

events07

Learning
through
shared
experience

From the cult of leader to the culture of leadership

A one-day masterclass with Professor Keith Grint – 23 March 2007

Leadership is often based on the assumption that transformative leaders will solve the problem. Such an approach may actually be perpetuating the problem by focusing on individual leaders, rather than collective leadership across the organisation. Attend this day and you will explore a new approach to leadership that will prepare organisations for future success.


roffey park
developing people
and organisations

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9.30am – 4.30pm

Leadership affects us all in different contexts – at work, in our community and at a wider political level.

Historically leadership has been rooted in the 'great man' theory with responsibility sitting with one person at the top of a hierarchy. This can lead to 'followers' being disarmed of meaningful roles and true responsibility – resembling something more akin to a cult. Amid much talk of devolved responsibility, the majority of leading UK companies are still identified with a single CEO figure.

In this one-day workshop, Professor Keith Grint considers an alternative approach that goes beyond the contemporary reliance on individually heroic leaders to generate a broader culture of leadership.

Keith Grint contends that in time progressive organisations will embrace an alternative 'culture of leadership', rather than the current 'cult of leader'. The route to this is based not on judging individuals by their competencies, but on how individuals will work in the context of creating the best team for a particular task or function.

By spreading skills throughout a group or team, rather than concentrating them in one individual, a culture of leadership is more likely to evolve.

In organisations where leadership is distributed, people are empowered to act, creativity flourishes, and responsibility is shared. This dynamic culture is more likely to create a balanced and successful organisation.

The format of the day will be a lively and stimulating mix of presentations, discussions, working in small groups and sharing experiences.



SPEAKER PROFILE

Keith Grint is a Professor at Cranfield University. Previously he was Professor of Leadership Studies and Director of the Lancaster Leadership Centre at Lancaster University Management School. A former Director of Research at the Saïd Business School and Fellow in Organisational Behaviour, Templeton College, University of Oxford, Keith spent 10 years in industry prior to pursuing an academic career.

He is a founding co-editor of the journal *Leadership* published by Sage and founding co-organiser of the International Conference in Leadership Research. He wrote the literature review for 'Strengthening Leadership in the Public Sector' (2000) a project of the Performance and Innovation Unit (Cabinet Office). His books include *The Sociology of Work* 3rd edition (2005); *Management: A Sociological Introduction* (1995); *Leadership* (ed.) (1997); *Fuzzy Management* (1997); *The Machine at Work: Technology, Work and Society*, (with Steve Woolgar) (1997); *The Arts of Leadership* (2000); *Organisational Leadership* (with John Bratton and Debra Nelson); and *Leadership: Limits and Possibilities* (2005).

To book:

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Fee: £390 + VAT (£350 + VAT if booked before 15 February 2007)

If you bring a senior colleague with you, they can participate for the special price of £280 + VAT

Group booking discount (3+ people) £350 + VAT

Education/charity sector £310 + VAT

Accommodation is available at Roffey Park; our spacious en-suite bedrooms are contemporary and comfortable. Bed and breakfast costs £85 + VAT. To book, please contact Caroline Wright on 01293 854044 or email caroline.wright@roffeypark.com