

Just share it?

A multilevel investigation on predictors and outcomes of shared leadership

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Introduction

- Understanding and requirements on team leadership have changed: Top-down oriented forms of leadership are supplemented by more lateral and collective forms of leadership (Contractor et al., 2012; DeRue & Ashford, 2010)
- Central role of shared leadership as an internal and informal source of team leadership (Morgeson, DeRue, & Karam, 2010)

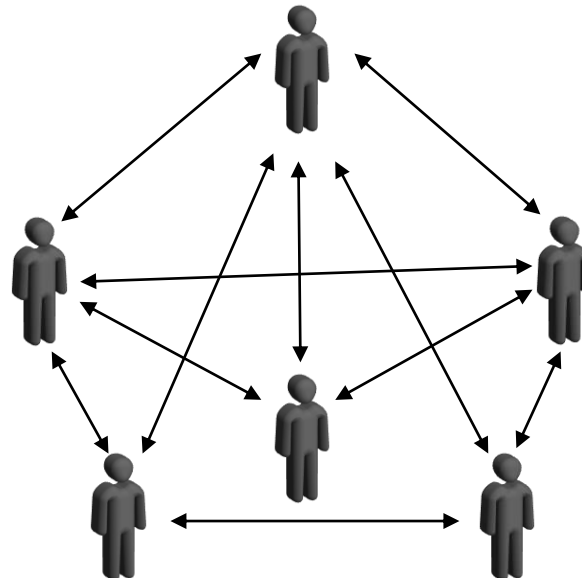
Contribution

- Interplay between different antecedents of shared leadership
- Testing an IPO-model with time-lagged and multi-source data
- Considering multilevel structure by taking a deeper look at individual perceptions and team level emergent states

Theory

Shared leadership

- Chiu and colleagues define shared leadership as a „cohesive network where all the team members engage in frequent leading-following interactions and, thus, share both leader and follower identities at the same time.” (2016, p. 1707)

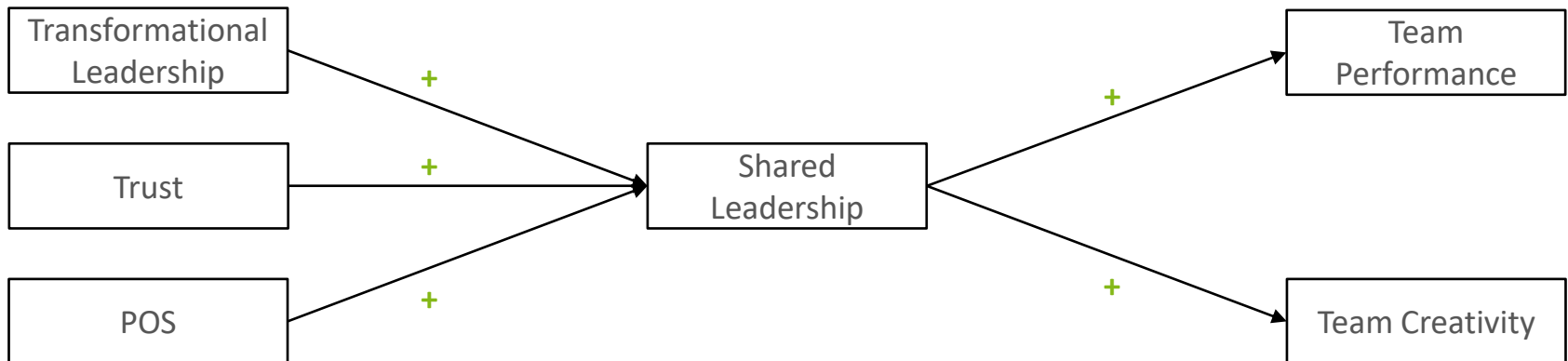


Theory

- Choice of antecedents based an IPO Model of Hoch & Dulebohn (2013)
- Explaining theories: Adaptive leadership theory (DeRue & Ashford, 2010) & social exchange theory (Cropanzano, Anthony, Daniels, & Hall 2017)
 - **POS:** Reciprocity and felt obligation foster shared leadership (Cropanzano et al., 2017; Kurtessis et al., 2017; Wegge et al., 2010)
 - **Transformational leadership:** Collective goals and identification enhance engagement in leading/following interactions (Hoch, 2013)
 - **Intrateam trust:** Reduced risk for claiming/granting leadership influence (Drescher et al., 2014)
- Leading towards common goal increases effectiveness and foster team creativity (e.g. Hoch 2013; Wang et al., 2014)

