Team leader's role in the adoption of shared leadership (SL)

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Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy in Corporate Strategy at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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29 November 2021

Abstract

Shared leadership is increasingly becoming a concept that is being associated with modern day leadership and traditional ways of leading teams and organizations are becoming redundant. There is a need to incorporate a more open and one-on-one people management way of leading. Shared leadership states that leadership must have a shared component so that team leaders and team members must share in this influence and leadership to co-lead. This research study sought to find out the role of a team leader in the adoption of the shared approach to leadership and to see the conditions that cause team members to adopt it . The roles of a leader found were; maintain consultative team performance, keep communication channels open, spearhead team involvement, lead in collaboration, co-lead with team members, drive team engagement, encourage team work, cascade information, empower others, prepare for succession readiness, provide flexible management, balance transformational and transactional leadership. The conditions that were discovered from team members were; room to exercise leadership within their own area; to be equipped for succession or the next level of leadership; role clarity and fourthly to have engagements on task and strategy progress; to be involved in planning and problem solving; to have an environment if idea and information sharing and finally to be empowered to make decisions.

Key Words: Shared leadership, influence, team leader, team member

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CHAPTER 1

1. Introduction

1.1. Background

It is generally agreed that strategic leadership sits at the heart of successful strategy from formulation to execution; and without the right competencies and leadership culture, an organization's strategy is likely to have disjointed execution due to limited buy in from stakeholders, thereby limiting performance (Norzailan, Othman & Hiroyuki, 2016). However, a recent school of thought suggests that focusing on individual leadership competencies alone is not enough to successfully drive an organization's strategic vision or intent (Ulrich & Smallwood, 2019). Continuous and sustainably great performance requires leadership to be built into and embedded in the organizations various levels of leadership. This can be achieved through a coordinated effort by the CEO, Executive Management and Heads of Divisions that will lead to the right strategic outcomes (Samimi, Cortes, Anderson, & Herrmann, 2020).

Strategic leadership is moving away from focusing on an individual leaders' competencies to encompassing leadership as a concept that also focuses on those that are following or peers or different levels of management in order to ascertain the influence that these different groups have on the overall performance of the organization (Pitelis & Wagner, 2019). Additionally, as pillars of strategic leadership theory, it is worthy to mention that Pearce and Conger 2003 go further to advocate that leadership should move away from individuals but also hierarchy and emphasize on shared influence thereby leading to the necessity of shared leadership in organizations. This shows that leadership competencies are not restricted to one's capability but look into how much influence and impact the leadership has on those that surround them both within and outside the organization and more especially to those that lead with them by extension (Pearce, Conger, Locke, 2008).

The focus of this paper is to highlight the role a leader plays in team members participating in shared leadership. Though many have connected SL to successful team operations, there has not been clear studies on the individual leader's influence on the rest of the team's adoption of SL. The study will be qualitative and will use semi-

structured interviews for data collection and coding for analysis. The focus of the study will be the Financial industry in Malawi, with a specific attention to Commercial Banks.

1.2 Business need and academic relevance

1.2.1 Business need

Leadership is seen as key to driving successful organizations as well as being key to creating a culture that sustains organizations beyond the indivdual people in it (Houghton, Pearce, Manz, Courtright, Stewart, 2015). The concept of leadership in general is complex and has further been complicated by additions to the body of knowledge stating that there is a need to not only recognize that organizational complexity requires more than one leader in the forefront but needs shared influence across the organization (D'Innocenzo, Mathieu, Kukenberger, 2016). This ensures that there is little disruption in meeting organizational goals, which helps to position the business as a strong going concern (Morhart, Herzog, & Tomczak, 2009). Given the nature of business in today's environment, it is important to evolve into shared leadership as a driver for better team performance and thereafter better organizational performance (Pearce et al., 2008).

1.2.2   Academic relevance

The expanse of studies that have been carried out have not studied the specific behavior that is behind strategic leadership choices. The how and why leaders do what they do is one of the gaps in the literal conversation. Looking into how the leadership of the top executive impacts shared leadership and team dynamics will help to better understand the emergence of shared influence at different levels of an organization's management (Zhu, Liao, Yam, Johnson, 2018).

1.3   Research problem and aim

The research problem is one of the most important elements of any research as it describes the essence of the research being carried out and is used to direct all other elements of the research, be it the objectives, literature review, research questions,

methodology, analysis and conclusion; thereby creating a golden thread that is consistent throughout the study (Ellis & Levy, 2008).

1.3.1 Research Problem:

This research is to explore how team leaders influence hinders or encourages shared leadership (Zhu et al., 2018).

1.3.2 Research Aim:

This study seeks to find out:

(a) Whether a team leader's role encourages shared leadership.

According to Zhu et al (2018) antecedents that lead to shared leadership haven't been fully explored and has ignored the impact that formal structures in an organization can have on successful adoption of shared leadership. This study therefore seeks to find out the role that the team leader has in the adoption or lack thereof of shared leadership.

1.4 Research report structure

The below figure summarizes the structure which the rest of this paper will take:

Chapter 2: Literature Review

- This chapter will present the literature review that details existing theoretical arguments as a background and basis for conducting a research based on the gaps found.

Chapter 3: Research Question

- The research question will be presented in this chapter and will guide the research data collection as it states what problem needs to be answered.

Chapter 4: Research Methodology

- The reserach methodogy outlines the full process which the research is going to be conuducted

Chapter 5: Results

- A presentation of the findings of the research will be made in this chapter

Chapter 6: Discussion

- A discussion of our findings will be linked to current literature for comparison and contrasting as well as to state any new contructs

Chapter 7: Conclusion & Recommendations

- The chapter highlights the conclusion to all the findings and states limitations of the research as well as recommendations for furture research

Figure 1: An outline of the research paper

CHAPTER 2

2. LITERATURE REVIEW

2.1. Introduction

This chapter will provide a background of current research on shared leadership and the direction it has taken in recent years. The aim for the literature review is to understand the relevant conversation on shared leadership definitions, concepts, frameworks, antecedents and outcomes. Different schools of thoughts will be discussed to illustrate what has been found on the subject of shared leadership to date.

This chapter, additionally, provides a theoretical foundation for the research that this paper holds. The concepts and constructs are what have been used to build a case for the research carried out and the gap it is trying to address; the role of the team leader in the adoption of shared leadership.

2.2. Shared Leadership Defined

The concept of shared leadership has recently gained popularity due to its shift away from individual leadership to team based leadership (Zhu et al., 2018). As anchors to the concept, Pearce & Conger, 2003 defined shared leadership as "a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both". SL moves away from hierarchy and puts emphasis on peer influence, thereby rendering it a social process as opposed to an individualistic one (Pearce et al., 2008). SL accepts that traditional leadership is becoming a less relevant way of leading teams and the team dynamic is moving towards emerging leadership that is more fluid and distributed amongst several individuals depending on circumstance (D'Innocenzo et al., 2016). D'Innocenzo et al (2016) further state that shared leadership is "an emergent team phenomenon whereby leadership roles and influence are distributed among team members". It is argued that with dynamic nature of business environments informal relationships are being formed where leaders are automatically referred to in the absence of the formal leader (Chrobot-Mason et Chrobot-Mason, D., Gerbasi, A., Cullen-Lester, K.L., 2016). The essence behind shared leadership is to improve performance and satisfaction as the team attains and realizes its objective (Pearce & Conger 2003). Shared leadership, however, is not to be confused with team work. Teamwork is a joint

effort employed to achieve a common task or goal in the most efficient way without necessarily spreading influence amongst the team; whereas shared leadership centers on "distributed influence amongst team members" (Wang, Waldman, Zhang, 2014). A further definition of shared leadership is where two or more leaders of a Top Management Team are actively driving the goals (Agarwal, Braguisky, Ohyama, 2020). On the other hand Locke E. (2003) argues that as much as shared leadership improves team processes, it cannot be considered in isolation from traditional leadership for purposes of maintaining order and direction. The CEO has the final say regardless of whether leadership was shared or not and therefore leadership must be integrated (Pearce et al., 2008). In line with Locke's argument on the need for formal representation when using shared leadership, Pitelisa & Wagner (2019) state that when strategic leadership is shared amongst teams, by deliberately sharing decision-making and planning, dynamic capabilities whether individual or organization are stimulated. They have defined shared leadership as "leadership acts that are shared between organizational actors within subparts of the organization" in contrast to general strategic leadership which looks at leadership of the organization as a whole (Pitelis & Wagner, 2019)

2.3. Shared Leadership in Context

Due to the dynamic and expansive nature of leadership, there are a lot of antecedents that need to be taken into consideration before shared leadership can be deemed to be fully explored (Zhu et al., 2018). Cater & Justis (2020) studied eight antecedents based on family owned businesses, namely "long-term orientation, close communication and shared understanding, resistance to change, succession planning, failure to release control, reporting relationship confusion, increased decision time, and higher decision quality"; and concluded that the internal team environment, team role as well as task clarity determines level of shared leadership and team satisfaction. A number of antecedents in various studies have been discovered as is presented below, however the role that the team leader has in the adoption of shared leadership hasn't been explored (Zhu et al., 2018).

2.3.1. Antecedents

(a) Team Role

The role that the team has been given is critical in determining the level at which shared leadership can be adopted as the sense of purpose is what drives team members towards acceptance of the leadership and influence that is passed on Cater & Justis, (2020).

(b) Internal Team Environment

A conducive team environment with "shared purpose, high levels of social and psychological support, and the opportunity to actively participate in decision-making allows for shared leadership to manifest positively and lead to better team performance (Serban & Roberts, 2016). Furthermore, their study found that the better the team viewed their team environment, the higher the propensity for them to adopt shared leadership. This brought about high engagement and teamwork which is what resulted in high performance and task completion. The team owned the task and process. Carson et al., (2007) agree with Serban & Roberts, (2016) that a healthy team environment consist of the above three conditions and have called these elements "shared purpose, social support and voice".

On the other hand, where the environment is toxic and riddled with power struggles and political agendas, shared leadership does not take hold as trust and sharing of information is absent (Agarwal et al., 2020).

(c) Shared Understanding

Teams that operate with minimal traditional leadership are inclined to have need for a shared understanding in order to operate efficiently and this is the case with shared leadership (Nederveen Pieterse et al., 2019). Nederveen Pieterse et al., (2019) continues with findings that state without team understanding, team performance reduces as the team members spend more time aligning that achieving the completion of the actual task or purpose. In another study by Klasmeier & Rowold, (2020) an emphasis is made on the importance of shared vision, understanding and common goals in the adoption of shared leadership. These studies though sound do not look at the role of a team leader in this context.

(d) Common Identity

Apart from having a common goal, shared leadership thrives when the team, group or organization also has a common identity (Chrobot-Mason et al., 2016). This is to say that each team member must resonate with the purpose of the team, group or organization. Klasmeier & Rowold, (2020) also agree that a common identity leads to shared leadership and better team performance. A sense of identity is what strengthens the team and enhances performance through the working of shared leadership and influence (Nederveen Pieterse et al., 2019). Common identity supposes that all are aligned including the team leader. Perhaps the question would be is there a role that the team leader plays in establishing a common team identity.

(e) Commercial vs Non-commercial organizations

When a focus on commercial and non-commercial organizations was tested to differentiate the effectiveness of SL, it was discovered that in both contexts SL required interactions between several individuals in order to have a positive effect on performance (Sweeney et al., 2019)(D'Innocenzo et al., 2016). This is further cementing that the positive relationship between SL and performance. However, they differ in that non-commercial organizations have a more social and inclusive approach to leadership unlike commercial organizations that still practiced more formal and hierarchical leadership and this can affect the extent to which SL is adopted (Sweeney et al., 2019). This was viewed to be partly due to a focus on financial performance being at the core of commercial organization goals.

(f) Team Performance

Shared leadership has more impact than just the most commonly cited one of improved team performance (Agarwal, Braguinsky, Ohyama, 2019). (Agarwal et al., 2020) demonstrated that shared leadership has a positive relationship with organization growth strategies through its effects on product innovation, recruitment and sales. However, their study also highlighted the fact that SL success is highly dependent on healthy team dynamics like whether the focus is on value creation, sharing power & influence, resolving disagreements speedily and all round team focused; as opposed to focusing on politics and individual power, which agrees with Cater & Justis (2020) & (Serban & Roberts, 2016) findings around the importance of a healthy internal team environment and resultant improved team performance. Another study shows that shared leadership

has a positive relationship with performance when the team has more capable members Chiu et al. (2016).

