



THE EMERGENCE OF SHARED LEADERSHIP IN PROJECT TEAMS

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YOUR GLOBAL MOBILITY AND
INDUSTRY ENGINEERING EXPERTS



INTRODUCTION OF MYSELF



Personal:

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Doctor of Science in Project Management

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Team leader Electrics at EDAG Engineering GmbH

AGENDA

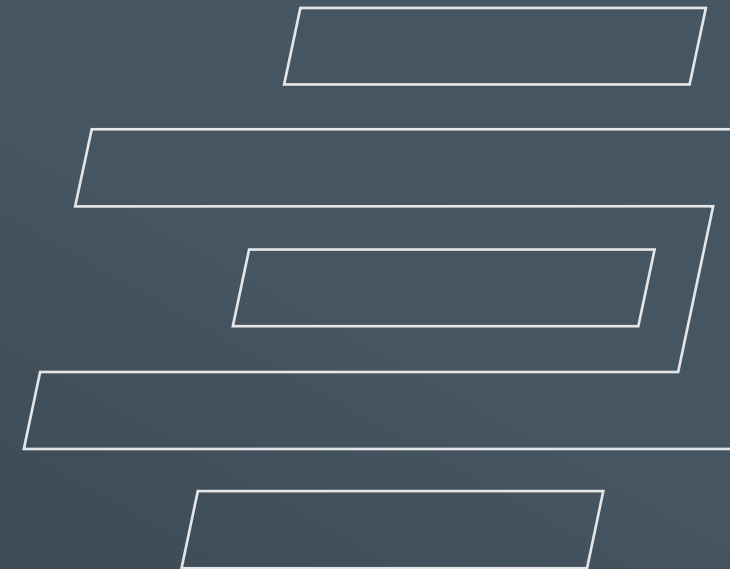
