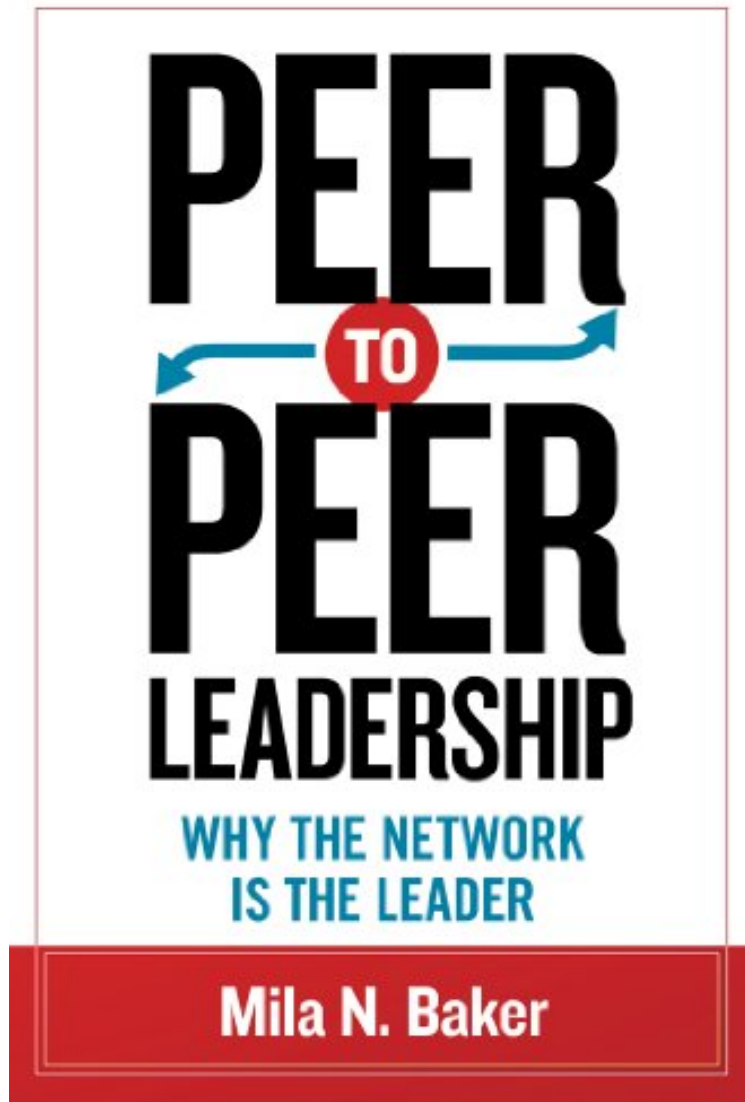


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Peer-to-Peer Leadership: Why the Network Is the Leader

Mila N. Baker

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Mila N. Baker : Peer-to-Peer Leadership: Why the Network Is the Leader before purchasing it in order to gage whether or not it would be worth my time, and all praised Peer-to-Peer Leadership: Why the Network Is the Leader:

1 of 1 people found the following review helpful. Leadership Paradigm For Networked Organizations Opens New DoorsBy Kathleen M. MolloyPeer to Peer Leadership: Why the Network is the Leader takes a fresh look at both leadership and the network organization, an organizational ldquo;structure; that has emerged over the last several years with the rise of global, social / relational, and technological connectivity. The perspective taken by author Mila Baker, is that leadership is both an organizational form (a kind of structure) as well as a set of values and behaviors

that comprise a "new leadership/organization paradigm," capable of facilitating business strategy in a highly connected world. She describes how the Peer- to- Peer network embeds leadership in the organization's architecture, rather than constraining it to a set of roles where access to information is stratified (in our common hierarchies). In our information-glutted world, power is less about limiting access to information, and more about facilitating/channelling information flow through the network, to the right work units at the right time — peer to peer. The notion that the (Peer-to-Peer) network is the leader is reflected in emerging organization forms such as the "Occupy" movements. The author makes the assumption that Peer-to-Peer leadership networks are a desired, and perhaps increasingly necessary, leadership paradigm for businesses. She makes a logical argument for the practicality of Peer-to-Peer leadership in our current and evolving socio-economic conditions. I came away with some questions about the conditions for the emergence and long-term sustainability of the Peer-to-Peer paradigm. For example, at the tail end of the book, Baker introduces an intriguing hypothesis about network organization evolution, culminating in organizations led by productive peer to peer leadership networks. Stages of development are described as: 1) Internalization of values and purpose 2) Mutual and continuous exchange of input and output 3) Reconciliation of polarities and abstractions, and 4) Formation of dyad exchange structures. This hypothesis places formal Peer-to-Peer structure development as following changes in behavior and culture, a sequence that runs counter to typical organization design approaches, describing the emergence of structure from a set of cultural conditions. The author states on page 137: "These three stages must be present before they can reach Stage Four, where dyad exchange is necessary to achieve success — as evidenced by Occupy Sandy and many responses to natural disasters. Many companies have come close over time, but few have succeeded in a sustained way." It would be worthwhile to test whether these conditions are in fact stages of network organization development, or are differential or non-sequenced critical success factors in the emergence of effective Peer-to-Peer leadership networks. The author provides examples of well-known companies at each stage, but left me wanting to dive deeper into the actual composition and sequencing of how these stages show up over time in real world situations. This book opens the door to further research on how this new paradigm "behaves" and what we can do as organization designers to optimize its productive value.

