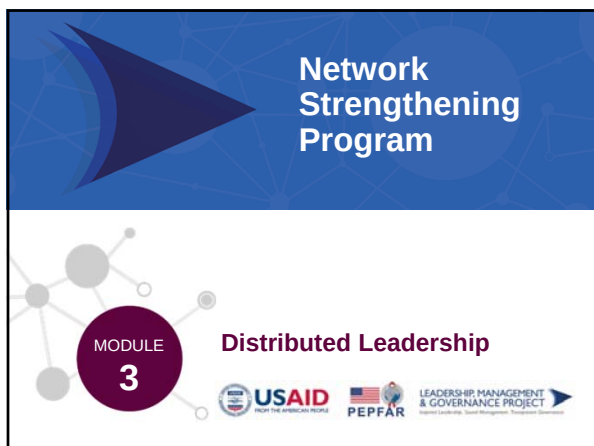


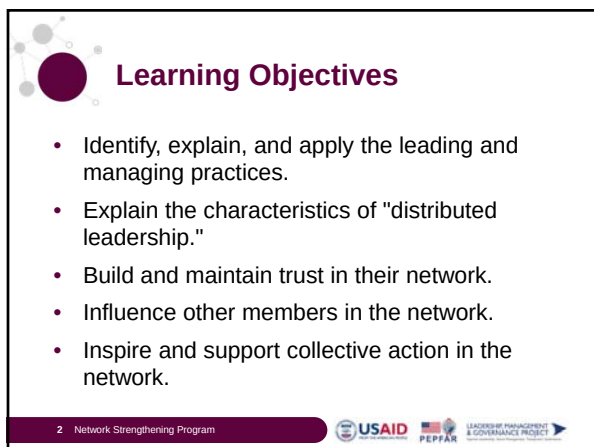


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MODULE 3

Distributed Leadership

USAID PEPPAR LEADERSHIP MANAGEMENT & GOVERNANCE PROJECT



Learning Objectives

- Identify, explain, and apply the leading and managing practices.
- Explain the characteristics of "distributed leadership."
- Build and maintain trust in their network.
- Influence other members in the network.
- Inspire and support collective action in the network.

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Foundational Beliefs About Leadership

- Leading is at the heart of all organizations.
- Leading is relational and dynamic, and is developed and exercised with others - in organizations, teams and groups.
- Leading means mobilizing others to envision and realize a better future for all.
- Leaders are individuals at all levels so being a leader is not tied to title, authority or power.

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Leading and Managing Practices

Leading Practices	Managing Practices
Scanning	Planning
Focusing	Organizing
Aligning/mobilizing	Implementing
Inspiring	Monitoring and evaluating

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Role of Values

- Good leaders align their actions with the values of their best selves.
- To lead, you need to take a critical look at the values that influence your actions.

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Values of High Performing Leaders

- Integrity
- Respect for others
- Commitment to learning
- Healthy risk-taking

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Distributed leadership: Definition

A set of specific leadership principles that pertain especially to distributed systems, in which power, authority, functions, roles, responsibilities and control, and power are distributed among a number of autonomous equals.

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Distributed leadership: Characteristics

- Relational
- Situational
- Shared
- Frequently informal

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Distributed Leadership in a Network

In a network, the members come together as autonomous equals. Effective leadership requires capacity in three additional areas:

- Building and maintaining TRUST
- Being able to INFLUENCE
- Supporting COLLABORATIVE ACTION

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Trust

Trust is a firm reliance on the integrity, ability and/or character of a person.

To trust is to increase one's vulnerability to another whose behavior is not under one's control in a situation where there may be risk.

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Elements of Trust

Honesty in word and action

Positive intent

Proven ability

Past and present achievements

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Current Level of Trust in Network

- Rate the level of trust in your network from 1-10 (with 1 being no trust and 10 being maximum trust).
- If your rating is 7 or less, add a statement about what would need to change to improve the trust.

Note: The responses are anonymous.

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Exercise: Building Trust

- Why is it important to have trust between and among our network's members?
- What culturally appropriate specific actions can we take to promote trust within our network?

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Exercise: Enemies of Trust

Referring to Handout 3.4:

Reflect on your ratings of trust in the network. What would need to happen to rebuild trust. Compare with enemies of trust. Discuss whether or not any of the enemies look familiar in terms of the challenges to trust in their network.

What actions would like to take as antidote to your network's trust challenges?

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Influence

The ability to have an effect on the actions or behavior of others or to cause a change in circumstances and results. Persuasion is another word used with influence.

Different from advocacy, which is issue-directed and relates to a cohort of people.

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Components of Influence

- Good communications
- Relationship
- Coalition building

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Personal Styles of Influence

- **Analytical** - using rational arguments and logic
- **Demanding** - using power or position to order tasks and results
- **Compromising/negotiating** - working collaboratively with others to create something that is in line with what we are trying to achieve
- **Inspiring** - with personal charisma and a strong vision
- **Bridging** the gap between the wants and needs of two different perspectives

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Influencers

- Reciprocity
- Scarcity
- Expertise
- Consistency
- Likability

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Collective Action

Requires:

- Coordinating
- Having a shared vision
- Finding common ground and creating interdependencies
- Establishing a common “language” – terminology and how things will be done
- Being clear about expectations and accountability

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Exercise: Collective Action in your Network

- In what areas of the network’s mandate or operations is collective action of most or all of the members required?
- In what ways is the collective action among the members already successful and in what ways is it not?
- What specific barriers stand in the way of collective action in your network?

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Short and Long Term Planning

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