EXAMINING THE ENVIRONMENT

AN INTRODUCTION TO COMPLEXITY

INTRODUCTION TO SHARED LEADERSHIP

**BRIGHT AND DARK SIDE OF SHARED
LEADERSHIP**

THE EMERGENCE OF SHARED LEADERSHIP



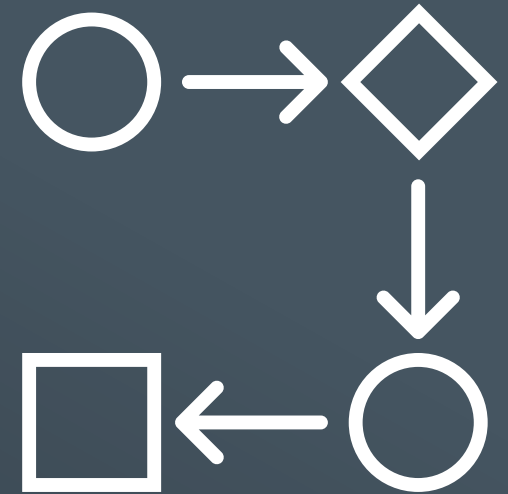
ENVIRONMENT

A VIEWPOINT ON THE WORLD

The world is linear, mechanical and predictable

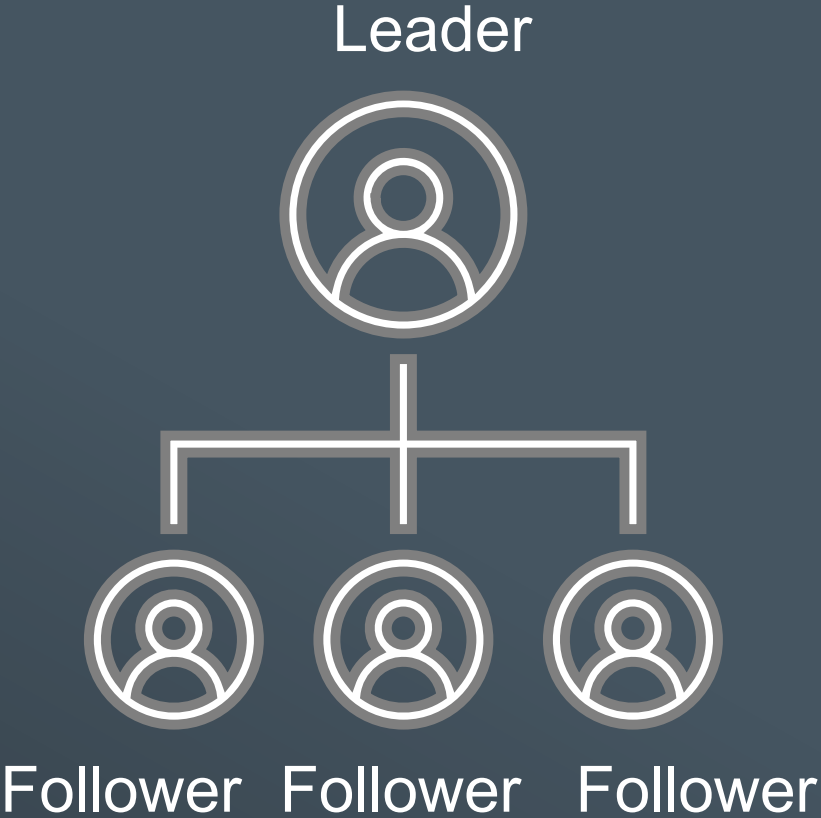
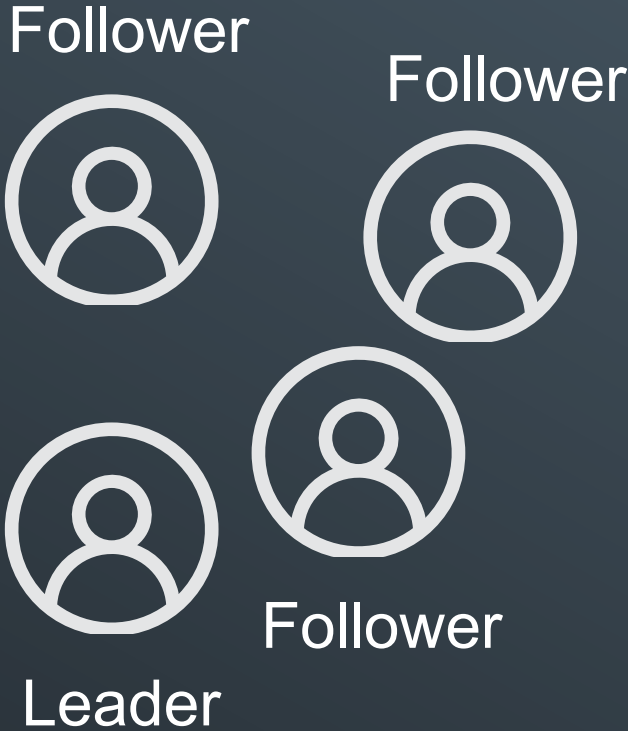
Simplified models of the world

