

Senior Level Designers - Designers Shared Leadership Model in Interior Design Companies: The Consequence of an Investigation among Leading Designers in Nine Companies in Korea.

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ABSTRACT

Interior design companies in Seoul, Korea, senior level designers-designers shared leadership model has not been implemented by the design management. The whole interior design companies are worked each by a leadership team consisting of senior level designers, contractors and designers, being accountable for company, workers, and budgets. The results for workers' opinion in leadership positions were evaluated. All 154 leading workers of all professional teams were anonymously interviewed with a questionnaire containing 45 items regarding their satisfaction with this new shared leadership model. The response rate was 96.2%. After all, the leading workers were satisfied with the shared leadership model both in their own designing practice and in general. Non-design workers were comprehensively more in favor of quite a few aspects of shared leadership than senior level designers, but even the latter reported to be generally satisfied. However, both professional teams estimated leading positions to be only modestly attractive. The consequences yield some evidence that the transform from traditional leadership models to the senior level designers - designers shared leadership model may have advantages in the management of interior design companies. Furthermore, there is a need for greater clarity about precisely what we mean by shared leadership and also a deeper exploration of potential challenges arising from shared leadership models if we are to try to come to terms with their practice.

Keyword: shared leadership, interior design, evaluation questionnaire, management, senior level designers - designers' relationship.

1. INTRODUCTION

The sharing of leadership has emerged as a critical component in the modern organizational world. The ever-changing environmental conditions of the organization make the sharing of leadership critical for survival [10]. Moreover, those who are doing the job best understand the complexity of the modern organizational setting and, consequently, those individuals are often the best to improve the job. Ultimately, shared leadership is most effective when tasks are interdependent and complex [9]. This study were evaluated descriptively by the two questionnaire related to concrete experiences with leadership partners in one's own working area and the general assessment of the model of dual leadership regarding experiences in design team.

1.1. An analysis of the current situation

In many industries, the economic pressures on design processes have promoted interior design organization to be considered as businesses, which have to effort inexpensively and professionally [6]. This is accompanied by partial profession, and company units, and bottomless changes in

management structures [15]. Under the pressure of effectiveness, traditional professional roles and demarcations between senior designers and designers are progressively more questioned. Apart from authentic design problems, management decisions are required with regard to budget control, staff management, and quality management at design companies [16]. This has been recognized as a challenge for interdisciplinary design collaboration. The overture of shared leadership requires wide-ranging foundation work to overcome traditional professional demarcations. With only few exceptions, the published work to date concerns exclusively budget control, particularly in those areas where there are complex interdisciplinary challenges such as in serious design process, and in emergency design [7]. However, shared leadership is proposed to relate positively to design team performance because of increased information sharing and participation among team members. Teams in which leadership functions are distributed are expected to experience increased coordination, collaboration, and commitment [17].

1.2. Intention of this study

In design organization, the challenge of interdisciplinary collaboration is not much between dissimilar design specialties but between the disciplines (the views and methods of carry out by senior designers, and designers) [5]. Collaboration between

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the different professional teams is looked upon as very significant, but has been in an inferior position, at least in Korea, by traditionally separated leadership models (senior level design service/designing service/administration) with stringent demarcations. To my understanding, publications from design organization considering to shared leadership are not yet available and no experiences with shared leadership models in design companies have been published from Korea.

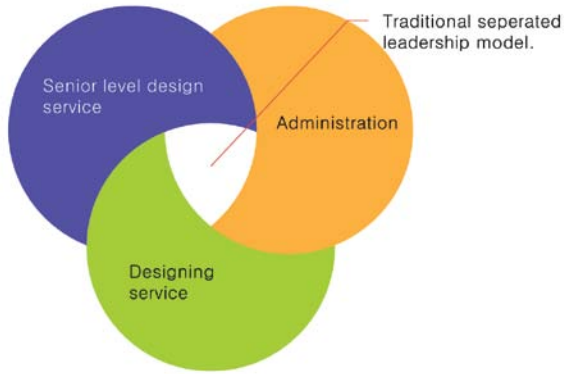


Fig. 1. Traditionally separated leadership model in interior design organization

2. CONCEPTUAL FRAMEWORK

A review of the literature was used to create an initial conceptualization of this study. This structure allowed for a set of specific interview questions to be formulated and provided a structure for analysis and discussion of the findings.

