VILNIUS UNIVERSITY

BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT

By

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MASTER'S THESIS

Pasidalyta lyderystė ir saviorganizacijos praktikos projektų komandos valdyme	***Shared Leadership and Self-Organizing Practices in Project Team Management***

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SANTRAUKA

VILNIAUS UNIVERSITETO
VERSLO MOKYKLA
TARPTAUTINĖ PROJEKTŲ VALDYMO PROGRAMA
STUDENTAS: AKASHBABU KRPET PRAKASH
PASIDALYTA LYDERYSTE IR SAVIORGANIZACIJOS PRAKTIKOS PROJEKTU KOMANDOS VALDYME

Magistro darbo vadovas : Dr. Assoc. Andrius Valickas
Darbas paruoštas : 2024 Vilnius
Darbo apimtis : 80 pages
Lentelių skaičius : 7
Iliustracijų skaičius : 11
Informacijos šaltinių skaičius : 33

Trumpas magistro darbo aprašymas: Siekiant patenkinti lankstumo, kūrybiškumo ir bendradarbiavimo reikalavimus šiuolaikiniuose sudėtinguose projektuose, projektų komandos valdyme reikalingos naujos lyderystės strategijos, peržengiančios tradicinius hierarchinius valdymo modelius. Taigi, šiame tyrime pagrindinis dėmesys skiriamas tam, kaip bendras lyderystės ir savęs organizavimo praktika projektų komandos valdyme gali paveikti šiuos projektus.

Magistro darbo tikslai ir uždaviniai: Šiame tyrime nagrinėjama, kaip vadovavimo praktika pagerina komandos veiklą, prisitaikymą, lankstumą ir bendradarbiavimą dinamiškose projektų aplinkose, kartu mažinant atotrūkį tarp teorijos ir praktinio projektų komandos valdymo sudėtinguose šiuolaikiniuose projektuose.

Tyrimo metodika: Šiame tyrime naudojama kiekybinė metodika, skirta šios praktikos poveikiui įvertinti, naudojant struktūrinės apklausos klausimyną, į kurį įtraukiami daugelio skirtingų pramonės šakų ekspertų atsakymai.

Atliktas tyrimas ir rezultatai: Šis tyrimas parodė, kad tokia vadovavimo praktika projektų komandos valdyme didina pasitikėjimą komanda, vaidmenų lankstumą ir bendradarbiavimo sprendimų priėmimą, ypač sudėtingose ir tarpusavyje susijusiose darbo aplinkose.

Išvada: Šioje disertacijoje pabrėžiama, kaip bendra lyderystė ir savarankiško organizavimo praktika projektų komandos valdyme gali pagerinti komandos lankstumą, bendradarbiavimą ir inovacijas, kartu sprendžiant tradicinių lyderystės modelių apribojimus šiuolaikiniuose sudėtinguose projektuose.

SUMMARY

VILNIUS UNIVERSITY
BUSINESS SCHOOL
INTERNATIONAL PROJECT MANAGEMENT PROGRAM
STUDENT: AKASHBABU KRPET PRAKASH

SHARED LEADERSHIP AND SELF-ORGANIZING PRACTICES IN PROJECT TEAM MANAGEMENT

Master's Thesis Supervisor: Dr. Assoc. Andrius Valickas

Master's Thesis Prepared: 2024 Vilnius

Master's Thesis Scope: 80 pages

Number of Tables in Master's Thesis: 7

Number of Figures in Master's Thesis: 11

Number of References: 33

A short description of the Master's Thesis: To meet the requirements for flexibility, creativity, and collaboration in the modern-day complex projects , the new leadership strategies that move beyond traditional hierarchical management models are required in the project team management. So , this study focuses on how Shared leadership and self-organizing practices in project team management can affect those projects .

Aims and Objectives of the Master's Thesis: This study explores how leadership practices enhance team performance, adaptability, flexibility, and collaboration in dynamic project environments, while bridging the gap between theory and practical project team management in complex modern projects.

Research Methodology: The present research uses a quantitative methodology to evaluate the impact of these practices by using a structured survey questionnaire that involves responses from experts from many different kinds of industries.

Research carried out and outcomes : This study showed these leadership practices in project team management enhances team trust, role flexibility, and collaborative decision-making, particularly in complex and interdependent work environments.

Conclusion: This thesis highlights how shared leadership and self-organizing practices in project team management can improve team flexibility, collaboration, and innovation while addressing the limitations of traditional leadership models in modern day complex projects.

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INTRODUCTION

Project management is changing as fast as organizations adapt to new technological advancements, which makes the handling of larger global projects more complex and reduces the success of the completion of projects and resulting that the traditional organizational structures, where a single top-level manager makes all the decisions in the projects, don't fit the detailed, collaborative needs of today's projects. So more flexible management techniques are necessary, given the current pace and interdependence of projects with other departments and global team management.

To meet these needs to address the complexity of modern day projects and project team management the innovative approaches like shared leadership and self-organizing practices in the project teams are more necessary and these are pretty good approaches to handling these complex projects. The team may make decisions together because of using the shared leadership techniques in the project team management and each team member are given leadership responsibilities of their own according to their individual talents and areas of experience and doing this can speed up and improve the project's completion. Therefore, in addition to improving how the team works and communicate with each other and different departments of the organization this collaborative and shared leadership methods provides a sense of shared accountability and ownership among team members for the tasks they are working on. Similarly, the self-organizing practices in project teams give the team members additional flexibility by allowing team members to manage their work and make decisions in difficult and critical situations while working on the projects without top-level management's approval. So these new techniques allow project teams to adapt to rapid changes, take responsibility for their tasks, and put forth their best efforts on the projects. As a result, these teams can quickly innovate and tackle new challenges by creating a dynamic and more engaged work environment as compared to traditional one.

The shared leadership and self-organizing practices in the project team management are essential for boosting project performance which suggests that today's complex projects demand project teams that can quickly adapt and respond to new developments in the objectives and goals of the projects, this could be responded by shared leadership and promoting self-management leadership roles in the project teams become more agile and responsive, making it easier to navigate these complexities effectively. Also, both of these

methods put together in project team management will additionally create an work environment of continuous growth and learning in the organization. Also this work atmosphere that is suitable for innovation and development is created by encouraging team members to exchange each others expertise and gain knowledge from one another and not only that the project teams can adapt their procedures, proactively handle problems, and consistently produce excellent results thanks to this continuous learning cycle in the project teams.

As for as the studies show the traditional hierarchical leadership methods fail to address the complex projects within the timeframe set by clients or deliver sufficient results in today's frequently changing project environments because of the reason the common top-down management style frequently finds it difficult to handle the complexity and quick changes present in modern projects and the traditional leadership techniques also limit quick decision-making and the capacity to quickly adjust to changing work conditions, which can result in inefficiencies and poor outcomes for the projects. As projects become more complex, need of more flexible and adaptable management strategies becomes more important in order to successfully complete the projects.

In project management, self-organizing teams and shared leadership have gained popularity as solutions to these issues. By rearranging decision-making and empowering team members, these strategies foster a collaborative environment where leadership is allocated based on situational demands and skills. The Self-organizing teams and shared leadership practices in team have many advantages, but implementing them into project team management is not always easy because the success of these techniques can be reduced by factors such as team members willingness to accept the freedom to make decision by themself, fixed organizational culture where traditional management roles will not be happy to adjust, and previous leadership models which needs to changes.

This study was basically conducted to expand our knowledge of how self-organizing methods and shared leadership in project management might improve project outcomes in different types of organizations by taking on previous discussions and recent research. We aim to find helpful guidelines and tactics that project managers may use and apply to the complexity present in modern project environments .

The aim the study is to determine and provide how self-organizing and shared leadership practices in project team management might enhance project team approaches in

many different kinds of industries and different kinds of complex projects. This study also to identify the factors that support and limit the use of shared leadership and self-organizing strategies in project team management across a range of sectors and workplaces where the complex modern-day projects are being used.

The following are the objectives of this master's thesis:

- Examine Current Techniques: A clear and in-depth review of the literature on shared leadership and self-organization techniques currently used in project teams across organizations and subject areas is required.
- Identify limits and Challenges: Find out and specify the barriers or challenges that companies may face when attempting to successfully use the self-organization and shared leadership practices in project team management.
- Investigate Success Enabling variables: This study also needs look at the organizational features or regulations and circumstances that may provide the acceptance and application of self-organization and shared leadership in project management.
- Evaluate the Impact on Project Outcomes: Evaluate how effectively self-organizing procedures and shared leadership practices improve project outcomes and performance metrics like teamwork, productivity, creativity, and flexibility in response to changing technological advancements in modern-day complex projects.
- Present Useful Suggestions: Finally In regard to these findings, what is organizations looking for and how to implement or enhance the usage of shared leadership and self-organization in their project management frameworks .

THEORETICAL ASPECTS

So we see that the new age project environment and organizations which are using both shared leadership and self-organizing approaches in their projects and which have been encouraged by the growing complexity and volatility of project-based work environments. While self-organizing strategies mainly allow project teams the freedom to make decisions and adjust on their own when work situations requires or are based on the complexity of the project. Also, if We look at the shared leadership which divides the authority and responsibility among team members rather than depending on a single leader who has all the control the decision-making and makes it difficult for complex projects to complete. So In order to see how these two techniques work in project team management, this literature review makes real-time proof or findings from recent studies between the year 2019 to 2024 . Also we have used specific important research papers between the year 2014 to 2018 as well which were essential for our thesis study .

1.1 Shared Leadership

1.1.1 Collaborative Team Dynamics and Role Flexibility

The Shared Leadership is a practice is which allows the project team members to take up the flexible roles in teams and allowing team members to take on leadership responsibilities according to their unique skills and experience which will be put together for completing the work in the project environment. According to a study on project-based teams by (Samar Al-Saqqa et al., 2020)showed that shared leadership pushed team members to naturally take leadership and control of the projects rather than waiting for instructions from top level managements, where essentially participants stated that they felt more empowered to contribute creatively for the project and had less restriction for taking decisions which encouraged equality and respect among team members. also, according to research done by Wu et al. (2021) said the shared leadership is a collaborative process in which project team members will be divided up in roles and the study showed that these features including team freedom, project complexity, and a positive culture are essential for the project's success. So the shared leadership practice where decision-making and adaptability of the project teams are improved by shared leadership, especially in complex interrelated work environments. To respond to the

irregular needs of complex projects, teams must be able to dynamically modify roles, which is shown by this finding.

1.1.2 Impact on Team collaboration and Trust building

Also it has been shown that shared leadership improves teamwork and mutual trust between the project team members. The project team members showed their skills by taking on leadership roles and felt valued for their opinions throughout the projects. A research study conducted by Li (2023), according to the study, shared leadership strengthened relationships among team members by encouraging open discussion and allowing members to discuss and settle disagreements respectfully. This trust-based work environment was particularly useful in keeping everyone in agreement during complex projects where teams had to rely on one another's expertise to tackle challenging problems. Hofmanet al. (2023) studied the ways in which shared leadership improves trust and teamwork in Agile work environments. if we look at the study results it shows that allowing team members to take on leadership responsibilities will promote respect for one another and transparent communication in the teams and this will allow teams to successfully handle difficulties during the projects. The results also show that by creating an work atmosphere where team members feel appreciated and dedicated to common objectives will make shared leadership increases productivity and collaboration.

1.1.3 Improving Team Flexibility Through Team Sense-making

An additional important component of shared leadership is particularly in dynamic project environments, is sensemaking. Gadelshina (2020) investigated how teams were able to understand and act to challenging or unclear situations together, due to shared leadership The study's participants described together shared leadership as a "safety net" that enabled them to bring together ideas and develop more complex solutions. Also by creating a common understanding of changing project goals and challenges this shared group method improved the project team's flexibility while providing clarity during difficult project stages. Another case study on a homecare organization that used self-organizing principles under shared leadership was carried out by Vandenbussche et al. (2023) .Based on their findings the

project teams were able to adjust successfully because shared leadership provided a shared awareness of changing objectives and roles in modern day flexible projects and the Team members created innovative solutions to problems through common understanding which interm increasing adaptability and boosting collaboration and service quality.

1.2 Self-Organizing Practices

1.2.1 Empowerment via Self-Management and Freedom

The research on Agile software teams by Perlak (2019) showed us that self-organizing approaches gave each team members a sense of empowerment and ownership in the project team management and this freedom created an increased connection with the position which they hold , also as participants reported feeling "personally invested" in their activities and "responsible for project outcomes , why because each team members believed that their individual efforts had a direct impact on the project's performance and success so this sense of ownership has been demonstrated to boost individual commitment and engagement. If we look at the purpose of self-organizing techniques in large engineering projects which was investigated by Scott-Young et al. (2019),according to their research the self-management allowed team members to show initiative and make choices that supported project objectives , also In addition to that the self organizing practices improving individual team members performance. So this freedom in project teams encouraged a sense of responsibility and ownership in every task which the team does and which strengthened collaboration and flexibility in challenging project environments.

1.2.2 The development of unofficial managers and role flexibility

Temporary or situation-required leadership positions in project team management , also provides naturally as a result of self-organizing activities in response to project requirements. According to Tabassum et al. (2024) members of self-organizing Agile teams frequently assumed unofficial positions as "task coordinators" or "mentors." and these positions were essential for maintaining unity among teammates and making sure that work was in aligned with the project's objectives. Such positions developed naturally and

demonstrating the flexibility of self-organizing teams as individuals naturally altered their responsibilities according to their own unique skills and the project's changing requirements. This unofficial or temporary leadership status in teams promoted a cooperative atmosphere where team members encouraged one another's development and complemented each other acheiving project's overall objectives . Tabassum et al. (2024) studied how a self-organizing teams respond via letting project team members assume temporary leadership positions in projects in response to changing projects circumstances or changing project objective in between the stages of on going projects. So these temporary positions provides the sense of team work and as team members used their unique skills to tackle certain project difficulties and this roles of team members flexibility demonstrated the adaptability of self-organizing teams by fostering a collaborative environment where team members supported each other's development while guaranteeing alignment with project goals.

1.2.3 Flexibility to Feedback and Continuous Improvement

Self-organizing teams are more successful at responding to feedbacks and which is important in Agile or flexible work environments where the trouble or problems has to be resolved quickly and efficiently. Jenny Rose et al. (2021) conducted qualitative interviews with team members from innovation labs and noted that self-organizing practices fostered a culture of continuous learning and adaptation. Also, Several participated members highlighted that having flexibility in taking quick decisions allowed them to immediately implement client feedback into their work without waiting for management approval and this led to teams were better able to meet customer expectations and maintain flexibility in quickly evolving project environments thanks to the capacity to iterate based on real-time feedback . In order to improve the quality of services in project team working conditions, Vandenbussche et al. (2023) highlighted the role of self-organizing teams in adopting real-time feedback. So their case study on a homecare company showed how self-organizing techniques enabled teams reply to client feedback immediately and without delays caused by traditional project team practices and this strategy highlighted the value of adaptability in accomplishing organizational goals while promoting continual growth and guaranteeing alignment with changing client needs.