2 of 2 people found the following review helpful. Box up the old gadgets before it's too late By David Sanford Equipotency. Take a good look at that word. P2P architecture, and your future and mine, are built upon it. Equipotency is why I immediately handed my brand-new mobile device to my youngest daughter. "Have fun! Let me know what it does." She came back with a list of 24 gadgets I no longer needed and 6 more "you should have bought but now have in your hand." Equipotency is why I recruit an eclectic mixture of trusted friends and colleagues—twice-removed to explore the possibilities of my latest marketing ideas. They can take me farther this afternoon and evening than I could trek in two weeks. Equipotency, node communities, and the "news"; relational dynamics "I'll learn about in this book aren't theory. Far from it. They're here, now. Box up the old gadgets before it's too late. What an amazing book! I've already ordered a case to share with key colleagues. I encourage you to do the same..." —David Sanford, Author, Speaker, Consultant and Director of Institutional Marketing at Corban University

0 of 0 people found the following review helpful. Leadership: The Great Leveling Revolution "It's About Each of Us" By EK Dr. Baker has done an extraordinarily good job of taking a complex topic and distilling it into a compelling read. "Peer-to-Peer Leadership" is about the revolution in communications and connectivity that we are living through at the moment. It's about the seminal change that is occurring around how we network, communicate, connect, and yes lead, in the virtual space of our lives—work, academic, and lifestyle. Mila has captured the impact of technology and how it has produced a leveling effect that is almost without parallel in the annals of history. Gutenberg got it right with the press—but smart phones, wearable's, the social sites, and the cloud have transformed the masses. Great job with "Peer-to-Peer Leadership"—read it to add one more important layer of understanding of the changes that surround us—most particularly if we don't yet recognize that those "trees" are surrounded by a "forest"; Edward Kleinert, NYU

Our leadership models are stuck in an Industrial Age, top-down mentality. But in our complex, data-drenched, 24/7 world, there is simply too much information coming from too many different directions too quickly for any one leader or group to stay on top of it. Hierarchy is breaking down everywhere—why should leadership be any different? Inspired by the peer-to-peer model of computing used in social networking and crowdsource technologies, Mila Baker shows a new way to lead. Organizations, she says, must become networks of "equipotent" nodes of power—peer leaders. The job of the leader is now to set the overall goals and direction and optimize the health of that network, not tell it what to do. In these organizations, leadership roles shift rapidly to fit the needs of any given situation. Information flows freely so those who need it can find it easily and act on it immediately. Feedback becomes an organic part of the workflow, enabling rapid course corrections. Baker shows how companies like Gore and Herman Miller have achieved long-term success practicing these principles and provides a structure that any organization can adapt to build flexibility, resiliency, and accountability.

