

Contents

Preface	xi
Overview of the Book	xi
Audience for the Book	xii
Acknowledgments	xii
1. All Those Years Ago: The Historical Underpinnings of Shared Leadership	1
<i>Craig L. Pearce and Jay A. Conger</i>	
The Emergence of the Scientific Study of Leadership: The Leader in a Command Role	3
The Management Field's Brief Flirtations With Concepts Related to Shared Leadership	6
Laying the Theoretical Groundwork for Shared Leadership: Organizational Research From the 1930s Through the 1960s	7
Building the Case for Shared Leadership: Organizational Research From the 1970s Through the Turn of the Millennium	9
The "Arrival" of Shared Leadership and the Way Forward	13
PART I: CONCEPTUAL MODELS OF SHARED LEADERSHIP	19
2. Shared leadership: Paradox and possibility	21
<i>Joyce K. Fletcher and Katrin Käufer</i>	
New Leadership Practices	21
Shared Leadership: What Is It?	22
Paradoxes of Shared Leadership	24

Possibility: Rethinking Shared Leadership From a Relational Perspective	26
Revisiting the Paradoxes of Shared Leadership	31
Possibility: Dialogue and Stone Center Relational Theory	35
Conclusion	42

3. Toward a Model of Shared Leadership and Distributed Influence in the Innovation Process: How Shared Leadership Can Enhance New Product Development Team Dynamics and Effectiveness 48

*Jonathan F. Cox, Craig L. Pearce,
and Monica L. Perry*

New Product Development Organization and Teams	49
Leading New Product Development Teams	51
A Model of Shared Leadership in New Product Development Teams	55
Conclusion	68

4. Can Team Members Share Leadership? Foundations in Research and Theory 77

Anson Seers, Tiffany Keller, and James M. Wilkerson

Supervision and the Definition of Leadership	78
Revisiting the Theoretical Roots of Role Making	82
Toward a Theoretical Model of Shared Influence	89
Conclusion	96

5. The Role of Shared Cognition in Enabling Shared Leadership and Team Adaptability 103

*C. Shawn Burke, Stephen M. Fiore,
and Eduardo Salas*

Team Leadership	104
Shared Team Leadership	105
Framework	107
Conclusion	117

**6. Self-Leadership and SuperLeadership:
The Heart and Art of Creating Shared
Leadership in Teams** 123

*Jeffery D. Houghton, Christopher P. Neck,
and Charles C. Manz*

Shared Leadership	124
Self-Leadership: The Heart of Shared Leadership	126
SuperLeadership: The Art of Facilitating Shared Leadership	133
Conclusion	135

**PART II: METHODOLOGICAL ISSUES IN THE
STUDY OF SHARED LEADERSHIP** 141

**7. Assessing Shared Leadership: Development
and Preliminary Validation of a Team
Multifactor Leadership Questionnaire** 143

*Bruce J. Avolio, Nagaraj Sivasubramaniam,
William D. Murry, Don Jung, and John W. Garger*

Leadership "of" Versus "by" the Team	144
Building the Team Leadership Construct	145
Phase 1: Exploratory Study	151
Phase 2: Validation Studies	155
Discussion	165

**8. A Group Exchange Structure Approach
to Leadership in Groups** 173

*Scott E. Seibert, Raymond T. Sparrowe,
and Robert C. Liden*

Shared Leadership, Individuals, and Group Influence	174
A Group Exchange Approach to Shared Leadership	178
Speculations on Group Exchange Structure and Group Process	181
Differentiation of Exchange Relationships and the Formation of Group Structures	184
Vertical Leadership and Shared Leadership	186
Future Research Directions	188

**9. Shared Leadership in Work Teams:
A Social Network Approach** 193

*Margarita Mayo, James R. Meindl,
and Juan-Carlos Pastor*

Basic Concepts in Intraorganizational Social Network Analysis	194
The Nature of Shared Leadership	197
The Topography of Shared Leadership	203
Research Implications	206
Concluding Remarks	210

**PART III: THE STUDY OF SHARED
LEADERSHIP IN APPLIED SETTINGS** 215

**10. Flow, Creativity, and Shared Leadership:
Rethinking the Motivation and Structuring
of Knowledge Work** 217

Charles Hooker and Mihaly Csikszentmihalyi

Flow	220
Sample and Method	223
Shared Leadership in a Space Science Lab	224
Finding Flow in Shared Leadership	227
Motivating Creativity in Knowledge Work	229

**11. Shared Leadership in the Management
of Group Boundaries: A Study of Expulsions
From Officers' Training Courses** 235

Boas Shamir and Yael Lapidot

Background: Expulsion of Cadets from IDF Officers' Training Courses	237
The Study	238
Some Evidence: Shared Leadership in Expulsion Decisions	239
Discussion: Conditions for Shared Leadership	244
Conclusion	247

12. The Promise and Pitfalls of Shared Leadership: When Two (or More) Heads are Better Than One	250
<i>James O'Toole, Jay Galbraith, and Edward E. Lawler, III</i>	
Change at the Top	252
Partnership at the Top	252
Origins of Shared Leadership	254
Different Roles	257
Selecting a Leadership Team	258
Working Together	259
Working With Others	260
Leadership Institutionalized	260
Conclusion	261
Appendix A: The Intel Office Model	261
Appendix B: The General Electric Model	263
Appendix C: Midwest Manufacturing Company	264
PART IV: CRITIQUE OF SHARED LEADERSHIP THEORY	269
13. Leadership: Starting at the Top	271
<i>Edwin A. Locke</i>	
Top-Down Model	271
Bottom-Up Model	273
Shared Leadership Model	273
The Tasks of the Top Leader	276
The Integrated Model	281
14. A Landscape of Opportunities: Future Research on Shared Leadership	285
<i>Jay A. Conger and Craig L. Pearce</i>	
The Relationship Between Shared and Vertical Leadership	286
The Dynamics of Shared Leadership	287
Implementing Shared Leadership	294

Cross-Cultural Factors	295
Outcomes of Shared Leadership	296
Measuring Shared Leadership	297
The Limits and Liabilities of Shared Leadership	299
Conclusion	301
Author Index	305
Subject Index	315
About the Contributors	323