from individual leadership level.

In all, a new model of individual and corporate shared leadership must split itself evenly as it is clear that each equally depends on the other.

Individual Shared Leadership

Individual or self-leadership refers to the process of influencing oneself to achieve the self-motivation and self-direction needed to behave in desirable ways and as such requires self-knowledge (Manz, 1986, pp.585-600; Manz and Neck, 2004). The self-knowledge important to gain and go on to share, is thus, knowing how one *defaults* in terms of natural leadership personality (constructive thought pattern strategies); knowing how one uses the *discretion* of leadership power given to them (behavioural strategies) and knowing how one reacts to the inevitable temptations (natural reward strategies) in the *dilemmas* which arise from gaining that power.

Default

The base line of self awareness – knowing the default – is a difficult search. That knowledge of self though is essential so leaders know what to rely on or to adapt for their own sustainable success (Ashford, 1991, pp.465-487). Just as each leader would assess the strengths and weaknesses of their business, they must be aware of their own contributions and deficits to the organisation and followers they are responsible for (Lee-Davies 2006). Jung inspired self assessment tests such as the Myers Briggs Type Indicator (MBTI) are popular in business (Jung 1923) and do help focus the subject on defining areas for improvement (Leary et al, 2008, 421-434) and indeed recognising difference and value in others (Brown and Reilly, 2008, pp.916-932). However, such tests rely on only the subjects own opinion of self and self awareness must also come through others so one sees oneself as others do. The 360 degree assessments in the workplace make much progress with this so in addition to having an opinion on self the leader can see what followers and their leaders see in their expression and marking results (Tornow and London 1996, 18-27). This aligns the leader with their destination while retaining the ability to question (Cashman, 1998, pp.58-71).

More global, rather than individual, trend analyses studies have been compiled in many areas where leader subjects have been observed by external parties. Defaults in the yacht captains of the BT Global challenge were longitudinally recorded to show clear management, leadership and personality differentials in winners (Cranwell-Ward and Bacon 2002). Similarly, the defaults of predisposition and orientation were axes opposites in an empirical, default study of senior leaders in the Integrated Leadership Development Program (ILDP) (Kakabadse, Kakabadse and Lee-Davies 2005), underpinning this component of the shared leadership model. The 216 interviews of carefully selected candidates in senior roles explored not only the emerging defaults but the candidate's self awareness of their own. The default of orientation encapsulated the degree of self or non-self in direction and decision making and predisposition categorised the analytical tendency or the ability to contextualise. Transactional and transformational (Bass 1985) defaults can be seen in such studies, as can delegatory and consultative trends (Hersey and Blanchard 1988). Management and Leadership skills differentiation, (Bennis 1989) formed good base for questioning as to what

balance was needed to be a successful leader. Their evolutionary derivatives are also present, for instance, transcendence defaults which are less self and more follower focused (Hooper and Potter 2000) and an emotional balance of the understanding of self and others (Goleman 1996; Cooper and Sawaf 1998; Leary, Reilly and Brown, 2008, pp.916-932). So it is not just the natural selfish default which exists in the studied candidate but also the level to which they recognise it and adapt it to share with their followers.

In recognising the basic default, the leader is then able to develop the other skills sets for such a balance towards business and leadership success in terms of people, planet, profits and posterity (Kakabadse and Kakabadse, 2003, pp.5-38).

