The Scarlet Cap

About The Scarlet Cap

The essays presented were originally presented as a part of the capstone experience in the Organizational Leadership Program. These writings represent the student’s perspectives on contemporary topics in the field of Organizational Leadership. In this, our 9th volume, we feature x works which are reflective of the range of contemporary leadership issues which students in our program examine critically.

We are pleased to present these 5 essays which demonstrate the thoughtful insights of our students regarding the application of leadership in various organizational settings.

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Remote Leadership: The importance of good leadership in remote groups by Romario DePalmer ‘22

Abstract
The COVID-19 Pandemic brought many changes to everyday life that will become the "new normal" for millions domestically and internationally. We’ve seen widespread change in various group dynamics; professional sports were played behind closed doors, indoor dining and entertainment venues have shifted their layouts in order to properly distance their customers, and many employees worked remotely and are declining opportunities to return to an office setting. The pandemic highlighted and accelerated a theme that had begun years before - modern technology has provided people with the opportunity to be a part of a group without physically gathering together. Technology has affected leadership on a whole and leaders have had to adapt in order to provide their group members with the necessary tools and skills to succeed. The development of technology has created a new type of leader - the remote leader. This paper will explain the characteristics and importance of a remote leader, the leadership styles that are beneficial for a remote leader, and positives and negatives of remote leaders, and the differences between leading a physical group and remote group. In addition, this paper will highlight the importance of quality remote leadership in the post pandemic world.

The Creation of Remote Leadership

The nature of leadership has always had a physical element to it. From the dawn of time to the early 20th century, leaders were primarily selected via the trait approach. “It was widely believed that leaders possessed physical and psychological characteristics that predisposed them to positions of influence” (Johnson and Hackman, pg. 75). The Great Man Theory, the idea that leaders are born instead of made, was popular in the early 1900s because of the previously mentioned beliefs. Leaders who exemplified the trait approach like Julius Caesar, Mahatma Gandhi, and Alexander the Great relied on their physical traits and presence in order to persuade their followers to achieve their common purposes. As research on leadership theories progressed, the situational approach emerged as a more accurate way to define a good leader. The situational approach says that the best leader depends on the context of the situation. An example of situational leadership is Derek Jeter. Jeter played 20 seasons for the New York Yankees and captained the team for the last 12 seasons. As a player, Jeter was a great captain because he exemplified a never-quit attitude, remained focused on achieving personal and organizational goals, and showed respect to all of his teammates and managers. However, Jeter’s leadership abilities did not successfully translate when he became CEO of the Miami Marlins in 2017. Jeter failed to inspire the members of the Miami front office to balance winning and player development, which led to him resigning in this recent February. As research on leadership theories progressed, so did technology. The creation and increasing popularity of televisions in homes allowed for leaders to be in multiple places at once. This led us to the 1970s, where transformational leadership began to take form. While transformational leaders like Muhammad Ali and Ronald Reagan did not have to be physically present to speak to their followers, they took advantage of their charisma and ability to connect with others in order to make positive changes and achieve common goals.
Remote leadership refers to a leader who does not or rarely meets with their followers, but still has the influence or power to create change. This dynamic of leadership is growing, trending, and will be an important element for the future of leadership. Prior to the pandemic, remote leadership was not considered valuable in our society. About 6% of all employees were working remotely and about 75% had never worked remotely (ncci.com, 2021). Most college classes and private entertainment were physically attended. The pandemic provided most of the world with the opportunity to explore what aspects of life can be done remotely and still be sufficient.

The Importance of Remote Leadership

Since the beginning of the pandemic, we have seen a large shift on how modern society views and utilizes remote work. Prior to the pandemic, 17% of American employees were working from home five or more days a week. That number has more than doubled since, and in February of this year, almost half of American employees reported that they work from home on five or more days of the week (statistics.com, 2022). Most organizations were unprepared for the swift transition to remote work in March 2020. Since most people had not worked in remote environments, and organizations were unprepared for the move, many struggled with their new realities. Results from a study conducted by the Journal for Occupational and Environmental Medicine found that “For individuals who live alone, full time WFH (workers from home) without face-to-face interactions and social support everyday could contribute to mental issues such as social isolation and depression. For others, blurred work-life boundaries can make it difficult to detach mentally from work which can increase stress and anxiety” (Mann, 2003). With many employees struggling to cope with the unexpected circumstances, companies failed to support their employees. This paved for the current economic period called the Great Resignation. The Great Resignation began at the start of 2021 and saw a record 47.4 million Americans quit their jobs, which broke the previous record of 42.1 million in 2019 (nbc.com, 2022). With successful remote leadership, organizations can reverse the trend of growing employee dissatisfaction with their employers.

