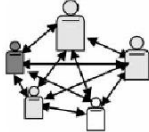

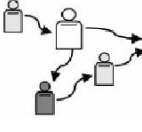



# Frameworks for Collective Leadership

Denis et al. (2012)

**Table 1.** Four Streams of Research on Leadership in the Plural

	Sharing leadership for team effectiveness	Pooling leadership at the top to lead others	Spreading leadership across levels over time	Producing leadership through interactions
Empirical focus	Mutual leadership in groups: members leading each other	Dyads, triads, and constellations as joint organizational leaders	Leadership relayed between people to achieve outcomes	Leadership as an emergent property of relations
				
Particularly propitious contexts	Teams (product development, change teams, and crisis teams)	Knowledge-based organizations	Inter-organizational collaboration, public services, and education	Knowledge-based organizations
Historical precursors	Self-leadership (Manz & Sims, 1980, 1987)	Executive role constellations (Hodgson et al., 1965)	Leadership as distributed or focused (Gibb, 1954)	Practice theories of leadership (Hosking, 1988)
Dominant disciplinary perspectives	Organizational behavior and social psychology	Management, sociology, and psychodynamics	Sociology, educational administration, and public administration	Sociological perspectives
Dominant methodologies	Quantitative surveys and experiments	Qualitative case studies	Qualitative case studies and some surveys	Conceptual papers and ethnography

**Table 1.** Four Streams of Research on Leadership in the Plural (Continued)

	Sharing leadership for team effectiveness	Pooling leadership at the top to lead others	Spreading leadership across levels over time	Producing leadership through interactions
Key contributors	Pearce and Conger (2003), Ensley, Hmieleski, and Pearce (2006), and Carson, Tesluk, and Marrone (2007)	Gronn (1999, 2002), Alvarez and Svejnova (2005), Denis, Langley, and Cazale (1996), and Denis, Lamothe, and Langley (2001)	Spillane, Camburn, and Pareja (2007), Huxham and Vangen (2000), and Currie, Lockett, and Suhomlinova (2009)	Uhl-Bien (2006); Crevani, Lindgren, and Packendorff (2010) and Raelin (2005)
Typical claims and findings within this literature	<ul style="list-style-type: none"> <li>Shared leadership behaviors are positively related to team effectiveness</li> <li>Vertical leaders and self-leadership contribute to shared leadership development</li> <li>Task interdependence, complexity, and need for commitment are conditions conducive to shared leadership</li> </ul>	<ul style="list-style-type: none"> <li>Pooled leadership bridges expertise and provides legitimacy in professionalized settings</li> <li>Role specialization, differentiation, complementarity, and mutual trust sustain pooled leadership</li> <li>Pooled leadership is fragile and shifts as leaders' actions are evaluated by others</li> </ul>	<ul style="list-style-type: none"> <li>Successful cross-boundary projects exhibit leadership relays over time</li> <li>Structures, routines, and artifacts contribute to distributed leadership practices</li> <li>Tensions between accountability pressures and needs for participation inhibit distributed leadership</li> </ul>	<ul style="list-style-type: none"> <li>Leadership is an emergent organizing process and relationally elaborated by actors in situation</li> <li>Leadership is dissociated from individuals, located in practices, and created in communication</li> <li>Relational leadership is associated with democratic values</li> </ul>
Critiques and limitations	<ul style="list-style-type: none"> <li>Assumes shared goals</li> <li>Power issues missed</li> <li>No consideration of the influence of shared leadership on the role of formal leaders</li> </ul>	<ul style="list-style-type: none"> <li>Lack of clarity in boundaries between leaders and others</li> <li>Limited attention to dynamics over time</li> </ul>	<ul style="list-style-type: none"> <li>Ambiguity on what constitutes leadership</li> <li>Over-enthusiasm for distributed leadership (becomes "discourse")</li> <li>Power issues strongly overlooked</li> </ul>	<ul style="list-style-type: none"> <li>Power overlooked</li> <li>Risk of diluting the notion of leadership</li> <li>Relational leadership becomes an ideology</li> </ul>
Future extensions	<ul style="list-style-type: none"> <li>Studies of sharing in multilevel teams</li> <li>Consideration of the influence of status and power on the ability to develop self-leadership and shared leadership</li> <li>Network operationalizations of shared leadership</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative studies of success and sustainability</li> <li>More attention to dynamics</li> <li>More attention to contingencies for pooled leadership</li> </ul>	<ul style="list-style-type: none"> <li>More attention to the role of artifacts/materiality</li> <li>More investment in empirical studies</li> <li>Consideration of power relations in leadership roles</li> <li>Convergence with work on coordination across boundaries</li> </ul>	<ul style="list-style-type: none"> <li>More comparative case studies</li> <li>Consideration of asymmetrical relationships, power positions, and dysfunctional dynamics</li> </ul>

Fitzsimmons et al. (2011)

