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Le leadership visionnaire et la suffisance des ressources

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Résumé

La communication d'une vision est considérée dans la littérature managériale comme un comportement de leadership vertueux. Cependant, il n'est pas clair dans quelle mesure les équipes peuvent réellement en bénéficier. Pour apporter un éclairage à cette problématique, nous proposons un modèle de médiation modéré inspiré de la théorie sociocognitive de Bandura. Ce modèle suggère que les chefs d'équipe visionnaires améliorent indirectement la performance de l'équipe par le biais d'une plus grande confiance groupale, soit la conviction qu'ont les membres d'une équipe qu'ils peuvent accomplir leurs tâches. En outre, nous avons considéré la suffisance des ressources comme une condition modératrice du leadership visionnaire. Ainsi, les chefs d'équipes visionnaires ne devraient améliorer la confiance groupale, puis la performance de l'équipe, que si la suffisance des ressources est élevée. Les données collectées à travers le temps auprès de 69 équipes dans un hôpital universitaire canadien soutiennent notre modèle de médiation modéré. En considérant la théorie sociocognitive dans le contexte du leadership visionnaire et des équipes, cette étude apporte ainsi des contributions significatives à la théorie et à la pratique.

Mots clés : leadership visionnaire, confiance groupale, suffisance des ressources, performance de l'équipe

Méthodes de recherche : cette étude s'appuie sur une collecte de données préalablement effectuée auprès de 69 équipes travaillant dans un hôpital universitaire canadien. Les données ont été collectées à travers un questionnaire (papier et électronique) administré à trois reprises. Les mêmes variables n'ayant pas été mesurées à travers ces trois questionnaires, il s'agit donc d'une étude transversale à plusieurs temps de réponse. Les données des membres des équipes sondées ont été agrégées au niveau de l'équipe, puis des analyses factorielles confirmatoires ont été effectuées afin d'établir la validité des mesures utilisées. Finalement, nos hypothèses ont été testées en utilisant la méthode PROCESS de Hayes (2013).

Abstract

Communicating a vision is seen in the management literature as a valuable leadership behaviour. However, the extent to which teams genuinely benefit from vision communication remains unclear. We strive to answer this question by proposing a moderated mediation model drawn from Bandura's social cognitive theory. Our theoretical framework suggests that visionary team leaders indirectly enhance team performance through greater team potency, that is, team members' general belief that they can accomplish their tasks. Moreover, we considered resource sufficiency as a boundary condition of team leader visionary leadership. As such, visionary team leaders should enhance team potency and then team performance only when resource sufficiency is high. Using time-lagged data collected from 69 teams in a Canadian university-affiliated hospital, we find that our moderated mediation model is supported. By considering social cognitive theory in the context of both visionary leadership and teams, this study thus offers significant contributions to theory and practice.

Keywords: visionary leadership, team potency, resource sufficiency, team performance.

Research methods: This study is based on a previously conducted data collection among 69 teams working in a Canadian university-affiliated hospital. Data were collected through a questionnaire (paper and electronic) administered on three occasions. Different variables were collected across the three questionnaires, so this is a cross-sectional time-lagged study. The data from surveyed team members were aggregated at the team level, and then confirmatory factor analyses were performed to establish the validity of the measures used. Finally, our hypotheses were tested using Hayes' (2013) PROCESS method.

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Liste des abréviations

VUCA: Volatile, uncertain, complex, ambiguous

SCT: Social Cognitive Theory

ICC: Intraclass correlation coefficients

CFI: Comparative Fit Index

TLI: Tucker Lewis Index

SRMR: Standardized Root Mean Squared Residual

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Introduction

Dans un contexte où les organisations veulent garder leur avantage compétitif tout en naviguant dans un environnement caractérisé par la volatilité, l'incertitude, la complexité et l'ambiguïté, celles-ci doivent trouver des moyens de garder leurs équipes motivées à accomplir toutes leurs tâches tout en maintenant une excellente performance. Pour ce faire, les équipes de travail doivent croire en leur capacité d'accomplir leurs tâches (Kim et al., 2022). En effet, la confiance groupale (team potency ; Guzzo et al., 1993) est un état qui émerge à travers les interactions entre les membres de l'équipe et devient un élément central de leur motivation, affectant grandement leur performance (Chen & Kanfer, 2006 ; Gully et al., 2002 ; Stajkovic et al., 2009). Qui plus est, les gestionnaires d'équipe (team leaders) jouent un rôle important dans la promotion de cet état, en particulier lorsqu'ils sont visionnaires ; à savoir qu'ils communiquent une vision du futur à leur l'équipe afin de les mobiliser autour d'objectifs collectifs (Edmondson & Harvey, 2018; Harvey et al., 2019 ; Yukl, 2012).

La relation entre la communication d'une vision et la confiance groupale peut être expliquée par la théorie sociocognitive de Bandura (ci-après SCT ; Bandura, 1986), selon laquelle les humains sont caractérisés par cinq capacités fondamentales, dont la prévoyance. L'expression d'une vision peut servir à créer des images mentales du futur, guidant ainsi la capacité de prévoyance chez l'équipe. En se projetant ainsi dans leur futur, l'équipe est capable d'envisager les défis et opportunités futures pour agir en conséquence (Bandura, 2001). Ayant un sens clair de la direction qu'ils doivent prendre, les membres de l'équipe seraient plus susceptibles de considérer la vision réalisable, renforçant ainsi leur confiance dans leur capacité collective à gérer les tâches ou les demandes auxquelles ils pourraient être confrontés.

Cela étant dit, la vision que communique un gestionnaire n'est pas toujours suffisante pour générer des résultats positifs au niveau de l'équipe (Edmondson & Harvey, 2017). En effet, la vision pourrait sensibiliser l'équipe aux contraintes de leur environnement, telles que le manque de personnel ou d'équipement, semant ainsi le doute dans leur esprit quant à leur capacité à la concrétiser (Dent & Goldberg, 1999 ; Rafferty & Griffin, 2004 ;

Shamir et al., 1998). Des études montrent d'ailleurs que le leadership visionnaire ne produit des résultats positifs qu'en présence de certaines contingences, par exemple, lorsque la vision du gestionnaire d'équipe et celle du PDG sont stratégiquement alignées (Ateş et al., 2020). Ces résultats motivent donc la prise en compte de conditions modératrices du leadership visionnaire.