The World can be controlled



Source: Müller 2024

ENVIRONMENT
A VIEWPOINT ON THE WORLD

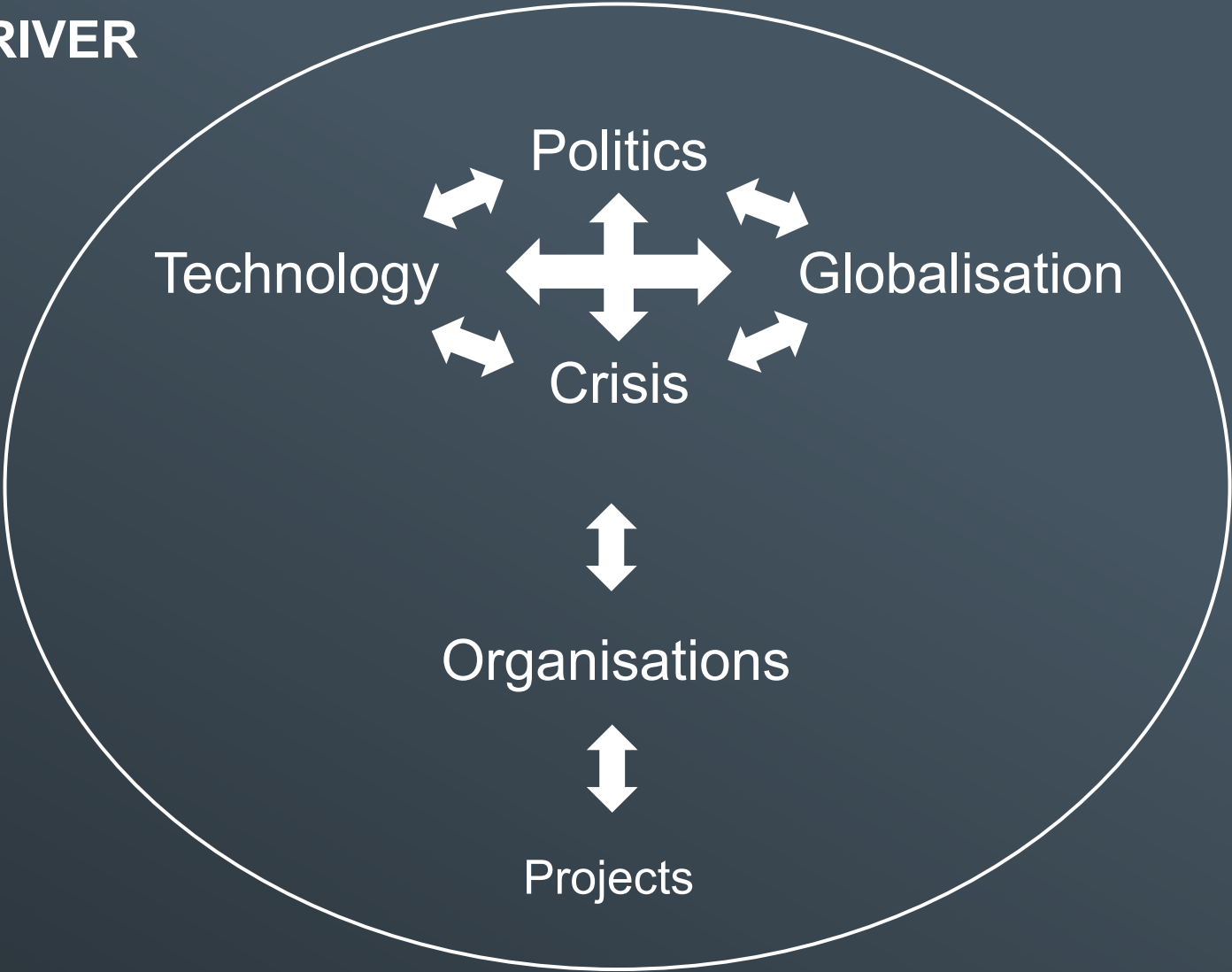


ENVIRONMENT ANOTHER VIEW ON THE WORLD

“I think the next century will be the century of complexity”.

