Collaborative Leadership in an Organizational Context: A Research Agenda

Gilbert A. Ang'ana & Dr. James M. Kilika

Collaborative Leadership in an Organizational Context: A Research Agenda

Gilbert A. Ang'ana
Pan Africa Christian University, Kenya
anganagilbert@gmail.com

Dr. James M. Kilika
Kenyatta University, Kenya
kilikam3@yahoo.com

Abstract

Organizations not only exist to make a profit and be financially sustainable but also to make a difference and have a meaningful legacy using specific business models adopted. To achieve that outcome organizations must establish effective authority relationships to work together efficiently. This is what entails collaborative relationships and leadership. The literature on collaborative leadership despite having significant developments over the last two decades has been faulted. There have been vast perspectives from scholars with minimal consensus on what constitutes acceptable dimensions of collaborative leadership and how that fits in an organizational context. These misalignments have resulted in challenges to the full realization of the benefits of collaborative leadership as a result of its skewed implementation and application in an organizational context. The result is a lack of appreciation and belief by business practitioners and organization leaders on the implications of collaborative leadership application on their organization's financial sustainability. This effect goes deeper in that organization leaders are not very clear on the impact of their organization's business model and their role in facilitating successful collaborative leadership. This conceptual paper aimed to bridge that gap by reviewing and integrating extant conceptual, theoretical, and empirical literature on collaborative leadership and present a case for the development of a new theoretical model suitable for the expansion of the current understanding of deployment of collaborative leadership in an organizational context. The paper reviewed 397 articles from various journals, which were searched through the google search engine. 132 articles were finally used in the development of this paper sieved by the year of publication from 2001-2021. The findings lead to the development of a proposed and integrated conceptual framework model linking collaborative leadership to financial sustainability as an organizational outcome while acknowledging the significance of the role played by the organization's business model and top echelon support in the relationship. Several propositions are presented for consideration and validation through empirical work. The study calls on future research to consider the adoption of the proposed model in extending research on leadership to new frontiers.

Keywords: *Collaborative Leadership, Organizational Commitment, Business Model, Financial Sustainability, Authentic Relationships, Collaborative Context, Leader's Behavior*

Introduction

The purpose of this paper was to explore the existing scholarly literature on collaborative leadership and propose a conceptual framework that would demonstrate how an organization's financial sustainability as an outcome can be linked to the effective implementation of collaborative leadership. Effective leadership largely entails setting the strategic focus, developing people's capability, and facilitating and leading organizational change (Leithwood et al., 2004; Leithwood & Mascall, 2008). Leadership has been widely researched within both the scholarly and non-scholarly worlds. Many definitions have been shared over the decades. Some of the key commonalities between both traditional and contemporary understanding of leadership are the representation of such leadership elements as power, command, dynamism, directing, and shaping (Goleman & Boyatzis, 2013; Harris et al., 2012; Yukl, 2012).

Globalization has created an increase in fragmented value chains. Now organizations have an open outsourcing pool due to global collaborative networks. This has resulted in the obsolescence of vertical integration (Bird et al., 2010; Blaess et al., 2012). This has destabilized the natural power equilibrium. Traditional hierarchies in organizations are no longer reliable. There is a need for a different approach to leadership, one that is more engaging and collaborative to manage the value chain networks if such organizations are to realize their intended outcome of sustainability (Lowy et al., 2005; Schmidt, 2006). Many organizations that were perceived as local are now global organizations and those that are local are increasingly becoming regional players (Bird et al., 2010; Blaess et al., 2012). The change brought about by globalization cannot be sustained by a transactional leadership approach but a different approach to leadership (Bird & Osland, 2004).

Many organizations today are struggling because they have not effectively transitioned from traditional management and leadership approach to contemporary shared, collaborative leadership approach. This has resulted in the sustained adoption of poor and ineffective business models (Jung & Sosik, 2002; Goleman and Boyatzis, 2013; Maak & Pless, 2006). Today's employees have a different focus, preference, and attitude (Taormina & Selvarajah, 2005; Hamlin et al., 2011). This means that leaders need a different style of engaging with such employees. For transformation to happen, such organizations need to be more engaging, accommodative, humane, and with an ear for employees' concerns. They must be adaptive to the changing nature of the environment and their organization's strategic focus (Mueller & Kamdar, 2011; Pearce & Barkus, 2004; Harris et al., 2012; Yukl, 2012; Transfield et al., 2003; Lowy et al., 2005; Schmidt, 2006). Today's leadership approach requires a different combination of skills and not a leadership that leads with power, expertise, or charisma (Goleman & Boyatzis, 2013; Goman, 2015; Maalouf, 2019). It requires leadership that can listen to their employees and works with their concerns at the same time, ensuring the bigger picture on shared goals is fostered and executed collaboratively. This kind of leadership style and practice is attributed to collaborative leadership.

Problem statement

Despite a wealth of information and literature on collaborative leadership, there have been several notable issues, and critiques on its application in an organizational context. First, collaborative leadership as a concept has numerous scholarly models or frameworks developed by various scholars with very minimal consensus. These vast and differing models developed over the years have brought in more confusion in the understanding, application, and successful implementation of collaborative leadership in an organizational context with the intentions of

achieving financial sustainability as an organizational outcome (Archer & Cameron, 2013; Bushe & O'malley, 2013; Thomson & Perry, 2006; Ullah, 2011).

Second, despite the vast literature on the importance of collaborations and collaborative leadership in corporate and academic spheres, there is still minimal alignment on what constitutes the key characteristics and qualities of collaborative leadership suitable to define collaborative leaders' behaviors in an organizational context (Archer & Cameron, 2013; Bushe, 2010; Chrislip, 2002; Echavarria, 2015; Thomson & Perry, 2006). The current literature highlights characteristics and qualities that are common to other general leadership styles and practices. This brings confusion to leaders on specific behavioral attributes they need to develop to facilitate successful collaborative leadership in their organizations.

Third, despite the extensive literature on collaborative leadership, there is still a minimal alignment and consensus on what constitutes the dimensions of collaborative leadership and the core collaborative leadership indicators that organizations and their leaders can integrate into their business model, operations, and strategies that will improve their competitive advantage and achieve their intended outcome in financial sustainability (Middleton, 2007; Rubin, 2009; Tapscott *et al*., 2006; Wilson, 2013). The current theoretical and empirical literature on collaborative leadership highlights different perspectives and is more dependent on the orientation of the organization. This creates a gap in its application within an organization and dilutes the intended collaborative leadership's benefits in an organizational context (Archer & Cameron, 2013; Goleman & Boyatzis, 2013; Goman, 2015; Thomson & Perry, 2006).

Last, while there is large extant literature on the leadership theories that explains the concept of collaborative leadership as a practice, what is coming out clear is that the various theories are not exhaustive in facilitating the understanding of collaborative leadership in a dynamic organizational context (Archer & Cameron, 2013; Bushe, 2010; Goleman and Boyatzis, 2013; Hurn, 2013; Thomson & Perry, 2006). There is a need for an extended theoretical framework that will enable the conceptualization and development of collaborative leadership that will borrow from not only leadership theories but from various other organizational-based theories and disciplines.

Given the above concerns, this study sought to augment and enhance the current knowledge on collaborative leadership by exploring the extant conceptual, theoretical and empirical literature on collaborative leadership in an organizational context. As already alluded on the limitations and inconsistencies in collaborative leadership literature, this paper aimed to integrate the extant scholarly perspectives and propose an integrated conceptual framework that will act as a guide in the successful implementation and application of collaborative leadership practice in an organizational context to achieve desired outcomes on financial sustainability.

This study, therefore, makes a theoretical and conceptual contribution to scholarship and adds new perspectives to the existing knowledge on collaborative leadership. It is significant to researchers in the understanding of new paradigms and perspectives in collaborative leadership. This broadens the understanding of the cause-effect relationship of collaborative leadership and organization outcomes. The study is also critical to organization leaders as it provides a practical understanding of collaborative leadership application, the benefits from an organizational outcome, and the role the leaders play in enabling a collaborative leadership culture. Finally, it will enable leaders to understand how their behavior in the organization affects the successful implementation of collaborative leadership.