En nous appuyant sur la SCT, selon laquelle les comportements humains sont notamment dus aux caractéristiques de leur environnement, nous postulons donc que la vision communiquée par un gestionnaire mène à une plus grande confiance groupale uniquement lorsque l'équipe dispose de ressources suffisantes. Ce faisant, les équipes disposant de plus de ressources auront l'impression que la vision que communique leur gestionnaire est plus réalisable, ils se sentiront capables de la faire vivre et ultimement, auront une meilleure performance.

Nous proposons donc un modèle de médiation modéré selon lequel la communication d'une vision par un gestionnaire d'équipe mène à une augmentation de la performance de leur équipe par le biais de la confiance groupale uniquement lorsque l'équipe dispose de suffisamment de ressources. L'article présenté ci-dessous développe et teste ce modèle à l'aide de données recueillies auprès de 69 équipes et leur gestionnaire immédiat, travaillant dans un hôpital universitaire canadien. En explorant ce modèle à l'aide de la SCT, cet article amène d'importantes contributions à la recherche sur le leadership visionnaire dans le contexte des équipes de travail.

L'article qui suit commence par une introduction expliquant la pertinence de notre modèle de recherche dans le contexte organisationnel actuel, suivi d'une revue de la littérature portant sur le leadership visionnaire, la confiance groupale et la suffisance des ressources sous l'angle de la SCT. Les sections méthode et résultats décrivent les stratégies méthodologiques et statistiques utilisées pour collecter et analyser nos résultats, ainsi que les résultats obtenus. Ensuite, la section discussion explique les contributions théoriques et pratiques de cet article, puis les limites et orientations futures de la recherche. Finalement, nous concluons l'article en présentant quelques réflexions finales.

Article 1
WHEN DOES VISIONARY LEADERSHIP PAY OFF? THE MODERATING INFLUENCE OF RESOURCE SUFFICIENCY

Abstract

Communicating a vision is seen in the management literature as valuable leadership behaviour. However, it remains unclear how and when teams genuinely benefit from it. We strive to answer this question by proposing a moderated mediation model drawn from social cognitive theory. Our theoretical framework suggests that visionary team leaders indirectly enhance team performance through greater team potency. Moreover, we considered resource sufficiency as a boundary condition of team visionary leadership. As such, visionary leaders should enhance team potency and then team performance only when resource sufficiency is high. Time-lagged data collected from 69 teams in a university-affiliated hospital support our moderated mediation model. By considering social cognitive theory in the context of visionary leadership, this study offers significant contributions to theory and practice.

Keywords: *visionary leadership, team potency, resource sufficiency, team performance*.

1.1 Introduction

To thrive in a volatile, uncertain, complex, and ambiguous environment (VUCA), teams must believe in their capability to perform across various tasks and contexts (Harvey et al., 2022; Kim et al., 2022). Regarding team potency (Guzzo et al., 1993), this state emerges through team members' work on their tasks and their interpersonal interactions and develops into a core component of their motivation (Chen & Kanfer, 2006; Harvey et al., 2019). As such, team potency greatly influences a team's sense of determination; it prompts the team to set more ambitious goals, revise its performance strategies, and invest extra efforts in the face of setbacks (Bandura, 1997; Schaubroeck et al., 2011). Indeed, decades of research highlight how crucial this collective belief is to team performance (Gully et al., 2002; Stajkovic et al., 2009).

Leaders can play a significant role in fostering a sense of potency among team members, particularly when they craft a strong vision for their team (Harvey et al., 2019; Byron et al., 2023). Consider a clinical care nursing team who wants to improve patient satisfaction. The leader can inspire members by articulating how they could affect the lives of many individuals and their families by implementing consistent, evidence-based care within their department and contributing to updating best practices nationwide. Rooted in the heart of effective leadership (Venus et al., 2019), vision communication is about describing the future of a collective (van Knippenberg & Stam, 2014). Generally viewed as the first step for any leader who wants to bring about change (Awamleh & Gardner, 1999), this leadership function is primarily aimed at mobilizing and motivating followers around collective goals (Yukl, 2012). Although vision communication has long been associated with upper-echelon leaders (Ateş et al., 2018), a growing number of studies show that a team leader's vision is no less conducive to key features of team dynamics and performance (van der Voet & Steijn, 2021).

According to social cognitive theory (SCT; Bandura, 1986), activities such as articulating and expressing a vision can serve to create images in people's minds, which can be converted into current motivation. By guiding the exercise of forethought, visionary leaders help their followers transcend the pressures from their immediate environment. They enable them to identify future opportunities, anticipate the likely consequences of

prospective decisions, and select courses of action consistent with desired outcomes (Bandura, 2001). Once they have a clear sense of direction, people are more likely to see the vision communicated by their leader as attainable (Shamir et al., 1993; Stam et al., 2014). Extending this line of reasoning to the team level (e.g., Bandura, 2018), we posit that visionary leaders strengthen members' confidence in the team's capacity to handle the tasks or demands it may face. In turn, the more efficacious team members believe the team can be, the more likely they are to perform team tasks successfully (Bandura, 1997; Gully et al., 2002; Schaubroeck et al., 2011).

Yet the leader's vision can also be threatening (Dent & Goldberg, 1999). Recall the critical care nursing team example. The leader's vision of implementing consistent, evidence-based care to affect the lives of patients positively may raise the team's awareness of surrounding constraints and challenges (Rafferty & Griffin, 2004), such as staff or equipment shortages, thereby sowing doubt in team members' minds regarding their collective ability to achieve the vision (Shamir et al., 1998). When a leader's vision is deemed unrealistic, team members may even start questioning their leader's judgment, which can further compromise the realization of the team's future perspectives (Ashford et al., 2018). In addition, evidence shows that visionary leadership only produces positive outcomes in the presence of certain contingencies, such as when the team leader exhibits paradoxical leadership behaviours (Zhang et al., 2022) or when the team leader's and the CEO's visions are strategically aligned (Ateş et al., 2020). Such findings challenge the unconditional positive perspective on visionary leadership and motivate the consideration of additional boundary conditions.

By drawing on SCT, we can surmise that teams are likely to assess the feasibility of the leader's vision by considering the organizational context in which they are embedded. As described by Bandura (2012), environmental factors are not a "monolithic force" (p. 11). How individuals perceive the characteristics of their environment, as imposed, selected, and construed, influences how they behave (Bandura, 2012). Recall the critical team care example once more. Team members may consider what resources are available to them (i.e., medical equipment, training on best practices, etc.) while also considering a different element of their environment, the leader's vision to become the leading team regarding

patient care. We thus posit that the leader's vision will only materialize into increased team potency and then performance when resource sufficiency is high, but not when it is low. Teams having greater resources may thus feel that the leader's vision is more attainable. Conversely, teams may feel frustrated when they lack resources, leading them to question their ability to achieve the leader's vision.