Table 2. *Alternative approaches for studying shared and distributed leadership*

	Relational–entity	Relational–structural	Relational–processual	Relational–systemic
The nature of leadership	Leadership is shared/distributed between discrete minds/entities (leaders) who perceive, evaluate and make decisions including how and when to act in pursuit of goals.	Leadership is shared/distributed in a system or pattern of relations. These networks are cognitive structures in the minds of nodes/egos (leaders) and opportunity structures that facilitate and constrain action.	Leadership is a practice constantly being constituted within the flow of a set of social processes that take place in particular cultural, historical and political contexts.	Leadership is a function of a collective and involves conscious and unconscious psycho-social processes that are systemic in nature and particular to a specific context. Thus leadership is always shared or distributed.
The nature of relationship	Relationships are inter-personal and formed and acted upon by knowing subjects for instrumental purposes.	Relationships are real and can be measured	Relationships are formed by concertive units (pairs, teams, cross-departmental groups) within ongoing social processes.	Patterns of relating often reflect systemic and unconscious strategies for managing the collective anxieties associated with adaptive learning
The role of context	Little emphasis since shared/distributed leadership is dependent on the skills, attributes and behaviours of individual leaders aggregated to the group level that can be applied in multiple settings.	Context is important in that effective shared or distributed leadership is dependent on accurately perceiving and leveraging the structure of social ties in the organization.	Strong emphasis on context since, in contrast to contingency theories, elements of the situation are considered constitutive of shared/distributed leadership practice.	Strong emphasis, since no statement about leadership from this perspective is possible without reference to how group level phenomena link individuals and groups to their contexts.
How leadership is studied	Variance methods are often employed to seek explanations of leadership, with independent variables acting upon and causing changes in dependent variables.	Social network methods are often employed to study the individual's position in the larger networks within which the individual is located.	Eclectic designs are used to identify or reconstruct the process through which leadership emerges and changes over time.	Action research and ethnographic designs are employed to explore systemic emotional dynamics and unconscious group processes and how these unfold within a particular task context.

**Foldy & Ospina (2012)**

View of “Self”	Individuated self	Connected self
Locus of leadership		
Individual	Co-leadership – Sally (2002); Hennis & Bennis (1999) Leadership couples – Bennis & Biederman (1997); Gronn (1999)	Connective leadership – Lipman-Blumen (1992)
Relationship	LMX – Graen & Scandura, (1987); Graen & Uhl-Bien (1995) Relational Leadership – Gittel & Douglas (2012) Follower Centered Leadership – Meindl (1995); Shamir et al (2007) Shared Leadership – Pearce & Conger (2003)	Relational Leadership Theory - Uhl-Bien (2006) Post-heroic Leadership – Fletcher (2004)
System	Distributed Leadership – Gronn (2002); Spillane (2006) Shared Leadership in teams- Carson, Tesluk & Marrone (2007); Day, Gronn & Salas (2006) Networks – DeLima (2008); Balkundi & Kilduff (2006)	Constructed Leadership - Drath (2001); Ospina & Sorenson (2006); Foldy et al (2008) Discursive Leadership -Fairhurst (2007) Processual Leadership -Hosking (1988) Complexity Leadership Theory - Uhl-Bien, Marion &McKelvey (2007)

Gronn (2002)

*P. Gronn / The Leadership Quarterly 13 (2002) 423–451*

435

Concertive Action	Mode of conjoint agency: Co-Performance			
	2-member form	3-member form	4-member form	5>-member form
<b>Intuitive Working Relations</b>	Chitayat (1985) George & George (1964) Powell (1997) Stewart (1991a & 1991b) Heenan & Bennis (1999)	Hodgson <i>et al.</i> (1965)		
<b>Institutional -ised Practices</b>	Doyle & Myers (1999) Zainuiddin (1981)		Murnighan & Conlon (1991) Newton & Levinson (1973)	Shapin (1989) Vanderslice (1988) Wallace & Hall (1994) Hall & Wallace, 1996

	Mode of conjoint agency: Collective Performance			
	2-member form	3-member form	4-member form	5>-member form
<b>Intuitive Working Relations</b>	Gronn (1999)			
<b>Institutional -ised Practices</b>			Birnbaum (1992) Denis <i>et al.</i> (1996 & 2001)	Brown (1989) Brown & Hosking (1986)

Fig. 1. A taxonomy of distributed leadership.

