



Reimagining Leadership: Promoting Faculty Collaboration Beyond Hierarchical Structures

Sudha. R ¹ & S. Kamini ²

¹Assistant Professor and Head, Department of Psychology
PSGR Krishnammal College for Women, Coimbatore, Tamilnadu

²Associate Professor and Head, Department of History
PSGR Krishnammal College for Women, Coimbatore, Tamilnadu



Open Access

Manuscript ID: BIJ-2026-JAN-001

Subject: Psychology & History

Received : 25.11.2025

Accepted : 18.12.2025

Published : 31.01.2026

DOI:10.64938/bijri.v10n2.26.Jan001

Copy Right:



This work is licensed under
a Creative Commons Attribution-
ShareAlike 4.0 International License.

Abstract

Traditional graded management representations remain to outline governance across higher education institutions, prompting executive, faculty relations, and academic output. However, the rising intricacy of academic exertion, interdisciplinary insistence, and the requirement for comprehensive institutional cultures entail a change toward relational methods to leadership. This study explores how relational leadership-stranded in trust, mutuality, collective agency, and joint sense-making-bids a justifiable alternate to hierarchical structures for promoting faculty collaboration. Illustrating on current leadership theories and worldwide higher education scholarship, this study offers a logical summary of defiance integrated into hierarchical structures, deliberates the merits of collective assignation, and recommends a relational leadership context appropriate for contemporary academic institutions. It culminates with suggestions for entrenching relational performs in institutional strategy, governance, and faculty development ingenuities.

Keywords: relational leadership, faculty collaboration, higher education governance, shared leadership, hierarchical structures

Introduction

Leadership methods inside higher education have conventionally been designed by power structure, where system flows from end to end and deliberation is strenuous among Executives and senior faculty members. Though such edifices extend administration, they habitually fail to foster synergistic cultures indispensable for present-day academic performance. As organizations encounter progressively multidisciplinary challenges, mounting student assortment, digitization, and universal academic stress, stratification alone is inadequate to endure novelty and collaboration.

In contradiction of this framework, collaborative leadership affords a transformation. It hypothesizes

leadership as a zestful, communally raised development that arises by the way of communications, rapport and team work rather than position. This perception line up with the collective sort of scholarly work, where intellectual output, refereeing, and curriculum development hinges profoundly on partnership. Thus, revisiting leadership over embedded frames grow into vital for establishment of faculty collaboration, organized fortitude, and academic distinction.

Relational Leadership: Conceptual Foundations
Interpersonal guidance Theory transfers away from authoritarian and legitimate power model on the road to empathetic leadership as a social practice. It is made upon by four core ideologies:



• Mutual Influence

Leadership arises over mutual relations where people impact each other's perceptions, choices, and actions. This disparities with multilevel models where inspiration is unilateral.

• Dialogic Communication

Communicative spaces reassure faculty to co-develop significance, inclusive representation, and jointly infer institutional goals. Discussion is not simply conversation but a collective comprehension.

• Shared Agency and Collective Action

Participative leadership inflates organisation transversely an inclusive system of performers, allowing collective obligation rather than dependence on a solitary expert data.

• Relational Ethics

Admiration, faith, and tutelage, motivate interpersonal leadership. These social integrity form communications, sustenance presence, and endorse a sensitively benign setting where faculty feel appreciated and vested. In higher learning, where skilled independence is extremely appreciated, interpersonal leadership line up with the academic tenet of team work and peer-led data formation.

Obstacles of Hierarchical Structures in Higher Education

Regardless of the collective nature of academic effort, academies regularly endure to function within executive pyramids. These systems generate numerous tenacious defiance for faculty teamwork:

Officialdom

New Executive contexts accentuate liability criterion, key indicators and governance. Such structures can generate inflexible roadmap that subdue novelty and impulsive teamwork.

Organisational Silos

Academic sectors regularly perform as fragmented units, forming academic structure. These enterprises, limit the multidisciplinary discourse essential for conveying present-day social glitches.

Power Asymmetries

Graded governance inclines to affluent members, leaving novice, contract faculty, and women

academics less likely to take part in policymaking. Power disproportion delay clear communication and ruin faith.

Workload and Competition

Competitive funding milieus and hectic workloads diminish the time existing for joint projects. Faculty may sort distinct accomplishments due to reward edifices that underestimate collective work. These restraints jointly challenge the ability for eloquent teamwork and deteriorate organisational unity.

The Importance of Faculty Collaboration

Teamwork is intensely entrenched in the task of higher education and bestows to academic eminence in numerous ways.

Enhancement of Teaching and Learning

Combined curriculum progress expands incorporation of abilities and ideas across courses, ensuing in substantial learning practices. Mutual-supported instructive novelty also reinforces Didactics.

