

Shared Leadership

*April 10 and 17, 2008
1:30 – 3 p.m. CST*

By Beverlyn L. Allen



What do you need to know before developing a leadership program?

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- Know the trends impacting your community and the potential pool of leaders and/or volunteers
- Understand that generational differences are important to leadership programming and that can make a difference in who and how you market materials

Generation Boundaries (approximate)

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- Veterans: born 1909 to 1945
- Boomers: born 1946 to 1964
- Generation X: born 1965 to 1976
- Generation Y: born 1977 (1980?) to 2002

What are the Differences?

Understanding Generational Differences in your Audiences

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- Recruiting and working with new leaders/volunteers requires an understanding about why they get involved and stay involved.
- Increasing your knowledge about the four living generations in the United States population will give you insight into membership retention.
- It is helpful to understand general characteristics, but important to remember that each individual is unique and should not be judged or stereotyped based solely on these generational traits.

USA WEEKEND (2005). *Teens and Volunteering*. Retrieved April 27, 2005

http://www.usaweekend.com/05_issues/050424/050424teen_survey.html#surveyall

Generational Differences: Veterans

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Veterans (born between 1909 and 1945)

- Have a sense of accomplishment and strong sense of self
- Are motivated by their pride in knowing what they can accomplish
- Act to take charge, make decisions and delegate responsibility
- Operate in a command-and-control decision-making system – may translate to others as “having all the answers”

Generational Differences: Boomers

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(born 1945 – 1965)

- Get involved because it is the right thing to do, because one should give back to their community
- Hold a strong sense of hope
- Value tradition, teamwork and loyalty
- Have time to give to volunteer

Lindblom, D. (2001). *Baby Boomers and the New Age of Volunteerism*. Washington, DC: Corporation for National Service.

Generational Differences: Generation X

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(born 1965 – 1980)

- Drawn to opportunities that offer them opportunities to learn, enjoy, and be recognized
- Have been described as tough to motivate, too expectant, lazy, skeptics and loners
- Describe themselves as caring, committed and seeking opportunities for learning and leadership
- Value frequent feedback on their performance, recognition, increased responsibility and exposure to decision-makers
- Attracting and retaining these members will depend upon an organization's ability to be flexible, adaptive and responsive to their needs.

Peter Brinkerhoff. (2006). Generations: The Challenge of a Lifetime for Your Nonprofit

Generational Differences: Generation Y

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born 1980 – 1994)

- Most valued traits are individuality and uniqueness
- Have a global and diverse perspective that other generations did not have
- Can be cynical and driven by a need for instant gratification
- Strengths are their adaptability, innovativeness, efficiency, resiliency, tolerance and commitment
- Challenge is motivating them to get involved and retaining them for a sustained period
- To engage this group, organizations need to tell the truth, explain the why, tune in to their frequency, make them a star, and look for rewarding opportunities

Peter Brinkerhoff. (2006). *Generations: The Challenge of a Lifetime for Your Nonprofit*

Generational Differences

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GenXers perceive that Boomers are:

- Resistant to change
- More traditional in approach to leadership

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Baby Boomers and the New Age of Volunteerism. Washington, DC: Corporation for National Service



Generational Differences

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GenYers need:

- Detailed work plans with specific goals
- Positive eliciting of their ideas
- Connection between what they do and the organization's mission
- Recognition for their ethnic diversity: 1 in 3 is a person of color
- Opportunities for multi-tasking

Generational Differences

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Boomers perceive that GenXers are:

- Materialistic
- Independent
- Technologically savvy
- Without loyalty to employers... "job hoppers"
- Resistant to micromanagement
- Working to live not living to work
- Sometimes undervaluing of GenXers ability to lead

Lindblom, D. (2001). *Baby Boomers and the New Age of Volunteerism*. Washington, DC: Corporation for National Service.

Shared Leadership For What?

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- For social change
- For community betterment
- For community problem-solving
- For better quality of life
- For the future

And I am sure we can add quite a bit to this list.