Characteristics of Quality Remote Leadership

Leaders need to constantly work with their followers in order to maximize organizational satisfaction. Although remote leadership may not be conventional for leaders, they must persevere for the greater good of the group. Due to modern technology, leaders have very little excuse why they cannot be accessible to their followers. Today’s leaders have access to web conferences, social media platforms, and online communities where they can discover, persuade, and collaborate with different people. According to the U.S. Census Bureau, 92% of all American homes had at least one form of computer, 85% had broadband internet, and 84% had smartphones in 2018 (census.gov, 2021). These numbers have likely risen with the demands of the pandemic. With modern technology being so accessible now, it allows for leaders to be accessible to their followers. Leaders who provide support to their group members can significantly increase satisfaction. Microsoft’s 2021 Work Trend Index revealed that new hires whose managers played an active role were much 350% more likely to say they were satisfied with their onboarding experience (microsoft.com, 2022).
A second key attribute to quality remote leadership is setting and developing a culture within the group. Leaders need to create and relay a clear and attainable culture for their group members. Creating the right culture is equally as important for online groups as it is for physical groups. According to Dr. Tony Bates, who has written a dozen books on online learning and distance education, “It is important to be aware of the influence of culture within any particular learning context, and to try and shape that culture as much as possible towards supporting the kind of learning environment that you believe will be most effective (Bates, 2016). Building a proper culture is something that many leaders struggled to do during the pandemic. According to the aforementioned Microsoft report, 62% of all frontline workers say leadership does not prioritize building culture (microsoft.com, 2022), which may indicate why so many workers quit their jobs last year.

Due to remote work and learning being a rather new concept, leaders must be ready to effectively solve issues that arise. There are many issues related to working remotely; some of the issues occur in physically meeting groups and some are unique to remote groups. Problems like time management, poor interpersonal communication, and struggling to adapt to remote work may make it difficult for a group to complete their goals or isolate individuals. According to buffer.com, difficulties with collaboration and communication rose 8% for remote workers during the pandemic, while struggling to detach from their work and loneliness were the two biggest problem for the 2,000 people surveyed (buffer.com 2022). Leaders need to be proactive with the issues that arise in their group to maintain the group’s advancement.

Effective strategies for remote leadership

There are many leadership tactics that translate to effective remote leadership. Using the Path-goal theory is a great way for a leader to help elevate and empower members of their group. Remote groups are individualistic by nature, so the leader should work to maximize the abilities of each member of their group. The path-goal theory tells us followers are motivated when they believe completing a task will create a path to a valuable goal. The path-goal theory is especially useful for younger followers. Research shows that millennials are far less concerned with working to achieve common goals (Anderson, 2016.) With this in mind, remote leaders should adopt the supportive style of the path-goal theory. The supportive style of the path-goal theory allows leaders to focus on the needs and well-being of their followers. Prioritizing the needs of each follower will make them more likely to achieve their goals, which in turn will bring success to everyone in the group and subsequently the group itself. The second leadership method leaders can adopt for remote leadership is servant leadership. Servant leaders focus on the needs and well-being of those in their groups in order to keep them engaged in their work so they can complete their tasks. Servant leadership is applicable to remote leadership because it increases communication and prioritizes the members of the group. Michele Reister, the Vice President of Marketing at Triangle Park, says “In a remote workplace where employees may feel more disconnected from the company than usual, it's critical they understand why their work matters” (reworked.co, 2021). By helping group members find meaning and purpose in their work, group leaders are making sure they remain true to their task in the face of adversity to complete their goals.
The relational approach to leadership is an excellent tool for leaders of remote groups. Leaders who use the relational approach focus on the links between them and their followers. These leaders can then use the relationship they have with their followers to get them to achieve personal and common goals. The relational approach is more effective for leaders who had a rapport with group members prior to the group converting to a remote environment. However, the relational approach can still work for group members without experience with the group members prior to their remote group being formed. An article by 6Q says that identifying individual triggers, increasing self-awareness, celebrating the members of the group, and growing social awareness are all effective ways a relational leader can be effective for their group members (inside.6Q.io, 2021).

**Conclusion**

Remote leadership is relatively new and not fully developed. It is important that remote leaders have a positive effect on their groups because many are still learning to operate in remote environments and are struggling with the transition. Remote leaders have to be innovative, flexible, and emotionally intelligent in order to ensure their group is properly equipped to complete their personal and organizational goals. Leaders who are supportive, focus on the needs of each individual group member, and maximize relationships within the group are more likely to be successful leaders.

**References**


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Generations of Authentic Leadership—by Ashley Atubi ‘22

Abstract

Authenticity is having a healthy balance between having internal values and beliefs versus external behavior. By indulging in your style and finding your way of leading, your ability to be an authentic leader will reflect in your life decisions, ethics, values, and character. To be an authentic leader is to not let anything compromise who you are and what your values and personality represent. Being true to oneself is the best way to gain followers because of people’s instinct to gravitate towards authentic and genuine people. Authentic leadership is important in the development and environment of an organization.

