Il PMO si racconta: Leadership Collettiva

Elena Borgarello
Francesco Mainardi
Guido Uglietti

31 Maggio 2017
Il PMO si racconta: perché?

Obiettivi delle attività di Ricerca ed Innovazione

- Contribuire alla crescita della conoscenza nell’ambito del Project Management e delle discipline correlate
- Creare una rete di relazioni tra professionisti ed organizzazioni pubbliche e private
- Promuovere la partecipazione dei soci
Il PMO si racconta: perché?

Per diffondere a tutti i soci la conoscenza e la crescita professionale di chi partecipa ai progetti di ricerca.
Collective Leadership
The starting point

PMI NIC call for volunteers inspired a group of practitioners that naturally organized the teamwork as a «collective leadership experiment». Today, we’re going to deliver the results of our analysis and share our proposal of next steps.
Agenda

- Case studies
- The importance of collective leadership
- Model evolution and its components
- Collective leadership and motivation
- Conclusions and future research
Case Studies
Surfing the web in order to gather **real life experiences and case studies** about collective leadership, shows results embracing different sectors:

- Not for profit
- Public sector
- Private sector
“In short, collective leadership transfers the focus from the “I” to the “we.” In a group united by a shared purpose across differences of age, race, and gender, leaders affect the kind of change that benefits their community as a whole” – Collective Leadership Works, www.theinnovationgroup.org
“The reports make clear that responsibility for developing a collective leadership strategy rests firmly with the boards of NHS* organizations. Every board must ensure that it understands the leadership capabilities required in future, how these are going to be developed and acquired, and what organizational and leadership interventions will enable them to be delivered.” - Developing collective leadership for health care, www.kingsfund.org.uk

*English National Health Service
“The Leadership System™ is a complete leadership development system. It focuses on improving business results by improving individual and collective leadership.”

www.leadershipcircle.com

“[…] a remarkable experiment has shifted the organizational culture from one of hierarchy and top-down control to empowerment and co-creation.” A new model for organizations – Ardanta’s Case Study
Other areas of interest

We believe that other environment could be a fertile ground for collective leadership:

• **Start Ups**, where a small group of cofounders directly takes initiative in funding, organizing and developing the business model, in a dynamic leadership process;

• **Capital Intensive Deals**, where risk must be shared between different companies, require a joint leadership of a Project Execution Team in highly complex environments.

_Cleland, Ireland, (2008)_

**Q1:** Do you agree that start ups and capital intensive deals could be areas of interest for the next steps of collective leadership research? Can you identify other fields?
The importance of collective leadership
Also known as shared or distributed leadership, it refers to team property whereby leadership is distributed rather than focused on a single leader. It means that:

- the leadership process is **dynamic**
- a set of leaders utilize **different skills and expertise** within a network
- leadership elements are distributed as the situation requires

Collective leadership can tackle the following challenges:

- **Complexity** is increasing
- **Technology** is driving fast changes
- **Competition** is growing
- **Innovate and adapt** or perish
- **Manage** limited natural resources
- **Information overload** that leads to poor decision making
Antecedent conditions of collective leadership

- The **complexity** and the ambiguity of the external environment require more than a single leader.
- An effective teamwork of employees with **high level of expertise/knowledge and autonomy** is granted by collective leadership.
- **Flatter organizations** and the pervasive presence of self-managing teams.

*Carson, Tesluk, Marrone (2007)*
Organizational implications

**Adhocracy** key features:

- Coordinating activities around opportunities
- Making decisions through experimentation
- Motivating people through achievement and recognition

*Julian Birkinshaw and Jonas Ridderstråle (2015)*
Questions that inspire our research

• Which are the fundamental components of collective leadership?

• What is the relationship between collective and focused leadership?

• Are leaders’ skills relevant in enabling collective leadership?

• Are there implications in terms of motivation, conflicts management and team climate?
Model evolution and its components
Also known as vertical leadership.

It is defined as:

- Person
- Role
- Process

Most often has been studied in terms of person.

P. G. Northouse (2013)
Transactional leadership: refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers. Transactional leadership is focused on clarifying the effort-reward relationships, using reward systems to achieve maximal motivation.

Transformational leadership: is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. The behaviors contained in Bass’s (1998) model include (a) charismatic leadership (or idealized influence), (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration.