Methodology

This study examined various literature relating to collaborative leadership and emerging developments in two stages (Torraco, 2016). The first stage entailed searching for literature using keywords using an online google search engine and google scholar. The keywords used that helped in sieving possible research works were: collaboration, collaborative leadership, collaborative governance, collaborative relationships, collaborative operations, collaborative leadership and business models, collaborative leadership and organizational commitment, and collaborative practices. The use of an online google search engine and google scholar was considered relevant to this study since the concept of collaborative leadership is fairly new and major research work started in the last two decades and scattered across various spectrums and platforms of scholarly publications. Therefore, the use of specific journals search would have limited the scope of the search. Three hundred ninety-seven (397) articles from various journals were found. The author further went and sieved only articles from peer-reviewed journal publications and those that were published between the period of, January 1, 2001, to November 30, 2021, and only one hundred thirty-two articles (132) were finally selected to complete this review study as highlighted in Table 1.

Table 1: Search Keywords and Results

Search Keywords	Google Scholars/Google Online Search	
	Total Results Found	**Peer Reviewed (2001-2021)**
Collaboration	41	11
Collaborative governance	29	11
Collaborative Relationships	27	9
Collaborative Operations	34	11
Business Models	29	13
Organization Commitment	43	16
Collaborative Practices	37	18
Collaborative Leadership	157	43
Total	397	132

Source: Authors, 2021

The second stage entailed the researchers' review of the extant conceptual, theoretical and empirical literature from the identified articles. The researchers identified and synthesized the sub-constructs of the lead constructs based on various scholars' perspectives. From the extant literature, the researchers also identified various constructs imported from the lead construct and categorize them according to the likely role to play in a phenomenon involving the deployment of collaborative leadership in an organizational setting. Finally, with the identification and synthesis of the sub-constructs from the lead construct based on the import of the lead construct in an organizational context, a proposed conceptual framework for collaborative leadership in an organizational context was proposed. The next section reports the findings from the reviewed literature on the nature of the construct of collaborative leadership and other emerging constructs connected to collaborative leadership.

Collaborative Leadership

Collaborative leadership is simply a technique for getting organizational outcomes by collective efforts and collective intelligence (Archer & Cameron, 2013; Cater, 2006; Goleman and Boyatzis, 2013; Goman, 2015; Meister & Willyerd, 2020). This perspective believes in the power of the team or group and the collective intelligence of the group is greater than any single individual in the group. Collaborative leadership, therefore, entails the use of influence by individuals to pursue others of their valuable input and collectively work together towards their shared goal (Archer & Cameron, 2013). Such engagements cultivate an environment of shared aspirations, trust between parties, and mutual respect which is what makes collaborative leadership (Ang'ana & Chiroma, 2021).

Collaborative leadership also refers to the process of incorporating integrated intelligence to deliver results across all organizational boundaries where standard management mechanisms are lacking (Mehdinezhad & Arbabi, 2015; Chrislip, 2002). It is based on the belief that together the team can be smarter, more creative, and more capable than any individual member, especially when it comes to dealing with a variety of novels, complex issues, and the many problems organizations face today. It calls on leaders to use the power of influence instead of authority to engage and guide people, to focus on their teams, to hold on to power, and to act (Echavarria, 2015; Nick & Matthew, 2013). Success depends on creating an environment of trust, mutual respect, and shared aspirations where all can contribute fully and openly to achieving collective goals. Leaders should therefore focus more on building relationships that lead to the intended organization's outcomes (Harris *et al*., 2012; Sanker, 2012).

To be able to understand the concept of collaborative leadership in an organizational context, it would be good to understand what constitutes the dimensions of collaborative leadership, what the characteristics of collaborative leadership are, and how collaborative leadership fits into the organizational context. The extensive review of the literature undertaken gave insights into a diversity of perspectives from various scholars that contribute towards the understanding of the construct and its dimensions.

Malouf (2019) shares that collaborative leadership involves having the right focus both from a leader's perspective and the organization's perspective, managing and minimizing operational losses, future forecast which drives organization sustainability, building consensus, and managing conflicts. This is what he elaborates in his views to constitute dimensions of collaborative leadership. Goman (2015) shares five key dimensions that he feels enhance the understanding of the concept of collaborative leadership as, mutual trust, mutually beneficial, independence or autonomy, administration, and governance. Archer and Cameron (2013) share their view in form of a three-legged stool that depicts the key perspectives and dimensions that underpins collaborative leadership as, governance, operations, and leader's behavior. Ang'ana and Chiroma (2021) share their views by proposing three dimensions, leading self, authentic engagements, and dedication to the "we".

In this present study, the authors, note the varied views, of what constitutes perspectives and dimensions of collaborative leadership and propose three key constructs that comprise the dimensions of collaborative leadership as drawn from the views of various scholars: (a) collaborative context – which entails the elements of governance, operations and administration, (b) Authentic relationships - which entails the elements of authentic engagements, mutual trust, building consensus, managing conflicts, and interdependence, (c) leader's actions – which entails leading self, leader's behavior, autonomy, administration, and

mutually beneficial (Ang'ana & Chiroma, 2021; Archer and Cameron, 2013; Goman, 2015; Malouf, 2019).

Collaborative context: Collaborative leadership is founded on shared purpose and alignment on ground rules for participation and engagement (Archer & Cameron, 2013). The shared purpose and ground rules are founded on the organization's core values and strategic direction. This then defines the relationships, structure, and operations of the groups and teams within the organization and with external stakeholders. These aspects of collaborative context can be viewed in three elements of governance, processes' and operations of collaborative leadership. Archer and Cameron (2013); Ang'ana and Chiroma (2021) define governance as the formal purpose of any collaborative relationship which also sets the alignment of the objectives and shared vision, while operations are the processes, resource allocation mechanism, alignment knowledge management, measurement and communication procedure, and guidelines. Ansell and Gash (2008); Emerson *et al.* (2011) share that governance is the backbone of collaborative leadership, without it, there might be not collaborative leadership implementation in an organization.

Clark (2008) in his empirical study on developing collaborative leadership looking at the organizational change process and operations conducted a case study to understand the organization's efforts required to transition from autocratic organizational leadership to a more collaborative working environment. The study was designed to take the aspect of a literary portrait and analyze action learning about collaborative leadership operations. The findings indicated ten operational aspects on how a collaborative working environment can be optimized: continuous organization learning, flexibility, trust, respect, commitment, facilitative culture, future orientation, open communication, emotional and social intelligence, and competence. This means its structure, and implementation needs to be well aligned and reviewed constantly to ensure it's in line with the ambitions of the organization at large (Bruce, 2005).

Authentic relationship: The essence of collaborations is to overcome challenges and organizations built on authentic engagements and relationships so that they are more able to face adversity (Ang'ana & Chiroma, 2021). First, an authentic relationship is about self-leadership. Being authentic entails understanding oneself at the moment. Authenticity means being mindful of self and expressing one's feelings in ways that are not judgmental (George, 2004). Authenticity entails individuals and leaders sharing their passions and interests, and owning up to their challenges and mistakes. Being authentic empowers your constituents as a leader, and builds trust within the team and organization (McGonagill & Dörffer, 2018). Therefore, for success in collaborative leadership, leaders must be able to model authentic engagements and relationships, build social networks, manage power relationships, and develop individual and team capabilities (Ang'ana & Chiroma, 2021). This aspect of the authentic relationship is no doubt a key dimension in collaborative leadership that is not emphasized in the numerous scholarship literature.

Rubin (2009) in a qualitative empirical study on developing effective partnerships for communities and schools suggests collaborative leadership is a relationship between parties that is purposeful, strategic, and cooperative and entails the accomplishment of a shared outcome. The study further argues that a collaborative leader has responsibility in developing, supporting, and facilitating the success of a team with diverse composition in the accomplishment of the shared goals. Two critical leader's relationship tools highlighted by Rubin (2009) include, first, being purposeful, managing resources, and communication. The key reason is to ensure the followers, partners, or team members' beliefs, perspectives, and

behaviors are positively impacted and influenced. Second, the partnership climate, governance, and structure should be conducive to supporting such a collaborative relationship.