Introduction

While most people associate authentic leadership with sincerity, honesty, and integrity, the concept of authenticity is often misunderstood from the view of the follower. “Organizations that foster authentic behavior are more likely to have engaged, enthusiastic, motivated employees, and psychologically safe cultures” (Center for Creative Leadership). Authenticity cannot be identified by oneself, rather than by the people around you, often shown by your ability to be genuine, self-aware, and transparent. This purely innate quality has less to do with what you perceive yourself as and more to do with how people view you and your effect on them as the leader. Within an organization, authenticity is important in understanding who is around you as well as their individual qualities and needs. As an effective authentic leader, it is vital to be able to lead each follower individually with the styles they respond better to and in groups; what they will benefit from most and what they need at that time. Authentic leadership is not a product of manipulation, but instead from one’s true character being sincere and having a moral perspective. There are the three viewpoints of authentic leadership. The first viewpoint, intrapersonal authentic leadership, is being able to be genuine, lead from conviction, original, and have actions that are based on your values. Being an intrapersonal authentic leader is to be able to connect with your followers as well as understand what they need without wavering on your originality and values. The second viewpoint is the developmental authentic leader. This is where a leader is self-aware, has internalized moral perspective, and rational transparency, while being able to maintain balanced processing and is willing to learn. Being a developmental authentic leader is being able to understand yourself and the people around you. Your ability to learn, be transparent, and have a moral perspective internally is important in the development of not only the follower, but yourself. The last viewpoint is interpersonal authentic leadership, where the leader emerges from interactions with followers and identifies their values and allows for followers to buy-in and accept their values. This viewpoint is important in understanding one’s surroundings as well as the people within the group.
These three viewpoints shape the perspective of what it is to be an authentic leader. The authenticity behind being true to oneself, original, unwavering, and genuine is the most important part in being an effective authentic leader. Looking at these viewpoints, one can conclude that an authentic leader symbols the ability to be versatile and know yourself. Though it requires skill and practice, overtime, life experiences and situations form a “degree of self-knowledge and the willingness and ability to share that self-knowledge with others” (Harvard Business Review) and emotional intelligence. This is where many authentic leaders take the time to explore their inner selves, creating a connection between their conscious selves and being engaged in self-expression and disclosure.

The Evolution of Authentic Leadership: A Generational Comparison.

Comparing today’s generation, Generation Z, to the generations before them; Millennials, Generation X, and Boomers, provides insight into an understanding of the Authentic Leadership. The next generation of employees entering the workplace, Gen Z, has made a significant difference in how they prefer to be led, as well as what they are willing to put up with in a working environment. In some organizations, there will be instances where there will be up to five different generations working in the same environment. They are Generation Z, Millennials, Generation X, and Boomers (both eras; 1946-1954 and 1955-1964). Because of this in today’s workforce, miscommunication is more likely than it would have been in the past. The expansion of technology and communicative tools, and the ever-changing ways to communicate increase daily adds to tension and miscommunication. “Each generation has a preferred way it likes to be led and using these preferred leadership styles, managers are better able to build trust and communicate with employees in the best way possible to boost understanding, motivation, and results” (Currans). Between the five generations, Gen Z is the most technologically advanced employees to date.

The Baby Boomers, Generation X, and Millennials already have set characteristics of values that make them unique. However, each era has its own generation of dislikes, likes, and attitudes when it comes to working. The Baby Boomers have characteristics that have been shaped by events like the Civil Rights Movement, the War in Vietnam, and the assassination of political figures and social movement leaders. This generation has a more positive outlook on authority, hierarchy, and traditional styles of working and learning. This optimistic and team-oriented generation is more likely to respect authority if they know their opinion is being considered in the decision-making process. While the Baby Boomers are more team oriented, Generation X have a more individualistic and self-reliant character. This generation tends to be more straightforward and brutally honest, where they do not value achievement as highly as past generations. They admire competency and honesty; they are often the most difficult to manage and tend to not fit in a single set traditional leadership style.
Like the Baby Boomers and Generation X, the Millennials were shaped by other social events. 9/11 and the Great Recession have influenced their way of life and beliefs, where they believe, they do not have to live at work, but rather focus on life outside of work (Currans). The Millennials prefer to work in more relaxed and laid-back environments than follow the hierarchical structure, unlike the Generation X. Their unlimited access to information creates assertively strong views.

Generation Z grew up watching their Millennial counterparts struggle through the Great Recession and 911, where there was an impact in money, employment, and politics. This generation tends to be more diverse, technologically savvy, and collaborative. Being the most racially diverse in the history of the US, they pride in diversity and their acceptance to everyone as they are. This generation has no recollection of a time where they did not have instant access information and technology. Being better at multitasking, they can have a higher functioning ability to do more things at once compared to their counterparts. Though they seem to be very similar to the Millennial generation, there are also major differences when it comes to their behaviors and willingness to be a part of the solution (Laudert).

