Distributed Leadership

Jan Klein
Session 3
Distributed Leadership

Not just the CEO

Leadership ≠ Position

Leading and Following
MacGregor

- Is MacGregor a good leader?
- Would you like to work for him?
- What are the limitations to his approach?
Levels of Empowerment

- Just do it
- Do it and then inform manager
- Review with manager and then do it
- Provide input
Organizational Truths

1. The introduction of new ideas/concepts occurs within the context of the organization’s existing culture.

2. Cultural transformation may be needed to institutionalize new ideas, but the existing culture is the reality.

3. Successful leaders leverage the existing culture to change the culture.

Photovoltaic

Distributed Leadership in a
Globally Dispersed Teams
Multiple Stakeholders

Focus/Attention = Accountability/Priorities

Networks/Relationships = Access to Information/Influence

Local Innovation within Global Processes

**Task/Product Interdependence**

- Decoupled
  - Independent
  - Centralized/Collaborative
  - local practice
  - wasteful
- Coupled
  - Chaos
  - global process

Coordination in Decision Making

Global Knowledge Sharing

- Willingness to trust fellow team members, share knowledge & best practices, and implement corporate and local change

Team Collaboration

• Need for communication infrastructure to support collaboration
• Communication occurs among people who know one another
  – remote sites tend to feel isolated
  – lack of sensitivity to local cultures, languages, time differences, etc.
  – people assume others use technology the way they do
• Need for interaction protocols

Collaborative technologies can create and mitigate conflict

MIT Research Team on Globally Dispersed Teams
Capturing Mindshare

Face-to-Face Communication
- Transmitter controlled
- Receiver controlled

Distance Communication
- Transmitter controlled
- Receiver controlled

The Perils of Time Pressures

Time spent on team activities → Time Gap → Time required for team activities

- Lack of mind-share focused on team (asynchronous)
+ Lack of mind-share during meetings (synchronous)

Ineffective collaboration

Impact on Team Interaction

- Time spent on team activities
- Time GAP
- Time required for team activities

+ Lack of preparation for team meetings
+ Late arrivals/no shows
+ Multi-tasking
+ Redundant discussions
+ Reduced team member input

+ Meetings spent doing things that should have been done asynchronously
+ Inefficient meetings
+ Ineffective collaboration

Techniques for Closing the Gap

• Align local and global objectives and priorities
• Clarify each team member’s role & purpose for being part of the virtual team
• Create shared accountability to team processes and protocols
• Shift work to more asynchronous interaction to make meetings more value added
• Encourage frequent and continuous communications between team members
• Make assumptions and personal agendas explicit
• Provide a human link in the virtual environment

Session 4

- Team Processes
  - Background reading
  - Peer team member feedback
    - Individually fill out prior to class
    - Group summary to you by end of week
  - View and discuss classic film in class
15.317 Organizational Leadership and Change
Summer 2009

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