(g) Creativity

Shared leadership has been more effective in cases where the team task is creative, complex or interdependent (Serban & Roberts, 2016) (He,Hao,Huang,Long,Hiller & Li, 2020). He et al (2020) discovered that shared leadership fosters creativity in both individuals and the team. Their findings also suggest that team creativity is enhanced when an open type of leadership is employed. This leaves out routine work or structures as the nature of planning and execution leaves very little room for exploring ideas and therefore likely to take on a traditional leadership model e.g. the manufacturing industry (Sweeney et al., 2019). However, He et al, 2020; Ali et al, 2020 also found that a combination of shared leadership and traditional leadership enhances creativity in different ways. Shared leadership stimulates individual creativity whilst traditional leadership guides and brings together group creativity (Liu et al., 2014). A recent school of thought also suggests that for shared leadership to add to creativity, the team members and the team leader must both view the team with confidence of their creative ability Ali et al, (2020).

(h) Trust

Though shared leadership has general positive effects on a team, it doesn't initially have the same effect on the individuals within the team, as there may be unwillingness to trust and suspicion towards the intent to share (Lau, Cheung & Cooper-Thomas, 2021). Lau et al, 2021 found that though this is the case, the remedy was to increase shared leadership in order to lessen the effects of the negative associations. This arbitrating role of shared leadership is what helps to make teams stronger. In line with the findings of Lau et al (2021), Hoch (2013) states that shared leadership is dependent on the willingness and trust of the team leader to pass on authority to team members but also on the willingness and trust of the team member to accept it (Ali et al., 2020).

(i) Team Diversity

A recent studies have also highlighted that diversity plays a crucial role when it comes to the successful adoption of shared leadership (Sinha, R., Chiu, C., Srinivas, S., 2021) (Kukenberger & D'Innocenzo, 2020). According to Kukenberger & D'Innocenzo (2020)

gender, leadership style, team willingness to cooperate are all contexts that must be considered to further investigate previously tested antecedents like task and team role clarity or humility. The former factors can all have an adverse effect on shared leadership if not handled correctly. Furthermore, team diversity in relation to shared leadership produces positive results when team relationship conflicts are resolved as opposed to resolving task conflict (Sinha et al., 2021). In a formal set up the team leader will have to consider all of the above when making decisions on shared leadership.

SL should continue to be explored in different contexts so that there is more clarity and unification when it comes to the guiding framework of shared leadership, in general but also in the context of the team leader as per what this study seeks to answer.

2.4. Types of Leadership

There are different types of leadership but the most commonly used and referred to in strategic leadership research and in relation to shared leadership are transformational leadership and transactional leadership (Zhu et al., 2018).

Both transactional leadership and transformational leadership are vertical leadership styles that come from a formal organizational structure (Zhu et al., 2018) but they differ in a number of areas, namely team engagement, rewards, decision-making and formality. Both types of leadership aim to motivate individuals and teams to perform highly (Choi et al, 2017). However the method of motivation is different in that transactional leadership focuses on rewards whilst transformational leadership focuses on relationship (Nielsen et al., 2019). Some studies have shown that the inclusive nature of transformational leadership results in more teamwork amongst teams and therefore more motivation for high performance (Houghton et al., 2015). This is generally pursued as a school of thought because teams react positively to inclusiveness (Kukenberger & D'Innocenzo, 2020). However, the behaviors of the leaders themselves has not been explored when extending to shared leadership; which is more concerned with sharing the sphere of influence and leadership itself within the team and not just motivation for performance and teamwork (He et al., 2020).

2.5. Social vs Aggregate Approaches

As indicated in the previous section, SL studies that are context specific bring a better understanding of the drivers and environment that drives and determines the success of shared leadership (Kriger & Zhovtobryukh, 2016)(Serban & Roberts, 2016)(Zhu et al., 2018).

Social and aggregate theories are used to measure the source of leadership in a team. (D'Innocenzo et al., 2016)(Sweeney et al., 2019)(Zhu et al., 2018). The difference between the two being that the aggregate focus is on the group as a whole or its function as a unit whilst the social approach focuses on how individual team members perceive and feed into the team (Sweeney et al., 2019).

Given these two contexts, this study will explore the social approach of measuring shared leadership in order to understand the effect of the team leader role and opposed to leading with an understanding of the whole team.

2.6. Research Gap

Though there is numerous research feeding into the body of knowledge around shared leadership, there is lack of consensus when it comes to the definition, frameworks, antecedents and variety of context (Zhu et al., 2018)(Serban & Roberts, 2016). Despite the fragmented theory, researchers agree that shared leadership has a positive impact on team performance and satisfaction (Drescher & Garbers, 2016)(Serban & Roberts, 2016)(Zhu et al., 2018). Though this conclusion is widely maintained, the research on shared leadership that has been done has not been exhaustive when it comes to exploring antecedents and contexts (Sweeney et al., 2019). One such antecedents is that of the role of the team leader when it comes to shared leadership. How does the leader's ways of working and decisions impact on the ability of others to adopt shared influence and leadership (Zhu et al., 2018). For instance, team leaders who are humble and open to sharing perceptions have been observed to motivate and catalyze performance due to the influence on team members from accepting and owning shared visions, decisions and tasks (Ou et al., 2014). Based on the above, it is a worthwhile contribution to research how team leaders then contribute to the adoption of shared leadership in a structured context like the Financial Industry.

CHAPTER 3

3. RESEARCH QUESTION

The research study seeks to find out how team members respond to their team leader's leadership when adopting or rejecting shared leadership. Shared leadership as an emergent phenomenon requires better understanding of the role the team leader on the team itself as so far research has focused more on team performance and outcomes. The question in this study is:

Q: Does the team leaders' leadership or management have an impact on whether shared leadership is adopted?

> *Q1a: What type of leadership roles lead to the adoption of shared leadership?*
> This question will explore whether the type of leadership can encourage or discourage shared leadership.

> *Q1b: In what conditions do team members respond positively to shared leadership?*
> This question will find out the effects of the leadership styles discovered in 1a and how team members respond to them.

CHAPTER 4

4   RESEARCH METHODOLOGY

4.1   Introduction

This chapter looks at the research methodology that was used in this study. The purpose of the research study was to ascertain the impact that a team leader's role in relation to how it affects the uptake of shared leadership. This was intended to add to the existing body of knowledge which currently had not studied the impact the team leader has on adoption of shared leadership but a focus has been more on the generic impact shared leadership has on team members and organizational outcomes.

An interpretivist approach was used to study leaders in the context of shared leadership. This approach allowed for exploration of what leads to successful shared leadership adoption (Bell, Bryman, & Harley, 2019) . Using this method assisted to collect data that answered the research question and provided a series of responses that were analyzed into themes. Using an interpretivist approach also allowed for the understanding of various perceptions and experiences derived in the participants environment (Saldana, 2009).

The study adopted a qualitative approach as a choice of research design. Semi-structured interviews were conducted to gather data. Methods of analysis and quality control are also included in this section.

4.2   Choice of methodology
4.2.1   Reason for Qualitative Research

A qualitative approach was chosen for this study due to the exploratory methods required to gather data. Being able to delve deeper into the elements of the shared leadership construct through interviews allowed for more detailed findings that led to emerging themes than a structured quantitative approach would have. Qualitative research gave an opportunity to the researcher to seek clarification and understand the responses given by the interviewees, leading to more robust findings on the effects that leaders have on shared leadership.

4.3   Time

The study was a cross sectional study as data was collected from different sources at a given point in time (Saunders and Lewis 2018). This method was selected to take into consideration the practicality of the time required to complete the research. Cross sectional studies also allow relationships to be drawn from the study and show relevant connections (Bell et al., 2019).

4.4 Population

According to Bell et al (2016), a population is "the universe of units from which a sample is selected". In this research the population was financial services within Malawi, with a focus on Commercial Banks. In total, there are eight banks. Three levels of management were targeted for this study. The levels of management interviewed consisted of Executive Management, Senior Management and Middle Management. A key requirement was that the individual should be one that is involved in the strategy development and cascading process, as well as one involved in decision making. Each respondent was required to have a minimum of two people reporting into them and to have been part of the organization for at least one financial year.

The financial industry was selected as an area of unexplored research in the context of team leaders and shared leadership (Zhu et al., 2018); especially when looking at commercial or technical organizations.

4.5 Sampling

Purposive sampling which is a non-random sampling technique was used and the Financial Industry in Malawi was the target when answering the research question and purpose. This method of sampling used the researcher's judgement based on a criteria that resulted in the data from a specific subset of selected participants (Guest, Bunce & Johnson, 2006). This sample was arrived at due to the distribution of the two sectors which favors Banks more than Insurance. The banking sector was targeted for data collection based on the following criteria:

(a) The organization was well established, recognized and had a formal structure with formal teams represented in the organization
(b) The management team leaders characteristics were:
    i.   They had experience managing teams so that the data collected was based on relevant experience that will add to the knowledge required to answer the research question (Gentles S., Charles C., Ploeg J., & McKibbon K.A., 2015).

ii.   They had worked in a leadership role for over one year.

iii.   They were either executive of senior management.

(c) The team members characteristics were:

i.   They also had experience in managing teams.

ii.   They were of the same department or reporting into the team leader.

iii.   They are the ones who were responsible for operationalization of the strategy.

The sample consisted of three members from five different teams respectively; to be interviewed. This was a total of 15 interviewees. The size of the sample had been purposed in order to ensure the information gathered was in-depth but also because those interviewed were of similar experience and roles (Gentles et al., 2015).

4.6   Level of Analysis

The level or unit of analysis describes the participants that were participants. A unit of analysis can either be an individual or a group. The level of analysis for this study was individuals. The perceptions of both the team leader and their team members were the units of analysis as this study needed to explore both perspectives to arrive at a conclusion. The team leaders in this case provided an influencer perspective whilst the team members provided the influenced or uptake view.

4.7   Data Gathering Process and Research Instruments

4.7.1   Gathering Process

The semi-structured interview were administered to enable a closer interaction with the participants and created a rapport that harnessed the views and perceptions of those being interviewed in more detail than a quantitative study would permit (Saunders and Lewis 2018). It also allowed for contextual understanding as opposed to the generalization that necessitates in a quantitative study. The aim of the study being interpretivist and inductive made the qualitative method and therefore semi-structured interviews the best fit as this gave room for emerging theory and not necessarily test existing theory that a deductive and structured interview would represent (Bell et al 2019).

4.7.2   Research Instruments

In order to collect data an interview guide was used for face to face interviews with all respondents. The interview guide with questions was used to guide the flow of the interviews in order to maintain a certain flow to the conversation without stifling the

narrative being given by participants. This allowed for consistency in topics discussed but also make analysis more structured and precise (Guest et al., 2006). The interview guide was divided in sections, namely: gathering of participant information, interview introductions, rapport building questions and questions for the team leader to find out more concerning their leadership and a section for those reporting into them to ascertain the effects the team leader has on shared leadership with his team.

The interviews were conducted digitally via Zoom. With permission of the respondents, each interview was recorded and later transcribed for purposes of interpretation, and analysis.

4.7.3   Quality Control

In order to ensure data quality there was a prescreening process to confirm that the organization meets the criteria of the sample type. In addition, an interview guide was used to maintain collection integrity and consistency. The interviews were also recorded for purposes of having a record of each interview should checks be required (Bell et al 2015).

Before data collection the organization issued out a permission letter allowing the researcher to proceed with using their organization as part of the study. Thereafter, during data collection all interviewees were asked to sign consent forms as an agreement of the terms stipulated therein (Appendix 2); (Bell et al 2015).

The data once collected was stored on a Drive to ensure safety of the data. This Drive will be protected by a password to avoid any tampering from third parties. A transcriber was not engaged and a non-disclosure agreement was not needed prior to any data analysis (Bell et al 2015).

4.8   Data Analysis

The data was analyzed using content analysis that was focused on data extracted and transcribed from the video recordings taken during the various interviews. The application Otter was also used to assist in the transcription of the recordings and Atlas Ti was used for analysis. The digitally transcribed data was reviewed for accuracy before analysis. Each transcript needed to be read and the themes sifted out. The data was coded and grouped into themes using a table that tabulates the details of the findings. A

coding system for both team leaders and team members was used to show the various themes emerging (Saldana, 2009). A theme was identified where consistent repetitions or patterns emerged and where any similarities or differences are displayed as the interviewees' gave their responses. The same coding system was used to provide contrasts where apparent. Finally, any key words, phrases or metaphors that relate to the research focus formed part of the coding focus (Bell et al 2015).