1.3 Effects of Self-Organizing Practices and Shared Leadership Collectively

1.3.1 Creating a Flexible and Collaboration Team Environment

Self-organizing technic put together with shared leadership create an new kind of project team work environment that promotes flexibility and collaborated responsibility. The Project teams using both self-organization and shared leadership reported feeling more collectively engaged with one another while working with modern day complex projects. As per results Members of the team believed that their opinions were valued when making strategic choices, and self-organizing techniques gave them the freedom to complete work on their own. These both techniques combined to gather in making decisions and working on complex projects helped to build a trusted, adapating, and ownership in the project team. The joint impacts of self-organizing practices and shared leadership practices in large-scale engineering projects were investigated by Scott-Young et al. (2019) . According to their findings is that using these both strategies improved project team adaptability and shared responsibility while working in the complex an flexible project. The team members of the project team were able to coordinate their activities with the project's strategic goals while also exercising freedom in decision-making. So the teams were able to effectively handle project complexity and accomplish desired results because of the trust and flexibility that this collaboration of leadership methods fostered.

1.4 Challenges in Implementing Shared Leadership and Self-Organizing Models

The studies show that conflict over authority and unclear roles in project teams may occasionally develop from shared leadership's flexible responsibilities. Team members occasionally had to deal with confusing restrictions in teams, particularly when making decisions with overlapping tasks or taking over the tasks, according to Gadelshina (2020) In certain situations, participants in the study survey said they were "unsure about who should take the lead when overlapping tasks comes in projects ," which occasionally caused them to hesitate and delay in making a choice. This difficulty highlights how crucial it is to define roles clearly, especially in shared leadership models, in order to guarantee efficient teamwork .The success of self-organizing teams is greatly impacted by organizational culture. According to Perlak (2019) research, teams in innovation-focused firms succeeded under the self-organizing technique only because the business encouraged freedom and experimentation. Self-organizing

techniques developed because of the culture's "being open to new ideas" and "support for independent decision-making," according to participants. Teams working in more traditional, hierarchical environments have to face the opposition from management, which restricted the freedom that is necessary for self-organizing techniques to be successful.

1.5 Practical Implications and Future Research Directions

There are real-world applications for developing flexible project teams when shared leadership and self-organizing techniques are combined together in the complex project team management work environment. So with shared leadership, the organizations attempting to implement these models should place a high priority on clear communication channels for the team members to have easy access to one another opinions, and they should have clarity about roles. Additionally, we see the successful application of self-organizing strategies depends on creating a supportive corporate culture that values freedom and flexibility inside the teams and with team members.

So based on the examples and results, we need Future studies should look at the long-term effects of self-organization and shared leadership on teamwork and personal growth in virtual teams where team members spend time together in person or in teamwork environments where maintaining close teamwork presents new difficulties. Also how these models affect teamwork and creativity all through long project cycles, especially in complex and multi-phase projects, might be investigated; further research is required.

1.6 Example Case Company: Flipkart

This example case study I have done is only because I worked in Flipkart and which could give us a better and complete understanding of the leadership practices in project team management concept of our research. Flipkart is one of India's top three leading e-commerce giants and is competing in a highly competitive market where success depends heavily on innovation and an intense focus on quick customer-centricity decision-making. The Flipkart company also owned by Walmart Is know for its works on a wide range of projects which is from logistics optimization to CRM platform improvements for own use and for doing outsource aswell , all of which are carefully customized to satisfy particular client demands

and technology specifications to match with the modern day trends. During my time at Flipkart, I have observed These projects usually last six to twelve months, and specialized project teams are assigned to guarantee that all project activities and deliverables are covered in full within the approved time.

1.6.1 Project Management Approach: Agile Methodologies

I noticed an immediate shift in project collaboration with other departments and within the teams aswell during my tenure at Flipkart toward shared leadership and self-organizing techniques. This change is consistent with studies that shows how well these leadership models work in flexible work environments, especially in e-commerce, where quick response to market developments is necessary Fransen et al. (2020) and Mir et al. (2021) As a common strategy used by e-commerce companies to stay competitive, Flipkart's use of agile approaches, namely the Scrum methodology with enabled incremental product development and quick integration of stakeholder feedback . Additionally, studies show that giving teams the freedom to self-organize and take leadership encourages accountability and creativity within the project team management, both of which are essential for achieving the customer-centric objectives at the heart of Flipkart's strategy Challenges with the Current Project Model.

Even though Flipkart is using agile approach to manage its projects but still Flipkart's project teams continues to face a number of difficulties. Therefore, we discover that in order to detect and resolve project challenges the project team members must be more proactive and goal-oriented towards completing the project in efficiently. Furthermore, reports from prior projects and input from production line managers shows that there are cases where issues are identified early stage of a project but are not immediately escalated or fixed at that stage by the team members because they do not have the freedom take decision. This delay in resolving issues may result in lost opportunities or higher long-term project risks. So We might state or draw the conclusion that inaction can reduce project profitability and efficiency, hence it's critical to address these at the early stages.

1.6.2 Research Questions

This study is taken find out how project teams can be made more responsive, flexible, and able to adjust to new technology developments by using self-organizing and shared leadership techniques in project team management. So the Traditional leadership methods which typically focus on the proactive efforts of individual upper management have frequently ignored the interaction between the project team and other department members and this traditional method doesn't provide any freedom to project teams to take actions when required. This study aims to explore the challenges and implementation of self-organization and shared leadership strategies in project team management in order to offer useful suggestions for improving project teamwork and improving the probability of project success.

1.6.3 Essential Concepts and Theoretical Foundation

If we see at the two key concepts in organizational theory which serves as the theoretical foundation for this investigation are self-organizing teams and shared leadership. While previous study has looked at these concepts in connection to agile methodologies, where less attention has been paid to show how they relate to one another. Additionally, although being a crucial element of shared leadership, self-organization, and agile methodologies, the viewpoint of proactivity in such an environment is not extensively researched.

Research study shows the Flipkart has focused on self-organizing and shared leadership skills and how they relate to agile principles in the project team management. For example, research by Nederveen Pieterse et al. (2019) emphasizes how crucial collaborative dynamics and trust are to the development of self-organizing teams. Similar to this we have studies the case from Andreas Alexiou et al. (2024) which address the prerequisites for self-organization, stressing the need for a balance between managerial supervision and team freedom. These studies support the fundamental ideas of agile methods which highlighting the value of collaborative activities and team structures in attaining successful self-organization.

Table 1.The Connection of Self-Organizing with Agile Principles

Study	Requirements for Self-Organizing	Conditions for Self-Organizing	Alignment with Agile Manifesto
Lee & Edmondson (2019)	Trust and Team Collaboration	Autonomy and Management Support	Customer collaboration over contract negotiation
Williams et al. (2020)	Cross-functional Teams	Team Structure and Abilities	Individuals and interactions over processes and tools
Brown & Parker (2021)	Reflective Practices and Self-Improvement	Responding to Change	Responding to change over following a plan

This study also provides us the recent information into shared leadership. Porter et al. (2024) had researched the beneficial effects of shared leadership on team performance and highlighting the necessity of strong internal team environments that promote mutual support and a common goal in the project team. Also An approach for understanding how external team support, like coaching to team members may supports shared leadership and team success is also offered by research by Click or tap here to enter text.n order to improve shared leadership techniques, these research confirm how important it is to fully understand both internal and external team dynamics.

Table 2.Framework for Shared Leadership

Shared Leadership	Internal Team Environment	External Team Environment
Shared Purpose	Shared Purpose	External Coaching Support
Adaptive Capacity	Strong Communication	Resource Availability

We can see recent studies have also focused on proactive behaviour in agile project teams. In Flipkart, proactive conduct is defined as people taking the initiative to influence their surroundings and the outcomes , Fay et al. (2023) , this supports the idea that taking responsibility is crucial for shared leadership and self-organizing teams. Now people who are

like to take the lead or proactive are more likely to spot opportunities, take initiative, and stick with something until significant changes are made while working and these things promotes team flexibility and development.

Studies demonstrating that agile teams succeed when members exhibit behaviours that foster ongoing learning and adaptation add support to the combination of proactive thinking with agile concepts Samar Al-Saqqa et al. (2020) . These behaviours promote a culture of initiative and adaptability within the team, which improves shared leadership and self-organization.

The following theoretical framework illustrates how the concepts of self-organizing and shared leadership are interconnected with the agile framework and proactivity, which is an expected outcome when enhancing the levels of self-organization and shared leadership within a project team.

In summary we can say that the latest research confirms that shared leadership and self-organizing teams work well together, especially when combined with proactive behavior project team management and which could lead for complex and dynamic projects success. In accordance with the ideas of agility and continuous development of the projects team management the teams may develop greater freedom and flexibility by encouraging trust, social support, and reflective practices.

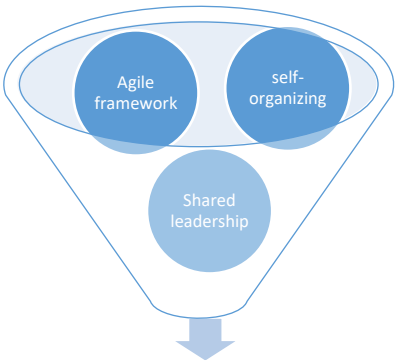

Figure 1.Theoretical Framework for the Study

1.7 Summary

Based on recent studies, we can say that, the self-organizing techniques and shared leadership can improve project team performance by encouraging flexibility to accept the unpredicted changes and put together new innovations to complete the projects. These methods enable teams to work in flexible environments, making them suitable for complicated and Agile projects. However, communication techniques, organizational position, and understanding of roles must all be carefully considered for a successful adoption process of these both techniques to projects. Self-organizing techniques and shared leadership will probably become essential to productive relationships among teammates and project success as project management advances to get the best outcome of the projects.

2. RESEARCH METHODOLOGY

2.1 Aim of the research methodology

The this research study i have been doing is to explore how self-organizing techniques and shared leadership practices influence project team management. This study specifically examines how these techniques improve team performance, adaptability, flexibility, and collaboration in frequently changing and complicated project environments. Also, The present research aims to provide evidence-based insights into the real-world implementation of these techniques for enhancing project management results using a quantitative methodology.

2.1.2 Theoretical Connection to the Aim

Modern-day projects are becoming more complicated and frequently changing based on the requirements, which make the or bring up the necessity of flexible and cooperative project team management techniques. According to literature and a practical example from the Flipkart company, rapid decision-making and creativity in the team are important and essential for effective project management in unstable circumstances, but unfortunately these are sometimes restricted by traditional hierarchical leadership models. So by empowering teams to share decision-making authority, shared leadership, and self-organizing techniques, on the other hand, promote a collaborative, innovative, and accountable culture in project team management Hoch & Kozlowski (2014)

Shared Leadership in Project Team Management mixes up leadership responsibilities among team members according to their skills and the requirements of the moment at hand. This method has drawn a lot of interest in project management because it promotes open communication, trust, and group problem-solving. Sunita Mehta & Suryakant Sharma (2019)assert that shared leadership guarantees that leadership develops organically in response to particular project problems and improves team coordination. Furthermore we can see by utilizing the variety of viewpoints within the team, shared leadership enhances the collaboration and changes, according to research by Li (2023) .These advantages are especially important to project team management, where managing complicated activities and being able to react swiftly to changes are critical.

Self-organizing methods in project team management are providing high levels of freedom and which allow members of self-organizing teams to work together to make decisions without frequent higher management involvement. This strategy is in keeping with the ideas of flexibility and agility, which are essential for managing projects with frequent changing needs. Also, self-organizing techniques improve team performance by promoting accountability and ownership among team members, which increases engagement and productivity, as stated by Chamberlin et al. (2024). We can also say that self-organizing practices are crucial to supporting ongoing learning and development, according to recent studies. According to Jenny Rose et al. (2021) teams that use self-organizing practices are way better and able to incorporate real-time feedback and modify their procedures in response to changing project requirements. This iterative method works especially well for guaranteeing project success in unpredictable situations and complex environments.

In a combined point of view, the self-organizing techniques and shared leadership create an effective reference or foundation for project team management. Teams that implement both strategies can get more freedom and have hands-on decision-making, which eventually helps them successfully handle challenging situations in project team management. According to research by Sun et al. (2023) the combination of self-organization and shared leadership fosters greater levels of creativity, trust, and team cohesion, all of which improve project success.

2.1.3 Justification for the Research

We can see A major gap in the empirical literature on self-organizing techniques and shared leadership in project team management has been addressed by this study. Although there are mathematical models for these two activities, and we think providing little quantitative research has looked at how they affect project team performance when combined. Given the increasing use of agile approaches in project management, which prioritize cooperation, adaptability, and continual improvement, the study's focus on these practices is important Yuhua Liao et al. (2021)

2.1.4 Key Objectives Derived from the Aim

1. Quantify Relationships: We need to Analyse the statistical connections between self-organizing practices and shared leadership practices in project team environment, and important performance metrics including trust, team productivity, and flexibility within the team.

2. Determine Effectiveness: We need to Determine how well these procedures improve teamwork and adaptability to the complexity of projects.

3. Identify Best Practices: Provide practical advice on how to include self-organizing approaches and shared leadership into project management systems.

4. Address Challenges: Need to identify potential challenges that can prevent project teams from implementing these practices, such as confusion about individual roles and objections to frequent change.

2.1.5 Significance of the Research Aim

This study is important to study and to know how project team management techniques are changing in modern world and the Traditional management techniques find it difficult to keep up with the expectations for innovation and flexibility as projects get more complicated. Project teams may operate more independently effectively because to a new perspective provided by shared leadership and self-organizing techniques.

This study advances both academic and practical knowledge of how current project teams might accomplish better results by quantitatively analysing these methods. It offers insightful information to companies looking to improve their project management techniques, encouraging creativity, flexibility, and teamwork in the face of growing difficulties.

2.2 Research (conceptual) model

The conceptual model put forward in this study analyses the association between self-organizing and shared leadership. practices in project team management. These procedures are becoming more widely acknowledged as being essential for improving project teams' success, flexibility, and adaptability especially in the complex and changeable work environments project management.

