

Shared Leadership in Higher Education

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About Me

- Elizabeth M. Holcombe, Ph.D.
- Managing Director of VALUE Institute and Visiting Research Associate at Indiana University's Center for Postsecondary Research
- Ph.D. from University of Southern California in Urban Education Policy with focus on Higher Education
- Expert in organizational change in higher education

Today's Agenda

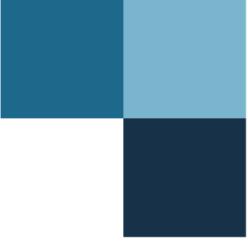
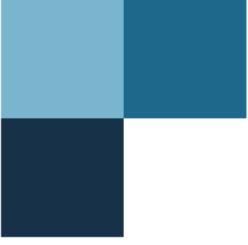
9:00-10:00	Introductions and Overview of Shared Leadership
10:00-10:05	<i>Stretch Break</i>
10:05-10:30	Diving Deeper
10:30-10:45	<i>Morning Break</i>
10:45-12:00	Building Skills to Promote Shared Leadership
12:00-1:00	<i>Lunch</i>
1:00-1:45	Case Studies
1:45-1:50	<i>Stretch Break</i>
1:50-2:30	Putting Shared Leadership into Practice
2:30-2:45	<i>Afternoon Break</i>
2:45-3:50	Planning for the Future: Reflections and Next Steps for Sharing Leadership
3:50-4:00	Evaluations

Why are you here today? What are you hoping to get out of this workshop?

Purposes and Learning Outcomes

- Understand and articulate the differences between traditional models of leadership and shared leadership
- Understand and articulate the benefits of shared leadership
- Identify key strategies and skills necessary for sharing leadership
- Apply shared leadership framework to a real-world problem in your organization or across organizations

Getting to Know You



Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app



LIBERTY

2009

A Penny for Your Thoughts...



What does shared leadership mean to you?

Have you had experience with shared leadership before?

When poll is active, respond at **PollEv.com/elizabethhol705**  Text **ELIZABETHHOL705** to **37607** once to join

Yes

No

Not Sure

Overview of Shared Leadership

Why Shared Leadership? A Changing Context

- Identified as ideal for solving complex problems:
 - Increasing student success
 - Volatile financial environment
 - New partnerships—international, public/private, PK-16
 - Accountability pressures
 - Need for new business models
 - New technologies
 - Changing demographics
- Others?

What is Shared Leadership?

- Moving away from the leader/follower binary

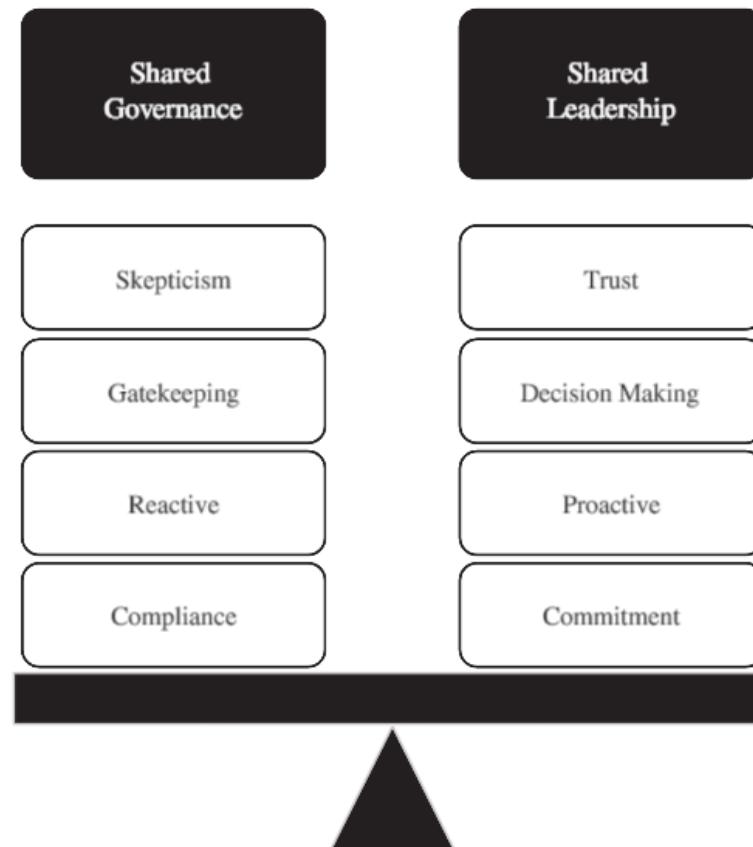
- Capitalizing on the importance of leaders throughout the organization, not just those in positions of authority

- Leadership as a process – not an individual

How Does it Differ from Traditional Models of Leadership?



How Does it Differ from Shared Governance?



