

Mwamba Kisimba: Pourquoi devons-nous miser sur le leadership partagé - Why we shall bet on shared leadership

In certain situations, some have shouted “leader, I am the leader, the world must call me leader” ...

However, a leader puts a very important word into perspective: leadership. The semantics of this word allow for an ambiguity in its conceptualization and in its practicability in the cosmos. Hence people hardly understand the essence of its characteristics and use it in excess.

In our daily life, as in this paper, we will thus try to the best of our abilities to develop in a brief and clear way, the aforementioned thematic.

To our readers we remind *ab initio* that perfection is a concept that escapes humanity; as such the author calls for suggestions and comments that will be impartially paraphrased for to improve this modest article.

I. Preliminary: The subject contains several key terms that work in adjacency with other French vocabulary words. Before saying more, we find it necessary to clear up any confusion about a number of expressions.

Leadership: authority exercised by one person or a group of people on a group that he or she represents.

Leader: manager of any group, in particular when he knows how to coach this group to follow his lead; the person who works as the boss

Shared leadership: this concept will be defined in a more detailed and clear fashion over the course of what follows.

II. Detailed Explanation of the Arguments: When the feasibility of an action is estimated, it requires an understanding of all the details. One cannot truly understand a concept until it has first been illustrated by prior success or resounding failure. Peter Drucker recognized Mary Parker-Folett as a management guru for her creation of the management concept of “wanting to do better” in 1924.

We are thus dealing with shared leadership. We are typically accustomed to vertical leadership, which is a form of leadership centered around the authority of one single person at the top of a pyramid.

Shared leadership is the best form of leadership that may exist in the world. It is not true that a plurality of people are unaware of their fallouts or their skill sets, notwithstanding their strengths?

a. Quid Shared Leadership? Leadership in its classic form reveals the power that a person has to influence or unite a group in order to achieve a common goal in a relationship with mutual confidence and for a limited duration of time. Society should ban this form of leadership, in the sense that having one person as the center of gravity for all activities is a large impediment and handicap. The contributions that come from a leadership of multiple people all working towards the same goal can be likened to those of pillars which prevent the structural collapse of an organization.

Shared leadership is a process of collaborative and relational leadership that requires a team or a group in which everyone exerts their influence on others and within which responsibilities are collectively distributed. It is therefore a process of dynamic and reciprocal influence between the members of a group that have mobilized towards the same goal. Leadership shared between everyone allows for direct contribution from every individual while still working well with vertical leadership, which dictates the hierarchical authority. The leader is not the only one who motivates, mobilizes, or determines how to solve problems; the members of the group have the responsibility to mobilize themselves and to influence each other in order to accomplish their common mission.

What makes shared leadership so strong is that roles can be divided between all the members of the organization based upon their recognized competences so that they can work with or develop them even further. In this sense, shared leadership is a practical formula that allows for the usage of the skill sets available in the community in an optimal way. Let us illustrate with a concrete example:

The nonprofit organization Congo Love wants to organize an activity called naza mwinda in order to sell the image of the African woman and articulate on the concept of “Africanity” but also promote and make the association known to the public.

A competent member in logistical skills— OBED MAYAMBAU—will be able to take the lead, using his influence and his knowledge. A second partner, specialized in communications will use leadership to reach out to other nonprofits to interest them in working with Congo Love—Princillia Masengu. A third, a strong writer, could develop the marketing aspect— Elsie Lotendo. Another who is strong in communication can maximize their assets to insure a proper interpersonal, communication exchange— Wilfried Kambamba.

In this respect, those four partners create a formidable team that knows how to lead a project successfully instead of waiting for one single person to do it all. Lastly, I will mention Hardy Kibungu as the manager, who does not act as a leader in every aspect of the work.

Based on the principle of “collaboration”, shared leadership is open and inclusive. It motivates and encourages the participation of everyone. According to circumstances and needs, the leadership will be taken up by members who are both desirous of the position and capable of the work required. This *punctual* leadership can thus be exercised by all members of an organization at any given moment, allowing the use of their full potentials and assets.

(image): Here is how shared leadership is represented in smart art graphic
Collective intelligence --> Pertinence --> Forming connections --> Working together -->
Working comfort --> Living better

Although this mode of leadership is the most perfect form, it is not automatic. Capitalizing on the collective competences requires reflection and action. For this, we have to refer to certain denotations:

Mutual Comprehension: time is needed for strategic conversations, information exchange that puts the stakes into perspective, share knowledge and lessons learned...

Trust and the Feeling of Collective Efficacy: Trust between members of an organization or a group is the main vector of shared leadership; one must be devoted to the fact that the other members of the group know how to do this or that for the interests of said group. The feeling of collective efficacy boosts the belief shared by the group that they can complete an action.