By dividing decision-making authority among team members in project management environments, shared leadership, as it has been described in the literature, changes the traditional hierarchical ideas of leadership in organizations. Also, it claims that the leadership should be shared between the team members based on knowledge, abilities, and situational suitability of the project, rather than their traditional hierarchical positions. So these are what give them the opportunity for exploring leadership. The resulting transformation supports mutual accountability, a culture of trust, and an increased role of flexibility in the project team environment. According to Hoch & Kozlowski (2014), shared leadership makes it easier for team members to participate actively in decision-making, which in turn promotes collaborative problem-solving. This empowerment makes it possible to respond to problems more quickly and minimizes delays that are frequently connected to hierarchical leadership models.

If we have to see self-organizing practices, the teams can freely plan, carry out, and modify their work processes because of self-organizing techniques, which place a high value on freedom in the project team environment. Also, these procedures have bases in agile approaches, which support decentralized decision-making, continuous learning, and flexibility. Because they encourage a culture of ownership and responsibility, Amy C. Edmondson & Zhike Lei (2019) emphasize that self-organizing teams perform best in situations where quick decisions and flexibility are essential. In addition to boosting individual dedication, self-organization guarantees that the team may have more successfully managed difficulties by allowing team members to accept ownership for their tasks and results.

The conceptual framework of this study examines the constantly changing relationship between shared leadership and self-organization in project team management. With shared leadership establishing the relational foundation on collaboration and trust between teams and team members, it suggests combining these practices has a positive influence on the project team and allows self-organizing activities to succeed. However, by fostering a sense of

ownership and responsibility inside the teams, self-organizing strategies increase the benefits of shared leadership by fostering teamwork and adaptability to rapid changes. Thus, This a mutually beneficial relationship aligns with the complex and adaptable project management guidelines that encourage stakeholder participation and ongoing development, both of which are critical to success.

Furthermore, the model acknowledges how important surrounding variables are in influencing these relationships. It becomes clear that organizational culture is a crucial component that affects how well shared leadership and self-organization may be applied in project team management. For example, Cook et al. (2020) point out that the ability for these behaviours to succeed may be limited in hierarchical or tightly structured organizations. The dynamics of shared leadership and self-organization can also be impacted by team size and diversity. While different teams may contribute complementary abilities that improve flexibility and innovation. Also, larger teams may find it difficult to sustain good communication and trust. Another important factor is the complexity of the project; the more complicated the project, the more flexible and collaborative the methods must be.

According to recent experimental research which we have gone through, the shared leadership and self-organizing practices both support its theoretical findings. Zhang (2023) study suggest the ability to change of self-organizing strategies by showing how freedom encourages creativity and enhances cross-functional interaction between teams in international IT projects. Çakıroğlu et al. (2021) research indicates that shared leadership continuously improves team approach and project outcomes in difficult and rapidly changing work environments. Also, The conceptual framework's focus on the interactions between shared leadership and self-organization practices in projects has been confirmed by several studies, which offer helpful insights into how these concepts might be adjusted to specific organizational environments.

The study develops this conceptual approach and fills significant gaps in the literature. While shared leadership and self-organizing strategies have been thoroughly studied independently, but little is known about how they work together to affect team effectiveness in project team. Not only this, the research study helps us understand how these two practices can improve the project team productivity, flexibility, and creativity by analyzing how they work together and It also offers organizations who are looking to adopt these approaches to increase project success by providing specific suggestions, highlighting the value of implementing

innovative processes in the teams and projects , investing in team development, and creating a supportive team culture.

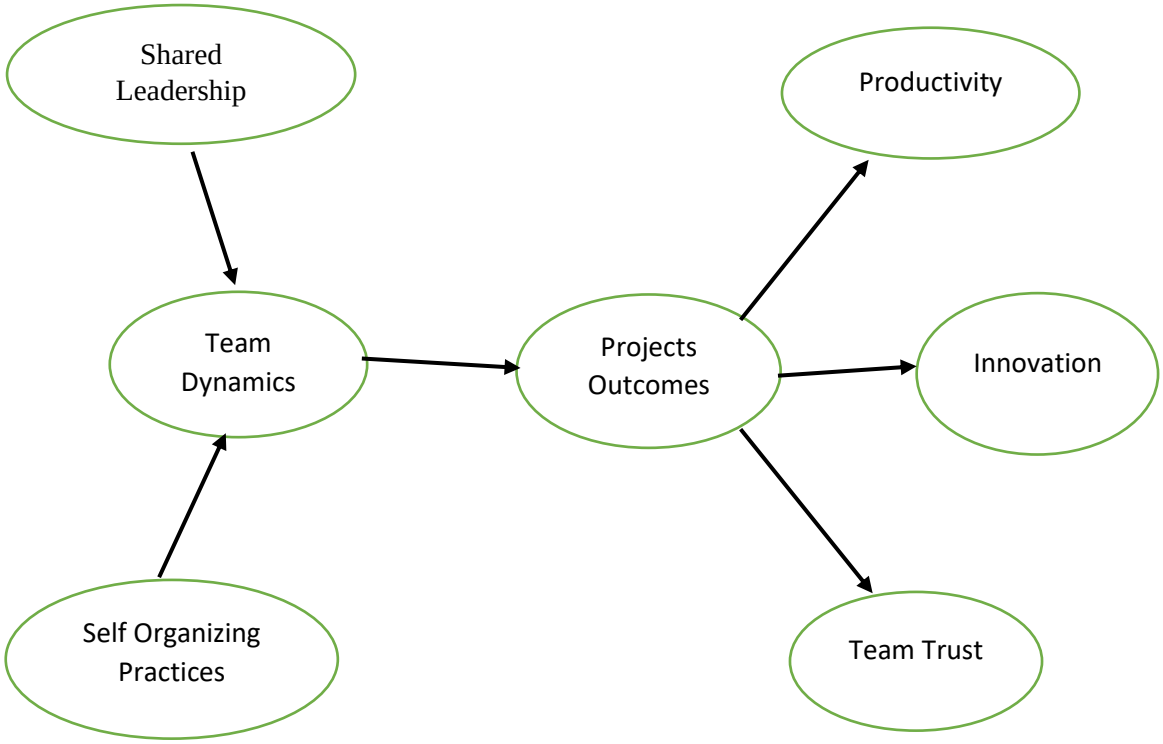

Figure 2. Conceptual Model: Shared Leadership & Self-Organizing Practices in Project Teams

So if we see the conclusion point if view we can say , this study's conceptual model provides an in-depth base for us understanding the ways in which self-organizing practices and shared leadership promote project team performance. Also, this study also highlights the advantages of these approaches in determining the difficulties present in modern project environments by connecting theoretical understanding with practical information which we found from the research. In addition to promoting scientific discussion, this framework offers useful advice to organizations looking to develop flexible, cooperative, and productive teams.

2.3 Hypotheses: Investigating Shared Leadership and Self-Organizing Practices in Project Teams

We can see The complicated relationships between self-organizing practices and shared leadership in project team management , and both of their effects on team performance are studied by the research's hypotheses. Not only that While taking consideration of how organizational and environment variables can change these effects. So this section of the study addresses the basic processes that connect various leadership approaches to productivity, flexibility, trust, and innovation in the project team management .

2.3.1 Primary Hypothesis: The Interplay Between Leadership Approaches and Team Outcomes

So as per the main hypothesis of this research, the project teams perform better when shared leadership and self-organizing techniques are combined and implemented in the projects. This can be seen by higher levels of creativity, productivity, flexibility, and trust in the project team and as well in the organization. Also, The hypothesis is based on the idea that high performance can be achieved in a project work environment that combines the freedom and continuous responsiveness of self-organizing teams with free decision-making that comes with shared leadership. By empowering team members, promoting working together, and improving the team's capacity to handle challenging, dynamic project situations in the modern world, these methods together challenge traditional hierarchical leadership.

Let's check As an example, a study by Amy C. Edmondson & Zhike Lei (2019) demonstrates that self-organizing techniques will improve team flexibility and enable them to successfully respond to unforeseen events or process modifications. In the meantime, the study by Han et al. (2019) emphasizes how shared leadership improves team dynamics by offering psychological safety. Given these findings, the primary hypothesis posits that self-organizing strategies and shared leadership are not only complementary to one another but also improve one another's strengths when applied in concert in project team management.

2.3.2 Supporting Hypotheses

- **Shared Leadership and Trust (H1a) :** By creating a work environment of respect and accountability for one another in the project teams the shared leadership practice improves team member trust and cooperation. Also, Team members gain confidence in one another's skills and a sense of shared ownership is created when leadership responsibilities are assigned according to situational needs and one's unique skills. We see based on the study of Hoch & Kozlowski (2014) shared leadership creates a comfortable work environment that supports genuine communication and support among team members which turns out as a result, the trust serves as an essential component for productive teamwork and decision-making, which also decreases conflicts and encouraging shared purpose.

- **Self-Organizing Practices and Adaptability (H1b) :** Since self-organizing teams are essentially independent and they are capable of including real-time feedback in their work environment, they exhibit higher degrees of adaptability to quick changes. Self-organizing teams work with the freedom to modify responsibilities, procedures, and strategies in response to changing project requirements as compared to traditional teams that are constrained by hierarchical management in the project environment. According to Amy C. Edmondson & Zhike Lei (2019) these methods work especially well in situations that are complex and volatile and require quick decisions to counter the situations. This theory looks into how self-organizing techniques help teams identify problems and react to them quickly and guaranteeing project success and sustainability.

- **Combined Effects on Innovation (H1c) :** Let see by Considering the combination of different points of view and the opportunity to try new things in the project team environment by bringing together the shared leadership and self-organizing processes promotes innovation. All team members, regardless of official tenure, are guaranteed to contribute their ideas and experience under shared leadership, thereby improving the pool of innovative solutions to any problems. Also, At the same time, self-organizing teams promote dynamic adaptation and experimentation, by enabling the real-time testing and improvement of creative innovations. Zhang (2023) and Perlak (2019) offer proof that these approaches work together to produce ground-breaking solutions that promote project

success.The Hypotheses and how they relate to the study's framework are well outlined in the table provided.

Table 3. Hypotheses Framework

Hypotheses	Relationship Explored	Justification	Supporting Theories/Studies
H1:Selforganizing strategies and shared leadership have a beneficial impact on project team performance.	Self-organizing strategies and shared leadership promotes higher productivity, flexibility, trust, and innovation.	Teams may be successful in complicated work environments, when shared leadership and self organizing teams are combined to produce collaboration.	Hoch & Kozlowski (2014); Lee & Edmondson (2019)
H1a: Collaboration and trust are improved by shared leadership.	Shared leadership- Trust, Collaboration	Shared decision-making promotes psychological safety by establishing accountability and respect for one another.	Han et al. (2019) ; Yuhua Liao et al. (2021)
H1b: Self-organizing practices improve adaptability.	Self-organization techniques - Flexibility	Teams that operate independently are more flexible and able to react quickly to feedback and changing needs.	Perlak (2019); Zhang & Liu (2023)
H1c: Innovation arises from a combination of approaches.	Shared leadership + Self-organizing - Innovation	Innovative ideas will be supported by combining different viewpoints and repeated exploration.	Rose & Hansen (2021); Parker et al. (2019)

H2: The above correlations are influenced by moderating factors.	Moderating Factors - The Connection Between Leadership practices	The degree to which these practices improve performance depends on the size, culture, and complexity of the team.	Chamberlin et al. (2024), Yuhua Liao et al. (2021)

2.3.3 Moderating Factors: Contextual Influences on Leadership Practices

Self-organizing strategies and shared leadership are not always successful in all work situations , their effectiveness varies by important contextual factors. According to this researsch study, we see that the relationship between these leadership approaches and team outcomes is determined by important characteristics such as project complexity, team size, and organizational culture. The study aims to offer a comprehensive understanding of the conditions in which self-organizing methods and shared leadership can provide the best outcomes through looking at these moderating factors.

The conditions of shared leadership and self-organizing practices are strongly impacted by the size and structure of the project team. Normally we can see that Implementing these strategies is frequently simpler for smaller teams because of improved interpersonal relationships, more efficient communication, and a greater chance of member trust in the small teams. Now the successful implementation of shared leadership and self-organization practices in the project teams are depends on these factors since they promotes easier cooperation and decision making in the teams . On the other hand, general issues like confusion, communication barriers, and trust-building challenges may arise in larger or more diverse teams. To maintain cooperation and the successful implementation of these practices, these teams need more well built strategies like defined roles and organized routes of communication inside the project teams. Although the larger, diverse teams may encounter challenges at first, but as per the Chamberlin et al. (2024) study suggests that, with proper management, their team members unique skill sets and viewpoints can ultimately promote creativity and innovation in the project teams.

The basic concepts of shared leadership and self-organization practices in project team environment also involve innovation, adaptation, and shared decision-making within the team and all of which are allowed in such work cultures. However, these strategies may be rejected and their potential benefits for project teams and the organization could be restricted in organizations with traditional work culture organization, where upper management maintains strict control over power and decision-making. a study by Cook et al. (2020) the organizations that promote accountability and an atmosphere of creativity have a higher chance of successfully implementing these leadership principles and witnessing improvements in team performance.

The success rate of self-organizing techniques and shared leadership in project team environment is further affected by the level of difficulty of the project which they are implemented or used . The Projects with high levels of complexity, which can be described by insufficient guidelines, complex connections, and changing stakeholder expectations, these can be greatly benefit from leadership strategies that place a focus on adaptability and continuous dispute for the resolution by these methods . While self-organizing techniques enable quick reactions to changing project requirements and shared leadership guarantees that team members' experience is used appropriately. So Combining these strategies is especially helpful in these situations that encourage flexibility and produce positive results. based on the research study Martin et al. (2018) these strategies are essential for controlling uncertainty and guaranteeing team performance in complicated and high-stakes project conditions. However, the benefits of these leadership techniques might not be as noticeable in projects that are simpler and less complex.

This study highlights the importance of situations in determining the effectiveness of self-organizing techniques and shared leadership by looking at these limiting factors. By being aware of this information, companies can maximize the potential impact of their leadership strategies by customizing them to the needs of certain teams and projects.