Using time-lagged survey data collected from 69 teams and their immediate supervisors, we develop and test our theory, presented as a moderated mediation model in Figure 1. Specifically, we propose that vision communication leads to increased team performance through team potency only when the team has high levels of resources. By exploring these relationships through a team-based view of SCT, we help extend research on visionary leadership in the context of work teams in important ways. First, we further the understanding of how visionary leader behaviours, specifically those of team managers, affect team performance. This contribution is essential as more research has yet to explore the effects visionary middle managers, key contributors to team internal dynamics, have on their teams. Second, shedding light on the role of multiple environmental factors on teams also contributes to SCT in the team domain. Showing that situational factors can combine in ways that strengthen members' beliefs about their team's capacity to perform across various tasks is essential as it reflects the complexity of organizational life.

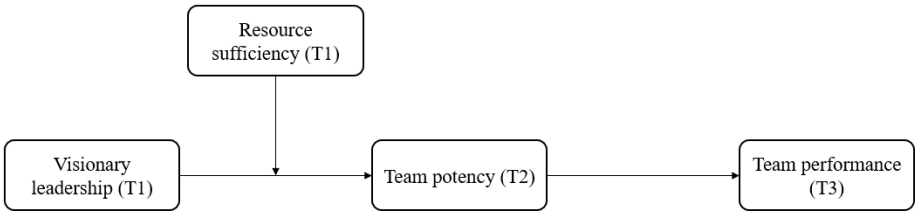

Figure 1. Theoretical Model

1.2 Theory and Hypotheses

1.2.1 Visionary Leadership and Team Performance: The Mediating Role of Team Potency

We draw from SCT (Bandura, 1986) and suggest that when team leaders communicate a vision of a team's future, they help team members increase their confidence in their ability to perform their tasks effectively. When a visionary leader creates a powerful image of the future in team members' minds, they express confidence in the team's capacity to become a new and improved version of itself (Stam et al., 2014) and influence how the team evaluates its ability to change (van Knippenberg et al., 2004). In so doing, they act on their followers' forethought. One of the core components of human agency, forethought, enables individuals to project themselves into the future and behave according to anticipated and desired outcomes (Bandura, 2001). Being the result of internal and external influences, a forethoughtful perspective brought upon by a leader's vision may give meaning, direction, and clarity to one's work tasks and goals (Bandura, 2001). Thus, in expressing a clear vision, leaders foster in their followers a sense of confidence in the vision; that it is feasible (Ashford et al., 2018; Shamir et al., 1993; Stam et al., 2014). This clarity reduces uncertainty and allows team members to understand the behaviours they must adopt to attain the vision and avoid uncoordinated efforts (Carton et al., 2014).

Team leaders are key in enabling this collective belief, as they are principal contributors to team internal dynamics and performance (Griffin et al., 2010; Harvey & Green, 2022; Hernandez et al., 2020; Le Blanc et al., 2021). Being the conduit between upper management and team members, they can translate the organization's objectives to the team level (Belasen & Belasen, 2015; Harvey & Kudesia, 2023). Through their physical and social proximity to team members, team leaders can motivate and empower their followers to achieve collective goals (Ateş et al., 2018; Belasen & Belasen, 2015), such as maintaining high performance. Moreover, given the formal status conferred to them by their organization (Morgeson et al., 2010), team leaders have authority over their followers (Tyler & Lind, 1992; Harvey, 2023). They act as role models for team members; their behaviours inform them about expected team interactions and what is accepted as

fair (Edmondson & Harvey, 2017; Nembhard & Edmondson, 2006; Tyler & Lind, 1992). Given this, team leaders should enhance team members' understanding of how to approach their tasks, thus strengthening their belief that they can achieve increased performance. As such, their leadership and its effects on team members are worth studying.

Indeed, team leaders also affect emergent team states, such as team potency (Kozlowski & Ilgen, 2006). Defined as "constructs that characterize properties of the team that are typically dynamic in nature and vary as a function of team context, inputs, processes, and outcomes" (Marks et al., 2001, p.357), emergent team states are critical to understanding the dynamic nature of teamwork. Specifically, these describe cognitive, motivational, and affective states that arise as a team is formed and evolve as team members continue to interact (Marks et al., 2001; Waller et al., 2016). Thus, emergent states are experienced by team members and influence their behaviours and cognitions and are, in turn, affected by them (Waller et al., 2016).

Team potency is a motivational team emergent state (Kozlowski & Ilgen, 2006), which develops as team members work together (Collins & Parker, 2010). As it is conceptualized and measured as a team-level phenomenon, it cannot be reduced to the simple sum of individual self-efficacy beliefs (Bandura, 2001; Gully et al., 2002). Although team potency and efficacy are strongly related (Gully et al., 2002; Stajkovic et al., 2009), they are conceptually distinct constructs. While both may invoke a sense of confidence in the team's capabilities (Bandura, 1997), the former is general and broad, whereas the latter is task- or process-specific (Collins & Parker, 2010). Recall the critical care nursing team example. Members of this team might strongly believe that they can enact infection control policies (high level of team efficacy) while questioning their ability to provide consistent, high-quality, evidence-based patient care (low level of team potency). Moreover, team potency is one of the most frequently researched emergent states associated with effective team performance (Woodley et al., 2019). The positive relationship between team performance and team potency is well supported (Gully et al., 2002; Stajkovic et al., 2009). Given this, there is a clear interest in understanding the conditions that promote team potency.

In this study, we suggest that one such condition is visionary leadership, that is, the team leader's "verbal communication of an image of a future of a collective with the intention to persuade others to contribute to the realization of that future" (van Knippenberg & Stam, 2014, p. 243). Visionary leaders get their followers to embrace team goals and empower them to action by building commitment and cooperation (Taylor et al., 2013) and influencing members' collective-self conception (i.e., internal team state; Stam et al., 2014; Carton et al., 2014). The communication of a clear vision thus acts as an anchor that team members can hold onto as they navigate their future (Venus et al., 2019). This way of influencing followers is integral to several leadership theories, particularly transformational and charismatic leadership (Greer et al., 2012; Rainey, 2014; Sully de Luque et al., 2008; van Knippenberg & Stam, 2014). Transformational and charismatic leadership are broad constructs that fall into the neo-charismatic movement (Antonakis & House, 2013). Both refer to leaders as agents of change, characterized by the communication of an inspirational vision and high-performance expectations, displaying confidence that these can be met, and instilling hope, trust, and optimism in their followers (Bass & Avolio, 1995; Conger & Kanungo, 1998; van Knippenberg & Sitkin, 2013).

