



E-ISSN: 3108-4192

APSSHs

Academic Publications of Social Sciences and Humanities Studies

2023, Volume 3, Issue 2, Page No: 50-58

Available online at: <https://apssh.com/>

Journal of Applied Organizational Systems and Behavior

When Distributed Leadership Redistributes Burden and Coordination Costs Unequally

Krzysztof Wiśniewski^{1*}, Małgorzata Nowak¹, Tomasz Adamczyk²

1. Department of Distributed Leadership and Burden, Faculty of Business, Warsaw University of Life Sciences, Warsaw, Poland.
2. Department of Coordination Costs and Equity, Faculty of Management, Jagiellonian University, Krakow, Poland.

Abstract

Distributed leadership is commonly framed as a means of widening participation, mobilizing expertise, and reducing dependence on a single formal leader. Yet distributing influence does not necessarily distribute answerability, emotional maintenance, or coordination work evenly. This Original Propositional Model Article develops the proposed Distributed-Burden Model to explain how leadership distribution may create unequal burdens even when voice and decision opportunity appear broadly shared. The model integrates four domains: theoretical foundations concerning emergent influence and multilevel leadership; responsibility diffusion through misalignment among authority, execution, and answerability; emotional and relational load associated with sustaining cooperation; and coordination inequality produced by brokerage, integration, and follow-up demands. It proposes that distribution triggers activate distinct burden channels whose allocation is shaped by expertise dependence, network position, status recognition, availability, help-acceptance norms, work design, and temporal conditions. These pathways may concentrate hidden work among particular members while benefits remain more widely distributed. The article derives conditional propositions and decision principles for distinguishing formal permission from substantive power, visible participation from consequential influence, and short-term coordination from longer-term team viability. The model is an original conceptual synthesis rather than a validated causal account. Its relationships require multilevel, longitudinal, network, experimental, and qualitative testing. Applicability is bounded by task interdependence, hierarchy configuration, team maturity, trust, demographic expectations, recovery capacity, and technology-mediated work design. The contribution is a testable vocabulary and architecture for examining who carries the work that makes distributed leadership function.

Keywords: Theoretical foundations, Responsibility diffusion, Emotional and relational load, Coordination inequality, Boundary conditions, Team and leadership implications

How to cite this article: Wiśniewski K, Nowak M, Adamczyk T. When Distributed Leadership Redistributes Burden and Coordination Costs Unequally. *J Appl Organ Syst Behav.* 2023;3(2):50-8. <https://doi.org/10.51847/eFckTn6tXV>

Received: 03 July 2023; **Revised:** 18 October 2023; **Accepted:** 19 October 2023

Corresponding author: Krzysztof Wiśniewski

E-mail ✉ krzysztof.wisniewski@sggw.edu.pl

Introduction

Distributed leadership describes patterns in which influence and leadership functions are exercised by multiple members rather than monopolized by one formally designated actor. Scholarship has clarified its antecedents, emergence, processes, and possible consequences, while also noting conceptual and measurement heterogeneity [1]. The prevailing organizational appeal is understandable: teams may access dispersed expertise, widen participation, and adapt without waiting for a single leader. However, participation in influence is not equivalent to equal allocation of the work that sustains it. Some members may become recurrent coordinators, emotional stabilizers, translators, or default answerable actors even when leadership appears broadly shared.



© 2023 The Author(s).

Copyright CC BY-NC-SA 4.0

Leadership distribution is therefore better treated as a developing configuration than as an instantaneous structural choice. Evidence indicates that diversity, team climate, and time interact in the emergence of shared leadership [2]. This temporal dependence matters because burden may accumulate after initial enthusiasm, when members learn whose expertise is indispensable, who responds quickly, and who repairs disagreements. A team can consequently display distributed voice while relying disproportionately on a smaller set of members for integration, follow-through, or accountability. Such a pattern cannot be inferred from formal role descriptions alone and may remain hidden in aggregate measures of participation.

Developmental trajectories also matter for performance interpretation. Shared leadership can change across a project life cycle, and different trajectories are associated with different performance patterns [3]. Yet team-level performance does not reveal whether benefits and costs are similarly distributed. High output may coexist with concentrated coordination work, uneven emotional regulation, or responsibility ambiguity. Conversely, apparent burden may reflect task complexity, expertise, motivation, formal rank, or self-selection rather than leadership distribution itself. Any burden-centered explanation must therefore distinguish temporal association from causal proof and individual experience from team-level inference.

