

Resilient teams share more: The link between shared leadership and resiliency

Christy W. Goodnight

University of South Alabama & Stockton University

Abstract

This paper explores the link between shared leadership and a team's resiliency. This is a new approach to looking at the concept of resiliency by combining constructs from a variety of theories that give more depth to the construct of resiliency within the organizational context of working within teams. This approach then goes on to distinguish whether the link to shared leadership is stronger when looked at from the individual aspect of resiliency versus the combined teams' resiliency. The study has yet to be conducted, but the background and basic methodology are laid out in the following article.

Keywords: resiliency, shared leadership, organizational teams

Resilient teams share more: The link between shared leadership and resiliency

A good half of the art of living is resilience.

-Alain de Botton

We all seek within the course of our existence to become more resilient especially when it comes to working with others on a day to day basis. Working in teams is something that we do all the time; part of our normal work environments require team leverage to optimize our organizations. We can make our teams more resilient to outside influences by understanding what makes up our individual resiliency and that of our teams. Our teams can function better when we are concentrating on leadership within the unit of the team. In the framework of this study, we will look at the concept of shared leadership, where each team member takes the lead when they have the most to give, whatever the situation might be.

The purpose of this paper is to study the relationship between shared leadership and team resiliency. We will identify the characteristics and factors that comprise the concept of team resiliency: efficacy; commitment and loyalty; optimism; innovation and creativity; faith, value, and beliefs; adaptability and flexibility; and knowledge, skills, and abilities. Currently, there is no research linking shared leadership and resiliency in the team framework which leaves the door open for this study to provide a unique contribution to the literature on both shared leadership and resiliency within teams.

Research questions

To analyze the conceptual overlap of two varying concepts within the field of organizational leadership, the following research questions were put forth. These research questions are based upon the framework that relates to the nature of leadership itself within the context of a singular individual and therefore, looks at their characteristics that make up leadership (Antonakis, Cianciolo, & Sternberg, 2004). The first questions we ask are “What

makes up resiliency?” and “What is shared leadership?” These questions lay the groundwork for the next question which is “How do resiliency and shared leadership overlap?” Finally, with the two defined and their intersection mapped out, we can then ask “Do resilient teams share more than individual team members?”

Literature review

What makes up resiliency?

Resiliency is the act of being resilient which is defined as “returning freely to a previous position, shape, or condition; moving swiftly back; capable of withstanding shock without permanent deformation or rupture; and tending to regain strength or high spirits after weakness or depression” (Gove, 2002, p. 1932). The concept of resiliency has been studied in many different contexts but is mainly studied in psychology and within the context of complex adaptive systems (Martin-Breen & Anderies, 2011).

There has been a lot of press about community resiliency following natural disasters (e.g., Cutter et al., 2008; Carpenter et al., 2012; Dahles & Susilowati, 2015) from which an interesting model called the Resilience Inference Measurement (Lam, Reams, Li, Li & Mata, 2016) was developed. Another measure that was developed with these concepts in mind is the City Resilience Index (Arup & Rockefeller Foundation, 2013) which was developed to measure cities abilities to “survive and thrive no matter what stresses or shocks they encounter” (p. 11).

When putting resiliency in an organizational context, it is mainly looked at either through the lens of organizational behavior or organizational economics (e.g., Coutu, 2002; Teixeira & Werther, 2013; Yang & Danes, 2015). One theoretical framework that was developed to look at resiliency within organizational systems is the Resilience Architecture Framework (Mamouni

Limnios, Mazzarol, Ghadouani, & Schilizzi, 2014) and is based upon the development of resilience as a positive construct within organizational literature.

Resiliency is also studied from the organizational behavior context, for which there are several different angles for research. A recent study used the Patterson's FAAR (Family Adjustment and Adaptation Response) theory which relates to resilience in families examines the psychological aspects of personal resilience and applies it to new entrepreneurs (Yang & Danes, 2015). Luthans uses resiliency in his psychological capital or PsyCap theory which is based on his work on positive organizational behavior (Luthans, 2002). In PsyCap, resiliency is defined as "when beset by problems and adversity, sustaining and bouncing back and even beyond to attain success" (Luthans, Youssef, & Avolio, 2007, p. 3). Taking the concepts of resiliency further and expanding the ideas that resiliency is a higher-order construct with multiple dimensions was a model of resiliency developed by King and Rothstein (2010) and applies resiliency to the organizational workplace.

What is shared leadership?