Mutual responsibility and solidarity

When there is no real relationship between the members, we can do little to move towards a shared leadership. That is why it is necessary to clarify this relationship between members and the respect of everyone's role while understanding their share of responsibility to help others.

Management of conflicts and divisions

Divisions or conflicts always stem from collaboration. The ideal would be to know how to prevent these conflicts and to manage them while preserving the higher interest and the collective mission of the group.

Personal Leadership

According to the definition a for mentioned definition, in a shared leadership position there is the reinforcement of individual leadership around a shared vision and a common goal. Clearly, each person needs to improve and develop their personal leadership.

Common goal: clear and shared vision is an obligation in the organization.

Together all these elements trigger the move towards shared leadership.

Recent studies clearly demonstrate that this collective form of leadership brings superior results than more traditional forms centered on a single leader. In other words, it shows innovation and better solutions while predicting effectiveness in implementing organizational changes. In addition, such a move by many around the same goal will increase members' satisfaction, motivation, and commitment. It would also allow for the progression and integration of new members, whether they come from the same or different cultures. Such a change improves both the quality of communication and the ability to work in groups to find solutions.

Benefits of shared leadership

(Smart art graphic)

Benefits all

Improve everyone's skills

Participation and involvement in the organization's strategy

Share of benefits and risks

Shared leadership tools

To create a shared leadership, focus must be put on:

- ❖ Weekly Meeting
- ❖ Communication
- ❖ Collective project
- ❖ Brainstorming

These tools lead to the success of shared leadership, which we are describing in the following bullet points:

- ❖ Promote the missions
- ❖ Have and share a common vision
- ❖ Inspire others and build trust
- ❖ Communicate and convince
- ❖ To question oneself and accept other views

There are still limits to this typology of Leadership:

- ❖ A team spread geographically can not benefit from this model of leadership
- ❖ It requires having very competent team members
- ❖ The collaborators must be mature and know how to work effectively together.

We will never stop repeating: to think in the mindset of "shared leadership" is to think in three dimensions. This form of leadership allows for a certain liberty of action; that is to say, the organizations' members have equal access to information and performance. Everyone is responsible for everything.

Mathematically, when vertical leadership is in full swing, it is hard to reach full potential, due to the obstacles and delays ahead of a project or activity which requires leadership, energy, efforts, and strong mobilization. Because this leader brought before all has to be everywhere at once, even when in charge. On the contrary, all things being equal, for the same project, using shared leadership, efforts will be shared amongst many; energy will be divided, we will gain in time and resources. Each one is above the other, everyone is important to insure of the project's success.

Shared leadership facilitates problem solving, mobilization and agility (speed and safety in movement). It serves as a facilitator in understanding the complexity of issues, accelerating change, and the growing specialization that leadership can not achieve in its traditional mode of authority. Sharing viewpoints, actions and information leads to good decision-making and tremendous mobilization.

Despite all the compliments towards shared leadership, it requires a competent team that will not sink or blur the project goal but rather raise awareness for its implementation.

Some orientations of a leader

Shared leadership brings many skilled people together as such a leader must therefore:

Learn how to know oneself : Becoming a leader is first of all a change of outlook on oneself, and acting as a leader is a reasoned decision. It is based on the desire to make a contribution, to "change the world". Not everyone will do it the way you do.

Being aware of one's potential: People who think "I can't do it" fail much more often than those who think "I can't do it yet," which makes sense because they are not aware of their potential.

Be proactive: control your environment rather than being controlled by it. An anonymous author distinguishes the circle of influence and preoccupations. The circle of influence corresponds to all the events on which we can act upon, while preoccupations corresponds to those over which we have no control over. To be proactive is to focus on the means to act on what is in our circle of influence, while stopping to focus on what we can not control.

Conclusion

Humans say that "It takes a village to raise a child". This is a perfect illustration of shared leadership.

Shared leadership is the perfect model in social stock reform.

It is in this context that a new way of conceiving relationships in the societal organization takes shape. Vertical leadership that makes the leader a person with higher virtues has lost ground. While authority will always have its place, it will be exercised concurrently with others in pursuit of goals and common purpose. This is what shared leadership means. Additionally, the meaning given to individual and collective leadership generates an energy that transcends all possible material comforts.

The exercise of this archetypal and atypical leadership, a source of unlimited energy, requires a different dialogue between the people who are involved, a dialogue allowing them to understand each other and to find solutions to common challenges together.

It is necessary to reiterate that this leadership relies on cooperation and not competition; it is based on the ability to integrate diverse perspectives and not on the imposition of a single vision.

Due to page limits, we want to stress that "a single leader is good, but a group leadership is better"

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Characters by pensee Albert Einstein

Neil Armstrong Didhy David Mwamba

Translated by:

Katherine Whipple Bryn Mawr College Class of 2021

and

Tracey Cadet Bryn Mawr College Class of 2022

Supervised by Agnès Peysson-Zeiss