Interventions and collective personality can alter shared-leadership–performance trajectories, further cautioning against context-free prescriptions [4]. Recent scholarship accordingly portrays shared leadership as temporally emergent and contingent on team composition, climate, and developmental trajectory [1-3]. This article responds with an Original Propositional Model Article, not an empirical test or comprehensive review. It proposes the Distributed-Burden Model: an organizing account of how distributed influence may activate responsibility, relational, and coordination demands that become unequally concentrated. The contribution is explicitly provisional. It specifies constructs, mechanisms, rival explanations, boundary conditions, and validation requirements without claiming that unequal burden is universal, causally established, or organizationally ready for prescription.

Theoretical foundations

The first foundation concerns the difference between distributed influence and the organizational architecture that enables it. In virtual teams, shared and emergent leadership are theorized to depend on team personality composition and technology-mediated interaction [5]. This perspective supports two distinctions central to the proposed model. Technological connectivity does not confer legitimate authority, and emergent influence does not automatically transfer formal responsibility. Members may be able to contribute, advise, or coordinate without possessing decision rights, escalation authority, or protection from blame. The proposed burden problem begins where enacted leadership activity outpaces the clarity of the authority and resources attached to it.

The second foundation is relational measurement. Conventional network density or decentralization can conceal differences in the importance of leadership resources supplied by particular actors [6]. A team may therefore look highly distributed while consequential expertise, translation, or problem solving remains concentrated. The model does not equate network importance with experienced burden; that would require direct measures of workload, strain, or opportunity cost. Instead, it uses importance heterogeneity as a methodological warning. Distribution should be assessed through at least three separable questions: how many members enact influence, whose contributions are consequential, and who repeatedly performs the work needed to connect otherwise fragmented contributions.

The third foundation is multilevel explanation. Team-level shared leadership can relate to individual creativity through experienced meaning, illustrating that collective patterns and individual experiences are connected but not interchangeable [7]. The proposed model accordingly separates individual perceptions, dyadic dependencies, team configurations, and organizational consequences. A member may experience autonomy while another experiences responsibility transfer; a team may report shared voice while consequential influence remains uneven; and visible activity may not represent performance. These distinctions also preserve alternative explanations, including ability, motivation, status, job design, and task interdependence. The theoretical foundations organize plausible mechanisms, but they do not establish that leadership distribution itself causes unequal burden.

Responsibility diffusion

Responsibility diffusion is proposed here as a condition in which decision authority, execution obligations, and answerability become misaligned or ambiguous after leadership activity is distributed. It is not synonymous with delegation, autonomy, shared accountability, or reduced hierarchy. Felt accountability is psychologically consequential and differs from formal responsibility because it concerns expectations of evaluation by salient audiences [8]. Distributed arrangements can therefore create divergent experiences: one member may possess voice without final authority, another may execute without meaningful discretion, and a third may remain the person expected to explain outcomes. The model treats these gaps as testable configurations rather than presumed dysfunction.

Less-hierarchical organizing clarifies why removing managerial layers does not remove the need for authority, coordination, and control mechanisms [9]. Formal decentralization may widen decision participation while leaving escalation pathways, conflict resolution, or liability unclear. Conversely, explicit accountability can coexist with substantial autonomy. The

proposed mechanism is therefore not “less hierarchy produces confusion.” It is that burden becomes more likely to concentrate when enacted leadership is distributed faster than the rules governing decision closure, resource access, and answerability. Rival explanations include poorly designed jobs, weak onboarding, task novelty, or organizational underresourcing, each of which could generate ambiguity without distributed leadership.

A multilevel approach is essential because predictors and outcomes of shared leadership operate across individual and team levels [10]. Responsibility diffusion may be perceived individually, enacted through dyadic dependence, stabilized as a team norm, and amplified by organizational reporting systems. These levels should not be collapsed. A team-level measure of shared leadership cannot demonstrate that particular members absorb blame, and an individual report of overload cannot establish a team-wide structure. Empirical tests should align the level of authority, responsibility, mechanism, and outcome, ideally over time. Until such evidence exists, responsibility diffusion remains a proposed construct that organizes authority–answerability gaps without asserting their prevalence or causal effects.

Emotional and relational load

Emotional and relational load is proposed as the regulation, reassurance, inclusion, conflict repair, helping, and relationship-maintenance work required to keep distributed influence workable. Emotional labor research characterizes regulated expression as a dynamic, multilevel work process with potentially different consequences across actors and contexts [11]. That evidence supports the component idea that sustaining cooperation can require effort, but it does not validate the article’s aggregate construct. Emotional and relational load is broader than surface acting, narrower than all interpersonal behavior, and distinct from general workload because it concerns the maintenance of cooperative capacity around shared influence.

Table 1 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for when distributed leadership redistributes burden and coordination costs unequally.

Table 1. Definitions, constructs, and conceptual boundaries for When Distributed Leadership Redistributes Burden and Coordination Costs Unequally.