All of the above require capacity building.

Essential Elements of Shared Leadership

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1. Balance of power-webs of influence vs chain of command
2. Shared information
3. Shared responsibility and accountability
4. Shared purpose-find common ground
5. Respect
6. Embrace differences
7. Value partnerships

Shared Leadership for Self-organizing Capacity

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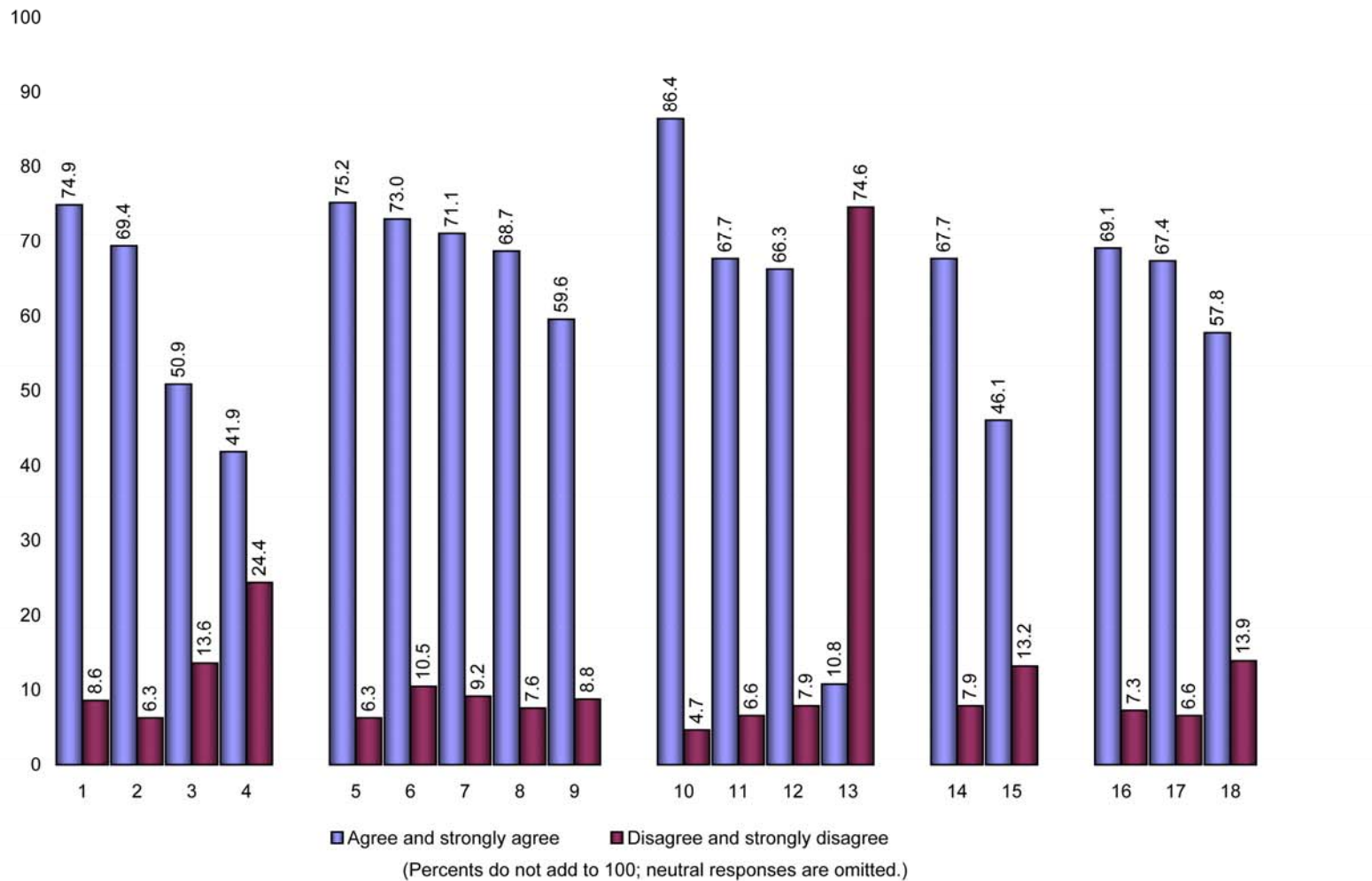
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1 Shared and clearly understood mission
 2 Understand and agree on goals
 3 Plans are well developed
 4 Evaluation of all activities

