#### University of New Hampshire

# University of New Hampshire Scholars' Repository

M.S. in Leadership

College of Professional Studies Granite Division

Spring 2019

# Collective Leadership's Impact on Individual Leadership Competencies

Lyndsey McCann Granite State College

Follow this and additional works at: https://scholars.unh.edu/ms\_leadership

#### **Recommended Citation**

McCann, Lyndsey, "Collective Leadership's Impact on Individual Leadership Competencies" (2019). *M.S. in Leadership*. 98.

https://scholars.unh.edu/ms\_leadership/98

This Capstone is brought to you for free and open access by the College of Professional Studies Granite Division at University of New Hampshire Scholars' Repository. It has been accepted for inclusion in M.S. in Leadership by an authorized administrator of University of New Hampshire Scholars' Repository. For more information, please contact Scholarly.Communication@unh.edu.

# Collective Leadership's Impact on Individual Leadership Competencies Lyndsey McCann

M.S. in Leadership 2019

Granite State College

# **BACKGROUND**

**WHAT** 

What I studied

What is Collective Leadership

WHY

Why Collective Leadership?

Why is the individual aspect important?

### **METHOD**

Literature

## **RESULTS**

**Recurring Competencies** 

Secondary Discoveries

#### **16 Competencies**

#### Character

1 Displays High Integrity and Honesty

#### **Personal Capability**

- 2 Technical/Professional Expertise
- 3 Solves Problems and Analyzes Issues
- 4 Innovates
- **5 Practices Self-Development**

#### **Focus on Results**

- 6 Drives for Results
- 7 Establishes Stretch Goals
- 8 Takes Initiative

#### **Interpersonal Skills**

- 9 Communicates Powerfully and Prolifically
- 10 Inspires and Motivates Others to High Performance
- 11 Builds Relationships
- 12 Develops Others
- 13 Collaboration and Teamwork

#### **Leading Change**

- 14 Develops Strategic Perspective
- 15 Champions Change
- 16 Connects the Group to the Outside World

Adapted from John Zenger & Joseph Folkman (2009)

# **CONCLUSION**

**Themes** 

**Final Thoughts** 

Recommendations

## References

- De Brún, A., O'Donovan, R., & McAuliffe, E. (2019). Interventions to develop collectivistic leadership in healthcare settings: a systematic review. *BMC Health Services Research*, 19(1), 1–22. https://doi.org/10.1186/s12913-019-3883-x\
- Dugan, J. P., Turman, N. T., & Torrez, M. A. (2015). Beyond Individual Leader Development: Cultivating Collective Capacities. *New Directions For Student Leadership*, 2015(148), 5–15. https://doi.org/10.1002/yd.20149
- Holt, S., Hall, A., & Gilley, A. (2018). Essential Components of Leadership Development Programs. *Journal of Managerial Issues*, (2), 214. Retrieved from https://search.ebscohost.com/login.aspx?direct=true&db=edsgao&AN=edsgcl.545892002&site=eds-live
- Magpili, N. C., & Pazos, P. (2018). *Self-Managing Team Performance: A Systematic Review of Multilevel Input Factors*. Small Group Research, 49(1), 3. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=127214638&site=eds-live
- McCauley-Smith, C., Williams, S. J., Braganza, A., & Gillon, A. C. (2014). Future Proofing Leadership through Individual and Collective Thinking: A Case Study in Building Foresight. STRATEGIC CHANGE, (3–4), 253. Retrieved from https://search.ebscohost.com/login.aspx?direct=true&db=edsbl&AN=RN353235629&site=eds-live
- Ospina, S., & Uhl-Bien, M. (2012). Advancing Relational Leadership Research: A Dialogue Among Perspectives. Charlotte, NC: Information Age Publishing. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=e000xna&AN=521838&site=eost-live
- Raelin, J. A. (2014). *The Ethical Essence of Leaderful Practice*. Journal of Leadership, Accountability & Ethics, 11(1), 64–72. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=100414799&site=eds-live
- Schwer, K., & Hitz, C. (2018). Designing Organizational Structure in the Age of Digitization. *Journal of Eastern European & Central Asian Research*, 5(1), 1–11. https://doi.org/10.15549/jeecar.v5i1.213
- Zenger, J. H., & Folkman, J. R. (2009). The Extraordinary Leader. McGraw-Hill.

# Granite State College