As we look at the different generations, the older generations, Boomers through the Millennials, have similar traits when it comes to being led, but Gen Z seems to be the outlier in their experiences and character traits. Leaders must be able to lead each generation individually and holistically. Gen Z requires different leadership styles and approaches, where the Boomers, Gen X, and Millennials require directive behaviors (task oriented); establishing goals, setting timelines, defining roles, and clarifying responsibilities, Gen Z requires more supportive behaviors (relational); asking for input, solving problems, praising, sharing information, and listening. Looking at the workplace and its diversity in the generations working in the same environment, it is important for a leader to be able to be adaptive and have a situational approach, depending on the different styles and traits the individual follower has. To be an effective authentic leader, one should be able to adapt based on the needs of the given situation. While authentic leadership is a concept that is never changing, leaders must adapt to their surroundings while still maintaining an authentic leadership style and personality. Adaptive and authentic leadership are one in the same, where they go hand in hand, however, in the newest generation, transformational leadership can be mentioned in the same breath. This is a perspective of leadership that manages the people, resources, and seeks to elevate the group to a higher moral level. Based on the characteristics of Gen Z, where they are more outspoken, ethical, morally elevated, and self-aware, transformational, and authentic leadership are the key styles to leading this generation. Authentic leadership is based on the characteristic traits of the leader while transformational leadership is for the betterment of the group. This duo is the most effective way to include and incorporate the different styles and approaches needed to lead each generation separately while still being able to bring them together.
In the current era of technology and the fight for social injustices, social media has played a significant role in these leadership styles. While leading at a young age, Generation Z has developed many platforms for the voices to be heard, while still leading their peers to a future of change and social equality. Seen through the different eras, but on different platforms, there have been multiple occasions where emerging authentic leaders have risen in influence and led the people to a new age of social justice. From the Civil Rights movement period, 1954-1968, to current social injustices like police brutality and the #MeTooMovement, the Boomers/Generation X have had similar fights for justice, but in a more physical state, where they had to physically march, sit in, and protest social injustices. Social media and social media influencers have played a significant role in spreading the word of today’s social injustices and creating a change at a faster pace. The internet has become a hub of information and has given people the ability to access information at the tip of their fingers. Through the lens of social media, platforms like Facebook, Instagram, Twitter, etc. have created a space where people can speak their mind and have their voices heard, no matter your age or influence. It has presented everyone the equal opportunity to create a platform to speak your truth and be yourself. Though the times were different, and the internet was not as easily accessible, these authentic leaders, like Martin Luther King Jr. (born in 1957) and Malala (born in 1997), have used their own means to fight for social injustices. While living in two different generations, they have both created their own influence and followers in ways seen fit for their times.

Where one generation cannot remember a time where technology was not prominent in their lives and the others see technology as a new concept, technology and social media play a significant role in leadership. Social media influencers use authentic leadership to inform and persuade their followers. In a time where technology is easily accessible, misinformation and miscommunication are prominent to this generation. It is important for leaders to be able to be true to themselves, their morals, and their values while still standing up for what they believe in. Though this is very easy for Generation Z, the older generations, Boomers through Millennials, have a hard time adapting to what we see as authentic leaders today. The definition of authenticity is never changing, but the use of authenticity is forever fluid. The authentic behavior of a leader defines what is seen as authentic. “Generation Z perceives effective leadership as an influential construct that emphasizes authenticity, adaptability, flexibility, and work-life balance” (Aguas). Generation Z tends to be in fashion when it comes to leveraging technology and encouraging entrepreneurial thinking. In this era, influence, and the ability to know the difference between people and how they operate is important in what is defined as effective leadership. Along with the idea of being authentic and having that genuine sense of leadership is important to this generation of followers. Today, social media is the forefront of what is depicted as an authentic leader.

In a time where there are many different factors that play into authenticity and its perception, “authentic leadership can have a profound effect on followers. Leader authenticity fosters feelings of self-efficacy (competence), hope, optimism, and resilience in subordinates. These factors, which together make up positive psychological capital, increase job performance” (Johnson & Hackman). No matter what the generation takes on, or what challenges they face, authentic leadership remains the same. The overall concept of authenticity in leadership is what is valued within and what is produced by the leader.
As mentioned before, authentic leadership is not a product of manipulation and simply cannot be faked or labeled by oneself. Though many generations may have different perceptions of what authentic leadership may be, there will always be one true and consistent fact, authenticity is within and cannot be fraudulent. Experiences are what shape our perspectives and are unique to each generation, however, it does not shape what is already set and true.

The use of authentic leadership by future generations is important in the development of character, values, morals, and perspectives. Authentic leadership may seem to remain stable, but the perspective of what authentic leadership is for any particular generation changes. Experiences and situations play a critical part in forming the perspective of future generations. The benefit of continuing to use authentic leadership in different places of power, like social media influencers, politics, social environments, etc., will help form a more accurate perspective of what authentic leadership is meant to be. The benefits of using authentic leadership and other leadership approaches like adaptive and transformational leadership, include a better understanding of what a true leader is and the outcome of the leader to follower relationship. In an age where relational interaction is important, different platforms make it easier for leaders to communicate their changes, values, and morals. “As we consider leading in the age of AI, machine learning, and an increasingly connected world, it seems even more important that we embrace the idea of being an authentic leader” (PeopleMattersGlobal). As technology continues to develop, and social media platforms are continually becoming easier to share messages, communicate ideas, and openly showcase our interests. However, privacy has become more inconsistent with the brand of leadership, where young minds are still being influenced and changed through our digital footprint and image we may or may not have intended to create. The ability to influence people through social media, whether authentic or not, has become easier than it ever has in the past. Because information travels far and wide within seconds, new perspectives are being formed by the minute.