Leader's behavior: The leader's behavior entails both their actions and efficacy in facilitating collaborative leadership. In an ideal collaborative leadership context, there is no formal power, leaders in this environment need to employ their skills of influence to champion their constituents in the delivery of intended outcomes (Chrislip, 2002). The key focus of collaborative leaders is to safeguard and promote the collaborative process within the organization which entails ensuring that all constituents are engaged and focused on the shared goals through all seasons by enforcing group norms and ground rules (Hoogsteen, 2020; Hurley, 2011). For this to happen, the level of leader's behaviors, characteristics, and qualities have to be on a high level in a way that promotes success in collaborations and success in the achievement of organizational goals. Collaborative leadership as a process, not only requires the leaders to develop a set of skills that would facilitate the collaborative environment, but it also requires them to enable and provide an environment for their teams to develop the skills and behaviors necessary to collaborate successfully and enables financial sustainability in the organization (Ang'ana & Chiroma, 2021; Archer & Cameron, 2013; Markle-Reid *et al*., 2017).

O' Leary *et al*. (2011) in their empirical study of collaboration as a management strategy specifically reviewed the skills and behaviors of what they termed, a successful collaborator. They did an online open-ended survey and targeted employed and non-employed senior leaders to share their collaboration experiences and received 305 responses. Their findings indicated that for successful collaboration the leaders and individuals within the organization need to have a combined set of relational behaviors besides people, process, and communication skills. They also argued that people and more so leaders are a key component in collaborations and they can either catalyze or hinder collaborations through their behaviors. They suggested that such behavior and skills can be taught through various advanced leadership programs within the organization. Their study underscores the critical element that the organization plays in the successful implementation of collaborative leadership through facilitating leader's development.

While reviewing the numerous literature on collaborative leadership, the authors noted a frequently cited component which is the concept of "organizational commitment". Organizational commitment also sometimes known as the perception of organizational commitment and support is the individuals, teams, or groups' perception of the extent to which they feel the organization appreciates their work contribution, hold them accountable for their contributions, and cares for their welfare through decisions the organization makes that touch on them (Dai & Qin, 2016). This is also what Ang'ana and Chiroma (2021) referred to as the dedication to the "we". Commitment and support in a collaborative leadership context entail both the commitment of the leaders and most importantly the commitment of the organization. Commitment also entails the organization creating an environment where members of a team or organization understand the importance of the shared purpose as they all passionately put effort towards the achievement of the purpose (Emerson *et al*., 2011).

Commitment involves the organization building a set of shared ethical values that define the teams and groups within the organization to draw the best output from each group (Bruce, 2005). An organization's commitment and support towards its employees is a critical ingredient in work engagements. It can improve the teams' and individuals' engagement levels if there are favorable decisions that encourage individuals and teams to give their best performance if the organization is keen to improve the welfare of teams and groups, as well as fairness in accountability (Robinson *et al*., 2004).

Based on the extant literature reviewed, this paper notes that when deploying collaborative leadership into the organization, it is critical to be aware of the barriers and misconceptions that come into play both from individuals, teams, leaders, and organizations that form the initial and external barriers to successful implementation. To amalgamate and conceptualize the current nature of collaborative leadership and its perceived implementation barriers with emerging perspectives in an organizational context, the authors propose some additional considerations that would be valuable in advancing the application and deployment of collaborative leadership in an organizational context. In addition to the already shared integrated dimensions, the import of collaborative leadership practice and implementation in an organizational context will be dependent on: first, the nature of the organization's differentiated business model, which is an organization's core element for creating and delivering value to its intended stakeholders and customers (Osterwalder, *et al*., 2005; Zott *et al*., 2011). Second, the motive and the drive to deploy collaborative leadership and provide the necessary facilitating environment and corresponding support and commitment of the top echelon in the process is driven by the intended outcome of long-term viability which is attainable through financial sustainability (Chiu *et al*., 2015; Emerson *et al*., 2011). Therefore, to demonstrate the comprehensive nature of the phenomenon emerging from the deployment of collaborative leadership, the authors discuss each of the emerging constructs derived from the deployment of collaborative leadership in an organizational context as, the organization's business model, top echelon support, and financial sustainability.

Organization's Business Model

An organization's business model is critical for the effective success of collaborative leadership implementation in that collaborative leadership works within the organization's business model to influence financial sustainability. An organization's business model is understood to be the way an organization does business, how it communicates its vision and how it engages in its mission to deliver its vision (Zott *et al*., 2011). A business model is referred to an organization's core element for creating and delivering value. Lindgardt *et al* (2009) highlight three dimensions of the model: (i) the components of business models, (ii) real operating business models, and (iii) change models. Osterwalder, *et al*. (2005) opined that a business model is a set of interrelated elements and business logic that describes the value an organization offers. A business model in today's era serves as a competitive advantage in many organizations and therefore affects their financial performance and consequently on financial sustainability (Zott *et al*., 2011). Collaborative leadership implementation coupled with a strong business model delivers the intended value creation, develops value network, enables an organization to interact with its assets and capabilities, and develops its revenue and pricing logic (Morris *et al*., 2006). This study, therefore, emphasizes the development of value networks including suppliers and partners within the organization, maximization of an organization's assets and capabilities through optimal utilization of their human capital, technology, products and services, and its distribution channels. The study also emphasizes the importance of the development of an organization's unique value propositions based on its service delivery experience and its revenue or pricing logic as critical components of its business model.

Collaborative leadership's aim in any organization is to break the silos created at all levels and work together towards the achievement of common shared goals and vision (Ang'ana & Chiroma, 2021). In this context information and ideas are shared organically, with each party having some level of responsibility to ensure the common purpose is achieved. For this to happen effectively, the organization's business model must be enabling. The organization must

be able to shun its traditional business model where possibly a small group controls the flow of information within the organization and allow for the diverse contribution of all pertinent members. In the end, there will be a need for organizations to break down these traditional business models and approaches and inculcate a more collaborative business approach at all levels. Inculcate leadership practices that are inspiring, engaging, more coach-like, and less directive across its business structures.

Based on the scanty literature on the business model and its relation with collaborative leadership deployment in an organizational context, the authors in this present study propose an interrelationship that may help bring some clarity of how an organization's business model influences the successful deployment of collaborative leadership. At the same time, this clarity is also critical to understanding how collaborative leadership influences the review and enhancement of an organization's business model through its deployment in an organizational context. This relationship also links to the level of top echelon support or the commitment that the top echelon must employ to bring such clarity of purpose. This also entails the decisions that may impact an organization's acceptance or development of an appropriate business model that would facilitate success in collaborative leadership implementation and consequent financial sustainability of an organization.

Top Echelon Support

Top echelon support in this study is derived and extended from the concept of organizational commitment. Meyer *et al*. (2001) defined commitment to be an obligatory action in directing behavior and entails more than just a motive to act. It involves a positive focus that enables one to act in a way that brings benefits to an entity or party. Singh *et al*. (2015) allude to it as loyalty or identity to a particular entity. Based on organizational behavior researchers (Meyer *et al*., 2001; Singh *et al*., 2015) organization commitment is a critical determinant to the organization's success, effectiveness, and financial sustainability. It is a key contributor to employees' and other stakeholders' retention, behavior, and productivity. No organization can have financial sustainability at whatever level unless they have committed employees and stakeholders who are driven by their organization's shared goals and values to achieve desired outcomes individually and more important collectively (Shahid *et al*., 2013).

Several studies have been undertaken to showcase the importance of organizational commitment in various perspectives (Chughati *et al*., 2006; Chiu *et al*., 2015; Smeenk *et al*., 2006; Kell *et al*., 2013) such as employee's length of service in the organization, job experiences, and characteristics, leadership styles in the organization, development of organizational culture, among others. Scholars have shared three elements of organizational commitment that are key and have been extensively studied as: (a) Individual elements, which entails the need for achievement, organizational tenure, and positional tenure, among others; (b) role characteristics, which entails job challenge, role conflict, and role ambiguity among others; (c) structural elements, which entails relational involvement, and formalization among others (Smeenk *et al*., 2006; Singh *et al*., 2015).

