

Repositório ISCTE-IUL

Deposited in *Repositório ISCTE-IUL*:

2026-10-09

Deposited version:

Accepted Version

Peer-review status of attached file:

Peer-reviewed

Citation for published item:

Sousa, M. de., Rego, A., Pina e Cunha, M. & van Dierendonck, D. (2026). Servant leaders promoting team contextual ambidexterity through team behavioral integration. *Review of Managerial Science*, N/A. <https://doi.org/10.1007/s11846-026-01058-1>

Further information on publisher's website:

[10.1007/s11846-026-01058-1](https://doi.org/10.1007/s11846-026-01058-1)

Publisher's copyright statement:

This is the peer reviewed version of the following article: Sousa, M. de., Rego, A., Pina e Cunha, M. & van Dierendonck, D. (2026). Servant leaders promoting team contextual ambidexterity through team behavioral integration. *Review of Managerial Science*, N/A. <https://doi.org/10.1007/s11846-026-01058-1>, which has been published in final form at <https://dx.doi.org/10.1007/s11846-026-01058-1>. This article may be used for non-commercial purposes in accordance with the Publisher's Terms and Conditions for self-archiving.

Use policy

Creative Commons CC BY 4.0

The full-text may be used and/or reproduced, and given to third parties in any format or medium, without prior permission or charge, for personal research or study, educational, or not-for-profit purposes provided that:

- a full bibliographic reference is made to the original source
- a link is made to the metadata record in the Repository
- the full-text is not changed in any way

The full-text must not be sold in any format or medium without the formal permission of the copyright holders.

Servant leaders promoting team contextual ambidexterity through team behavioral integration

Sousa, M., Rego, A., Cunha, M. P. & van Dierendonck, D. (2026). Servant leaders promoting team contextual ambidexterity through team behavioral integration *Review of Managerial Science*. <https://doi.org/10.1007/s11846-026-01058-1>

Abstract

We investigate how servant leadership promotes team contextual ambidexterity via team behavioral integration from a conservation of resources theory perspective, and how such an indirect effect is conditional on two boundary conditions: the “climate strength” of servant leadership and of team behavioral integration. By climate strength we refer to the degree of agreement or consensus among team members regarding those two constructs. Findings from a field study and an experiment indicate that (a) servant leaders foster team contextual ambidexterity by cultivating a supportive context of team behavioral integration, and (b) this indirect effect is amplified when within-team agreement (i.e., the climate strength of servant leadership and team behavioral integration) is higher. We contribute to identifying the micro-foundations of organizational ambidexterity at the team level and exploring why, how and when servant leadership influences such team outcomes. Furthermore, drawing on both conceptual work and empirical evidence, we emphasize the underexplored role of “climate strength” in shaping team contextual ambidexterity through its underlying mechanisms.

Keywords: servant leadership; team contextual ambidexterity; team behavioral integration; climate strength of servant leadership; climate strength of team behavioral integration; conservation of resources theory

JEL Classification = L29 (Industrial Organization / Firm Objectives, Organization and Behavior / Other)

Introduction

Organizational ambidexterity theory is grounded in the notion that exploitation and exploration are contradictory forces that organizations need to simultaneously pursue to enjoy long-term performance (Junni et al. 2013; O'Reilly and Tushman 2013; Raisch and Birkinshaw 2008; Saleh et al. 2023). The challenge is paradoxical in that it is characterized by a persistent and interdependent yet contradictory tension (Cunha et al. 2023): instead of choosing between exploration *or* exploitation, organizations are urged to *simultaneously* embrace *both* exploration *and* exploitation (Raisch et al. 2009; Smith and Lewis 2011). Implementing a structural ambidexterity architecture, where some teams explore and others exploit, may, however, be problematic in that it brings higher coordination costs and makes integration across different teams more difficult (Gibson and Birkinshaw 2004; Lubatkin et al. 2006; Raisch et al. 2009). Therefore, some organizations are adopting contextual ambidexterity capacity, i.e., an integrated approach aimed at ensuring that both exploitation and exploration activities are mobilized, integrated, and applied synergistically within organizational teams (Andriopoulos and Lewis 2009; Knight and Cuganesan 2020; Stoiber et al. 2023).

To address this challenge, a design could be adopted within each team, with some team members exploring and others exploiting. Such a differentiation (i.e., team structural ambidexterity) reinforces specialization within the team and may reduce team members' ability to act ambidextrously outside the boundaries of their particular jobs (Mom et al. 2009). Differentiation makes integration between team members more difficult, which is particularly problematic when opportunities in the environment are both uncertain and numerous (Ossenbrink et al. 2019). Moreover, most teams lack resources and minimum scale economies to make differentiation worthwhile (Csaszar 2013; Fourné et al. 2019). Therefore, fostering team contextual ambidexterity (*contextual* “because it arises from features of the organizational

context”, as Gibson and Bikinshaw 2004, p. 209 noted¹), with all team members contributing to team contextual ambidexterity, is more suitable (Fourné et al. 2019; Gibson and Bikinshaw 2004; Stoiber et al. 2023). By *simultaneously* embracing *both* exploration *and* exploitation, teams are more able to remain aligned while staying adaptable. Alignment refers to consistency between all the patterns of team activities, requiring that team members work together toward the same goals. Adaptability refers to the team members’ capacity to rearrange and adjust activities quickly, thus being able to meet changing demands that emerge from the team’s internal and external environment.

We therefore conceptualize team contextual ambidexterity as a collective *team* phenomenon, rather than the simple sum, or average, of the individual ambidextrous capabilities of its members, reflecting the fact that individual ambidexterity and team contextual ambidexterity are *not* isomorphic. For example, the lack of an appropriate supportive team context may hinder highly ambidextrous team members from operating as an ambidextrous team. Therefore, although we recognize that different members may have different capabilities to exploit and to explore, we consider that an appropriate supportive team context allows all members contributing, through behavioral integration, to team contextual ambidexterity.

Investigating the factors that make teams able to express such contextual ambidexterity is thus a valuable endeavor. However, most research on ambidexterity has traditionally been conducted at the organizational level, and there is a paucity of research investigating team-level ambidexterity and its antecedents (Açikgöz et al. 2021; Dean 2022; Han et al. 2022; Jansen et al. 2016; Saleth et al. 2023; Wang et al. 2023). In this paper, we posit that achieving team contextual ambidexterity requires teams to possess social resources – properties arising

¹ Therefore, *contextual* ambidexterity differs from *structural* ambidexterity in that while the latter emerges from an architecture in which some units focus on alignment and others on adaptability, the former is the capacity to simultaneously demonstrate adaptability and alignment across an entire unit (Gibson and Bikinshaw 2004).

from interpersonal dynamics among members that support goal achievement (Hobfoll et al., 2018; Rodríguez-Sánchez et al., 2017; Stoverink et al., 2018). We focus on a specific social resource – team behavioral integration (TBI), defined as the degree to which the team “engages in mutual and collaborative interaction” (Hambrick 1994, p. 188). We posit that this resource is fostered and sustained by servant leadership, whose principles emphasize addressing the needs of others, including those of team members, and how the organization's mission benefits the whole (Kashyap & Rangnekar, 2016; Liden et al. 2008, 2014; Usman et al. 2024; Van Dierendonck 2011). We suggest that under leaders who demonstrate servant leadership, teams cultivate a supportive context marked by robust TBI. This team resource helps develop ambidextrous behavioral capabilities in pursuing team goals (Usman et al. 2024).