P. G. Northouse (2013)
Focused leadership: models (2)

Situational leadership: Situational leadership stresses that leadership is composed of both a directive and a supportive dimension, and that each has to be applied appropriately in a given situation.

Servant leadership:

P. G. Northouse (2013)
From focused to collective leadership: diversity as variety and separation

Functional background diversity (diversity as variety). Pooling contributors with different backgrounds potentially provides the team with multiple perspective and non overlapping knowledge that team can use in decision making.

Locus of control (diversity as separation). Personality and value differences trigger emotional conflicts. Internals vs externals. Internals are dynamic, proactive, emotionally stable and stress resistant persons. They are inclined to take calculated risks. Externals are more reactive, passive, anxious and risk averse.

Boone and Hendricks (2009)
Diversity as variety and separation

Collective leadership is an organizational capability that allows to leverage functional background diversity in order to obtain a higher decision quality.

Boone and Hendricks (2009)
Performance and level of conflict

ORGANIZATIONAL PERFORMANCE vs. LEVEL OF CONFLICT

- High ORGANIZATIONAL PERFORMANCE
- Low ORGANIZATIONAL PERFORMANCE
- Low LEVEL OF CONFLICT
- Moderate LEVEL OF CONFLICT
- High LEVEL OF CONFLICT

Collective Leadership
Fundamental components of collective leadership

During our “journey” through collective leadership definitions and models we have found out an interesting model that comprises the following components:

- Leader skills and abilities
- Leader Network
- Leader/Team Exchange
- Communication
- Team Affective Climate
- Team Network

Collaboration and focused leadership

Collaboration is an essential component of collective leadership and we have identified studies, within management research, that show how focused leadership is, one among the strategic levers, useful in tearing down obstacles to effective collaboration.

In conclusion, we have found out that collaboration, a fundamental component of collective leadership, is facilitated and activated by focused leadership.
Collaboration and focused leadership

Collaboration barriers:

• Not-invented-here problem
• Hoarding-of-expertise
• Search barrier
• Transfer barrier

Levers to tear down collaboration barriers:

• Focused leadership
• People lever - T-Shaped (hiring people who are both individual contributors and good team members)
• Network lever: create nimble networks

Morten Hansen (2009)
Collaboration and focused leadership

Focused leadership is a key lever to tear down the four barriers that obstacle collaboration.

Morten Hansen (2009)
Focused and collective leadership

Collective leadership is not an alternative to focused leadership, but a complementary construct. Through an effective focused leadership, for example, a project sponsor can facilitate collaboration creating an effective collective leadership approach within the project team.
Importance of organizational climate

From our point of view, Team Affective Climate (TAC) is among the most important elements of collective leadership. We have identified, leveraging our experience, the following reasons:

- Positive team affective climate comprises individual motivation of every team member. Motivation is the essential energetic driver;
- A positive team affective climate is essential for collaboration;
- Individual motivation and positive team affective climate impact project goals and performance and, vice versa, they are affected by them (feedback loop).

Q2: Do you think that individual motivation and positive team affective climate are fundamental pillars of an effective collective leadership approach?
Collective leadership and motivation
A Metaphor for the Team Leadership: Canoe and Rafting

FOCUSED LEADERSHIP (*)

COLLECTIVE LEADERSHIP (**)
Cooperative Leadership Motives: People & Motivation

Cooperation in a Knowledge Economy

**is**
- acting together for a common goal.

**Does not mean**
- the general goal is the individual's goal

**But it is**
- actively operate with others according to one’s own personal movant

**Requirements of Cooperation:**
- Not soldiers but people
- autonomous
- informed
- responsible
- free to decide and act on the span
- under remit, even if small

A Social Context and Relations
Organization policies incentivizing cooperation as opposed to competition

HOW TO ACT TO PROMOTE PEOPLE MOTIVATION?
Foundation of the Collective Leadership

It appears that Collective Leadership is strictly connected with

- Team Climate
- Motivation
- Emotional Dynamics
- Power Management
“Roots” of the Collective Leadership - Examples

A connection with the themes of Collective Leadership is already present in traditional theories on Leadership, and it becomes more evident in recent models and studies. See for instance the following:

Impact of Socialization on Transformational Leadership: Role of LMX.
(V. Gupta and V. Krishnan – South Asian Journal of Management - 2014)

• Effects of mutual influence are present in the Leader Follower eXchange (LMX)
• The socialization of the followers (either within and outside the organization) acts as motivation to the leadership and influences it.