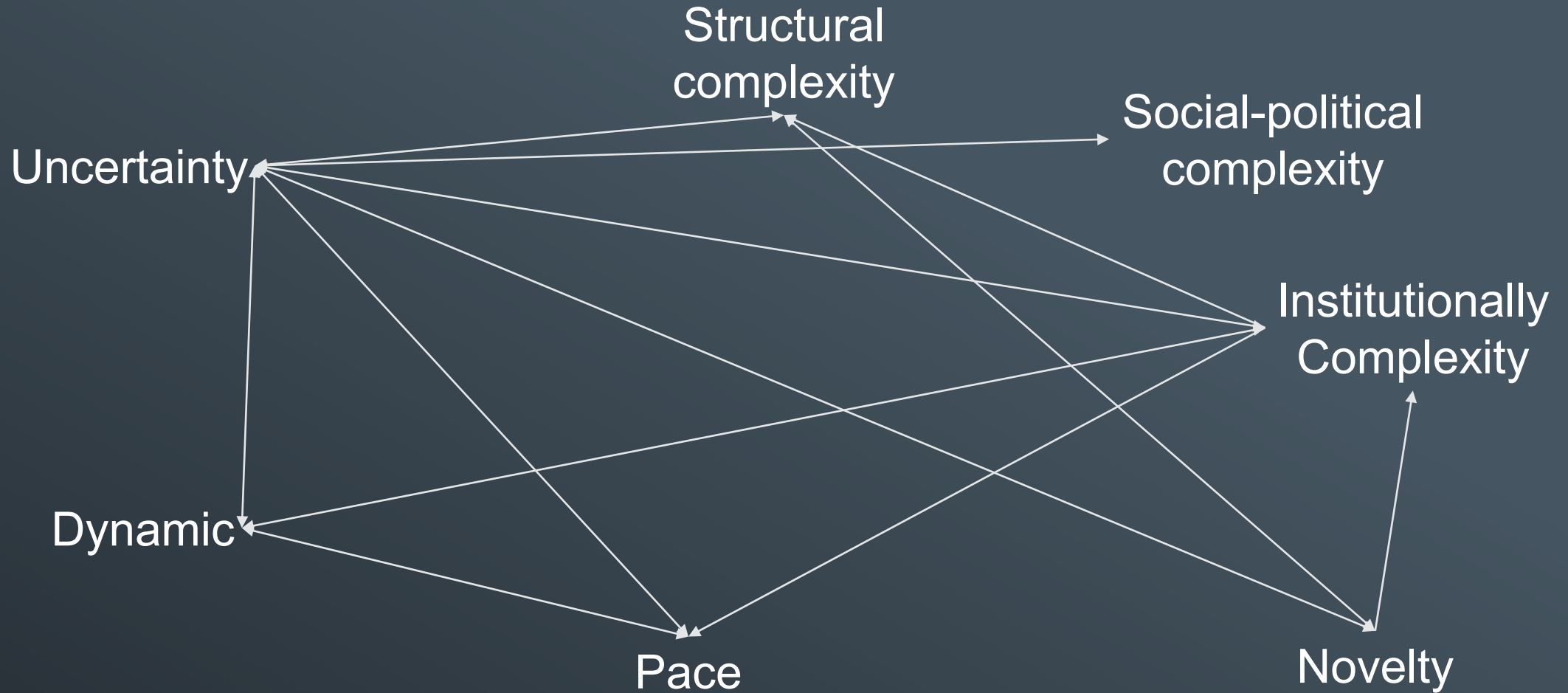
Stephen Hawking (Complexity digest 2001/10,5 March 2001)

