



## Craig Pearce

“Shared Leadership 2.0”

### Session

In 1968, Drucker, in his prescient book *The Age of Discontinuity*, declared, “In the past twenty years the base of our economy has shifted from manual to knowledge work.” Since that time, knowledge work has become an increasingly important component of the economy. The reason for this shift to team-based

knowledge work is clear. It is ever more difficult for any individual to develop the expertise required for all aspects of the work that needs to be achieved, no matter what the context, and this phenomenon is being driven ever deeper into and ever wider across organizations. With this emphasis on team-based knowledge work comes the imperative to question our traditional models of leadership. Accordingly, in this session we will explore the appropriate roles of vertical and shared leadership in team-based knowledge work.

### About Craig Pearce

Craig L. Pearce is a professor of management at the Drucker School. He received his Ph.D. from the University of Maryland, his M.B.A. from the University of Wisconsin-Madison, and his B.S. (hons.) from Pennsylvania State University.

Pearce’s areas of expertise include leadership, teamwork and change management. He has won several awards for his research, including an award from the Center for Creative Leadership for his research on shared leadership. His research has appeared in *Organizational Dynamics*, *Journal of Management*, *Strategic Management Journal*, *Journal of Organizational Behavior*, *Journal of Managerial Issues*, *Advances in Interdisciplinary Studies of Work Teams*, *Journal of Personal Selling and Sales Management*, *Journal of Applied Social Psychology*, *Human Resource Management Review*, *Journal of Management Systems*, and *Handbook of Nonprofit Management*.

He recently published a book entitled *Shared Leadership*, which was co-edited by Jay A. Conger and has contributions from many of the world’s leading authorities on leadership and teamwork.

Pearce serves on the board of directors of Small Potatoes Inc., an agricultural biotech company. Prior to beginning an academic career, Pearce worked as an international management consultant in the area of process reengineering, organizational development and turnaround management. Pearce’s clients have included AAI, ACNielsen, American Express, British Bakeries, GEICO Insurance, Land Rover, Mack Trucks, Manor Bakeries, Panda Management Group, Pickering Foods, Rayovac, the Rouse Company, Rover Cars, Serono and Smart Scan.