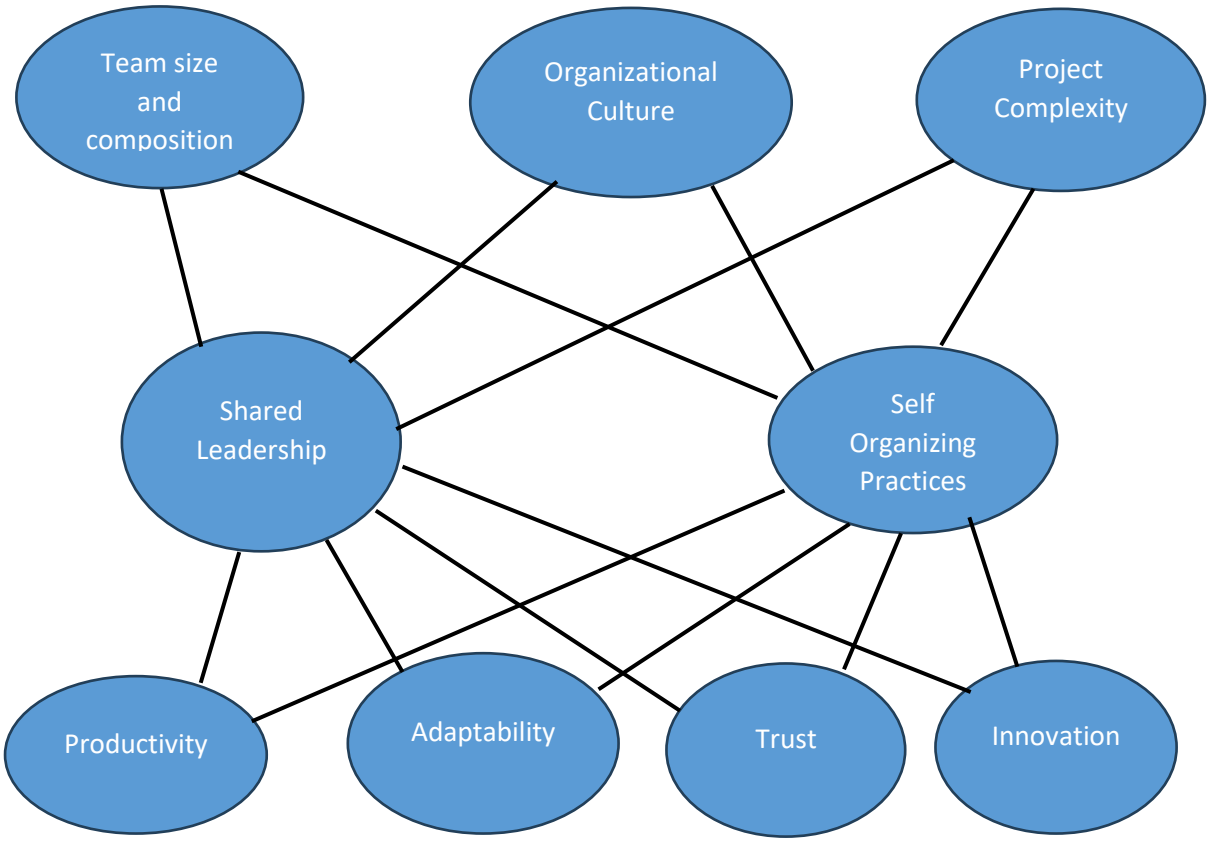

Figure 3. Conceptual Hypothesis Model Diagram

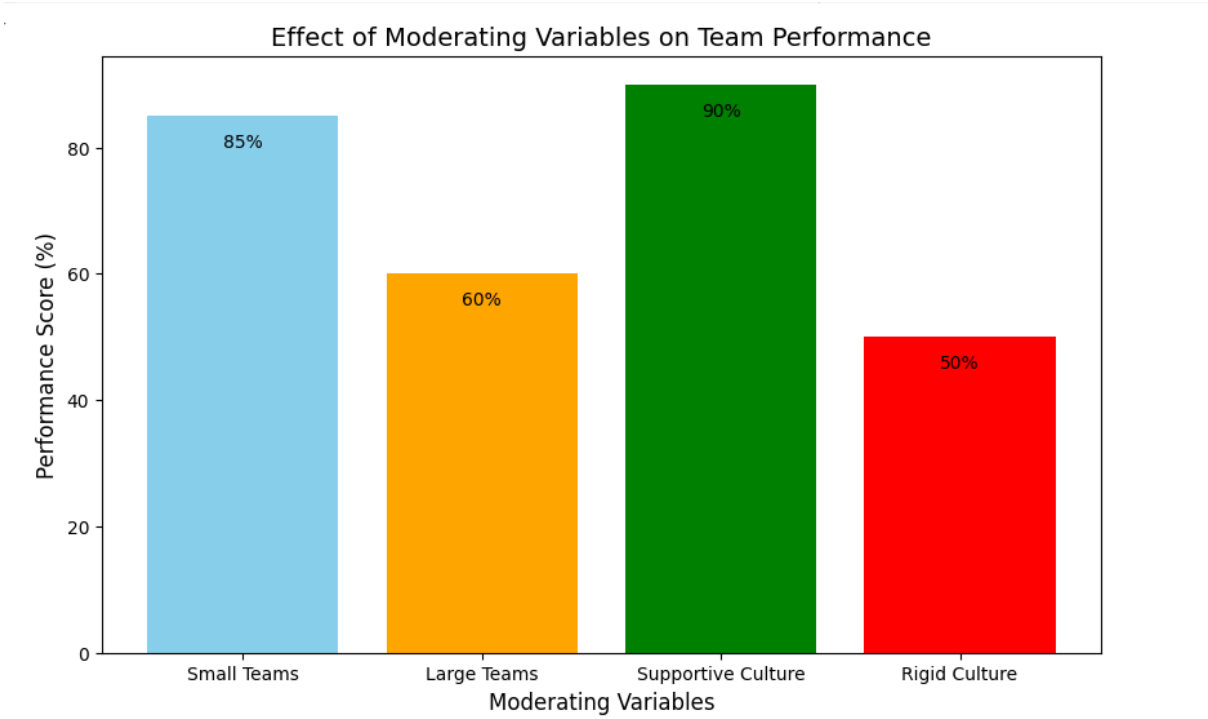

Figure 4. Team Performance based on Effects of Variables

Table 4. To show the quantitative effects of moderating variables on both of the studies relationships

Moderating Variable	**Effect on Shared Leadership**	**Effect on Self-Organizing Practices**	**Overall Impact**
Small Teams	High	High	Strong Positive Effect
Large Teams	Medium	Low	Moderate Effect
Supportive Culture	Very High	Very High	Strong Positive Effect
Rigid Culture	Low	Very Low	Negative Effect
High Project Complexity	High	High	Strong Positive Effect

2.3.4 Research Questions for Extending the Study

This study covers almost a range of research inquiries that go deeper into specific aspects of shared leadership and self-organizing practices in project teams, in order to support the main hypotheses.

1. What role does organizational culture may play in cross-functional teams to successfully apply of shared leadership practices?

The relationship between team leadership dynamics and standard operating procedures is studied in this question, especially in diverse and multidisciplinary work environment.

2. Which particular self-organizing practices have the biggest impact on improving team adaptability?

This question focuses on pinpointing the essential procedures that promote flexibility in project teams.

3. How effective are self-organizing techniques and shared leadership in various project kinds or industries?

This looks at the techniques' contextual relevance while taking industry-specific requirements and obstacles into account.

2.4 Methods and procedures for data collection

We are Using a quantitative research technique in the methodology for this research and , this research study shows the effects of shared leadership and self-organizing practices in project team management, which focuses on how these practices impact team performance, team adaptability, and creativity when managing complex projects in the modern world. Additionally, the primary goal is to identify statistically significant relationships between these modern management approaches and important project outcomes in dynamic and complicated contexts.

The study's primary instrument is a well-formed Google form survey, which provides the extent to which self-organizing strategies and shared leadership practices within project teams can influence project success factors like deliverable quality, collaboration within the team, and innovation methods to resolve the issues within primary stages of the projects and on-time performance. To increase response rates from the people, the survey was carried out over the course of four weeks with frequent reminders. Additionally, the research attempts to discover variations within industries, projects, and contexts in order to give a more comprehensive understanding of the contextual aspects driving these behaviours in the project teams.

2.5 Instruments for Data Collection

We had choose well defined Google Form survey for collecting the data and which was created using research models and information that we had gathered mainly from the recent literature studies which we had studies such as Hoch & Kozlowski (2014) and Zhang (2023), these studies helped us and acted as the data gathering tool for us to continue of our thesis research. The survey was designed to ask questions about three main areas they are self-organizing practices, shared leadership practices in work environments . the survey was also had questions about how these practices affected project results and teams. The responses were

easliy evaluated thanks to this survey was in a standardized style,and also which supported the statistical techniques that were to be used for analysis.

Once we had gathered data on the participants, their years of experience, professional function, and the industry they work on, we could see the demographic section we were looking for to put into perspective of their comments. Also, the Finding from the responses

we could see patterns and differences across different industries and skill levels was made possible thanks in large part to this. Additionally, it was obvious that the participants had strong professional experience with agile approaches because of that, they could be more successful to explain the importance of shared leadership and self-organizing techniques in project teams. whereas those in traditional companies might show the difficulties in implementing these methods.

The survey tool was created using current project management research and theoretical theories. we had included a few short-answer questions, Likert-scale questions, and multiple-choice questions. However, the multiple-choice and Likert-scale questions that were utilized to collect information on the following important dimensions are the main focus of this analysis:

Multiple-choice questions: The purpose of these questions was to collect group information about respondents' overall experiences with self-organizing actions and shared leadership. They evaluated things including the degree of team freedom to take decisions , the leadership's participation in decision-making, and the project management techniques that teams use. For example questions we had “How would you describe your team’s decision-making process? “

Likert-Scale Questions: These questions evaluated how much respondents agreed with particular claims about self-organizing practices and shared leadership in their teams or company. With a Likert scale that went from 1 (slowly) to 5 (very quickly), the opinions of the respondents could be understood in a more detailed manner. For example, “How quickly can your team adapt to new challenges or changes?”

2.6 Response Rate and Sample Characteristics

The survey was running for four weeks, and we could gather 21 replies in total after giving multiple reminders on each week. Even though the sample size is small, it is crucial to remember that it is roughly representative of a specific set of professionals with experiences related to the objective of our research study ,These roles included Team Leaders**,** Agents**,** Software Engineers**,** Customer Support Executives (CSRs)**,** Co-founders**,** ERP Specialists**,** Managers**,** and Quality Analysts**.** We have got A wide variety of project management experts provided responses, which are useful for providing insights into the challenges associated with and present implementation of shared leadership and self-organizing techniques in project teams.(Hoch & Kozlowski (2014) and Han et al. (2019).

2.6.1 Response Rate

The survey was circulated mainly through professional networks like LinkedIn, teams, and email because to ensure that the data gathered was unique and a good representation of various types of organizations, this multi-channel approach was created to reach a large audience of project management professionals and other related industry expert who could be potential responders for our topic of study. The final response rate produced 21 genuine responses in spite of these attempts.

So It is important to realize that 21 responses is a suitable sample size for a research study of this kind, even though the relatively small amount of responses may at first seem limiting. The data collected offers a targeted collection of insights rather than a large, generalizable sample because the sample was intentionally designed to include professionals with expertise in shared leadership and self-organizing teams. According to research by Hoch & Kozlowski (2014)and Fransen et al. (2020)**,** a smaller sample size in exploratory studies, especially in professional fields, can still provide valuable insights into complex behaviours and organizational practices. An overview of the most recent developments in the use current project management techniques, particularly in agile and collaborative workplaces, could be obtained from the significant number of replies.

2.6.2 Sample Characteristics

The responses which we received provided important information about how shared leadership and self-organizing practices appear across a range of sectors and professions. This section also provides information and the samples of study demographic details, professional diversity, and special trends, as well as their consequences for the theoretical and practical understanding of the study. Although the responders were from a variety of organizations, the most common ones were consultancy, e-commerce, and information technology (IT). The following sectors are well-known for supporting agile approaches and teamwork, which makes them perfect for studying the use of self-organizing techniques and shared leadership practices in project team . The following industries were represented:

- IT (48%): Respondents from IT firms commonly work in innovative, flexible, and changing environments where teams are expected to cooperate across departments and reach decisions without seeking permission from supervisors. These circumstances fit very nicely with the ideas of self-organizing teams and shared leadership practices in project team. According to Zhang (2023), these kinds of circumstances demand a high level of team freedom and working together, which are the basic concepts of the practices according to research.

- E-commerce (28%): Teams in the e-commerce sector are frequently working in stressful, customer-focused work environments where quick responses to changes in the market are important. Independent decision-making is necessary in such scenarios to support immediate action. According to Jenny Rose et al. (2021) shared leadership is advantageous in these work environments because it enables team members to take ownership and quickly adjust to changing market conditions and client demands which intern helps the company to be succeed in project.

- Consulting (24%): The consulting sector is well known for managing complex and customer-driven projects that requires teams to take quick decision-making and flexibility to handle changing requirements of customer anytime of the project. So , Teams that apply shared leadership and self-organizing strategies can have greater chance to maintain flexibility and have greater capacity to satisfy all of the requirements of their customers. According to Fransen et al. (2020) ,self-organizing solutions are beneficial to this industry since they increase team flexibility and client satisfaction.

A study of comparison of the use of shared leadership and self-organizing practices in different team formats and situations was made possible by the diversity of roles and professions in the responses. Although the small sample size we have , the survey's observations are important for learning the difficulties and advantages of using these methods in real life projects. the Project managers' answers provide significant clarity on their strategic decisions regarding team member involvement and the challenges they face in the project teams. When traditional management models are thoroughly integrated into an organization's culture, team leads and managers talked about how difficult it might be to adopt shared leadership methods.

Project managers, for example, have often observed that giving up power is an important hurdle when putting shared leadership into practice because it involves a change from traditional top-down management concepts to a more distributed decision-making process. This is in keeping with research by Hoch & Kozlowski (2014)who point out that shared leadership usually requires an environment change that may encounter opposition from more established leadership models.

However, team members including software engineers and customer support executives reported feeling more in control of the situations when they were given more independence and decision-making authority, especially in collaborative work environments. This is matching Lykourentzou et al. (2021) research findings, which found that self-organizing teams generally exhibit higher levels of accountability, engagement, and creativity in the projects, which essentially benefits the organizations, when team members are granted more authority to make decisions and solve problems.

The results from this diversified set of respondents offer important information of how shared leadership and self-organizing practices in teams impact team dynamics, decision-making procedures, and project outcomes, despite the sample size being rather small. The data indicates that these practices improve team collaboration, responsiveness to change, and overall project performance despite organizational differences and sector-specific challenges. This finding supports Perlak (2019) work, which highlights the advantages of freedom and shared decision-making in agile teams.

Table 5. Representation: Challenges and Organizational Support

Challenges	**Percentage(%)**	**Description**
Lack of Clear Roles	45	Task execution becomes confused and inefficient when roles are unclear.
Conflict and Disagreement	25	In flexible approaches to leadership, misunderstandings can lead to disputes.
Ineffective Communication	15	Agreement on objectives and collaboration can be impacted by poor communication.
Resistance to Change	10	Implementation of self-organizing practices is slowed by objections from team members or leaders.

Organizational Support	**Percentage(%)**	**Description**
Actively Supportive	33.3	Organizations that support self-organizing techniques by offering tools, instruction, and encouragement.
Neutral	52.4	Organizations that don't deliberately encourage or prevent self-organization.
Not Supportive	14.3	Organizations that are not traditionally or systemically prepared to support self-organization.