Discretion

Once a basic platform of return is determined in the Default, the leader progresses on their self-reflective journey to determine how that affects the actions they take in their position of power. The discretionary choices they make and show in their day to day operations will be influenced by their core abilities marking their presence on the context they are in. Their orientation and predisposition (Kakabadse et al 2005) may indicate their levels of virtue and even ethics as they strive to use the gift of leadership discretion and achieve “authenticity” in prosperous social relationships (Smith 2000: 403). This presumes choice is total, however it may be that leaders are not actually completely free to make choices with both internal and external givens which may already dictate their likely decision outcomes (Whittington, 1988, pp.521-536). Indeed, Institutional influences may define or restrict what the leader such as the CEO is able to do and there be many levels of prior consideration as demonstrated in the empirical study of 20 CEOs in the paper underpinning this component of the shared leadership model (Kakabadse, Lee-Davies and Kakabadse, 2009). Also as leader discretion level rises and falls through the ranks and as context fluctuates, then some leaders may have more discretion than others and that discretion may change with external and internal circumstance (Gibbins-Klein 2011, pp.8-10). Fuelled by scientific environmental data for calculated perception, both inside and out the organisation, the leader is also influenced by their own emotional perception naturally biased by experience and their own defaults (Karp and Helgo, 2008, pp.880-896). Ethical judgements and dilemmas will also vary, not just with personal and institutional factors but also with international ones (Kolthoff et al, 2010, pp.596-612).

Dilemma

Leadership scripts or mental-maps (Sergiovanni 2005) influence decision making and the chosen approaches can contain a dilemma between the balance of what is expected and what they perceive and judge themselves (Hunt et al, 1988, pp.61-83).

With default and discretion observed and if not perhaps fully understood but at least considered in the equation, the context of conflict, temptation, dilemma is essential to calibrate and test the true leadership self (Kakabadse et al 2007). Leaders must explore their darker sides to achieve better self knowledge. Knowing how one actually reacts rather than thinks they will react (Karp and Helgo 2008, p.880-896) to temptation is important. Ethical awareness is one thing before making moral judgement on what action to take then one's ethical motivation in terms of intent is only true ethical character if that action is completed despite the challenges (Kohlberg 1969; Weber, 1990, pp.687-702; Trevino and Brown, 2004, p.69).

In a qualitative, empirical study of CEOs, underpinning this component of the emerging shared leadership model, three common categories of leadership temptation are identified (Kakabadse, Kakabadse and Lee-Davies, 2007). The pursuit of personal pleasure

and materialism – hedonism, was accompanied by the actual power/control in the CEO's environment as well as the legacy that CEO hoped to leaves (i.e. posterity). Attempts to measure morality as with the "Moral Competency Index" (MCI) (Lennick and Kiel 2005) have highlighted components integral to Moral Intelligence and given it similar status to IQ, Emotional Quotient/Intelligence EQ/EI (Daniel Goleman 1996) and perhaps Leadership Quotient (LQ) and Management Quotient (MQ) (Dulewicz, 1999, 242-253). So many different internal and external factors to consider though make MCI validity questionable in the workplace (Martin and Austin, 2010, pp.437-451). It is therefore the prior awareness of the temptation for hedonism, power and posterity which is as important in the executive leadership decision making as the actual level of resistance for corporate good.

The use of these three skills individually or as a set provide the base of individual leadership strength and longevity for the way forward for the organisation as a shared whole and indeed influence its ultimate strategic strength.

Corporate Shared Leadership

In addition to a full knowledge of the default, discretion and dilemma handling in self, the life span of the executive leader depends also on the level of knowledge they have of their organisation. Often removed or at a considerable distance from the front line of their business or service, the leader has need of a system of communications which bring real data to their attention. The three parameters here are a *deliberative inquiry* for that data must be set up and a level of comfortable, corporate *dialogue* ensured to capture the true feelings and advice of the followers. These must then be given a *direction* and the skill of the leader to align activities with the overall strategic aim or indeed choose the strategic aims based on real time data ultimately decides the success of the organization.