**Conclusions**

What does this mean for authentic leadership? Authentic leadership as the practice of being genuine is solely on the character of the leader. Though there may be some who attempt to falsely imitate the characteristics of an authentic leader, this does not characterize them as one. As seen through social media and technology, influence in the leadership world can be perceived in many ways. Comparing the Boomers, Millennials, and Gen X to Gen Z and the up-and-coming generations is important to do, but also chaotic. With the different values, morals, and traits, it is hard to define authentic leadership. However, this does not make it lose its importance. Each generations has shaped authentic leadership into what we perceive it as today. Gen Z has become the most progressive in using authentic leadership in a way that benefits individuals rather than the organization. As the times change, authentic leadership will prove to always be preferred and appreciated.
References


The Effectiveness of Shared Leadership by Janhavi Narain ‘22

Abstract

The effectiveness of leadership is one of the most important components of organizational success. The leader that can bring out the best from their followers and bring in new followers through dedication, motivation, and trust can truly grow their organization. Shared leadership has become one of the most prevalent forms of leadership due to the increase in leader responsibilities in addition to the necessity of speed in communication. As a result, the study of shared leadership effectiveness is crucial to organizational success worldwide. Shared leadership is defined as multiple people being in a position of power rather than just a single person. Because of the nature of shared leadership, communication is key to the success of the leadership team. This communication comes from within the leadership team as well as between the leadership team and the rest of the members of the organization. Additionally, an organization led by a shared leadership dynamic must have a shared dream. The purpose of the organization and the objective that the members are working for must be common throughout all levels of the organization. Lastly, the leadership team must have a clear focus on tasks and determine the best way to go about each goal together. In order for the organization to run smoothly, everyone must be on the same page. In the following paper, these three factions will be further discussed in order to determine how to run an organization in a shared leadership fashion successfully.

Shared Leadership

The effectiveness of leadership is a huge factor in the success of an organization. The leader that can bring out the best from their followers and bring in new followers through dedication, motivation, and trust can truly grow their organization. The style of leadership that is most effective varies a lot over time. According to Rod Collins, “The digital revolution is spawning an entirely different management model, where the assumption is that the smartest companies have quick access to the collective knowledge of the company.” With an increase in the responsibilities for leaders in addition to the necessity of speed in communication, shared leadership is becoming much more prevalent and a proper shared leadership system is currently the most effective leadership style. Shared leadership is the theory of leadership where multiple people are in a position of power rather than just a single person. With this idea, the burden of decision making expands, which provides members with more autonomy over the decisions. There is usually one person who is the “leader” of a leadership team, but the shared leadership style provides more opportunity for other members to provide input on how the organization should run. Having multiple leaders instead of a single leader does not decrease the burden of responsibility of decision-making on the main
The effectiveness of leadership is a huge factor in the success of an organization. The leader that can bring out the best from their followers and bring in new followers through dedication, motivation, and trust can truly grow their organization. The style of leadership that is most effective varies a lot over time. According to Rod Collins, “The digital revolution is spawning an entirely different management model, where the assumption is that the smartest companies have quick access to the collective knowledge of the company.” With an increase in the responsibilities for leaders in addition to the necessity of speed in communication, shared leadership is becoming much more prevalent and a proper shared leadership system is currently the most effective leadership style. Shared leadership is the theory of leadership where multiple people are in a position of power rather than just a single person. With this idea, the burden of decision making expands, which provides members with more autonomy over the decisions. There is usually one person who is the “leader” of a leadership team, but the shared leadership style provides more opportunity for other members to provide input on how the organization should run. Having multiple leaders instead of a single leader does not decrease the burden of responsibility of decision-making on the main leader, but because multiple people have to collaborate in order to determine how to lead the organization best, the decision-making process tends to output better results. This is because multiple different viewpoints come together to make each decision, allowing for more advantages and disadvantages of all possibilities being discussed. This requires a great deal of discussion and time spent per decision. While this style of leadership may be a slower process for decision making, it is much more effective at making difficult decisions and is, therefore, a strong style of leadership. In a shared leadership dynamic, the leadership team must focus on developing strong relationships, maintaining a shared dream, and having a clear focus on tasks in order to effectively improve organizational performance and increase team viability.

In order to consider the effectiveness of shared leadership, one must first consider what makes a great group. Whether considering a group of leaders or the organization as a whole, there are certain features that the group must maintain in order to perform successfully. The central aspect of shared leadership is having a shared dream. A group must work together and in order for the group to work well, they must be unified in purpose. The members must be willing to abandon their individual egos in order to pursue the collective dream of the group. The group itself must also have strong chemistry. This is why the process of choosing leaders of the group is so important. In order for a leader or group of leaders to blend well in the organization, they must work well with the members and be able to bring out their full potential. The group must also be willing to take risks and try new things. Without taking chances, there is a higher chance for missed opportunities.
One of the best examples of a great group is the Manhattan Project, the U.S. research group that invented the atomic bomb. The main scientists in this group were Robert Oppenheimer (the head of the project scientifically), Edward Teller, Leo Szilard, Enrico Fermi, Otto Frisch, and others. They were only around from 1942 to 1945, but their goal was to quickly develop nuclear weapons in response to the potential nuclear weapons being developed in Nazi Germany. Their shared dream was to develop a powerful weapon to help the US end the war and they succeeded. “The nuclear fission technology perfected by the Manhattan Project engineers has since become the basis for the development of nuclear reactors, for power generators, as well as other innovations, including medical imaging systems (for example, MRI machines) and radiation therapies for various forms of cancer” (History.com, 2022). The project was challenging since there was a time crunch, most of the members of the group were in different locations, and the task itself was unprecedented and arduous. However, they had a very clear goal and were willing to do whatever they could (ethically) to make that goal a reality. Even though the members were far from each other in location, their chemistry was strong because they were all intelligent and focused on the main goal. The group dynamic and efficacy of the Manhattan Project is a great way to determine how to organize a group efficiently and is currently being used as an exemplar of group dynamics to further many organizations.