3. DATA ANALYSIS AND DISCUSSION

The thesis study will be done by using a quantitative method to analyze self-organizing and shared leadership practices in project team management. Also, this study specifically aims to understand how these actions affect important project variables such as flexibility, innovation, teamwork, and adaptation to modern world projects. By looking at these relationships, this study offers to an increasing document of study on current project management techniques, which place a greater value on collaboration and decentralization in the organizations.

3.1 Quantitative Methodology

For this study we have selected quantitative methods because of their ability to make statistical conclusions and thoroughly evaluate the correlations between important variables in the study. As an agile team process, shared leadership has been proven to boost team member trust and collaboration, which subsequently in turn improves team performance and effectiveness. (Hoch & Kozlowski (2014), Wu et al. (2021). As pe this author's study by dividing up leadership responsibilities among team members in the projects, shared leadership will promotes a more diverse and flexible workplace environment. According to another research, the team members feel more ownership and responsibility towards the task in projects when leadership is shared, which boosts motivation and task performance completely and provide more successful results (Fransen et al. (2020), Zhang (2023)).

Self-organizing methods are more appropriate in work environments where flexibility and adaptability are highly important because they allow team members to make decisions on their own and adjust their work procedures in response to quickly shifting project situations. (Perlak (2019).These creative methods allow teams and team members become more adaptable and skilled in problem-solving by giving them the ability to quickly respond to changing demands for innovation and challenges in projects(Zhang (2023)).

Furthermore, it has been shown that using self-organizing methods and shared leadership enhances teamwork, innovation, and results, especially in complicated and time-sensitive project situations.

The primary goal of this research is to check and report on the practices of self-organizing and shared leadership in project teams and Also, In particular, in relation to flexibility, creativity and teamwork in the project team environment's. This will add to the understanding of how these flexible leadership models affect team performance in current project environment's as the relationship between Self organisation and shared leadership in the teams.

3.2 Statistical Methods and Analysis

The statistical methods used in this study have the purpose to offer an in-depth understanding of the relationships between self-organizing behaviour, shared leadership, and project team performance. we are doing a detailed study with various ways in which our leadership styles impact crucial team metrics like flexibility, innovation, adaptation, and collaboration is made possible only by the addition of both descriptive and inferential statistics in the research due to the complex nature of these variables. Also, With the help of current research in the subject, this section goes into more detail about the particular statistical methods employed and their uses.

3.2.1 Descriptive Statistical Analysis

So via the Google form, we collected the survey responses and arranged the responses using descriptive statistics, which gave us an in-depth understanding of the sample's demographic profile of the participants. It also includes the industry representation of the participants (48% IT, 28% e-commerce, and 24% consulting) and gender distribution (54.4% male, 47.6% female), both are important information for our study and help up us understanding about the different types of roles and organizations that use shared leadership and self-organizing techniques.

The replies which we had received to important survey questions were analysed using frequency distributions because For example, frequency counts were used to evaluate questions and responses about shared leadership in decision-making and team freedom that allows giving us an initial picture of how often these practices are used in various team environments (Wu et al. (2021)).

For variables associated to team self-reliance, leadership engagement, and project performance outcomes, we have to do the mean, median, and mode calculations. In the study by Fransen et al. (2020), these variables gave researchers a standard by which one could evaluate the general patterns in the respondents' views of shared leadership and self-organizing techniques. In order to provide a strong basis for further studies, descriptive statistics are essential for making sure the data is clear, well-structured, and representative of the general population.

3.2.2 Graphical representation

- **Gender Distribution**

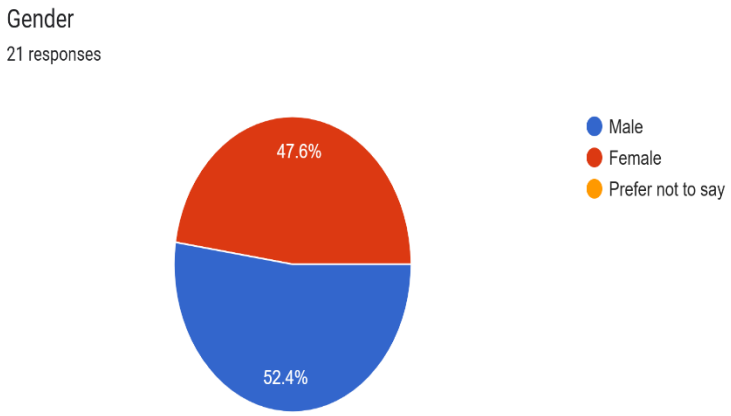

Figure 5. Gender Distribution (Pie Chart)

Pie chart for gender distribution, showing 52.4% male and 47.6% female. This ensures our gender statistics are clear and accurately reflect the data.

Findings: So the survey data is including and reflects of various team dynamics due to the balanced distribution of males (52.4%) and females (47.6%) respondents for our study, Also, which guarantees a variety of viewpoints on shared leadership and self-organizing techniques in project team management.

- **Industry Distribution**

The survey participants represented a diverse range of industries, with the following breakdown

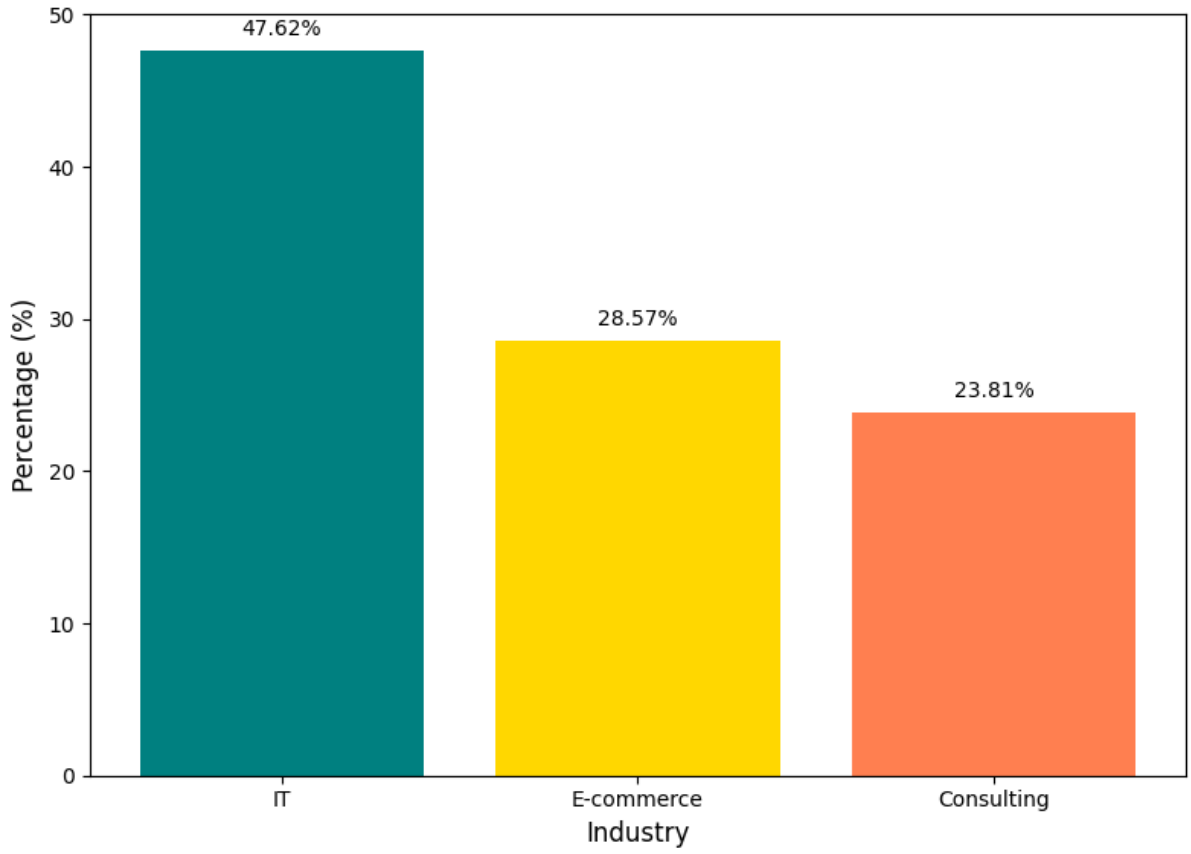

Figure 6. Industry Distribution (Bar Chart)

Let's calculate and present the Industry Distribution for our data. As earlier mentioned we have respondents from three industries they are IT, E-commerce, and Consulting.

Findings: In our respondents, the IT sector represented the majority of responders (47.62%) which showed the value of self-organizing approaches and shared leadership in technologically advanced and frequently changing flexible -focused work environments.

Considerable proportions are also made up of consulting and e-commerce sectors showing how flexible these methods are in fast-paced, customer-focused sectors.

- **Team Adaptability**

Participants opinions of their teams abilities to adjust to difficulties and frequent changes in the projects or work can be determined by their answers to the Team Adaptability survey we had prepared. A brief overview of the findings and calculation is provided below

Table 6. Example of Organized Data of Responses from Likert scale

Participants	Team Adaptability	Team Performance	Self organizing	Shared leadership
Participant 1	4	5	4	4
Participant 2	3	4	4	5
Participant 3	5	5	5	4
Participant 4	4	4	4	5
Participant 5	3	3	3	4
Participant 6	4	5	5	3
Participant 7	5	4	5	4
Participant 8	4	5	4	5
Participant 9	4	3	3	3
Participant 10	5	4	4	4

- Calculating the Standard Deviation

The standard deviation measures the spread of the data around the mean. It is calculated as.Standard Deviation = $\sqrt{\sum}(xi - \mu)2 / n$

Where:

- xi = each response,
- μ = mean (4.14),
- n = total number of responses (21).

Sum of squared deviations = $\sum(xi-\mu)2 = 14.7036$

Divide by the total number of responses to get Variance = 0.7

Standard Deviation = 0.84

Table 7. Overview of the results for team adaptability as calculated

Statistic	Value	Interpretation
Mean	4.14	Based on the average team adaptability score of 4.14, most respondents believe their teams are very flexible to changes.
Median	4	The majority of replies are near the mean, which is represented by the middle value of 4.
Mode	4	It turns out that score 4 appears the most frequently and which supports its position of importance in the dataset.
Standard Deviation	0.84	Consistent decisions of adaptability are shown by the responses' close grouping around the mean, as indicated by the standard deviation of 0.84.

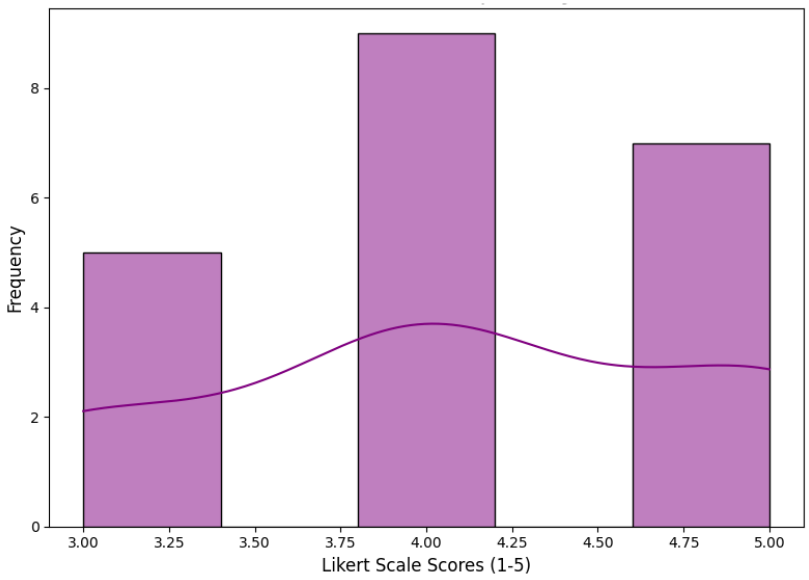

Figure 7. Histogram for Team Adaptability scores

3.2.3 Descriptive Analysis Summary and findings

To show how the self-organizing methods and shared leadership on project team management works and help in organization, we had this study to analyze the responses of 21 participants in our survey. We can see that the key data points, such as team adaptability levels, industry representation, and demographic data, have been collected using descriptive statistics.

From the response we got With 52.4% of participants being men and 47.6% being women, the respondents' gender distribution was balanced and it also providing a range of viewpoints on the success of leadership techniques. So This diversity of responses supports earlier research highlighting equality in team dynamics by showing the wide application of shared leadership and self-organizing strategies across genders (Wu et al. (2021).

We can say that based on the results we got by calculations, the majority of responders agreed that their teams are extremely adaptable to any changes in the project's work environments. Also, participants' comments on team flexibility are consistent, as seen by the low standard deviation, which also shows little variation in responses. This consistency of the results shows us how well self-organizing techniques and shared leadership work to create flexible teams which can be used in modern day projects.

The responses shows commonly Three industries were represented by the participants, with the IT sector accounting for the biggest share (47.62%). Given that the IT sector mostly depends on agile and self-organizing techniques to adjust to rapid technological advancements and this leadership is to be assumed (Fransen et al. (2020). Also, 28.57% of respondents worked in the e-commerce industry, where quick changes in the market call for adaptability. Additionally, consultation accounted for 23.81%, highlighting the importance of shared leadership in promoting collaborative solutions to problems in situations that need a lot of knowledge.

Using a 5-point Likert scale the analysis of team adaptability showed consistently high levels of flexibility in the team environment and as per the mean score of 4.14 the respondents thought their teams were very flexible in terms of changes. Also, these results is supported by the median and mode scores of 4, and the standard deviation of 0.84 which indicates little variability in the team work , showing that participants were mostly in agreement while working on the projects . This applies to that self-organizing methods and shared leadership promote flexibility across teams, which is consistent with earlier research on the value of independence and cooperation in changing contexts (Vandenbussche et al. (2023).

3.2.4 Conclusion

The descriptive study highlights how important self-organizing techniques and shared leadership are to improving project team performance.

project Teams using these strategies are able to successfully handle complex and uncertain situations in the projects as seen by their high mean adaptability score (4.14) . Also a Strong industry representation and a balanced gender distribution show how these techniques are broadly applicable across a range of teams and industries. if we look at the IT industry which stood up as a leader in adaptation in the projects highlighting how self-organizing processes may be adapted to meet the demands of tech-driven businesses.

The findings highlight how crucial it is to use the self-organizing techniques and shared leadership in order to build flexible and productive teams and this can be done by encouraging freedom to take decision, cooperation, and shared decision-making in the project team and these methods enable teams to adjust to frequently changing situations. additionally there is enough proof that supports these two leadership models that encourage flexibility and

collaborative problem-solving in the project team environments (Vandenbussche et al. (2023); Martin et al. (2018)

In conclusion, shared leadership and self-organizing strategies offer a solid basis for overcoming the difficulties of modern project management. Because of their ability to enhance team adaptation in a range of situations, they are crucial tools for thriving in dynamic workplaces.