Technological innovation that facilitates generic globalisation and in turn affects society at the social, cultural, political and organisational levels, enables creation of transnational organisational forms and at the same time encounters resistance from employees and managers alike (Sklair, 2005). Nanschild (2008: 132) for example, examines these resistance behaviours and concludes that they emanate from the defence of one's values when under perceived threat, as "people view the world through the lens of their personal values and the priority they give those influences their worldview. This means that people can have different interpretations about events depending on their personal values lens. Often there is a gap between beliefs and behaviour, between rhetoric and reality, exacerbated by the dynamics of conflicting values in the workplace and elsewhere. People will go to great lengths to defend their values". Overcoming resistance to change through creating of shared values can be achieved through deliberative inquiry (Kakabadse et al, 2007). The most potent lever for reducing potential treat is dialogue (Plato, 1974). Dialogue has the capability to alleviate stress, improve understanding of organizational politics and actions, create shared values and build trust while "making significant transitions in knowledge and thinking" (Megginson and Clutterbuck, 1995). Dialogue participation through shared leadership has the benefit of setting the broad direction but without being too prescriptive and allowing local solutions to be identified and introduced locally without hesitation, all of which makes the business more responsive to change and therefore more agile (Getz, 2009; Michel, 2007; Pearce et al, 2008, pp.622-628; Kitching et al 2009).

Deliberative Inquiry

Deliberative Inquiry crosses beyond the more obvious knowledge and verification level of scientific inquiry to delving into what matters to individuals to increase learning at a deeper level and therefore create more appropriate and meaningful resulting action (Flyvberg

2001). By deliberately courting uninhibited and widely varying contributions from others and enabling their evolution with each other a common consensus and deeper self understanding is achieved (Seeskin 1986; Yankelovich 2001). Such participation into more enlightening methods also matures and refines the individual's critical thinking and listening skills so increasing their confidence in articulation and tolerance of wider inputs in order to arrive at a more suitable and informed decision (Ronald 1992). This reduces error so saving time and money and therefore renders strength to the out-facing side of the organization from the inner core as shown in the empirical study of a CEO and steering group of 15 deliberative inquirers underpinning this component of the evolving longevity model (Kakabadse, Kakabadse, Lee-Davies and Johnson, 2010).

Deliberative Inquiry then involves the setting up of an environment to accommodate and also facilitate the different shared inputs (Ryfe 2002, 359-377; 2005, pp.49-71; Miller and Rose 2007: 34-35). This facilitation encourages single and plural inquiry resulting in a more positively informed contextualisation of self, others and the issues concerned (Fischer 2003). More possibilities are explored for solutions (Shotter and Katz, 1996, pp.227-238) and wider inputs and opinions ensure that potential error is conceptualised in the abstract before becoming an expensive practicality. The outcome from this process will be slower so the long lived leader will be the long game player and see that their democratic example and application will be as crucial as their enthusiasm and facilitation.

Dialogue

Deliberative Inquiry needs and uses Dialogue to continue the leadership journey for educated decision making by not only delving into actual working feelings but directing them back upwards with a shared responsibility. After setting up an attitude and even a deliberate process/environment (Ryfe 2002, pp.359-377; Miller and Rose 2007:34-35) to find out what one needs to in order to act upon it, it is necessary to ensure that the working environment courts and cultivates the input of all opinion at all levels at all times. The longer lived, sharing leader will have in place a facilitative culture which ensures fresh dialogue from those that know to inform what is necessary for strategic alignment (Gibbins-Klein, 2011, pp.8-10).

Thus in addition to deliberately setting out to inquire by drilling down into the hierarchy (Skordoulis and Dawson, 2007, 901-1007), a culture is created to sustain the ongoing data input from all linear and lateral strategic levels (Hay and Wialliamson, 1997, pp.651-664). This multiple dialogue or polylogue from the paper underpinning this component of the evolving longevity model, (Kakabadse and Kakabadse 2003) is then a platform for connectivity and shared leadership and responsibility from within.

The Dialogue inducing skill of the leader is more than setting up course for inquiry and understanding. It is the proactive facilitation of a decision making co-operation where staff are entrusted not only to inform decisions but to perform them. There is collaborative dialogue and a sense of co-creation as seen in the paper underpinning this component of the evolving longevity model (Lee-Davies, Kakabadse and Kakabadse 2007) ensuring strength from the inner core and at all levels of the organization and therefore strengthening the leader who facilitated it. By constantly allowing such free ownership, a sense of belonging retains the talent within at a motivated and empowered level of positivity which becomes a leadership and organizational life lengthening phenomenon in itself as it becomes self propagating and self feeding (Ryfe, 2002, pp.359-377). The Polylogue platform captures an extra level of effort no leader could obtain by autocratic demand and instruction, indeed a shared mindset, (Simpson, 1998, pp.623-627) as willing effort and enthusiasm become part of the input mix.

