



## Book Review

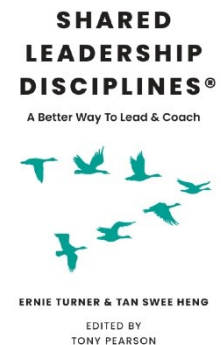
**Book Title:** *Shared Leadership Disciplines: A Better Way to Lead & Coach*

**Author:** Ernie Turner and Tan Swee Heng

**Publisher:** Candid Creation Publishing (2023).

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Shared leadership is a collaborative approach to leading where responsibility and decision-making authority are distributed among team members. It involves empowering individuals to take on leadership roles and contribute to the direction and success of the team or organization (Mujtaba, 2025). Shared leadership is not about abandoning traditional leadership structures or eliminating the role of the manager. Rather, it is about creating a more inclusive and participatory leadership culture where everyone has a voice and contributes to the decision-making process.

To serve as effective coaches and leaders who eliminate the presence of destructive and dysfunctional inertia in the work environment, the authors of “*Shared Leadership Disciplines: A Better Way to Lead & Coach*”, advocate for more proactive, caring and productive ways to lead and coach employees, colleagues, and others in society. The “shared leadership” concept naturally leads to everyone’s active engagement in the department or operation. In the preface section, the authors claim that “By sharing influence, power, and ownership, leaders can create an inspiring and inviting environment for team members to speak up, step up, and do more for the team and each other with a greater sense of purpose. The result is that meetings become magic, work becomes meaningful, and team members become engaged, with everyone's voice being heard (Turner and Heng, 2023, p. xxiii).

Every modern leader and manager will agree that if their employees speak up when needed, step up to make things happen, and effectively work with the team, then they will achieve better and more sustainable outcomes. “Sharing leadership is a leadership approach where leaders give more influence, power and ownership (IPO) to their team members, enabling them to speak up, step up and take on more leadership and ownership, with a higher sense of purpose” (Turner and Heng, 2023, p. 16).

Today, “collective achievements and share responsibility are more critical than the individual achievements of the leader and members”; and furthermore, “leadership is a social activity and requires paying attention and engaging team members as social beings as members are also co-creators of leadership” as well as joint learning (Turner and Heng, 2023, p. 12). So, the job of leadership is to help employees find their “P.L.A.C.E.” in the department or organization through *Purpose, Leadership, Autonomy, Connections, and Endowments*; consequently, workers who feel that they are in the right “P.L.A.C.E.” will have more reasons to stay engaged as productive teammates. As emphasized by the management consultant Mary Parker Follet in the mid-19<sup>th</sup> century, long before the evolution of leadership thought became the norm, “the most essential job of the leader is to create more leaders” (Turner and Heng, 2023, p. 25). Using the concepts of “shared leadership”, which emphasized that influence and leadership can come from employees, modern managers can create leaders by creating the right “PLACE” for all team members that are inspired, motivated and committed towards high performance.

As recommended in the book, “All we need to do today is to create a safe, engaging environment for employees including leaders to speak up so the collective wisdom creates a solution from inside-out” since the “the answers are inside everyone, we only need to help bring them to the surface” (Turner and Heng, 2023, p. 14). Turner and Heng, in their “shared leadership” model focus on five essential disciplines that should be practiced and implemented by all leaders, managers, and coaches who are desiring productive and high performing teams:

1. **Connect.** This is the first step towards engaging everyone and requires the provision of space and conscious exercises so everyone on the team can get to know one another across personal and professional dimensions.
2. **Contract.** Contract is the process of setting the norms and expectations while aligning, agreeing, and committing to being accountable.
3. **Collect.** By hearing each person’s voice, the “collect” process aims to provide a sense of inclusion and inspiration for each member of the team.
4. **Collaborate.** The discipline of “collaborate” is a process for inviting and co-creating face-to-face, virtually, or asynchronously with anyone, everyone, anytime, and anywhere.
5. **Challenge.** The discipline of “challenge” enables time for questioning ourselves, our peers, our bosses, as well as our employees and teammates regarding the status quo while searching for innovative, creative and novel ways to stay ahead.

Of course, “The will to challenge and to be challenged requires openness to feedback and to maintaining a learner’s mindset,” because it can create “win / win / win / win for me, for us, for them, and for it – whatever the “it” is” at any given time (Turner and Heng, 2023, p. 91). To be successful in creating win-win outcomes for all stakeholders, it is critical for leaders and coaches to be open to everyone’s views by being an active and empathic listener while seeking first to understand before attempting to be understood.

Shared leadership provides many benefits for today's managers and coaches as they manage and lead in complex and dynamic environments. By distributing leadership responsibilities among team members and colleagues, shared leadership fosters a culture of collaboration, empowerment, and collective accountability. This approach encourages team members to take ownership of their work, share their expertise, and contribute to decision-making processes. As a result, shared leadership promotes increased motivation, engagement, and job satisfaction among team members, thereby resulting in improved productivity and performance. By embracing shared leadership, managers can build more resilient, agile, and high-performing

teams that are better equipped to thrive in today's fast-paced and competitive business environment.

So, in this nicely written book on “*Shared Leadership Disciplines*”, authors Ernie Turner and Tan Swee Heng provide readers with a thorough understanding of effective leadership and coaching based on very useful and applicable concepts, along with the skills needed to implement it effectively. Everyone is encouraged to read it and put it into practice. The book is extremely useful for anyone serving as a manager, leader, an entrepreneur, or "team coach". The astute readers will walk away with insightful yet practical academic principles, concepts, and tools that they can apply immediately to help their teams take part in and benefit from shared leadership. Overall, this book is an excellent read for business students and professors, as well as entrepreneurs, managers, trainers, coaches, mentors, and aspiring leaders.

## References

Ernie Turner and Tan Swee Heng (2023). *Shared Leadership Disciplines: A Better Way to Lead & Coach*. Candid Creation Publishing: Singapore.

Mujtaba, B. G. (2025). Leading and growing through shared leadership and treating customers as friends: A philosophical assessment of two entrepreneurially minded authors. *Journal of Pharmacognosy and Phytochemistry*, 14(2), 213-223.  
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