

The Flow System – Shared Leadership (DL-M2)

Syllabus

Description of Course

Shared leadership is defined as: “A situation where multiple team members engage in leadership and is characterized by collaborative decision-making and shared responsibility for outcomes.”¹ Furthermore, shared leadership has been identified as the preferred model of leadership when team members are involved in independent and interdependent task work, creativity, and complexity. Shared leadership is described in the following:

A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both. This influence process often involves peer, or lateral, influence and at other times involves upward or downward hierarchical influence.²

This course is the next step in the transition in the distributed leadership development evolution, from self-leadership to shared leadership, from the individual to the collective or team level.

Duration of Training

The Shared Leadership (DL-M2) master’s course requires 16 hours of training and can be taken as a two-day in-person training session, an online live virtual class, or as an asynchronous self-paced online training using The Flow System’s learning management system (LMS). This course can be taught publicly or privately to any organization.

Participants must complete the training before receiving a code allowing them to take the Shared Leadership (DL-M2) assessment for accreditation. The fee for the assessment is included in the course fee for training attendees.

¹ Hoch, J. E. (2013, June). Shared leadership and innovation: The role of vertical leadership and employee integrity. *Journal of Business and Psychology*, 28(2), 159-174. <https://doi.org/10.1007/s10869-012-9273-6>

² Pearce, C. L., & Conger, J. A. (2003). All those years ago: The historical underpinnings of shared leadership. In C.L. Pearce & J.A. Conger (Eds.), *Shared leadership: Reframing the hows and whys of leadership* (pp. 1-18). Sage.

At the master's level, participants will demonstrate an ability to apply the new knowledge and complete an online assessment. The master's level courses' application portion will be reviewed by peers and industry experts in their chosen field.

Participants who attend the training will have two attempts at the Shared Leadership (DL-M2) assessment. Participants who wish to forgo the training and jump straight to the assessment may do so but must first buy a code and will only have one attempt as opposed to two for people taking the training. You can buy a code below by clicking 'Take Assessment.'

Objectives of Course

Shared leadership is the next step up from self-leadership in the evolution of leadership development for the distributed leadership model. This course will include introducing participants to the following essential skills required for shared leadership:

- Interpersonal & Motivational Skills
- Building an Engaging Vision
- Empowering Agile Execution
- Cultivating Psychological Safety (team-level)
- Teamwork Skills
- Elimination of Power-distance (power structures)
- Cooperation
- Coordination
- Communication
- Conflict Management (team setting)
- Team Composition

Outline of Course

- Introductions
- Overview (TFS, Customer 1st, Distributed Leadership)
- Shared leadership
- Interpersonal & Motivational Skills
- Empowerment
- Team Psychological Safety
- Shared Mental Models
- Teamwork

Shared Leadership (DL-M2)

- Power-distance
- Cooperation
- Coordination
- Communication
- Conflict Management (interpersonal conflict)
- Team Composition

The Flow System Advanced Accreditation

Participants completing the Foundations (FS-1) training (in-person) or the Foundations (FS-1) course (online), or those who wish to only take the Foundations accreditation exam without participating in training or an online course, can take the exam at any time. Participants who complete training (face-to-face or online) will have two attempts at the exam. Participants who wish to forgo any training may do so and pay to take the exam. Participants who skip any training will have one chance to pass the exam. Upon passing the Foundations Exam, participants will receive a Certification of Completion for The Flow System Foundations Course. Once a Certification of Completion for The Flow System Foundations Course has been obtained, participants can continue to any of the Advanced Courses (see Figure 1). The Flow System Training Map can be found in Figure 1 provided below.

