# Distributed Leadership

Jan Klein

Session 3

# Distributed Leadership

Not just the CEO

Leadership $\neq$ 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
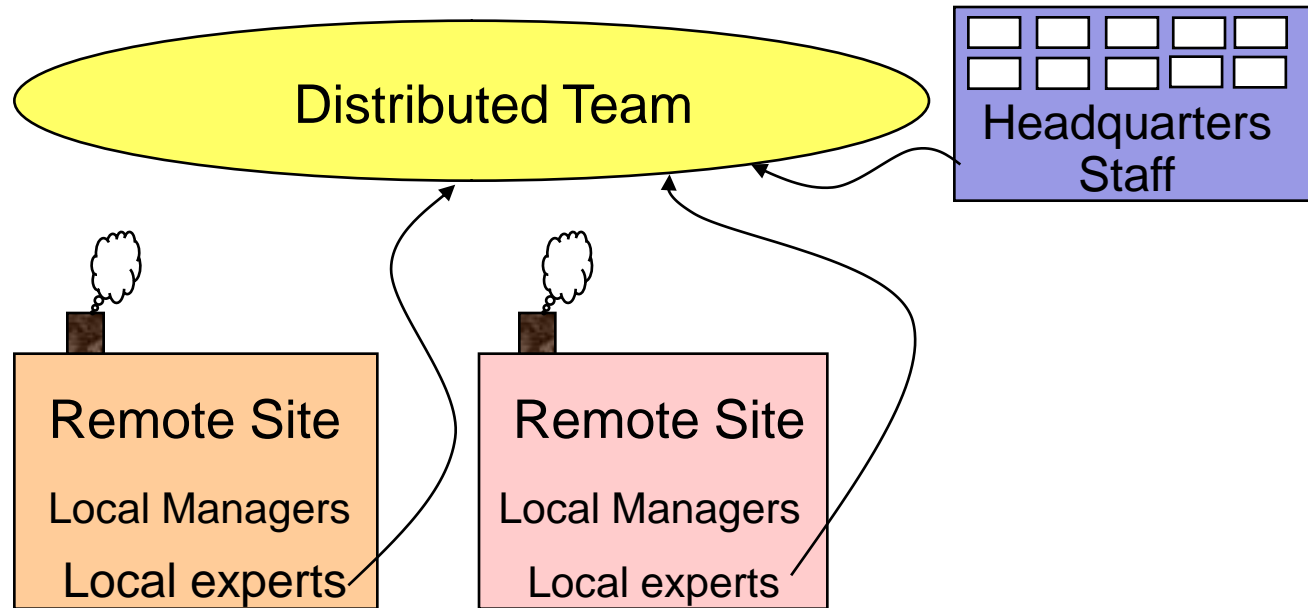
# Organizational Truths

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.