Theory

Research Model



Method

Design: Field study with three measurement occasions (time lag of 1 month)

Team leaders ($N = 144$)

- Gender: 40% female
- Age: $M = 44.2$, $SD = 11.3$ years
- Education: 58% University degree

Team members ($N = 602$)

- Gender: 57% female
- Age: $M = 36.0$, $SD = 11.7$ years
- Education: 45% University degree

Statistical Analysis Strategy:

- 1-1-2 Bayesian multilevel path-analytic approach (Lüdtke et al., 2008; Preacher et al., 2010)
- 500.000 MCMC-iterations, weak-informative priors (Depaoli & Clifton, 2015)
- Model/MCMC-convergence evaluation with PPC, PSR, trace plots (Depaoli & van de Schoot, 2017)

Method

Measurement

- Transformational leadership: 28 items, $\omega_{\text{within}} = .97$ and $\omega_{\text{between}} = .95$, Rowold & Poethke (2017)
- Trust: 9 items, $\omega_{\text{within}} = .92$ and $\omega_{\text{between}} = .99$, Lehmann-Willenbrock & Kauffeld (2010)
- POS: 6 items, $\omega_{\text{within}} = .89$ and $\omega_{\text{between}} = .91$, Eisenberger et al. (2001)
- Shared Leadership: 1 item, Carson, Tesluk & Marrone (2007)
- Team Performance: 26 items, $\omega_{\text{between}} = .95$, Pearce & Sims (2002)
- Team Creativity: 13 items, $\omega_{\text{between}} = .94$, George & Zhou (2001)
- Control variables: Team size, team tenure, team leader tenure (see Carson et al., 2007; Nicolaides et al. 2014)