ENVIRONMENT
COMPLEXITY DRIVER



ENVIRONMENT

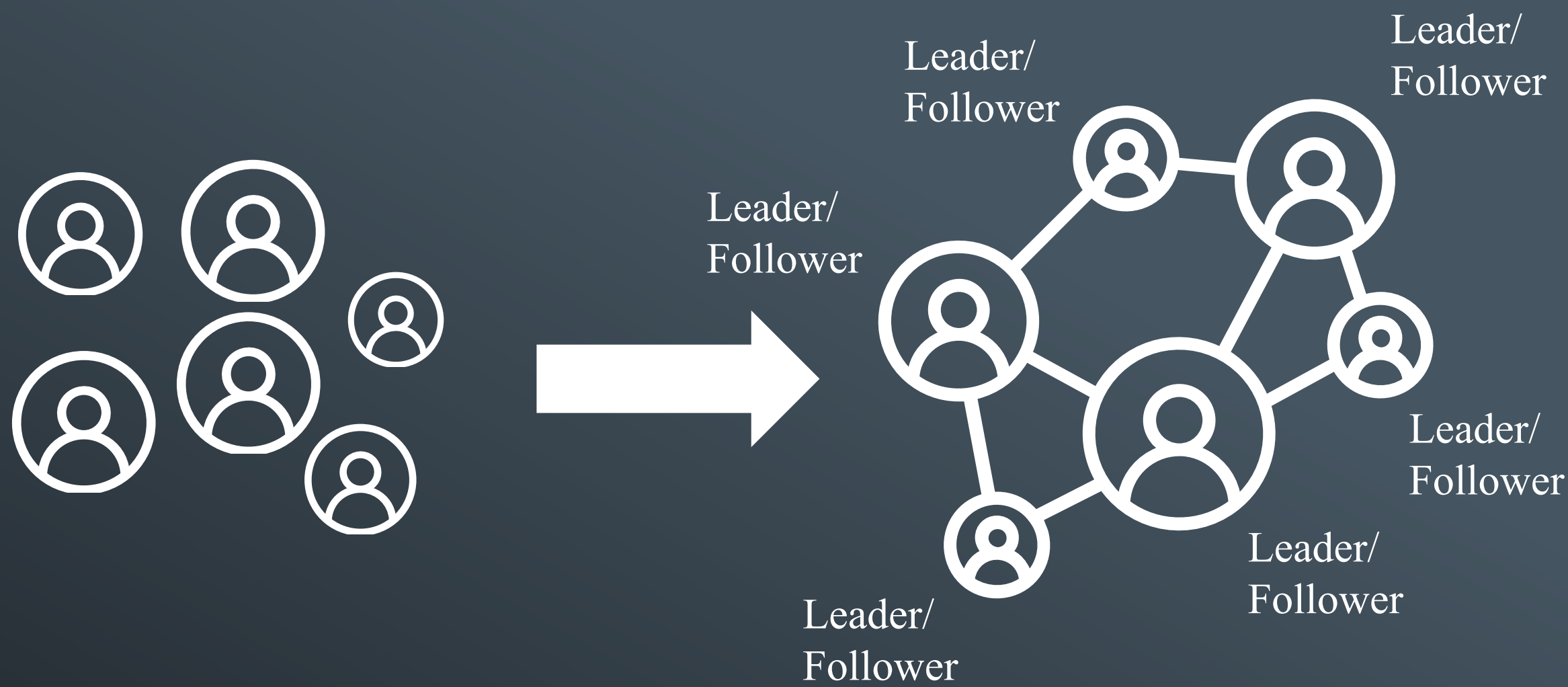
AN IN-DEPTH PERSPECTIVE ON PROJECT COMPLEXITY



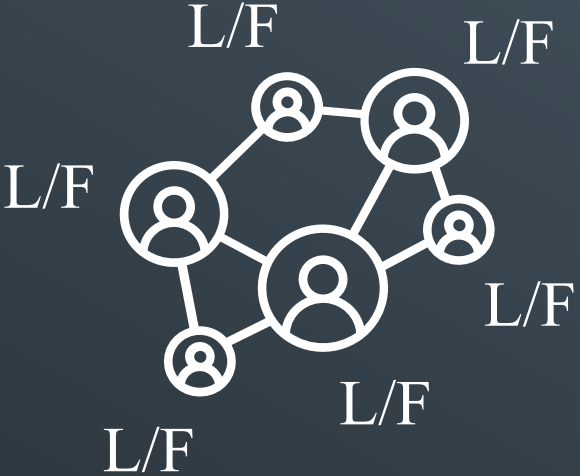
Source: Müller 2024

**„No single leader
possesses all the
necessary skills to be the
best in every situation“**

SHARED LEADERSHIP INTRODUCTION



SHARED LEADERSHIP OUTPUT – BRIGHT SIDE



Performance, ...



Performance, ...



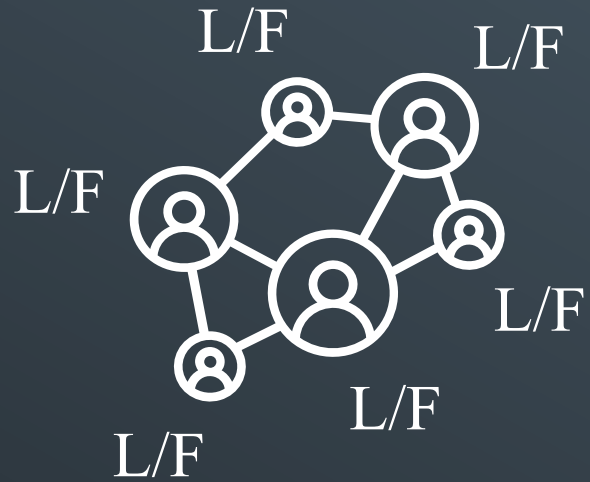
Effectivity, ...