To substantiate our reasoning, we first draw upon the theory of contextual ambidexterity (Gibson and Birkinshaw 2004, p. 223) and posit that leaders can foster team contextual ambidexterity by “helping to establish a supportive context” (hence the *contextual* nature of that form of ambidexterity, as mentioned above) that enables the team to embrace *both* exploration *and* exploitation and thus remaining aligned while staying adaptable. Second, following Usman et al. (2024), we draw on the conservation of resources (COR) theory (Halbesleben et al. 2014; Hobfoll et al. 2018) to posit that servant leadership fosters the social resource of TBI that operates as a supportive context and thus helps creating team contextual ambidexterity. A supportive context, reflected in TBI, serves as a key mechanism through which servant leadership fosters team contextual ambidexterity. While other facets of the supportive context (e.g., a common culture and vision, a decentralized structure, Gibson and Birkinshaw 2004; Tushman and O'Reilly III 1996) may also contribute, we emphasize that TBI plays a central role that warrants further investigation. Studying TBI as an antecedent to team contextual ambidexterity is fundamental because it reveals how teams transform latent social

resources into a dynamic baseline capable of balancing alignment and adaptability simultaneously, without depleting team collective cognitive and emotional reserves.

We choose servant leadership over other leadership approaches as the antecedent of team contextual ambidexterity via TBI because, as Usman et al. (2024) observed, compared to other leadership styles (such as ethical, authentic, and transformational leadership), servant leadership more effectively enhances organizational members' abilities that boost ambidexterity within organizations. Moreover, unlike other approaches (including empowering, humble, and paradoxical leadership), servant leaders explicitly expect followers to serve others by instilling a service-oriented mindset (Eva et al. 2019). This service orientation, as expressed by servant leaders and between followers, invites TBI's collaborative behaviors of sharing information, helping each other and joint decision-making (Hambrick 1994) in support of serving customers and other stakeholders. As employees' social and belonging needs are met, organizational social capital increases, safeguarding the team's social resources, which are crucial for helping the team to carry out ambidexterity efforts (Jia et al. 2024; Keller and Weibler 2015; Wang et al. 2021).

We therefore consider that the service orientation of servant leadership enhances TBI, making the team more able to synchronize several teams' social and task processes (Lubatkin et al. 2006; Y. Zhang et al. 2015). As a result of enhanced TBI, team members are better able to navigate the challenging and contradictory processes that underpin team contextual ambidexterity. In brief, servant leadership strengthens the social resource of TBI, enabling teams to build the behavioral capacity for collective contextual ambidexterity (Fig. 1).

Figure 1 about here

We also consider that such a mediated relationship is conditional on two boundary conditions: the climate strength of both servant leadership and TBI. By "climate strength," (from here on also referred to as "strength") we mean the consistency of perceptions across

team members regarding the leader and the team – the greater the consistency (i.e., the lower the within-team variability), the stronger the climate. Whereas climate *level* reflects the average of team members' perceptions, climate *strength* captures the degree of within-team agreement in those perceptions. Henceforth, when we refer to “servant leadership” and “TBI”, we mean the *level* of these climates; we use the prefix “strength of” to denote the *strength* of these climates. Our reasoning is based mainly on the theory of team climate and climate strength (Lee and Dalal 2016; Perrigino et al. 2021; Schneider et al. 2002, 2026), and on the notion that team leadership is a facet of team climate (Rego et al. 2017). While servant leadership and TBI represent shared perceptions among team members about the leader and the team, research on team climate also shows that some degree of variability (captured by the “climate strength” construct) can still exist. Lower variability indicates a stronger climate. Climate strength theory posits that a strong (or weak) climate enhances (or diminishes) the impact of the climate level on outcome (Lee and Dalal 2016; Meyer et al. 2010; Schneider et al. 2026). Drawing upon this reasoning, we hypothesize that the positive relationship between servant leadership and TBI, and between TBI and team contextual ambidexterity, is stronger when the strengths of respectively, servant leadership and TBI are higher.

Our paper makes three main contributions. First, as organizations rely more on team contextual ambidexterity, it is crucial to examine its micro-foundations (Mueller et al. 2020; Tarba et al. 2020; Venugopal et al. 2020). We do this by investigating the antecedents, mechanisms, and boundary conditions of team contextual ambidexterity. Second, while Gibson and Birkinshaw (2004) suggested that contextual ambidexterity requires leaders to create a supportive environment, they did not explore the specific team behavioral pattern that mediates the relationship between leader behavior and team contextual ambidexterity. We provide theoretical reasoning and empirical evidence indicating that TBI is a team behavioral pattern that helps servant leadership develop team contextual ambidexterity more effectively. Third,

researchers of servant leadership and TBI tend to assume, at least implicitly, that if the aggregation indices are satisfactory, the mean score for each team is a valid description of the team reality. As shown in this paper, this perspective is incomplete, because climate strength serves as an important boundary condition for understanding both the antecedents and mechanisms of team contextual ambidexterity, as well as the outcomes of servant leadership.

Theory and hypotheses

Servant leadership and TBI

Servant leadership is “an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community” (Eva et al. 2019, p. 114). While the construct has been operationalized in different ways, this study adopts the four-dimensional framework (Sousa and Van Dierendonck 2016) that represents the short version of the Servant Leadership Survey (Van Dierendonck and Nuijten 2011). That framework includes four dimensions (humility, empowerment, stewardship, and accountability) that, together, build TBI and, indirectly, team contextual ambidexterity (Gibson and Birkinshaw 2004).

Humility involves recognizing one's limitations and valuing others' input, putting one's achievements in perspective (Patterson 2003), admitting mistakes and fallibility (Morris 2005) thus fostering within-team trust and other components of team social capital such as team psychological safety (Kelemen et al., 2023; Rego et al. 2021; Van Dierendonck 2011). Empowerment entails building followers' confidence and independence through delegation (Conger and Kanungo 1988), further instilling trust and perceived support among team members (Hashemi et al. 2025). Stewardship means prioritizing organizational and stakeholder well-being in the long-term. It is about holding a space and instilling a sense of purpose (Block 1993), prioritizing others' growth and the organization's legacy, beyond personal gain

(Patterson 2003). Finally, accountability involves providing direction and setting clear ethical expectations and fair responsibility (Van Dierendonck 2011).

These components of servant leadership translate into TBI (and, indirectly, team contextual ambidexterity, as discussed below), which refers to team members engagement in interactive and reinforcing behaviors that foster collaborative behavior, information exchange, and joint decision-making (Hambrick 1994; Simsek et al., 2005). By acting as a steward of team members' needs, careers and well-being, the team goals, and the broader community (Eva et al. 2019; Hunter et al. 2013; Liden et al. 2014), a servant leader fosters a shared sense of purpose and community within the team that motivates team members to cooperate in pursuit of meaningful team goals (Hunter et al. 2013; Michel et al. 2025; Ruiz-Palomino et al. 2023). This drives team members to participate proactively and coordinately in collaborative decision-making, and encourages them to exchange ideas, information and knowledge, and to contribute diverse points of view to dealing with more complex challenges.

The empowerment stance of servant leadership leverages this cooperative and shared decision-making process. It empowers the team by (a) providing the information team members need to pursue team goals, (b) encouraging them to use their capacities and coming up with ideas and suggestions, (c) giving them authority to make decisions, (d) enabling them to solve problems by themselves, and (e) offering them opportunities to learn and grow. These behaviors not only encourage cooperation and information exchange (through, e.g., social learning and role modelling; Morgenroth et al. 2015; and social information processing: Salancik and Pfeffer 1978); they also enhance the team's capacity to pursue a more effective joint decision-making process.

The empowering approach of servant leadership is strengthened by humility. A humble leader conveys respect for team members' ideas and contributions, is open to their criticisms, and listens to others with different views and opinions (Owens et al. 2013; Silard et al. 2025),

enhancing empowerment (Chandler et al. 2023; Kelemen et al. 2023). Humility also promotes other processes that enhance the team's sense of wholeness and unity of effort. For example, through role modelling, a humble leader encourages team members to view each other appreciatively, to acknowledge others' opinions and contributions, and to be open to new information and ideas. Team members are thus more likely to exchange information and be cooperative. By recognizing each other's strengths and contributions, team members also develop team confidence and reinforce the sense of teamness (Carmeli and Halevi 2009). Overall, humble leaders "unify" team members' behaviors, "which then produces a team culture or shared goal that reflects that behavior" (Owens and Hekman 2016, p. 1090).

