

Research on Team Leadership Emergence and Its Driving Factors

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Abstract. According to the relevant literature, this paper summarizes the connotation of team leadership emergence based on the concept of leadership emergence, and focuses on the individual level to summarize the driving factors of team leadership emergence, with a view to combing and improving the literature of team leadership emergence, and looking forward to new research perspectives and directions of team leadership emergence in the future.

Keywords: Team leadership emergence, individual characteristics, leadership behavior style, leadership behavior structure.

1. Introduction

Leadership is one of the most common and important phenomena in human social life. Since ancient times, many scholars have studied leadership, and its basic starting point is the study of leadership. Leadership has been the focus of the introduction and discussion of Western management and leadership theories in China since the beginning of the 21st century. For enterprises, leadership will have a great impact on the future development of enterprises, and it is an important support for enterprises to continue to move forward steadily. In a popular sense, individuals who can lead themselves or others, whether in an individual, a team or an organization, will show certain leadership, and correspondingly show leadership at different levels, such as individual leadership, team leadership or organizational leadership. In today's high-speed development of information technology era, the task is becoming more and more complex, more and more people need to cooperate in order to complete. Morgeson et al. (2010) also found that 91% of senior managers believe that team is the key to organizational success. Both theory and practice show that all teams show some form of leadership [3]. Scholars Sonia and Erica (2010) call the leadership that involves the whole team work team leadership. Team leadership can affect the process and results of the team, and also plays a decisive role in promoting, developing and maintaining team effectiveness. Therefore, this paper focuses on the team level, and on the basis of combing the relevant literature, explains the driving factors of team leadership emergence, provides some references for future researchers on team leadership and its emergence, and provides some references for team management practice based on the leadership perspective.

2. Connotation of Team Leadership Emergence

Different scholars have different emphasis on leadership emergence. Focusing on individuals, Judge et al. (2002) argued that the emergence of leadership refers to the degree to which individuals are perceived as leaders. Focusing on the team, Dinh et al. (2014) scholars believe that the emergence of leadership is a process in which team members recognize peer leadership. In addition, some scholars define leadership emergence by comparing leadership emergence with leadership effectiveness. If some scholars put forward the two concepts of excessive leadership emergence (the level of individual emerging leadership is higher than the effectiveness of leadership brought about by it) and insufficient leadership emergence (the level of individual emerging leadership is lower than the effectiveness of leadership brought about by it) [4]. To sum up, no matter what level of focus, the emergence of leadership is a process in which Leaders' leadership status is recognized. Therefore, the

emergence of team leadership refers to a process in which team members communicate with each other and perceive that one member has the ability to lead other members to carry out activities. Other members are also willing to adopt the suggestions and ideas of this member, and gradually this member gains recognition and support from other members.

3. Driving Factors of Team Leadership Emergence

The factors that influence the emergence of team leadership, including individual factors, including individual characteristics, leadership behavior and leadership behavior structure, will be analyzed from these three aspects.

3.1 Individual Characteristics

Personal attributes can predict which team member can be a leader. For example, the scholar Kotter (1990) focused on the personal characteristics of leaders, believing that the sense of mission, vision and dedication of leaders are the source of leadership. Others have studied the factor of individual difference, believing that individual difference is the main and relatively stable predictor of leadership emergence, but many scholars' research results are contrary to it. For example, in meta-analysis reviews, Judge et al. (2002) revealed that the Big Five Personality Model (Extroversion, Emotional Stability, Openness, Agreeableness and Responsibility), which was regarded as a fairly comprehensive classification of individual differences, only explained 23% of the differences in leadership emergence and leadership effectiveness. Overall, these individual attributes are only slightly effective in explaining the emergence of leadership. In addition, the relationship between individual attributes and team leadership emergence may also be affected by team type, which shows that there are differences between individual attributes and team leadership emergence in different types of teams [5].

In short, team members develop unique thinking and interaction patterns about leadership that cannot be explained entirely by individual attributes. As a result, team researchers began to focus on factors other than individual attributes.

3.2 Leadership Behavior

Whether a team member can become an individual leader or not can also be inferred by observing the behavior of other team members. Leadership style of team members is the result of their characteristics, motivation and past experience. The four main leadership behaviors in a team include initiating structure, vision communication, consideration and intellectual stimulation. Start-up structuring aims to promote the successful completion of team tasks, so start-up structuring is a form of task-oriented leadership behavior. Vision communication aims to persuade others to contribute to the realization of vision. It is a change-oriented leadership behavior and an integral part of transformational leadership. Care is designed to focus on the feelings of other team members and treat them in a friendly manner. Because of the emphasis on building strong interpersonal relationships, caring is a relationship-oriented form of leadership behavior. When team members engage in intelligence-inspired leadership, they will prompt other members to think differently and help solve the problems faced by the team. Like vision communication, intellectual stimulation is a change-oriented leadership behavior, which is an integral part of transformational leadership.

Relational Model Leadership Theory acknowledges that emergent Leaders' personal attributes can affect their behavior, while the relationship model can affect the type of leadership that appears in the team. Specifically, some studies have found that the authoritative hierarchical relationship model is positively correlated with the leadership behavior of initiating structured and vision communication, and the shared relationship model is positively correlated with the leadership behavior of caring and intellectual stimulation [6]. Therefore, the performance of leadership behavior varies among teams with different relationship models, which may affect the emergence of team leadership.

3.3 Leadership Behavior Structure

Scholars used social network analysis to construct the behavior structure of leadership activities [8]. In particular, the two network concepts of density and centrality are often used to identify the structure of leadership behavior. Network density represents the total amount of leadership behavior in a team. Network centrality represents the number of members who often initiate leadership. These leadership behavior structures adopt different frameworks in authoritative and shared teams.

First, in authoritative level teams, their relationship model is based on hierarchical command and control system. Authoritative rank teams produce a high-centered leadership behavior structure, with only a few members participating in leadership behavior. In addition, the overall leadership level of authoritative team is lower than that of shared team. From this, we can see that the leadership behavior density of authoritative rank team is relatively low.

Secondly, in a shared team, team members frequently participate in leadership behavior, which results in a high network density leadership behavior structure. However, leadership behavior is evenly distributed among team members, resulting in a low-centered leadership behavior structure.

In conclusion, the degree of network centrality in authoritative teams is higher than that in shared teams, and the network density is lower than that in shared teams. As a result, different leadership behavior structures will lead to differences in the emergence of team leadership.

4. Summary and Prospect

The emergence of team leadership is of great significance to the development of leadership theory and the practice of team leadership. Individual factors have an important impact on the emergence of team leadership. The emergence of team leadership, that is, to gain leadership recognition, to have an important influence on other members and to obtain strong support from other members, has a positive impact on team process and team results. Active Team Leadership helps members to cooperate better, avoid unnecessary team conflicts, and thus significantly improve the effectiveness of team level and individual level. Leadership emergence is very important for leaders. Leaders should constantly improve their abilities and knowledge, and get closer to the ideal prototype leaders in their minds, so as to get more loyal followers.

Although scholars are increasingly aware of the important role of the emergence of team leadership, and the discussion and Research on the emergence of team leadership are also growing, there are still some areas worthy of in-depth study. For example, in the future, we can ascend to the team level to explore the driving factors of team leadership emergence, such as team atmosphere and situational factors, whether they will have an impact on team leadership emergence.

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