

Course Overview

15.s64 Distributed Leadership in Teams and Organizations

Instructors:

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Location: E51-395

Course Description

Organizations have to innovate and adapt quickly to survive and thrive in an exponentially changing world. Command-and-control bureaucracies are too rigid and slow to keep pace with rapid change. But until now, an alternative model has not emerged. Leaders know that agility requires pushing power, decision making, and resource allocation lower in the organization—but how do they do it without losing control and falling into chaos?

This course is about how to architect and lead a nimble organization by liberating people to innovate and maintain strategic alignment and accountability, without imposing bureaucracy. Nimble is a system of leadership in which three types of leaders: entrepreneurial, enabling, and architecting leaders, work together to enable everyone up and down the organization to contribute new ideas and bring them to life. The goal is to build and run a team-based, networked organization that is employee-centric and customer-focused, and can quickly sense and seize new opportunities that will win in the marketplace.

Specific Course Objectives

- Understand how the three types of nimble leaders work together to create freedom and autonomy for organizational innovation, while keeping people aligned and accountable
- Learn how to diagnose where your organization is on the journey to nimble, where you want to go,

and obstacles that stand in the way

- Create a strategic change plan that will move your organization towards the priority areas you identify
- Learn specific tools of leadership and system design that will aid you in your change effort

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