J. Klein, *True Change:  How Outsiders on the Inside Get Things Done In Organizations*, Jossey-Bass, 2004

# Photovoltaic

Distributed Leadership in a

Globally Dispersed Teams

# Multiple Stakeholders

Distributed Team

Headquarters Staff

Remote Site

Local Managers

Local experts

Remote Site

Local Managers

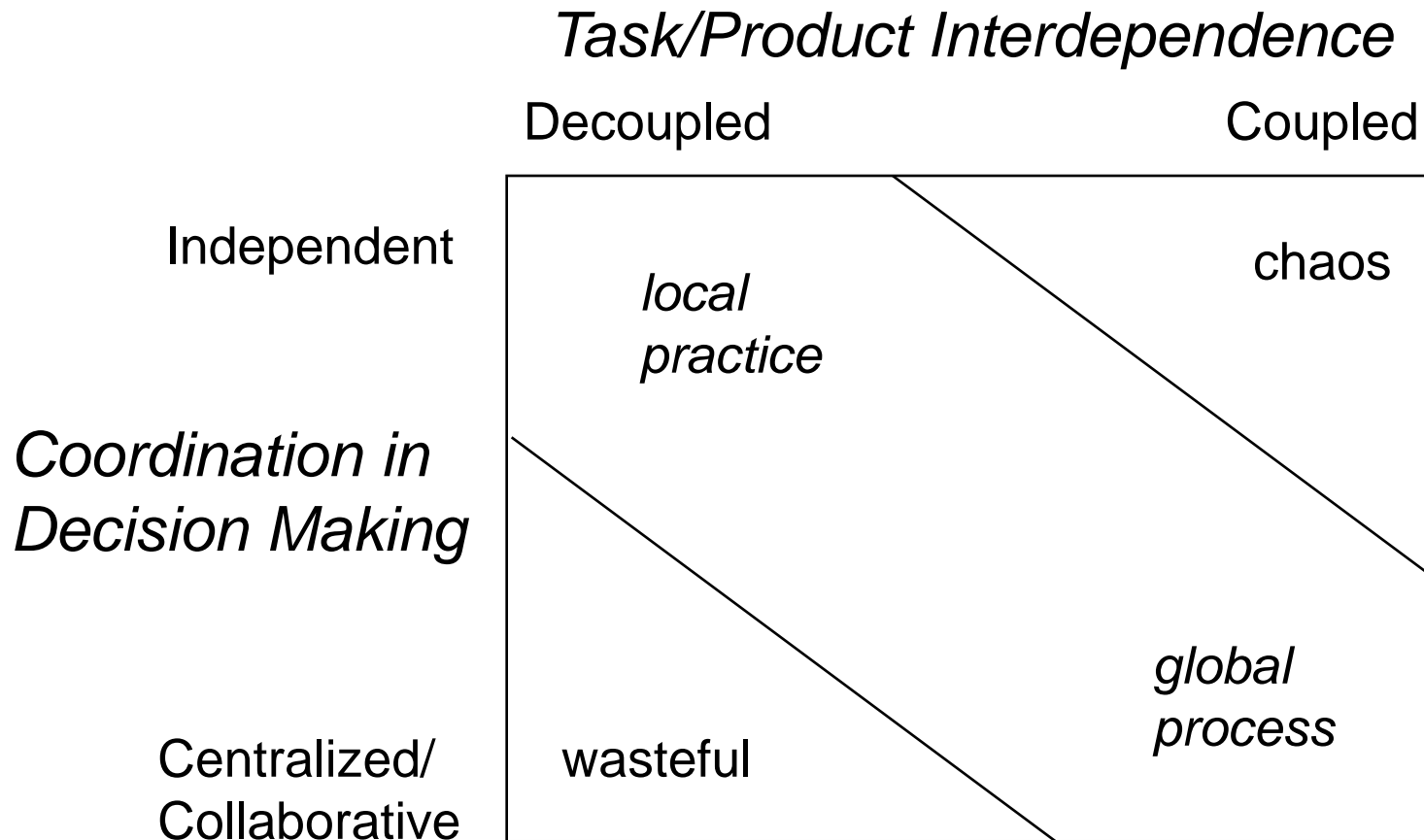Local experts

*Focus/Attention = Accountability/Priorities*

*Networks/Relationships = Access to Information/Influence*

J. Klein & B. Barrett, "One foot in a global team, one foot at the local site:   Making sense out of living in two worlds simultaneously," *Advances in Interdisciplinary Studies of Work Teams, Vol 8:  Virtual Teams*, JAI – Elsevier, 2001

# Local Innovation within Global Processes

*Task/Product Interdependence*

Decoupled                                                    Coupled

*Coordination in Decision Making*

Independent                                                  chaos

*local practice*

*global process*

Centralized/
Collaborative          wasteful

J. Klein & B. Barrett, "One foot in a global team, one foot at the local site:   Making sense out of living in two worlds simultaneously," *Advances in Interdisciplinary Studies of Work Teams, Vol 8:  Virtual Teams*, JAI – Elsevier, 2001