In 2003, Pearce and Conger 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" (p. 1). They go on to emphasize the point that "leadership is an activity that can be shared or distributed among members of a group or organization" (Pearce & Conger, 2003, p. 2). Because shared leadership is so distinct from typical forms of traditional leadership, we can formulate interesting research about how groups and teams perform shared leadership. Those within the group function as active leaders during key situations and then withdraw as leaders within the team when their key role is over to pass

the leadership role onto someone else within the team (Klein, Ziegert, Knight, & Xiao, 2006; Pearce & Conger, 2003).

Within a team framework, shared leadership enables the team to structure itself to be strongest at all times no matter the situation because shared leadership allows the team to shift leadership to the one member of the team who can use his or her strengths to lead the team through that situation and allow for greater effectiveness of the team as a whole (Carson, Tesluk, & Marrone, 2007; Ensley, Hmieleski, & Pearce, 2006; Pearce, Conger, & Locke, 2008). In the 2006 article by Bligh, Pearce, and Kohles, they posited that individual-level constructs could result in higher levels of teams functioning within the structure of shared leadership. This article intends to take this further with the addition of a quantitative study on individual level constructs taken to the team level and showing how, when looking within the team level rather than individual level, these constructs have more influence on shared leadership.

Theoretical background

There are many constructs that can be combined to formulate the concept of team resiliency. The following section looks at these individual aspects from the view of the team members and how the team member affect not only their own resiliency, but more importantly the team's resiliency.

One theory in much use today is that of PsycCap (Luthans, 2002), which grew out of the concepts of positive organizational behavior and is defined as the combination of the constructs of hope, self-efficacy, optimism, and resiliency (Luthans, Youssef, Avolio, 2007). In this study, we posit that resiliency is actually made up of these PsyCap elements and will have an impact on the teams overall shared leadership. In 2006, Luthans, Vogelgesang, and Lester pulled out the concept of resiliency as being different from the other constructs in psychological capital. Thus

this area is ripe for future developments studying the impact of resiliency on organizational outcomes (p. 39). Additionally, we look at resiliency and its relationship with the following constructs change across the different levels of analysis (Luthans, Vogelgesang, & Lester, 2006, p. 39).

Efficacy

Bandura's (1977) theory of self-efficacy can be related to team members' efficacy through the concept of collective efficacy and can be seen as influencing an individual's resiliency (Bandura, 1997). One thing that Luthans, Vogelgesang, and Lester (2006) realized was that resiliency could be separated from psychological capital and that efficacy can serve as a building block for resiliency within an individual, team, or organization. Therefore, it is possible to infer the relationship between efficacy and resilience such that:

Proposition 1: Team member's efficacy is positively related to team resiliency.

Commitment/loyalty

The theory of organizational citizenship behaviors (OCBs) allows us to study the relationship between the constructs of loyalty and commitment to the organization (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). We posit that commitment and loyalty to the organization, influence individual team member's desire to uphold the team against outside influence or stressors, leading to team resiliency. This can be easily extrapolated to the team level which has been documented by Podsakoff, Whiting, Podsakoff, and Blume's (2009) study on OCBs at the individual, unit, and organizational level. In fact, they found significant relationships between the unit level outcomes and OCBs (Podsakoff et al., 2009). We intend to extend their work and look at this construct within OCBs and how it relates to the team's resiliency.

Proposition 2: Team member's commitment/loyalty is positively related to team resiliency.

Optimism

One of the main constructs within PsyCap is that of optimism (Luthans, 2002; Luthans, Luthans, & Luthans, 2004) which is based on the concepts of positive organizational behavior. There have been some studies that show how personal optimism can influence teams' optimism and thus their outcomes (Dawkins, Martin, Scott, & Sanderson, 2015; West, Patera, & Carsten, 2009). We can then relate this construct to one that can bolster that of team resiliency.

Proposition 3: Team member's optimism is positively related to team resiliency.

Innovation/creativity

Still another way to influence team resiliency is through the input of individual creativity or innovation which can have positive impacts on overall team outcomes. A recent study looked at how individual team members affect levels of group creativity which can then amplify the creative processes to provide breakthrough results (Harvey, 2014). Creative breakthroughs can influence a team's resiliency in providing innovative ideas to enable the team to function better and possibly increase their resiliency through the use of these creative and innovative approaches to problem-solving.

Proposition 4: Team member's innovation/creativity is positively related to team resiliency.