This is not to be confused with empowerment of task delivered in a downward way with elements of tokenism. True skill of ensuring in depth dialogue is far from didactic with directional elements. Not directional as in instructional but directional as in the way forward. The longer lived leader is the “Polylogue Principal” nurturing the “Polylogue Principle” without feeling threatened by the progress of the talent within their organizational body. The Principal role is to expertly and exactly channel the wider discussion and effort in the most positive way to the overall vision (Flyvberg 2001) – yet allow it room to reveal itself.

Direction

With Corporate longevity in mind, the previous expert unveiling of facts and sentiments from within the organization is only of great value if properly channelled and aligned with the Corporate Strategic Plan. The value in surfacing more intricate and informative data by more sophisticated leadership skill sets such as those above is only maximised, or indeed fully utilised, when translated back into the Corporate Vision. This is currency exchange with the greatest return possible and in addition to supporting the Corporate Direction, the fresh and indeed real time and more accurate data, assists that direction by ensuring that those who decide it are fully informed (Flyvberg 2001). This vision, “this organised perception or phenomenon” (Mordon 1997) is a formed future rather than a mere forecast (Parikh and Neubauer 1993). Deliberate direction is thus borne of deliberative inquiry and the participative leader by using these skills has gained employee commitment to the cause beyond the dutiful obligatory level (Brabet and Klemm, 1994, 84-94). Emotional commitment from the employees to the overall mission created from the vision further aligns for success (Campbell <http://www.sciencedirect.com/science/article/pii/0024630191900026> - FN1 & Yeung, 1991, pp.10-20).

Without Visioning, as seen in the Visioning model in the paper underpinning this component of the evolving longevity model (Kakabadse et al 2005), the organisation starts to weaken and indeed there is division as a paradox in empowerment causes staff to settle into several camps within the company rather than belong to one. Where senior leaders are not fully aligned with the overall direction and have agendas of their own, their followers are naturally triaged into different and often opposing sections, thus creating several companies within the one company. So, sight is taken off the external, competitive environment and the strength gained from the synergy of the collective all facing in the same direction is denied leaving the organization weaker with having to face the subsequent internal issues. The confusion from having not one direction (Parnell, 2011, pp.139-155) but several competing ones within means internal war starts up and eats away at the company’s external competitive advantage. With organizational energies facing inwards, staff begin to form short term survivalist attitudes which naturally focus more on getting through more imminent matters rather than planning and contributing to more longer term ones (Laverty, 2004, 949-962). The longevity of the company is therefore so far down their agenda shortening the corporate life span in competitive terms by many years.

By starting with a personal conviction for the cause, the “visioneer” leader makes it their personal ambition to ensure that all followers are served with clear direction and purpose while at the same time ensuring that their senior team delivers the same message (Kakabadse et al 2005). Discretionary breadth and democratic dialogue are healthy and important and also feed the strength of the company by ensuring more educated decisions but the team must be