Knowing what constitutes a great group is necessary for understanding the shared leadership theory. Once a person understands what a group needs to be effective, one must discern the necessary aspects of an effective shared leadership dynamic. One way to do this is by viewing effective governing bodies (MRSC, & Neu, Jr., C. H 1997). Local government plays a large part in the daily life of members within a community, so they must be effective, competent, and work with integrity. Firstly, a group of leaders must be communicative and work together in order to determine what is necessary not just for the current organization but for the future of the community. Leaders in a shared leadership dynamic must also respect “shared constituency”. This means that some of the leaders may overlap in some of their duties, so they must learn to work together in those tasks. The members of the governing body must have explicit roles and responsibilities. There cannot be any uncertainties because that is where arguments arise. Not only must the goal of the organization be clear, but the tasks and the reason for each task must be specific and direct. Time and energy are valuable but limited resources, so they must be used efficiently. Leadership meetings also must be thoroughly planned. The leader of the leadership committee must have clear rules and procedures in mind so that the meetings aren’t long and unfocused.
Key Factors in Shared Leadership

Many studies have shown that teams with shared leadership yield higher team effectiveness, however, some studies have shown negative effectiveness or no change (Wu, Q., & Cormican, K. 2021). There are certain situations where shared leadership is the most effective leadership style. In other cases, the shared leadership team can be nurtured into an effective team for the organization. Shared leadership is dynamic and depends on the team and tasks at hand. Within project-based teams that change tasks and goals quite frequently, this is a more advantageous style of leadership and has been shown to improve team performance. Shared leadership has also been shown to improve team viability, which is “the potential of teams to retain its members and to function effectively over time” (Wu, Q., & Cormican, K. 2021). The relationship-oriented aspect of shared leadership is a key component of team viability. The growth and development of an organization is highly dependent on team viability. Because shared leadership advocates for greater empowerment and autonomy, members feel more involved in the organization, which increases their collaborative efforts. This, therefore, increases their satisfaction with the company and promotes retention and growth of the organization.

Relationships in the organization are a key factor of shared leadership. The leadership group as well as the organization as a whole has to consider relationships very carefully. The job of the key person of the leadership group is less task focused and more relationship focused now that the tasks have been delegated to other leaders (Fitzsimons, D., 2016). Firstly, the leader must consider the relationship between team members in the leadership group. Since all the members in the leadership group have the same amount of power, it is easy for arguments to occur in regards to leading the organization. The leaders may also tend to point out a subset as a scapegoat for all the issues. The main leader must make sure to determine accurately the source of the problem. Another relationship that is important is between the leadership team and the key person of the leadership team. This relationship is similar to the one of a leader and a follower in that they must provide compliments in addition to constructive criticism in order to maintain a positive relationship. Lastly, one must consider the relationship between the leadership team and the rest of the organization’s followers. It can be easier for a leadership team to shut out the rest of the followers and come to decisions on their own, but it is still just as necessary for the leadership teams and followers to work collaboratively as it is when there is a single leader.

Further studies have shown that personality and emotions have a strong impact on shared leadership (Martin, J., Cormican, K., Sampaio, S. C., & Wu, Q. 2018). The personalities of the members in a leadership team must be compatible in order to reduce complications and increase positive work efficacy. Conscientiousness and agreeableness have been proven to be positively correlated with emerging leaders. Emotional stability is another key predictor of team performance. “Team personality composition is a strong moderator of the relationship between shared leadership and team performance” (Martin, J., Cormican, K., Sampaio, S. C., & Wu, Q. 2018). Attitude and behavior have also been shown to be key factors in the effectiveness of shared leadership organizations. The types of leaders are also a large factor. Transactional and relationship-oriented leaders in a shared leadership dynamic have been shown to motivate their members
much better than other types of leaders. (Zhu, H., Kraut, R., & Kittur, A. 2012). In addition, legitimate leaders have been shown to be more influential than regular members. As a result, shared leadership is an effective approach due to the increase in legitimate leaders. However, the leadership group must be more aware of maintaining strong relationships with their followers and listening to the other members in order to make sure that everyone’s ideas are heard. In comparison, the types of teams based on the tasks were not shown to have a large effect on organizational effectiveness within shared leadership theory. Since personality and emotional stability are important factors in the effectiveness of a shared leadership dynamic, the leaders chosen for the leadership team must be carefully selected. They must be emotionally stable and be able to communicate well, collaborate often, and truly take the thoughts of the members to heart. If they can do this, there will be more efficiency in the workplace as well as an increased team viability as a result of higher autonomy and an increased satisfaction in the organization and the leaders.