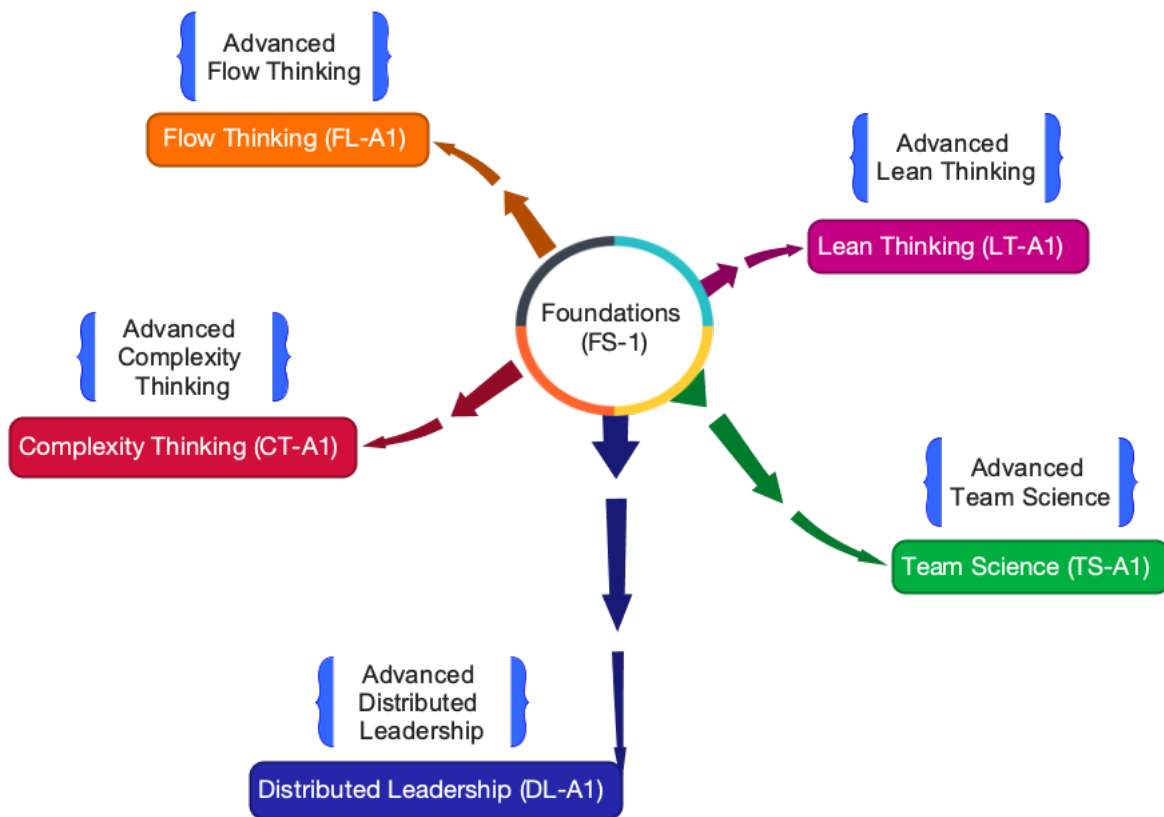


Figure 1: The Flow System Foundations and Advanced Courses

The Flow System Masters Accreditation

There are a total of five master level accreditations to choose from, one to accompany each advanced course. Once the foundations course (FS-1) and the selected advanced course has been successfully completed and the accreditation exam passed, participants can continue to take courses at the master level within the chosen advance track. Participants can only continue to the master level courses after achieving the appropriate advanced accreditation. For example, before taking any of the distributed leadership master level courses (DL-M1 through DL-M5), the foundations (FS-1) and distributed leadership advance (DL-A1) course must first be successfully completed.

The master level courses for the Distributed Leadership track include the following courses:

- Individual Leadership (DL-M1)
- Shared Leadership (DL-M2)
- Organizational Hybrid (DL-M3)
- Multiteam System Leadership (DL-M4)
- Advanced Distributed Leadership (DL-M5)

A master level accreditation in Distributed Leadership will include the following path:

1. Mastery Distributed Leadership Certificate of Completion
 - a. Accredited in the Foundations (FS-1) course
 - b. Accredited in the Distributed Leadership (DL-A1) Advanced course
 - c. Successful completion of all 5 Mastery Distributed Leadership courses
 - i. Individual Leadership (DL-M1)
 - ii. Shared Leadership (DL-M2)
 - iii. Organizational Hybrid (DL-M3)
 - iv. Multiteam System Leadership (DL-M4)
 - v. Advanced Distributed Leadership (DL-M5)
 - d. Pass Mastery Distributed Leadership Accreditation Exam

Courses	Course Completion & Exam	Accreditation
Foundations Course	★	Foundations Accreditation
Advanced Course Distributed Leadership	★	Advanced Distributed Leadership Accreditation
Mastery Distributed Leadership Courses DL-M1 + DL-M2 + DL-M3 + DL-M4 + DL-M5	★ + ★ + ★ + ★ + ★	Mastery Distributed Leadership Accreditation

Trainers

The Flow System Foundations Course (in-person) will be administered by the co-creators of The Flow System and /or by certified TFS trainers. The online courses will only be administrated and monitored by the co-creators of The Flow System. All trainers are considered experts in their field of practice/study and have a command of the materials that are presented in The Flow System Foundations Course.

Recommended Readings

The Flow System Reading Materials include 1) *The Flow System: The Evolution of Agile and Lean Thinking in an Age of Complexity*; 2) *The Flow System Guide*; and 3) *The Flow System: Key Principles and Attributes*.

- 1) *The Flow System: The Evolution of Agile and Lean Thinking in an Age of Complexity*

Available from Amazon.

Hardback:

<https://amzn.com/1680400584/>

Kindle:

<https://amzn.com/B08NXPGMSC/>

- 2) *The Flow System Guide*

Available online (free)

<https://flowguides.org/index.php>

Amazon book (print-to-order)
<https://amzn.com/B085KN39FP>

Amazon Kindle Format
<https://amzn.com/B085PQFXFN/>

3) *The Flow System: Key Principles and Attributes*

Amazon book (print-to-order)
<https://amzn.com/B085DQB92N/>

Amazon Kindle Format
<https://amzn.com/B085DHFNMT/>