



WEBINAR: *SHARED LEADERSHIP IN ACTION*

A participatory and collaborative leadership model

September 23, 2025

Welcome and Overview



Amir Francois

The Annie E. Casey Foundation

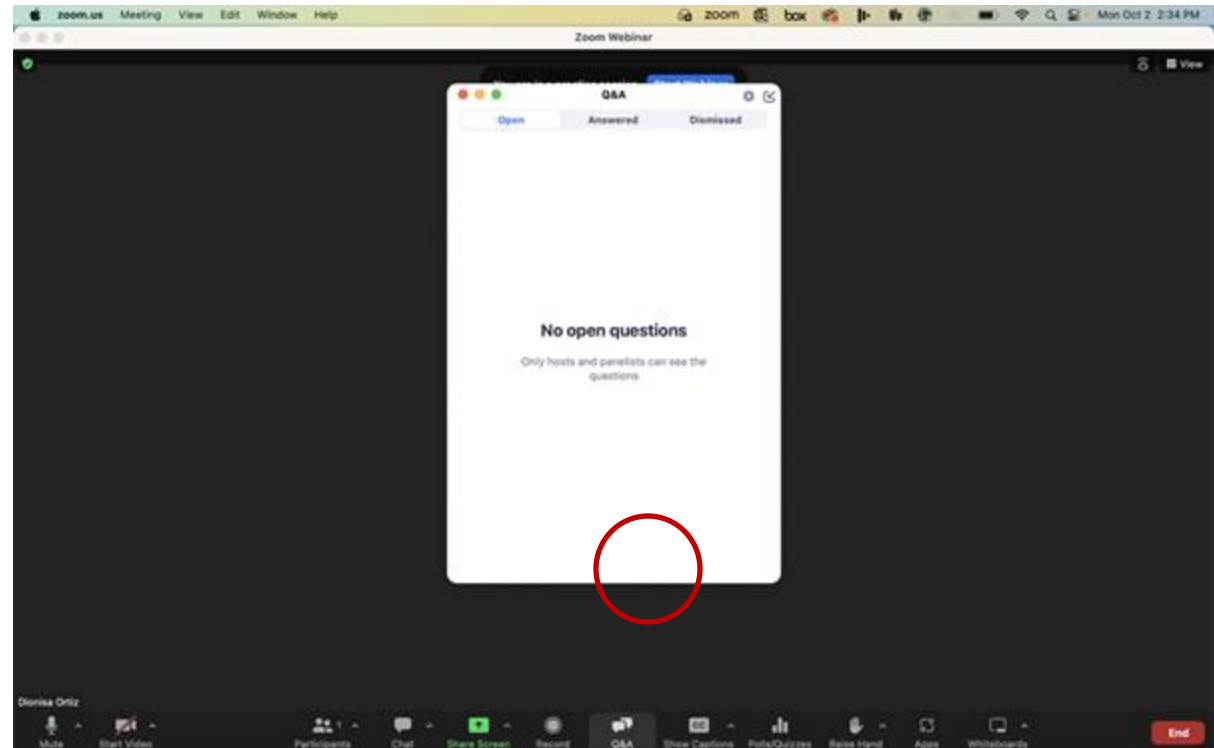


The Annie E. Casey Foundation develops solutions to build a brighter future for children, families and communities.

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- Type questions for the panel at any time during the webinar.
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Today's Presentation

- Overview of shared leadership
- Participating organizations
- Report findings
- Conversation with leaders using a shared leadership model
- Questions and discussion

Overview of Shared Leadership

Study Background and Purpose

Casey teams noticed an increase in the adoption of shared leadership models and commissioned a study of local and national organizations using it.

Purpose

- Gain deeper insight into the strengths and challenges of the model.
- Learn how to be a better funding partner and support those practicing the model.

Report: *Shared Leadership in Action*



Kirsten Allen

Principal, Brazen Consulting and Accounting

Participating Organizations

Local and National Nonprofits Included in Study

Baltimore Local Focus



Nationwide Focus



Engagement Approach

We engaged with participants three ways:

Organization Interviews

Leaders from all 11 organizations participated.

Individual Survey

18 participants completed the survey.

Collective Group Session

~12 participants met in real time to engage in dialogue, strategies and peer learning.

Report Findings

What Is Shared Leadership?

A collaborative and participatory leadership model distributing roles across multiple individuals

- Operates on thought partnership, shared power and trust
- Emphasizes equal responsibility, diverse representation, shared vision
- Supports work-life balance, sustainability, burnout prevention
- Ultimately defined by the team implementing it

Core Values and Assumptions

- Decentralized leadership, not solely at the top
- High alignment across diverse leadership perspectives
- Best when co-defined with the people involved
- Often emerges out of need (succession planning, burnout, board recommendations)
- Can start from inception or evolve over time

Key Benefits of the Model

- Diverse perspectives lead to better decision-making
- Improved support systems reduce leadership isolation and pressure
- Increased trust and collaboration rooted in shared values and commitment
- Flexible leadership structures adapt to evolving needs
- Enhanced work-life balance and improved physical/mental health

Common Challenges

Role Clarity

Unclear distinctions can cause confusion

Communication

Requires strong, ongoing coordination across leadership and staff

External Perceptions

Stakeholders and funders may need education on the model

Funding

Justifying multiple leaders can be challenging

Decision-Making in Practice

- Based on collaboration, consensus, and mutual respect
- Requires trust-based conflict resolution mechanisms
- All decisions reflect the organization's values and commitment to equity
- Varied levels of structures to address, from practices to team charters

External Relations and Ecosystem Alignment

- Stakeholder education is critical.
- Funders may require reorientation to understand shared leadership models.
- Funder can make subtle shifts to ensure an equitable granting process for shared leader models.
- Shared leadership affects external communication strategies.

Shared Leadership in Action

Conversation with leaders using a shared leadership model

Shriver Center at University of Maryland, Baltimore County



Eric N. Ford

Executive Director of
Public Service Programs



Joby Taylor, PhD

Assistant Vice Provost and Senior Advisor and
Faculty in Community Leadership Programs



THE SHRIVER CENTER

The Shriver Center at UMBC addresses critical social challenges by bridging campus and community through engaged scholarship and applied learning.

Code in the Schools



Andrew Pham

Co-Executive Director



Dianne Conley

Co-Executive Director



Stephanie Alpheo

Co-Executive Director



Code in the Schools is a Baltimore-based non-profit that prepares youth for the 21st Century economy by expanding access to high-quality computer science education through programs and events, advocacy and teacher professional development.

Questions and Discussion



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