Another key component of an effective shared leadership team is the vision. “Being forward-looking—envisioning exciting possibilities and enlisting others in a shared view of the future—is the attribute that most distinguishes leaders from non-leaders” (To Lead, Create a Shared Vision, 2014). When an organization has a shared dream, they are able to resolve conflicts more easily. Being completely open about the vision of the organization assures that the members genuinely care about the outcome of the organization since it is directly correlated with the vision that they are strongly concerned about. In most leadership dynamics, the leader determines the vision of the organization and has to freely communicate the vision to the members so that they can determine whether or not they believe in the organization. In shared leadership dynamic, the vision is shaped by the whole leadership team. That vision is freely communicated by the entire leadership team as well. With this entire team of people believing in a vision, it is much more likely for followers of the organization to believe in it. Additionally, the vision is strong and truly represents the organization when multiple people have to discuss and determine what that shared dream is. “If people are properly motivated, and have the necessary knowledge, skills, and abilities, a vision shaped collectively is not only possible but also potentially more powerful than one imparted from above” (Pearce et al., 2007). Usually, the shared vision is finalized by the key person of the leadership group. However, that is not always the case. One example of this would be McDonalds. The chief financial officer of McDonalds in its early days, Harry Sonneborn, envisioned the location in order to ensure its competitiveness in the fast-food industry. The CEO at the time, Ray Kroc, envisioned the company’s fair policies towards suppliers and franchises. While the McDonalds brothers had originally founded the company and laid much of the groundwork for the strategic vision, these two were truly responsible for the development of the vision that continues to make McDonalds the most popular fast-food chain today.
Conclusions

Shared leadership is one of the most prominent types of leadership in the digital age. With the advent of newer technology and an increase in the necessity of fast communication, having a leadership team that can collaborate more on decisions while also relaying information quickly is a strongly valued leadership style, especially in a sizeable organization with a large number of followers. By viewing groups (like the Manhattan Project) that have successfully collaborated with minimal arguing in spite of difficult tasks and other disadvantages, current organizations can learn how to properly improve themselves in order to most efficiently accomplish tasks. In addition, knowing how to best work in a shared leadership style, which is the most prominent and successful style in this current day and age (especially for organizations that work in a project-based manor), is a key way to improve an organization’s capabilities. There are many key aspects to utilize when trying to effectively assemble an organization in a shared leadership style. Firstly, the leadership team must be compatible personality wise. This means that the team must be collaborative, communicative, and listen to each other and the members of the organization in addition to being emotionally stable. The leader of the leadership team must be mainly focused on the relationship dynamics throughout the organization. This includes among the team itself and between the leaders and the followers. Lastly, the team must be unified. They do not have to agree on everything, but they must have a clear common goal, they must understand what each person’s roles are and respect shared constituency, and they must be communicative with not just constructive criticism, but with compliments as well. In a shared leadership dynamic, the leadership team must focus on developing strong relationships, maintaining a shared dream, and having a clear focus on tasks in order to effectively improve organizational performance and increase team viability.

References


Using Trust and Emotional Intelligence to Develop the In-Group in LMX Theory
By Tom Blanchard ‘22

Abstract

Any organizational setting in which work needs to be done, trust is involved. Trust allows teammates to assume roles and complete tasks which will work together towards a larger final project. Using the Leader Member Exchange theory, I will explain how emotional intelligence is used to garner trust between followers and leaders, to merge in-groups and out-groups to develop high performance work groups.

What is LMX?

The leader member exchange theory focuses on the relationship between the leader and the follower. With a focus on the relationship itself we can begin to develop an idea of where the leadership and followership can be strengthened; “according to LMX theory, leadership occurs when leaders and followers are able to develop effective relationships that result in mutual influence” (BABIČ 61). This mutual influence is not as general as the quote allows us to believe. Mutual influence is developed from mutual goals and visions. A stronger mutuality between the leader and the follower is what designates an individual to the in-group, when mutual goals are clearly defined, and the follower can fulfil the shared vision at a high capacity. When the mutual goals are weaker and less definitive, the leader will need to spend extra time with individuals thus, they become part of the out-group. These two group designations are important to understand if one looks to improve their exchange with the leader. To divulge the groups further, a leader’s ‘In-group’ already fosters expectations of trust. That’s why they are in the ‘In-group’. “Subordinates, when belonging to the “in-group,” report enhanced levels of satisfaction and effectiveness, as well as mutual influence, more open and honest communication, greater access to resources, and more extra-role behavior.” (Zinko 2010) This group of people in an organization is trusted by the leader to get work done and uphold the values and vision of the organization. To increase the effectiveness of the organization a leader should aim to build the in-group to involve more members of the organization.

In the same organization there is also an out-group. This group of people is not trusted to the same level of expectations as the in-group. This out-group receives less responsibilities and is generally guided more by the leader in order to achieve the results that the leader is looking for. In order for the organization to elevate its status from a work group to an effective group or even a high-performance group the leader must work to develop their out-group to become part of their in-group.
For a switch to take place from the out-group to the in-group the leader and the follower must develop trust between each other. Assuming a strong and effective in-group, the leader should have time and effort available to focus on individuals in the out-group. A leader cannot simply expect an individual to flip a switch and change the group they are a part of. That would necessitate a major change in behavior. An immediate and major switch in behavior is neither practical nor realistic. What the leader can do, is develop a stronger relationship with the individual. Using emotional intelligence, a leader can develop the relationship with the follower into a relationship of two-way trust. This will include understanding the follower’s individuality then sharing a vision with them, a vision that is tailored to the individual as well as to the organization.