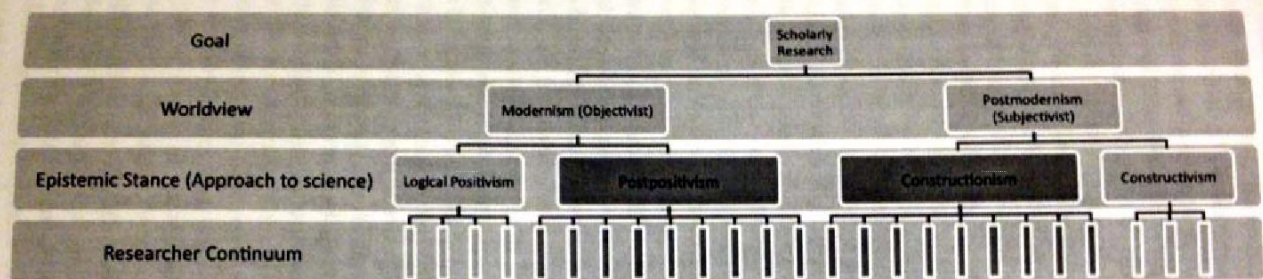
Uhl-Bien & Ospina (2012)

Modernist stance: Entity perspective (Privileges individual dimensions)		Postmodernist stance: Constructionist perspective (Privileges collective dimensions)	
From most to least objectivist →		→ From least to most subjectivist	
LOGICAL POSITIVISM	<b>Postpositivists</b> -Reality is discovered-		CONSTRUCTIVISM
	Part 1 Seers & Chopin	Fletcher	
	Day <sup>1</sup>	Fitzsimons	
	Part 2 Ashkanasy et al. Offermann Treadway et al. Wassenaar & Pearce Antonakis	Crosby & Bryson	
Part 3	Shamir	Uhl-Bien	Part 3 Barge Kennedy et al. Alvesson & Sveningsson Drath Fairhurst Hosking Ospina

Figure 1.1 The contributors: A continuum from entity to constructivist stances on leadership.

<sup>1</sup> Names in bold indicate dialogue scholars and editors.

Mapping the Terrain ■■■■■



<b>Leadership Perspective</b>	Entity (Postpositivist)	Constructionist
<b>Predominant Metaphor</b>	Window	Lantern
<b>Mode of Knowing</b>	Abstract	Narrative
<b>Research Posture</b>	Inquiry from the outside	Inquiry from the inside

Figure 1.1 Summary of analytical scheme and key comparisons.

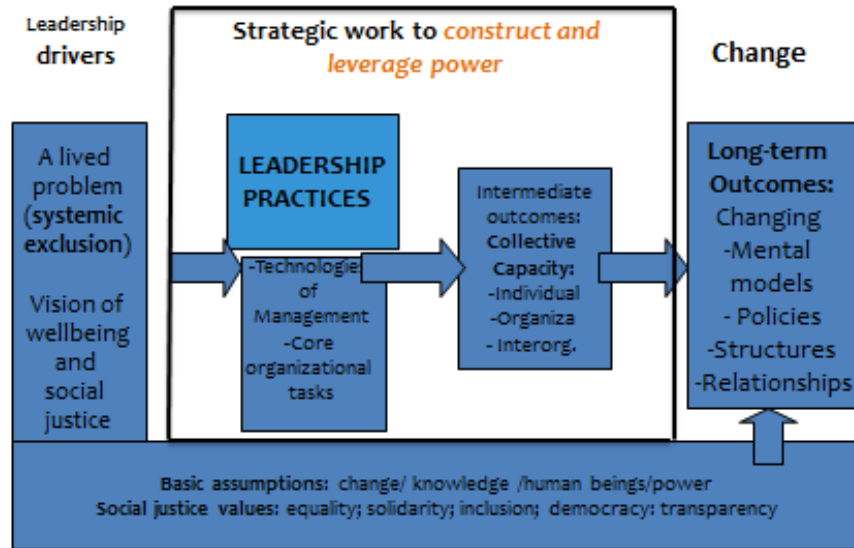
**Table 1.** Summary of Collectivistic (“We”) Leadership Approaches

Leadership approach	Key notions & constructs	Levels of analysis <sup>a</sup>	Focal leader role	Empirical support	Practice implications
Team	Shared mental models, team values, team work, team member resources, team leadership capacity, team learning, network of teams	Leader, team, multiteam system, multi-level & cross-level	Team member & coordinator of team(s)	Considerable on teams and some on team leadership & multiteam systems—a few empirical studies	Team & multiteam based SOP, selection, assessment, and T & D
Network	Network acuity, ego network, organizational network, inter-organizational network	Individual (leader), team & network	Node in network(s)	Considerable on networks but limited on network leadership—a few empirical studies	Leader & network based SOP, selection, assessment, and T & D
Shared	Mutual and shared responsibility, task interdependence, team empowerment	Leader, team member & team	Team member	Some—a few empirical studies	Team based SOP, selection, assessment, and T & D
Complexity	Complex non-linear interactions, complex adaptive systems; enabling, administrative, & adaptive leadership	Relational, relations per se & system	Element of system or relation	None—no empirical studies	System or relation based SOP, selection, assessment, and T & D
Collective	Expertise-based cognitive, complex social problem solving; leader skills & network, team network & processes, communication, leader-team exchange	Leader, team, network, multi level & cross-level	Hub or core of multiple collectives	Some—a few empirical studies	Leader & collective based SOP, selection, assessment, and T & D

<sup>a</sup>Collective level as well as those listed.

Note. SOP = standard operating procedures; T & D = training and development.

## The Social Change Leadership Framework



Worldview: *"grounded humanism"*