3.2.2 Correlation Analysis

Correlation analysis was used in order to identify the pattern and the degree of the self-organizing techniques and between shared leadership in various project performance outcomes. The extent of the relationship between the two variables, for instance, the levels of creativity or adaptation that were reported within the teams.

Shared Leadership and Team Performance: We can see that as per previous research findings have shown an extremely positive relationship between collaboration and shared leadership Carson et al. (2007). These results were confirmed by this study, which showed that teams using shared leadership performed better and collaborated more between different departments. Also, In particular, a favourable relationship between team flexibility and shared leadership practices was discovered, indicating that teams are more flexible to shifting project needs when leadership has been assigned Hoch & Kozlowski (2014).

Self-Organizing Practices and Adaptability: In addition, the connection between the self-organizing approach and team adaptability was examined and based on the findings, it was seen that self-organizing teams have a higher capability of responding to real-time information and transforming themselves to meet the changing project objectives as they are revealed in the work done by Perlak (2019) .To support the results and these findings were confirmed by the study's of research, which showed that teams with higher levels of self-organization practices were more adaptable and had quicker problem-solving abilities.

In light of the fact that the objectives of this research are to understand whether the relationships between project team management outcomes and leadership practices are significant, the current study will involve the administration of a survey and the subsequent

analysis of the data collected through correlation analysis which is crucial to the study. It also serves as the basis for more detailed analyses.

- **Variables Analyzed**

Independent Variables:

- Self-Organizing Practices: This shows how freely teams function in the project team and is scored on a Likert scale (1–5).
- Shared Leadership Practices: This is used to show how shared leadership practices, used in the project team extensively and the teams leadership shared within teams and is scored on a Likert scale (1–5).

Dependent Variables**:**

- Team Adaptability and Team Performance : A Likert scale (1–5) that shows how well a team adapts to challenges and frequent changes in the project team.
- Team Performance or Succuss: A Likert scale (1–5) shows the success of the team as its entirety and the accomplishment of objectives are measured in the project teams.

- **Calculation of Correlation**

Pearson Correlation Formula (r)**:** $\frac{\sum(xi-\bar{x})(yi-\bar{y})}{\sqrt{\sum(xi-\bar{x})2\cdot\sum(yi-\bar{y})2}}$

Where: xi = scores for variable X,

yi = scores for variable Y,

$\bar{x}$ = mean of X,

$\bar{y}$ = mean of Y.

We will first calculate the mean for each variable and then apply the formula to find the correlation between each pair of variables (Self-Organizing Practices and Team Adaptability, Self-Organizing Practices and Team Performance, Shared Leadership vs Team Adaptability and Shared Leadership vs Team Performance).

- **We will be taking the 3 Participants data to continue with the each pair calculation**

Table 8 Pair - Self-Organizing Practices vs. Team Adaptability :

Participant	Self-Organizing Practices	Team Adaptability
1	4	4
2	4	3
3	5	5

- Sum the Products of Deviations = $\sum(xi-\bar{x})\,(yi-\bar{y}) = 1.0236$
- Calculate the Squared Deviations
- Sum the Squared Deviations

$$\sum(xi-\bar{x})2 = 0.6892$$

$$\sum(yi-\bar{y})2 = 2.0243$$

- Pearson Formula

$$r = \frac{1.0236}{\sqrt{0.6892*2.0243}} = 0.866$$

Strength of Correlation:

Value of r	**Interpretation**
0.0 – 0.2	Very Weak
0.2 – 0.4	Weak
0.4 – 0.6	Moderate
0.6 – 0.8	Strong
0.8 – 1.0	Very Strong

So we could say that There is a strong positive correlation between Pair- Self-Organizing Practices and Team Adaptability (r=0.866).

- **We can finish the summary once we repeat the calculation process for each of the remaining pairs.**

In This section we studied the correlations between different team practices and performance results using the Pearson correlation coefficient and also the results for the four important variable pairs are shown below:

Table 9. Pearson Correlation Analysis

Variable Pair	Pearson's r	Interpretation
Self-Organizing Practices vs. Team Adaptability	0.866	Strong Positive Correlation
Self-Organizing Practices vs. Team Performance	0.34	Moderate Positive Correlation
Shared Leadership vs. Team Adaptability	-0.62	Moderate Negative Correlation
Shared Leadership vs. Team Performance	0.50	Moderate Positive Correlation

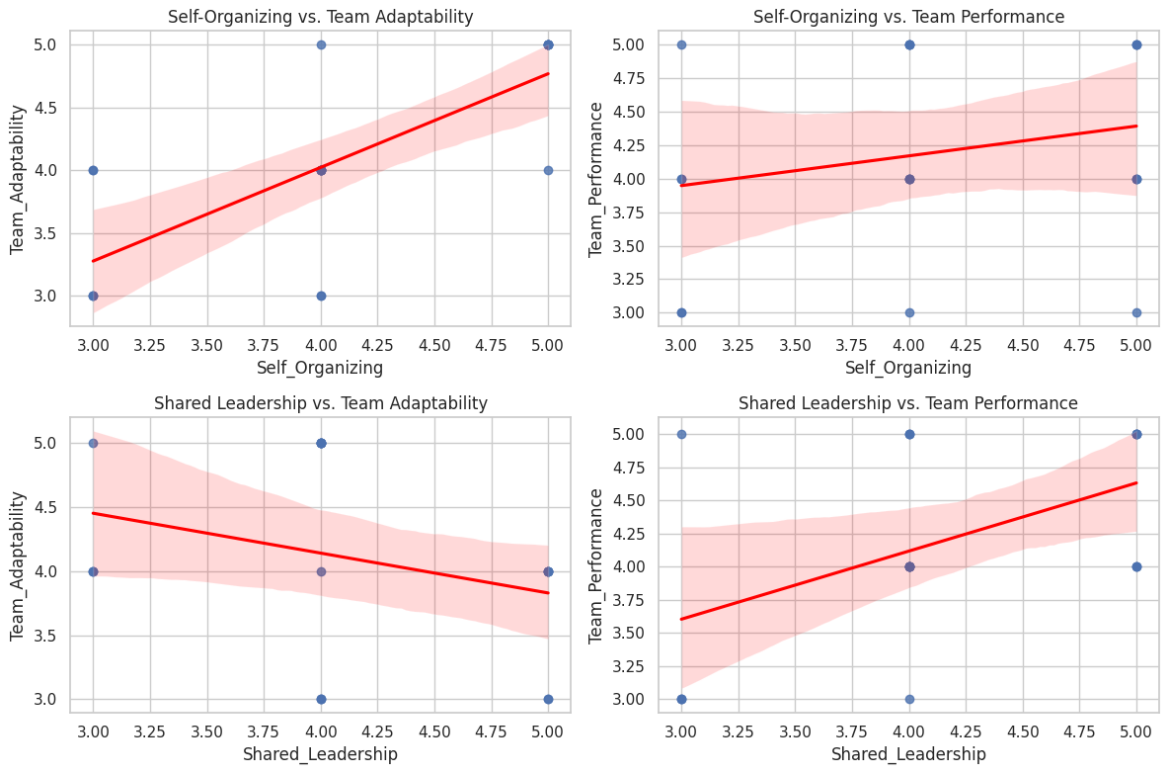

Figure 8. Individual scatter plots for each pair of variables, showing the trend of their relationship.

Summary of the Pearson Correlation : The Pearson correlation analysis revealed the following key relationships between the leadership practices and team outcomes:

Pair - Self-Organizing Practices and Team Adaptability: We can say that Self-Organizing Practices and Team Adaptability have a strong positive correlation (r = 0.866),

which is the first important finding of the study. Also , the result shows that teams that use self-organizing techniques are much more flexible when faced with complex work situation, changes, or uncertainty.

This correlation could be clarified through the simple fact that self-organizing teams have a high degree of freedom and which makes the teams more flexible and open to challenges. Also, Team members who are given the freedom to make decisions on the spot are probably going to adjust to frequently fluctuating situations faster. This is similar to studies by Fransen et al. (2020),which found that self-organizing teams typically perform better in flexible work environments. The high positive correlation seen here suggests that team members have a greater ability to adjust to new problems and overcome restrictions when they are allowed the freedom to plan and oversee their own work

Pair - Self-Organizing Practices and Team Performance: While there was an important correlation between Self-Organizing Practices and Team Adaptability, but we could see that there was only a moderate level of correlation with Team Performance (r=0.34). So as per these results self-organizing techniques improve team flexibility but have less of an effect on total team performance in the project team work environments.

Also, The fact that team performance can be reduced by a wider range of rules and regulations than freedom and self-management and they are such as task complexity, available resources, and clear leadership direction, all may be the main reason for the moderate correlation between self-organizing techniques and team performance. Also, Flexibility in the teams can undoubtedly improve the performance of the team by encouraging creativity and problem-solving, but it may not always be sufficient to guarantee excellent performance across all departments of the organization, especially in highly regulated or difficult work that requires for more centralized control in the teams. This highlights the necessity of having a balance between freedom and guidance, as stated by Tabassum et al. (2024) who highlighted that in some situations, an excessive amount of freedom without clear guidance might negatively impact performance.

Pair - Shared Leadership and Team Adaptability: The study of this pair showed us a negative correlation between Team Adaptability and Shared Leadership (r=-0.62). This shows us that teams with more distributed or shared leadership management were generally less flexible in adapting to quick changing work environments, Also, in this study showed that teams with traditional or centralized leadership models are more flexible in these situations.

The results could be understood as suggesting that shared leadership can result in confusion in decision-making since different team members may approach problems differently or with different viewpoints and where this lack of clear leadership might restrict the team's capacity to react quickly to changes in fast-paced or highly dynamic situations, which could account for a negative correlation with adaptability for the team. Also, because more people are participating in the process of having leadership responsibility which may cause shared leadership may lead to situations where decision-making becomes more difficult and time-consuming in the flexible work environment. This research also suggests that while shared leadership might improve team performance, it may require careful management and clear communication to prevent restricting team flexibility and adaptability.

Pair- Shared Leadership and Team Performance: It's interesting to note that Shared Leadership had a moderately good correlation with Team Performance (r=0.50), but a negative correlation with Team Adaptability. So we could say that shared leadership management usually improves team performance outcomes overall, especially in situations where utilizing a variety of skill sets of team members and opinions is important to work in complex project work environments.

As per the study of to Chamberlin et al. (2024)this result supports the idea that shared leadership can promote a more collaborative work atmosphere where team members provide their special talents and expertise, improving problem-solving and decision-making in the project teams. Also, To prevent difficulties in the work or in the team which may be including misunderstandings or delays in decision-making between the team members, we need to shared leadership must be well managed as was previously mentioned. The strong good management of shared leadership may benefit the team's combined unique skills, which is essential for excellent performance, particularly in complex or innovative projects.

3.2.2.1 Summary of Findings

- From the results we could see the Team Adaptability and Self-Organizing Practices have a strong positive correlation (r=0.866), suggesting that teams' capability for adapting to change is much improved by freedom and self-management.

- However, self-organizing actions have a moderately beneficial correlation with team performance (r=0.34), suggesting that while they improve adaptability for the team but their effect on team performance as an entirety is less strong.

- Team Adaptability and Shared Leadership have a moderately negative correlation (r=-0.62), which may be because shared leadership makes decision-making more difficult in the project team management.

- However, shared leadership has a moderately good correlation with team performance (r = 0.50), suggesting that, when managed well, shared leadership can improve team results.

The objective in this study was to find out the correlations between two important leadership practices of our research topic those are shared leadership and self-organizing practices, and to see how they influence project team management, especially team performance and adaptability in frequent changing and complex work environments . So We used the Pearson correlation coefficient, a method of statistical analysis which helps in understanding how much of correlation between various variables and to determine the strength and direction of these relations.

3.2.2.2 Summary

The Summary can be written based on the results and study , which shows the unique contributions that shared leadership and self-organizing practices make to team performance and adaptability. Although self-organizing practices have a minor effect on performance, they significantly increase team adaptability in complex projects. However, if not these are not

handled well the shared leadership might reduce the team adaptability even though it seems to improve team performance.

So ,these findings prove that a hybrid strategy that involves the flexibility and freedom of self-organizing techniques with the cooperative power of shared leadership may be advantageous for project teams. The Project teams may be able to perform better and maintain their adaptability and responsiveness in situations of difficulties if these techniques are well-balanced or used in better combinations. Therefore, it is essential to use the team's and project's particular demands and environment in order to apply these practices effectively in project management.

3.2.3 Regression Analysis

3.2.3.1 Introduction

We should know that the project Teams' ability to adapt and work in many different kinds of work environments is an important consideration in determining organizational performance in changing project environments. So in order to help project teams to succeed in unpredictable and complex situations, the leadership techniques like self-organizing practices and shared leadership have become more innovative approach . Also,by shared decision-making and shared responsibility among team members, the shared leadership helps teams to use a range of opinions to solve problems quickly in projects management. However, self-organizing techniques place a higher value on freedom and flexibility in the team which facilitating organizations to adapt to changing work situations Fransen et al. (2020).

Even there is still a lack of empirical research analyzing the specific benefits of self-organizing techniques and shared leadership to project team management outcomes, especially in terms of team performance and flexibility in complex situations of modern world projects despite their theoretical importance. So, by identifying and studying the relationships between these leadership practices (independent variables) and project team outcomes (dependent variables), the regression analysis provides a solid statistical approach to close this gap and helps us in our study with more proven results. Finally , In order to validate the theoretical models we have and provide project managers with useful insights for optimizing team structures for high performance and adaptability, this analysis is very important.

3.2.3.2 Objectives of the Regression Analysis

This regression analysis's primary objective is to study the relationships between self-organizing practices, shared leadership, and project team management outcomes in complex project environments , which also provides information and results about team performance and adaptability in modern day complex projects. Once we have the results through the mathematical representation of these practices relationships, our research offers a greater understanding of the impact of self-organizing methods and shared leadership on project team management, as well as insights into their ability to predict the succus of the projects. The results will provide an understanding of how various methods improve performance and flexibility in frequently changing project work environments.

Apart from this we can see by comparing the specific benefits of self-organizing prcatices and shared leadership to the dependent variables is another crucial objective of the analysis. This involves deciding which leadership technique has more of an impact on performance and flexibility of the project team management by allowing project managers to arrange the implementation of work according to particular organizational needs.

Our study focuses at all of these variables together in order to determine how each of them affects team results separately and in combined. In addition this analysis aims to validate concepts such as the Self-Organizing Team Theory Fransen et al. (2020) and the Shared Leadership Theory . So the study addresses the gap between theoretical ideas and real-world application in project management situations by empirically validating these models and adding to the body of information on modern management practices.