5 People freely talk with each other
 6 All organizational members have access to financial condition
 7 Information is widely shared in organization
 8 People listen to each other
 9 Accurate information circulated

10 Free access to one another
 11 Differences of opinion are respected
 12 Members trust each other
 13 Conflicts keep us from doing anything

14 Collaboration among organizations
 15 Information is widely shared in communities

16 Shared and effective leadership
 17 Members are highly involved in decision-making
 18 Decentralized decision-making

Figure 1. Organizational Practices

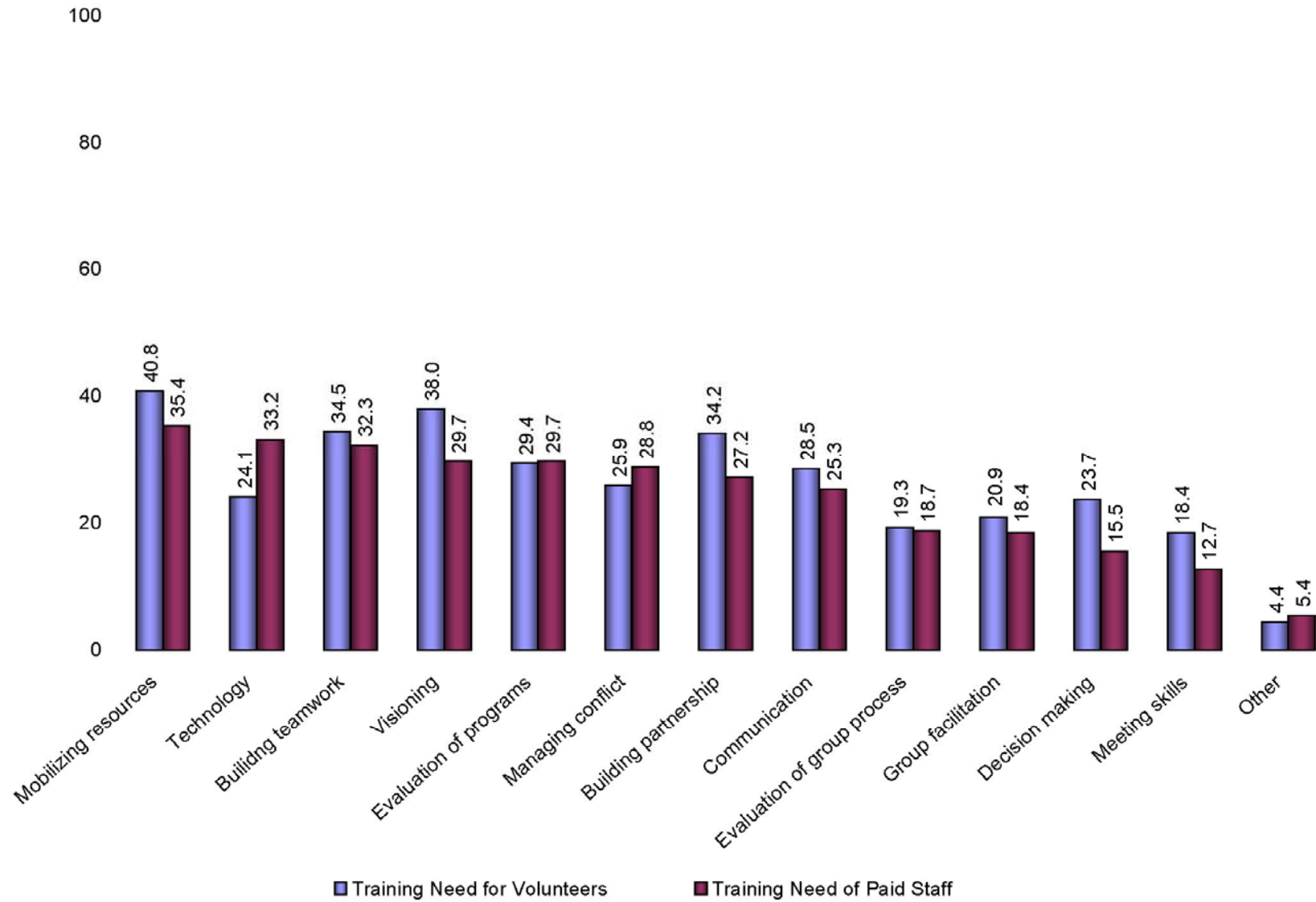


Figure 2. Training Needs: Paid Staff versus Volunteer Staff*

Table 1. Training Needs by Percent and Ranking

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Volunteer Staff		
<i>Skill Area</i>	<i>Percent</i>	<i>Rank</i>