Using emotional intelligence

In order to use emotional intelligence to form bonds with followers we must first have a definition of Emotional Intelligence; “emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (Mayer & Salovey, 1997). This definition has four major aspects of emotional intelligence. Perceiving emotions, Accessing and generating emotions, understanding emotions, and reflectively regulating emotions. The second aspect of this definition will be integrated into the workings of integrity. Using this definition, a leader will be able to do two things to assist in developing an out-group member towards an in-group member. First the leader will be able to perceive, understand and reflect on their own emotions. Second, the leader can use these skills with their followers. Seeking to perceive their followers’ emotions, understand their followers’ emotions and reflect on their followers’ emotions in order to better connect and communicate with their followers. In doing so they would be strengthening their LMX relationship. By strengthening the relationship with their followers, a leader can begin to develop a stronger trust between themselves and the follower. Using emotional intelligence, a leader can gauge and read their followers perceptions on the state of the organization and their place within it. If the follower group holds negative views of the organization the leader is presented with two possibilities. The leader can remove them from the organization, or the leader can take the perspectives into consideration in order to alter the organization to present the followers with a more ideal situation.

“Everybody has a place on the fire department”
-Will Allen X., Firefighter

Another use for emotional intelligence in LMX is considering which tasks are appropriate for which followers. When interacting with followers a leader can use emotional intelligence to deliberate where an individual will be the most intrinsically useful towards the organization. In most organizations each member has decided to join on their own accord (barring necessitated employment scenarios). One can assume that each follower has some intrinsic interest about their involvement in the organization. If a leader can successfully find a good spot for a follower, then the trust that follower has in the leader can grow due to a belief in the individual. When a follower is interested in working in an organization, they are more willing to partake in the work that must be done. This is expressed in
Theory Y by Douglass McGregor “External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.” (McGregor 1960). A follower who is intrinsically motivated in an organization likely already accepts the vision and values of the organization.

**Building Trust**

“Two conditions are necessary for building trust: risk and interdependence” (Gibson, C. B., & Manuel, J. A. (2003). Putting a follower into a different position within an organization is not enough to garner the trust needed to move the individual into the in-group of an organization. An individual will have to use this new position and build the leaders confidence in them in order to be moved to the in-group. If a leader allows a follower to assume a new position within the organization, then the first condition of trust has already been met. It is up to the follower to deliver the second condition, Interdependence. According to the oxford dictionary interdependence is defined as; “the dependence of two or more people or things on each other.” (Oxford). With this definition a follower should understand that they will have to uphold this new position in such a way that it works with the organization. A follower should aim to integrate their new responsibilities in the most effective way possible. An effective follower would use emotional intelligence to understand the risk that the leader is taking, and they should use emotional intelligence to keep their new responsibilities on track with the company. Understanding the intricacies of trust, such as risk and interdependence would allow the follower to build up the lead-

**Integrity**

“We define integrity for an individual, group, or organization as: honoring one's word.” (Erhard, W., Jensen, M. C., & Zaffron, S. (2009). This simple definition of integrity is something that can keep a follower from breaking the leader’s trust. However, simply keeping one’s word can be a tricky task, particularly when considering the emotional tasks of upholding work and trust in an organization. Using our previous definition of emotional intelligence, it is possible to increase one’s integrity by understanding the mental fortitude required. According to our definition, an emotionally intelligent individual should be able to “access and generate emotions in order to assist thought” (Mayer & Salovey, 1997). In a taxing situation such as a working organization it can be tricky for a follower to carry enough motivation for the vision of the organization and the immediate work to be done. In accessing and generating emotions a follower could use their previous emotional experience to stay motivated by whatever pushed them to join the organization in the first place. Generating emotions takes a high level of emotional intelligence because it requires overpowering whichever mood or emotion the follower feels at that time. With the rest of the definition of emotional intelligence the follower could reflect on the way they feel at the time and determine if it empirically aligns with the organization or if it aligns with the work at hand. From here the follower would want to generate a different perspective, one that allows them the ability to honor their word in the work they are doing. Upholding integrity can be an incredulous task but with a strong sense of emotional intelligence they should be able to keep themselves on track and in working order. When a leader sees this ability in a follower, they will be able to trust that follower’s ability to contribute to the organization and they will be moved to the in-group so that the follower can partake in higher forms of communication and intellectual processes of the organization.
Conclusion

The important relationship between a leader and a follower can be understood through the Leader Member Exchange. Understanding the two groups that a follower is capable of being a part of is also important to rationalize the concept of traveling from the out-group to the in-group. In any organization where a follower wishes to emerge as a leader, they would want to become a member of the in-group. To transition from the out-group that emerging leader must use emotional intelligence to develop integrity in their actions. With this integrity they will be able to prove a higher level of trust between themselves and the leader of the organization. With a higher level of working trust, the leader is capable of relinquishing additional duties to the member and growing their input to the organization. An involved in-group in an organization is what raises their working status, hard-working individuals with like-minded goals and visions can achieve greatness in bounties that an ineffective group never could.

References


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