This specific study makes a distinction between the vastly reviewed organizational commitments from an employee's perspective to a new paradigm and perspective on organizational commitment from the Executive and Board level as representatives of stakeholders and shareholders. This is what the authors refer to as the Top Echelon Support in this study. Most organizational commitment literature views the concept of organizational commitment as mediating organization outcomes when viewed from the employee's

perspective (Dai & Qin, 2016; Emerson *et al*., 2011; Singh *et al*., 2015). Our study categorically emphasizes the importance of organizational commitment, referred to here as, top echelon support in the organization as responsible for driving the strategic collaborative implementation. Therefore, as a result the study uniquely positions this concept as a contingent or moderating element in the relationship between collaborative leadership and financial sustainability in an organizational context. This is why the specific focus on this dimension's indicators are, the organization behavior measured by the accountability and decision matrix developed by top leadership and their focus on alignment majorly from an organizational culture and purpose perspective. This heavily depends on the top echelon or leadership level of commitment in the organization. When the organization's top echelon is committed to supporting collaborative leadership, the internal teams and group dynamic will be infinitely more powerful. Leaders and individuals will be able to express ideas in a supportive environment and there is more likelihood of breakthroughs.

Archer and Cameron (2013) in their study on collaborative leadership identified various organizational commitment and support considerations in building relationships, handling conflicts, and sharing control. These findings suggest that in an organizational context it is critical to ensure that the motive for collaboration is well articulated, complex situations simplified for collaborative leadership to be a success. There is a need for the organization to prepare a conflict management structure in advance, this will guide teams and individuals working together on resolutions mechanisms. It is also critical to understand that collaboration and partnership are not for everyone or all stakeholders. The organization's top leadership must be ready to act long-term and manage pressure for delivery and relationship-building tension. It is important to ensure that people build personal relationships across all levels. The top leadership must have passion and drive to challenge and inspire others, share credit and affirmations. Finally, their findings suggest that organizations should be intentional in the development of leadership interpersonal skills like patience, empathy, and relationship building.

This study proposes three critical elements that define the role played by the top echelon as, organization beliefs and values, the organization shared goals, and organization decision-making structures. There is however very scanty literature on how an organization's top echelon support is critical to the development and implementation of collaborative leadership in an organizational context. This study, affirms the role of the top echelon support as critical in the successful implementation of collaborative leadership in the organization and consequently its impact on financial sustainability and is worth further consideration.

Financial Sustainability

Sustainability is mentioned in all organizations' orientation as part of business strategy yet many organizations have difficulties in their actual metrics of success (Pikus *et al*., 2018). Sustainability is the capacity of an organization, to deliver its mission through the delivery of its goals, serve its stakeholders and achieve its vision (Imhanzenobe, 2020). Three components of sustainability can be retrieved from the definition: (a) the organization itself, (b) its services, and (c) its finances (Imhanzenobe, 2020; Ashmarina *et al*., 2016; Pikus *et al*., 2018). The triple bottom line (TBL) model of sustainability introduced in the early 1990s included an environmental and social component besides profits, return on investment, and shareholder value. This is what is commonly referred to as the 3Ps of sustainability: Planet, People, and Profit (Elkington, 2006; Imhanzenobe, 2020). In this current study, we have emphasized people

and profit components and referred to the concept as the financial sustainability of the organization.

Ashmarina *et al*. (2016) share that financial sustainability is one of the three sustainability dimensions and entails the financial performance and stability of an organization. This is usually covered by the organization's income or expenditures, taxes, business climate factors, employment, and business diversity factors. In this current study, we have categorized the income or expenditure dimensions from Ashmarina *et al*. (2016) into financial performance majorly driven by indicators of profitability, return on investment (ROI) and return on asset (ROA). We have also categorized the dimensions of business climate, employment, and diversity from Ashmarina *et al*. (2016) into operational performance dimensions in our study which is inclusive of the people's component in Elkington (2006) and entails, strategic intent, operational efficiency, and employee productivity. Malouf (2019) shares that leadership is a critical driver of organization growth and performance regardless of the orientation of the organization. The key responsibility of the leader in such context is to challenge and inspire employees and constituents to individually and collectively drive the achievement of shared goals. Leaders are a foundation that drives efficiency, effectiveness, creates a conducive environment that limits conflict, and drives financial sustainability in the organization.

There has been scanty literature linking collaborative leadership specifically to the financial sustainability of organizations. Most of the literature links collaborative leadership to the competitive advantage of the organization, team performance of the organization, general performance of the organization, and innovative performance of the organization among other performance variables Endres *et al*., 2020; Faems *et al*., 2005; Maalouf, 2019; Njenga *et al*., 2018; Vaggers *et al*., 2021; Wang *et al*., 2015). This study proposes to review the outcome of the organization from a financial sustainability angle as it is a measure of the long-term survival of the organization.

Establishing financial sustainability requires the teams within the organization to collectively align their shared goals. It requires the leaders to have the right focus, right intentions and act in ways that would drive the long-term shared goal of the organization. It requires a more creative approach that fosters innovations and consensus-building among the teams (Elkington, 2006; Imhanzenobe, 2020). This is where collaborative leadership links to financial sustainability in the organization. Financial sustainability is a continuous and dynamic process. Its perquisites involve, developing clarity in the strategic focus of the organization. The strategic focus defines the strategic vision, mission and builds objectives of various activities and programs within the organization. These activities and programs require collaborative efforts and leadership to enable the organization to overcome the challenges and build on its financial sustainability both in the short and long term (Ashmarina *et al*., 2016; Pikus *et al*., 2018).

Theoretical Review

While academic research as discussed in the extant conceptual literature review section recognized the importance of collaborative leadership in a variety of organizational domains, its antecedent's theoretical bearing has received surprisingly little attention (Archer & Cameron, 2013; Ang'ana & Chiroma, 2021; Goman, 2015). This lack of theoretical underpinning is all the more startling given the strong impact collaborative leadership has on organizations. This current paper seeks to address this shortcoming. In particular, we propose a grounded theory that underpins the conceptualization of collaborative leadership. Consequently, we propose an extension of the grounded theory with additional organization-

based theories to justify collaborative leadership application in an organizational context. These are discussed below.

Leader-Member Exchange Theory

The main theory that the authors consider underpinning collaborative leadership is the Leader-Member Exchange Theory (LMX). This theory was first conceptualized by Dansereau *et al.* (1975) in their seminal research on vertical dyad linkage (VDL) theory. This was further developed by Graen and Scandura (1987) who introduced three stages of LMX as, role-taking, role-making, and role-routinization stages to understand the dyad linkages and relationship between the leader and the followers.

According to LMX theory, work only gets done when leaders and followers agree on the modalities and extent of the assignment or task (Adair, 2008). This is what defines the level of engagement, leadership, and followership in their relationship. The relationship between the leader and followers underpins the understanding of collaborative leadership as it entails the aspect of mutual acceptance, cooperation, and honesty which are similar to the dimensions of collaborative leadership of authentic relationships, and leader's behavior already discussed in the previous section. These collaborative leadership activities are what facilitate the initial agreement and interactions between the leader and follower and bring about membership dynamics already highlighted. The LMX membership dynamics have been criticized in its emphasis that collaborative leadership works effectively if team members align with the designated leader. This theory is also criticized by its emphasis on the leader. The emphasis on the leader as already highlighted in the previous section of this paper offers a greater challenge in the success of collaborative leadership in an organizational context due to its complex nature.

It is these concerns that poke holes in the acceptability of LMX theory as an appropriate theory to elaborative such group dynamic relationships of collaborative leadership in an organizational context. Therefore, to understand the construct of collaborative leadership, as applied in the dynamics of an organization context, the authors have proposed the need to complement the role of LMX theory with other relevant theories from the organizational studies branch of management. The authors considered the postulates of the theory of disruptive innovation, collective efficacy theory, theory of planned behavior, behavior theory, and open system theory which are expounded in detail as below.