Improved Research Quality and Productivity

Research gradually hinges on multidisciplinary virtuosity. Combined teams bring out more inspirational research works and fascinate higher research funds.

Institutional Innovation and Adaptability

Collective works uplift research and decreases institutional dormancy. Faculty employed together can acknowledge more successfully to evolve academic requirements, technological transformations, and policy vicissitudes.

Strengthened Organizational Climate

Teamwork augments academic social responsibility, lessens seclusion, and assists well-being. Social milieus indorse possessions and mutual respect, which are indispensable for faculty retention. Thus, encouraging teamwork is not only helpful but essential for organisational resilience.

A Relational Leadership Framework for Higher Education

The ensuing context sketches how interpersonal leadership can change faculty partnership over hierarchical systems:



Relational Trust

Trust is essential for collective works. Leaders shape trust over lucidity, comprehensive conducts, unbiassed policymaking, and reliability. Trust lets faculty to prompt conflicting views, involve in imaginative venturousness and depend on collective obligations.

Collective Leadership Ecosystems

Collective leadership acknowledges that ability, rather than capacity, regulates who paramount in explicit contexts. Organizations benefits when management accountability interchanges or is disseminated amid faculty groups, research clusters and interagency groups.

Collaborative Structural Supports

Organizations that establish teamwork comprise:

- Interdisciplinary research centres
- Co teaching programmes
- Inter-faculty mentoring systems
- Faculty learning groups
- Collective digital platforms for intelligence enduring

These structures withstand partnership beyond distinct efforts, producing a planned culture of teamwork.

Strategies for Institutionalizing Relational Leadership

Policy and Governance Reforms

Administrative contexts should inspire involved decision-making, collective curriculum developments and delegation from varied faculty groups. Relational criterion—quality of collaboration, benefactions to collaboration—should be combined into assessment systems.

Professional Development in Relational Competencies

Management effort must emphasize sensitive intelligence, conciliation, empathetic communication and collective problem-solving. These competences reinforce relational capacity across the institution.

Technological Support for Collaboration

Digital tools—collective sources, shared research tenets, simulated labs—enable incessant interface, particularly in physically dispersed institutions.

Rewarding Collaborative Contributions

Upgradation and assessment systems must obviously acknowledge joint research &publications, co-teaching etc. This changes faculty impetuses toward shared involvement.

Ramifications for Higher Education

Relational leadership redesigns not only leadership performance, but also organisational culture. By entrenching relationality into execution, institutions can nurture comprehensive, just, and pioneering academic ambiance. It inspires lucidity in decision-making, enlarges prospects for contribution and endorses interdisciplinary and problem-solving. Significantly, Relational leadership line up with contemporary academic principles—teamwork, social engagement and dissemination of knowledge —vital for institutions working in worldwide and viable landscape.

Conclusion

As higher educational organizations progress in response to shifting social, scientific, and academic necessities, leadership representations must also transform. Hierarchical edifices alone cannot sustenance the level of partnership and novelty essential in present-day academic frameworks. Relational leadership, by accentuating trust, mutual influence, collective agency, provides a vigorous alternate that fortifies faculty teamwork and shapes robust institutional environments. This study emphasizes the necessity for educational institutions to adopt relational principles, reform governance structures, and devote in community resilience to endure academic distinction in the years ahead.

References

1. Bolden, R., Petrov, G., & Gosling, J. (2015). Distributed leadership in higher education: Rhetoric and reality. *Educational Management Administration & Leadership*, 42(5).
2. Brew, A. (2010). Imperatives and challenges in integrating teaching and research. *Higher Education Research & Development*, 29(2).
3. Bryk, A. S., & Schneider, B. (2002). Trust in schools: A core resource for improvement. Russell Sage Foundation.



4. Deem, R., Hillyard, S., & Reed, M. (2007). Knowledge, higher education, and the new managerialism: The changing management of UK universities. Oxford University Press.
5. Kezar, A., & Holcombe, E. (2019). Shared leadership in higher education: A national study. Pullias Center for Higher Education.
6. Komives, S. R., Lucas, N., & McMahon, T. R. (2013). Exploring leadership: For college students who want to make a difference (3rd ed.). Jossey-Bass.
7. O'Meara, K., Kuvaeva, A., & Nyunt, G. (2017). Constrained choices: A view of campus service inequality. *Journal of Higher Education*, 88(6).
8. Pearce, C. L., & Conger, J. A. (Eds.). (2003). Shared leadership: Reframing the hows and whys of leadership. Sage.
9. Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership. *Leadership Quarterly*, 17(6).
10. Wuchty, S., Jones, B., & Uzzi, B. (2007). The increasing dominance of teams in the production of knowledge. *Science*, 316(5827).