# Global Knowledge Sharing
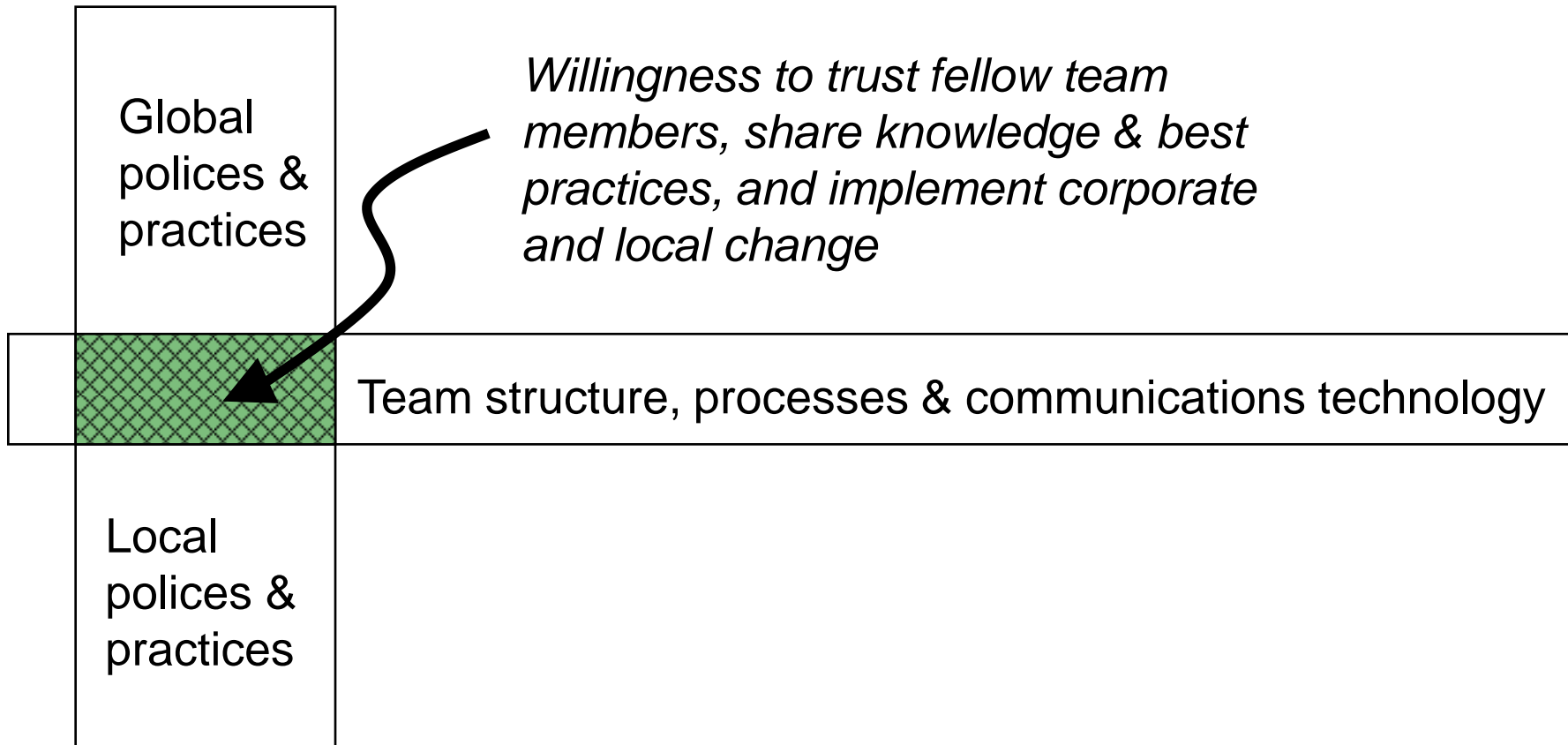
Global polices & practices

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

Team structure, processes & communications technology

Local polices & practices

J. Klein & B. Barrett, "One foot in a global team, one foot at the local site:   Making sense out of living in two worlds simultaneously," *Advances in Interdisciplinary Studies of Work Teams, Vol 8:  Virtual Teams*, JAI – Elsevier, 2001

