EMERGENT LEADERSHIP IN SELF-ORGANIZING VIRTUAL TEAMS

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1) PROBLEM STATEMENT

Traditional leadership theories assume New leadership theories are needed for
- Organizational Setting - No organizational setting
- Formal Roles - No formal roles
- Single leader/manager - Self-organizing

2) THEORY & DEFINITIONS

LEADERSHIP: Results in the reinforcement, creation & ongoing evolution of team structures.

STRUCTURE: Rules and resources that influence action

Structure is “encoded in actors’ stocks of practical knowledge” (Barley & Tolbert, 1997)

3) PROPOSITIONS

Proposition 1: Leadership in virtual teams operates on two levels: First-order leadership (1stOL) is functional. Second-order leadership (2ndOL) is transformational.

Proposition 2 & 3: 1stOL & 2ndOL can be either centralized or distributed but in effective teams it’s more likely to observe;

- Fluid, distributed, emergent, & widely shared 1stOL
- Centralized 2ndOL

Proposition 4:

1stOL esp. Substantive task contribution 
prerequisite for 2ndOL esp. Substantive task contribution

4) RESEARCH METHOD & DATA

- Longitudinal multiple case study
- Data: Email messages from developer mailing lists
- 6 Free/Libre Open Source Software projects
- 60 decision episodes from three time periods

5) CASE SELECTION CRITERIA

a) Software Type
   - Instant Messaging
   - ERP Systems
   - Gaim
   - aMSN
   - Fire
   - Compiere
   - OFBiz
   - WebERP

b) Project Success (Varying levels of success)

C) Data availability, and appropriate project history

6) ANALYSIS

> Coding schema developed inductively & deductively.

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<thead>
<tr>
<th>ACTIVITY</th>
<th>CENTRALIZED</th>
<th>DECENTRALIZED</th>
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<tbody>
<tr>
<td>Task Coordination (TC)</td>
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<td>Substantive Task Contribution (STC)</td>
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<td>Boundary Spanning (BS)</td>
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<td>Group Maintenance (GM)</td>
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SAMPLE PERIOD

7) INITIAL FINDINGS

> Mixed results for 2ndOL: Fire shows more centralized domination. Gaim shows more centralized legitimation. Both teams show centralized signification.

* Denotes where both core and periphery showed no behaviors.