However, scholars have reported issues with theories on charismatic and transformational leadership. As both constructs are divided into dimensions of leadership behaviour (e.g., idealized influence, inspirational motivation, etc.), it still needs to be determined how these combine to form the broader charismatic and transformational leadership constructs (van Knippenberg & Sitkin, 2013). Moreover, no causal model currently captures each dimension's distinct effects on mediating processes and how these are contingent on moderating influences (van Knippenberg & Sitkin, 2013). Given these issues, authors have advocated for research on more empirically distinct aspects of leadership, such as visionary leadership. This construct is narrower, clearly defined, and does not possess the same conceptual issues as the broader leadership constructs. Thus, we can study the effects of visionary leadership without confounding them with other leadership behaviours and conduct a more sophisticated analysis.

One such effect of visionary leadership is its enhancement of performance. We posit that the clarity that visionary leadership provides team members of their future enhances team

potency. According to SCT, clarity is essential to forming efficacy beliefs (Bandura, 1997; Hu & Liden, 2011), such as team potency. In turn, these beliefs influence the activities and challenges groups choose to undertake (Bandura, 2001). As such, teams high in potency choose more challenging activities and tend to persevere longer (Bandura, 1997; Chen & Kanfer, 2006; Gully et al., 2002; Schaubroeck et al., 2011). Conversely, teams who question their general capabilities perform worse (Duffy & Shaw, 2000; Gully et al., 2002) as they do not believe their efforts will lead to more success. They will thus not persevere in the face of challenges and will not set higher goals. Therefore, we propose the following:

Hypothesis 1: Team potency mediates the positive relationship between visionary leadership and team performance.

1.2.2 The Moderating Role of Team Resource Sufficiency

Taking external contextual factors into account is key to understanding both the influence the leader can have on the team and team effectiveness (Harvey et al., 2022; Johns, 2017; Maloney et al., 2016; Oc, 2018). Indeed, teams are embedded in an organizational context; our understanding of team functioning would thus be inadequate without considering contextual influences (Maloney et al., 2016). Moreover, factors relating to the task and social context, such as task characteristics, affect leaders' effectiveness and predict team performance (Oc, 2018). Similarly, although vision communication is seen in literature as a positive leadership behaviour (van Knippenberg & Stam, 2014), it does not always lead to positive outcomes (Ateş et al., 2018; Gochmann et al., 2022). For instance, Stam and colleagues (2010) found that visionary leadership effectiveness was contingent upon whether vision content appealed to followers' regulatory focus. In other words, visions which focused on achieving an ideal or desirable situation were only effective in enhancing the performance of followers with a promotion focus, that is, being motivated to achieve or accomplish an attractive end-state. Of particular interest is Johnson and Dipboye's (2008) study, in which task type moderated charismatic leadership effects on follower performance. Charismatic leaders, specifically when communicating a vision, were more effective at improving performance when tasks were complex and challenging.

There is thus an interest in broadening our knowledge about task context moderator variables, particularly in the context of teams (Maloney et al., 2016).

We argue that resource sufficiency is a task context variable key to better understanding visionary leadership effectiveness. Defined as sufficient information, equipment, and time to complete tasks, resource sufficiency facilitates the effective completion of tasks (Amabile et al., 1995). Though no previous research has looked at the moderating effect resource sufficiency can have on visionary leadership and team potency, there is good reason to believe it would, as evidence shows that it enables the impact of empowering leader behaviours such as engaging in participative decision-making (Rousseau & Aubé, 2020), and supervisor support more generally (Rousseau & Aubé, 2010). Further, team leaders can influence the organizational support context in which teams operate (Kennedy et al., 2009), including the resources teams have access to, organizational support context being an important antecedent to team potency (de Jong et al., 2005; Kennedy et al., 2009).

SCT can help further elucidate the relationship between resource sufficiency and team leader visionary leadership. In his theory, Bandura (1986) explains human functioning as a product of intrapersonal factors, behaviours, and environmental forces that interact and influence each other bi-directionally. Team members' potency would thus be affected by their environment, that is, their leader's behaviours and the resources accessible to them. Given this, a leader's vision may not suffice to enhance team performance, as members are likely to consider how many resources are available to them when thinking about attaining the vision (Guzzo et al., 1993; Maloney et al., 2016). Seeing that they have the necessary resources to complete their tasks, team members will feel that the vision is achievable and will feel confident in their abilities to achieve it.

Conversely, teams low in resource sufficiency may be less receptive to the communication of a vision. If team members expect to fail because they do not have the resources they require to attain their goals, they are less likely to believe they can achieve them and put in the effort to meet them. Coping with insufficient resources also means that team members might avoid setting more ambitious performance goals for themselves.

Therefore, when a team is low on resource sufficiency, visionary leadership does little to increase team potency, thus compromising team performance. We hence propose the following:

Hypothesis 2: Team resource sufficiency moderates the relationship between visionary leadership and team performance through team potency, such that a positive relationship is present when team resource sufficiency is high but not when it is low.

1.3 Method

1.3.1 Sample and Procedure

The participants in this field study were 69 team members-supervisor pairs working in a Canadian university-affiliated hospital. Participating teams were responsible for various functions, such as primary care, management, technical services, and maintenance. To participate in the study, teams had to meet the following four eligibility criteria: (1) be considered a formal group in the organization; (2) perform tasks in line with the organizational mission; and pursue goals that are both (3) commonly shared and (4) interdependent for task accomplishment (Hackman, 1987; Kozlowski & Ilgen, 2006). We informed participants that this study aimed to enhance our understanding of the effectiveness and functioning of work teams, that participation in the study was voluntary and that responses were kept confidential. Furthermore, we ensured that common method variance was minimized by collecting data from two sources and employing a time-lagged research design. Thus, we invited team members and their immediate supervisors to fill out paper- and web-based surveys at three-time points over five months. Team members completed the first two surveys (T1 and T2), while their immediate supervisors completed the last survey (T3).

351 team member-supervisor pairs were initially identified in collaboration with supervisors. However, teams with a participation rate lower than 20% at T1 and T2 and no data provided at T3 were excluded from the final sample. After applying these conditions, in the first survey (T1), data from 422 team members reporting information about their immediate supervisor's vision and perception of their team's resource sufficiency were retained. The average response rate for this survey was 64% (SD = 24%).

In the second survey (T2), data from 336 team members assessing team potency were retained. The average response rate was 53% (SD = 24%). Finally, in the third survey (T3), 49 immediate supervisors reported sociodemographic information and their perception of team performance, with some leaders supervising more than one team.