Power and Transformational Leadership in Public Organizations.
(F. Barth and Antonio Vera – Department of Organization and HR Management, German Police University, Muenster, Germany)

• Transformational leadership is adversely affected by leaders’ power
• The concentration of power induces an increase of social distance and of stereotyping of the individuals in the interpersonal relations and in the LMX
A New Leadership Profile

COLLECTIVE LEADERSHIP

- The group is moved by a **vision**, by the actual motivations they share, which must find a level of coherence towards a common goal
- Aims to change and innovation
- Diffused relations, not dyadic but in networks, shared responsibility
- Based on the contribution of everybody and all
- Promoting the **social capital**
- Management by exception, in the shadow when necessary
- Based on exchange of knowledge and competences
- Incentivizing the relations within the group, among groups, with the external
- Leader as **designer, educator, assistant**
Motivation Theories Based on CONTENT

- **Maslow**: a hierarchy of needs

- **Alder**: reformulates in Existence, Relatedness, and Growth

- **Herzberg**: distinguishes Hygiene-factors and Motivators

- **Mc.Clelland**: Achievement, Power, Affiliation

Content theories seem more driving to consider the profound needs of the person
Motivation Theories Based on PROCESS

- Theory of Reinforcement
- Goal Setting (e.g. MBO)
- Expectancy and Valence

More attention to the decision processes and to the representation the persons construe of the organization’s demands.

Based on Extrinsic Motivation
Motivation Theories: Individual vs. collective

- A proper context can improve the individual capacities, and acts as a multiplier of the same (Sen 1986)
- The context can increase the speed and effectiveness of the empowerment processes, when difficulties are faced collectively
- The organization should aim to make average potentiality emerge and the effects of interaction, more than individual ones.
- Empowerment and delegation open to innovative behaviors as opposed to inertial ones.
Socialization for the Cooperative Leadership

**Formal Rules**
- Coercive; use of incentives and sanctions

**Values and Norms**
- What people feel just in the Organisation

**Meanings**
- Out of the work experience “per se”; identity as represented within the people of the Organisation

Only Formal Rules can be top down imposed from the above.
How Organizations should change?

- **Roles** should be redefined
- Widen the **networks** and develop exchanges and discussions on Knowledge
- Put people really in the condition to **access information**, resources, technologies, and competences necessary to everyday work
- Aim to an **emotional involvement**, estimated to be 5 times more important than the rational commitment
- **Redefine the map of power** to aim to **empowerment**.
- Elaborate **personalized courses of motivation** matching the motivation of the single to the general goal; adhere to the person needs and give a meaning and a sense to the fatigue; explicit the objectives through a sort of pact.

... and the like
Conclusions and future research
Conclusions (1)

This is a work in progress, but we can draw a brief list of practical considerations:

**Why**

- There are several **challenges** (complexity, technological revolution, growing competition, limited resources) that require a collective leadership approach.

**Where**

- Collective leadership is a fundament tool within **change management projects**.
- Collective leadership is essential within **non profit organizations** being designed to tackle with complexity.
- It is diffused in an **unconscious** manner.
Conclusions (2)

How

- Consultancy companies can provide effective tools in order to nurture collective leadership capabilities within your organization or you can build your own tools.
- It is necessary to train team members in order to create a conscious collective leadership shared framework.
- Currently, we have not identified a single relevant model, but there are several partial models to adopt and adapt.
Conclusions (3)

Who

- Collective leadership is useful to sustain the collaboration between different subject matter experts (high human capital).
- Collective leadership requires team members with high level of conscientiousness and self control (Big five model).

When

Act now!

Q3: Which topic, in your opinion, could the more interesting next step to continue this research about collective leadership?
Bibliography


Di Monaco, Pilutti, (11/2016) Scommettere sulle persone – La forza della leadership distribuita
Bibliography


Contacts

Elena Borgarello
elena.borgarello@gmail.com

Francesco Mainardi
francesco.2.mainardi@gmail.com

Guido Uglietti
guido.uglietti@gmail.com
THANK YOU

Q&A