Construct or component	Definition	Problem addressed	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement
Distributed leadership	Influence and leadership functions enacted by multiple members.	Participation may conceal unequal sustaining work.	Not identical to formal decentralization or equal authority.	Distribution trigger.	Configuration and timing vary.	Does not imply equal benefit or burden.
Authority and answerability	Decision rights, execution obligations, and expectations of explanation.	Voice may exceed authority or protection.	Autonomy is not responsibility transfer.	Shapes responsibility gaps.	Formal and enacted rules may diverge.	Ambiguity is not presumed dysfunction.
Responsibility diffusion	Proposed misalignment among authority, execution, and answerability.	Default accountability may concentrate.	Not shared accountability or delegation.	First burden channel.	Prevalence and direction are untested.	Requires aligned multilevel measures.
Emotional and relational load	Proposed maintenance work involving regulation, reassurance, inclusion, and repair.	Hidden relational effort may sustain participation.	Not all helping, emotion, or workload.	Second burden channel.	Aggregate construct is unvalidated.	Direct behavioral and experience measures are required.
Coordination inequality	Proposed uneven brokerage, integration, translation, and follow-up work.	Distributed inputs may depend on a few connectors.	Centrality is not burden or performance.	Third burden channel.	Cost cannot be inferred from ties alone.	Network and workload data must be combined.
Burden concentration	Proposed clustering of multiple burden channels among recurring actors.	Benefits may diffuse while costs accumulate.	Not simply high involvement.	Integrative model outcome.	Strain and opportunity costs remain uncertain.	Alternative explanations must be tested.
Governance and rebalancing	Proposed clarification, rotation, resourcing, and escalation practices.	Informal dependence may become self-reinforcing.	Design principle is not demonstrated effect.	Feedback and correction mechanism.	Effectiveness is context-dependent.	Requires evaluation before prescription.

Note: Evidence bases identify component-level support. Constructs and relationships marked proposed are original synthesis and have not been empirically validated as an integrated model.

Helping illustrates why relational activity cannot be treated as a free resource. Receiving or giving help can alter depletion associated with surface acting under specified conditions [12]. In distributed leadership, help may restore resources, but its availability and cost can be uneven. Members who are trusted, responsive, or socially skilled may become default sources of reassurance and repair. Others may avoid seeking help because of reputation concerns or may receive support without reciprocating equivalent maintenance work. The proposed model therefore separates relational resource exchange from the distribution of the labor that produces that resource.

Leadership behavior can also benefit others while consuming the actor's own resources. Evidence on transformational leader behavior shows that leader enactment may generate resource loss and emotional exhaustion under particular follower conditions [13]. This is not direct evidence about distributed leadership, and the constructs should not be treated as interchangeable. It nevertheless establishes the plausibility of asymmetric benefit and cost within leadership processes. The proposed extension is that, when leadership functions circulate, relational costs may not circulate with them. Testing this claim requires repeated measures of who regulates emotion, repairs conflict, provides support, and forgoes task time, alongside alternative explanations such as personality, formal role, expertise, and voluntary helping preferences.

Coordination inequality

Coordination inequality is proposed as the uneven allocation of brokerage, integration, translation, scheduling, and follow-up work needed to combine distributed contributions. Multiteam-systems theory shows that structural interdependence across component teams generates coordination requirements at a meso level [14]. The implication is not that interdependence necessarily harms teams, but that coordination is a produced demand. When leadership is distributed, this demand may be assigned formally, negotiated collectively, or absorbed informally by members who span boundaries. Aggregate team coordination can therefore improve even while the underlying work becomes concentrated.

Technology-mediated work can intensify this distinction. Longitudinal observational evidence from information workers indicates that remote work was associated with more static and siloed collaboration networks and altered communication patterns [15]. These findings do not establish universal remote-work effects or individual burden. They do show that connectivity does not guarantee access across network boundaries. Members positioned between subgroups may consequently receive more requests, translate more context, and maintain more weak ties. Their activity may be highly visible, yet visibility is not equivalent to influence, recognized performance, or legitimate decision authority.

Instrumental dependence offers a further mechanism. Employees may continue seeking problem-solving assistance from difficult colleagues when those colleagues provide valuable expertise [16]. The proposed extension is coordination-broker concentration: repeated dependence can make certain actors default integrators even when relational quality is poor. Centrality alone cannot demonstrate burden, exploitation, or exhaustion; expertise, preference, or role design may explain the pattern. Tests should combine communication networks with time use, interruption, unresolved-dependency, and strain measures. Coordination inequality is therefore a proposed allocation property, not a judgment that all central actors are disadvantaged. Measurement should capture burden as an allocation process rather than a single attitude. A credible design would identify coordination episodes, their initiators and recipients, time costs, interruption patterns, decision consequences, and recognition. Network importance can indicate where consequential resources flow, but it cannot independently reveal whether the actor experiences the role as costly or valued [6]. Qualitative accounts are also needed because the same brokerage activity may represent development, citizenship, coercion, or role entrapment. These meanings should not be aggregated without testing.

