

Shared leadership

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**The Future Leadership Initiative
Antwerp Management School**



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Sources

- | | | |
|--|--|----------------------------------|
| 1. Alcoholics Anonymous | 19. Loma Linda University Medical Center | 37. GE Aviation |
| 2. Shock trauma center of University of Maryland | 20. Madonna rehabilitation hospital | 38. Menlo Innovations |
| 3. Palm Computing. | 21. Prudential | 39. Citrix |
| 4. Southwest Airlines | 22. NASA's space shuttle program | 40. USS Sante Fe submarine |
| 5. School Management Committees in Afghanistan | 23. Water Cube of Beijing Olympic Games | 41. ESBZ |
| 6. Mega churches in the USA | 24. Motorola's 2004 RAZR mobile phone | 42. FAVI |
| 7. Alcoa | 25. Dozens of quality improvement teams in 23 hospital ICU's | 43. Heiligenfeld Hospital |
| 8. Herman Miller | 26. 3M | 44. Holacracy |
| 9. W.L. Gore & Associates | 27. Brogan & Partners | 45. Morning Star |
| 10. Panda restaurant group | 28. Kaiser Permanente | 46. Patagonia |
| 11. Hyundai | 29. Toyota | 47. RHD |
| 12. Behlen Group | 30. IDEO | 48. Sounds True |
| 13. Bosh | 31. Eli Lilly | 49. Sun Hydraulics |
| 14. San Jose Copper Mine disaster | 32. Ford Motors | 50. AES |
| 15. English National Health Service | 33. Group Danone | 51. BSO/origin |
| 16. Effectory | 34. Teco | 52. Buurtzorg |
| 17. Meurs HRM | 35. Simmons | |
| 18. Sensire | 36. NSIB | |



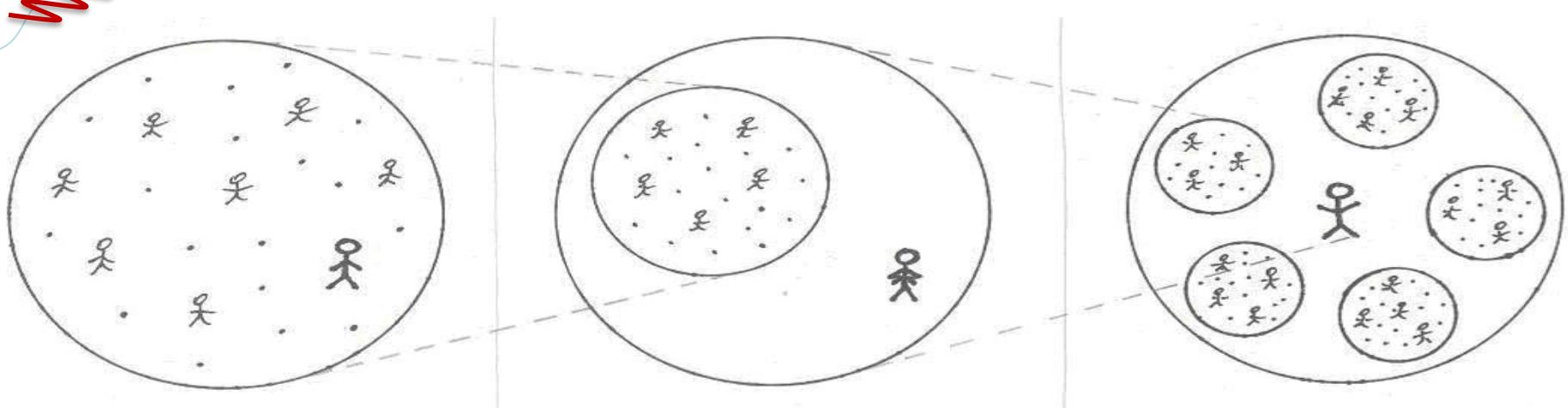
Leadership is developing as a human being

- ✓ New experiences
- ✓ Feedback
- ✓ Exploring biography, reflection
- ✓ Safety: a third place

«Self transforming

«Self authoring

«Socialized mind



Kegan, 2010; McCauley, 2007; Bennis & Thomas, 2002; Goffee & Jones, 2006



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Developing a leadership identity



Old vs new leadership



Vs.



