



## **Redefining Leadership: Embracing Shared Responsibility in Modern Organizations**

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### **ABSTRACT**

The article critically examines the evolution of leadership models, focusing on the shift from traditional hierarchical structures to the concept of shared leadership. It explores the implications of shared leadership in organizational contexts, emphasizing the enhancement of employee involvement, innovation, and work-life balance. The author reflects on personal experiences in educational entrepreneurship and teaching, highlighting the importance of empowering middle leaders and fostering a collaborative environment. The article advocates for shared leadership as a response to complex market demands and the need for adaptable, emotionally intelligent leadership styles.

### **KEYWORDS**

Shared Leadership, Hierarchical Leadership, Organizational Innovation, Employee Involvement, Work-Life Balance, Educational Entrepreneurship, Transformational Leadership.

I have experience in university entrepreneurship and a period of full-time teaching experience. Middle leaders at my workplace are frequently unheard of and granted fewer opportunities to perform their duties. It is a result of the administration's use of conventional tactics. Middle school students are constrained in their ability to innovate and encourage better tactics by using old methods. Traditional leadership models continue to be preferred by most firms over shared leadership styles, which can result in a decline in productivity and performance. Despite being gratifying, leading learning as a teacher is not easy nor conflict-free because it draws pressure from an organization's top and bottom. The capacity of a middle leader to interact with subordinates in creative and helpful ways is crucial to their success. However, whether they have the liberty or ability to act upon this will determine whether they are genuine "change agents." Regarding as the middle leaders, it is frequently uncertainty how much actual power they have. Even though numerous studies have previously examined how senior leadership can enhance school systems by utilizing a variety of leadership styles, there is a dearth of literature that explains what makes for good strategic middle leadership (Gear & Sood, 2021).

Leadership is traditionally arranged in a triangle-shaped hierarchy. One executive assumes all of the organization's duties and accountability, which are then carried out by subordinates. Such a leadership chain is typically further stratified into top executives, middle managers, and staff, each with increasingly specific roles and accountabilities. On the other hand, shared leadership extends duties and accountability to every person in the organization who works in dynamic, pooled teams (Tuominen, 2022).

Sharing power and influence while keeping one person in control is known as shared leadership. Promotion of autonomy and acceptance of the views of others all contribute to building shared leadership (Sanfilippo, 2020). To encourage managers to adopt a shared leadership approach and increase employee involvement and innovation, I would strongly advise using shared leadership. The position is frequently too significant for individual, and it will grow as markets become more complex and expectations of leadership rise (Goldsmith, 2014). Therefore, sharing leadership is challenging, but I think it works, and it's often very successful.

Promoting work-life balance and avoiding burnout is another suggestion. Poelmans, Stepanova & Masuda proposed a positive relationship between work and family, revealing the "positive spillover effect" (Poelmans, Stepanova & Masuda, 2008). Informal support for employees is important in achieving work-life balance. In particular, many scholars focus on the impact of employees' perception of leadership behavior on work-life balance (Hammer et al., 2007; Allen, 2001). In a word, the interaction of work and family experiences contributes to the improvement of the quality of work life. In my opinion, it is also important for leaders to give support to employees' work-life balance while allowing them to discover the meaning of their work and boost their morale. If the skills and emotional well-being developed at work

can have a positive impact on family life, then leadership efforts to improve job satisfaction can also help achieve work-life balance. In my working environment, the school will build some places for life and entertainment, such as gym and table tennis hall, to help colleagues relax after work. As far as I know, some large companies, such as Google, also attach great importance to the balance between work and life of employees, which can undoubtedly provide support for better leadership.