Proposed distributed-burden model

The proposed Distributed-Burden Model begins from the premise that leadership configurations create competing coordination and conflict pathways. Meta-analytic evidence indicates that hierarchy can provide coordination benefits and generate conflict costs depending on its form and context [17]. Distributed leadership should therefore not be treated as hierarchy's simple opposite. The focal question is configurational: which authority arrangements activate work, who performs it, and whether decision rights, resources, recognition, and recovery accompany that work.

Figure 1 presents the original conceptual synthesis for distributed-burden model, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

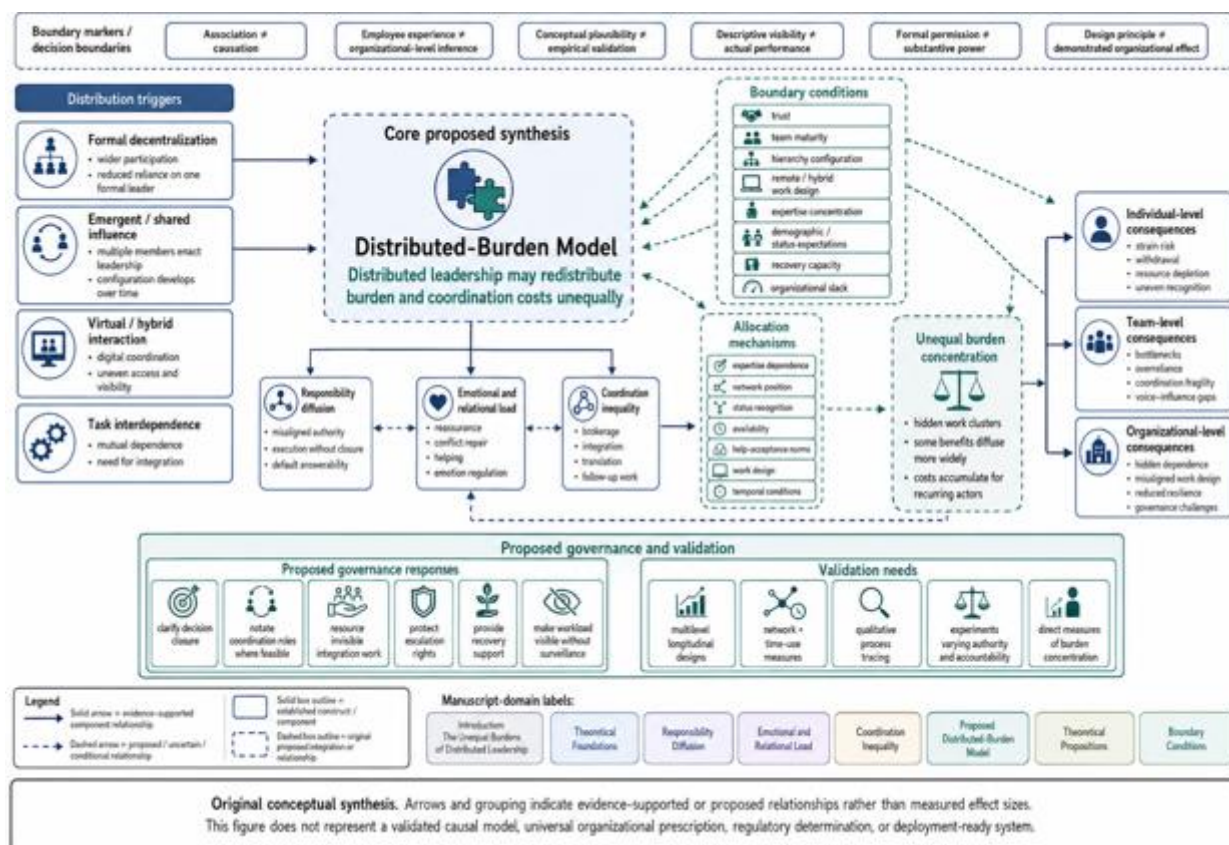


Figure 1. Distributed-Burden Model

Different shared-leadership configurations are not functionally equivalent [18]. This evidence supports separating the breadth of leadership participation from the concentration and timing of consequential contributions. The proposed model contains five elements: distribution triggers; responsibility, relational, and coordination burden channels; allocation mechanisms; multilevel consequences; and governance feedback. Expertise dependence, network position, status, availability, and support norms may determine whether burdens circulate or accumulate. These integrated paths are proposed rather than observed as one causal system.

