

The Networked Organization

An Integrated Leadership Model: Key Roles

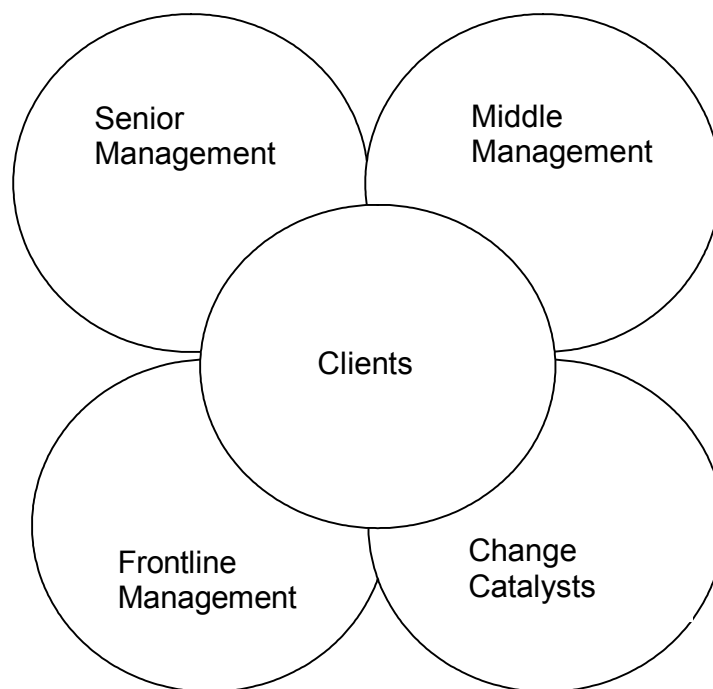
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Senior Management

- Overarching vision & purpose
- Systems thinking/understanding Interrelationships
- Challenging the status quo
- Instilling a sense of urgency
- Promoting trust & collaboration through shared values

Middle Management

- Coaching & developing people
- Linking knowledge & learning
- Enrolling people in a shared vision & purpose
- Managing the tension between the 'now' & the 'future'
- Supporting frontline managers



Frontline Management

- Identifying & seizing opportunities
- Creating partnerships with stakeholders
- Continuous quality improvement
- Recruiting, developing & retraining talent
- Managing & coordinating operational interdependencies

Change Catalysts/Thought Leaders

- Exploring possibilities
- Challenging assumptions
- Creating networks & relationships
- Barrier Busting/'Boundarylessness'
- Connecting middle & frontline managers

The roles for each of the four leadership groups are not necessarily mutually exclusive. Rather, they represent where each group needs to focus in the context of a larger leadership picture. This diagram is not meant to preclude the contribution of shared leadership (that there are leaders at *all* levels of an organization). Change catalysts are included in this model because of the key role they play in connecting people and for posing questions and initiating ideas. Taking an integrated approach to the roles of these four leadership groups will produce the necessary spark and momentum for cultural change & the emergence of a true Learning Organization.