* Mobilizing resources	40.8	1
Visioning	38.0	2
* Building teamwork	34.5	3
Building partnerships	34.2	3
* Evaluation of programs	29.4	4
Communication	28.5	5
Managing conflict	25.9	6
Technology	24.1	7
Decision making	23.7	8
Group facilitation	20.9	9
Evaluation of group process	19.3	10
Meeting skills	18.4	11
Other	4.4	12

Table 1. Training Needs by Percent and Ranking, continued

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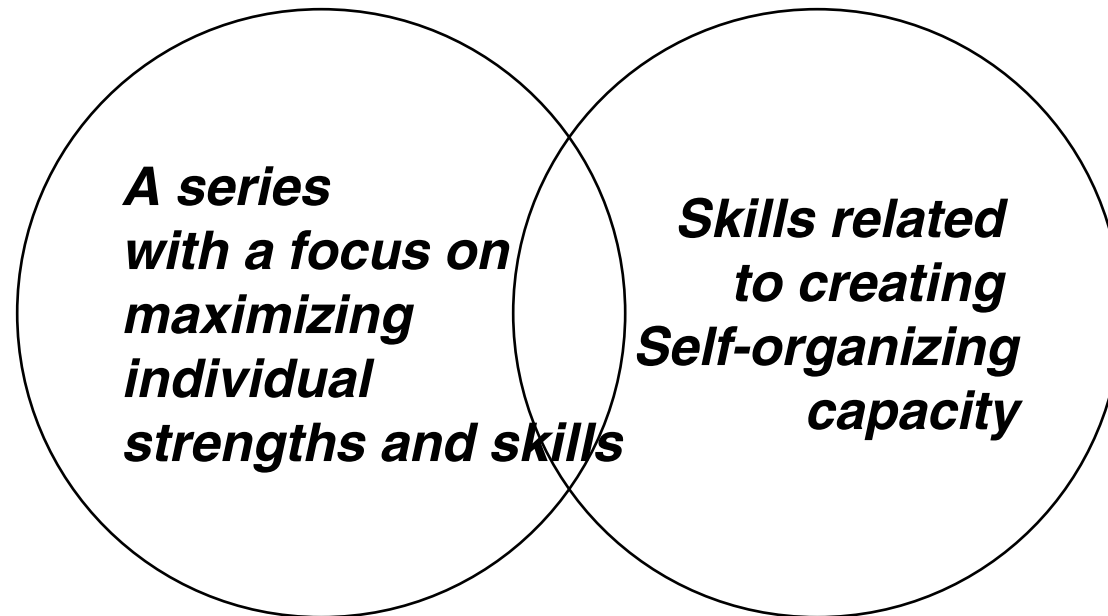
Paid Staff		
<i>Skill Area</i>	<i>Percent</i>	<i>Rank</i>
* Mobilizing resources	35.4	1
Technology	33.2	2
* Building teamwork	32.3	3
Visioning	29.7	4
* Evaluation of programs	29.7	4
Managing conflict	28.8	5
Building partnership	27.2	6
Communication	25.3	7
<hr/>		
Evaluation of group process	18.7	8
Group facilitation	18.4	8
Decision making	15.5	9
Meeting skills	12.7	10
Other	5.4	11