We conducted a series of t-test comparisons on the targeted variables (i.e., visionary leadership and resource sufficiency), which showed no significant difference between participants who responded at both T1 and T2 and those who only responded at T1: visionary leadership ($t(420) = -0.50$, $p = 0.62$) and resource sufficiency ($t(420) = 0.50$, $p = 0.62$). Additional t-test comparisons showed no difference between team leaders who supervised one team and those who supervised more than one team for visionary leadership ($t(67) = 1.05$, $p = 0.30$), resource sufficiency ($t(67) = 0.66$, $p = 0.51$), and team performance ($t(67) = 1.53$, $p = 0.13$); but not team potency ($t(67) = 2.19$, $p = 0.03$).

The final sample included 38 clinical teams, 14 support teams, and 17 administrative teams. The average size of these teams was 10.88 (SD = 7.53), ranging from 2 to 31 members. Among team members, the proportion of women was 84.6% at T1 and 87.3% at T2, the average age was 40.14 years (SD = 10.24) at T1 and 40.38 years (SD = 10.23) at T2, and the average team tenure was 6.73 years (SD = 3.89). As for the team leaders, 75.4% were women; their average age was 45 years (SD = 8.31), and their average tenure as leaders was 3.37 years (SD = 3.5).

1.3.2 Measures

As participants worked in a French-speaking organization, we translated items following Brislin's (1980) back-translation procedure. This method entails a bilingual individual translating from the source to the target language while another blindly translates the target to the source language. Both versions are then administered to bilingual individuals and compared. Unless otherwise indicated, all our survey measures used seven-point scales, with 1 representing strong disagreement and 7 representing strong agreement.

Visionary leadership (T1). Similar to Griffin et al. (2010), we assessed leader vision by adapting the three highest loading items from House (1998), where the words "organization" and "unit" were replaced with the word "team." Sample items included

"Express a clear direction for the future of the team" and "My leader knows exactly where our team is headed." The Cronbach's alpha value for the three items was 0.97.

Resource sufficiency (T1). To assess team resource sufficiency, we adapted Amabile's (1995) six-item scale to include material, information and temporal resources adapted to our field of study. Sample items included "We have the equipment we need to do our job" and "We easily get all the information we need." This scale had a Cronbach's alpha of 0.82.

Team potency (T2). We assessed team potency using Guzzo et al.'s (1993) eight-item scale. Sample items included "We are confident in our ability to succeed" and "We can be very productive." The Cronbach's alpha value was 0.90 for all eight items.

Team performance (T3). We assessed team performance by surveying immediate supervisors using three positively worded items developed by Edmondson (1999). Sample items included "This team meets or exceeds expectations" and "This team does an excellent job." The Cronbach's alpha value was 0.81.

Control variables. The following variables were controlled as they have been shown to influence team functioning and outcomes (i.e., team performance and potency). Team size was controlled as it has been shown to diminish performance through relational loss, suggesting that larger teams decrease perceptions of available support, which would otherwise promote performance (Mueller, 2011). It has also been shown to moderate the efficacy of transformational leadership (Cha et al., 2015). Team interdependence was controlled as it has been shown to increase team performance through collective efficacy (Courtright et al., 2015). Furthermore, Le Blanc and colleagues (2021) showed that the positive relationship between charismatic leadership and team potency was amplified at high levels of interdependence. Lastly, the team leader's education level was controlled, as it has been found to impact ratings of effective leadership behaviours (Green et al., 2011), such as transformational leadership (Xirasagar et al., 2006).

1.3.3 Data Aggregation

Interrater agreement within teams for our three consensus-based variables was first calculated to assess the appropriateness of aggregating individual responses to the team level (rwg index; e.g., James et al., 1993). This index defines agreement in terms of the proportional reduction in error variance (LeBreton & Senter, 2008). Previous research has suggested that a rwg value greater than 0.70 is sufficient to demonstrate consistency within a group and thus justify aggregation (George, 1990; Lance et al., 2006; LeBreton & Senter, 2008). Our results revealed adequate rwg indices, namely 0.70 for visionary leadership, 0.81 for resource sufficiency, and 0.95 for team potency. Then, to understand the proportion of variance that can be explained by team membership, intraclass correlation coefficients ICC(1) were assessed. This measure thus provides an estimate of the consistency between team members' responses and indicates whether there is a team-level effect on the variable of interest (Bliese, 2000). Research has shown that values as low as 0.5 may provide sufficient evidence for a group effect (LeBreton & Senter, 2008). Lastly, to determine the reliability of team-level means, ICC(2) was assessed (Bliese, 2000). Though research recommends having values greater than 0.60 (Glick, 1985; Ostroff & Schmitt, 1993), this cut-off point is somewhat arbitrary (see Harvey et al., 2019, 2023 for other team studies with similar results). Indeed, recent research has found that values may fluctuate due to contextual variables (LeBreton & Senter, 2008), such as including small teams (LeBreton et al., 2003). As such, values as low as 0.25 have been deemed acceptable (LeBreton & Senter, 2008; Chiu et al., 2016; Dietz et al., 2015). Using this criterion merely reduces statistical power. The aggregation of individual scores to the team level should thus not be prevented in cases where both rwg and ICC(1) are sufficiently high and F test results are significant (Bliese, 2000; Chen & Bliese, 2002). Our results revealed adequate indices for our three variables, namely visionary leadership ($F = 4.10$, $p < 0.001$; ICC[1] = 0.34; ICC[2] = 0.76), resource sufficiency ($F = 1.92$, $p < 0.001$; ICC[1] = 0.13; ICC[2] = 0.48), and team potency ($F = 1.39$, $p = 0.035$; ICC[1] = .08; ICC[2] = .28). Given our rwg and ICC results, the aggregation of individual scores at the team level for all our variables is thus supported.

1.4 Results

Means, standard deviations, and correlation coefficients for all measures at the team level are presented in Table 1.

Table 1. Descriptive Statistics and Correlations Among Study Variables

Variable	Mean	*SD*	1	2	3	4	5	6	7	8	9
1. Team size	10.88	7.53	__								
2. Team interdependence	5.67	1.41	.09	__							
3. Team leader's education	4.59	.94	-.13	-.14	__						
4. Visionary leadership (T1)	4.81	1.09	-.21	-.00	.10	(.97)					
5. Resource sufficiency (T1)	4.29	.65	-.06	.17	-.15	.51**	(.82)				
6. Team potency (T2)	5.82	.44	-.28*	-.13	.12	.30*	.26*	(.90)			
7. Team performance (T3)	5.94	.74	-.24*	.30*	-.23	.20	.19	.30*	(.81)		

Note. $N = 69$ teams. Cronbach's alphas are listed in parentheses. T1 = variables rated by team members at Time 1; T2 = variable rated by team members at Time 2; T3 = variable rated by immediate supervisors at Time 3.
*$p < .05$, two-tailed. **$p < .01$, two-tailed.