Models

	Co-Leaders	Teams	Distributed
Description	Pairs or small groups of people share leadership	Leadership functions shared among team members	Leadership dispersed across multiple organizational levels or even organizational boundaries
Structure	Often built into formal structure of top executive role	Flexible configurations that change based on the problem	Flexible configurations that arise during particular projects or times of change
Roles	Roles of co-leaders are specialized, differentiated, and complementary	Leadership shared vertically and horizontally across teams based on relevant expertise	People across different organizational levels or boundaries assume leadership as problems arise
Settings	Found in organizations with multiple complex purposes such as healthcare, the arts, and K-12 education	Studied in business, organizational or social psychology settings and linked with positive behavioral outcomes	Studied in public administration, K-12 education, or through a sociological lens

Outcomes and Benefits

How people THINK and FEEL

- Cognitive complexity
- Increased satisfaction
- Stronger group cohesion
- Increased confidence and trust

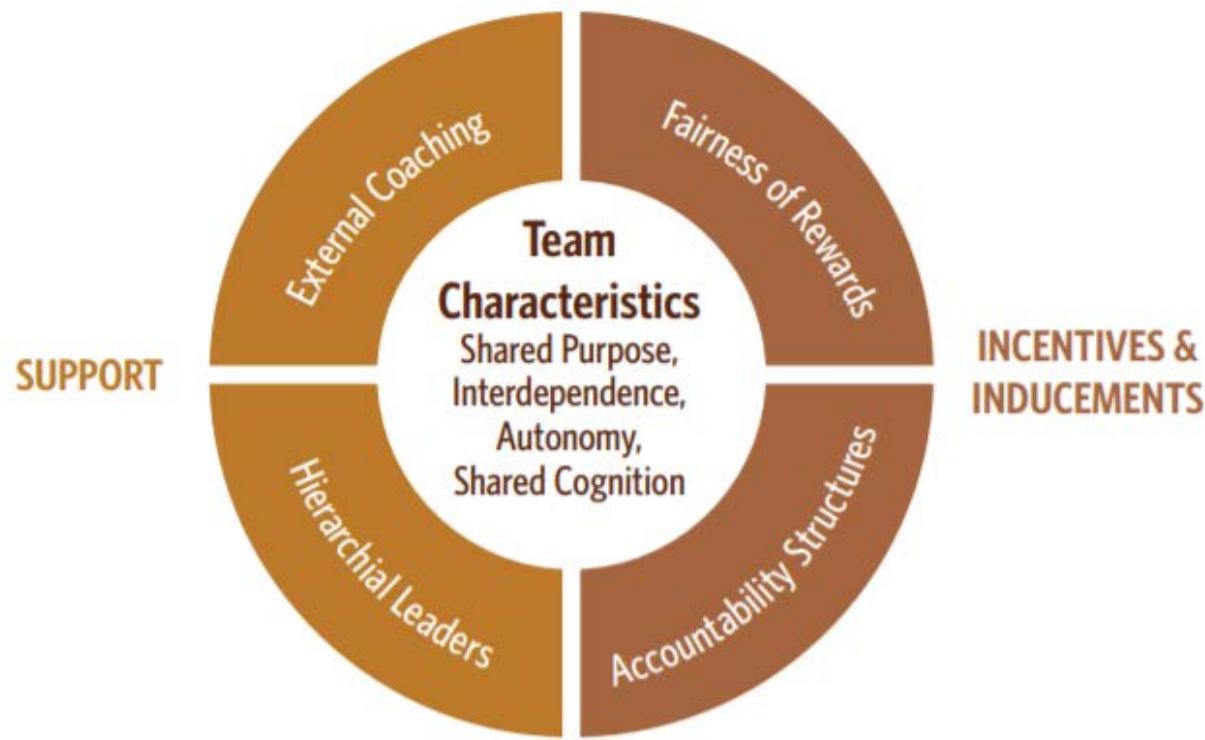
How people ACT

- Increased social integration
- Improved problem-solving
- Organizational citizenship behavior
- More constructive interaction styles

How organizations PERFORM

- Improved managerial ratings of team performance
- Improved performance on specific work tasks
- Overall improved financial performance

Conditions that Foster Shared Leadership



Some Potential Challenges

- Can fail to address very real issues of conflict, power, and authority
- Bureaucratic organizational procedures or powerful groups within the organization can obstruct team progress
- Lack of structure or clearly defined roles and accountability can impede progress
- Individuals working together, particularly in close-knit teams, can develop groupthink
- Who has final decision-making authority?
- TAKES TIME TO DEVELOP



STRETCH BREAK

Diving Deeper



Conditions that Foster Shared Leadership

Building Relationships and Trust

Openness and respect

Attitude of non-judgment

Self-monitoring



Let's Discuss



Building Relationships and Trust

How do we build trust now? What kinds of things threaten trust?

Are we open to feedback and ideas —even crazy ones—from all members of the organization?

How can we foster an environment of openness and respect?

How do we build trust across organizations?

Clear Role Definition, Accountability, and Support Structures

All team members can share leadership simultaneously, or leadership responsibilities can be distributed sequentially over time

Clearly defined roles contribute to success

- An example:
 - Task monitor
 - Emotional monitor
 - Consensus builder
 - Critic

Maybe shift these roles or positions over time so everyone can build skills in each area—OR as someone discovers a particular strength or aptitude for a certain role, it maybe becomes their specialized expertise

Resource: Decision-Making Tool



Management Assistance Group
Make real change

DARCII DECISION CHART

Developing Rewards—Intrinsic and Extrinsic

Extrinsic rewards

- Helpful but not always possible

Intrinsic rewards

- What benefits have you seen? What benefits could you anticipate?