Finally, as the servant leader holds team members accountable for their actions, team members will more likely (a) prioritize actions that are genuinely beneficial for the team, the organization and other stakeholders, (b) commit and persevere when they face roadblocks that might obstruct pursuing team goals, (c) be more accurate when sharing information and knowledge, (d) put more effort in anticipating other team members' needs, effectively coordinating their work with others, (e) adopt an helpful stance toward others, and (f) be trustful, thus sustaining and enhancing the team social and psychological capital. All four components of servant leadership work in concert (which explains why servant leadership is modeled as a second-order construct built upon the four first-order factors/dimensions) to foster TBI. Hence:

H1. Servant leadership is positively associated with TBI.

TBI and team contextual ambidexterity: a COR theory perspective

As stated, TBI is an important resource that activates the team's ambidextrous capability, enabling them to navigate complex environmental demands in the team's environment. At the same time, impasses, deadlocks, tensions, and paradoxes that emerge from those same demands may create cognitive and emotional overload in team members, thereby depleting team

resources (Jia et al. 2024; Keller and Weibler 2015; Tuan 2022; Usman et al. 2023; Wang et al. 2021). Consequently, team members strive to acquire, invest in, retain, and protect resources that enable them to continue responding effectively to these challenging and stressful requests (Hobfoll et al. 2018). Resources are defined as anything perceived by individuals and collectives to help attain their goals (Halbesleben et al. 2014), and what matters most is the fit between the resource and the idiosyncrasies of the challenge (Halbesleben et al. 2014; Stoverink et al. 2020). Considering that team contextual ambidexterity requires team contextual resources embedded in the social system (Gibson and Birkinshaw 2004), this paper focuses on team social resources, defined as “aspects of team functioning that emerge from interpersonal dynamics between team members and from which teams can benefit in terms of overall performance and behavioral action” (Rodríguez-Sánchez et al. 2017, p. 526; see also Stoverink et al. 2018).

TBI, as built by servant leaders, is a team social resource that makes the team more effective in understanding and managing tensions and contradictions, which translates into a shared capacity for both alignment and adaptability, i.e., team contextual ambidexterity (Lubatkin et al. 2006; Venugopal et al. 2020). In behaviorally integrated teams, members are more able to identify, process, and leverage all available knowledge, information and other resources (e.g., socio-emotional support) existing in the team, ensuring that these resources are shared in a timely manner to respond to team members’ needs and team goals (Halevi et al. 2015). Such a resource repertoire emerges from recursive push-pull effects that make team members more responsive to others’ needs (Tekleab et al. 2016). Push effects emerge because behaviorally integrated teams develop shared mental models (Chen and Zhang 2021) that allow the team to anticipate members’ needs and provide them with relevant resources. Pull effects emerge as team members are more motivated to ask for others’ resources (e.g., help), trusting that they will be responsive.

During this reciprocal flow, which includes mutual absorption of knowledge and experiences (Wang et al. 2023), resources are developed to better correspond to team members' needs, including those associated with alignment and adaptive activities. Such a process, embodied in norms of constructive conflict (Jansen et al. 2016; Tekleab et al. 2016), allows for scrutinizing the pros and cons of alternative courses of action, as well as adopting diverse lenses to analyze the roots of problems and opportunities (Evans and Butler 2011; Venugopal et al. 2020). This contributes to informed and more effective joint decisions that integrate various perspectives (Liu et al. 2015; Wang et al. 2023). The cognitive arsenal emerging from those processes helps the team to develop a more comprehensive understanding of the complex nature of both the internal and external team environment, and to handle contradictions and uncertainty more constructively, thus enabling team contextual ambidexterity (Halevi et al. 2015; Lubatkin et al. 2006). In other words, TBI fosters the cognition (Smith and Tushman 2005) necessary to detect when contradictions are paradoxical – i.e. interdependent and persistent over time (Schad et al. 2016; Smith and Lewis 2011) – and to approach them as a generative source of progress (Cunha et al. 2023) via ambidextrous behavior.

TBI not only enriches the team's behavioral repertoire, but also its ability to recognize and articulate distinctions in the environment (e.g., between existing practices and those needed to face future challenges), to connect those distinctions in an integrated way (e.g., exploring innovative ways to perform team tasks, without damaging the current efficient ways of working), and to select the most appropriate team behaviors for the situation (Carmeli and Halevi 2009; Smith and Tushman 2005). In such a context, team members understand the need to be adaptive without neglecting the value of being both intra-aligned (i.e., within the team) and aligned with the organization's demands (Gibson and Birkinshaw 2004; Uhl-Bien and Arena 2018), including those that involve adaptive activities aimed at responding to changes in the team environment. Such an adaptive process is leveraged by the fact that behaviorally

integrated teams are less reluctant to change, more flexible and open to novelty, and more motivated to move quickly towards new opportunities and challenges (Birkinshaw and Gibson 2004; Hambrick 1994; Uhl-Bien and Arena 2018).

A behaviorally integrated team is also better equipped to leverage the ambidextrous capability of *specific* team members who are particularly skilled in dealing with unique tasks. TBI facilitates distributing ambidextrous challenges according to the capacities and resources each member demonstrates toward a specific challenge (Venugopal et al. 2020). Such a distribution can be efficient because the transactive memory of a behavioral integrated team (Chen and Zhang 2021; Liu et al. 2015) allows team members to know the skills, competencies and expertise of each member, as well as to anticipate possible internal arrangements aimed at dealing with particular challenges.

The team's wholeness and unity of effort, as enhanced by a servant leader, also helps the team to safeguard against resource depletion, thus sustaining the team's ambidexterity capacity (Hobfoll et al. 2018; Usman et al. 2024). For example, TBI helps to alleviate the negative consequences (e.g., exhaustion and dissatisfaction) that team members experience when dealing with ambidexterity challenges (Tarba et al. 2020) because behaviorally integrated teams are more self-confident (e.g., Carmeli et al. 2011; Liu et al. 2015) and resilient (e.g., Chen and Zhang 2021). When facing conflicting demands for alignment and adaptability, confident teams can recognize and act upon learning opportunities, cope with divergent perspectives, and persevere toward team goals by resolving potential challenges and interdependent contradictions (Jansen et al. 2016; Smith and Tushman 2005). Such a confident approach is leveraged by team resilience, a collective adaptive capacity also developed in behaviorally integrated teams (Chen and Zhang 2021). As observed by Chen and Zhang (2021, p. 794), TBI "provides a psychological condition that is conducive to forming resilience-efficacious beliefs" (p. 794). Team members of behaviorally integrated teams "work together

to generate and convert resources that are conducive to resilience building, including an open mind to changes and an expanded knowledge base” (pp. 775-776) that builds both alignment and adaptive capacities. Hence:

H2. TBI is positively associated with team contextual ambidexterity.

These arguments also suggest that servant leaders build TBI as a team contextual/social resource (H1) that develops the team contextual ambidexterity capacity (H2). Hence:

H3. Servant leadership is positively associated with team contextual ambidexterity via TBI.

We next discuss how such a mediated relationship is moderated by the strength of servant leadership and the strength of TBI.