4.9   Ethics

In order to conduct this research, a proposal was presented to a Research Ethics Committee to vet and approve the methodology in order to protect the integrity of the study. In addition, all respondents were protected by confidentiality as no individual and organization names were reported. All data was also be sorted with no identifiers.

CHAPTER 5

RESEARCH RESULTS

5.1. Introduction

This research study seeks to find out how team members respond to their team leader's role and style of leading when adopting or rejecting shared leadership. Chapter 5 details the findings of the research after analysis of the data that was collected through interviews to ascertain the role that a team leader has in the adoption of shared leadership. This chapter will provide a description of the research sample. The presentation of the analysis will be based on interpretation of data that led to themes identified under each research question as introduced in Chapter 3. The analysis has been broken down to address Q1a which was asked to team leader participants and Q1b which was asked to team members. Each question has resultant themes which break down key topics that were discovered.

5.2. Description of Sample

Data was collected from one organization in the financial industry; a bank. A total of fifteen interviews were conducted to answer the research questions. Purposive sampling was used by following a prescribed criteria that stipulated the need for the organization to be well established, recognized and have a formal structure; with formal teams and that their management must have experience in managing teams to ensure that the data collected is based on relevant experience that will add to the knowledge required to answer the research questions.

There were 15 interviewees in total; demarcated into teams of three, resulting in 5 teams. The interviewee participants were spread from various departments within the organization to ensure a broader perspective as well as to determine whether shared leadership was generally adopted in the organization or whether it is restricted to departments depending on leadership. The departments were comprised of the followings functions: Operations, Finance, Treasury, ICT as well as Corporate and Investment Banking (CIB). The team selection was a deliberate mix of business and support or enabling departments to ascertain whether such technicalities in functions had any impact on the findings of the research.

The teams consisted of Executive & Senior Management as team leaders, with Middle Managers as team members. The team leaders and members had various levels of experience in the organization which gave a good basis to determine the difference between fairly new and old ways of working when it comes to adopting shared leadership. Additionally, the sample consisted of 10 males and 5 females. Table 1 below further summarizes details of the respondents:

Table 1: Interviewee Demographics

Interview	Team	Department	Leadership Level	Gender
13	5a	Strategy	Team Leader	Male
14	5b	Corporate & Investment Banking	Team Member	Male
15	5c	Corporate & Investment Banking	Team Member	Male
10	4a	Treasury and Global Markets	Team Leader	Male
11	4b	Treasury and Global Markets	Team Member	Female
12	4c	Treasury and Global Markets	Team Member	Male
7	3a	ICT	Team Leader	Male
8	3b	ICT	Team Member	Male
9	3c	ICT	Team Member	Male
4	2a	Finance	Team Leader	Female
5	2b	Finance	Team Member	Male
6	2c	Finance	Team Member	Female
1	1a	Operations	Team Leader	Male
2	1b	Operations	Team Member	Female
3	1c	Operations	Team Member	Female

5.3. Data Saturation

During the process of analysis a total of 38 codes were created with 76% of the codes created from the first three interviews. Interview 1 had eleven, interview 2 had ten and interview 3; eight. The remaining 9 codes were spread across the rest of the twelve interviews. Saturation which is defined as the process whereby the number of new codes lessen considerably or no new codes are found with each interview analyzed. Once this state has been reached this is known as saturation (Guest et al., 2006). Saturation was reached during the first three interviews as very few codes were developed when interviews continued to be analyzed. Below is Figure 1 depicting a summary of how saturation was reached.

Saturation Summary
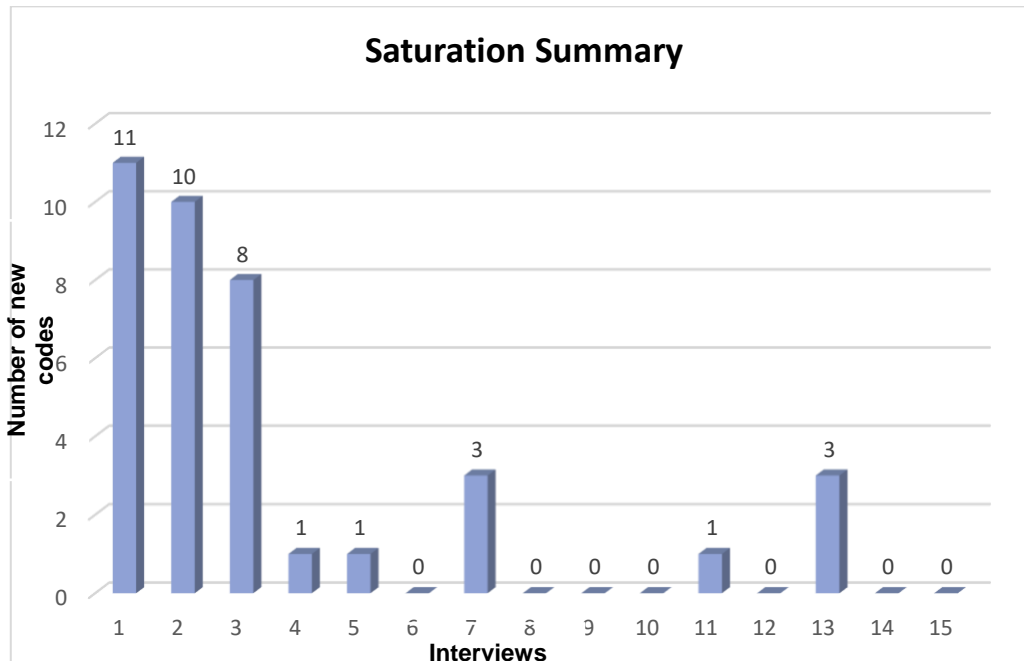
Figure 1: Graph detailing Code Saturation

5.4. Results Analysis

The research carried out aimed to understand whether a team leaders' leadership style or management have an impact on whether shared leadership is adopted. Two questions were asked to two groups respectively. Question one was aimed at ascertaining the viewpoints from the team leader's perspective and question two was focused on understanding the perception of the team member. The questions responded to by both groups were similar to assess the response the team members had to their team leaders; to ascertain if the team leaders viewpoint and that of the team members was aligned; and finally to discover the team leader's way of leading. Overall, the aim of the format of the questions chosen was to discover how the tone set from the CEO and his executives cascaded down to the next two levels of management.

Key elements that were investigated were the dynamics of team ways of working, the disposition of the team leader when it came to management of teams, viewpoints of performance management and approaches to leading and being led.

The results are presented based on the research questions with themes as headings for the findings. The themes encompass both segments of the teams but vary in perception

and outlook between team leaders and their members. The themes were derived from codes, which were grouped together based on similarity of topic and later presented as themes; as presented in Table 2.

5.4.1. Results for Research Question 1a

Research Question 1a: What type of leadership roles lead to the adoption of shared leadership? This question will explore whether the type of leadership can encourage or discourage shared leadership.

Table 2: Themes associated with Team Leader's Way of Leading

	Theme	Number of Code Groups	Number of codes	Code Frequency
1	Leadership Style	2	9	185
2	Team Cohesion	1	6	119
3	Engagement Approach	1	9	111
4	Performance	1	7	84

5.4.1.1.1. Leadership Style

This theme depicts the various ways of leading discovered from the five teams that were interviewed. Various types of leadership were described by participants that were coded based on emphasis from the leader. Combinations of ways of leading resulted in different effects on shared leadership and it's perception thereof. Six codes emerged from this theme and they reflected in Table 3 below.

Table 3: The first theme under Question 1a: Leadership Style

Theme	Code
Leadership style	Transactional leadership
	Transformational leadership
	Flexible management
	Succession readiness
	Levels of empowerment
	Cascading of information

Each of the codes are presented below with illustrative quotations.

(a) Transactional Leadership

According to participants' descriptions, this disposition showed leaders who put a lot of emphasis on performance and structure. It also showed leaders that prefer a top-down style of management. The focus for the leader depicted the need for the team to bring results.

Research Interviewee 2a

"I expect people to go and implement what we have agreed at the beginning of the year by themselves."

Research Interviewee 5a

"But at the beginning, the leadership style that I employed was the directive leadership style, to direct the composition, because of a crisis situation… to make sure that everybody stands in their corner and do what they do best, and invest time to get to appreciate what their role is."

Research Interviewee 2a

"Critical is the clarity of the objective in the first place. Clarity of what needs to happen by when, by whom, and my expectations are I expect delivery, no excuses."

(b) Transformational Leadership

Under this disposition, leaders displayed a propensity to co-lead with their direct reports and move away from micro-managing projects and day to day activities as illustrated below.

Research Interviewee 3a

"I put in serious work just to make sure that people are empowered and people know what to do and everything else. Come today; all I do is point to a direction, and I expect people to run with it."

Research Interviewee 2a

"I let the team leader come up with the initiatives. And then when they are pooled I do the high level screening of the high level document; for their sectional document, they will have full control over it."

Research Interviewee 1a

"My management style is the one that believes in empowering my team. So as I did say in one of the responses that I gave you in one of the questions, I am more interested in developing leadership qualities in my team, and that they co-lead with me, other than me micromanaging them."

(c) Flexible Management

Leaders stated that their day to day management was left to their teams to manage operational and tactical activities without the team leader getting involved; unless it was beyond a given mandate or a team member needed help. Their role was to ensure there was minimal supervision required during execution.

Research Interviewee 2a

"So the ones that are okay, working independently, I let them work independently. The ones that require me to check them every now and then I also let them."

Research Interviewee 2a

"Oh I'm very comfortable with the decision making of my team because they understand me, and they understand what I'm trying to do, such that I can ratify their decisions without getting shocked by the decisions that they've made without my input."

The flexibility in the style of management was also stated to be for team member growth and not just to avoid micro-management.

Research Interviewee 3a

"And sometimes also deliberately, I allow them to make some very sensitive decisions to see growth in them."

(d) Succession Readiness

During the conclusion of each interview, team leader participants were requested to state what their teams would do if they had to be away on an emergency without time to give guidance to their teams. Majority of the respondents stated that they were comfortable that there would be continuity in operations and that their teams would handle their absence without any hiccups.

Research Interviewee 1 a

"So even if I move out today, the team is going to run without any problems at all, but it has taken me ensuring that these guys are empowered to think in that particular manner."

Research Interviewee 4a

"So X can easily step in or indeed, Y would help out. So we really need to work as a team, not only within the department, but even with others."

Research Interviewee 3a

"I don't think you need me because the bank will survive easily and with minimum disruption."

Practical examples were cited for such a scenario to demonstrate that shared leadership and influence was practiced in the organization.

Research Interviewee 5a

"The team said whilst W is off sick; when he comes back, he must know that the leadership that he left the ship with is a solid leadership. So we need to make sure that we cross our first quarter of the year. We need to post above budget numbers."

Research Interviewee 3a

"I was in an emergency this year when COVID really hit me hard… they were able to survive, because I could hardly talk;… but you'd see that A became the de facto for people in the department. They were pushing things to A or E…"

(e) Levels of empowerment

Most of the leaders preferred to share decision-making influence with members of their teams who were also leading others. This was done with free reign as long as it was within the framework of the organization.

Research Interviewee 2a

"So, of course, I do have some sort of framework in how I work with the sectional heads in such that, I've put my requirement in having them to be independent to lead their own sections, and only come to me ideally 20% of the time."

Research Interviewee 3a

"You'll see that my management is very empowered, is very empowered, seriously empowered, to an extent where I hate being the conduit of decision making in my department,... if I didn't have to be involved in making that decision."

Research Interviewee 5a

"I don't like decisions to be considered too much at the top as it stiffles the innovation. It stiffles creativity, it stiffles thought. People must take a decision individually, that they think is best for that unit or for that division or for the business."

However, for others set mandates were given within which a second level team leader could operate and thereafter required authorization from a senior team leader in order to make a final decision.

Research Interviewee 4a

"So you know, that D can do transactions up to a certain level, I can do transactions up to a certain level, these ones have to be done by the CEO, where it is a swap, it has to go to the board. So, the decision making process is very clear, because we've got a limit within which we can operate…"

(f) Cascading of Information

Team leaders felt it was important to ensure that their teams were aware of the strategy of the Bank in order to align their activities. Key to this was passing on information that will guide action and decision making.

Research Interviewee 2a

"When it's time to plan and come up with our strategy going forward, I sit with them and we discuss on banks objectives"

Research Interviewee 3a

"Where you have the strategic intent defined in the CEOs office and then more or less exco and that one then is cascaded down to each one of the department to formulate their own strategies."

Research Interviewee 5a

"Whatever the strategy document that you come out with they must be well informed and must be too easy to implement, because everybody, you know, from senior to middle to junior manager, are there to witness and understand. And in the process of doing that, you are immediately communicating the strategy itself."

