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*Grady McGonagill, Tina Doerffer*  
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### Leadership and Web 2.0

The Leadership Implications of the Evolving Web

| Verlag BertelsmannStiftung

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**Grady McGonagill, Tina Doerffer : Leadership and Web 2.0: The Leadership Implications of the Evolving Web (Leadership Series)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leadership and Web 2.0: The Leadership Implications of the Evolving Web (Leadership Series):

0 of 0 people found the following review helpful. How the Web is driving a new model of leadership By Michael Sales Dr. McGonagill's densely packed and well-researched book is not only a primer for new leadership, it also provides a reminder of an essential element of the structure of organization theory: Organizations exist in the context of a socio-technical environment which they must understand and to which they must adapt. McGonagill

demonstrates how the Web is dramatically transforming the causal context of organizational life and is, therefore, proliferating new forms of leadership that entail co-inquiry and collaboration on an increasingly global basis. To survive and thrive in this highly ambiguous and chaotic era, all human institutions-- from the individual as a unit of analysis to the societal-- have to become complex adaptive systems that probe an unstable environment and experiment within it. The Web is making us and our institutions like protoplasmic versions of the Mars Rover. For my money, Barry Oshry's "Robust Systems" work is the strongest discussion of what complex adaptive systems look like and how they function, and I strongly recommend Oshry's Leading Systems to anyone wanting further context on the subject. In my reading of Oshry, McGonagill's analysis of the Web demonstrates how it is driving higher and higher levels of "differentiation", which make the challenge of "integration", i.e., the bringing together of differences and opposites, ever more challenging. Integrating diversity into community is a component of leadership and is probably better accomplished in this era by distributed responsibility than by heroic icons, although I'm not always sure that this is the case. McGonagill and Oshry have a strong working relationship. McGonagill's Web 2.0 is an exciting read because it lays out part of the path forward for progressive organizations and anticipatory leaders.

Some compare the evolving Web to the revolution of the Gutenberg press. How does the Web shape the role and understanding of leadership? What are key challenges and opportunities? What mindsets, skills and knowledge are necessary? "The Leadership Implications of the Evolving Web," provides and analyzes over 300 pioneer examples from the private, public and non-profit sector in Germany, Europe and the US. A new leadership paradigm seems to be emerging with an inexorable shift away from one-way, hierarchical, organization-centric communication toward two-way, network-centric, participatory, and collaborative leadership styles. Which requirements and trends, which opportunities and key challenges are emerging for leadership? Aim of the study is to enable managers from all sectors to anticipate changes and proactively take advantage of opportunities that are emerging. (Target group for this publication are people in leadership positions in organizations across all sectors - from managers in executive and supervisory boards, operations, human resources to academics and practitioners, advisers and policymakers. The Study "Leadership Web 2.0" has been presented by authors Grady McGonagill, ED and Tina Doerffer, MPA amongst others at the International Leadership Academy in Boston (2010).

About the Author Grady McGonagill is a principal of McGonagill Associates, an organizational consulting and management development firm that specializes in building capacity for learning and change. Tina Doerffer heads the Leadership Series in the Corporate Cultures in a Globalized World program at Bertelsmann Stiftung.