1.4.1 Confirmatory Factor Analysis

Confirmatory factor analyses were performed to assess the discriminant validity of our four variables. Parcels for variables based on team members' responses, namely, visionary leadership, team potency, and resource sufficiency, were used to maintain a favourable indicator-to-sample ratio (Little et al., 2002). Results for the expected four-factor model that included all latent variables showed a satisfactory structure ($\chi2 = 99.665$, df = 59, $p = 0.001$; CFI = 0.942; TLI = 0.923; SRMR = 0.0796). Moreover, it was superior to the best alternative model ($\Delta\chi2= 72.626$, $p < 0.001$).

1.4.2 Hypothesis Testing

Both our hypotheses were tested with PROCESS (Hayes, 2019) on 5,000 bootstrap samples at a 95% confidence interval. The results of regression models are presented in Table 2.

Table 2. Results of Regression Models

	Team potency (T2)						Team performance (T3)		
	Model 1			Model 2			Model 3		
	b	*SE*	95% CI	*b*	*SE*	95% CI	*b*	*SE*	95% CI
Control variables									
Team size	-.01	.01	[-.03, .00]	-.01	.01	[-.02, .00]	-.02	.01	[-.04, .00]
Team interdependence	-.03	.04	[-.10, .05]	-.04	.04	[-.12, .03]	.16**	.06	[.05, .27]
Team leader education	.03	.06	[-.08, .14]	.04	.05	[-.06, .15]	-.20*	.09	[-.37, -.03]
Main predictors									
Visionary leadership	.10*	.05	[.01, .20]	.08	.05	[-.03, .19]	.06	.08	[-.09, .21]
Resource sufficiency				.14	.09	[-.05, .32]			
Visionary leadership X *Resource sufficiency*				.12*	.05	[.02, .22]			
Team potency							.48*	.19	[.19, .86]
F	2.95*			3.50**			5.46**		
R	.40			.50			.55		
R^2	.16			.25			.30		

Note. Results for Models 1 and 3 are based on PROCESS Model 4, and results for Model 2 are based on PROCESS Model 1.
$N = 69$ teams.
*$p < .05$, two-tailed. **$p < .01$, two-tailed.

Our first hypothesis, which stated that the relationship between visionary leadership and team performance is mediated by team potency, was tested with a mediation analysis (PROCESS Model 4). Results show that visionary leadership is positively related to team potency (b = 0.10, SE = 0.05, p = 0.03), which is, in turn, positively related to team performance (b = 0.48, SE = 0.19, p = 0.02). Moreover, results from bootstrapping analyses support this hypothesis (indirect effect = 0.05, BootSE = 0.03, CI = [0.004, 0.11]). Hypothesis 1 is hence supported.

Our second hypothesis stated that the indirect positive influence of visionary leaders on team performance levels through team potency was moderated by resource sufficiency. Analyses using PROCESS model 7 supported this (index of moderated mediation = 0.06, BootSE = 0.03, CI = [0.001, 0.12]). We plotted the easy slopes of this indirect relationship at 1 SD above and 1 SD below the mean of resource sufficiency. Figure 2 shows that this indirect effect is significant when resource sufficiency is high (indirect effect = 0.08, BootSE = 0.04, CI = [0.01, 0.16]) but not when it is moderate (indirect effect = 0.04, BootSE = 0.03, CI = [-0.007, 0.10]) or low (indirect effect = 0.003, BootSE = 0.03, CI = [-0.06, 0.06]). Hypothesis 2 is hence supported.

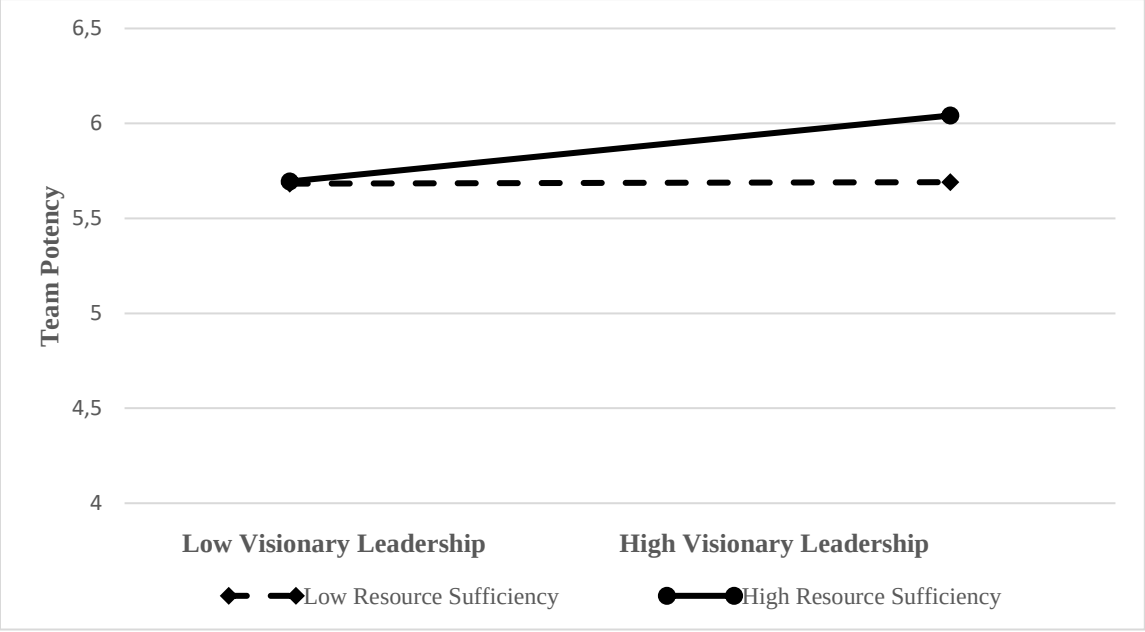

Figure 2. Relationship between visionary leadership and team potency for low and high levels of resource sufficiency

1.5 Discussion

Using SCT as its theoretical framework, the present study aimed to contribute to theory and practice by advancing the understanding of the conditions that allow visionary leadership to increase team potency and, ultimately, team performance. Time-lagged survey data collected from teams and their immediate supervisor working in a university-affiliated hospital corroborate our hypotheses. Specifically, results showed that team potency mediates the positive and indirect relationship between leader visionary leadership and team performance and that team resource sufficiency moderates this relationship. The positive influence of team leader visionary leadership is thus only significant when teams have high levels of resource sufficiency.