Summary of findings for Theme: Leadership

Most of the team leader's displayed a preference to lead using an open leadership style that allowed them to be flexible, empowering, transformational and to give room for the next level to have information and be succession ready. However, there was a certain level of structure and hierarchy that was also seen. This resulted in a more transactional approach to leadership in order to ensure the objectives of the teams and the organization were being met. In summary, more team leaders favored the transformational type of leadership and only used transactional when necessity dictated it.

The second theme that resulted from the analysis of question 1 (a) is Team Cohesion.

5.4.1.1.2. Team Cohesion

This theme looked at how well put together the teams were from a leadership perspective. The teams interviewed mostly showed alignment of purpose between the team leader, team members and the organization. However, though the generic purpose was understood and being executed, views of how this was being done varied from person to person. Three codes emerged from this theme as reflected in Table 4:

Table 4: The second theme under Question 1a: Team Cohesion

Theme	Code
Team Cohesion	Teamwork
	Team engagement
	Ownership of responsibility

Each of the codes are presented below with illustrative quotations.

(a) Teamwork

There was consistent mention of working in teams within departments or across departments in order to achieve individual as well departmental goals. Each leader

mentioned taking on the role of gathering viewpoints and decisions from other members within their teams and other teams.

Research Interviewee 3a

"I don't usually believe in one person being always the conduit, always a carrier of organization wide mandates like this, like in my department. So I have tried to involve one or two of my people into strategy."

Research Interviewee 4a

"You can't say I'll do my own thing in my little corner, you can't. You can't. You'll be losing money, you know."

Research Interviewee 5a

"So eventually, in a way, we'll make a collective decision in a way. But my role, or the role of anyone that I lead is whoever is bringing a request or for decision making, they must ask the right questions. What do they think should be the solution of that, or what they think the decision should be like? … Once they've ticked all the major boxes, and the decision still remains what this proposal was initially, then you just validate, most probably support that decision."

(b) Team engagement

Team leaders took on the role of ensuring they were constantly in touch with their direct reports as a way of motivating performance, sharing ideas and ensuring follow through of strategy execution. It was also stated that the constant interaction allowed for team leaders to have an understanding of what their teams were experiencing during operationalization.

Research Interviewee 1a

"I have a very constant interaction with my team… This is a very stringent one on one discussion that looks at the whole picture as to what we need to deliver annually. And you are able to tell from the progress made the hiccups that have been faced what sort of help that particular employee requires and their teams."

Research Interviewee 5a

"The first thing is, has everybody engaged with their performance contract? Because everyone wants to know where they are at a particular time … So that the end of the race is not a surprise that indeed they did get a good reward, … or indeed what they're being censured for."

(c) Ownership of Responsibility

The expectation from leaders was that their heads of departments or managers will own what was agreed as the strategic direction and also what was agreed within their departments as key action points. It was their role to make sure that this expectation was made clear and practiced.

Research Interviewee 2a

"I expect people to go and implement what we have agreed at the beginning of the year by themselves."

Research Interviewee 5a

"I'm sure the most important thing that I said is get as many people as possible to be a part of this journey of building a strategy… You get people involved in the development of strategy, you get them to understand that this is our house, we'll build it together and they we will live in it together therefore if you produce a half baked brick, you know, when it falls, you are in that same house yourself."

Leaders also emphasized the importance of making sure that the same message was cascaded to those that were further down the structure to ensure ownership was organization wide.

Research Interviewee 1a

"We have to make sure that when we are talking about being able to deliver the core strategy what ever subsets of the strategy that have been set must be clearly aligned to the core strategy."

Research Interviewee 2a

"When it's time to plan and come up with our strategy going forward, I sit with them. And we discuss on banks objectives, and then the initiatives that we have in the sector spaces in order to meet the objectives for the bank."

Research Interviewee 5a

"So you want to have a situation that CEO should not be there to implement strategy, no. Everybody must implement, they must cut their piece and understand that, collectively, we're all responsible. You know, so whatever decisions they take in individual piece, they understand how does it come to the 360 degree, at high level? How does that add value? How does that destroy value if they don't do certain things? So, bottom line, owner-manager culture is very important, because at least people understood what they needed to do individually, but also understanding what implication that has at leadership level, as far as the whole strategy is concerned, that agenda of it."

Summary of findings for theme Team Cohesion

Team cohesion was another important theme from team leader participants. Key for all leaders was to ensure that cohesion was there and in order for that to be successful ownership responsibility, teamwork and team engagement were seen as important. The personal rather than team elements were mentioned and these are what led to the team themes in this section.

The third theme that emerged from Team Leader's responses was related to their team engagement approach.

5.4.1.1.3. Engagement Approach

Leaders also described how they approached relationships within their teams to ensure motivation and healthy collaborative way of working. Three codes emerged from this theme as reflected in Table 5 below:

Table 5:The third theme under Question 1a: Engagement Approach

Theme	Code
Engagement Approach	Team collaboration
	Team involvement
	Top-down vs bottom-up approach

Each of the codes are presented below with illustrative quotations.

(a) Team Collaboration

From executive leadership to various levels of leadership building relationships with team members and stakeholders was seen as an important aspect for a well-coordinated team. This was also observed as a way of gaining and spreading influence within and across departments. A role that the team had to lead on to make sure all teams were following the practice.

Research Interviewee 1a

"The executive team collaborates to have offsite meetings with all particular heads and the senior management team around sessions to be able to come up with the the master strategy document."

Research Interviewee 4a

"So I don't just focus on the team members that I have. But I also look at the product picture in terms of the whole bank, where can I get support to achieve my strategy, like now I was just coming from a meeting with Mv, it's because they're able to do something that D, may not be able to do right now, because these guys have stayed in that game for a long time. So I also tap into the skills of other people."

Research Interviewee 5a

"When you say let's develop a strategy obviously you get every junior because at the beginning, we had some branch managers who were on the floor, some RMs, some middle management teams, senior management team, and junior management team."

(b) Team Involvement

Involving team members in decision-making and planning was seen as a crucial element of sharing influence and improving decision-making. This is another role the team had to ensure shared leadership was being adopted.

Research Interviewee 3a

"I know I have biases, … there are some things that will click but there are some things that I will completely ignore or say, That's not nothing I can look at. But I usually want to

have a second person who's going to capture a different set of things that maybe I might not pick just to make sure that I hear the conversation in its entirety."

Research Interviewee 1a
"And not only me, but we also inculcate a culture where the other team members that are in the management, are able to interrogate each other, and add on to either the execution plans or the problems that one member is having. So it becomes a general interaction"

(c) Top-down versus bottom-up Approach

To cultivate sharing of ideas and openness both methods were described as being used by team leaders to ensure buy-in of their team members. The role of the team leader was seen as providing an environment where communication flowed in both directions.

Top-Down

The strategic direction is initially set at the top.

Research Interviewee 3a
"What I've noticed with the bank is that strategy development is more or less a top down approach, where you have the strategic intent defined in the CEOs office and then more or less exco. And that one then is cascaded down to each one of the departments to formulate their own strategies."

Bottom-Up

However, teams are also asked to independently provide strategies that will make the overall strategy blueprint for the organization.

Research Interviewee 4c
"So it starts from the grassroot like from my team members. And that's where I was talking about brainstorming on the strategy formulation and then that is done and then that's when I get involved with the other managers."

Research Interviewee 3c
"I think it's better because everyone is involved, everyone feels that they are part of the team and their views that being considered. That will be one of the initiatives or one of

the strategies which are helping the bank to progress into better so yeah, now approach is down to the top."

Summary of Findings: Engagement Approach

Engagement of team members was discovered to be an important recurring theme amongst the leaders in light with shared leadership. Each team leader emphasized the need to involve their team members in decisions, planning and idea sharing. They also expressed the same need to also engage teams from other units in the organization. This engagement and sharing was for both top-down and bottom-up approaches to keep open lines of communication between themselves and key stakeholders.

5.4.1.1.4. Team Performance

The overall assumption from the participating team leaders was that without role clarity and performance management the teams would not operate efficiently as clarity gives them the confidence to share leadership and influence across their teams. Two codes emerged from this theme as reflected in Table 6 below:

Table 6: The fourth theme under Question One (a): Team Performance

Theme	Code
Team Performance	Roles and Responsibilities
	Performance Management

Each of the codes are presented below with illustrative quotations

(a) Roles and Responsibilities

Team leaders expressed that it was their role to ensure that clear expectations meant less micromanaging, more accountability and shared responsibility and thus shared leadership.

Research Interviewee 2a

"Critical is the clarity of the objective in the first place. Clarity of what needs to happen by when, by whom, and my expectations of I expect for delivery, no excuses."

Research Interviewee 1a

So this combined with verbal or one on one interaction ensures that the I don't lose the handle in the section, I am on top of the things that are happening, while at the same time not micromanaging these people allowing them to have wings to be able to fly on their own?

Research Interviewee 3a
"So to answer that question of performance; deliberately I had to empower these guys to get to where they are now where now they can easily perform and do their jobs without my involvement in in their day to day operations"

(b) Performance Management

Leaders felt it was an important role for them to manage performance at every level by leading the way and setting the standard that can then be replicated by other leaders.

Research Interviewee 5a
"The first thing is that, is everybody engaged with their performance contract? Because everyone wants to know where they are at a particular time, you know, you don't want to surprise people end of the year that Oh, no, you didn't get an increment because we thought you didn't perform well."

Research Interviewee 1a
"Those meetings become very pivotal, because you are able to match them against agreed operational plans, agreed objectives on the scorecard. And you are able to ascertain, one: is progress is being made as agreed; two: levels of engagement and where maybe the employe needs help, it does become clear as we interact during those meetings."

Research Interviewee 5a
"Everybody must walk away there feeling that, yes, you deserve where you are, and the person feels that, you know, you're being fair, in terms of how you're managing them."

Summary of findings for theme four: Team Performance

The role of team leader is to provide role clarity, clarity of expectations and to manage performance through individual management as opposed to results management.

Summary of key findings of Question One (a)

The aim of question was to ascertain what roles a leader has in bringing about the adoption of shared leadership. There were twelve roles that were discovered. Firstly, was to ensure that there is a higher level of transformational leadership being used by team leaders. Secondly, a team leader is to exercise flexibility in team management in that micromanagement should not be employed. Thirdly, to give room for team members to also lead and problem-solve so that they are empowered. Fourthly, their role was to cascade information to team members. Fifth was to plan for and ensure that team members were succession ready. The sixth role discovered was that team leaders are to encourage teamwork amongst team members as well as other teams. Role seven was to drive engagement with individual team members and not only team engagement. The eight role was to co-lead by offering clarity of roles and expectations. Number nine role was to manage performance using consultative methods and not policing. Role ten for a team leader is to lead and encourage collaboration within and across teams. The eleventh role was discovered to be to keep levels of team involvement in planning and decision-making. Finally, the twelfth role is to ensure that communication lines are open both top-down and bottom-up.

5.4.2. Results for Research Question One (b)

Research Question One (b): In what conditions do team members respond positively to shared leadership? This question sought to explore the effects of the leadership roles discovered in question one (a) and how team members respond to them.

A variation of interview questions that were presented to team leaders were also asked of team members to find out their perspective of shared leadership as receiving parties.

The themes were also recurring around the areas that the team leaders centered on but had a bottom-up perception.

Table 7: Themes associated with Team Member Conditions

	Theme	Number of Code Groups	Number of codes	Code Frequency
1	View of Leadership	1	6	82
2	Role Clarity	1	2	57
3	Inclusivity	1	4	70

4	Empowered for decision making	1	4	113

5.4.2.1.1. Positive Leadership

Respondents had varied responses towards the leadership they were experiencing that centered on how much room they were given by team leaders to exercise their leadership. The interviewees also discussed how equipped they were to handle succession in the absence of a team leader. Two codes emerged from this theme as reflected in Table 8 below:

Table 8: The first theme under Question One (b)

Theme	**Codes**
View of leadership	Room to exercise leadership
	Succession readiness

Each of the codes are presented below with illustrative quotations.

(a) Room to exercise leadership

Majority of the team members expressed that they had room to exercise leadership as their line managers gave them the opportunity and mandate to do so.

Research Interviewee 1b

"So, for me, it would be a matter of discussing with the line managers and agreeing with them, and then I own that thing as part of their strategy because I'm their supervisor overall."

Research Interviewee 1 c

"… I also coach them, I make sure they grow their leadership skills, where they're not sure of something I make sure I equip them with the skills so that my absence should not be felt."

