

Exploring the antecedents of shared leadership in event organisations

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Appendix A – Example interview protocol

1. Agreement to participate	Ensure they have read participant information form Signing of consent form
2. My research	Shared leadership definition: To critically examine the opportunities and suitability of shared leadership in intra and inter-organisational event agency teams. -
Theme 2: Organisation and role	
3. Can you tell me about your organisation and its work?	What best describes your organisation - what sort of organisation is it? <ul style="list-style-type: none"> • Culture • Benefits of working there • Drawbacks of working there
4. About you and your role here?	How long have you worked here? <ul style="list-style-type: none"> • Responsibilities • Who do you work with?
Theme 3: Team	
5. Can you spend a few minutes describing the team you work in to me?	<p>How big is the team? How long have you all worked together? How well would you say you know each other? Relationships What helps for a good relationship with colleagues? What hinders it? How close are you to other team members? Do you have to interact with them daily? More / less? Do you work together on some tasks?</p> <p>Who does what and when? How is this decided? How are decisions made in the team? (Strategic planning, missions / vision and goal setting. Dealing with client and project design / development)</p> <p>What are some specific ways that various members use their expertise and interests? (Strengths and weaknesses – including self)</p> <p>Sense of purpose / shared goal Does it have a clearly understood direction or goal or sense of purpose? What is it? Who creates the vision? How is it created? How are collaborative goals determined? Are the group committed to the goal? Client? (Who determines the goals and objectives and strategies? Are the team members involved? If so, how)</p>
6. Can you give me an example of a time when the team has	How would you describe the process members use to work together?

<p>faced a difficult problem and has come together to resolve it? What happened?</p>	<p>What happens when there is conflict? How does communication happen? Is there a collaborative culture?</p>
<p>Theme 4: Leadership</p>	
<p>7. Can you talk to me about what leadership means to you?</p>	<p>What is leadership? What is leadership like at your organisation? Give me an example of good / bad leadership What sort of leader is your formal leader of the team? What about the CEO</p>
<p>8. My research is based on the sharing of leadership in teams - can you tell me whether you think leadership is shared in your team?</p>	<p>If so, how? When? Does it work? If not, why not? What stops it happening? Could it work?</p> <p>Do you think anyone else leads in your team? How do they do it? What helps them and hinders them? When do they do it? Why might others not take leadership roles?</p>
<p>9. Would you describe yourself as a leader?</p>	<p>If so, When? How and Why? What makes it happen? If not, why not? What prevents it from happening? What would you need in order to develop your leadership practice?</p>
<p>10. How do you think team dynamics and leadership changes at different stages in your event planning life cycle?</p>	<p>What happens at different stages of the project life cycle? What happens when things become urgent / near to delivery? Do roles change? What happens when the team experiences stress – for example, if the event is at risk? Or there is a sudden time pressure?</p>

Appendix B: Participant Observation guide

Participant observation guide

General

Description of what I am observing – who and what the office looks like / seating structures / meeting spaces / informal meeting areas etc

Is it a creative environment?

Who works where?

How do I feel?

General atmosphere – climate of trust / sense of urgency or calmness?

Team size / member maturity / familiarity

Verbal behaviours:

Who speaks to who / who initiates it / language / tone of voice:

Casual conversations / informal chats – between team members

Casual conversations / informal chats – with me

Giving work / delegation

Problem solving conversations

Empathy

Decision making processes

Support – business and / or personal

Interactions – who / when / where and why

Physical behaviours

What people do / who does what / who is or isn't interacting

Human traffic – how often do people move around / enter space / leave the space

Communication processes

How do they communicate – face to face? Email? Telephone?

Interdependence? Tasks appear to be interconnected, integrated, co-ordination and requiring joint action?

Levels of team communication and cohesiveness

All team members having a voice?