Climate strength of servant leadership and TBI as moderators

Research on team climate and climate strength (Perrigino et al. 2021; Schneider et al. 2002 2026) suggests that, while team members develop shared perceptions about the team and team leader, some degree of variability may be found within teams, arising from different factors. First, as suggested by research on differentiated leadership, most leadership behaviors (including humility, a component of servant leadership; Rego et al. 2021; Rego et al. 2017) involve some level of differentiation among team members (Rego, Yam et al. 2019; Wu et al. 2010; XA Zhang et al. 2015). Leader-member exchange evidence (e.g., Graen and Uhl-Bien 1995; Henderson et al. 2009; Schriesheim et al. 1999) also suggests that leaders do not behave toward all team members always in the same way. There is no reason to suppose that servant leaders are “immune” to such variability. Second, even if servant leaders make efforts to behave equally and consistently with all team members, these have unique attentional processes and epistemic motivations that lead to different perceptions and interpretations of the leader’s servant leadership approach (Barsade 2002; De Dreu et al. 2008; Van Kleef et al. 2009; Van Knippenberg and Van Kleef 2016). Third, because of differences in roles, personalities and

specific patterns of interdependence, members have distinct experiences and interactions within the team and with the leader.

Considering that TBI is a component of team climate and team leadership may also be considered a facet of team climate (Rego et al. 2017), we resort to research on climate strength theory (González-Romá et al. 2002 2009; Perrigino et al. 2021; Schneider et al. 2002, 2026) to suggest that the relationship between servant leadership and TBI, and between TBI and team contextual ambidexterity, is moderated, respectively, by the strength of servant leadership and the strength of TBI². Specifically, drawing upon climate strength theory which suggests that a strong (weak) climate reinforces (attenuates) climate-outcomes relationship (Schneider et al. 2026), we suggest that the relationship between servant leadership and TBI, and between TBI and team contextual ambidexterity, is stronger (vs. weaker) when the strength of those climates is higher (vs. lower).

A possible explanation is that consistent perceptions of servant leadership and TBI across team members (i.e., high strength of the two climates) equip team members with more precise and more consistent information about the leader and the team (Lee and Dalal 2016; Meyer et al. 2010; Schneider et al. 2026). As advanced by the Emotions as Social Information (EASI) model, individuals “turn to each other’s emotional expressions to make sense of ambiguous (social) situations and that such disambiguating information can be gleaned from verbal as well as nonverbal expressions” (Van Kleef et al. 2015, p. 1137). Therefore, team members do not resort only to their own direct experiences with, and interpretations about, the leader and the

² The theory of personality strength (defined as “the forcefulness of implicit or explicit internal cues regarding the desirability of potential behaviors”; Dalal et al. 2015, p. 263) also supports considering the strength of servant leadership as a moderator. Conceptually, leaders with a strong (vs. weak) personality behave consistently (vs. inconsistently) across people and are significantly ‘immune’ to (vs. influenced by) the variability of the situation. Therefore, consistent expressions of servant provide team members with more robust and clearer information about the leader’s *true* servant approach. At the measurement level, (in)consistent perceptions across team members indicate that the mean score (i.e., the average of perceived servant leadership) is a more (less) reliable measure of the leader’s servant stance (Rego et al. 2017; Schneider et al. 2026). Both arguments support the relationship between servant leadership and TBI is stronger (weaker) when the strength of servant leadership is high (low) (see, e.g., Rego et al. 2021; Rego et al. 2017; Rego, Yam et al. 2019).

team, but they also pay attention to the interactions and experiences of other team members and react accordingly (Li et al. 2015; Rego, Owens et al. 2019; Wu et al. 2010). The “disambiguating” process is made easier when the two aforementioned facets of team climate are stronger. Inconsistencies may lead team members to form ambiguous interpretations about the servant stance of the team leaders and TBI, and this may weaken the effects of the two facets of team climate on team outcomes. For example, when servant leadership is enacted inconsistently across team members, followers are likely to interpret these behaviors as responses to contextual demands rather than as reflections of the leader’s true character, which in turn attenuates the leader’s beneficial impact (González-Romá et al. 2002; Schneider et al. 2002; Zohar and Luria 2004). A second, complementary explanation is that a high climate strength provides a more reliable mean score of the level of servant leadership and TBI and, therefore, greater validity in predicting the team’s attitudes and behaviors (Schneider et al. 2026). Hence our next two hypotheses:

H4. The climate strength of servant leadership moderates the positive relationship between servant leadership and TBI, the relationship being stronger (weaker) when the strength of servant leadership is higher (lower).

H5. The climate strength of TBI moderates the positive relationship between the level of TBI and team contextual ambidexterity, the relationship being stronger (weaker) when the strength of TBI is higher (lower).

From our reasoning for H3, H4 and H5, we derive the hypothesis of a mediated moderated relationship between servant leadership and team contextual ambidexterity, as follows:

H6. The positive relationship between servant leadership and team contextual ambidexterity via TBI is conditional on the climate strength of servant leadership and

TBI, the relationship being stronger (weaker) when the strength of servant leadership and TBI is higher (lower).

3. Studies overview

We tested our model in two studies. The first is a field study involving 119 call center teams. Considering the correlational nature of Study 1, and the need to prevent endogeneity and support causality, we carried out a vignette-based experiment (Study 2) with 85 teams. In both studies, we used different subsamples within each team to measure different variables and thus reduce risks of common method variance (details below). A 7-point Likert scale was used to measure the main variables of our model, except for servant leadership in Study 2, which was manipulated.

Study 1

Study 1 methods

Sample and procedures. Before proceeding, it is important to clarify three interrelated reasons that make call centers suitable contexts for studying team contextual ambidexterity. First, customers expect not only quick, standardized and efficient responses (i.e., exploitation), but also customized and evolving ones (i.e., exploration). Second, while call centers rely on standardized procedures and scripts (i.e., exploitation), they also need to test and iterate new approaches, and adopt/adapt new technologies (e.g., AI) to meet customers' demands. Third, call centers may be characterized by a significant level of interdependence (Chen et al. 2011; Tjosvold et al. 2014; Workman and Bommer 2004; Xu et al. 2022), in several ways. Team members rely on others to resolve complex issues, an example being "call escalation", a process of transferring a customer's (more challenging) call to a more experienced or specialized team member. Team members also depend on shared resources and information (e.g., databases, scripts, and CRM systems), for which they contribute (e.g., updating cases),

to carry out their own work effectively. In 24/7 centers, individuals also rely on colleagues from earlier shifts to document interactions properly.

Study 1 therefore included teams operating in 15 call centers dealing with different customers ($n = 159$ teams) located in the European Union and run by a single operator. After getting permission from the CEO and leaders of those call centers, we have sent an online survey to all team members (agents) of all teams, who anonymously reported their perceptions of servant leadership (of the team supervisor), TBI, and team contextual ambidexterity. Respondents identified the respective team through a code unknown from the researchers. Permission to collect data was given on condition the survey would be kept short, which explains why further variables, such as other leadership styles, were not included as controls. From the initial sample of 159 teams, we considered 119 (mean size: 26.01 employees, SD: 8.73; $n = 119$ supervisors, 52.1% males; $n = 1028$ team members, 32.3% males) after selecting teams with at least six respondents. Such a “procedural remedy” (Podsakoff et al. 2024) was adopted to measure servant leadership, TBI and team contextual ambidexterity with data from different team members within each team and thus deal with the risks of common method bias (CMB; developments below). Podsakoff et al. (2024, p. 18) noted that “obtaining measures of the focal variables from different sources is an effective remedy to the effects of CMB”. Respondents’ mean age was 32.72 years (SD: 9.04³), and 34.43% had a degree. Respondents per team ranged between 6 (27 teams), 7 to 9 (56) and 10 or more (36).