Research Interviewee 3b

"So I was in charge of compliance, making sure that all the audit reports, the findings are followed through until reporting closed monthly: on how we are doing, the vulnerability

assessments and penetration testing and all that. And we've been running with that structure to date."

However, a few who were in middle management felt that their room to lead was mostly restricted to operationalization.

Research Interviewee 2c
"Normally, it's top down where the management up there, they make the decisions. And then we're told to review how fair or how do we feel about the decisions that have been made, if we have, let's say, concerns, we are encouraged to air them out, or anything that we want to add to the decisions that have been made."

(b) Succession Readiness

All the team members felt that their leaders had equipped them enough to operate even in their absence. Their leaders had shared their leadership mandates in order for them to continue with the department and the organization's agenda.

Research Interviewee 2b
"But I'm sure in terms of what the department stands for, we would still be able to attain, the goals that everybody will still, you know, deliver what they expected to deliver."

Research Interviewee 2c
"But I would say that the department will not feel the gap, of him going, no things will still operate as normal because the whole team has been well equipped."

Research Interviewee 3b
"Actually, there won't be any problem. The reason why I'm saying that there won't be any problem is because I would say all our activities are actually tracked; we use a planner… at the end of the day, there is a saying that the quality of a leader is not known, I mean it is known when he or she leaves. That's the philosophy that we use in the department."

Summary of Findings for Theme on Positive Leadership

Most team members stated that they had autonomy to lead and manage their teams; with a few stating that this was not always the case due to decisions that were made and passed down for implementation only. This was expressed within the Finance function.

5.4.2.1.2. Role Expectation

Team members expressed that they were very clear on the formal roles and performance expectations that they each had to execute. The clarity was also cascaded to their teams. Two codes emerged from this theme as reflected in Table 9 below:

Table 9: The second theme under Question 1b

Theme	Number of Codes
Role Expectation	Role Clarity
	Performance Engagement

Each of the codes are presented below with illustrative quotations.

(a) Role Clarity

Participants confirmed that their team leaders had taken time to go through what was expected of them in terms of their role.

Research Interviewee 2b
" … It's also making sure that at the point of contracting, the objectives that I'm setting for my team must be drawn from the framework or the strategy."

Research Interviewee 3c
" … there is a minimal interpretation of what's supposed to be done because something which we agreed as a department or as a section. So we go to our year plan and see what was supposed to be done. So basically, we are driven based on the plan, which we did based on the strategy, which was already defined when we are starting the year."

Research Interviewee 4 c
"That is to say, everyone has got their job descriptions, everyone knows the structure of the department and indeed the structure of the bank. So, based on job descriptions, and also based on the mission of the department, everyone knows what they're supposed to do."

(b) Performance Engagement

Throughout the interviews with team members at both Senior Management and Middle Management level had performance expectations that were clear and being followed. Furthermore, the team members stated that what had been entrusted in them by the team leader was also being implemented on the ground.

Research Interviewee 1c
"I come up with how we got to track the revenue in my section and how we are going to make an emphasis that no breach in procedures"

For some performance management was not a rule but a way to be at their best individually, as a team and across teams.

Research Interviewee 2c
"Managing performance, it's an everyday thing. We don't really wait for the day that HR comes and say can you do the scorecards? No. Because every day, we're trying to do better than what we did last like the previous day. And then everyone knows what is expected of them."

Research Interviewee 3b
"So besides, you know, following through the performance scorecards, but even during our weekly meetings, we find ourselves reminding one another on what we are supposed to achieve."

Summary of Findings for Theme Role Expectations

The findings under this theme were that team members felt their team leaders gave them clarity in their roles and their expectations. This clarity was also consistent with performance expectations. A key finding was that team members mimicked the same to their team members.

5.4.2.1.3. Inclusivity

Across majority of the interviewees, it was a recurring theme to address that they were involved in strategy and decisions but also that the same was replicated when they were

dealing with their teams. Two codes emerged from this theme as reflected in Table 10 below:

Table 10: The third theme under Question One (b)

Theme	Number of Codes
Inclusivity	Team Involvement
	Information and Idea Sharing

Each of the codes are presented below with illustrative quotations.

(b) Team Involvement

Being involved and involving other team members was expressed as an important part of day to day operations in all the departments.

Research Interviewee 1 c

"I also deal with my team, I get into contact with my team. My team members as well as the supervisors to look at the way forward for the section. When you have collective decisions, these decisions are shared in our meetings, where line managers share the same with the senior managers who consolidates this strategy."

Research Interviewee 2b

"So I just called my team to say this is the problem we have with consolidation, and that even following through is a problem. What do you think we should do? I tell you I struggled at first I thought change was going to be very difficult. But out of that positive process, within 10 minutes, a solution was developed."

Research Interviewee 3c

"I think it's better because everyone is involved, everyone feels that they are part of the team and their views that being considered. That will be one of the initiative or one of the strategies which are helping the bank to progress into better."

(c) Information and Idea Sharing

Information and idea sharing was expressed as an important part of operating as teams and also aligning to both team leaders and team members.

Research Interviewee 4 c

"On our own we also, before we come up with our strategies, we do the brainstorming, that is everyone coming together brainstorming and looking at what we can do."

Research Interviewee 2b

"Once I understand I'll try as much as possible to also make them understand why we're doing ABCD."

Research Interviewee 2c

"There's never a day that you can do something without people coming together discussing or engaging someone else."

Summary of Findings for Theme Inclusivity

All team members expressed the importance of their team leaders ensuring that they were involved in planning and problem-solving as this is also what they did with their teams and stakeholders. Information sharing and ideation was also a significant condition for them as it made acting on the leadership and influence shared with them by their team leaders.

5.4.2.1.4. Empowered for Decision-making

Depending on the team, some team members felt they were given room to make adequate decisions within their roles.

(a) Decision-making

Below are quotations of team members that expressed satisfaction with their level of empowerment.

Research Interviewee 1b

"So, for me, it would be a matter of discussing with the line managers and agreeing with them, and then I own that thing as part of their strategy because I'm their supervisor overall."

Research Interviewee 4c

"I would say that the empowerment is there considering that the number of decisions that are escalated or taken for ratifications are not much so most of the issues are resolved within the department."

Research Interviewee 3b
"There is empowerment because it's not just like one person will make a decision to say okay, this is what we want to do, this is how we're going to do it, somebody might have an idea, right?"

On the other hand others expressed that their scope was limited.

Research Interviewee 2c
"Top down… it's more tricky because even though there's that element of where you are given the autonomy to speak, you kind of feel like you're on the receiving end, right? And that's receiving instructions."

Research Interviewee 3c.
"So, based on based on the nature of the issue, it can be decided at officer level, but if that has implications to the section or as well as to the business I have to look into it. And if the implications are not that huge, I decide, but if the implications or whatever can be decided has its own implications which may require authorization from executive or the management level, then it has to be decided by the head of department. "

Research Interviewee 4b
"We don't have that full autonomy as a department, we are always reporting to Exco because most of our decisions that we make, could have a very big, huge impact on the banks overall strategy... So we are always seeking approvals."

Summary of Theme Empowered for Decision-making
Team members ranked this condition highly from a positive perspective by acknowledging its presence in their day to day work but also negatively as some felt they could use more autonomy in their roles. Those without full autonomy came mainly from business departments.

Summary of Findings from Question One (b)

Based on the themes from the findings of the team member group, there are seven conditions that were generally agreed as important to participants. Firstly, the room to exercise leadership within their own area. Secondly, to be equipped for succession or the next level of leadership. Thirdly, role clarity and fourthly to have engagements on task and strategy progress. Fifth was to be involved in planning and problem solving whilst sixth was also related and the condition was to have an environment if idea and information sharing. Final condition was to be empowered to make decisions. The seven conditions summarized in this section mirror those that were mentioned by team leaders. However, within the findings there were difference between levels of establishment of the conditions versus what the team leaders felts was each of them doing their role.

5.5. Conclusion of Results

Chapter 5 presented the results of this research study by grouping the findings based on each research question. Key themes were used to highlight the direction of the findings identified during the data analysis.

The results revealed that, the way the various leaders related to their teams when it came to engagement beyond delivering results affected their level of shared leadership adoption. The findings of the study also reveal that team members who are in commercial departments or those in highly regulated departments had less opportunity to exercise shared leadership. This further reveals that it is not only the team leader that has an effect on the adoption of shared leadership but also the regulatory environment of the industry and its propensity towards technical versus creativity of the organization.

Team members led by team leaders who were more ready to share leadership mandates as well as influence, were better able to be creative over how they problem-solved and made decisions.

Finally, the results of the study revealed that the role of a leader has an influence on whether shared leadership is adopted by team members.

CHAPTER 6

6. DISCUSSION

6.1. Introduction

This research study seeks to find out how team members respond to their team leader's leadership style when adopting or rejecting shared leadership. In the previous chapter the results of the research study were presented. Fifteen respondents were interviewed from three levels of management in a bank. The fifteen respondents were segmented into teams based on the organizations structure to assess the role the team leaders had in the team members adopting shared leadership.

This chapter will discuss the findings highlighted in chapter five in the context of current literature that was presented in chapter two.

6.2. Discussion of Research Question One (a): The Role of a Team Leader

Q1a: What type of leadership leads to the adoption of shared leadership?

The objective of the question was to explore whether shared leadership in a bank can be successful and what type of leadership and roles it takes to cultivate it. The discussion of the research findings have been grouped according to the format used in chapter five. The findings in regards to the role of a leader in shared leadership are twelve in total; presented according to theme.

6.2.1. Leadership Style

The team leaders under study all had varied ways of leading their teams. Three leadership styles emerged which were repeatedly shown to drive their style of management; namely transactional, transformational and flexible.

All leaders displayed a combination of transformational as well as transactional and flexible leadership styles; with some weighing heavier on one style more than the other.

Below we will discuss these three types of leadership further.

Role One: Balance transformational and transactional leadership - *ensure that there is a higher level of transformational leadership being used by team leaders.*

a) Transformational Leadership

For the leaders who displayed a higher propensity towards transformational leadership, both leaders and team members focused on discussing the way they work to achieve a common goal as well as how each individual was asked to contribute to the group's success. One team leader stated that they intentionally "put in serious work" to ensure that his team members are empowered. Another stated that they let their next level "team leader come up with initiatives". Transformational leadership is about including team members and others in your leading thereby resulting in sharing of that leadership; as has been demonstrated. This is supported by a study carried out by Kukenberger & D'innocenzo, (2020) who stated the importance of inclusiveness to having positive effects of shared leadership.

Another example of transformational leadership displayed was Team 1 and Team 3 leaders who showed intentionality to have their team members empowered to carry out their duties and only refer to them when they need assistance or were reporting back as a matter of organizational governance.

In this study, those practicing transformational leadership displayed a more positive and flexible way of leading. This confirms a fairly recent study that shows leadership is moving towards becoming more fluid and distributed (D'Innocenzo et al., 2016).

b) Transactional

For those that were more inclined towards transactional leadership and it's set structures, the team leader and team members focused on technical aspects of their jobs as opposed to the connection between the team (Nielsen et al., 2019) .

Team 2 had a leader that was more disposed to lead with transactional leadership but had elements of transformational leadership that allowed room for creativity and exploration.

The results show that the variations were also dependent on the function or department that the leader was from; as well as the leader's preferred way of leading. This is in line with Ali et al., (2020) who found that the two types of leadership; transactional and

transformational are not independent but are complementary and necessary to cultivate shared leadership.

Role Two: Provide Flexible Management

    c) **Flexible Management -** *exercise flexibility in team management in that micromanagement should not be employed.*

The team leaders did not get involved in operational and tactical activities unless a team member required their intervention. This means that leaders felt the need to be flexible when it comes to interaction with their teams on day to day tasks. This finding highlights Pitelisa & Wagner's (2019) view that the importance of a team having a common goal which everyone is aware of to ensure no micromanagement is necessary and flexibility as well as some autonomy is given to the team members.

This flexibility was particularly evidenced at all levels interviewed in the ICT department where the team leader and team members have been given leeway to operate independently. In turn, this fostered creativity from the members who felt free to share ideas and even challenge the status quo to improve projects within the department. In line with these results, He et al (2020) stated that shared leadership promotes creativity for all team members as the flexibility allows for innovative ways of carrying out their work without the constraints of planning and structure

Under the theme leadership are the codes below which have been segmented for the purposes of this discussion. These codes are directly related to the roles of a team leader.