1.5.1 Theoretical Implications

This study contributed to leadership literature in significant ways. First, we further the understanding of team leaders' vision in enhancing team performance. Thus, we reinforce the idea that studying leadership at the team level is relevant as it is a crucial element to teams' motivation. This is notable as visionary leadership has traditionally been associated with senior executive leadership at the organizational level (e.g., Ashford et al., 2018; Groves, 2006; Taylor et al., 2014). Studying vision communication at the team level thus helps to clarify its effect on these work units. Indeed, our results showed that visionary team leaders increased their team's potency, leading to better performance. By showing that team leaders provide members with clarity and motivation around their tasks and goals through vision communication, we enrich our understanding of the underlying mechanisms by which team leaders ultimately enable team performance. This also means that team leaders benefit from exhibiting visionary leadership behaviours. Indeed, thanks to their in-depth knowledge of their team's issues and challenges, they are the best placed to adapt the organizational vision to their team's reality and thus enable greater team performance.

Moreover, in utilizing SCT, we help further elucidate the relationship between visionary leadership, team potency, and team performance. As our results show, by providing their team with a clear vision of the future, team leaders are enabling team members' ability to

collectively project themselves into the future and have a clearer picture of what to expect, and as such, enabling their confidence in their capacity to achieve their goals and handle any hardships they may face. We thus confirm that articulating a vision is essential to effective leadership (Yukl, 2012). Furthermore, our findings align with previous research that goal clarity, which ensues from a vision, constitutes an essential antecedent of team potency (Hu & Liden, 2011) by showing that the team leader provides such clarity by giving team members a clear image of their future.

Third, by clarifying the importance of context in understanding visionary leadership effectiveness, we help to develop a more nuanced view of its role in teams. Our findings demonstrate that communicating a clear, powerful vision does not suffice to increase team potency. More specifically, when thinking about their confidence in completing tasks, team members consider their leader's vision and the resources available to them, two distinct aspects of their environment. This finding is notable as it enriches our understanding of visionary team leaders' role in team internal dynamics through the lens of SCT. Indeed, little existing research explores contextual moderating variables (Maloney et al., 2016), especially in the context of teams led by visionary leaders (van Knippenberg & Stam, 2014). Most studies examining visionary leadership's boundary conditions focus primarily on vision content (e.g., Ateş et al., 2020; Venus et al., 2019) and follower characteristics (e.g., Luo et al., 2020; Stam et al., 2010). By clarifying that two environmental factors can interact, we also further our understanding of SCT in the team domain. Specifically, Bandura (1986) explains human functioning as a triadic reciprocal causation model between the social environment, intrapersonal factors, and behaviours. We add to this by explicitly showing how two environmental forces can combine to have compounded effects on team members. Future research could thus look at how multiple contextual factors, such as visionary leadership, task type, and resource sufficiency, for instance, interact to affect team performance. In so doing, we could continue to enrich the contextual theorizing of team research by further developing our understanding of the nature and form that multiple contextual factors can have on teams (Maloney et al., 2016).

1.5.2 Practical Implications

Given today's fast-paced world, organizations, including those operating in the healthcare industry, are constantly driven to change (Nilsen et al., 2020). In this context, organizations must find ways to effectively motivate their teams to enact these changes and keep up excellent performance. Our findings demonstrate that one such way is through a team leader's visionary leadership, as we show that they foster increased team performance through team potency. Moreover, we provide the first evidence that supplying teams with sufficient resources is an important avenue through which visionary team leaders can foster team potency.

The Importance of Visionary Team Leaders

In the healthcare context, visionary team leaders would thus increase team members' belief that they can collectively accomplish all tasks associated with implementing best practices, for instance. This finding is crucial as team potency can create positive engagement toward these kinds of initiatives (i.e., implementing best practices) as team members persevere despite setbacks, choose more challenging tasks, and perform better (e.g., Bandura, 1997; Gully et al., 2002). Given this, visionary team leaders are essential allies to organizations as they operationalize the organizational vision at the team level.

As such, organizations can foster leaders who can effectively communicate a vision by promoting a culture that prioritizes and rewards vision communication and incorporating this into their talent management strategy. Rewarding visionary team leaders can be done by featuring their success story on the company website, intranet, or newsletter, by hosting an event in their and their team's honour (e.g., a dinner to celebrate the successful completion of an initiative), or by handing out prizes (e.g., visionary leader of the year), for instance. These leaders could then become role models or career coaches to others in the organization wishing to improve their leadership skills.

In terms of talent management strategy, organizations should first train existing leaders on effectively communicating a vision. This could be done by helping team leaders build a development plan based on their performance reviews through the intermediary of their career coach or direct supervisor. Thus, organizations should regularly conduct these

reviews to identify and address skill gaps. Once a plan is formed, team leaders should have access to the necessary resources to enact it. These include in-house training sessions, credits for external training (e.g., university courses and accredited leadership certificates), and support from leaders of all levels. Concerning internal training, courses could look at how to use image-laden rhetoric to capture attention and inspire actions (Carton & Lucas, 2018), tailor the vision to the audience, and empower their team to act by giving them adequate resources, for instance. Moreover, those individuals previously identified as great vision communicators could serve as support by speaking about their experiences during training sessions or by coaching team leaders directly. Once organizations have determined a comprehensive talent development plan, they can select and recruit leaders who exhibit these qualities. Based on available resources, how many are mature in vision communication and how many are needed to meet goals and deadlines, organizations should plan how many individuals need to be hired and when.

The Importance of Resource Sufficiency

Organizations today face the growing need to evolve constantly, meaning teams must continually better themselves by implementing best practices or using new state-of-the-art tools, for instance. Given this, our findings concerning resource sufficiency are significant. Indeed, team leaders who wish to avoid a loss of momentum, often seen when multiple initiatives are underway (Johnson, 2016), must consider the context in which their team finds themselves. Specifically, visionary leaders wishing to have a high-performing team must give members sufficient resources, such as access to the necessary medical equipment or training on best practices, to enact their vision effectively. Otherwise, team members will lose confidence in their ability to reach their goals as they are likely to feel undervalued by their team leader, leading to frustration and a decline in performance (Gully et al., 2002). In implanting best practices, for instance, not considering the team's context could lead to change fatigue, the overwhelming feeling of apathy and stress related to current and future organizational changes (Cox et al., 2022). This fatigue could manifest through materialistic change resistance, namely the fear that team members will be unable to reach their goal of implementing best practices, in this case, as new initiatives heighten job demands while reducing their access to needed resources (Dent & Goldberg, 1999).