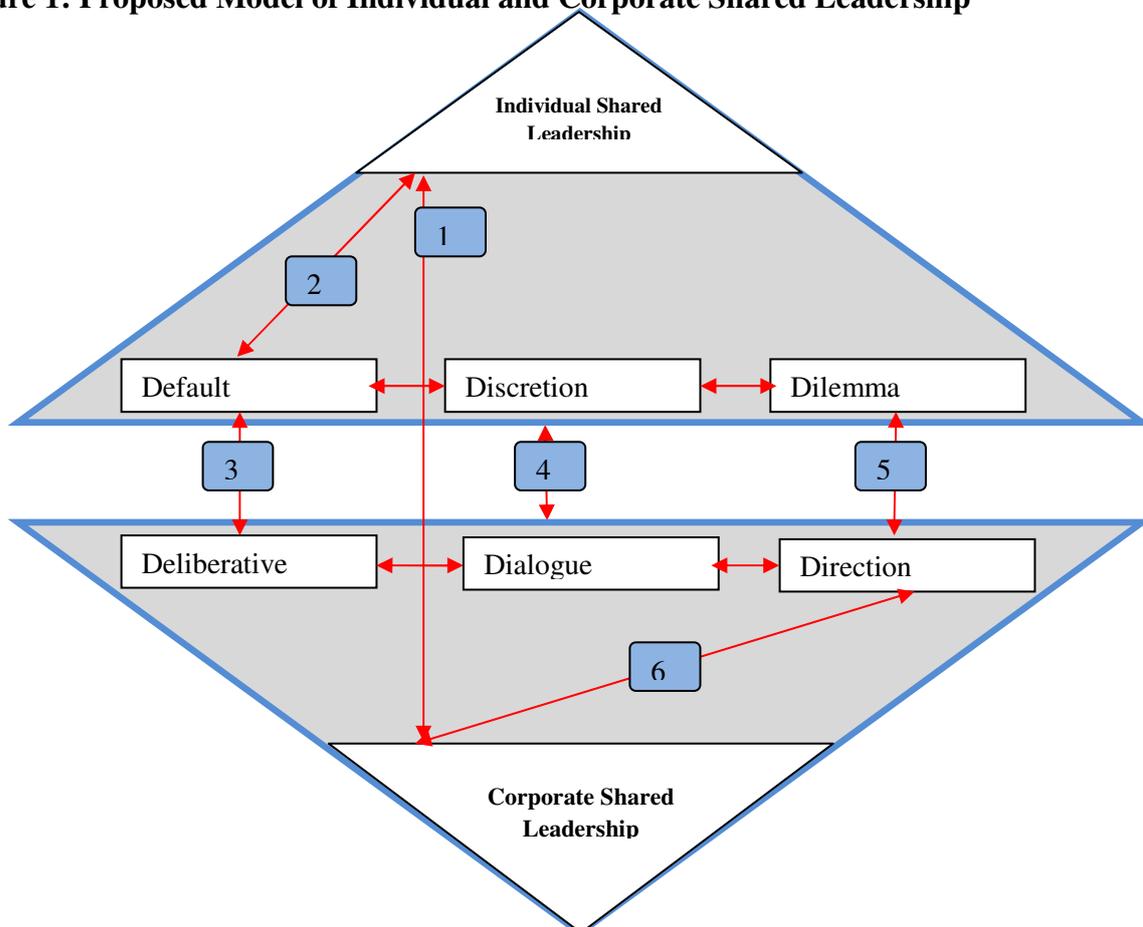
united in their message to the organization. It is this unity which renders the security the followers need to form trust (Kakabadse et al 2005).

This achieved and disparate groups avoided, the leader must also ensure that the formal and informal structures they have within the company allow the travel of information all ways. Structural alignment is key to this as well as ensuring all supply chain interfaces are united in the same approach too. Quality systems and accessible governance are also key to speed and efficiency at every strategic level (Hay and Williamson, 1997, pp.651-664). The planning of operations and corporate integration lie in the skills portfolio of the strategic leader and furnish the needed speed and flexibility (Skipton, 1985). Fast feedback is essential to be able to react to matters and ensure all followers are informed and inspired by the vision but also able to input to it quickly and without threat of blockages (Varey, 1996, pp.134-144). This then creates an open path for a visioning culture to emerge and so sustain the organization.

Proposed Model of Individual and Corporate Shared Leadership

The proposed diamond model is in itself metaphorical of long life and offers a balanced approach to leadership longevity diagnostics (Leary, Reilly and Brown, 2008, pp.421-434) as well as forming a frame for shared leadership development – not just in corporate terms but in the individual ones which underpin those of the overall. Forward facing leaders who wish to future proof themselves and subsequently their organizations are prompted to think beyond their usual two dimensional environmental and performance data to form embedded three dimensional, multi-level perspectives (Gibbins-Klein, 2011, pp.8-10). Armed with better self knowledge in terms of acceptance of what is and improvement of what could be in their own personal terms, the more robust and long lived leader will have expertly engineered feedback systems they can delve into beyond what is seen on the surface of the corporate organogram.