Measures. Regarding *servant leadership*, while the construct has been operationalized in different ways, this study adopts the four-dimensional framework proposed by Sousa and Van Dierendonck (2016), which is based on the Servant Leadership Survey (Van Dierendonck & Nuijten, 2011). The instrument includes four components/factors: empowerment (7 items),

³ This value represents individual data, while the one of Table 1 represents the data aggregated at the team/leader level.

accountability (3), humility (5), and stewardship (3). Confirmatory factor analysis (CFA; maximum likelihood estimation; aggregated data) indicates that the second-order four-factor model provides a modest fit (e.g., $\chi^2_{(131)} = 307.84$; RMSEA: .10; RMR: .04; SRMR: .09; GFI: .80; CFI and IFI: .92). Fit indices increase significantly ($\chi^2_{(86)} = 157.49$; RMSEA: .08; RMR: .02; SRMR: .04; GFI: .86; CFI and IFI: .96) after removing two items measuring empowerment (“My team manager offers me abundant opportunities to learn new skills”; “My team manager enables me to solve problems myself instead of just telling me what to do”) and another measuring accountability (“My team manager holds me and my colleagues responsible for the way we handle a job”). Despite the statistical improvement of the abbreviated model, we elected to retain the 18 original items of the measure for two primary reasons. First, while the initial baseline model’s absolute fit was modest (i.e., RMSEA exceeded .08), other fit indices were satisfactory (both CFI and IFI are higher than .90 and RMR is .04). Second, the substantive conclusions and structural relationships in our hypothesized model remained virtually identical whether using the full or the reduced scale. Retaining the complete scale preserves the content validity of the original instrument. Consequently, servant leadership was modelled as a second-order construct specified by the four first-order latent dimensions.

TBI was measured through nine items from Simsek et al. (2005) measuring three dimensions: (1) collective behavior, (2) information exchange, and (3) joint decision-making. Team members were asked to describe the *team*, not themselves *individually* (e.g., “Team members are willing to help each other complete jobs and meet deadlines”). CFA (aggregated data) shows that the second-order three-factors model ($\alpha = .87$) fits the data well ($\chi^2_{(24)} = 23.77$; RMSEA: .01; RMR: .01; SRMR: .02; GFI: .96; CFI and IFI: .99). *Team contextual ambidexterity* was measured through six items from Gibson and Birkinshaw (2004) (e.g. “The management systems in this team are sufficiently flexible to allow us to respond quickly to changes in our markets”), while asking participants to focus on the processes, structure,

regulations, evaluation, tools, and procedures of their team when answering. Three items measure alignment ($\alpha = .71$), and the other three measure adaptability ($\alpha = 0.78$). Assuming that ambidexterity is best captured by the interaction of the two capacities (Gibson and Birkinshaw 2004), we multiplied the two scores, representing team *combined* ambidexterity (Mihalache et al. 2014; Venugopal et al. 2020).

To measure *the strength* of servant leadership and TBI, we followed LeBreton and Senter (2008) and other authors (Rego et al. 2017; Schneider et al. 2002) who suggest that standard deviation (SD) is more appropriate than alternative measures (such as r_{wg} or *average deviation*). We calculated the SD of servant leadership and TBI within each team (data from all participants in each team were considered⁴). We then reversed the SD scores by subtracting each team's SD from the highest SD observed across teams⁵, so that higher scores represented greater consensus strength.

Control variables. Team size was controlled as it can affect the interactions between the leader and team members, as well as TBI (Lubatkin et al. 2006; Simsek et al. 2005) and team contextual ambidexterity (Dean 2022; Jansen et al. 2016; Li et al. 2018). The percentage of members with a degree was included, as education may affect the domain-relevant expertise that is important for dealing with work demands and thus influence team contextual ambidexterity (Chen et al. 2021; Mathieu et al. 2008). Demographic homogeneity based on age, education, and gender was controlled because diversity may affect TBI (Simsek et al. 2005) and team contextual ambidexterity (García-Granero et al. 2018; Li 2016; Li et al. 2018). Demographic homogeneity was calculated in three steps. First, within-team diversity was

⁴ Common method variance inflates correlations between variables, and climate strength is based on *variance*, not mean level. Therefore, sample-splitting within the team to calculate the climate strength would (a) not solve common method variance, (b) reduce validity of the dispersion estimate and (c) harm statistical power.

⁵ All Z-scores for the team standard deviations fell below the 3.29 threshold recommended by Tabachnick and Fidell (2013). For servant leadership, all Z-scores except one were ≤ 2.5 , while for TBI, all except two fell below this same mark. Therefore, outliers are not a concern for the calculation of the two climate strength measures and the test of the indirect conditional effects.

calculated for each variable – using the standard deviation for age, and the Blau index for gender and education – and the resulting scores were subsequently standardized. Second, these standardized scores were summed to represent an overall index of demographic heterogeneity. Third, each team's demographic homogeneity was obtained by subtracting its heterogeneity score from the maximum heterogeneity score observed across all teams. Leader's gender was included because various servant leadership behaviors are considered 'feminine' traits, and thus leader's gender may affect how team members perceive and respond to the leader's servant behaviors (Eagly and Karau 2002; Hogue 2016). Average team age was controlled as humility (a component of servant leadership) may be valued more by older people (Tangney 2000).

Aggregating data. Aggregation indices for servant leadership, TBI, alignment, and adaptability were computed with data from all participants in each team. Significant aggregation indices indicate that (a) respondents of each team have consistent perceptions about the team/leader "properties", and (b) the ratings from the subsample of team respondents used to measure each variable are valid while being less susceptible to CMB (see below). ICC(1) values are .17, .13, .09, and .15, respectively, for servant leadership, TBI, alignment, and adaptability, thus exceeding the cutoff of .05. ICC(2) values are .64, .56, .47 and .61, respectively. The means of r_{wg} values (uniform distribution) are .78 (servant leadership), .76 (TBI), .63 (alignment), and .68 (adaptability), all being strong (higher than .70) or moderately strong (LeBreton and Senter 2008). Although the ICC(2) scores for TBI and alignment are below the cutoff of .60, they do not prevent aggregation. A low ICC(2) merely reduces statistical power and does not impede aggregation if it is theoretically justified and r_{wg} is high.

Discriminant validity and common method bias. CFA tested if the (aggregated) data represented different constructs. Four indicators for servant leadership (corresponding to the four dimensions), three indicators for team TBI (the three corresponding dimensions), three items for team alignment, and three items for team adaptation were considered. Several fit

indices of the four-factor model are reasonably satisfactory (e.g., $\chi^2_{(62)} = 140.72$; RMSEA: .10; RMR: .08; SRMR: .08; GFI: .85; CFI and IFI: .90). This model differs significantly from (a) a three-factor model merging servant leadership and TBI ($\Delta\chi^2_{(3)} = 141.41$; $p < .001$), (b) a two-factor model merging TBI and the two components of team contextual ambidexterity ($\Delta\chi^2_{(5)} = 269.85$; $p < .001$), and (c) the single-factor model ($\Delta\chi^2_{(6)} = 431.47$; $p < .001$).

As all data were collected from the same source (i.e., team members) at a single point in time, the four-factor model was compared with a five-factor model, in which a common latent factor added (Podsakoff et al. 2024). While the two models differ ($\Delta\chi^2_{(17)} = 56.09$; $p < .001$), the average path coefficient from the common factor to all indicators is .26. The square of this value (.07) suggests that our data were not affected significantly by CMB, as the calculated variance is only 7.1%. Moreover, the single-factor model does not fit the data well. Therefore, CMB does not seem to threaten the validity of the study. However, Podsakoff et al. (2024, p. 53) recommended that “whenever possible, researchers should use procedural remedies to control CMB” and argued that measuring the predictor and criterion variables with data from different sources allows circumventing several of the major causes of CMB. Therefore, we created three subsamples within teams, each measuring different variables: subsample #A was used to measure servant leadership, subsample #B to measure TBI, and subsample #C to measure team contextual ambidexterity.