Faith/value/belief

The incorporation of the equal integration (EI) theory gives us a way of explaining how an individual gains the concepts of faith, values, and beliefs and how these concepts react to different challenges that affect the individual and the team (Shealy, 2004). While this may seem

to be self-evident, the impact of an individual's faith, values, and beliefs on circumstances that the team may face in regular work episodes or training events can have an impact on how the team performs and thus is something that can impact the team's resiliency.

Proposition 5: Team member's faith/value/belief is positively related to team resiliency.

Adaptability/flexibility

Included in resiliency is the individual team member's ability to have a level of adaptability or flexibility which allows for better performance under work and training stressors. Recent studies that examine aspects of team resilience add in the construct of adaptability and flexibility, which is key when thinking about how teams react to situations in which resiliency would be measured (Beek & Schraagen, 2015; Bowers, Kreutzer, Cannon-Bowers, & Lambs, 2017; Sharma & Sharma, 2016). Another way of looking at this construct is through the use of the Big Five factors within the framework of teams and to look at the construct of adaptability (Salas, Sims, & Burke, 2005).

Proposition 6: Team member's adaptability/flexibility is positively related to team resiliency.

Team level

When we look at the internal forces related to resiliency at the team level, then we have to take into consideration the team's make-up of who they are and how they interact together. Some team resiliency is similar to what Stewart, Courtright, and Manz (2011) suggested make-up self-leadership at the team level. These factors include the composition of the team, task characteristics, and team cognition (Stewart, Courtright, & Manz, 2011). Add these concepts to work done by Beek and Schraagen (2015) which measure enhanced resiliency of engineering teams. Beek and Schraagen posit that team resilience is made up of various abilities relating to a

team's abilities. From these abilities, we identify those that could be related to team resilience of any team, not just those doing engineering such as distributed situation awareness, collective sensemaking, heedful interacting, collective learning behaviors, and team psychological safety (Beek & Schraagen, 2015). Adding these together gives a more rounded and comprehensive approach to the concept of team resiliency.

Proposition 7: Team composition is positively related to team resiliency.

Proposition 8: Task characteristics are positively related to team resiliency.

Proposition 9: Team cognition is positively related to team resiliency.

Proposition 10: Heedful interrelating within the team is positively related to team resiliency.

Proposition 11: Collective sensemaking is positively related to team resiliency.

Proposition 12: Distributed situation awareness is positively related to team resiliency.

Proposition 13: Collective learning behavior is positively related to team resiliency.

Proposition 14: Team psychological safety is positively related to team resiliency.

Resiliency

This study posits that individual team member's resiliency is made up a combination of the individual team members' efficacy, commitment/loyalty, optimism, innovation/creativity, and faith/value/belief. This definition of resiliency combines the psychological strengths developed through positive organizational behaviors (Luthans, 2002; Luthans & Church, 2002) and through more extended concepts of those strengths as seen in PsyCap (Luthans, Luthans, & Luthans, 2004). Such additional constructs add to the robustness of our construction of resiliency, providing a much more rounded approach. See Figure 1 for the full model.

Proposition 15: An individual team member's resiliency is positively related to shared leadership.

From there we can go on to distinguish that there is a marked difference between the individual team member's resiliency and the entire teams' resiliency. This study posits that team resiliency is made up a combination of team composition, task characteristics, team cognition, heedful interrelating, collective sensemaking, distributed situation awareness, collective learning behavior, and team psychological safety (Beek & Schraagen, 2015; Stewart, Courtright, & Manz, 2011). See Figure 2 for the full model. This is such that we can propose the following:

Proposition 16: The team's resiliency is positively related to shared leadership.

Proposition 17: The team's resiliency has a stronger relationship with shared leadership than any one of the individual team member's resiliency.

Method

This study will use a longitudinal survey design targeting small organizational work teams. Ideally, I can find teams that will be put through some training or time-limited work to measure before and after effects of the team working together over time. The teams have to be made up of at least three individuals, but preferably between five and twenty individuals per team. Teams will be given surveys before and after their training or work session.