2.1. An overview of the tool used in evaluation

The controlled simulation environment should be an appropriate setting for testing the shared leadership model because it required team members to interact frequently and work interdependently in a fast-paced environment to make necessary complex decisions, thereby creating conditions in which shared leadership could emerge [3]. It also created a controlled environment in which team members could engage in and observe leadership behaviors making the collection of network data feasible [4]. Shared leadership can be also measured by network centralization using SNA. To examine a broad array of leadership behavior, there is rather than only shared leadership [17]. SNA is an appropriate tool for studying shared leadership if the measurement used assesses the distribution of leadership among team members [17]. However, I would suggest performance evaluations that have become extraordinary and are a supplementary tool that can be used to assess and help teamwork. I have two considerations with value to this proposal. First, many shared leadership evaluations are an outward process lacking in severity and sincerity. So our apprehension is that an evaluation may conclude there is sufficient teamwork when in reality there is little. It is important that teams do evaluations, and that they be thorough and applicable [1].

2.2. The questionnaire for interior design companies

Standardized instruments designed to evaluate shared leadership may be not obtainable. Aspects relevant to both senior level designers and designers will be considered. The evaluation questions were consistently phrased as statements with positive or negative validations. The evaluation questionnaire was divided into two sections. In the first section, concrete personal experiences with shared leadership were evaluated. In the second section, the general experience with shared leadership within the design organization was evaluated (Figure 2). This questionnaire was not developed as a standardized instrument for the evaluation of shared leadership in design organization (with the required procedures of item generation and item selection), but it should be understood as a first approach to a relevant field of management in design organizations that empirical evaluation is uncommon [18].

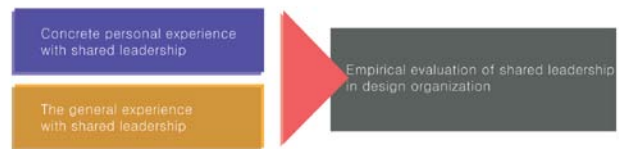


Fig. 2. The evaluation questionnaire

3. METHODS

3.1. Questionnaire

Table 1 presents the questionnaire related to concrete experiences with leadership partners in one’s own working area. It can be seen that both senior level designers and designers assessed the different aspects of dual leadership. Table 2 shows the general assessment of the model of dual leadership regarding experiences in design team (not only with one’s own leadership partner).

Table 1. Concrete personal experiences with shared leadership

Concrete experiences in the own working area
Shared leadership contributes to a harmonic atmosphere on my ward/in my department
I discuss customer-related problems with my leadership partner
I discuss staff-related problems with my leadership partner
I discuss organization-related problems with my leadership partner
I have fixed dates with my leadership partner
Our cooperation is intensive
Our cooperation can be characterized as well-functioning
I frequently disagree with my leadership about responsibilities
Shared leadership facilitates the solution of some problems in my professional everyday life
If I had a different leadership partner, our leadership probably would function better
Shared leadership requires more meetings and conferences in my working field
If there are conflicts with my leadership partner, it is mostly

possible to speak of that in a good manner
 I rarely have conflicts with my leadership partner
 My leadership partner has less competence and commitment than me
 Despite shared leadership, each of us feels responsible for his original duties
 In my working field, altogether I am satisfied with shared leadership
 I know well my task description as well as that of my leadership partner
 The task descriptions represent well my tasks [18].

design company
 Being part of a shared leadership means considerably more responsibility
 Being part of a shared leadership considerably increases one's importance in our design company
 A shared leadership position offers few incentives.
 With the shared leadership model I am altogether satisfied [18].

3.2. Data collection

For the survey to be administered, the agreement of the Korean Society of Interior Designers (KOSID) in each interior design company had to be acquired. Because of consideration raised by them, we could not ask for information on age, gender, and interior design affiliation. The questionnaire was processed by a preface, which explained the reason of the inspection and was sent automatically to all 154 (out of 160) workers with shared leadership positions in the nine interior design companies. Workers were needed to return the questionnaire anonymously as a document sheet and to notify the company director about their partaking by email at the same time, thus making sure anonymity and allowing the listing of participants.

