

# Cambridge Elements<sup>≡</sup>

## Elements in Leadership

edited by

Ronald E. Riggio

*Claremont McKenna College*

Susan E. Murphy

*University of Edinburgh*

Founding Editor

Georgia Sorenson

*University of Cambridge*

## SHARED LEADERSHIP 2.0

### *Taking Stock and Looking Forward*

Christina L. Wassenaar

*University of South Alabama*

Craig L. Pearce

*Pennsylvania State University*

Natalia Lorinkova

*Pennsylvania State University*



CAMBRIDGE  
UNIVERSITY PRESS

Cambridge University Press & Assessment  
978-1-009-56051-1 — Shared Leadership 2.0  
Christina L. Wassenaar , Craig L. Pearce , Natalia Lorinkova  
Frontmatter  
[More Information](#)



CAMBRIDGE  
UNIVERSITY PRESS

Shaftesbury Road, Cambridge CB2 8EA, United Kingdom

One Liberty Plaza, 20th Floor, New York, NY 10006, USA

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,  
New Delhi – 110025, India

103 Penang Road, #05–06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of Cambridge University Press & Assessment,  
a department of the University of Cambridge.

We share the University's mission to contribute to society through the pursuit of  
education, learning and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)

Information on this title: [www.cambridge.org/9781009560511](http://www.cambridge.org/9781009560511)

DOI: 10.1017/9781009560467

© Christina L. Wassenaar, Craig L. Pearce and Natalia Lorinkova 2025

This publication is in copyright. Subject to statutory exception and to the provisions  
of relevant collective licensing agreements, with the exception of the Creative  
Commons version the link for which is provided below, no reproduction of any part  
may take place without the written permission of Cambridge University Press &  
Assessment.

An online version of this work is published at [doi.org/10.1017/9781009560467](https://doi.org/10.1017/9781009560467) under  
a Creative Commons Open Access license CC-BY-NC 4.0 which permits re-use,  
distribution and reproduction in any medium for non-commercial purposes providing  
appropriate credit to the original work is given and any changes made are indicated.  
To view a copy of this license visit <https://creativecommons.org/licenses/by-nc/4.0>

When citing this work, please include a reference to the DOI 10.1017/9781009560467

First published 2025

*A catalogue record for this publication is available from the British Library*

ISBN 978-1-009-56051-1 Hardback

ISBN 978-1-009-56048-1 Paperback

ISSN 2631-7796 (online)

ISSN 2631-7788 (print)

Cambridge University Press & Assessment has no responsibility for the persistence or  
accuracy of URLs for external or third-party internet websites referred to in this  
publication and does not guarantee that any content on such websites is, or will  
remain, accurate or appropriate.

## Shared Leadership 2.0

### Taking Stock and Looking Forward

Elements in Leadership

DOI: 10.1017/9781009560467  
First published online: March 2025

Christina L. Wassenaar  
*University of South Alabama*

Craig L. Pearce  
*Pennsylvania State University*

Natalia Lorinkova  
*Pennsylvania State University*

**Author for correspondence:** Christina L. Wassenaar,  
Christina.L.Wassenaar@gmail.com

**Abstract:** Shared leadership entails a dynamic, interactive influence process among groups and teams. Whereas traditional models of leadership emphasize the importance of vertical leadership as a role occupied by an individual in a designated position, shared leadership emphasizes the importance of leadership as an unfolding social process, shifting the influence to the person with the most relevant knowledge, skills and abilities, juxtaposed against the emerging task-related requirements. Research shows that shared leadership is a robust predictor of group, team, and organizational outcomes across a variety of organizations, industries, and cultural contexts. In fact, shared leadership is a better predictor of outcomes than vertical leadership. This Element provides a comprehensive review of the research on shared leadership, and points to promising directions for the future, in terms of both research and the practical application of shared leadership in action. This title is also available as Open Access on Cambridge Core.

**Keywords:** leadership, shared leadership, team, teamwork, collaboration

© Christina L. Wassenaar, Craig L. Pearce and Natalia Lorinkova 2025

ISBNs: 9781009560511 (HB), 9781009560481 (PB), 9781009560467 (OC)  
ISSNs: 2631-7796 (online), 2631-7788 (print)

Contents

1	Bringing Shared Leadership to the Fore	1
2	Historical Bases of Shared Leadership	10
3	Antecedents of Shared Leadership	20
4	Outcomes of Shared Leadership	29
5	Shared Leadership: A Future Research Agenda	46
6	Putting Shared Leadership into Practice	57
7	The Future of Shared Leadership	63
	References	69