

The Role of Dialogue in Shared Leadership and Team Innovative Behavior Relationship

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Abstract : Purpose: The aim of this study was to investigate the impact that dialogue has on the relationship between shared leadership and innovative behavior and the importance of dialogue in innovation. This study wants to contribute to the literature by providing theorists and researchers a better understanding of how to move forward in the studies of moderator variables in the relationship between shared leadership and team outcomes such as innovation. Methodology: A systematic review of the literature, originally adopted from the medical sciences but also used in management and leadership studies, was conducted to synthesize research in a systematic, transparent and reproducible manner. A final sample of 48 empirical studies was scientifically synthesized. Findings: Shared leadership gives a better solution to team management challenges and goes beyond the classical, hierarchical, or vertical leadership models based on the individual leader approach. One of the outcomes that emerge from shared leadership is team innovative behavior. To intensify the relationship between shared leadership and team innovative behavior, and understand when is more effective, the moderating effects of other variables in this relationship should be examined. This synthesis of the empirical studies revealed that dialogue is a moderator variable that has an impact on the relationship between shared leadership and team innovative behavior when leadership is understood as a relational process. Dialogue is an activity between at least two speech partners trying to fulfill a collective goal and is a way of living open to people and ideas through interaction. Dialogue is productive when team members engage relationally with one another. When this happens, participants are more likely to take responsibility for the tasks they are involved and for the relationships they have with others. In this relational engagement, participants are likely to establish high-quality connections with a high degree of generativity. This study suggests that organizations should facilitate the dialogue of team members in shared leadership which has a positive impact on innovation and offers a more adaptive framework for the leadership that is needed in teams working in complex work tasks. These results uncover the necessity of more research on the role that dialogue plays in contributing to important organizational outcomes such as innovation. Case studies describing both best practices and obstacles of dialogue in team innovative behavior are necessary to gain a more detailed insight into the field. It will be interesting to see how all these fields of research evolve and are implemented in dialogue practices in the organizations that use team-based structures to deal with uncertainty, fast-changing environments, globalization and increasingly complex work.

Keywords : dialogue, innovation, leadership, shared leadership, team innovative behavior

Conference Title : ICCIL 2018 : International Conference on Creativity and Innovation Leadership

Conference Location : Dublin, Ireland

Conference Dates : January 30-31, 2018