Authority placement can also matter across levels. Experimental multiteam research indicates that hierarchy has different implications depending on where it is located within a system [19]. The model therefore distinguishes within-team influence from cross-team authority and organizational answerability. Authority structure, shared-leadership configuration, and the level at which hierarchy is located can alter coordination and team-system functioning [17-19]. The model predicts no universally optimal degree of distribution. It instead identifies alignment among influence, responsibility, resources, and escalation rights as the central testable issue.

The model also includes a proposed recursive loop. Concentrated burden may increase expertise and centrality because repeatedly selected members learn more system context; that greater centrality may attract still more requests. Alternatively, repeated leadership work may build capability, status, and meaning rather than strain. Configuration evidence warrants attention to these differences but does not resolve them [18]. Tests should therefore model positive accumulation and depletion as competing pathways, allowing burden concentration to produce advantage, disadvantage, or both across different time horizons.

Theoretical propositions

Recovery capacity should condition burden pathways. Daily evidence indicates that empowering leadership can support next-morning proactivity depending on sleep quality [20]. Extending this component evidence, Proposition 1 states: the positive relationship between distributed responsibility and proactive contribution will weaken, and strain risk may strengthen, when members carrying recurring leadership work have insufficient recovery capacity. This proposition is conditional and does not assume that empowering and distributed leadership are identical.

Formal availability of help may not equal usable support. Negative beliefs about accepting coworker help can shape employee attitudes, performance, and reputation [21]. Proposition 2 states: the relationship between burden concentration and withdrawal will be stronger when members believe that seeking help threatens competence or standing. Teams can thus offer voice or assistance while leaving substantive influence and resource uptake unequal.

Resource replenishment provides an attenuation mechanism, not a substitute for workload redistribution. Other- and self-compassion can reduce burnout through resource replenishment [22]. Proposition 3 states: credible replenishment will weaken proposed burden–strain relationships, but its effect will be limited when responsibility and coordination demands remain structurally concentrated. This distinction prevents relational support from becoming an explanation for leaving unequal work allocation unchanged.

The propositions are falsifiable allocation claims rather than predictions that distributed leadership is harmful. Proposition 4 states: when consequential leadership contributions are more concentrated than visible participation, coordination and relational burdens will be more concentrated, conditional on task interdependence and authority clarity. Proposition 5 states: clearer alignment of decision rights, execution responsibility, and answerability will weaken the proposed relationship between leadership distribution and default accountability. These relationships require measures that distinguish permission to contribute from authority to close decisions.

Table 2 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for proposed mechanisms, relationships, and organizational consequences in when distributed leadership redistributes burden and coordination costs unequally.

Table 2. Proposed mechanisms, relationships, and organizational consequences in When Distributed Leadership Redistributes Burden and Coordination Costs Unequally.

Mechanism or relationship	Antecedent	Mediator or process	Moderator	Expected consequence	Rival explanation	Validation requirement
Authority–responsibility gap, proposed	Distributed influence without aligned decision rights	Ambiguous closure and answerability	Role clarity; hierarchy location	Default accountability among recurring actors	Poor job design or underresourcing	Longitudinal authority, decision, and accountability records
Coordination-broker concentration, proposed	Interdependence and fragmented expertise	Repeated translation and integration	Network position; urgency	Bottlenecks or hidden dependence	Expertise preference or formal boundary role	Network, time-use, interruption, and outcome data
Relational-maintenance substitution, proposed	Shared influence with unresolved interpersonal demands	Reassurance, repair, and helping	Trust; support norms; recovery	Uneven depletion or withdrawal	Personality or voluntary citizenship	Repeated behavioral and experience measures
Visibility–influence decoupling, proposed	Digital activity and distributed participation	Unequal recognition or consequential voice	Status; technology design	Activity without substantive power	Performance or role differences	Compare digital traces, decisions, recognition, and outcomes
Recovery-capacity moderation, proposed	Recurring responsibility or maintenance work	Resource depletion and replenishment	Sleep; usable support; compassion	Conditional proactivity, strain, or persistence	Stable health or workload differences	Daily multilevel designs with temporal ordering
Governance rebalancing, proposed	Detected burden concentration	Clarification, rotation, resourcing, escalation	Task interdependence; team maturity	More aligned burden allocation	Concurrent staffing or leadership change	Comparative intervention studies with process measures

Note: Expected consequences and integrated pathways are proposed. Supporting evidence concerns component constructs and does not validate the complete relationships.

Boundary conditions

Trust is a multilevel and dynamic condition that supports vulnerability and coordination [23]. In the proposed model, trust may reduce defensive monitoring and make distributed influence workable. It may also, as an original extension, obscure overreliance when dependable members repeatedly accept extra work. **Proposition 6** therefore states that trust will attenuate coordination friction but may strengthen burden concentration when role rotation and workload visibility are weak. Only the enabling role of trust is established; the masking pathway requires direct testing.