# 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

# Capturing Mindshare

**Face-to-Face Communication**
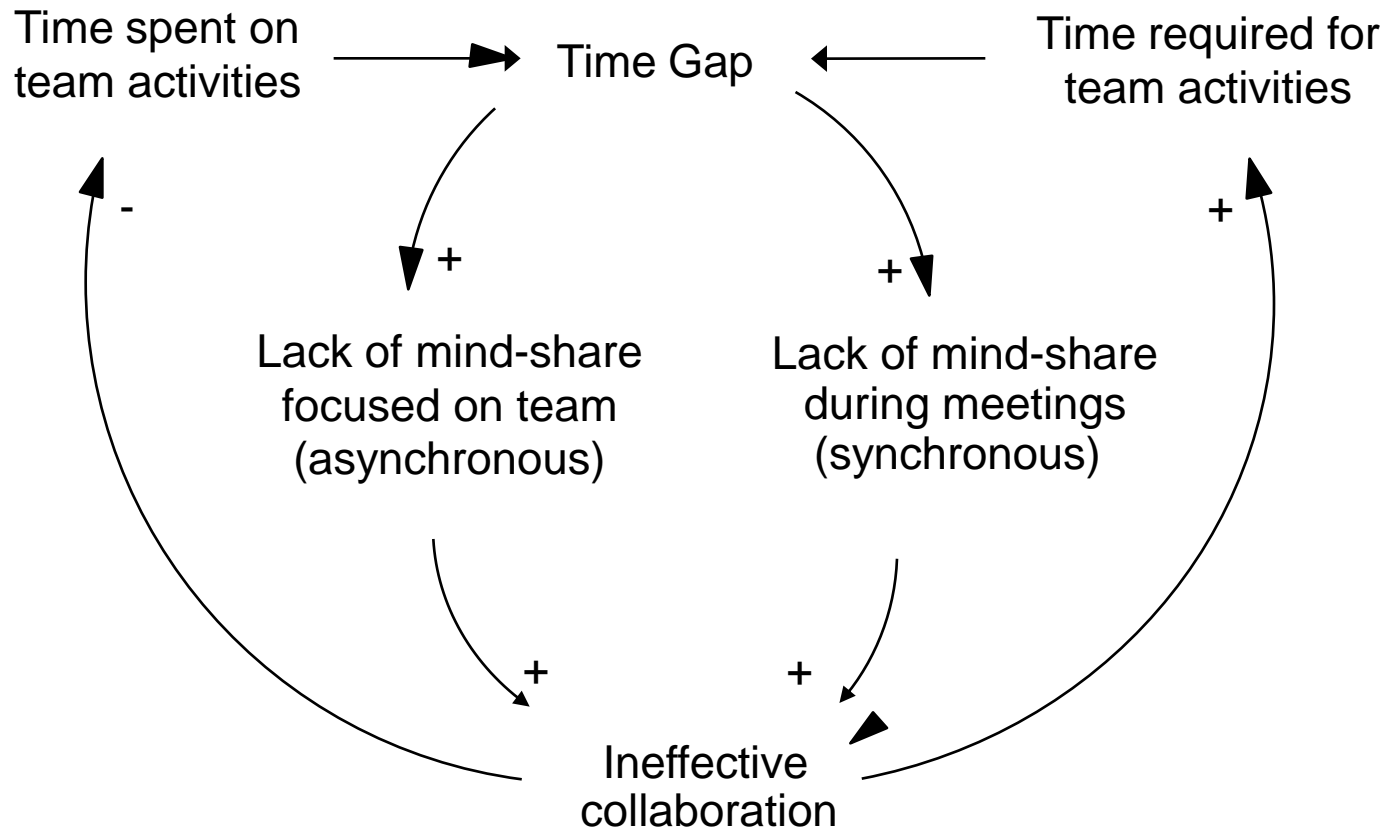
transmitter
controlled

receiver
controlled

**Distance Communication**

transmitter
controlled

receiver
controlled

David E. Chenier & Mariano J. Picasso, "Enabling Geographically Dispersed Teams, MIT Sloan, 2000

# The Perils of Time Pressures



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

Time Gap: −, +

Lack of mind-share focused on team (asynchronous)

Lack of mind-share during meetings (synchronous)

+  +

Ineffective collaboration

J. Klein & A. Kleinhanns, "Closing the Time Gap in Virtual Teams," *Virtual Teams That Work,* Jossey-Bass, 2003

# Impact on Team Interaction



Time spent on team activities → Time GAP ← Time required for team activities

- (Time spent on team activities ← Time GAP)
+ (Time required for team activities → Time GAP)

Time GAP → + Lack of preparation for team meetings
Time GAP → + Late arrivals/no shows
Time GAP → + Multi-tasking

Lack of preparation for team meetings → + Late arrivals/no shows
Lack of preparation for team meetings → + Meetings spent doing things that should have been done asynchronously

Late arrivals/no shows → + Redundant discussions
Redundant discussions → + Multi-tasking
Multi-tasking → + Redundant discussions
Multi-tasking → + Reduced team member input

Meetings spent doing things that should have been done asynchronously → + Inefficient meetings
Redundant discussions → + Inefficient meetings

Inefficient meetings → + Ineffective collaboration
Reduced team member input → + Ineffective collaboration

J. Klein & A. Kleinhanns, "Closing the Time Gap in Virtual Teams," *Virtual Teams That Work,* Jossey-Bass, 2003

# 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

J. Klein & A. Kleinhanns, "Closing the Time Gap in Virtual Teams," *Virtual Teams That Work,* Jossey-Bass, 2003

# 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

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