

Developing Shared and Peer Leadership Practices in Facility and Event Management

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Crowd management is a practice by which facility and event supervisors implement an organization, facility, or event's policies and procedures to ensure a safe and enjoyable environment for all participants (Ammon, Southall, & Nagel, 2010). These policies and procedures are of utmost importance as they oftentimes convey the organization, facility, or event's mission and goals, as well as provide the means by which to achieve strategic objectives (Bodey, 2009). As such, it may be reasonable to assume that the mission and values of an organization, facility, or event can be witnessed in an agent's policies and procedures.

Equally important is the administration under whom these policies and procedures will be managed and the employees for whom these practices have been put in place. Specifically, it is the individual employees who will express these values to the public, which can have a substantial influence on the image and reputation of the organization, facility, or event. Consequently, it is critical that employees working most closely with the clientele and participants also hold, or at least buy into, the values of the organization, facility, or event. One method by which this can be achieved is through shared leadership.

Shared leadership is "an emergent team property that results from the distribution of leadership influence across multiple team members" (Carson, Tesluck, & Marrone, 2007, p. 1218). The result of which can be a leadership network, in which, individual and team interactions cyclically influence one another with regards to responsibilities and direction (Carson et al., 2007). By providing each employee or team member some semblance of authority and influence, the potential for peer leadership is created. Peer leadership emerges from the interactions and shared leadership roles, both formal and informal, of team members striving towards a collective aim (Price & Weiss, 2010). Taken together, the concepts of peer and shared leadership seem to suggest the necessary involvement of all employees when developing and maintaining the values of an organization, facility, or event. Furthermore, Hamm, MacLean, Kikulis, and Thibault (2008) suggested that shared values amongst employees lead to higher productivity and commitment; two factors critical to success in facility and event management.

Contemporary Services Corporation (CSC) is a leader in crowd management, providing peer group management and security services in a variety of venues and events, including but not limited to over 100 professional stadiums and arenas, convention centers, festivals, and university and college campuses (CSC, 2011). CSC and other similar organizations primarily operate as an outsourced service; in that the workforce comes from surrounding areas. Given the complex and evolving nature of facility and event management, the individuals who form the workforce of these organizations may experience increased turnover. As such, it could become problematic for management of a facility or event to obtain commitment from outsourced employees to adhere to and project the values of the organization, facility or event.

When organizations outsource security and crowd management services such as CSC, it is imperative that management instill upon the incoming temporary employees their mission, values, policies, and procedures. This is not an easy task as employees might be diversified in their backgrounds, experiences, personal objectives, and values. The current study proposes a method of standardizing management responsibility by way of shared and peer leadership practices that can be employed by facility and event managers to achieve a collective understanding of the organizational, facility, or event's mission and values. Specifically, the purpose of this study is to examine a team of individuals who possess similar characteristics (i.e., fluent team members entering and leaving, long hard work hours, etc.) to organizations like CSC to uncover the mechanisms by which effective leadership can foster core group values.

An elite Division I women's soccer team at a large public institution that is currently in the second year of a leadership development program is the sample population for this study. The focus of this study is to determine the extent to which this leadership program is effectively grooming leadership skills and abilities, and developing shared understanding of group values among participants. Semi-structured interviews will be conducted with the team's selected leaders ($n = 6$), the team's players ($n = 24$) and its coaching staff ($n = 5$). The interviews will take place at two time points; once prior to the soccer season and once at the conclusion of the season. Furthermore, team leaders, players, and coaching staff ($N = 35$) will complete collectively-developed evaluation forms four times throughout the season: at the beginning of the season, at the end of the season, and twice during the season. Team leaders will self-evaluate their own development, while players and coaches will evaluate the team leaders' skills and abilities. Each evaluation form will measure shared and peer leader abilities with regards to developed core values, core leader competencies, and core leader attitudes.

This study aims to examine a team of individuals to uncover the mechanisms by which effective shared and peer leadership can foster core group values. As such, our expectations are two-fold. First, we will determine the effectiveness of an established leadership development program in a context where turnover of participants is inevitable. As noted by Carson et al. (2007), shared leadership may be essential to developing consistency in unstable environments; a necessity for success within organizations such as CSC. Second, supported by previous research on leadership and management by values and results uncovered here, we will demonstrate the utility of this program's policies and procedures and propose a model that focuses on implementation of these strategies across facility and event management contexts (e.g., CSC). It is expected that a proficient model will help managers expand their shared and peer leadership skills to successfully develop, implement, and communicate the organization, facility, and/or event's missions and values in groups with a diverse and fluent workforce.

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