Remote and hybrid contexts impose further boundaries. Evidence indicates that remote-work effectiveness depends on work-design characteristics and individual differences [24]. Autonomy, social support, workload, monitoring, and self-discipline can alter the experience of distributed responsibility. The model should therefore travel cautiously across occupations, crises, national settings, and technological infrastructures. Remote work does not itself cause coordination inequality, and observed digital activity should not be interpreted as complete work contribution.

Status expectations constrain who is recognized as a leader and who is expected to maintain relationships. Meta-analytic evidence shows that gender differences in leadership emergence vary across contexts [25]. The proposed model distinguishes opportunity to speak, recognition as influential, consequential decision power, and assignment of low-visibility maintenance

work. It does not claim established gender differences in burden allocation. Relevant alternatives include expertise, tenure, formal role, preference, and task assignment. Additional boundaries include task urgency, team maturity, interdependence, hierarchy configuration, expertise concentration, and organizational slack. These conditions may amplify, attenuate, or redirect the proposed paths and should be specified before testing.

Boundary conditions should also be temporally ordered. Trust, role clarity, and team maturity may precede leadership distribution, emerge because of it, or change after coordination failures. Treating them as static moderators would obscure these possibilities. Team trust scholarship specifically supports multilevel and temporal attention [23]. Organizational slack may further determine whether teams can rotate roles or provide backup capacity. Under severe scarcity, concentration may be an adaptive short-term response even if it creates longer-term fragility. The model therefore separates immediate functionality from sustained viability.

Team and leadership implications

Technology can be understood as context, sociomaterial influence, a medium of creation, or a teammate in leading teams [26]. This plurality means that digital tools should not be treated as neutral channels that automatically democratize leadership. Team diagnostics should distinguish access from authority, activity from contribution, and voice opportunity from consequential influence. These are proposed design principles, not proven interventions. Their practical value depends on whether organizations can observe coordination and relational work without converting support into intrusive surveillance. A further implication concerns leadership development. Organizations often recognize initiating ideas or making decisions more readily than integrating others' contributions, repairing conflict, or maintaining cross-boundary continuity. The model proposes that development systems should test whether these less visible activities are noticed, resourced, and rotated, while preserving voluntary specialization where members value it. Such recognition may itself alter burden allocation, so it should be evaluated as a mechanism rather than assumed to be beneficial. Remote-work evidence also cautions that work design and individual differences condition what support is usable [24].

Figure 2 presents the original conceptual synthesis for mechanisms, boundary conditions, and organizational consequences, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