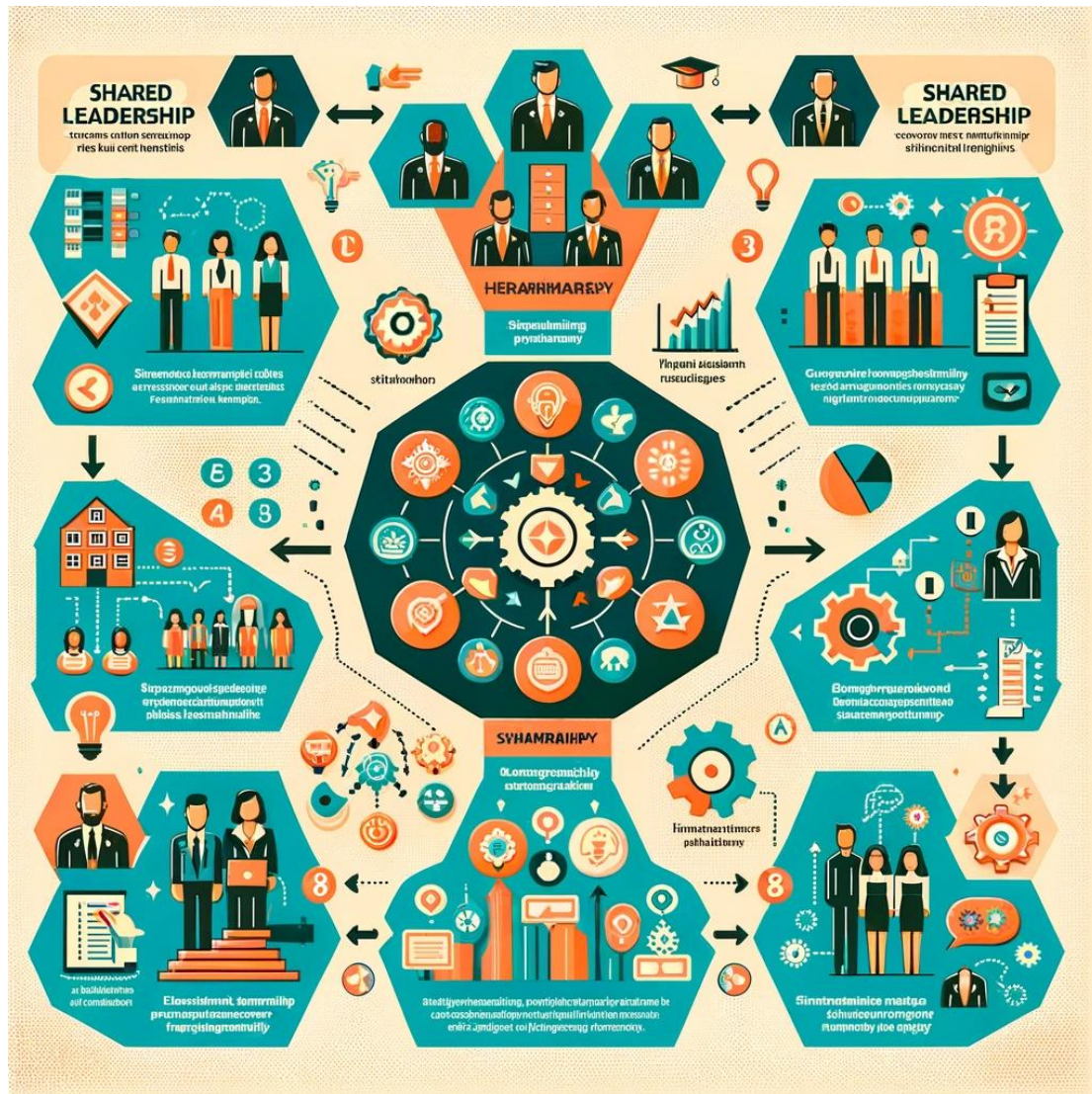


Figure 1: Benefits and Challenges of Shared Leadership

This Figure provides a comparative overview of the benefits and challenges of shared leadership versus traditional hierarchical models, complete with icons and brief descriptions.

I am very much in favor of advocating the value of leadership and teamwork in the school. Together, they give the team clarity and significantly influence the school's direction. For the school to succeed, there should be clear expectations for what will happen next and, more significantly, daily activities. Here are my suggestions as a conclusion. To develop their talents and set boundaries for decision-making authority, we must be sure to delegate authority to the best candidates. From the perspective of

cognitive psychology, transformational leadership style can improve employees' sense of self-efficacy, make them perceive the significance of their own work, and enhance their work motivation. In addition, when leaders adopt transformational leadership style, subordinates will spontaneously show more positive attitudes and behaviors towards work (Avolio et al., 2004). In addition, leaders praise, reward, and recognize employees when they demonstrate high morale, achieve goals, or discover new approaches.

“Shared leadership frees each employee from the supervision of a manager who manages in a command-and-control fashion” (Tuominen, 2022). According to a substantial number of studies, shared leadership may be quite beneficial in some circumstances, but more importantly, when it has been prepared and put into practice.

It is crucial in this workplace that employees are able to express their thoughts, feelings, perspectives, and emotions freely. A happy workplace improves employee wellness, lowers attrition, fosters more employee loyalty, and encourages higher levels of job performance. According to the study, creating a workplace culture where workers feel their opinions are appreciated and valued encourages greater openness to share leadership responsibilities and overall dedication to team-determined leadership objectives. Additionally, current leaders and managers must be willing to encourage shared accountability, confidence in employees, and shared responsibility throughout the organization. Additionally, to shift from a role of command and control to one of emotional control and conflict resolution. Leadership must essentially transfer responsibility from them to workers. Make sure the executives are prepared to provide extra resources before you start using shared leadership in a team. The same holds for the readiness to put in the time necessary to adopt shared leadership methodically. Putting processes in place to implement a shared leadership approach is what this implies practically. Education on the benefits of shared leadership, the provision of guidelines, and the organization of a few ground rules for the team are all crucial components of this adoption. This helps set clear expectations for employees, avoid misunderstandings and miscommunications, and teach effective communication techniques to team members.

Instead of adding a new team member with shared leadership experience, another option is to reskill personnel and educate the team on how to be influential leaders.

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