As such, organizations need to train their leaders on the importance of providing teams with resources. Organizations can ensure team leaders do this by hosting a lunch and learn on the subject, including this study's findings in their newsletter or intranet, or by broaching the subject during onboarding or training. As for providing team members with the resources they need, team leaders can host a meeting for team members to discuss what kind of resources they need and ways of getting them. Team leaders could also send short surveys to evaluate team members' needs and whether they are being met presently and over time. Moreover, workshops could be hosted for more extensive initiatives involving multiple teams. Hosting a design thinking workshop could be particularly beneficial when teams need to develop innovative ways of getting resources, such as when resources are unavailable due to budget constraints. Indeed, public institutions do not always have the budget to procure teams with all the resources they need to complete tasks. In this way, teams can brainstorm ways of getting what they need, such as getting grants or tapping into a budget from another department or service. By including team members in this manner, that is, offering them a space for discussion, team leaders could also contribute to their initiative's success, as feeling implicated in decisions is an important strategy in implementing new practices (James et al., 2016).

1.5.3 Limitations and Directions for Future Research

This study has limitations that warrant consideration. Indeed, our sample's characteristics may restrict our results' external validity. Our data were collected from a single organization and thus activity sector, the healthcare sector, characterized by high proportions of women in Canada (Government of Canada, Statistics Canada, 2022). As such, our sample was not gender-balanced, exhibiting a high proportion of women (85% at T1, 87% at T2, and 75% at T3), which may not be representative of other activity sectors. Thus, collecting data across an array of activity sectors and ensuring data comes from more gender-balanced teams could help build the generalizability of our model. That said, we strengthened this study's internal validity by sampling from teams with various functions (e.g., primary care, maintenance, etc.). Additionally, collecting data from real teams can reveal essential insights necessary to further theory and practice, making introducing some biases tolerable (Leblanc et al., 2022; Shuffler & Cronin, 2020).

Concerning our measurement method, as visionary leadership, team potency, and resource sufficiency were all collected from the same respondents, namely team members, we must consider common method variance (Podsakoff et al., 2003). This type of self-report bias may have artificially inflated the relationships between our variables through such causes as participants' desire to maintain consistency across their responses (Podsakoff et al., 2003). Nonetheless, such artificial factors can be reduced by employing, as we did, the following methods: protecting participants' anonymity (Podsakoff et al., 2003), using time-lagged surveys (Johnson et al., 2012; Podsakoff et al., 2003), using previously validated scales (Podsakoff et al., 2012), and using team leader data to measure team performance (Podsakoff et al., 2012).

Moreover, our measurement method did not account for the possible dynamic nature of our variables. Indeed, Woodley and McLarnon (2019) found that team potency tended to decrease over time as team members got to know each other and dealt with the many challenges of teamwork. Future research could thus examine whether the dynamic nature of team potency influences visionary leadership's indirect effect on team performance through longitudinal data. Furthermore, it could be argued that resource sufficiency might change over time as the economic context fluctuates and organizational priorities change. As such, some initiatives (i.e., procuring state-of-the-art medical equipment) might be put on hold as budgets for the required resources might change. Thus, future researchers could, using a longitudinal approach, examine whether resource sufficiency varies over time and whether this variation affects our proposed model.

Lastly, our model does not consider contextual variables related to team leaders. Indeed, visionary leadership does not happen in isolation; it occurs in an organizational and societal context and in conjunction with a broad range of leadership behaviours and leaders' characteristics. As such, these contextual elements may serve as boundary conditions to visionary leadership effectiveness and thus influence team outcomes. Indeed, previous research has found that contextual, such as situational uncertainty or crisis (Stam et al., 2018) and task type (Johnson & Dipboye, 2008; Shamir & Howell, 1999), impact the effectiveness of vision communication. Moreover, Gochmann and colleagues (2022) found that vision communication effectiveness was moderated by task

goal setting. Indeed, when both were aligned regarding communicated values, leaders exhibited greater effectiveness in stimulating their followers' performance. (Gochmann et al., 2022). Future studies could thus expand upon our model by considering other team leader-related contextual variables, such as their gender, degree of power within the organization, and other leadership behaviours they may exhibit (e.g., servant leadership), to name a few. This would also add to SCT in the team domain by showing the compounded effect of multiple environmental forces on team outcomes.

1.6 Conclusion

The present study uses a university-affiliated hospital sample to contribute to leadership theory development. We empirically investigated how and when middle managers' visionary leadership leads to increased team performance and found that team potency is a key mediator in this relationship. Importantly, our findings also suggest that resource sufficiency moderated the effects of visionary leadership, a significant contribution to literature. Though our findings advance our understanding of the mechanisms underlying effective visionary leadership, further exploration is needed to elucidate further the conditions that enhance its effect on teams.

Conclusion

Les organisations actuelles, incluant celles opérant dans le milieu hospitalier, opèrent dans un environnement en rapide évolution. Afin de garder leur avantage compétitif, les organisations, et ultimement les équipes de travail étant les éléments constitutifs d'une organisation, doivent trouver des manières de s'améliorer en maintenant leur performance. Des recherches antérieures ont démontré l'importance de la confiance groupale dans la performance des équipes (p. ex. Gully et al., 2002). Le leadership visionnaire avait également été démontré comme étant un comportement de leadership menant à des bienfaits pour l'équipe que dans certaines conditions. La question se posait donc sous quelles conditions organisationnelles les équipes bénéficiaient réellement des bienfaits du leadership visionnaire. Nous avons postulé que c'est la suffisance des ressources qui pourrait modérer la relation entre le leadership visionnaire et la confiance groupale.

Cet article visait ainsi à élucider la relation entre le leadership visionnaire, la suffisance des ressources, la confiance groupale et la performance de l'équipe sous l'angle de la SCT. Les résultats obtenus à partir d'un échantillon provenant d'un hôpital universitaire démontrent premièrement que la confiance groupale est un médiateur clé dans la relation entre le leadership visionnaire des gestionnaires et la performance des équipes qu'ils supervisent. De manière importante, nos résultats démontrent également que la suffisance des ressources modère les effets du leadership visionnaire, ce qui constitue une contribution importante à la recherche. Bien que nos résultats nous permettent de mieux comprendre les mécanismes qui sous-tendent un leadership visionnaire efficace, il est nécessaire de continuer à explorer le sujet afin d'élucider les conditions qui renforcent son effet sur les équipes.

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