Stable, safe context

Multiple leadership roles in 1 person

Authority position/supervisor = being leader

Complex, interdependent, creative context

Multiple leadership roles spread in the group

Authority position/supervisor ≠ being leader

Shared leadership diamond

Individual level

- 1) Keep egos in check
- 2) Task proficiency comes first
- 3) Be respectful and listen
- 4) Actively engage in influence

Group/team level

- 1) Psychological safety
- 2) Open communication
- 3) Transactive memory
- 4) Active debates of ideas



Organizational/ project level

- 1) Create common vision
- 2) Focus on core values
- 3) Empower everyone
- 4) Knowledge trumps status

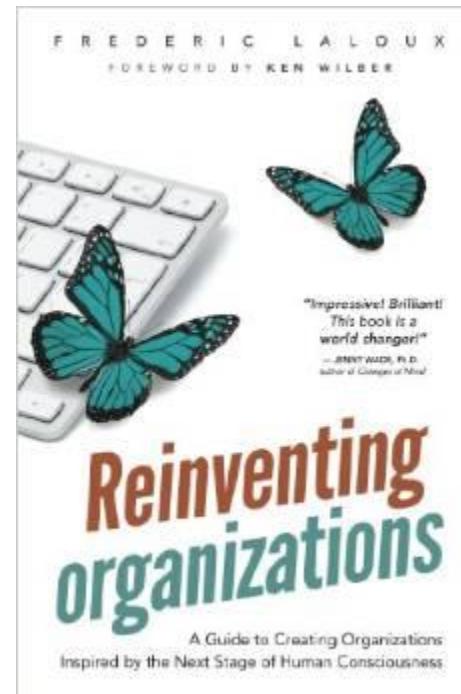
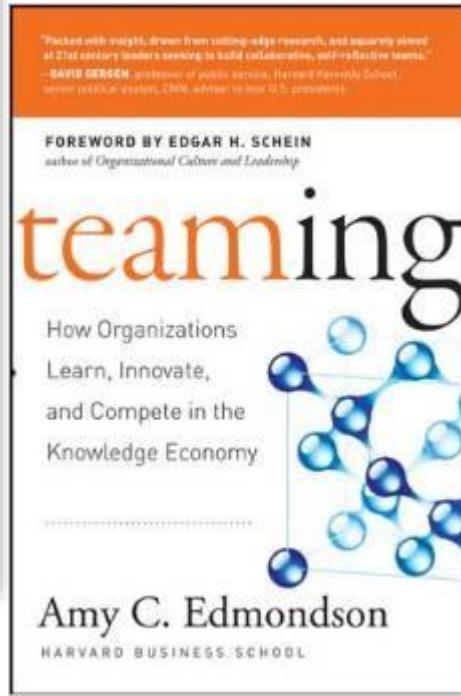
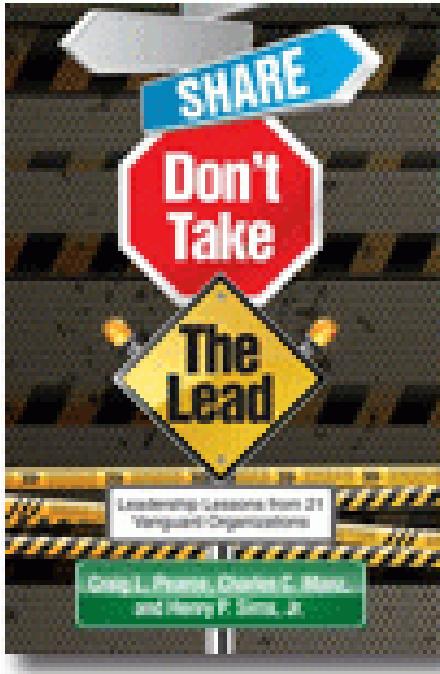
HR Practice

- 1) Selection is the key
- 2) Educate all stakeholders
- 3) Evaluation is a tool for development
- 4) Use Group based compensation systems

Q&A



Further reading



HANS DE BOER, HANNA VAN DER VOORT, BARAID WAKILIANA,
ROBIN VAN WENDE DE JODÉ, NIKKI WILLEMS

NIEUWERWETS ORGANISEREN



KOEN MARICHAL AND JESSE SEGERS

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CHALLENGING THOUGHTS ABOUT LEADERSHIP



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