Study 1 Results

Table 1 presents means, standard deviations, and correlations. Because participants are nested in 15 call centers, we first tested center effects. The variation partition coefficient (variance due to differences between call centers) is 0% for servant leadership, 5% for TBI, 2% for alignment, and 0% for adaptability. For these variables, the likelihood ratio test statistic is lower than 1.1. We thus tested the hypothesized model by conducting bias-corrected bootstrap analyses (number of samples: 5000) with the PROCESS macros (Hayes 2018). We conducted

the analysis with and without control variables, the empirical pattern being very similar for both conditions. We next present the findings from the analysis with controls, as this is a more conservative approach. First, we tested the mediation model (template #4). Servant leadership predicts TBI (effect: .22; SE: .09; $p < .05$; LLCI: .04, ULCI: .421; R^2 : .15), supporting H1. TBI predicts team contextual ambidexterity (effect: 2.29, SE: .94; $p < .05$; LLCI: .42, ULCI: 4.15; R^2 : .08), supporting H2. While the direct effect is not significant (effect: -.19; SE: .96; $p = .75$; LLCI: -2.09, ULCI: 1.72), the indirect effect through TBI is (effect: .51; SE: .39; LLCI: .01, ULCI: 1.48). These findings support H3: servant leadership affects team contextual ambidexterity via TBI.

Table 1 about here

We then tested the moderated mediating effects (template #21). The interaction between servant leadership and its strength (effect = .89; SE: .29; $p < .01$; LLCI: .32, ULCI: 1.47; R^2 : .34; R^2 change: .06) in predicting TBI is significant. The conditional effects⁶ (Fig. 2a) are: (a) effect = -.22; SE: .12; $p = .06$; LLCI: -.46, ULCI: .01 (low climate strength); (b) effect = .12; SE: .11; $p = .28$; LLCI: -.10, ULCI: .34 (medium); (c) effect = .37; SE: .16; $p < .05$; LLCI: .04, ULCI: .69 (high). Therefore, the positive predictive value of servant leadership for TBI emerges only when the strength of the climate of servant leadership is high (H4 supported). Both TBI (effect = 2.55; SE: 1.10; $p < .05$; LLCI: .37; ULCI: 4.72) and its interaction with its climate strength (effect = 8.27; SE: 2.48; $p < .01$; LLCI: 3.36; ULCI: 13.19; R^2 : .18; ΔR^2 : .08) predict team contextual ambidexterity. The conditional effects (Fig. 2b) are: (a) effect = -.30; SE: 1.17; $p = .80$; LLCI: -2.63, ULCI: 2.02 (low climate strength); (b) effect = 2.94; SE: 1.14; $p < .05$; LLCI: .68, ULCI: 5.19 (medium); (c) effect = 5.26; SE: 1.55; $p < .001$; LLCI: 2.19, ULCI: 8.32 (high). Therefore, the positive predictive value of TBI for team contextual

⁶ By “effects” (the term utilized in the PROCESS macro), causality is not implied.

ambidexterity emerges only when there is medium or high TBI climate strength (H5 supported).

Figures 2a and 2b about here

Table 2 shows the conditional indirect effects of servant leadership on team contextual ambidexterity (direct effect is not significant; effect = -1.41, SE: .98, $p = .15$). The index of moderated moderated mediation is 7.37 (SE: 3.69; LLCI: .85, ULCI: 15..09). Overall, the findings support H6: the effect of servant leadership on team contextual ambidexterity through TBI is significantly positive when the strengths of servant leadership and TBI are high.

Table 2 about here

Study 1 discussion

Our findings show that servant leadership predicts team contextual ambidexterity via TBI, and those relationships are conditional on the strength of two team climates (i.e., servant leadership and TBI). This evidence supports considering not only the average employees' perceptions within teams, but also within-team variability of those perceptions, that is the climate strength (Schneider et al. 2026) – an approach that has been underexplored in literature on servant leadership and the predictors of team contextual ambidexterity. Although it was not hypothesized, another finding is worthy of discussion⁷. As shown in Fig. 2a, a high within-team variability of perceived servant leadership seems to be more *negative* for TBI when the level of servant leadership is *high* vs. low. A possible explanation is that a “servant leader” who expresses a servant approach inconsistently may be perceived as merely *signaling* a strategic (or instrumental) “service orientation” rather than embodying *genuine* servant leadership. Such a stance may lead the team (or at least many team members) to consider the leader as being hypocritical or even a manipulator – and this interpretation may decrease trust, as well as other components of the supportive context that boost TBI and therefore affect TBI

⁷ We are grateful to the reviewer who recommended discussing this topic.

negatively. Such a relationship is less negative, for TBI, when the average level of servant leadership is low because the team may consider that, while not being a truly servant leader, at least that leader makes some efforts to serve the team – and such a perspective may mitigate the effect of a low servant orientation. In short, a leader's occasional servant behaviors may partially offset the negative effects of an otherwise low servant leadership orientation. Although this differential pattern is somewhat replicated in the conditional effect of TBI on team contextual ambidexterity (Fig. 2b), it is less pronounced and less amenable to clear interpretation. We advance, however, a possible explanation. A high within-team variability in a team characterized by *relatively high* TBI (see next comments) may make the disambiguation process discussed above (Van Kleef et al. 2015) more difficult than the disambiguation process carried out in teams characterized by *relatively low* TBI, with more negative consequences for team contextual ambidexterity.

The reasoning above must be interpreted with caution for several reasons. First, the negative relationships between the predictor and the outcome in the low climate's strength conditions are not significant. Second, statistically, in teams characterized by a *very high* or a *very low* climate level, within-team variability of the team members' perceptions is low (e.g., TBI cannot be very high in teams where some members perceive TBI as being more modest). Therefore, our labels of "low" and "high" levels of a climate must be interpreted accordingly – a note reinforced in our study by the fact the mean levels of servant leadership and TBI are moderate or moderately high, and standard deviations are also moderate (see Table 1). Third, the pattern found in this study is not replicated in Study 2. Future studies may explore this issue further.

Although the findings validate our hypotheses, we studied teams operating in an idiosyncratic sector, and our method does not support causality. Therefore, to establish causal inferences, we developed a vignette-based experiment. Aguinis and Bradley (2014, p. 2)

explained that such a methodology “enhances experimental realism and also allows researchers to manipulate and control independent variables, thereby simultaneously enhancing both internal and external validity.”

Study 2

Study 2 Methods

Participants. We conducted a between-subjects experiment (a 2x2 design) through a sample of 484 individuals ($M_{\text{age}} = 31.34$, $SD = 9.02^8$; 50.6% male; all had a degree) participating in MBA and executive training programs ($n = 85$ teams) held at a European and an Asian “triple-crown” accredited Business Schools. 52.3% were Portuguese, 11.6% German, 5.8% Dutch, 5.0% Italian, and 4.3% French (others came from a wide range of nationalities). Almost all participants (94.4%) indicated prior work experience (59.3% had managerial experience), and this contributes to improving realism by increasing (a) the similarity between the experiment and a natural setting and (b) the subjective experience of being immersed in the situation described in the vignette (Aguinis and Bradley 2014). Team composition was random, and the number of teams was maximized in each class, provided they had at least four members. This made it possible to handle the risks of CMB by building two subsamples within each team, one to measure TBI (subsample #A), the other to measure team contextual ambidexterity (#B). The mean team size was 5.69 ($SD: 1.27$). Teams were randomly assigned to one of four conditions: (1) control condition – low climate strength ($n = 22$ teams); (2) control condition – high climate strength ($n = 19$); (3) servant leadership – low climate strength ($n = 24$); and (4) servant leadership – high climate strength ($n = 20$). All team members were presented with a short description of a fictitious leader (Chris, a gender-neutral name) and asked to read the scenario independently (see online Appendix).