3.3. Analysis

Data on ordinal scale level were evaluated descriptively by coding the answers as follows: I agree = 1, I mostly agree = 2, I mostly disagree = 3, I disagree = 4. From these results an average was evaluated for each question. To obtain a total score, we summed the results of the questions on each of the first and second parts of the questionnaire and divided the total by the total number of questions. It was essential to overturn the divergence of those questions phrased as negative statements [11]. Because the lower end of the scale in the total score represents maximum agreement, while the upper end represents maximum disagreement. Differences with shared leadership in entirety scores were calculated using the *t*-test [18].

Table 2. General experience with shared leadership

General experience with the dual leadership model

The shared leadership model generates conflicts that would not otherwise exist
 The shared leadership model has led to a diffusion of hierarchies.
 Sometimes I do not know who is responsible for what
 I feel devalued in my professional identity and function by the shared leadership model
 The shared leadership model only works under the prerequisite of equal competence and commitment of the partners
 I could well renounce on the shared leadership model
 The shared leadership model is confusing for customers
 The shared leadership model damages the senior leaders' reputation and role
 The shared leadership model leads to an inappropriate increase in leading positions
 The shared leadership model leads to an increase in bureaucracy
 The shared leadership model makes some procedures more simple and effective
 The shared leadership model emphasizes the importance of designers' role in an appropriate manner
 The shared leadership model enhances rivalry between professional groups
 The shared leadership model is confusing for addressees outside the design company
 The shared leadership model increases the expenditure of time for conferences and meetings
 The shared leadership model emphasizes the importance of the senior leaders in an appropriate manner
 The shared leadership model is a shaping element of cooperation in our design company
 The shared leadership model shapes the relations between the different professional groups in our design company
 The shared leadership model damages the designers' reputation and role
 Women have worse conditions in shared leadership positions in our design company
 Customers' relatives often do not understand who is responsible for what in our design company
 It is impossible to take common responsibility for important decisions
 With the shared leadership model economic aspects have come too much to the fore
 Receiving a leadership function is not very desirable in our

Table 3: Difference with shared leadership

	n	Table a: concrete own experiences Mean	Table b: general experiences Mean	Total score Table a b Mean
Senior level designers	74	1.8	2.1	2.0
Designers	80	1.7	1.9	1.8
Total	154/ 160	1.9	2.0	1.9

4. RESULTS

Out of the 160 staff members with positions in shared leadership, 154 returned complete questionnaires (74 senior level designers, 80 designers). The return rate was 96.2%. All of the respondents worked in departments for interior design

companies. Table 1 presents the average results related to concrete experiences with leadership partners in one's own working area. It can be shown that both designers and senior level designers evaluated the different aspects of shared leadership mainly positive. There was a constant tendency towards more positive evaluation among designers than among senior level designers. However, most differences were small and only in one question were the requested significance level of $P < 0.001$ reached. The designers talked about client-related problems much more often with their leadership partners than others Table 2 shows the general assessment of the model of shared leadership regarding experiences in interior design companies. Finally the evaluations were mainly positive, notably more marked among designers. Significant differences ($P < 0.001$) were established in six statements, each of them with a more designing assessment by senior level designers, but with still mainly positive evaluations among those. In particular, senior level designers in contrast to designers evaluated the changes in the roles of designers and senior level designers less positively. Senior level designers were more prone to suppose a needless increase in leadership positions and additional operating expense for bureaucracy [12]. In spite of being content with the model of shared leadership, workers of both teams viewed the leading positions as only reasonably attractive. The largest differences between the teams were found in the statements that 'the shared leadership model emphasizes the significance of the designer in a suitable manner' and 'the shared leadership model leads to an unsuitable enhance of leading positions' [18].