Figure 1: Proposed Model of Individual and Corporate Shared Leadership



This provides the polylogue (Lee-Davies et al 2007) shared platforms for richer and real time data which in turn impact on the calculation/design of and the ongoing alignment to successful strategic direction.

Operations and quality systems are then components parts of a shared strategic management cycle which is constantly updated, refined and aligned and is thus more sustainable (Morita, Flynn and Ochiai, 2010, 530-540).

Propositions

The formation of the shared leadership elements of the model have brought rise to six propositions in essential component linkages for testing the proposed model.

P1 Sound individual shared leadership has a marked impact on corporate shared leadership

Individual and Corporate shared leadership are linked in long range planning. If the CEO of the organisation is personally aligned to it, rather than merely focused on their own personal agenda and short term survival, then a longer term, more sustainable success is more likely. Notwithstanding the personal pressures such individual candidates are under to perform more immediately, it is important that emotional control is in place and decisions are made in the interests of both themselves and the company for longer shelf lives for (Leary, Reilly and Brown, 2008, pp.421-434).

P2 Understanding leadership defaults has a beneficial effect on shared leadership development

In order to gain individual shared leadership, there must first be an honest understanding of one's own defaults in emotional terms (Goleman 1996; Cooper and Sawaf 1998; Leary, Reilly and Brown, 2008, pp.421-434). Once the senior leader is true to them and understands where their own strengths and weaknesses lie, they are able to develop self in the direction best for themselves and the organization (Kakabadse, Kakabadse and Lee-Davies, 2005). By working with and accepting one's own true self, further leadership longevity opportunity can be proactively spotted and developed, (Cohen and Tichy, 1997). Shared leadership is only stilted by refusal to accept actual default or indeed denial that any particular weak traits could hold up the organisational development. Acceptance and understanding of these defaults are key to that development.

P3 Leadership default has a direct impact on successful deliberate surfacing of sentiments

Once an understanding of self is in place, or indeed, even if it isn't, the amount of real data that can be mined from the corporate tunnels (Gibbins-Klein, 2011, pp.8-10) is directly linked to the appropriate or inappropriate attractiveness of the leader to the troops in terms of their transformational character (Yukl, 1998). By understanding self and the strengths and weaknesses one has in communication terms, the leader can utilise existing strengths or cultivate absent strengths in communicating with their followers which takes them beyond a mere contingency approach, (Fielder, 1967). These followers can offer real time information crucial to strategic planning as well as strategic alignment (Gibbins-Klein, 2011, pp.8-10). Time and money can be saved by having access to underground sentiments and information. Thus the leader can tailor motivational methods to suit and act on any potential blocks quickly. Equally it is more possible to achieve a synergy of team effort and a shared mindset (Simpson, 1998, pp.623-627), when an awareness of staff feeling is gained and the leader not so threatened by 360 degree constructive criticism (Tornow and London, 1996, pp.18-27) which may help the organization as a whole.

P4 Use or abuse of discretionary power has a direct effect on free dialogue and fast feedback

It follows then also that the level of trust or distrust of the leader from the followers will dictate how much information they freely share. If the leader is known to be fair, accessible and representative of their needs, then followers will relay important information easily and

thus strategic plans, decisions, alignment efforts will be better educated and therefore contain fewer errors ((Kolthoff et al 2010, pp.596-612 Gibbins-Klein, 2011, pp.8-10). Also with such a relationship success is more likely as an ownership has been embedded in the process and followers will happily take responsibility for outcomes as well as freely offer extra effort for the right cause.