What We Didn't Know

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What We Teach

What They Need



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Full Report

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[http://www.soc.iastate.edu/ext/presentations/
publications/tech/Shared%20Leadership%20
%20RDI%20125.pdf](http://www.soc.iastate.edu/ext/presentations/publications/tech/Shared%20Leadership%20%20RDI%20125.pdf)



Skill Sets

Visioning
 Mobilizing Resources
 Evaluation of Programs

Technology/Science
 Building Communication
 Exchanges

Building Teamwork
 Building Partnerships
 Managing Conflict

Organization Practices

Mission
 Goals
 Planning
 Evaluation

Communication Systems

Trust and Connectedness

Self-Organizing Capacity

Organization Identity

Information Flows

Relationships

Reflections

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- Shared Leadership
- generational leadership differences
- Self-organizing capacity
- Leadership skills for organizational capacity

Where Have We Ventured?

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For a long time, what we knew and understood about leadership focused on the individual. Of course, no individual – and no individual leader – exists in a vacuum, but instead as part of a community, an organization or some group – specifically as part of a community engaged in action.

Where Are We Going?

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Towards a focus on the interconnectedness of an engaged group—specifically from the active interrelationships and connections among community members.

Shared Leadership: A Working Definition

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We define **shared leadership** as

“the co-creation of an environment by a group of individuals, organizations, and communities with the intent to accomplish a common vision and collaborative goals.”

Allen, Beverlyn and Lois Wright Morton 2003

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Creating Self-Organizing Capacity

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1. Community Outreach/Civic Engagement: Informing and engaging constituents and key stakeholder groups;
2. Community Infrastructure Development: Training indigenous leadership; developing stable organizations and building the institutional capacity for social change;
3. Relationship Building: Establishing relationships and forging strong partnerships across all sectors and groups;
4. Community Development: Improving the quality of life by changing material and social conditions;

Creating Self-Organizing Capacity

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5. Organizing and Advocacy for Institutional Change: Empowering the community to achieve institutional change and policy reform; and
6. Community Research and Evaluation: Compiling information on the assets and needs of the community.

References

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Resources

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- Leadership for a Changing World partners: The Advocacy Institute, The Research Center for Leadership in Action at NYU Wagner, and The Ford Foundation A reflective Document from the Leadership for a Changing World Program
- The Power of Balance: Lessons from Burlington Community Land Trust, Burlington, VT
- Center for Creative Leadership
<http://www.ccl.org/leadership/index.aspx>

Resources, continued

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- Center for Public Leadership (CPL)
<http://www.ksg.harvard.edu/leadership/>
- Center for Reflective Community Practice
<http://crpc.mit.edu/>
- Next Generation Leadership
<http://www.nglnet.org/>
- Research Center for Leadership in Action
<http://www.nyu.edu/wagner/leadership>

Kellogg Leadership for Community Change

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The Collective Leadership Framework A Workbook for
Cultivating and Sustaining Community Change

http://www.wkkf.org/DesktopModules/WKF.00_DmaSpport/ViewDoc.aspx?LanguageID=0&CID=276&ListID=28&ItemID=5000338&fld=PDFFile

Valuing and Building Youth-Adult Partnerships To Advance
Just Communities

<http://www.wkkf.org/Default.aspx?tabid=1128&AddToCart=5000343;0&Language=0&ReturnURL=%2fdefault.aspx%3ftabid%3d100%26CID%3d276%26CatID%3d276%26NID%3d211%26LanguageID%3d0&LanguageID=0>