Data will be collected via a questionnaire containing a variety of items based on the measures described below. Most of the items on the questionnaire will be Likert-like items based on a scale of "strongly disagree" to "strongly agree." The measures will rate the teams on their shared leadership and will rate both the team and the individual on their resiliency. The shared leadership measure that we will use will be either the one published in 2010 by Hoch, Pearce and Welzel (p. 116) or a similar but more current measure. To measure resiliency, this study will use

a combination of the Connor-Davidson Resilience Scale (CD-RISC; Connor & Davidson, 2003) and the ADAPTER questionnaire (Beek & Schraagen, 2015). Some aspects of the Psychological Capital scale that represent the initial constructs in this study such as efficacy and optimism (Luthans, 2002) can be used as well. Another measure to explore implementing is the Workplace Resilience Inventory (WRI), developed by McLarnon and Rothstein (2013) as a way of measuring resiliency through psychometric evidence that goes beyond what the PsyCap covers to assess resiliency. Finally, the Beliefs, Events, and Values Inventory (BEVI) developed by Shealy (2004; 2016) will be used to provide a scale to assess the faith/beliefs/values aspect of this study.

Results will be calculated using confirmatory factor analysis to test all the constructs used for resiliency at the individual level and the team level. Then structural equation modeling will be used due to the complexity of the modeling used in this research proposal. It is anticipated that there is some relationship between resiliency and shared leadership which is what we have set out to study.

Implications and Limitations

In this study, we are looking to advance the research on resiliency as well as shared leadership. We believe that there is a relationship between the two and hope to find out exactly what that relationship is. Depending on what teams are studied and whether or not they are in a controlled laboratory setting will determine what the results might be as we may get different results from a field study where not all the elements of the research are controlled. With leadership and resiliency, there are many factors which can alter the results of our research though we hope to have covered many of them in the constructs and measures chosen for this research project.

Future Research

Both the study of resiliency and shared leadership are fields which are still developing, and we have much to learn about both areas. Resiliency, much like leadership, depends on the situation as well as the individuals involved and the environment in which the team works. When studying something as complex as resiliency, there are many factors some of which might have gone undetected by the researchers due to the circumstances the team finds itself in and how it reacts to the circumstances. Resiliency has been studied in individuals, organizations, and communities in addition to being studied as a function within the engineering of products and as a part of how systems function (Bharma, Dani, & Burnard, 2011). This study focuses on resiliency at the individual and team level within organizations. When looking at resiliency only within the frame of shared leadership, this study could also look at the aspects that can make up shared leadership such as aversive, directive, transactional, transformational, and empowering (Pearce & Conger, 2003; Pearce, Conger, & Locke, 2008).

Summary and Concluding Discussion

We can see from joining together the basic concepts that comprise the construct of resiliency at the individual level that it also has a lot to do with what makes teams resilient. Any one individual has a large part to contribute to the team, but their contribution, when combined with the other individuals in the team, is stronger as a team unit when looked at within the framework of shared leadership. This study hopes to conclude that sharing leadership across the team is more strongly related to the teams' resiliency than any singular individual member of the team. This study will add significant implications to how we prepare and train our teams for work and situations where being resilient is of great importance and can help improve organizational performance.

References

- Antonakis, J., Cianciolo, A. T., & Sternberg, R. J. (2004). *The nature of leadership*. Thousand Oaks, CA: Sage.
- Arup & Rockefeller Foundation. (2013). *City Resilience Index: Understanding and Measuring City Resilience*. New York, NY: Rockefeller Foundation.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, *84*(2), 191-215.
- Bandura, A. (1997). *Self-efficacy: The Exercise of Control*. New York: NY. Freeman.
- Beek, D., & Schraagen, J. M. (2015). ADAPTER: Analysing and developing adaptability and performance in teams to enhance resilience. *Reliability Engineering and System Safety*, *141*, 33-44.
- Bharma, R., Dani, S., & Burnard, K. (2011). Resilience: The concept, a literature review and future directions. *International Journal of Production Research*, *49*(18), 5375-5393.
- Bligh, M. C., Pearce, C. L., & Kohles, J. C. (2006). The importance of self- and shared leadership in team based knowledge work: A meso-level model of leadership dynamics. *Journal of Managerial Psychology*, *21*(4), 296-318.
- Bowers, C., Kreutzer, C., Cannon-Bowers, J., & Lambs, J. (2017). Team resilience as a second-order emergent state: A theoretical model and research directions. *Frontiers in Psychology*, *8*, 1-14.
- Carpenter, S. R., Arrow, K. J., Barrett, S., Biggs, R., Brock, W. A., Crépin, A.-S., ... Zeeuw, A. de. (2012). General Resilience to Cope with Extreme Events. *Sustainability*, *4*(12), 3248–3259.

- Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, 50(5), 1217-1234.
- Connor, K. M., & Davidson, J. R. T. (2003). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety*, 18, 76-82.
- Coutu, D. L. (2002). How resilience works. *Harvard Business Review*, 80(5), 46–55.
- Cutter, S. L., Barnes, L., Berry, M., Burton, C., Evans, E., Tate, E., & Webb, J. (2008). A place-based model for understanding community resilience to natural disasters. *Global Environmental Change*, 18(4), 598–606.
- Dahles, H., & Susilowati, T. P. (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, 51, 34–50.
- Dawkins, S., Martin, A., Scott, J., & Sanderson, K. (2015). Advancing conceptualization and measurement of psychological capital as a collective construct. *Human Relations*, 68(6), 925-949.
- Ensley, M. D., Hmieleski, K. M., & Pearce, C. L. (2006). The importance of vertical and shared leadership within new venture top management teams: Implications for the performance of startups. *The Leadership Quarterly*, 17(3), 217-231.
- Gove, P. B. (ed.). (2002). *Webster's Third New International Dictionary of the English Language Unabridged*. Springfield, MA: Merriam-Webster.
- Harvey, S. (2014). Creative synthesis: Exploring the process of extraordinary group creativity. *Academy of Management*, 39(3), 324-343.

Hoch, J. E., Pearce, C. L., & Welzel, L. (2010). Is the most effective team leadership shared?

The impact of shared leadership, age diversity, and coordination on team performance.

Journal of Personnel Psychology, 9(3), 105-116.

King, G. A., & Rothstein, M. G. (2010). Resilience and leadership: The self-management of

failure. In M. G. Rothstein & R. J. Burke (Eds.), *Self-management and Leadership*

Development (p. 361-394). Cheltenham, UK: Edward Elgar.

Klein, K. J., Ziegert, J. C., Knight, A. P., & Xiao, Y. (2006). Dynamic delegation: Shared,

hierarchical, and deindividualized leadership in extreme action teams. *Administrative*

Science Quarterly, 51(4), 590-621.

Lam, N. S. N., Reams, M., Li, K., Li, C., & Mata, L. P. (2016). Measuring community resilience

to coastal hazards along the Northern Gulf of Mexico. *Natural Hazards Review*, 17(1),

4015013-1 – 4015013-13.

Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological

strengths. *Academy of Management Executive*, 16: 57-72.

Luthans, F., & Church, A. H. (2002). Positive organizational behavior: Developing and

managing psychological strengths. *Academy of Management Executive*, 16: 57-72.

Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: beyond

human and social capital. *Business Horizons*, 47: 45-50.

Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the psychological capital of

resiliency. *Human Resource Development Review*, 5(1), 25-44.

Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological Capital: Developing the*

Human Competitive Edge. Oxford, UK: Oxford University Press.

- Mamouni Limnios, E. A., Mazzarol, T., Ghadouani, A., & Schilizzi, S. G. M. (2014). The Resilience Architecture Framework: Four organizational archetypes. *European Management Journal*, 32(1), 104–116.
- Martin-Breen, P., & Anderies, J. M. (2011). *Resilience: A Literature Review*. New York, NY: Bellagio Initiative.
- McLarnon, M. J. W., & Rothstein, M. G. (2013). Development and initial validation of the Workplace Resilience Inventory. *Journal of Personnel Psychology*, 12(2), 63-73.
- Pearce, C. L., & Conger, J. A. (2003). All those years ago: The historical underpinnings of shared leadership. In C. L. Pearce & J. A. Conger (Eds.) *Shared Leadership: Reframing the Hows and Whys of Leadership*. (p. 1-18). Thousand Oaks, CA: Sage.
- Pearce, C. L., Conger, J. A., & Locke, E. A. (2008). Shared leadership theory. *The Leadership Quarterly*, 19(5), 622-628.
- Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- Salas, E., Sims, D. E., & Burke, C. S. (2005). Is there a “Big Five” in teamwork? *Small Group Research*, 36(5), 555-599.
- Sharma, S., & Sharma, S. K. (2016). Team resilience: Scale development and validation. *Vision*, 20(1), 37-53.