⁸ This value represents individual data, while the one of Table 3 represents data aggregated at the team/leader level.

Manipulations. Participants were asked to carefully read the vignette and imagine themselves working with Chris. We excluded any clues about the study's objective to prevent demand effects (Lonati et al. 2018). We used transactional leadership in the control condition (Van Dierendonck et al. 2014) because transactional leaders are leader-centric, place follower needs and ethical concerns as low priority, and favor leader dependency, in a stark contrast with servant leaders (Martinez and Leija 2023). While “the transactional leader pursues a cost-benefit, economic exchange to meet subordinates' current material and psychic needs in return for ‘contracted’ services rendered by the subordinate” (Bass 1985, p. 14), “becoming a servant leader begins with the natural feeling that one wants to serve, to serve first” (Greenleaf 2002, p. 23). This procedure is empirically more conservative than a scenario where servant leadership was explicitly low. Similar manipulations have been used in other studies (Rego, Owens, et al. 2019; Rego, Yam, et al. 2019; Van Dierendonck et al. 2014). To manipulate servant leadership, we described the leader through items used in Study 1, ensuring coherence across both studies. To manipulate the strength of servant leadership, additional comments were added describing how Chris behaved with different team members (e.g., in the high strength condition, Chris was described as “being extremely consistent, regardless of the team member with whom (s)he interacts at work.”)⁹.

Measures and manipulation checks. After the manipulations, we asked participants to engage in a ten-minute team discussion and reflect on what it would be like to work in the team

⁹ We thank an anonymous reviewer for noting the distinction between the consistency of perceptions of behavior (Study 1) and behavioral consistency itself (Study 2). Empirically, the standard deviation (SD) of team members' perceptions of servant leadership could be correlated with the perceived consistency manipulation check in Study 2 to explore how behavioral alignment translates to perceptual agreement. However, because Study 2 explicitly manipulated *both* servant leadership *and* behavioral consistency within a 2 x 2 experimental design, team members' cognitions are actively primed by both dimensions. Consequently, the explicit manipulation check on consistency is more likely to activate scenario-based information regarding behavioral consistency rather than servant leadership levels alone. To examine this relationship without confounding these primes, we examined the correlation between the SD of perceptions of consistency within the team and the direct manipulation check of perceived consistency ($r = .82, p < .001$). When the SD of perceptions of both servant leadership and consistency is considered, the correlation is .63 ($p < .001$). These findings suggest that behavioral consistency serves as a robust antecedent to shared team perceptions.

led by Chris. After the discussion, each participant independently assessed TBI and team contextual ambidexterity (in the team led by Chris) using the measures of Study 1. TBI ($\alpha = .94$; aggregated data) was treated as a second-order construct built upon the three indicators ($\chi^2_{(24)} = 109.89$; RMSEA: .08; RMR: .10; SRMR: .04; GFI: .95; CFI and IFI: .97¹⁰). Team contextual ambidexterity was calculated by multiplying the alignment ($\alpha = .77$; aggregated data) and adaptability ($\alpha = .91$) scores. Finally, we asked participants about the extent to which they considered Chris a servant leader, and how consistent Chris behaviors were towards different team members. As expected, participants in the servant leadership vs. the control condition reported that Chris was more servant ($M = 4.89$, $SD = .87$ vs. $M = 3.08$, $SD = .73$; $t(83) = 10.35$, $p < .001$; LLCI: 1.47, ULCI: 2.16). Participants in the high-strength vs. low-strength condition reported that Chris was more consistent ($M = 6.36$, $SD = .47$ vs. $M = 5.28$, $SD = .82$; $t(83) = 7.30$, $p < .001$; LLCI: .79, ULCI: 1.38). Thus, manipulations were effective.

Moderators and controls. The strength of TBI was measured as in Study 1 (i.e., each team's SD was subtracted from the highest SD observed across teams¹¹). As differences were found between teams regarding team member age, management experience, and gender composition, we included these variables (as well as team size) as controls (see Study 1). In addition, given that teams were composed of members from different nationalities and that different cultures may react differently to servant leadership (Lee et al. 2020; Mittal and Dorfman 2012), and value TBI also differently (Roh et al. 2019), we controlled for team cultural diversity. First, we considered power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance as mattering for those differences (e.g., that

¹⁰ Individual data were used in CFA because of the modest sample size (i.e., $n = 85$). For aggregated data (i.e., 85 teams), the second order three-factor model fits the data reasonably well after removing two items, one from collaborative behavior, the other from joint-decision making ($\chi^2_{(11)} = 19.58$; RMSEA: .096; RMR: .02; SRMR: .03; GFI: .94; CFI and IFI: .99). We kept the full measure (CFA results in the main text) to preserve content validity (i.e., we didn't exclude those two items).

¹¹ All TBI Z-scores for the team standard deviations fell below the 3.29 threshold recommended by Tabachnick and Fidell (2013): all except one (2.84) were ≤ 2.5 .

individuals from high power distance and masculine cultures may value servant leadership less than individuals from low power distance and feminine cultures). Second, we (a) calculated the SD within each team for each cultural dimension, (b) standardized these scores, (c) computed their average, and (d) adjusted this average so that a score of 0 represents the least culturally diverse (i.e., the most homogeneous) team. Specifically, for each team, we subtracted the team's average standardized score from the average standardized score of the team with the lowest score (i.e., the least diverse team). Demographic homogeneity was calculated and included for control as in Study 1.

Aggregating data. Because of the reasons explained for Study 1, aggregation indices were computed with data from all team members. ICC(1) values are .42, .22 and .30, respectively, for TBI, alignment, and adaptability, representing large ($> .25$) or medium-large effects (LeBreton and Senter 2008). ICC(2) values are, respectively, .80, .61, and .71 (i.e., higher than the recommended cutoff of .60). The means of r_{WG} values of TBI (.72), alignment (.64), and adaptability (.65) are strong ($> .70$) or moderately strong (LeBreton and Senter 2008).

Study 2 findings

Correlations are shown in Table 3. We first tested the effect of servant leadership on TBI as moderated by the strength of servant leadership (PROCESS macro, template #4; 5000 subsamples). TBI is higher for the servant leadership (4.89 vs. 4.07, $t_{(83)} = 3.78$, $p < .001$) than the control condition, which supports H1. However, while the difference between the servant leadership and control conditions is significant when the strength of servant leadership is high (5.28 vs. 3.90, $t_{(37)} = 4.07$, $p < .001$), the difference is not significant when strength is low (4.56 vs. 4.22, $t_{(44)} = 1.31$, $p = .20$), thus supporting H4. Next, we tested the mediation model and the moderated-indirect effects (PROCESS, template #21; 5000 subsamples), both with and without the control variables. As the empirical pattern was very similar, we present the findings emerging from the analysis *with* controls, as this is a more conservative approach. First, servant

leadership predicts TBI (effect: .86; SE: .23; $p < .001$; LLCI: .41, ULCI: 1.31; R^2 : .18), which then predicts team contextual ambidexterity (effect: 2.56, SE: .49; $p < .001$; LLCI: 1.59, ULCI: 3.54; R^2 : .48). Both the direct (effect: 3.26; SE: 1.07; $p < .01$; LLCI: 1.13, ULCI: 5.40) and the indirect (effect: 2.21; SE: .70; LLCI: .95, ULCI: 3.69) effects are significant. These findings support H1, H2, and H3.