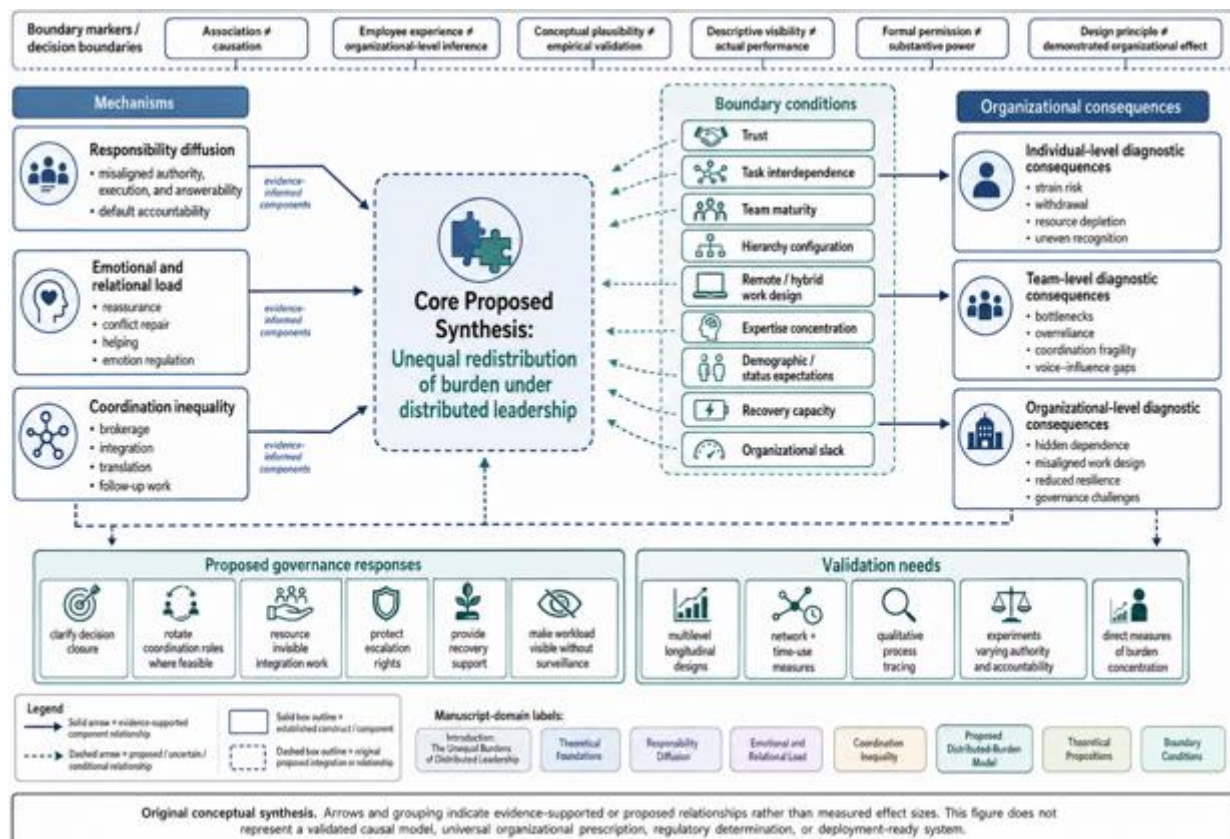


Figure 2. Mechanisms, Boundary Conditions, and Organizational Consequences

Digital capability does not determine good work design. Automation, algorithms, monitoring, task allocation, authority, and human responsibility require deliberate alignment [27]. The proposed implications are to clarify decision closure, rotate coordination roles where feasible, record invisible integration demands, protect escalation rights, and provide recovery

resources. None should be universalized. Rotation may be unsafe where expertise is scarce; visibility systems may create surveillance costs; and explicit accountability may suppress experimentation. Evaluation should therefore examine intended and unintended effects across levels.

A burden audit, if tested, should be narrow and participatory. It could examine recurring coordination requests, unresolved decisions, after-hours repair work, escalation access, and whether recognition follows consequential contribution. It should not rank employees, infer emotion from digital traces, or presume that frequent contributors are harmed. Work-design scholarship supports deliberate alignment of technology and human responsibility, not surveillance as a default solution [27]. Governance should create contestable interpretations, data minimization, and opportunities for members to correct inaccurate role or workload inferences.

Research should test the model through repeated-measures multilevel network designs, task and role diaries, observational coding, qualitative process tracing, and experiments that vary authority and accountability. Evidence capable of challenging the model is essential. Findings that burden tracks only formal workload, expertise, or voluntary preference would narrow its contribution; evidence that distribution reliably equalizes demands would reject central propositions. Organizational adoption should follow, not precede, such testing.

Conclusion

This article proposes the Distributed-Burden Model to explain why widening leadership participation may not evenly distribute the responsibility, relational maintenance, and coordination work that makes collective influence possible. Its contribution is a vocabulary for separating influence from authority, autonomy from responsibility transfer, visible participation from consequential power, and team performance from the distribution of sustaining work.

The model is deliberately bounded. Its constructs and integrated relationships are proposed, component evidence comes from different leadership and work contexts, and alternative explanations remain viable. It does not establish prevalence, causal effects, universal applicability, or implementation readiness. Progress requires temporal and multilevel evidence that observes who performs leadership-supporting work, under what authority, with what resources, and with what consequences. The model should be refined, restricted, or rejected when evidence warrants. Its practical implication is therefore diagnostic rather than prescriptive: organizations should not assume that distributing leadership also distributes its burdens.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

References

1. Zhu J, Liao Z, Yam KC, Johnson RE. Shared leadership: A state-of-the-art review and future research agenda. *J Organ Behav*. 2018;39(7):834-52. doi:10.1002/job.2296
2. Kukenberger MR, D'Innocenzo L. The building blocks of shared leadership: The interactive effects of diversity types, team climate, and time. *Pers Psychol*. 2020;73(1):125-50. doi:10.1111/peps.12318
3. Lorinkova NM, Bartol KM. Shared leadership development and team performance: A new look at the dynamics of shared leadership. *Pers Psychol*. 2021;74(1):77-107. doi:10.1111/peps.12409
4. D'Innocenzo L, Kukenberger M, Farro AC, Griffith JA. Shared leadership performance relationship trajectories as a function of team interventions and members' collective personalities. *Leadersh Q*. 2021;32(5):101499. doi:10.1016/j.leaqua.2021.101499
5. Hoch JE, Dulebohn JH. Team personality composition, emergent leadership and shared leadership in virtual teams: A theoretical framework. *Hum Resour Manag Rev*. 2017;27(4):678-93. doi:10.1016/j.hrmr.2016.12.012
6. Lemoine GJ, Koseoglu G, Ghahremani H, Blum TC. Importance-weighted density: A shared leadership illustration of the case for moving beyond density and decentralization in particularistic resource networks. *Organ Res Methods*. 2020;23(3):432-56. doi:10.1177/1094428118792077
7. Liang B, van Knippenberg D, Gu Q. A cross-level model of shared leadership, meaning, and individual creativity. *J Organ Behav*. 2021;42(1):68-83. doi:10.1002/job.2494
8. Hall AT, Frink DD, Buckley MR. An accountability account: A review and synthesis of the theoretical and empirical research on felt accountability. *J Organ Behav*. 2017;38(2):204-24. doi:10.1002/job.2052