The theory of disruptive innovation was developed by Christensen (1997) and explains that disruption is a process where an existing market or business is transformed by the introduction of new phenomena or innovations. These innovations could be in terms of simplifying operational processes, creating convenience and ease of accessibility, pricing innovation in a space where complication and high cost were the status quo among other innovations. Its relevance and application to this study are to bring out the understanding that organization disruption is a positive force and is not necessarily based on breakthrough technologies, but also involves disruption of organization governance, operations, and leadership (Tellis, 2006). This theory, therefore, explains the business model construct discussed in this paper.

Collective efficacy theory was postulated by Bandura (1997). The theory explains the group shared belief and capabilities to plan and execute actions that will produce common outcomes and success. Zacarro *et al.* (1995, p. 309) defined collective efficacy as individuals shared collective competence in response to specific demands by successfully integrating, allocating, and coordinating shared resources. According to Donohoo *et al.* (2019), collective belief is founded on the power of an individual's attributes and skills within the group or team which

then sums up emergent collective capabilities as a group. Key factors that contribute to the collective effect include the group's mix of competencies and knowledge, the structure of the group, the leadership in the group, and the engagements within the group that could either be productive or toxic (Donohoo *et al*., 2019). It is this understanding that this theory is relevant to this study in advancing the importance of the authentic relationships sub-construct.

The theory of planned behavior was postulated by Azjen (1991) and explains how a person's behavior is predetermined by their reasoned choices, thoughts, and social pressure. The theory shares the intentions of a person on their actions or behavior are based on their perceived attitude, norms, and their control of their actions. This theory is mostly related to an earlier theory of reasoned action (Ajzen & Fishbein, 1980). The theory explains how consideration of perception of control predicts non-violation of behaviors (Ajzen, 1991; Armitage *et al*., 2001; Dawkins *et al*., 2005). In this theory, behaviors are a function of individual behavioral intentions and perceived behavioral control which has some form of similarity with Bandura's (2012) concept of self-efficacy. This theory is relevant to the study as it forms the basis of understanding the top echelon support construct.

Behavior theory was postulated by Hemphill and Coons (1957) and highlights that leadership is founded on behavior and not traits of individuals. This theory argues that the success of the leader and consequently that of the organization as a result of their behavior triggers their action and not on their traits or personality. This theory advances the belief that leaders are not necessarily born but are made and anyone within the organization can make an effort and become an effective leader through the acquisition and implementation of specific behaviors (Miltenberger, 2001, pg. 2). This theory is relevant to this review study as it helps in expounding the sub-construct of leaders' behavior.

Open system theory was postulated by Bastedo (2006) and describes how an organization operates as an open-source system and its survival is dependent upon its relationship with the environment. Porter *et al*. (2019) defined an organization as "a social arrangement for the controlled performance of collective goals". This is in line with the open system theory in its understanding of the borderline symbiotic between the organization and its environment which results in trading off information, resources, and ideas among other pertinent exchanges or subsystems that aims to benefit both areas. This theory is relevant to this study as it helps explain the construct of financial sustainability of organizations which is dependent on both its internal and external environment and how the two systems collaborate effectively.

Emerging Issues

This paper has undertaken an extensive conceptual and theoretical literature review on collaborative leadership. This is critical in scientific research in the advancement of knowledge based on the logic of moving from the known to the unknown when trying to describe the nature of a newly emerging phenomenon. This is critical in advancing and integrating the knowledge of collaborative leadership which hitherto has not yet been fully integrated and well embedded in its relevant theoretical anchorage. Therefore, scholarship needs to extend the work so far done on collaborative leadership into new knowledge frontiers at the center of which is the role to be played by an appropriate theoretical and conceptual model in a well-justified manner

The first justification for the advancement of a theoretical model is based on the emerging understanding from the literature on the manner of operation of the construct of collaborative leadership in an organizational setting. What has been brought out by the literature is that

collaborative leadership is centrally placed on the leader in the understanding of the phenomenon. Collaborative leadership as a construct denotes a collective effort within a team, group, or the overall organization. It is not singular to leaders but collective, and not static but a dynamic process (Archer & Cameron, 2013; Echavarria, 2015; Hoogsteen, 2020; Maalouf, 2019; Njenga, 2018). This observation is underpinned by the realization that organizations operate in a dynamic, complex, and globalized environment and so do their leaders therefore for the process of collaboration to be a success, then all its elements must interact and collectively drive the shared goals.

Second, the researchers also note that for the construct to be properly situated to deliver its promised value, there is a need for the organization and its leaders to have clarity on the reasons they need collaborative leadership. If this is not clear, then applying collaborative leadership practice in a disorganized institution will not yield any success. The decentralization of collaborative leadership from the centrality of the leader will enable an organization to understand why exactly they need their teams and groups to collaborate. Without this understanding, there would be no commitment and support from the leaders, and their groups and teams would have no blueprint to follow on collaborative leadership (Ang'ana & Chiroma, 2021; Archer & Cameron, 2013).

Alongside this reality in calling for properly situating collaborative leadership in an organization is the role played by relationship building in a collaborative leadership context. The authors point out that collaborative leadership is grounded not only on relationships but on authentic relationships across all levels. In a collaborative leadership setting, there is more emphasis on honesty and openness in any engagement and this is what results in mutual empowerment and authenticity. Authentic relationships within the teams and groups are what build mutual trust and enable participants to feel secure enough to take risks within the collaborative context (Ang'ana & Chiroma, 2021; Gu *et al*., 2020; Vaggers *et al*., 2021). This study, therefore, suggests that an essential component of situating collaborative leadership is the aspect of authentic relationships that comes from the individuals' desire to make positive contributions to a meaningful shared purpose.

Thus, in modeling collaborative leadership, the organization as a whole must be involved. The authors noted that many organizations are still practicing the traditional approach to leadership and trying to integrate a small portion of collaborative leadership and still expect the organization to obtain the full value of the promise from the nature of collaborative leadership. True collaborative leadership entails allowing all team members' room from the planning stage to give shared ownership. This process cannot be a success without the support and commitment of the top echelon and organization as a whole. The top echelon must enable and facilitate stakeholders' engagement in a way that everyone is aware and understands where the organization is heading, and what it intends to accomplish (Adler *et al*., 2011; McDermott & Archebald, 2010). To this end, the authors note the critical role the organization's top echelon plays in creating an environment for collaborative leadership to be a success.

Based on the clear sets of constructs that have emerged from the literature reviewed, it is observed that careful consideration of the nature of the constructs points towards a possible phenomenon that can be constructed to predict the behavior of the dimensions of collaborative leadership within the reality of the context of an organization. The phenomenon would require a conceptual model that would designate the role of each construct into various categories of the various roles spread into antecedent factor, an intermediate outcome, an outcome, and a contingency factor conditioning the phenomenon. It is this designation that would lead to a schematic diagram of a conceptual framework on collaborative leadership in an organizational

setting. In doing so, the study underscores the critical role of theory building in advancing knowledge in any field of study. Despite debates raging on the exact stage in a research process when theory is required whether before or after research, there has not been any doubt expressed as to its role (Frankfort-Nachmias & Nachmias, 2004). The paper, therefore, takes the initiative in consolidating the gains in knowledge development in this area of collaborative leadership and proposing a way forward through a conceptual model.