Results

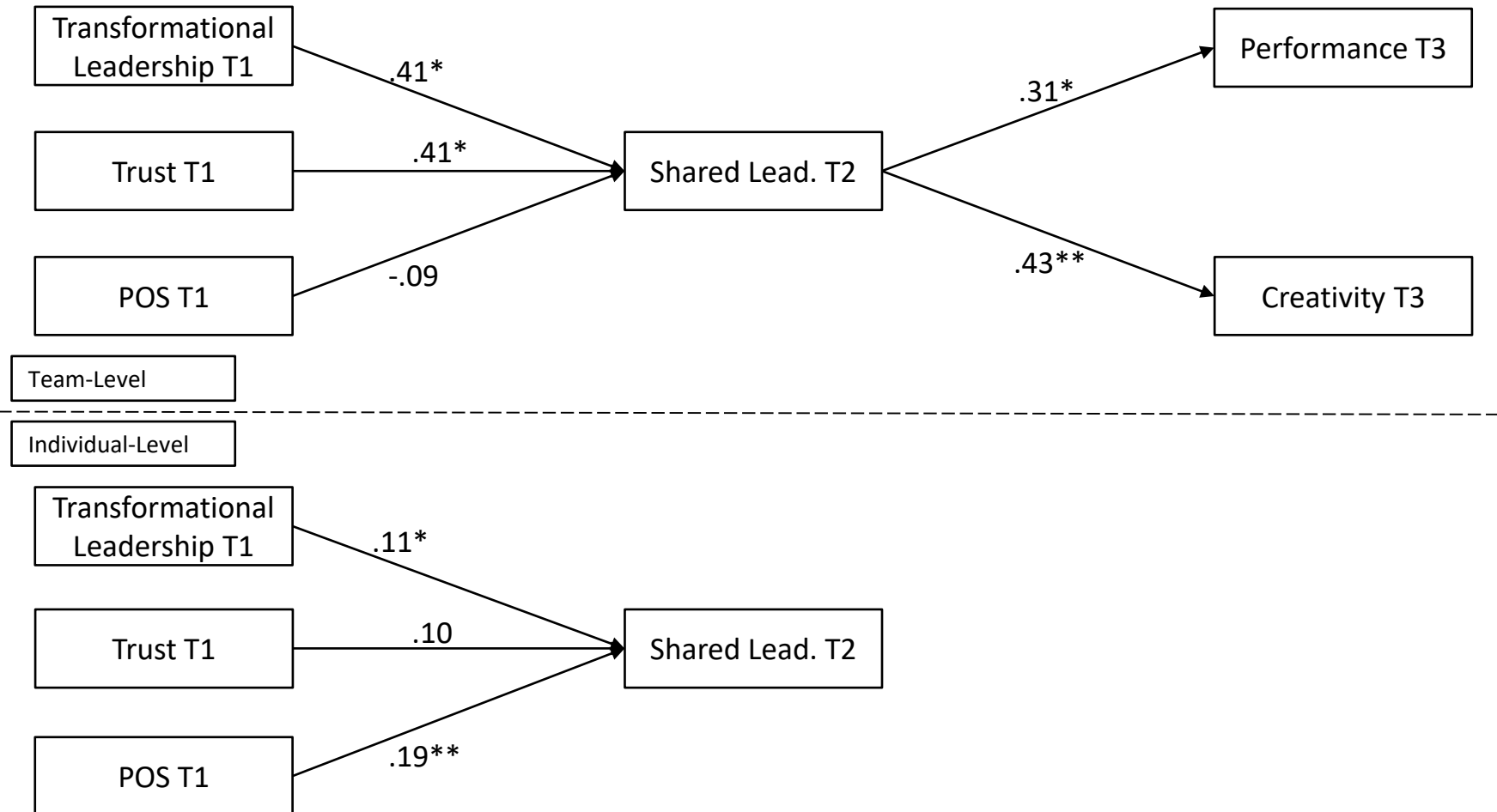
Bayesian model fit:

- Posterior Predictive p -Value = .41, CI = [-29.44; 37.78]
- Potential Scale Reduction = 1.001
- Trace plots show a typical pattern of MCMC-convergence

Supplementary ML-estimation:

- In general same pattern of results; point estimates are slightly higher for ML
- $\chi^2 = 28.99$, $df = 23$, $p = .18$, CFI = .99, RMSEA = .02, SRMR_{within} = .03, SRMR_{between} = .10

Results



Discussion

Summary and Contribution

- Emergence of shared leadership depends on intrateam trust and transformational leadership: Collective identity, shared purpose, and enhanced willingness for risk-taking can foster claiming/granting leadership influence within teams (DeRue & Ashford, 2010; Kark et al., 2003; Schoorman et al., 2007)
- Testing an IPO-model: Shared Leadership as an important driver to enhance team effectiveness and creativity (Hoch & Dulebohn, 2013; Morgeson et al., 2010)
- Multilevel consideration of shared leadership highlights differentiated effects at individual vs. team level: Individual perception of every team members differs from team level construct (see Kozlowski, 2015)

Discussion & Implications

Strengths & Limitations

- Convenience sample (Marcus et al., 2017)
- Common method bias: Questionnaire-based online survey (Podsakoff et al., 2003)
- Time-lagged design & multi-source data

Implications & Further Research

- Differentiated relationships for POS, trust and shared leadership at individual vs. team level highlights the importance of multilevel research
- Interplay between the emergent states trust and shared leadership needs further attention: Drescher et al. (2014) examined reverse direction
- Possible effects of shared leadership on affect, behavior, and cognition of formal leader
- For organizations: Shared leadership proofed as complement for vertical leadership

Thank you for your attention!

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