Performance, ...

Source: Scott and Young et al. 2019

SHARED LEADERSHIP OUTPUT – DARK SIDE



Team performance, ...



Leadership motivation, ...

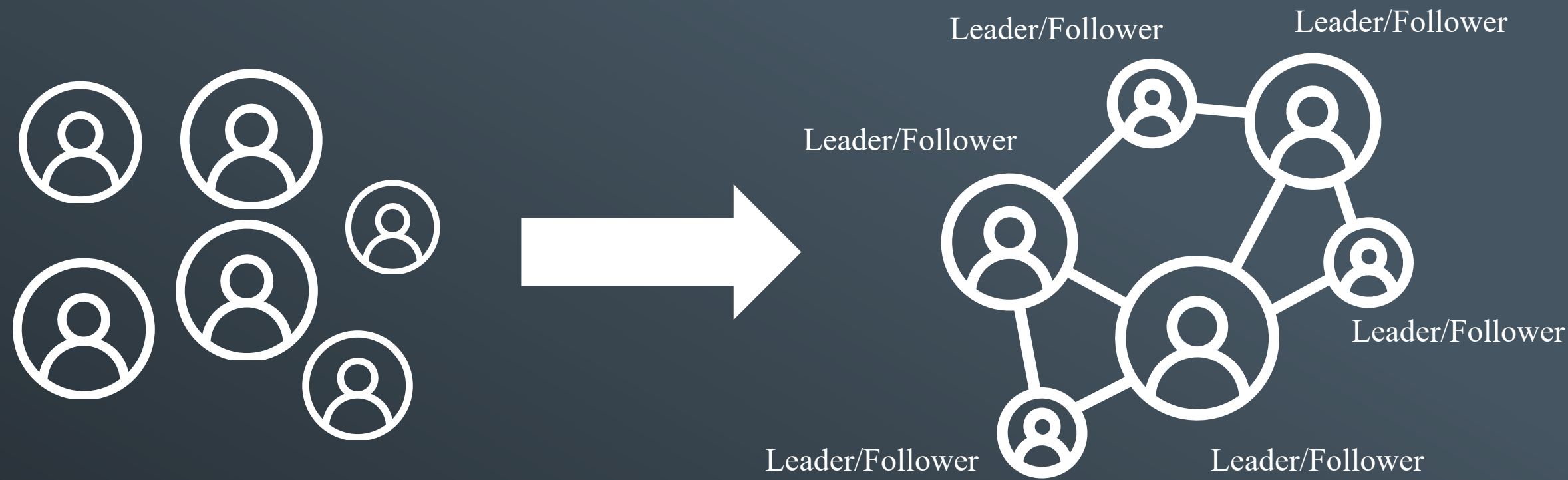


Stress, Power Struggle, ...

Source: Chen and Zhang 2023

SHARED LEADERSHIP

EMERGENCE OF SHARED LEADERSHIP



SHARED LEADERSHIP

EMERGENCE OF SHARED LEADERSHIP

What the arrow exactly mean?