Proposed Conceptual Model

Based on the gaps noted in the theoretical, conceptual, and empirical literature the study proposes the below theoretical model with a view of explaining the implication of collaborative leadership on the financial sustainability of organizations. The model is founded on the dimensions of collaborative leadership: collaborative context, authentic relationships, leader's behavior, and also the constructs of business model, top echelon support, and financial sustainability. Each of these constructs is critical in the study and enables the understanding of the complex nature of collaborative leadership. The new model links collaborative leadership with the financial sustainability of an organization with the contingent effect of top echelon support and the mediating effect of the business model as summarized in figure 1.
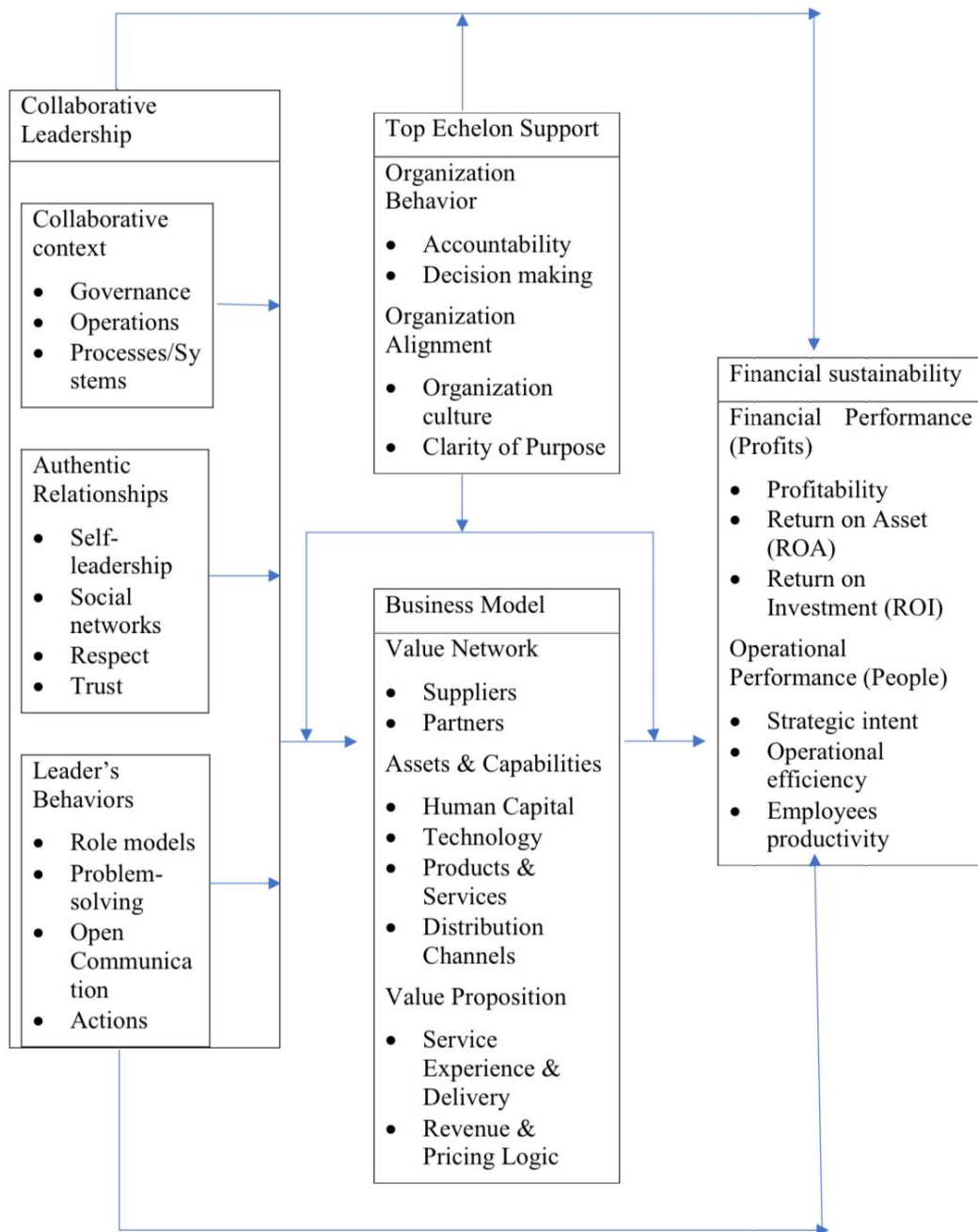
Figure 1: Proposed Conceptual Model.

Source: Authors, 2021

Collaborative Leadership and Financial Sustainability

Implementation of collaborative leadership as a strategy and a leadership approach influences the financial sustainability of an organization enabling the organization to have the capability of sustaining its operations in the long term as well as enabling improved operational efficiency that would be beneficial to stakeholders and shareholders of the business. The relationship between the dimensions of collaborative leadership and the financial sustainability of an

organization is a possibility. Collaborative context is the backbone of collaborative leadership, without it, collaborative leadership implementation in an organization will be shaken and may not be a success. This means that the alignment of the governance structure to the operations, processes, and systems in the organization impacts the operational efficiency of the organization resulting in improved financial performance and sustainability in the long run (Ansell & Gash, 2008; Bruce, 2005; Emerson *et al*., 2011).

Authentic relationships provide an environment where individuals can take leadership, develop healthy social networks, which are more respectful and trustworthy. Teams become mindful of themselves and how they express their feelings. These attributes build mutual trust, enable creativity, and in turn foster improved productivity, overall performance, and over time drive financial sustainability of the organization (George, 2004; McGonagill & Dörffer, 2018). A leader's behavior in the organization should be to safeguard and promote the collaborative process which entails ensuring that all constituents are engaged and focused on the shared goals through all seasons by enforcing group norms and ground rules. This then results in improved individual productivity, and success in the achievement of organizational goals and performance which in the long run drives financial sustainability (Hoogsteen, 2020; Hurley, 2011). Therefore, based on the literature review on how some of the dimensions of collaborative leadership affect the financial performance and in the long-run financial sustainability of the organization (Faems *et al*., 2005; Maalouf 2019; Njenga, 2018; Wang *et al*., 2015; Wang and Lee, 2014) we propose that:

Proposition 1: Implementation of the various dimensions of collaborative leadership will positively impact the various dimensions of financial sustainability in an organization.

Role of Organization's Business Model

The justification for the organization's business model focus is because a business model of any organization has a critical bearing on how it interacts with its value network, how it creates value through value propositions, and how it utilizes its assets and capabilities to drive strategies that have an impact on the organization financial performance and sustainability (Da Silva & Trkman, 2014; Teece, 2010). The extant literature has alluded that leaders in a collaborative organization, need to align and acknowledge their critical role in facilitating the culture of the organization that is conducive for collaborative leadership to thrive using the organization's assets and capabilities (Malouf, 2019; Rubins, 2009). With an eye on creating relevant value propositions, the organization needs to support the process by making decisions that will enable both the organization and its leaders to invest time and financial resources to drive the successful implementation of collaborative leadership (Tian *et al*., 2018). Finally, leaders need to drive value networks, develop accountability and strategies that would add value to the financial position of the organization, and push towards financial sustainability. This is how an organization's business model plugs into the relationship between collaborative leadership and its intended outcome on financial sustainability in an organizational context.

The authors suggest that the stronger an organization's business model is, the stronger the foundational climate for collaborative leadership to thrive in the organization. The stronger the business model, the higher the chances of the organization positioning itself competitively in the market it operates and therefore influences its financial performance and sustainability. The organization's business model, therefore, determines the level of focus, commitment, and push for collaborative leadership implementation in the organization. Noting the scanty empirical literature connecting business model and collaborative leadership, it will be premature to

highlight how business model impacts collaborative leadership, organization commitment, and financial sustainability. However, the authors propose that:

Proposition 2: There is a relationship between the dimensions of collaborative leadership and the adopted and aligned Business Model to collaborative leadership

Proposition 3: There is an effect of the adopted and aligned Business Model on the financial sustainability of the organization that implements collaborative leadership.

Proposition 4: The strength of the effect of the dimensions of collaborative leadership on financial sustainability is dependent upon the adopted and aligned Business model to the dimensions of collaborative leadership.

The Role of Top Echelon Support

As already discussed in this study, collaborative leadership has the potential to impact the financial sustainability of an organization. However, we cannot rule out the potential of other factors that are critical and influence the level of financial performance and sustainability. Looking at the open-source system model, the exchange between the organization's internal and external environment requires that the organization and its leaders and other key stakeholders be intentional and strategic in facilitating an environment for survival and sustainability. Looking at the organization as an open-source system with an input which is collaborative leadership, such that if processed well through the various commitment and support of an organization's top echelon will produce the right quality of output which is the financial sustainability. The organization's top echelon support is a function of organization intentions and perceived control in the collaborative leadership process which determines the expected success of the outcome of sustained financial performance and operational efficiency within the organization (Lim & Sambrook, 2010).