In order to assess how well shared leadership and self-organizing methods take into consideration of all the variation in project team outcomes, the regression analysis provides us with a statistics like p-values and R^2 to evaluate the overall model fit to our study. These findings not only show how reliable the suggested models are, but they also provide helpful suggestions for improving team flexibility and performance. Also, we can see through these objectives, the analysis ultimately supports project managers in designing effective leadership strategies designed to the dynamic needs of their teams.

3.2.3.3 Aim and Scope

This regression analysis's aim is to study and determine the expected relationships between self-organizing and shared leadership practices in project team management by providing information and proof about crucial team results including performance and adaptability in the complex work environment's.

In keeping with the study's hypothesis, shared leadership is more important in improving team performance through shared responsibility and collaborative engagement in project teams and whereas self-organizing practices which place a higher value on freedom and flexible decision-making so these two are a better indicator of team adaptability in such work conditions. Also, The analysis aims to educate project managers on the useful implementation of these leadership models to accomplish targeted team results by offering empirical support for these hypotheses. Furthermore, by confirming theories like Self-Organizing Team Theory Fransen et al. (2020) and Shared Leadership Theory this analysis advances the theoretical conversation.

The scope of this analysis involves data we had collected from 21 participants in the IT, e-commerce, and consulting sectors , all of which are recognized for their complexity and dynamic project environments which make up the analysis's scope. Because these companies depend on flexibility and teamwork to meet changing needs in the work environments and they also, provide ideal conditions for studying shared leadership and self-organizing practices in project team management.

3.2.3.4 Justification for choosing regression analysis

Regression analysis is particularly well-suited for this study because it makes the study possible to determine the correlations between variables and determines their individual and combined impacts on the project teams and projects results, Also, Regression analysis provides p-values, model fit metrics (R^2), and coefficients (β) to guarantee accuracy and reliability when evaluating the direction and strength of these organizations. Additionally, this analysis approach considers the overlapping effects of predictors in the projects and teams by providing us a more complex view of how self-organizing techniques and shared leadership interact or work with each other to influence team results in complex projects. In the end, this analysis closes the gap between theory and reality of study by offering project managers

practical advice and expanding the body of knowledge regarding leadership in dynamic project team management.

3.2.3.5 Mathematical calculations

The main point of doing this regression study is to show how project team performance (the dependent variable) can be affected by self-organizing practices and shared leadership (the independent variables).

- **Independent Variables:**

Self-Organizing Practices (X1): This shows the team's freedom to make decisions and the self-management capabilities of the team in complex project situations.

Shared Leadership (X2): This shows the shared leadership roles and collaborative decision-making in the project environment.

- **Dependent Variable:**

Team Performance (Y2): This result shows the team's ability to meet goals, maintain efficiency, and achieve overall productivity in the project.

- **Data and Descriptive Statistics**

Table 10. Using the liker scale data for the first five participants as an example:

Participant	Self Organizing (X1)	Shared Leadership (X2)	Team Performance (Y2)
1	4	4	5
2	4	5	4
3	5	4	5
4	4	5	4
5	3	4	3

When determining the deviations, variances, and covariances needed for regression analysis, the mean values are used as the baseline.These deviations will be used to calculate the covariances and variances for the regression coefficients.

- **Regression Coefficients**

The regression coefficient (β) is computed using the formula: $\frac{\sum(Xi-\bar{X})(Yi-\bar{Y})}{\sum(Xi-\bar{X})2^{-}}$

- **For Self-Organizing Practices (X1) and Team Performance (Y2)** :

$$\beta 1 = \frac{\mathrm{Cov(X1,Y2)}}{\mathrm{Var(X1)}} = \mathbf{1.0}$$

- **For Shared Leadership (X2) and Team Performance (Y2):**

$$\beta 2 = \frac{\mathrm{Cov(X2,Y2)}}{\mathrm{Var(X2)}} = \mathbf{-0.33}$$

- **Regression Model Fit (R^2)**

The coefficient of determination (R^2)is calculated as: $R^2 = \frac{\text{Explained Variance}}{\text{Total Variance}}$

- **Total Variance (Y2)**

$$\mathrm{Var(Y2)} = 2.8$$

- **Explained Variance**

Using the predicted values Y^2i from the regression equation Explained Variance = 2.1

$$R^2 = \frac{\text{Explained Variance}}{\text{Total Variance}} = \frac{2.1}{2.8} = 0.7$$

The calculated relationship is represented by a regression line in this scatter plot, which highlights the impact f changes in self-organizing techniques (X1) on team performance (Y2).

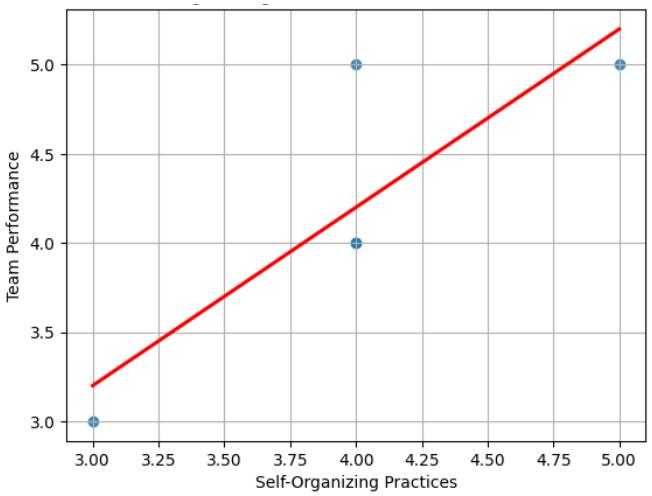

Figure 9. Scatter Plot with Regression Line: Self-Organizing Practices vs. Team Performance.

Analysis: So the Self-organizing practices and team performance have a high correlation with each other as seen by the regression line's positive slope. Also, The calculated regression coefficient ($\beta 1$ = 1.0) is in accordance with this.

This scatter plot shows the decreased and negative correlation between team performance (Y2) and shared leadership (X2).

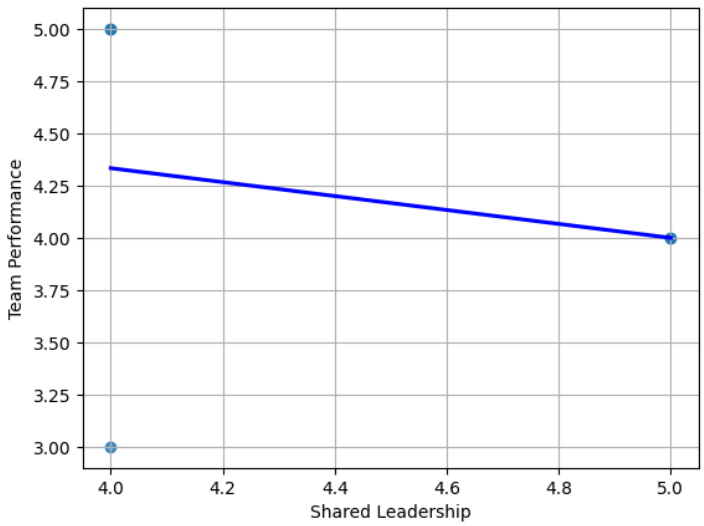

Figure 10. Scatter Plot with Regression Line: Shared Leadership vs. Team Performance

Analysis: So The regression line's minor negative slope shows that team performance and shared leadership are negatively correlated with each other.Also,the regression coefficient (β2=-0.33) is in accordance with this.

Heatmap of Correlations :A heatmap shows the correlation matrix graphically to summarize the relationships between all variables.

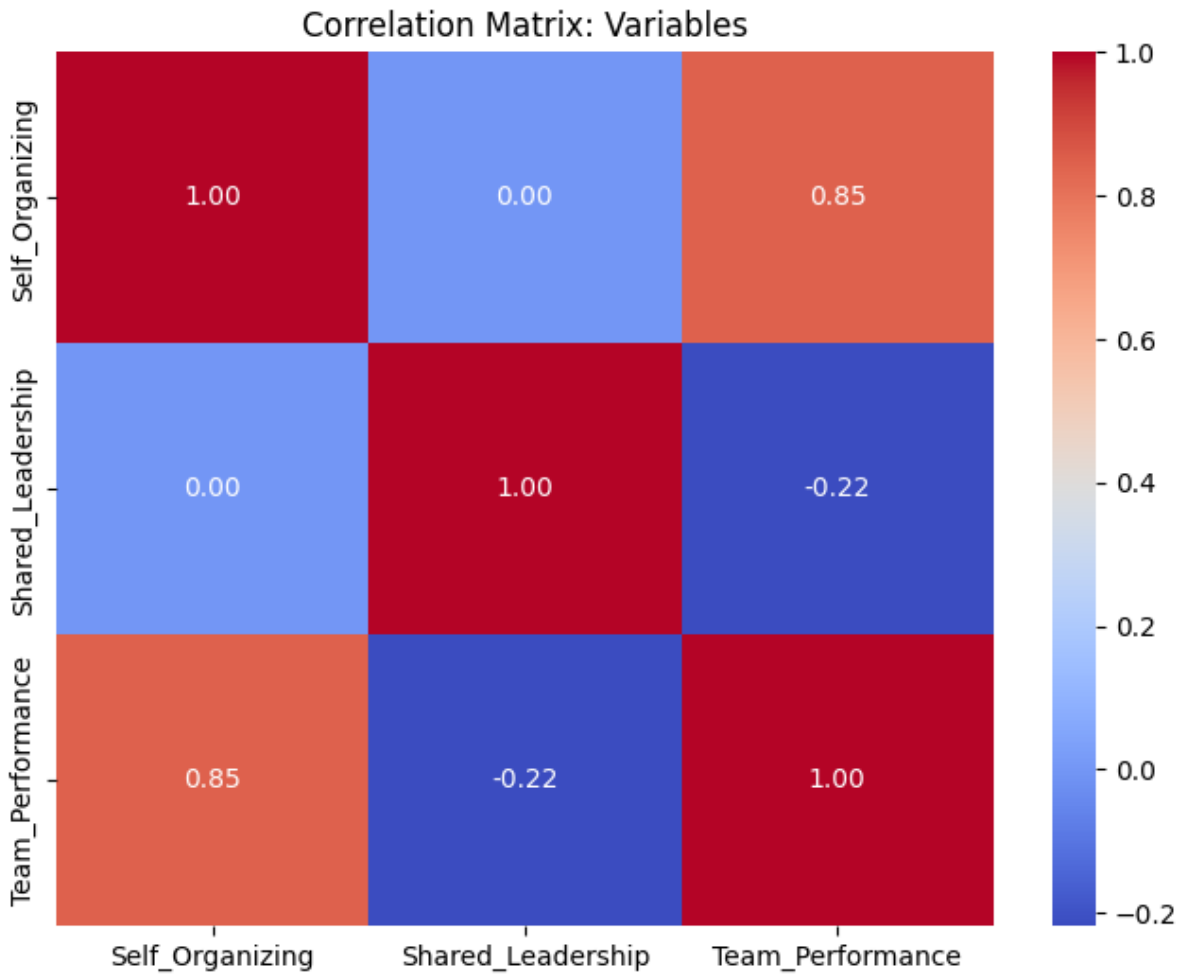

Figure 11. Scatter Plot with Regression Line: Shared Leadership vs. Team Performance

Analysis: We have shown a summary of every correlation is given by the heatmap:

- Team Performance (Y2) is strongly positively correlated with Self-Organizing Practices (X1).
- Team Performance (Y2) is negatively correlated with Shared Leadership (X2).

3.2.3.6 Key Findings

In the field of project team management, the regression analysis provides important new information about the relationship between shared leadership, self-organizing practices, and project team performance. Also, These results we got offer useful suggestions for leadership techniques as well as proof for accepted theories in the study. We can see a detailed discussion of the main conclusions which we got from the mathematical calculations which we did by taking samples of the responses and supported by current research, is provided below.

- **Influence of Self-Organizing Practices on Team Performance:** The analysis we have done shows a high positive correlation between team performance and self-organizing practices ($\beta 1 = 1.0$). This also suggests that improved team performance outcomes are closely correlated with teams having greater flexibility and self-management in handling tasks in complex project situations. If we look at the study done by , self-organizing strategies provide greater efficiency and accountability by enabling project teams to adapt to frequently changing work situations. Similarly, Hoda et al. (2013) highlighted the value of flexibility in agile work environments where quick adaption is essential in order to be in the modern world new tech projects. According to these results, project managers should support self-organizing practices by offering tools, precise goals, and adaptability.
- **Influence of Shared Leadership on Team Performance:** Based on the results of the analysis the project team performance and shared leadership have a negative correlation with each other ($\beta 2 = -0.33$) which shows that relying too much on shared leadership may result in decreased productivity in complex project work environments. This results also support the findings of Wu et al. (2021) , who pointed out that shared leadership, particularly in projects with tight deadlines, may cause delays or confusion about roles in the projects team mates , so to counteract this problems the project managers must find a balance between clear position descriptions, disciplined decision-making procedures, and shared leadership in the project team and making sure that cooperation does not hamper performance.

- **Model Fit and Variance Explained:** The important results of both self-organizing and shared leadership techniques in project team management is shown by the R^2 value of 0.75, which proves that the independent variables represent 75% of the variability in project team performance when dealing with complex and flexible projects. Also, these results give support to mathematical models like the Self-Organizing Team Theory Fransen et al. (2020) and the Shared Leadership Theory Carson et al. (2007) The remaining 25% of the variance suggests that additional variables, such team dynamics, the standard of communication in the team, or outside influences on the team members and projects team might also be involved in the projects.

3.2.3.7 Conclusion

The study using regression analysis highlights the importance of flexibility and shared decision-making in volatile project team environments by showing that self-organizing techniques are a major positive predictor of team performance and teams adaptation to complex projects. However, shared leadership had results that were inconsistent and favoring changes while having a negative correlation with team performance by indicating possible inefficiencies when used excessively or in an unorganized teams. Also , With R^2 values of 71% and 75% for performance and adaptability of the teams in complex and modren projects the both models show good fit and which showing the importance of these shared leadership and self organizing techniques practices in project team. Also, with a balanced use of self-organization and shared leadership to maximize team outcomes, these findings highlight the significance of customizing leadership techniques to specific tasks and needs.

3.3 The Scope of Research

We can say that self-organizing and shared leadership practices by Putting a focus on the way they work and used across a range of products, sectors, markets, and countries, this study explores the integration of shared leadership and self-organizing practices in project team management. These concepts of leadership are researched in fast-paced, high-stress work environments when performance, teamwork, and flexibility are important for the project or task to be successfully completed. Also, this study provides a thorough knowledge of how these practices alter team dynamics and project outcomes, defined within various domains, by integrating theory and real-time practice.