Role Three: Prepare for Succession Readiness

    (a) **Succession Readiness -** *plan for and ensure that team members are succession ready*

Majority of the team leaders stated that their teams were ready for succession as they were already aware of the vision and direction that their units as well the organization was taking. The level of readiness to continue to operate and make decisions even in the absence of a team leader is a show of well-informed and aligned team members (Sweeney et al., 2019).

The essence of shared leadership is to ensure that leadership and vision of an organization or team does not rest on one individual but is spread across several people (Pearce et al., 2008). This knowledge of the vision and direction was continuously confirmed by each team member as well is similar to Pearce et al, 2008 findings.

Zhu et al (2018) states that succession readiness of any team is a confirmation of successful shared leadership as it shows engagement and alignment within teams and the organization as was shown in this study.

Role Four: Empower Others
    (b) Empowerment- *give room for team members to also lead and problem-solve so that they are empowered*

The results show that levels of empowerment were not uniform across the teams interviewed. Due to the technical nature of some functions, a lot of hierarchy and requirement for escalations was noted. This behavior and way of working was noted mostly in Commercial departments as well as within middle managers. This finding corroborates Sweeney et al (2019) who stated that commercial organizations tend to practice shared leadership less than non-commercial organization due to their formal and hierarchical structures.

However, based on the discussions with various leaders as well as team members, it was clear that top leadership, the executives, advocated for shared leadership but the nature of the business and its regulatory environment did not permit shared leadership to operate in entirety. This agrees with Locke"s (2003) notion that leadership cannot be entirely open (transformational) as it requires a certain amount of structure and predetermined order (transactional) in order to get the best performance for both teams and the organization.

One of the executives stated that he believed micro-managing and centralizing decision-making at the top stifles innovation, creativity and thought processes of team members which is something he discourages in the organization. This is in line with Ou et al., (2014) and Agarwal et al's, (2020) findings.

Role Five: Cascade Information

   (c) Cascading of Information – *pass on relevant information to team members.*

Leading from the previous codes discussed under this question, team leaders emphasized that they made sure they shared decisions and directions that came from strategic leadership in order to make sure that alignment and room to operate was given to their team members. In doing so the team leaders were free to handle strategic matters as opposed to being weighed down by operational activities. (Pitelis & Wagner, 2019).

A key link that team leaders made was that it was important to engage team members from the planning and strategy development stage in order to create efficiencies; as members were able to work with stakeholders within their teams and across teams to deliver the strategic objectives of the organization. This can be linked to Pitelis & Wagner (2019) who's findings state that sharing of planning and decision-making build dynamic capabilities in an organization.

   6.2.2. Team Cohesion

Alignment of purpose and objectives between team leaders and their teams was stated as an important part of ways of working. This was repeatedly emphasized and the results show that team cohesion is an important proponent to shared leadership as a healthy team environment is what fosters shared leadership (Cater & Justis, 2010).

Role Six: Encourage Team work

   (a) **Team work -** *encourage teamwork amongst team members as well as other teams*

Most participants stated that they believed one person should not be the one carrying out important functions in an organization but instead to have collective decisions, ideas and goals. The emphasis made by leaders on teamwork is contrary to Wang, Waldman, Zang (2014) who advocate that teamwork should not be confused with shared leadership as it looks at the joint effort employed to achieve a task as opposed to individual shared influence amongst the team.

However, the findings show that teamwork though different is an important element of shared leadership. This is linked to Carter & Justis (2010) notion that the team role is important in determining levels of shared leadership.

Role Seven: Drive Team engagement

> **(b) Team engagement -** *drive engagement with individual team members and not only team engagement*

There was a general consensus from participants that it is important to have constant interactions with their teams to keep abreast of whether they were achieving what had been agreed and to check who may require help to achieve their objectives. Team leaders felt that this close contact allowed them to build relationships with individual members as well as encourage the same to be replicated with their peers.

Examples were cited where the team leader held weekly meetings with all team members and encourage cross engagement as well as challenging of the status quo from one team member to the other. This behavior encouraged sharing of ideas and also improving processes and ways of working. This agrees with Sweeney, Clarke, Higgs (2019) as well as D'Innocenzo who found that shared leadership required interactions with several individual in order to have a positive effect.

Role Eight: Co-Lead with Team Members

> **(c) Ownership responsibility -** *offer clarity of roles and expectations to share leadership.*

In connection with the codes on team work and team engagement under the theme of leadership, team leaders expressed the need for team members to co-own the team and organization objectives as well as co-lead with them by taking full responsibility of performance. This is in line with He et al (2020) notion which agrees that shared leadership is about collective leadership and responsibility to ensure the achievement of team goals. He et al (2020) further states that sharing leadership presupposes that there is a hierarchy from which the sharing is done. This finding is in line with what was discovered under this code; where team leaders were sharing their influence with team members in order to be high performing.

For the team members, this was a welcome notion as they felt empowered when give the opportunity to own the execution process.

6.2.3. Engagement Approach

Team leaders repeatedly mentioned constant communication between themselves and their team members. They also stated that the same was expected of their team members in relation to their teams. The constant engagements were for both individual development as well as team advancement. This relates to a previously discovered notion which states that shared leadership is about relationship and personal ties that go beyond formal structures (Kukenberger & D'Innocenzo, 2020).

Role Nine: Lead in Collaboration

    a) Team collaboration - *lead and encourage collaboration within and across teams*

Collaboration was referred to by all respondents from both Q1a and Q1b, as key to ensuring that influence does not rest in one individual but that each member had a part to play to achieve the overall outcome. As opposed to team work, collaboration was mainly referred when working together with other teams across various functions. Participants who mentioned collaboration as an important part of the day to day goal achievements stated that tapping into the diverse skills team members from other teams enhanced their performance (Houghton et al., 2015). Kukenberger & D'Innocenzo, (2020) findings align with this result discovered in this study. They stated that diversity enhances the positive effects of shared leadership especially in case where the team was cooperative and showed trust (Lau et al., 2021).

Role Ten: Spearhead team involvement

    b) Team involvement - *keep up levels of team involvement in planning and decision-making.*

Team member involvement was discussed throughout the interviews in various contexts from planning to execution and performance management. A cross-pollination of ideas for departments like ICT, Treasury and Operations were a must as these functions require close relations within the team to achieve their desired outcomes. One participant highlighted that seeking other opinions helps to overcome any blind spots he may have that may be hindering better performance. Kukenberger & D'Innocenzo, (2020) also supported the inclusiveness of working across teams.

Role Eleven: Keep communication channels open

    c) **Top-down vs bottom-up approach -** *ensure that communication lines are open both top-down and bottom-up.*

Both top-down and bottom-up approaches were found to be in practice during engagement with the participants. This showed that team leaders were indeed sharing their influence in that lower level teams had the latitude to make suggestions upwards. This is in line with Pearce et al., (2008) who states that shared leadership thrives where both management and the teams are contributing to the planning and execution of the strategy.

6.2.4. **Role Twelve: Maintain consultative team performance -** *manage performance using consultative methods and not policing.*

Team leader participants emphasized the need to ensure that their teams were performing well through clarity of roles, mapping out of expectations and performance management. On the other hand, team members expressed appreciation that role clarity and constant interaction concerning expectations and performance allowed them to be more focused and ensure that the results they produced were on the right track (Pitelis & Wagner, 2019).

    a) **Roles and Responsibilities**

Clearly defining roles and responsibilities was a key finding as a team leader's role to lead team members to shared leadership. One team leader stated that they made sure they provided clarity and once that was done, they did not expect any excuses on performance from any of their members; whilst another highlighted that the clarity given empowers his team to move forward with their jobs without him getting involved in operational detail (Cater and Justis, 2020). Both speak to the need for empowerment and involvement through sharing of information; a matter that will be discussed further in the question one b discussion.

    b) **Performance Management**

Team leaders regarded performance management as an opportunity to interact with their team members and also as a way of setting a standard that can be replicated across the

organization. It was also found that team members felt included when constantly engaged during the performance management journey.

This discussion shows that team performance is an important driver to the embracing of shared leadership by members as knowledge given will be used to make an extension of decisions which team leaders pass on to team members. However, important to note is that shared leadership affects performance positively but good performance can be achieved without shared leadership (Wang et al., 2014). In this case shared leadership is leading to better performance in accordance with confirmations from both groups (Kukenberger & D'Innocenzo, 2020).

6.2.5. Conclusion of research question One (a)

The discussions in research question one (a) highlight the importance of the role of a team leader in the context of a formal organization such as Bank. Shared leadership in this context was seen to be spread across various individuals by starting at the top; led by the executives who each advocated for shared influence at varying degrees. As presented in this section of chapter six, the leaders ability to share information, engage their teams, provide clarity, provide guidance and extend decision-making mandates determines the adoption of shared leadership from the team (Serban & Roberts, 2016) (Cater & Justis, 2020).

These abilities lead to twelve roles that a team leader must employ: ensure that there is a higher level of transformational leadership being used by team leaders; exercise flexibility in team management in that micromanagement should not be employed; give room for team members to also lead and problem-solve so that they are empowered; cascade information to team members; plan for and ensure that team members were succession ready; encourage teamwork amongst team members as well as other teams; drive engagement with individual team members and not only team engagement; co-lead by offering clarity of roles and expectations; manage performance using consultative methods and not policing; lead and encourage collaboration within and across teams; keep up levels of team involvement in planning and decision-making and ensure that communication lines are open both top-down and bottom-up.

Question One (a) findings are summarized in the figure 2 below.
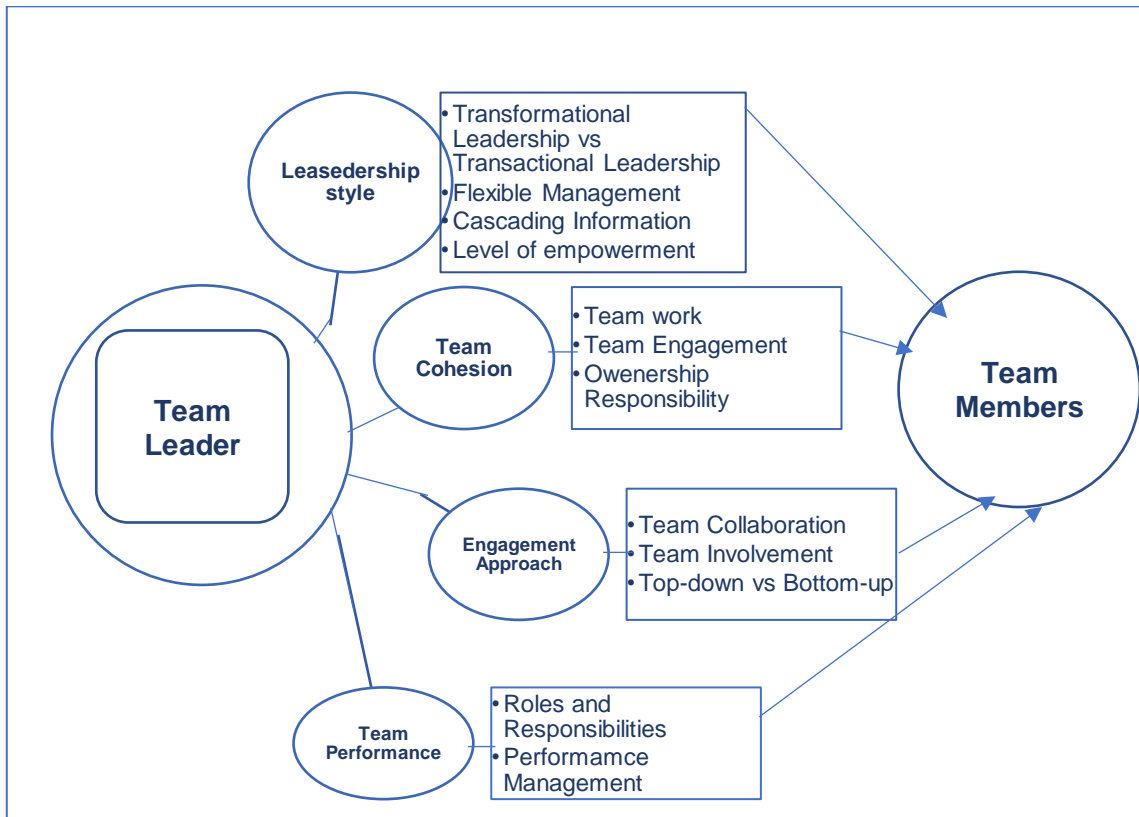
Figure 2: Summary of Q1a showing the role a team leader has in sharing leadership and influence.