Top echelon support is assumed to be a key component for collaboration and building consensus in a functionally collaborative leadership context. In a strong collaborative context teams and groups are more empowered to serve the shared goal. This attractiveness to drive shared goals builds the teams' and groups' cohesiveness. The higher the level of top echelon support in facilitating collaborative leadership the higher the productivity of teams and groups. Top echelon support also determines the level of engagement and satisfaction of teams and groups in the collaborative context (Tian *et al*., 2018)

Top echelon support entails how the collaborative teams and groups are treated. This is a critical factor in their work engagement. Top echelon support through the decisions and accountability mechanisms in a collaborative setting have the potential of improving the productivity of individuals, teams, and groups which in turn facilitates the growth of financial performance. Clarity of purpose or share value and conducive organization culture is part of the wider top echelon support components which has the potential of encouraging employees and teams to perform at their best.

Additionally, when the top echelon is committed to the welfare of teams and groups in a collaborative setting, this encourages fairness and has the potential to improve productivity in the teams and groups (Robinson *et al*., 2004). The organizational commitment which is referred to in this study as top echelon support has potentially a great impact on the operational efficiency in the organization as the collaborative teams and groups feel that the organization appreciates their work contribution and facilitates their quick resolutions of problems (Rubel & Kee, 2013). Based on the findings of reviewed literature on the relationships between

collaborative leadership and top echelon support and financial sustainability (Martono *et al*., 2020; Sitorus *et al*., 2020; Tian *et al*., 2018), the author proposes that:

Proposition 5: *The effect of the dimensions of collaborative leadership on financial sustainability is contingent upon the level of Top Echelon Support the organization experiences from the management of the organization.*

Proposition 6: *The effect of the dimensions of collaborative leadership on the adopted and aligned business model is conditioned by the level of Top Echelon support experienced from the top management of the organization.*

Proposition 7: *The effect of the aligned and adopted Business Model on the financial sustainability of an organization is conditioned by the level of Top Echelon support experienced from top management of the organization.*

Proposition 8: *The level of dependence of the effect of the dimensions of collaborative leadership on financial sustainability is contingent upon the level of Top Echelon Support experienced.*

Conclusion

The design of this present study was more conceptual and the objective was to generate a conceptual model and propositions that could be empirically tested. The eight propositions that constitute the understanding of collaborative leadership in an organizational context are critical in providing practical implications for leaders at all levels interested in implementing collaborative leadership in their organizations. This study reviewed the extant literature and has provided a conceptualization of the framework for future empirical testing on collaborative leadership. This is critical in the advancement of both scholarly and leadership practice in organizations.

Leaders and teams in organizations would find the contents of the model useful for their application in designing successful collaborative leadership strategies in facilitating financial sustainability for their organizations. The proposed model provides a guide to collaborative leaders and top organization leaders, to appreciate the implications of collaborative leadership on the financial sustainability of their organizations more importantly in the current dynamic, uncertain, volatile operating environment affected by Covid-19 pandemic, technological advancement, employees' democratization among other factors that have a direct impact on the sustainability of the organizations.

The paper was also not short of some limitations worth noting. The extant theoretical, conceptual, and empirical though extensively reviewed may not be fully sufficient as they were limited to the constructs under study that would provide an in-depth understanding of the concept of collaborative leadership in an organizational context. The study, therefore, recommends a further triangulated approach on the implementation of collaborative leadership and the related emergent concerns and outcomes. There is also a need to ensure the recommended propositions in this study are empirically validated or confirmed.

References

Adner, R. (2002). When are technologies disruptive? A demand-based view of the emergence of competition. *Strategic Management Journal*, 23, 667–688. https://doi.org/10.1002/smj.246

Afuah, A. (2004). *Business models: A strategic management approach*. New York, NY: Irwin/McGraw-Hill.

Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50, 179-211. https://doi.org/10.1016/0749-5978(91)90020-T

Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-Hall.

Ang'ana, G., A., & Chiroma J., A. (2021). Collaborative leadership and its influence in building and sustaining successful cross-functional relationships in organizations in Kenya. *IOSR Journal of Business and Management (IOSR-JBM), 23*(08), 2021, pp. 18-26. DOI: 10.9790/487X-2308061826

Arbabi, A., & Mehdinezhad, V. (2015). The relationship between the school principals' collaborative leadership style and teachers' self-efficacy. *Palestrica of the Third Millennium Civilization & Sport*, 16 (2): 125–131.

Archer, D., & Cameron, A. (2013). Collaborative leadership: Building relationships, handling conflict and sharing control (2nd ed.). Routledge. https://doi.org/10.4324/9780203067505

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly, 15*(6):801-23. https://doi.org/10.1016/j.leaqua.2004.09.003

Baden-Fuller, C., & Mangematin, V. (2013). Business models: A challenging agenda. *Strategic Organization*, 11 (4), 418 - 427. DOI: 10.1177/1476127013510112

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215. https://doi.org/10.1037/0033-295X.84.2.191

Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. *Journal of Management, 38*, 9–44. https://doi.org/10.1177/0149206311410606

Bastedo, M. N. (2006). Open systems theory. Encyclopedia of educational leadership and administration, 711. https://doi.org/10.4135/9781412939584.n406

Bird, A., & Osland, J. S. (2004). Global competencies: An introduction. In H. Lane, M. Maznevski, M. Mendenhall & J. McNett (Eds.). *Handbook of global management* (pp. 57- 80). Oxford, UK: Blackwell. https://doi.org/10.1111/b.9780631231936.2004.00005.x

Bird, A., Mendenhall, M., Stevens, M. J., & Oddou, G. (2010). Defining the content domain of intercultural competence for global leaders. *Journal of Managerial Psychology, 25*, 810- 828. doi:10.1108/02683941011089107

Blaess, D. A., Hollywood, K. G., & Grant, C. (2012). Preparing the professoriate to prepare globally competent leaders. *Journal of Leadership Studies, 6*(2), 88-94. doi:10.1002/jls.21240

Bruce, M. (2005). Participatory partnerships: Engaging and empowering to enhance environmental management and quality of life? *Social Indicators Research* 71:123–44. https://doi.org/10.1007/s11205-004-8016-0

Bushe, G., R., & O'malley, J. (2013). *Changing organizational culture through clear leadership*. In Carter, L., Sullivan, R., Goldsmith, M., Ulrich, D. & Smallwood, N. (Eds.). The Change Champions Field Guide (2nd Ed (463-479). Wiley.

Carter, M. M. (2006). The Importance of Collaborative Leadership in Achieving Effective Criminal Justice Outcomes. *Center for Effective Public Policy*.

Chrislip, D. (2002). The Collaborative Leadership Fieldbook - A guide for citizens and civic leaders. Josey Bass. ISBN 0-7879-5719-4.

Colovic, A. (2021). Leadership and business model innovation in late internationalizing SMEs. *Long Range Planning*. https://doi.org/10.1016/j.lrp.2021.102083

Dansereau, F., Graen, G., & Haga, W.J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13, 1: 46-78. ISSN 0030-5073. https://doi.org/10.1016/0030-5073(75)90005-7.

DaSilva, C. M., & Trkman, P. (2014). Business model: What it is and what it is not. *Long Range Planning*, 47(6), 379- 389. https://doi.org/10.1016/j.lrp.2013.08.004

De Meyer, A. (2009). Collaborative Leadership: new perspectives in leadership development. Cambridge Judge Business School.

Echavarria, Martin (2015). Enabling Collaboration – Achieving Success Through Strategic Alliances and Partnerships. LID Publishing Inc. ISBN 9780986079337.

Echavarria, Martin (2015). *Enabling Collaboration: Achieving Success Through Strategic Alliances and Partnerships*. LID Publishing Inc. ISBN 9780986079337.

Elkington, J. (2006). Governance for Sustainability. *Corporate Governance: An International Review*, 14(6); 522-529. https://doi.org/10.1111/j.1467-8683.2006.00527.x

Emerson, K., Tina, N., and Stephen, B. (2011). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22, 1- 29. https://doi.org/10.1093/jopart/mur011

Frankfort-Nachmias, C., & Nachmias, D. (2004). *Research Methods in the Social Sciences* (5th ed.). London: Arnold.