For table 3 (concrete experiences in their own working area), we calculated an average score of 1.8 (senior level designers 1.8, designers 1.7), and (general experiences) an average score of 2.0 (senior level designers 2.1, designers 1.9, difference significant $P < 0.001$). The average total score (parts A + B) was 1.9 (senior level designers 2.0, designers 1.8, $P < 0.01$). Finally, we established the consequences presented in Table 3. Although differences did not arrive at significance, there was a propensity that shared leadership was evaluated most favorably in departments where there is close designers–senior level designers cooperation in companies [18].

5. DISCUSSION

5.1. A shared leadership in interior design companies

Under the direction of the innovate management, a shared leadership of senior level designers and designers should be processed on final design levels, beginning from the area up to groups and the organization directorate. The leaders such senior level designers of each unit need to stand common accountability for project budgets, staff management, and aspects of quality management [8]. In depth descriptions of accountability need to be developed to restrict the different accountability. The management model of shared leadership was not introduced 'top-down' without all-inclusive groundwork but also the implementation needs not to be intensively supported by general training courses for leading employees.

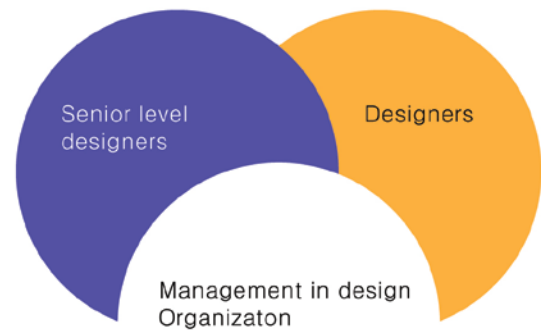


Fig. 3. The guidance of the new management in design organization

Senior designers–designers shared leadership is a management model that has been well acknowledged by designers and still well, but somewhat less, accepted by senior designers and other leaders. When information is not shared or cases narratives are not entered, it can cause a lapse in benefits or even a shutdown of benefits. The ability to rely on coworkers through shared leadership establishes guidelines for conflict resolution, decision making, interpersonal communication, assignment completion, and meeting management [13]. Once a team emerges from the storming phase, they learn from their experience, giving the team members tools to deal with each other [12].

5.2. Recommendations for the future

Shared leadership provides designers' empowerment and high-quality designers–senior designers relationships. Concerns that senior designers may experience devalued leading to a lack of design organization will be not eventuating. Significant points contain that there are few incentives for the uptake of leadership positions as well as concerns of an increase in the number of management positions and duties on hierarchical levels, eventually leading to greater bureaucracy [18]. Shared leadership can be looked upon as an essential part of a comprehensive managerial concept, the major objectives of which are excellence and quality. Therefore, an organized evaluation of the effects of changes in the management and shared leadership structures of design organization and design services on value of processes and cost-effectiveness should be a purpose in design organization.

6. CONCLUSIONS

The willingness of team members to engage in shared leadership would signal that members trust each other, and the resulting shared leadership behaviors would further solidify trust. The relationship between trust and shared leadership may be reciprocal [17]. The shared leadership model has the potential to offer several advantages for design organizations. Designing networks are an integral and key component of modern design solution delivery but little attention is paid to

the development of key leadership skills within them [14]. At present such teams can be excessively reliant on charismatic individual leaders with the attendant risk that the team may weaken with departure and in the absence of shared leadership across the team although there are some significant disadvantages as well [19].

There is facts that senior level designers and designers shared leadership is a management model that is well established by designers and still well, but somewhat less, accepted by senior level designers and other leaders. Shared leadership seems to make available designers' empowerment and good senior level designers and designers relationships. Concerns that senior level designers would feel devalued leading to a lack of cooperation did not eventuate. Significant points include that there are few incentives for the understanding of leadership positions as well as consideration of an increase in the number of management positions and roles on most hierarchical levels, eventually leading to better bureaucracy. Shared leadership can be looked upon as an essential part of a comprehensive managerial concept, the major objectives of which are excellence and quality [9]. A systematic evaluation of the effects of changes in the management and leadership structures of interior design companies and designing services on superiority of design and cost-effectiveness should be an objective of further findings [2]. There is a need for greater clarity about precisely what we mean by shared leadership and also a deeper exploration of potential challenges arising from shared leadership models if we are to try to come to terms with their practice.

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