6.3. Discussion of Research Question One (b): Team Members' Response

Research Question One (b): In what conditions do team members respond positively to shared leadership?

Research question One (b) sought to establish the response of team members to the conditions set by the team leaders and the effect it had on shared leadership. Based on the findings there was a mixture of conditions set which were dependent on the team leader being questioned. However, wholistically, the research shows that team members responded positively to shared leadership and seven conditions were identified from the findings. Firstly, the room to exercise leadership within their own area. Secondly, to be equipped for succession or the next level of leadership. Thirdly, role clarity and fourthly to have engagements on task and strategy progress. Fifth was to be involved in planning and problem solving whilst sixth was also related and the condition was to have an environment if idea and information sharing. Final condition was to be empowered to make decisions. The seven conditions confirm the necessity of the roles that were discovered under question 1 (a) to team leaders.

6.3.1. Positive Leadership

Condition One: Room to Exercise Leadership

There was a mixture of responses from participants where some expressed they had adequate room to exercise leadership at their level whilst others stated that the technical nature of their roles meant some leadership mandates did note rest with them. This can be linked to the findings of Sweeney et al. (2019) which stated that commercial organizations find it harder to implement shared leadership due to the technical or hierarchical nature of the business. However, majority had no problem in this area.

However, when it came to managing the team on an individual level, all team members had full autonomy to lead their teams. In line with Wang et al. (2014), this served as an indication that shared leadership was in operation as there was a focus on individuals and not only teamwork. This discussion also highlights that not all leadership decisions were left to the executive team leaders.

Condition Two: Equipped for Succession

There was a general consensus amongst team members that they were well equipped to take over in the absence of their team leader and this is also in line with what team leader's stated during their interviews. This shows that all the teams were aligned on the direction and vision of both their departments and the organization (Zhu et al., 2018). One team member stated that:

"I would say that the department will not feel the gap of him going. No, things will still operate as normal because the whole department has been equipped."

Additionally, this also shows that there is role and task clarity within the, both of which are important in ensuring that shared leadership is successfully adopted Cater & Justis (2020). Once again, the element of role and task clarity was found a s a mirror finding when discussing team leader participation. Team leaders were certain that clarity was something that they each ensured their team members had and this is a confirmation from team members. For instance, one team leader stated that:

"I don't think you need me because the Bank will survive easily and with minimum disruption."

6.3.2. Role Expectation
Condition Three: Role Clarity

A connection between shared leadership and role clarity was made in question one (a) where team leaders expressed the need to align on their expectations and what each team member was supposed to do. Role clarity has also surfaced as a key condition for team members when it comes to a positive response to shared influence and leadership. Team members viewed clarity as a way to ensure that they deliver to expectation but also as a leadership tool for them to use when managing their own teams. This notion resonates with Ou et al. (2014), as the school of thought states that a CEO or his top executives are seen to add more value when they share organizational context and expectations.

For instance one executive said:
"Whatever the strategy document that you come out with, it must be well informed and must be too easy to implement, because everybody, from senior to middle to junior

managers are to witness and understand; and in the process of doing that you are immediately communicating the strategy itself."

This is an indication of a behavioral tone set from the top to have an inclusive way of operating that cultivates shared influence and leadership.

Condition Four: Performance Engagement

Performance management as described by team members was a continuous process that involved a lot on engagement between their team leaders as well as their teams. Majority state that the need for clarity as earlier discussed, equips everyone to be ready to act and decide the best course of action.

As was described by team leaders in question one (a), the opportunity for engagement increased alignment and this resulted in confidence of team members to use extended influence and leadership to manage further down the structure (Kukenberger & D'Innocenzo, 2020).

As case in point is the team member statement below:
"Managing performance is an everyday thing… because every day we're trying to do better than what we did the previous day and then everyone knows what is expected of them."

This shows an understanding that what is expected to perform goes beyond delivering a task. Ownership of what needs to be achieved is personalized.

This agrees with Pearce & Conger (2003) who's findings showed that improvement of performance stemmed from team itself being satisfied and thereby leading to achievement of objectives.

6.3.3. Inclusivity

Condition Five: Team Involvement

Being involved in planning and decision-making is necessary to create an environment of shared leadership (Pitelis & Wagner, 2019). The findings showed that involvement was apparent in most of the teams with both top-down and bottom-up ideas, recommendations and decision being shared.

Team members expressed that they were free to give solutions and suggest a direction that the team should take without any restrictions. However, there were some that expressed a desire to have more unrestricted decisions being made from the bottom and others who stated that when decisions were made top-down they were powerless to do anything but implement whatever had been decided. This can stifle innovative problem-solving and decision-making as teams may feel hierarchy is more important than the team (Serban & Roberts, 2016) (Sweeney et al., 2019).

Condition Six: Information Sharing

As stated in the discussion on role clarity, performance management and team involvement sharing of information is a critical part of shared leadership. This study showed that information was shared at all three levels of management that were interviewed. Once again each level stated that they found it important to give out information to their teams as it created independent thinking and ownership.

6.3.4. Decision making

Condition Seven: Empowered for decision-making

Most participants felt that they were empowered to make decisions concerning their teams and that decision-making was mandate based depending on the level that you have been given to operate. For instance, all strategic decisions were made by executive or senior management team leaders; whilst operational decisions were made by team members. Anything outside of scope was to be referred up for approval. This finding is in line with Locke (2003) who stated that shared leadership requires both transformational leadership which gives room for individual empowerment as well as transactional leadership which spells out predetermined mandates that do not give room for thinking outside the box. This also mirrors what was discovered under team leader interviews, that levels of empowerment varied depending on function or technical nature of the decision.

6.3.5. Conclusion of Research Question One (b)

The results in question one (b) resonate with those that were found in question one (a); which is that the team leader's leadership style impacts shared leadership. A team member in a commercial organization like a bank will have structures that partly dictate

ways of working and will require transactional leadership. However, this study has shown that team members operate in a flexible environment set by their leaders.

Certain conditions have been found in this study to encourage a team member to positively embrace shared leadership. Firstly, the room to exercise leadership within their own area. Secondly, to be equipped for succession or the next level of leadership. Thirdly, role clarity and fourthly to have engagements on task and strategy progress. Fifth was to be involved in planning and problem solving whilst sixth was also related and the condition was to have an environment if idea and information sharing. Final condition was to be empowered to make decisions.
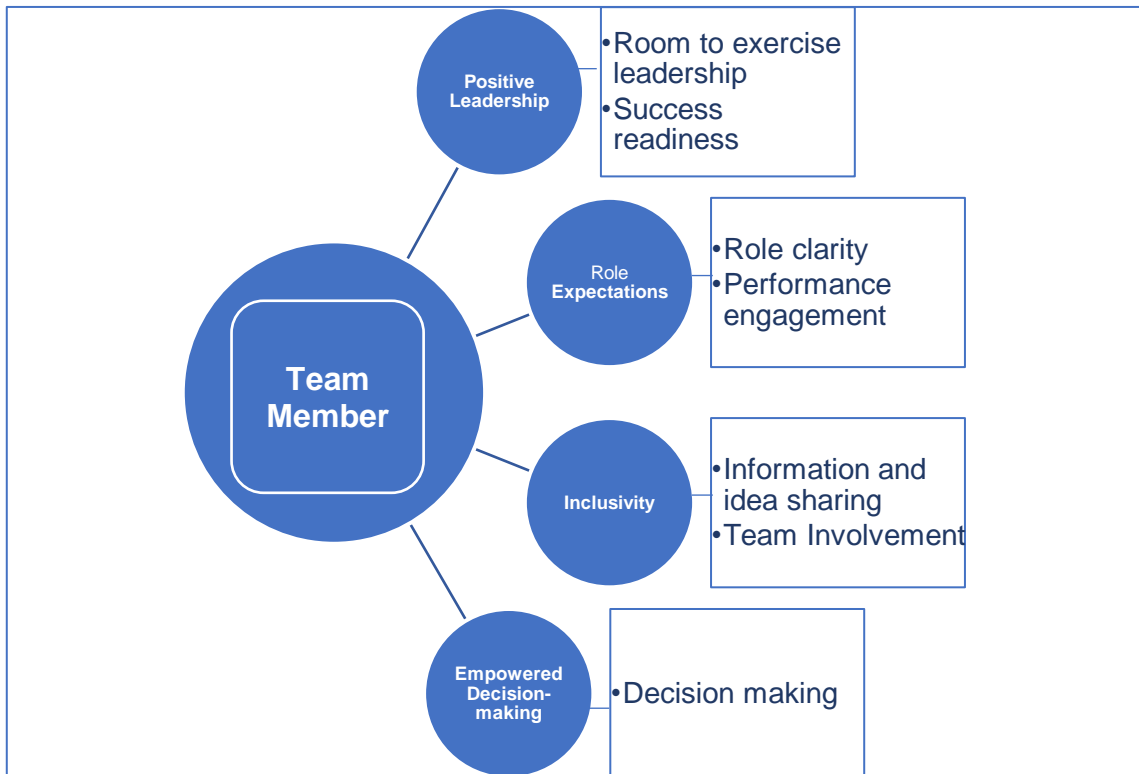
Figure 3: Team member views on conditions for shared leadership.

CHAPTER 7

7. CONCLUSION AND RECOMMENDATIONS

7.1. Introduction

Chapter 6 presented the study findings in relation to existing literature in order to highlight similarities and to assess any gaps that may be apparent. The findings were aimed at answering the question whether a team leader's leadership style has an impact on whether shared leadership is adopted (Zhu et al., 2018).

Shared leadership is defined as the process of sharing influence and power in a group to ensure the most efficient achievement of either group or organization goals; or both (Pearce et al., 2018). It is described as an effective way of leading teams as it increases and improves performance at both individual and team level (Pearce & Conger, 2003).

This study looked at the relationship between how a team leader leads and the effect it has on those that are being led. It also sought to discover what conditions allow team members to respond positively to shared leadership. The essence of shared leadership is to achieve distribution of leadership roles and influence.

The study found shared leadership entails that what is shared by the leader must be embraced by team members and thereafter cascaded to the rest of organization (Kukenberger & D'Innocenzo, 2020).

This chapter will present the conclusion of the findings by bringing together the results and key conclusions. It will also put forward implications of these conclusions on both academia and practitioners. Additionally, a discussion on the limitation of the research will be presented. Finally, the paper will conclude with recommendations for future research.

7.2. Principal Theoretical Conclusions

7.2.1. Team Leader's Role

In order to find out the role that a team leader plays in the acceptance of shared leadership by team members, the study interviewed team leaders from different departments in one organization. The study shows that each team leader displayed a

different disposition but all were in agreement that sharing of leadership roles and influence was an important part of how they led their teams (D'Innocenzo et al., 2016). Additionally, the study discovered each leader commonly stated that they believed in starting the shared leadership journey by sharing the strategy development process through involvement of the various levels of leadership in their functions as well as across functions (Sweeney et al., 2019) (Pitelis & Wagner, 2019). However, sharing was not limited to strategy alone but was exercised throughout the teams interactions and performance management processes. This finding connects the relationship between transformational leadership and shared leadership. The more this style of leadership is used, the more leadership and influence sharing is experienced; as was shown by the results of the study. On the other hand, those that also used transactional leadership due to technicalities of the function, were found to have teams that were dependent on structure and functioned more based on routine as opposed to creativity and solution-finding (Serban & Roberts, 2016). It is important to note that throughout the study participants described use of both transformational and transactional leadership but those that favored the former had teams that were participating more in shared leadership. However, transactional leadership did not hinder the use and cascading of shared leadership in the organization.

This study also found a connection between levels of empowerment that the leaders allowed and readiness for succession. The more empowered the team, the less hand-holding and mandate escalations that the team required when the leader was absent. This is a confirmation of Kukenberger & D'Innocenzo, (2020) school of thought on shared leadership leading to better succession.

7.2.2. Team Member Conditions

The second part of the study sought to answer what conditions allow team members to respond positively in relation to first part of the study. The results highlighted that the level of positivity towards shared leadership was indeed dependent on the team leader as varied response were given to the questions asked on empowerment, inclusivity, role expectation and their view of leadership (Ou et al., 2014).