From Booklist Baker, an academic and an executive, presents her "bold new ways of thinking about leadership and organizational design—leadership through community." She explains that "peer to peer (P2P) IT (information technology) architecture is a radical, architectural shift that has transformed the computing industry and . . . ignited an interest in . . . peer-to-peer processes and relationships," including traditional command-and-control leadership which, she reports, is outmoded. P2P leaders relinquish some of their command and control and allow individuals to be equals as information flows freely to those within the organization who act on it. Baker envisions top-level executives and senior leaders responsible for the network's health, setting goals and corporate direction but not telling it what to do. She provides examples of organizations successfully using her principles and we learn, "In a P2P network community . . . everyone is involved in creating and working toward that same common purpose and vision, . . . everyone is equal and all are able to act." A thought-provoking approach to leadership and organizational design for our twenty-first-century, hyper-digitally-connected world. --Mary Whaley "A thought-provoking approach to leadership and organizational design for our twenty-first-century, hyper-digitally-connected world." — Mary Whaley, Booklist "This will be an important and very timely addition to the leadership literature. Peer-to-peer leadership is the main issue of the future." — Edgar H. Schein, Professor Emeritus, MIT, and author of *Humble Inquiry* "Old-school leaders can still use their authority to command others to shut up and row, but their boats will never be as agile or fast as the ships led using Mila Baker's principles." — Vince Hudson, General Manager, Beauty Care Asia, Procter Gamble "Mila Baker completely reconceptualizes the relationship between leaders and followers as a dynamic exchange that will enable organizations to be more nimble, resilient, and resistant to change." — Betty King, United States Representative to the United Nations and Other International Organizations in Geneva "Baker captures exactly what we all see happening in organizations. The power of relationships enables positive change regardless of existing systems, processes, and hierarchy. Baker has a keen eye for spotting these trends, investigating the data, and drawing cogent insights." — Joanna B. Miller, cofounder, Miller Black Associates, LLC "Baker captures powerful forces overlooked by old-school leadership and management models. Dismiss them at your peril!" — Christopher Whitfield, CEO, Batswadi Pharmaceuticals "Mila Baker challenges us to rethink all of our basic assumptions about how business enterprises are managed. She very convincingly argues that the hierarchical structure of leadership and management that characterized organizations in the Industrial Age not only has lost its relevance in today's world but might actually be a hindrance and a handicap. Be prepared to unlearn the conventional wisdom of a bygone era." — Emmy Miller, President, Liberty Business Strategies, Ltd. "Mila Baker challenges traditional modes of leadership in all institutional and organizational settings—corporate, civic, religious, and political. Technology now brings information at the same time to all participants in an enterprise. Therefore, the leader's role must shift—he or she must now manage the process of bringing shared information into the decision-making center and collectively arriving at a course of action where all participants have shared responsibility for outcomes. This book is indeed revolutionary." — Enith Williams, international business consultant and Member, World Ladies Group "Peer-to-Peer Leadership may make for uncomfortable reading in organizations reliant on hierarchy. Mila Baker describes and ably exemplifies an organizational peer-to-peer archetype requiring fundamental changes to organizations: to their leadership and their design. Thought provoking—the debate the book is sure to raise is exactly what a peer-to-peer organization would want to start to remodel itself." — Patricia Cichocki, founder, Design to Change, and coauthor of *Organization Design* "Mila Baker's new peer-to-peer model of leadership is designed from the viewpoint that individuals are autonomous, collaborative, self-reliant, and able and willing to deal with changing circumstances to forward the purpose of their organization. Treat everyone as a leader and the organization will strengthen and grow." — Baker's book shows how. — Peter Roche, cofounder and Managing Partner, The London Perret Roche Group "Mila Baker really nails it in *Peer-to-Peer Leadership*. She shows leaders how they can unleash the power in their organizations by sharing information openly and freely. This book may make some leaders uncomfortable, but those who will succeed in the 21st century will embrace its cutting-edge ideas and put them to work." — Bud Bilanich, "The Common Sense Guy," author and career mentor "The paradigm for effective leadership is changing. Companies can no longer rely on single individuals. And teams are not always best suited to address every situation. Fortunately, Mila Baker offers both practical and provocative insights leaders and followers alike can use to lead in an era of globalization, proliferating technology, and nonstop dialogue with customers—what she calls the "peer-to-peer approach." — Claudy Jules, Global Lead, Human Capital Strategy, Accenture "Are you ready to rethink your notions of leadership and organization design? In this thought-provoking book, Mila Baker gets us to examine the way organizations really function and the way leadership works in a world where collaboration is king. Using examples from politics, business, computing, and education, Mila helps you explore what it means to be a leader and a follower in a networked world. Read this book from cover to cover; you will be glad you did." — Dick and Emily Axelrod, authors of the forthcoming *Time Well Spent* "Equipotency. Take a good look at that word. P2P architecture, as well as your future and mine, is built upon it. Equipotency, node communities, and the "news"; relational dynamics yours; I'll learn about in

this book aren't theory. Far from it. They're here now. Box up the old gadgets before it's too late. What an amazing book! I can't wait to buy a full case to share.

—David Sanford, author, speaker, consultant, and Director of Institutional Marketing, Corban University

Mila Baker has conceived a powerful 21st-century model of human organization. Of particular interest is the fluidity of leading and following when team members work in "equipotent, nonhierarchical relationships. She helps us see and understand the evolution that is occurring in our lifetime and how to harness its full potential.

—Ira Chaleff, author of *The Courageous Follower*

A revolution in the concept of leadership is afoot. Baker's paradigm-shattering insight into the nature of peer networking redefines the whole field of leadership studies by illustrating that modern leadership is a characteristic of groups that function more like a peer-to-peer computer network than a command-and-control hierarchy.

—Tom Thomson, Adjunct Professor, New York University

Applying lessons learned from technology and social media, Mila Baker's *Peer-to-Peer Leadership* breaks new ground in presenting how peer-to-peer interactions can fundamentally change organizations. A must-read.

—Frederick A. Miller, CEO, and Judith H. Katz, Executive Vice President, The Kaleel Jamison Consulting Group, Inc., and coauthors of *The Inclusion Breakthrough* and *Opening Doors to Teamwork and Collaboration*