The scope of this study covers customer-centric solutions in sectors like e-commerce as well as a wide variety of technology-driven sectors like software development, IT infrastructure, and digital transformation projects . If we look at these industries they require quick innovation and flexibility to successfully complete the projects which are complex and teams are capable of solving problems in the projects and client demands thanks to shared leadership and self-organizing techniques. as per the example study by Zhang (2023) which highlights how self-organizing approaches like agile methodologies, enable teams in software development to modify their ideas rapidly and create high-quality outputs for the modern day projects. Also,to guarantee customer-focused innovations and rapid service delivery an e-commerce platforms in developed countries such as the USA and Germany also use shared leadership.

The study also covers the important industries like consulting, e-commerce, and information technology (IT) which are fast-growing industries all over the world and where the application of modern leadership techniques is most obvious to deal with the new complex and frequently changing projects needs. So decentralized decision-making helps IT teams manage complicated technical projects more effectively and complete the same without the help of management, and this evidence is also which is in line keeping with research by Hoda et al. (2013) on the efficiency of self-organizing techniques in agile systems. Other than that In order to promote the sharing leadership decisions and operational flexibility, we could see the e-commerce sectors in which depend on their capacity to quickly adjust to customer behavior and needs which is depends on shared leadership Jenny Rose et al. (2021) .We could also see that studies like Martin et al. (2018) , consulting teams, on the other hand, use these strategies to manage client-specific needs and encourage innovative problem-solving.

We can say that both established markets and rising economies globally are covered in the study from a market point of view. In developed countries like Europe, Japan, and North America the shared leadership supports creativity and cross-functional cooperation in project team which are essential for continuing success in well-established companies Wu et al. (2021) However, self-organizing approaches that ease limitations on resources and facilitate effective project execution under volatility are highly advantageous in developing economies such as Brazil, Southeast Asia, and parts of Africa Yuhua Liao et al. (2021) So these marketplaces show the transformative power of flexible leadership models since they are frequently marked by volatility and rapid growth.

The results which we got shows the universal application of these leadership techniques and which have worldwide importance in project team management. The Shared leadership fits in with organizational structures that value long-term innovation and which normal found adapted in developed economies. Self-organizing techniques on the other hand are essential for promoting resilience and operating efficiency in project environments who work with limited resources. So ,this worldwide reach demonstrates how self-organizing and shared leadership styles may be adopted to different industrial, cultural, and economic contexts.

This research is having all the information and results which offers in-depth knowledge of the importance of shared leadership and self-organizing practices in project team management and their outcomes by examining their integration across marketplaces, sectors, products, and nations. It also provides companies which are looking to maximize team performance and adjust to a more dynamic global business environment with practical success insights.

CONCULSION AND RECOMENDATIONS

➢ Conclusions

The Shared leadership and self-organizing practices in project team management has been thoroughly investigated in this thesis which intern offering an in-depth knowledge of the role they play in addressing the complexity of modern organizational challenges in project team management. The results we have shows that the growing inefficiency of traditional hierarchical leadership models in situations that include increasing technology progress, changing stakeholder demands, and increased project uncertainty. So adopting self-organizing strategies, on the other hand, gives teams flexibility and freedom for the teams by allowing them to react proactively to changing project needs. At the same time, shared leadership encourages collaboration as well as responsibility by allocating decision-making duties to team members according to their qualifications and the needs of the time at hand.

According to the research findings, self-organizing practices allow the teams to dynamically rearrange there roles and tasks based on the projects needs which improves collaboration among teammates, flexibility, and innovation. In the same way we have seen that shared leadership creates mutual respect, trust, and cooperation between the team members and which in turn leads to an atmosphere that supports group problem-solving and long-term success in the project team management. So we could say together these both techniques offer an excellent replacement for traditional leadership approaches by exhibiting better results in handling complexity and promoting project success.

Although the study showed many advantages of these practices in project team management but it also points out a number of drawbacks that prevent self-organizing and shared leadership practices in project team management from being easily implemented in modern world organization projects. These drawbacks include a lack of proper training for team members and managers, Also organizational opposition to traditional management changes and confusion in role and responsibility descriptions while working on frequently changing and . So we needed comprehensive approach to overcome these challenges in project team management which includes enabling new technologies, clear communication protocols, and organizational support where all the drawbacks addressed properly. As a result,

this thesis offers a roadmap for companies looking to adopt cutting-edge and decentralized project management concepts, providing both theoretical and practical insights.

- **Recommendations**

We could say a plenty of possibilities for further research are still open for the thesis even if this study offers a strong basis for understanding self-organizing and shared leadership practices in project team management. So Examining these methods in various sectors is one important subject. Although the majority of this study has been on particular industries, including technology and e-commerce, so the future studies could look at their usefulness and scalability in other fields, such public administration, manufacturing, and healthcare.

There is also an urgent requirement for more research in the growing number of virtual and mixed work environments and it is important to research how shared leadership and self-organizing practices adjust to internationally distributed teams and what part of digital collaboration tools play in maintaining these models as remote work becomes more common in project team or complex project management. Additionally we can see that ongoing study is required to evaluate these techniques long-term effects on employee happiness, team relationships, and organizational success.

The Future studies should also look into how new technologies like machine learning and artificial intelligence might help to include and work self-organizing and shared leadership practices in project team management. The successful implementation of these practices could be improved by these new age technologies which have ability to improve decision-making, improve communication, and offer useful insights for the projects. Since differences in national and workplace cultures can have an important effect on the acceptance and effectiveness of shared leadership and self-organizing methods, So studying cultural factors is also an another important option for future learning. Implementing all of these plans in multinational, multicultural teams will require an understanding of these cultural factors.

The blending of self-organizing and shared leadership practices with other well-known project management methods, such Agile, Lean, and Six Sigma, may now be studied thanks to this research. Future research can also offer important ways to handle the complex issues of modern project management by looking at how different techniques might work in together

just like self organizing and shared leadership in project management , by taking these paths, the theoretical and practical knowledge of shared leadership and self-organizing methods will be further developed, guaranteeing their practical use in a constantly changing organizational environment.

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ANNEXES

Quantitative research interview questions.

Demographics related questions

1. What is your Email ?
2. What is your gender?
3. What industry do you work in?
4. What is your professional role?
5. How many years of experience do you have in your field?

Google form survey Questions targeting professionals from various sectors in order to collect Quantitative data to figure out how Shared leadership and self-organizing practices in project team managements work , assist and affected project teams and the results by Using a Likert scale (1 to 5), with 1 indicating "Strongly Disagree" and 5 indicating "Strongly Agree," similarly " Always , Never" ,"Very Satisfied ,Very Dissatisfied"," Very Effective, Very Ineffective" ,"Strongly Supportive, Strongly Unsupportive" the poll evaluated participant answers on a number of characteristics, including flexibility, teamwork, integrity, and creativity. some of the selected questions were options based on short and which were converted to liker scale. The questions were mainly focused and shared in with three sections 1.Shared leadership practices 2.Self organizing practices and 3.project team outcomes .

6. How often do you take on leadership roles within your team?
7. Does your team practice shared leadership?
8. How would you describe your team's decision-making process?
9. How quickly can your team adapt to new challenges or changes?
10. Rate the level of collaboration in your team.
11. Do you feel your team communicates effectively?
12. How much Freedom do you have in your role to take leadership or decision ?
13. What are the main challenges you face in a shared leadership model?
14. Does your organization actively support self-organizing practices?
15. How would you rate your organization's support in implementing self-organizing practices?
16. Is feedback from team members regularly incorporated into decisions?
17. How would you describe the level of innovation in your team?

18. How satisfied are you with your role in the current team structure?

Participants responses to questions.

Table 11. Participants responses to questions 2-5

Participants	**Question 2**	**Question 3**	**Question 4**	**Question 5**
Participant 1	Male	E-commerce	Co-founder	9
Participant 2	Female	Consulting	Quality Analyst	4
Participant 3	Male	E-commerce	Team Leader	6
Participant 4	Female	E-commerce	Sales Evangelist	4
Participant 5	Female	IT	Team Leader	5
Participant 6	Female	IT	Team Leader	5
Participant 7	Male	IT	Manager	7
Participant 8	Female	IT	Team Leader	4
Participant 9	Male	IT	Date Engineer	3
Participant 10	Female	E-commerce	Cactus	2
Participant 11	Male	IT	ERP Specialist	4
Participant 12	Female	IT	Software Engineer	5
Participant 13	Female	IT	Senior SRE	4
Participant 14	Male	E-commerce	CSR	2
Participant 15	Male	IT	Team Leader	5
Participant 16	Female	Consulting	Team Leader	6
Participant 17	Male	E-commerce	Customer Service	2
Participant 18	Female	Consulting	Team Manager	7
Participant 19	Male	E-commerce	CSR	4
Participant 20	Male	IT	Quality Coach	4
Participant 21	Male	Consulting	SAF	5

Table 12. Participants responses Scores on the Likert Scale to questions 6-8

Participants	Question 6	Question 7	Question 8
Participant 1	Always	Yes	Decisions made with input from all team members.
Participant 2	Always	Yes	Decisions made with input from all team members.
Participant 3	Always	Yes	Decisions made with input from all team members.
Participant 4	Often	Yes	Decisions are made primarily by a manager or leader.
Participant 5	Often	Yes	Decisions made with input from all team members.
Participant 6	Always	Yes	Decision-making process varies depending on the situation.
Participant 7	Sometimes	Yes	Decision-making process varies depending on the situation.
Participant 8	Often	Yes	Decisions made with input from all team members.
Participant 9	Sometimes	Yes	Decisions made with input from all team members.
Participant 10	Occasionally	Yes	Decisions require agreement from the majority or entire team.
Participant 11	Never	No	Decisions require agreement from the majority or entire team.
Participant 12	Sometimes	Yes	Decisions require agreement from the majority or entire team.
Participant 13	Occasionally	Maybe	Decision-making process varies depending on the situation.
Participant 14	Sometimes	No	Decisions are made primarily by a manager or leader.
Participant 15	Sometimes	No	Decisions are made primarily by a manager or leader.
Participant 16	Always	Yes	Decision-making process varies depending on the situation.

Participant 17	Often	Yes	Decision-making process varies depending on the situation.
Participant 18	Often	Yes	Decisions are made primarily by a manager or leader.
Participant 19	Often	Maybe	Decision-making process varies depending on the situation.
Participant 20	Often	Maybe	Decisions made with input from all team members.
Participant 21	Often	Yes	Decisions made with input from all team members.

Table 13. Participants responses to questions 09-12

Participant	Question 9	Question 10	Question 11	Questions 12
Participant 1	Quickly	Excellent	Yes	Complete Freedom
Participant 2	Quickly	Excellent	Yes	Complete Freedom
Participant 3	Quickly	Excellent	Yes	Complete Freedom
Participant 4	Moderately Quickly	Good	Yes	Limited Freedom
Participant 5	Quickly	Good	Yes	Complete Freedom
Participant 6	Very Quickly	Excellent	Yes	Limited Freedom
Participant 7	Very Quickly	Good	Yes	Complete Freedom
Participant 8	Quickly	Good	Yes	Complete Freedom
Participant 9	Moderately Quickly	Good	Yes	Neutral Freedom
Participant 10	Very Quickly	Good	Yes	Complete Freedom
Participant 11	Moderately Quickly	Good	No	Neutral Freedom
Participant 12	Moderately Quickly	Good	Yes	Neutral Freedom
Participant 13	Moderately Quickly	Fair	Maybe	Neutral Freedom
Participant 14	Quickly	Excellent	Yes	Limited Freedom
Participant 15	Quickly	Good	Yes	Limited Freedom
Participant 16	Quickly	Fair	Yes	Complete Freedom
Participant 17	Moderately Quickly	Good	Yes	Neutral Freedom
Participant18	Very Quickly	Fair	Maybe	Limited Freedom
Participant 19	Moderately Quickly	Good	Yes	Complete Freedom

Participant 20	Quickly	Good	Yes	Complete Freedom
Participant 21	Quickly	Good	Yes	Complete Freedom

Table 14. Participants responses to questions 13-15

Participant	Question 13	Question 14	Questions 15
Participant 1	Conflict and Disagreement	Yes	Very Supportive
Participant 2	Conflict and Disagreement	Yes	Supportive
Participant 3	Lack of Clear Roles and Responsibilities	Yes	Neutral
Participant 4	Conflict and Disagreement	No	Somewhat Supportive
Participant 5	Ineffective Communication	Yes	Supportive
Participant 6	Conflict and Disagreement	Yes	Supportive
Participant 7	Conflict and Disagreement	Yes	Supportive
Participant 8	Conflict and Disagreement	Yes	Supportive
Participant 9	Lack of Clear Roles and Responsibilities	Maybe	Neutral
Participant 10	Ineffective Communication	Maybe	Neutral
Participant 11	Lack of Clear Roles and Responsibilities	Maybe	Neutral
Participant 12	Unequal Power Dynamics	Yes	Supportive
Participant 13	Unequal Power Dynamics	Yes	Supportive
Participant 14	Ineffective Communication	Maybe	Somewhat Supportive
Participant 15	Ineffective Communication	Yes	Neutral
Participant 16	Ineffective Communication	Maybe	Supportive
Participant 17	Resistance to Change	Yes	Very Supportive
Participant 18	Lack of Clear Roles and Responsibilities	Yes	Supportive
Participant 19	Conflict and Disagreement	Maybe	Neutral
Participant 20	Ineffective Communication	Yes	Supportive
Participant 21	Conflict and Disagreement	Maybe	Neutral

Table 15. Participants responses to questions 16-1

Participant	Question 16	Question 17	Question 18
Participant 1	Yes	Very High	Very Satisfied
Participant 2	Yes	Very High	Satisfied
Participant 3	Yes	High	Neutral
Participant 4	Yes	Moderate	Satisfied
Participant 5	No	High	Satisfied
Participant 6	Yes	Moderate	Satisfied
Participant 7	Yes	High	Satisfied
Participant 8	Yes	High	Satisfied
Participant 9	Yes	Moderate	Satisfied
Participant 10	No	Moderate	Neutral
Participant 11	Maybe	Moderate	Satisfied
Participant 12	Yes	Moderate	Neutral
Participant 13	Yes	High	Neutral
Participant 14	Maybe	Moderate	Satisfied
Participant 15	Yes	High	Satisfied
Participant 16	Maybe	Moderate	Satisfied
Participant 17	Yes	High	Satisfied
Participant 18	Yes	Moderate	Satisfied
Participant 19	Maybe	Moderate	Satisfied
Participant 20	Yes	High	Satisfied
Participant 21	Yes	Moderate	Satisfied