The study showed that team members will follow the direction that the team leader has taken when it comes to the level that shared leadership is used in each function. The commercial teams displayed a more formal way of working and the teams therefore had

parameters in which they could operate in when it came to tasks (Sweeney et al., 2019). However, the support functions that were interviewed showed a high level of autonomy than their commercial function colleagues. This is an interesting twist as the expectation was that commercial, customer facing functions would require more creativity and therefore be more flexible to shared leadership. This was not the case as the support, non-customer facing teams were the ones that displayed a propensity for higher levels of shared influence and leadership. This was also apparent in the way the teams related as there was a high mention of problem solving and idea sharing as teams and this was in line with their team leaders responses. On the other hand, the business teams simply were focused on achieving targets and getting the team task done. This was in slight contrast with their team leaders because even though they acknowledged the limitations that the technical nature of their work presented when it came to sharing leadership and influence, their perception was that they allowed their team adequate autonomy to carry out their duties.

All the teams discussed the practice of engaging their teams on more than just task management but on an individual level (Agarwal et al., 2020) (Serban & Roberts, 2016). This showed that regardless of the level of transformational leadership displayed from their team leaders, this type of leadership trickled down to the team members and their teams. This is to say that as long as a form of transformational leadership was being employed to share leadership, the same was successfully passed on to team members who in turn displayed the same behavior (Anderson & Sun, 2017).

Furthermore, just as their team leaders expressed, clarity of roles and expectations was viewed as an important part of sharing influence, as the knowledge allowed team members to decide, act and perform (Lau et al., 2021) (Serban & Roberts, 2016). It also allowed them the autonomy to lead their own teams as their leadership was based on the knowledge they had from the top (D'Innocenzo et al., 2016).

7.3. Research Contribution

The study showed that the current literature constructs on shared leadership hold true even in the context that has been discussed in this paper of a commercial organization in the financial industry; more specifically a bank.

The role of a team leader in the positive acceptance of shared leadership is to ensure that there is a higher level of transformational leadership being used by team leaders; exercise flexibility in team management in that micromanagement should not be employed; give room for team members to also lead and problem-solve so that they are empowered; cascade information to team members; plan for and ensure that team members were succession ready; encourage teamwork amongst team members as well as other teams; drive engagement with individual team members and not only team engagement; co-lead by offering clarity of roles and expectations; manage performance using consultative methods and not policing; lead and encourage collaboration within and across teams; keep up levels of team involvement in planning and decision-making and ensure that communication lines are open both top-down and bottom-up.

The study also discovered that team member conditions which favor shared leadership are the room to exercise leadership within their own area; to be equipped for succession or the next level of leadership; role clarity and fourthly to have engagements on task and strategy progress; to be involved in planning and problem solving; to have an environment if idea and information sharing and finally to be empowered to make decisions.

In conclusion, the environment that a leader creates is what determines whether shared leadership is adopted or not. Team members will mimic what their leader has set as a way of working for the team.

7.4. Recommendations for management

As the environment that organizations operate in becomes more dynamic and complex, organizations are having to adapt their business models and how they manage their people regardless of whether it is a commercial or non-commercial organization Sweeney et al (2019). The findings in this study give an opportunity for executive and senior management, including managers to intentionally implement shared leadership in structured organizations. Though current literature states that shared leadership is an

informal phenomenon that allows leadership outside organizational structures (D'Innocenzo et al., 2016), this study shows that shared leadership can come about even in formal environments. The recommendation to leadership teams of formal organizations is to build into their business models an environment and culture that brings fertile ground for shared leadership to be adopted because as already proven in various other studies, shared leadership results in better performance for teams and organizations (Hoch & Dulebohn, 2017).

7.5. Research Limitations

(a) The sample participants were from teams within one organization and this could affect generality of findings.

(b) Purposive sampling used in this study allows the researcher to choose based on the criteria laid out which participants to engage and this can be viewed as a subjective selection of participants.

(c) Even though data reached saturation, an expansion of participants within the organization as well as comparatively to other organization would add to the comparability of data.

(d) The researcher was inexperienced at collection and analysis of data and this could have an impact on results of the study.

(e) Data collected was based on the perceptions of participants which allows for subjectivity in data.

7.6. Recommendations for future research

The current study has brought to light the co-existence between shared leadership and a commercial technical organization. A broader study should be conducted to further ascertain the extent that the technicality of organizations affect shared leadership.

As this study was done in one organization, future studies can include different organizations within the banking sector and even other segments within the financial industry like insurance and regulatory bodies. This will give a comparative view of technical commercial organization in relation to shared leadership adoption.

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APPENDIX 1: CONSISTENCY MATRIX

TITLE: Team leader's role in the adoption of Shared Leadership (SL)

Research Objective	Lit Review / Theory	Main Research Qs/ HOs/ Propositions	Interview questions per sub question	Data Collection Tool –	Analysis Method
Research Objective 1: To find if the team leader's role affects shared leadership	Theory/ Author (Zhu et al., 2018) (Nielsen et al., 2019) (Agarwal et al., 2020) Effect of type of leadership role on team shared leadership. Transformational leadership - open, engaging and inclusive leadership or transactional - instructional, top - down,	RQ1 What leadership roles lead to the adoption of shared leadership?	Interview Q 1 a) How do you come up with strategy in your organization / department?	Interview	Atlas TI
			Interview Q 2 If you had to be away for an emergency without leaving instructions, how would your team operate?	Interview	Atlas TI
			Interview Q 3 What is the decision-making process in your department / organization? i. Who is involved?	Interview	Atlas TI
			Interview Q 4 d) How do you manage performance in your team / organization?	Interview	Atlas TI

			i. How do you motivate your team to be high performing? ii. Once ways of working are agreed, do you allow room for changes or would prefer standards to be adhered to as agreed from the start?		
Research Objective 2 How team members respond to a team leader's style in reference to adoption or rejection of shared leadership	Theory/ Author (Zhu et al., 2018) (Nielsen et al., 2019) (Agarwal et al., 2020) The impact of roles, tasks and environment to allow for adoption of shared leadership from team members	RQ2 In what conditions do team members respond positively to shared leadership?	Interview Q 1 a) How do you come up with strategy in your organization / department?	Interview	Atlas TI
			Interview Q 2 If your line manager had to be away for an emergency without leaving instructions, how would your team operate?	Interview	Atlas TI
			Interview Q 3 What is the decision-making process in your department / organization? "i. Who is involved? 'ii. Do you feel empowered by the process	Interview	Atlas TI
			Interview Q 4 How do you manage performance in your team / organization? i. How is performance managed in your department?		

APPENDIX 2: INTERVIEW GUIDE

TEAM LEADER

i.   Title of Research: Impact of a team leader's role in the adoption of Shared Leadership (SL)

ii.   Purpose of Interview – The interview is aimed at discovering the influence of a team leader's leadership style in reference to shared leadership within their teams. In this interview you are wearing two hats, that of a leader and a team member

iii.   Description of shared leadership (SL): SL is technically defined is the sharing of leadership roles and responsibilities to achieve a common organizational goal. In other words, it is about empowerment and collective influence.

iv.   Length of Interview: 30 – 40 minutes

v.   Questions:

RQ1: What leadership styles lead to shared leadership?

Interview Q 1: How do you come up with strategy in

        a)   your department

        b)   your organization?

Interview Q 2a: What is the decision-making process in your department?

        2b: Can you elaborate on who is involved in the decision-making process?

Interview Q 3a: How do you manage performance in your team to ensure high engagement and high performance?

        3b: Once ways of working are agreed, do you allow room for changes or would prefer standards to be adhered to as agreed from the start?

Interview Q 4: If you had to be away for an emergency without leaving instructions, how would your team operate?

TEAM MEMBER

i. Title of Research: Impact of a team leader's role in the adoption of Shared Leadership (SL)

ii. Purpose of Interview – The interview is aimed at discovering the influence of a team leader's leadership style in reference to shared leadership within their teams. In this interview you are wearing two hats, that of a leader and a team member

iii. Description of shared leadership (SL): SL is technically defined is the sharing of leadership roles and responsibilities to achieve a common organizational goal. In other words, it is about empowerment and collective influence.

iv. Length of Interview: 30 – 40 minutes

v. Questions:

RQ2: How do team members respond to their leader's leadership style when it comes to shared leadership?

Interview Q 1: How do you come up with strategy in

    a) your department?

    b) Your organization?

Interview Q 2a: What is the decision-making process in your department?

    2b: Who is involved in the decision-making process?

    2c: Do you feel empowered?

    2d: Do you feel engaged?

Interview Q 3a: How does your role feed into the organization's strategy?

    3b: Are the roles and responsibilities clear?

Interview Q 4a: If your line manager had to be away for an emergency without leaving instructions, how would your team operate?

APPENDIX 3: Atlas Ti Code Report Template

	Interview 1 b.docx Gr=14	Interview 1 c.docx Gr=13	Interview 1 a.docx Gr=17	Research Interview 2a.docx Gr=9	Research Interview 2b.docx Gr=13	Research Interview 2c .docx Gr=21	Research Interview 3a.docx Gr=11	Research Interview 3b.docx Gr=15	Research Interview 3c.docx Gr=9
	0	0	0	0	2	1	0	0	0
○ **accountability** Gr=6	7	2	2	1	5	4	0	1	0
● **alignment** Gr=25	0	0	0	0	0	0	1	1	2
○ **Bottom Up** Gr=9	1	0	0	1	3	2	0	1	3
○ **Buy-in** Gr=15	1	1	3	1	3	2	1	1	2
● **cascade down** Gr=19	4	3	2	0	4	4	4	5	2
● **Collaboration** Gr=40	0	2	0	0	0	1	0	0	0
○ **Consistency in leadership methods** Gr=3	4	2	0	0	3	2	0	1	1
○ **Consultations** Gr=21	0	2	0	4	3	6	4	1	2
○ **Decision-making** Gr=38	0	4	5	5	6	8	5	6	3
○ **Empowerment** Gr=58	0	1	0	3	2	2	3	3	0
○ **Flexible Management** Gr=15	0	2	0	0	0	2	0	0	3
○ **Hierarchy** Gr=11	0	0	0	0	0	0	0	0	0
○ **Highly Engaged Staff** Gr=4	0	0	0	0	1	3	4	2	1
○ **Involvement** Gr=18	2	1	0	0	0	0	0	0	1
○ **Line Manager Approval** Gr=5	1	0	0	0	0	0	0	0	2
○ **Mandate Escalations** Gr=6	1	4	4	3	2	3	0	2	1
● **Micro-management Level** Gr=27	1	2	0	0	0	2	0	2	1
○ **Operational focus** Gr=11	1	0	0	1	2	4	0	4	3
○ **Ownership** Gr=25	0	1	6	2	1	4	1	1	0

● **Performance Management** Gr=23	0	0	0	1	1	0	0	0	0
○ **Personality type** Gr=2	3	0	0	0	0	0	0	0	0
○ **Readiness to support** Gr=3	0	1	0	0	0	0	0	0	0
○ **Reporting lines** Gr=2	0	1	0	0	0	0	0	0	0
○ **Respect** Gr=1	2	2	3	1	4	8	1	1	2
○ **Roles & Responisbility Clarity** Gr=34	0	0	2	1	2	2	2	1	0
● **Sharing Ideas** Gr=13	1	0	0	0	0	0	0	0	0
○ **Silo Barriers** Gr=1	0	1	0	0	0	1	0	0	0
○ **Skills coaching** Gr=2	0	0	0	0	0	0	0	0	0
○ **Staff Rewards** Gr=3	4	0	0	0	2	1	1	0	1
○ **Strategy development** Gr=11	0	1	0	2	1	1	2	3	1
○ **Succession continuity** Gr=17	0	1	7	0	3	2	0	1	0
● **Team engagement** Gr=20	0	0	0	0	0	0	0	0	1
○ **Team Motivation** Gr=4	2	4	0	0	2	4	3	5	1
○ **teamwork** Gr=30	0	0	0	0	0	2	0	0	0
○ **Technical Disposition** Gr=5	0	0	0	0	0	2	1	0	1
○ **Top down** Gr=6	0	1	0	2	1	2	0	0	0
○ **Transactional Leadership** Gr=9	1	1	3	2	2	1	2	2	0
○ **Transformational Leadership** Gr=19	1	1	1	0	2	1	0	0	2
● **vision sharing** Gr=10	1	7	5	5	7	10	5	6	5
Empowerment Gr=72; GS=4	6	3	3	1	5	7	7	6	4
Engagement Approach Gr=63; GS=6	2	5	6	8	8	7	6	8	3
Leadership Disposition Gr=69; GS=5	3	5	10	1	6	7	7	6	4
Level of Involvement Gr=67; GS=5	0	5	5	6	7	10	6	8	3
Management Gr=71; GS=3	5	4	7	2	5	11	2	3	2
Performance Gr=57; GS=5	8	5	9	2	8	11	3	9	5
Team Cohesion Gr=84; GS=6	62	75	83	55	103	140	71	90	62

Totals									80	