9. Lee MY, Edmondson AC. Self-managing organizations: Exploring the limits of less-hierarchical organizing. *Res Organ Behav.* 2017;37:35-58. doi:10.1016/j.riob.2017.10.002
10. Klasmeier KN, Rowold J. A multilevel investigation of predictors and outcomes of shared leadership. *J Organ Behav.* 2020;41(9):915-30. doi:10.1002/job.2477
11. Grandey AA, Melloy RC. The state of the heart: Emotional labor as emotion regulation reviewed and revised. *J Occup Health Psychol.* 2017;22(3):407-22. doi:10.1037/ocp0000067
12. Uy MA, Lin KJ, Ilies R. Is it better to give or receive? The role of help in buffering the depleting effects of surface acting. *Acad Manage J.* 2017;60(4):1442-61. doi:10.5465/amj.2015.0611
13. Lin SH, Scott BA, Matta FK. The dark side of transformational leader behaviors for leaders themselves: A conservation of resources perspective. *Acad Manage J.* 2019;62(5):1556-82. doi:10.5465/amj.2016.1255
14. Luciano MM, DeChurch LA, Mathieu JE. Multiteam systems: A structural framework and meso-theory of system functioning. *J Manage.* 2018;44(3):1065-96. doi:10.1177/0149206315601184
15. Yang L, Holtz D, Jaffe S, Suri S, Sinha S, Weston J, et al. The effects of remote work on collaboration among information workers. *Nat Hum Behav.* 2022;6(1):43-54. doi:10.1038/s41562-021-01196-4
16. Brennecke J. Dissonant ties in intraorganizational networks: Why individuals seek problem-solving assistance from difficult colleagues. *Acad Manage J.* 2020;63(3):743-78. doi:10.5465/amj.2017.0399
17. Greer LL, de Jong BA, Schouten ME, Dannals JE. Why and when hierarchy impacts team effectiveness: A meta-analytic integration. *J Appl Psychol.* 2018;103(6):591-613. doi:10.1037/apl0000291
18. Chamberlin M, Nahrgang JD, Sessions H, de Jong B. An examination of shared leadership configurations and their effectiveness in teams. *J Organ Behav.* 2024;45(4):595-619. doi:10.1002/job.2774
19. Matusik JG, Mitchell RL, Hays NA, Fath S, Hollenbeck JR. The highs and lows of hierarchy in multiteam systems. *Acad Manage J.* 2022;65(5):1571-92. doi:10.5465/amj.2020.0369
20. Schilpzand P, Houston L, Cho J. Not too tired to be proactive: Daily empowering leadership spurs next-morning employee proactivity as moderated by nightly sleep quality. *Acad Manage J.* 2018;61(6):2367-87. doi:10.5465/amj.2016.0936
21. Thompson PS, Bolino MC. Negative beliefs about accepting coworker help: Implications for employee attitudes, job performance, and reputation. *J Appl Psychol.* 2018;103(8):842-66. doi:10.1037/apl0000300
22. Schabram K, Heng YT. How other- and self-compassion reduce burnout through resource replenishment. *Acad Manage J.* 2022;65(2):453-78. doi:10.5465/amj.2019.0493
23. Costa AC, Fulmer CA, Anderson NR. Trust in work teams: An integrative review, multilevel model, and future directions. *J Organ Behav.* 2018;39(2):169-84. doi:10.1002/job.2213
24. Wang B, Liu Y, Qian J, Parker SK. Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Appl Psychol.* 2021;70(1):16-59. doi:10.1111/apps.12290
25. Badura KL, Grijalva E, Newman DA, Yan TT, Jeon G. Gender and leadership emergence: A meta-analysis and explanatory model. *Pers Psychol.* 2018;71(3):335-67. doi:10.1111/peps.12266
26. Larson L, DeChurch LA. Leading teams in the digital age: Four perspectives on technology and what they mean for leading teams. *Leadersh Q.* 2020;31(1):101377. doi:10.1016/j.leaqua.2019.101377
27. Parker SK, Grote G. Automation, algorithms, and beyond: Why work design matters more than ever in a digital world. *Appl Psychol.* 2022;71(4):1171-204. doi:10.1111/apps.12241