- Shealy, C. N. (2004). A model and method for “making” a combined-integrated psychologist: Equilintegration (EI) Theory and the Beliefs, Events, and Values Inventory (BEVI). *Journal of Clinical Psychology, 60*(10), 1065-1090.
- Shealy, C. N. (Ed.). (2016). *Making Sense of Beliefs and Values: Theory, Research, and Practice*. New York, NY: Springer.
- Stewart, G. L., Courtright, S. H., & Manz, C. C. (2011). Self-leadership: A multilevel review. *Journal of Management, 37*(1), 185-222.
- Teixeira, E. de O., & Werther, W. B., Jr. (2013). Resilience: Continuous renewal of competitive advantages. *Business Horizons, 56*(3), 333–342.
- Wang, D., Waldman, D. A., & Zhang, Z. (2014). A meta-analysis of shared leadership and team effectiveness. *Journal of Applied Psychology, 99*(2), 181.
- West, B. J., Patera, J. L., & Carsten, M. K. (2009). Team level positivity: Investigating positive psychological capacities and team level outcomes. *Journal of Organizational Behavior, 30*(2), 249-267.
- Yang, Y., & Danes, S. M. (2015). Resiliency and resilience process of entrepreneurs in new venture creation. *Entrepreneurship Research Journal, 5*(1), 1-30.

Figure 1

Hypothesized model at the individual level

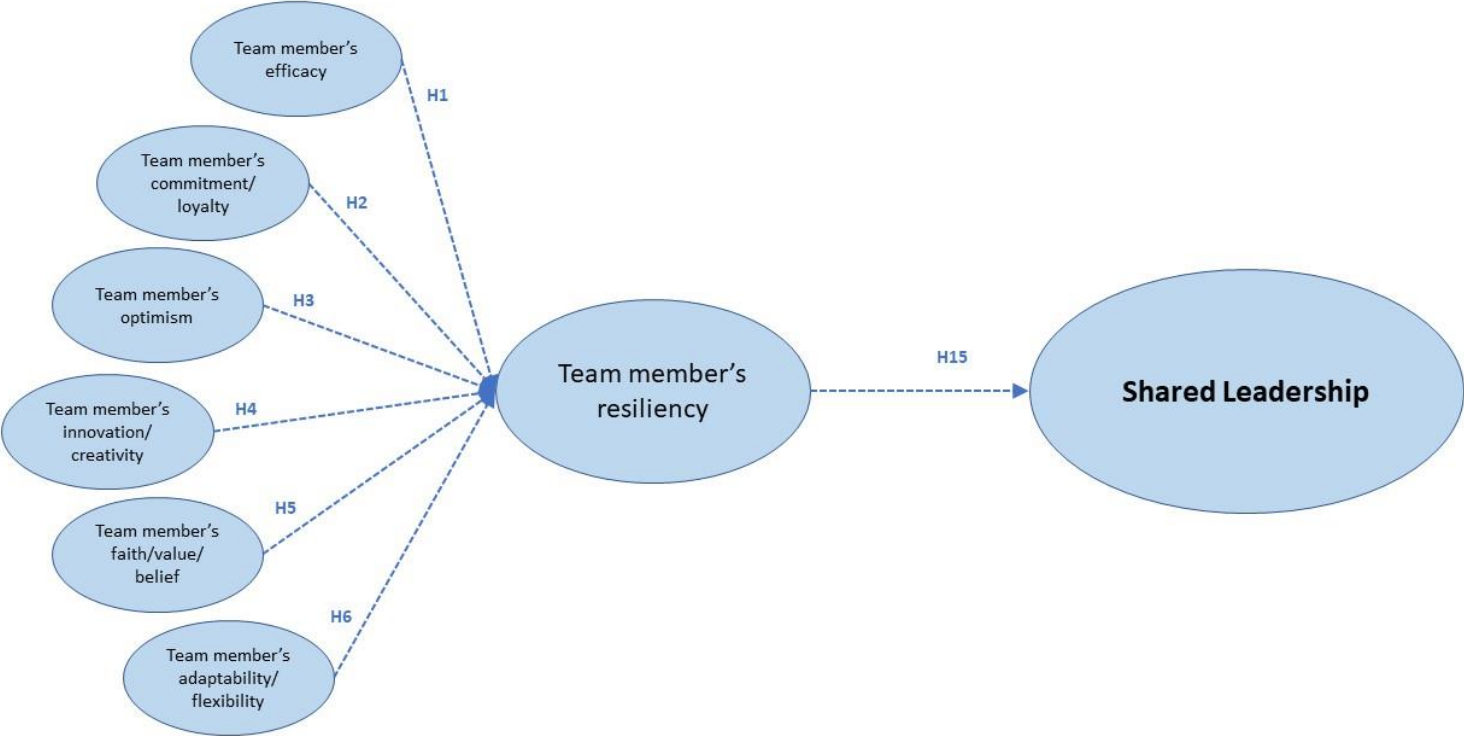


Figure 2

Hypothesized model at the team level

