

The Flow System – Organizational Hybrid (DL-M3)

Syllabus

Distributed leadership is a hybrid leadership model. This course will begin by describing what hybrid leadership models are and will explain the purpose of developing a hybrid leadership model (benefits and disadvantages) for your organization.

Description of Course

This course will investigate different leadership theories that are beneficial to complex environments and to team-based structures. Participants will be introduced to various leadership theories presented in the distributed leadership model (instrumental, strategic, global) along with the components for each theory. Participants will be encouraged to begin building a hybrid leadership model for their organization.

Leadership Theories	Definition
Hybrid Leadership Theories	Hybrids draw from existing complementary and compatible theories, providing a common ground between scholars and practitioners ¹ .
Strategic Leadership	Focuses on the creation of meaning and purpose for the organization ² .
Instrumental Leadership	The application of leader expert knowledge on monitoring of the environment and of performance, and the implementation of strategic and tactical solutions ³ .
Global Leadership	Global leadership should advance a) the meaning of leadership as a cultural construct, and b) the variations in local expectations regarding leader behavior ⁴ .

¹ Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management*, 42(5), 1374-1403.

² Boal, K. B., & Schultz, P. L. (2007). Storytelling, time, and evolution: The role of strategic leadership in complex adaptive systems. *The Leadership Quarterly*, 18, 411-428.

³ Antonakis, J., & House, R. J. (2014). Instrumental leadership: Measurement and extension of transformational-transactional leadership theory. *The Leadership Quarterly*, 25, 746-771.

⁴ Steers, R. M., Sanchez-Runde, C., & Nardon, L. (2012). Leadership in a global context: New directions in research and theory development. *Journal of World Business*, 47, 479-482.

Duration of Training

The Organizational Hybrid (DL-M3) 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 Organizational Hybrid (DL-M3) assessment for accreditation. The fee for the assessment is included in the course fee for training attendees.

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 Organizational Hybrid (DL-M3) 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

Organizational Hybrid is a course designed to introduce participants to the concept of integrating leadership theories with other theories (leadership and non-leadership) to meet the needs of their organization. The objective of this course is to have each participant begin designing their hybrid-leadership model for their organization. This course will include introducing participants to the following concepts for each hybrid leadership theory:

- Instrumental Leadership
 - Transformational Leadership
 - Transactional Leadership
 - Laissez-faire Leadership
 - Strategic Leadership
 - Pragmatic Leadership
- Strategic Leadership
 - Environmental Monitoring
 - Strategy Formulation & Implementation

- Making Strategic Decisions
- Engaging with External Stakeholders
- Performing HRM Activities
- Motivating and Influencing
- Overseeing Operations & Administration Activities
- Managing Social and Ethical Issues
- Managing Conflicting Demands
- Global Leadership
 - Charismatic/Values-Based
 - Teams Oriented
 - Self-protective
 - Participative
 - Humane Oriented
 - Autonomous

Outline of Course

- Introductions
- Overview (TFS, Customer 1st, Distributed Leadership)
- Hybrid Leadership Theories (Introduction)
- Distributed Leadership as a Hybrid Leadership Theory
- Instrumental Leadership and Components
- Strategic Leadership and Components
- Global Leadership and Components
- Develop a Hybrid Leadership Theory

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.

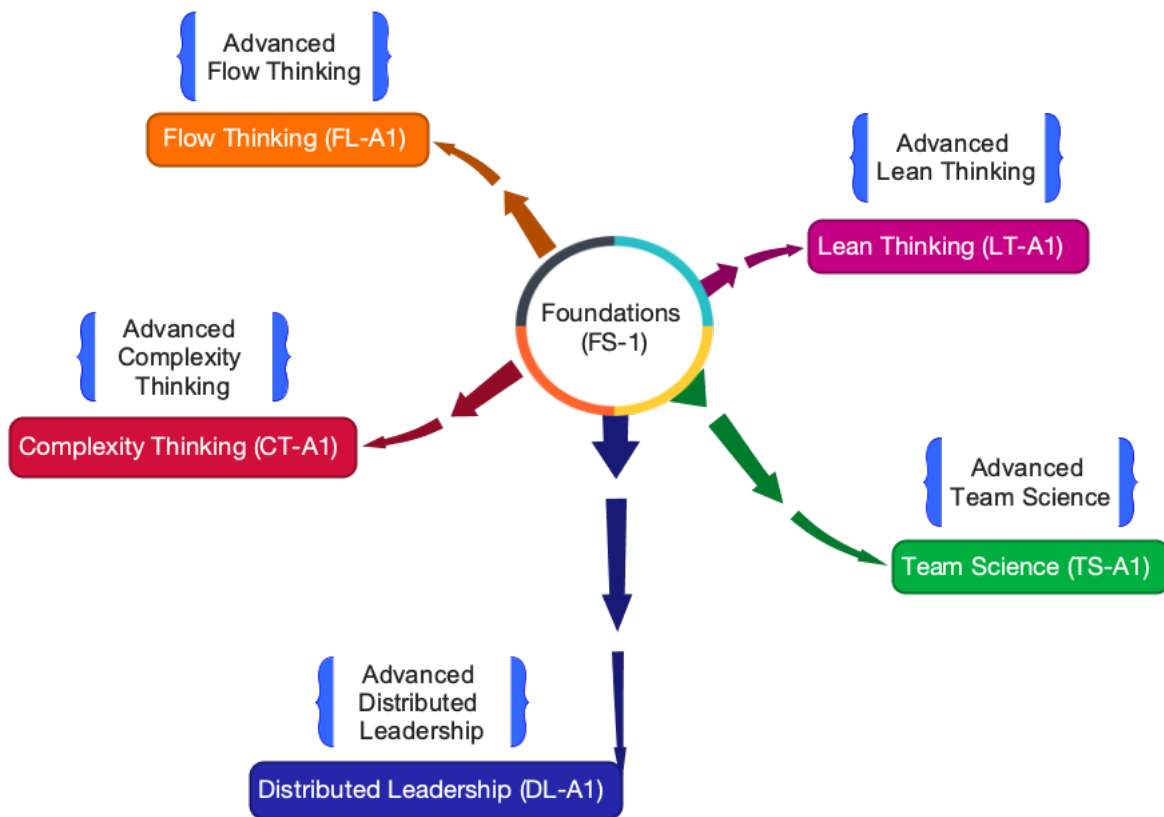


Figure 1: The Flow System Foundations and Advanced Courses

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/>