Gaining Support from Hierarchical Leaders

- Critical for effective implementation of shared leadership
- Autonomy, clear expectations, support



Professional Development

- Self-awareness, self-leadership (strengths and weaknesses)
- Coaching peers and giving feedback
- Difficult conversations, managing conflict and disagreement
- Helping leaders learn how to work through coordinating and coaching rather than controlling



It's Time For A Break

Building Skills to Promote Shared Leadership

Review: Shared Leadership Skills

- Self-awareness, self-leadership (strengths and weaknesses)
- Coaching peers and giving feedback
- Difficult conversations, managing conflict and disagreement
- Helping leaders learn how to work through coordinating and coaching rather than controlling

More Shared Leadership Skills

- ❑ When to lead and when to follow

- ❑ When to be directive and when to encourage collaboration and consensus

- ❑ Using intrinsic vs. extrinsic motivators

- ❑ How to develop learning and empowerment mindsets throughout organizations

Let's Discuss



Building Skills

- What is an area you feel you need the most development in—individually? Collectively for your organization?

- What areas do you feel particularly skilled or strong in? Could you lead your colleagues in PD in this area?

What sort of leadership role do you hold right now?

Lead a small team (less than 5 people)

Lead a medium-sized team (5-10 people)

Lead a large team (more than 10 people) or department

Lead a division or unit (multiple departments report in to me)

Lead an entire institution or organization

I am a bottom-up leader (no direct reports)

Different Skills for Leading at Each Level

- Leaders at the top
- Leaders in the middle
- Bottom-up leaders



Let's Discuss



Leading at All Levels

What examples of leadership across levels do you see in your organization now?

What about across organizations? UC/CSU/CCC?

Where are there still gaps or opportunities for improvement? Top, middle, bottom-up?



**Out to
LUNCH!**

Case Studies in Shared Leadership

Case Studies

- 1. Shared leadership in student affairs at a university**

- 2. Shared leadership for student success at a liberal arts college**

- 3. Shared leadership in academic affairs at a research university**

STRETCH BREAK



Putting Shared Leadership into Practice

Activating Shared Leadership

Identify a complex issue—this can be a new or existing challenge, within or across organizations

Create a team – who should be on it and why?

- Think about the knowledge and skills necessary to manage this challenge—who might possess this knowledge? It may not always align with someone's formal role
- There are potential untapped reservoirs of expertise in unexpected places that could help solve problems.

Think about structures or roles to manage the process



A photograph of a person sitting on a light-colored beach chair, facing away from the camera. They are wearing a dark t-shirt and shorts, and are holding a book or magazine. The background is a sandy beach with some low-lying plants.

TAKE
— A —
BREAK

Planning for the Future: Reflections and Next Steps

Self-Reflection





Something you learned

Something you want to try

Something you still want to learn more about

Post Your Reflections

Developing Your Shared Leadership Action Plan



Takeaways, Lingering Questions, and Evaluations



What is your key takeaway from today's presentation?

A leader is best
When people barely know he exists
Not so good when people obey and acclaim him
Worse when they despise him
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say:
We did it ourselves.
(Lao Tzu, 5th century BC)



Resources

- FURTHER READING
 - Kezar & Holcombe (2017), Shared Leadership in Higher Education: Important Lessons from Research and Practice <https://www.acenet.edu/news-room/Documents/Shared-Leadership-in-Higher-Education.pdf>
- SELF-REFLECTION AND SELF-LEADERSHIP
 - The Emerging Leaders' Playbook: <http://www.emergingleader.co/assets/uploads/2016/10/The-Emerging-Leaders-Playbook.pdf>
- COACHING PEERS
 - From Harvard Business Review: <https://hbr.org/2015/03/how-to-get-your-team-to-coach-each-other.html>
 - From educational leadership expert Laura Gogia: <https://googleguacamole.wordpress.com/2017/02/25/peer-coaching-the-basics/>
- MANAGING CONFLICT AND DISAGREEMENT
 - Crucial Conversations: <https://www.vitalsmarts.com/crucial-conversations-training/>
 - Managing Conflict: <https://leadingwithtrust.com/2012/10/07/five-ways-to-manage-conflict-before-it-manages-you/>
- ROLE DEFINITION, ACCOUNTABILITY, SUPPORT STRUCTURES
 - DARCII Decision Analysis Tool: <http://www.managementassistance.org/blog/darcii>
 - MOCHA model of assigning responsibility (adaption of DARCII):
<http://www.managementcenter.org/resources/assigning-responsibilities/>
 - RACI chart: <https://project-management.com/understanding-responsibility-assignment-matrix-raci-matrix/>
 - Team roles: <https://knowhownonprofit.org/people/people-management-skills/teams/effectiveteam/roles>