Naturally, the opposite applies. Where a leader is not trusted followers will limit their information offerings to that only which are necessary for their own survival. Followers will operate in much more autonomous non sharing terms reflecting the clear autonomy of the leader, and will not enrich the strategic plan or alignment decisions with their valuable data. Why should they? If they mistrust the hierarchical structures and processes then they will withhold valuable information (Whittington, 1988, pp.521-536). This can apply at every level in the organization and mistrusted middle managers could be preventing the longer life of an organization because their focus is their own short term survival rather than a more strategic aim. Indeed, a naïve, well intentioned CEO could be failed by these blocks in their hierarchy. Personal agendas are not just for Governance level.

P5 Leadership ability to control reaction to temptation aligns self to corporate direction

Controlling temptations is important in progressing forward (Karp and Helgo, 2008, pp.880-896). This is not just the temptation set listed from the previous empirical study underpinning this element of the model, (Kakabadse, Kakabadse and Lee-Davies, 2007) but also for instance the temptation to think things are fine, the temptation to presume someone else has sorted problems out etc. Not being proactive in ensuring an ethical corporate self (Trevino and Brown, 2004, p.69) that is fit to serve the following as well as the needs of the company is a crime in itself. Setting up a structure of ethics for oneself as a senior leader is a sound platform from which to help with any arising temptations (Karp and Helgo, 2008, pp.880-896) as is setting up a system to proactively ensure personal and therefore corporate alignment to the strategic plan to avoid the dark side of leadership, (Conger, 1990.)

P6 Directional alignment of a deliberative nature to strategic vision and aims ensure corporate shared leadership

Success in true shared terms can be summarised as a deliberate, future led, aligning of self, people and processes to the strategic aim, the corporate vision (Parikh and Neubauer, 1993, pp.105-116). Once set, the vision does not materialise and inner and outer strength does not form without a deliberate attempt to seek the data one needs to make the correct decisions, a deliberate attempt to structure one's skills and defaults to resist personal temptation and act for the corporate good and a deliberate attempt to ease, guide and channel in a sustainable way as part of a strategic management cycle (Morita, Flynn and Ochiai, 2010, pp.530-540), all parts of the business and its people willingly into the same direction as the organization needs to go to prevent confusion (Parnell, 2011, pp.139-155).

Testing of these propositions cannot be fully served in this paper but will be part of the research in progress.

Conclusion

Knowing how one is naturally made up, reacts to the privilege of power and temptations provides the greater strength and ability to deliberately find out what one needs to know, create the ongoing flow of crucial knowledge and data to create, care for, control and calibrate the strategic longevity of the organization. Thus a balance for shared leadership depends on the inner strength of the both the individual and the organization.

Clearly, as the model prompts, this is not accidental and a deliberative approach in both personal and corporate terms is essential to gain a shared approach. The modern leader must deliberately set about maintaining a balance of self and corporate knowledge.

Ensuring the right level of self awareness is essential in understanding the proper use, rather than abuse of power. Having controls in place to prevent succumbing to the temptations of the potential for even the smallest corruptions from that power provides the safety stop and a base from which to propagate an ongoing self analysis to ensure that leadership is of a high enough quality for the followers to have faith in.

Creating the right level of corporate knowledge is essential in making the right strategic decisions and creating the vision/direction. Having systems of deliberative inquiry in place to encourage and capture the right information in the comfort and trust of an easy dialogue environment (Morita, Flynn and Ochiai, 2010, pp.530-540), provides fresh and pertinent information for the external competitive environment and assists in understanding an realigning the internal environment and operational systems to the strategic vision with more ease (Skipton, 1985). This strengthens the likelihood of success of those strategic aims in that followers believe in their mission, have a shared mindset, (Simpson, 1998, pp.623-627) and have an emotional commitment to the vision (Campbell and Yeung, 1991, pp.10-20).

The partnership of the two knowledges – individual and corporate – thus forms a co-dependent partnership where one is very much aligned to the other and their mutual and symbiotic relationship of synergetic value to both. Such successful coexistence increases the commitment from both sides of the shared equation.

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