Gardner, W.L., Cogliser, C.C., Davis, K.M., & Dickens, M.P. (2011). Authentic leadership: A review of the literature and research agenda. *Leadership Quarterly, 22*, 1120-1145. https://doi.org/10.1016/j.leaqua.2011.09.007

Goleman, D. & Boyatzis, R. (2013). HBR's 10 must-reads on collaboration. *Harvard Business Review Press*.

Goman, C., K. (2015, February 5). *Has your collaboration strategy fallen into the 'Say-Do' Gap?* Forbes. https://www.forbes.com/sites/carolkinseygoman/2015/02/05/has-your-collaboration-strategy-falled-into-the-say-do-gap/

Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in Organizational Behavior,* 9, 175–208.

Hamlin, R. G., Ruiz, C. E., & Wang, J. (2011). Perceived managerial and leadership effectiveness within Mexican and British public sector hospitals: A cross-nation comparative analysis. *Human Resource Development Quarterly, 22*, 491-517. doi:10.1002/ hrdq.20087

Harris, C. B., Barnier, A. J., & Sutton, J. (2012). Consensus collaboration enhances group and individual recall accuracy. *The Quarterly Journal of Experimental Psychology, 65*(1), 179-194. https://doi.org/10.1080/17470218.2011.608590

Hurley, T., J. (2011). Collaborative leadership: Engaging collective intelligence to achieve results across organizational boundaries. *Oxford Leadership*.

Huxham, C., & Vangen, S. (2005). Managing to collaborate: the theory and practice of collaborative advantage (1st ed.). Routledge.

Insurance Regulatory Authority (2021). Insurance industry report for the period January to December 2020. Available: http://www.IRA.co.ke

Jameson, J. (2007). Investigating collaborative leadership for communities of practice in learning and skills. *Center of Excellence in Leadership*. Lancaster University Management School.

Jung, D. I., & Sosik, J. J. (2002). Transformational leadership in work groups: The role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small Group Research, 33*(3), 313–336. https://doi.org/10.1177/10496402033003002

Leithwood, K., & Mascall, B. (2008). Collective leadership effects on student achievement. *Educational Administration Quarterly, 44*(4), 529–561. https://doi.org/10.1177/0013161X08321221

Leithwood, K., Jantzi, D., Earl, L. Watson, N., & Fullan, M. (2004). Strategic leadership on a large scale: the case of England's National Literacy and Numeracy Strategies, *Journal of School Management and Leadership, 24,* (1): 57-79.

Lindgardt, Z., Reeves, M., Stalk, G., & Deimler, M. S. (2009). *Business model innovation: When the game gets tough, change the game*. Boston: Boston Consulting Group.

Lowy, A., Hood, P. and Singer, E. (2005). The networked idealist advantage. *Strategy and Leadership, Vol. 33*, No. 3, 4 -10. https://doi.org/10.1108/10878570510594406

Maak, T., & Pless, N. M. (2006). Responsible leadership in a stakeholder society–a relational perspective. *Journal of Business Ethics, 66*(1):99-115. https://doi.org/10.1007/s10551-006-9047-z

Maalouf, Georges, Y. (2019). Effects of collaborative leadership on organizational performance. *International Journal of Multidisciplinary Research and Development. Volume 6;* Issue 1; Page No. 138-144. DOI: https://doi.org/10.22271/ijmrd.2019.v6.i1.25

Markle-Reid, M., Dykeman, C., Ploeg, J., Kelly S. C., Andrews, A., Bonomo, S., Orr-Shaw, S., & Salker, N. (2017). Collaborative leadership and the implementation of community-based fall prevention initiatives: a multiple case study of public health practice within community groups. *BMC Health Services Research*. 17 (1): 141. Doi: 10.1186/s12913-017-2089-3. PMC 5314627. PMID 28209143.

McDermott, R., & Archibald, D. (2010). Harnessing your staff's informal networks. *Harvard Business Review*, 88(3), 82-9

Mehdinezhad, V., & Arbabi, A. (2015). School principals' collaborative leadership style and relation it to teachers' self-efficacy". *International Journal of Research Studies in Education*, 4 (5). doi:10.5861/ijrse.2015.1218.

Morris, M., Schindehutte, M., Richardson, J., & Allen J. (2006). Is the business model a useful strategic concept? Conceptual, theoretical, and empirical insights. *Journal of Small Business Strategy*, 17(1), 27–50.

Mueller, J. S., & Kamdar, D. (2011). Why seeking help from teammates is a blessing and a curse: A theory of help seeking and individual creativity in team contexts. *Journal of Applied Psychology, 96*(2), 263–276. https://doi.org/10.1037/a0021574

Nick, L., & Matthew, T. (2013). Why the World Needs Tri-Sector Leaders. *Harvard Business Review*.

Njenga N., M. (2018). The influence of collaborative leadership on team's performance: A Case study of Kingdom SACCO. *IOSR Journal of Business and Management (IOSR-JBM), Vol. 20*, No. 12, pp. -.54-59.

Northouse, P. (2019). *Leadership : Theory and Practice*. 8th ed. Los Angeles Sage.

Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). Clarifying business models: Origins, present, and future of concept. *Communication of the Association for Information Systems*, 16 (1), 1-25. https://doi.org/10.17705/1CAIS.01601

Patel, H., Pettitt, M., & Wilson, J., R. (2012). Factors of collaborative working: A framework for a collaboration model. *Applied Ergonomics, 43*, 1-26. https://doi.org/10.1016/j.apergo.2011.04.009

Pearce, C. L., & Barkus, B. (2004). The future of leadership: Combining vertical and shared leadership to transform knowledge work [and Executive Commentary]. *Academy of Management Executive (1993–2005), 18*(1), 47–59. https://doi. org/10.2307/4166034

Radnor, Z., Bateman, N., Esain, A., Kumar, M., & Williams, S. (2015). *Public Service Operations Management A Research Handbook*, Routledge, ISBN 9781138813694

Rubin, H. (2009). *Collaborative Leadership: Developing Effective Partnerships for Communities and Schools*. Corwin Press. ISBN 978-1-4129-6544-6.

Sanker, D. (2012). *Collaborate: The art of we*. Jossey-Bass.

Schmidt, H. (2006) Leadership styles and leadership change in human and community service organisations. *Nonprofit Management and Leadership, Vol. 17*, No. 2. https://doi.org/10.1002/nml.142

Taormina, R. J., & Selvarajah, C. (2005). Perceptions of leadership excellence in ASEAN nations. *Leadership, 1,* 299-322. doi:10.1177/1742715005054439

Tapscott, D., & Williams, A. D. (2006). *Wikinomics: How Mass Collaboration Changes Everything*. Atlantic Books. ISBN 1-59184-193-3.

Teece, D. J. (2010). Business models, business strategy, and innovation. *Long Range Planning*, 43(2), 172-194. https://doi.org/10.1016/j.lrp.2009.07.003

Thompson, J., & Macmillan, I. (2010). Business models: Creating new markets and societal value. *Long Range Planning*, 43(2), 291-307. https://doi.org/10.1016/j.lrp.2009.11.002

Thomson, A. M., & Perry, J. L. (2006). Collaboration processes: Inside the black box. *Public Administration Review, 66*(s1), 20-32. https://doi.org/10.1111/j.1540-6210.2006.00663.x

Torraco, R. J. (2016). Writing integrative literature reviews: Using the past and present to explore the future. *Human Resource Development Review*, 15(4), 404-428. http://10.1177/1534484316671606

Wilson, Steven (2013). Collaborative leadership: it's good to talk. *British Journal of Healthcare Management. 19* (7): 335–337. doi:10.12968/bjhc.2013.19.7.335

Yukl, G. (2012). Effective leadership behavior: what we know and what questions need more attention. *Academy of Management Perspectives 26*(4): 66–85. https://doi.org/10.5465/amp.2012.0088

Zott, C., Amit, R., & Massa, L. (2011). The Business Model: Recent Developments and Future Research. *Journal of Management*, *37*(4), 1019-1042. https://doi.org/10.1177/0149206311406265