SHARED LEADERSHIP

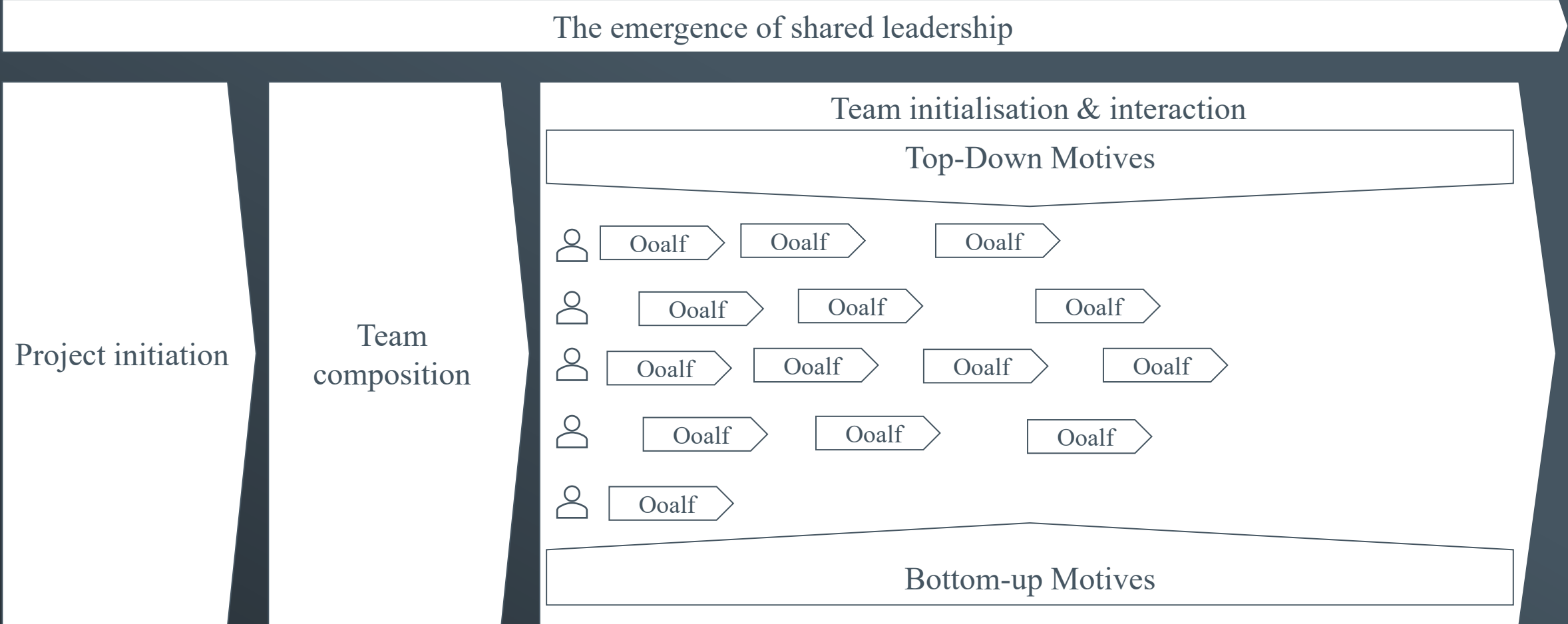
EMERGENCE OF SHARED LEADERSHIP



The emergence of
shared leadership

SHARED LEADERSHIP

EMERGENCE OF SHARED LEADERSHIP

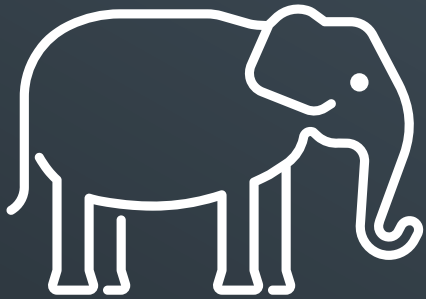


Source: Müller 2024

SHARED LEADERSHIP

HOW CAN THE EMERGENCE OF SHARED LEADERSHIP BE INFLUENCED?

Raising Awareness



Established shared objectives



Empowerment



Source: Müller 2024

SUMMARY

Leadership has evolved over the past few decades

Project complexity has increased in recent years

Shared leadership appears to offer benefits for complex projects

Shared leadership does not provide value in every situation/circumstances

There are ways to push shared leadership

QUESTIONS



LET'S STAY IN CONTACT VIA LINKEDIN



REFERENCES

- Chen, W., & Zhang, J. H. (2023). Does shared leadership always work? A state-of-the-art review and future prospects. *Journal of Work-Applied Management*, 15(1), 51-66.
- Scott-Young, C. M., Georgy, M., & Grisinger, A. (2019). Shared leadership in project teams: An integrative multi-level conceptual model and research agenda. *International Journal of Project Management*, 37(4), 565-581.
- Müller, M. P. (2024). The emergence of shared leadership in product development project teams: doctoral thesis of the third-cycle Bologna study program Project management (Doctoral dissertation, Univerza Alma Mater Europaea).