Table 3 about here

Then we tested the moderated-indirect effects. Both servant leadership (effect = .82; SE: .22; $p < .001$; LLCI: .39, ULCI: 1.25) and its interaction with its strength (effect = 1.28; SE: .44; $p < .01$; LLCI: .41, ULCI: 2.15; R^2 : .30; ΔR^2 : .08) predict TBI. The conditional effects (Fig. 3a) are: (a) effect = .23; SE: .29; $p = .43$; LLCI: -.35, ULCI: .82 (low strength of servant leadership); (b) effect = 1.51; SE: .32; $p < .001$; LLCI: .87, ULCI: 2.16 (high). Therefore, the positive effect of servant leadership on TBI emerges only in the condition of high strength of servant leadership (H4 supported). Both TBI (effect = 1.98; SE: .54; $p < .01$; LLCI: .90; ULCI: 3.07) and its interaction with its strength (effect = 2.56; SE: 1.19; $p < .05$; LLCI: .18; ULCI: 4.93; R^2 : .51; ΔR^2 : .03) predict team contextual ambidexterity. The conditional effects (Fig. 3b) are: (a) effect = .94; SE: .87; $p = .28$; LLCI: -.80, ULCI: 2.68 (low TBI strength); (b) effect = 2.12; SE: .52; $p < .001$; LLCI: 1.08, ULCI: 3.15 (medium); (c) effect = 3.03; SE: .55; $p < .001$; LLCI: 1.93, ULCI: 4.13 (high). Thus, the effect of TBI on team contextual ambidexterity emerges only when there is medium or high TBI climate strength (H5 supported).

Figures 3a and 3b about here

Table 4 shows the conditional indirect effects. The index of moderated moderated mediation is 3.27 (SE: 1.64; LLCI: .05, ULCI: 6.57; direct effect = 3164, SE: 1.08, $p < .01$; LLCI: .1.01, ULCI: 5.32). Overall, the findings corroborate those of Study 1 and support H6: the indirect effect increases as the strength of servant leadership and TBI also increase. The

effect of servant leadership on team contextual ambidexterity through TBI is significantly positive only when both the strength of servant leadership and the strength of TBI are high.

Table 4 about here

Study 2 discussion

Although non-essential to our theoretical conclusions, some differences emerged between the findings of the two studies. Specifically, the direct relationship between servant leadership and team contextual ambidexterity was significant in Study 2 but not in Study 1. One possible explanation lies in differences between the samples across the two studies, including variations in participants' educational levels. A more plausible explanation, we believe, concerns CMB and consistency biases. In Study 2, after reading the scenario, participants may have been emotionally and cognitively influenced by its content and, consequently, reported TBI and team contextual ambidexterity in a manner consistent with their perceptions of servant leadership. Imagining how one would react in a hypothetical scenario differs meaningfully from experiencing and interacting within an actual team setting. In Study 2, although teams engaged in discussion, the relatively short duration (10 minutes) may have limited the emergence of more stable team-level processes, potentially contributing to the discrepancy in findings. Short interaction periods may not allow sufficient time for information exchange, norm formation, and convergence processes to unfold fully. Future research should employ more complex scenarios (developments below) and allow for longer within-team discussions to facilitate stronger emergent team dynamics and reduce potential method-related biases. Nevertheless, this limitation is substantially attenuated, as the core findings of Study 2 converge with those of Study 1, both supporting our hypotheses: servant leaders foster team contextual ambidexterity via TBI, and such an indirect effect is stronger when members, within the team, agree about the servant stance of the leader and TBI. Notably, even the relatively short discussion duration was sufficient to generate adequate within-team agreement, thereby

justifying aggregation at the team level. Overall, the experimental design, combined with the use of different team members to report TBI and team contextual ambidexterity, strengthens confidence in the validity and robustness of the observed empirical pattern. The hypothesized model gets support from the two studies.

Overall discussion

By drawing on Gibson and Birkinshaw's (2004) approach that holds that team contextual ambidexterity requires a supportive team context, and by adopting a COR perspective (Hobfoll et al. 2018), this research considered that TBI is a team contextual resource that makes teams more capable of dealing with the paradoxical demands of team contextual ambidexterity. We reasoned that TBI is a key team's social capital resource that builds a common platform "of understanding and managing the contradictory demands" of alignment and adaptability (Venugopal et al. 2020, p. 2). Our findings support such reasoning. Through a field study and an experiment, our findings indicate that servant leaders foster team contextual ambidexterity by promoting TBI, and that such an indirect effect is stronger when all team members have consistent perceptions about the servant behavior of the team leader and TBI (i.e., the strength of the two climates is high).

Our research makes several contributions. First, despite extensive research on ambidexterity at the organizational level, studies examining how ambidexterity emerges at the team level – and what drives and conditions it – remain scarce (Dean 2022; Han et al. 2022; Jansen et al. 2016; Wang et al. 2023). We explore the antecedents, mechanisms and boundary conditions of *team* contextual ambidexterity. Second, while Gibson and Birkinshaw (2004) argued that team contextual ambidexterity requires a supportive context, they didn't explore the specific *team behavioral pattern* that translates leader behavior into team contextual ambidexterity. Our research shows that TBI represents such a behavioral pattern as enhanced by servant leaders. TBI is therefore a team social resource, built by servant leaders, that makes

teams develop ambidextrous contextual capacities. While most research on TBI has focused on TMT, i.e., top management teams (Du et al. 2022) and explored how TMT behavioral integration influences organizational ambidexterity (Carmeli and Halevi 2009; Halevi et al. 2015; Lubatkin et al. 2006; Venugopal et al. 2020), the relationship between TBI and team contextual ambidexterity of “normal” teams is understudied empirically (Hu et al. 2023). As organizations increasingly depend on team contextual ambidexterity at all levels, and such dependence raises complex challenges to teams and their leaders, it is important to identify the sources of that team capability, as we do here.

Third, we contribute to a better understanding of the boundary conditions (Eva et al. 2019) that affect how servant leadership is associated with team outcomes. While literature on leadership (e.g., Rego et al. 2017; Rego, Yam et al. 2019) has shown that (in)consistency in how leaders express their behaviors across team members (or how team members perceive leader behaviors) moderates the main effect of the (average) leader style in employees' outcomes, this is the first research to show that such an effect also holds for servant leadership. Concurrently, the literature on TBI has been silent about the relevance of the strength of TBI. This is problematic in that, conceptually, it makes little sense to study TBI without considering the level of consensus, across team members, about such integration. It is difficult to devise how a team can be behaviorally integrated if its members disagree on the level of integration or on the extent to which the leader is servant. Our paper thus makes an important contribution by showing that the strength of team climate – of which servant leadership and TBI, as perceived by team members, may be considered facets (Rego et al. 2017) – should be considered in future research aimed at predicting team contextual ambidexterity and its underlying mechanisms. Because team contextual ambidexterity is a collective, coordinated capability, a strong ‘healthy’ (in the sense of positive, virtuous and characterized by social

integration¹²) climate strength fosters shared sensemaking (as team members develop a common understanding of paradoxical demands), reduces coordination costs (in that team members can fluidly shift between exploration and exploitation without constant friction), and supports paradox navigation (i.e., legitimizes engaging with both exploration and exploitation rather than defaulting to one). All these effects amplify the positive effects of the climate level (operationalized as servant leadership and TBI in our study) on team contextual ambidexterity.

Limitations and future research

Our research is not exempt from limitations. First, we carried out Study 1 in the idiosyncratic context of call centers (Hollenbeck et al. 2012). While call centers are suitable, as discussed above, for studying team contextual ambidexterity, and Study 2 validates our hypotheses outside that context, our model may be tested with other types of teams. There are, however, reasons to consider that the impact of servant leadership on team contextual ambidexterity is probably stronger in other less-structured contexts, because those situations restrict less the expression of leaders' and team members' characteristics (Meyer et al. 2010). Future studies may thus include the structured vs. non-structured context as a boundary condition.

Second, although the experiment in Study 2 was designed to enhance realism and thus heighten confidence in hypothesized causality, its external validity is inherently limited. Specifically, both servant leadership and its strength were manipulated rather than reflecting team members' perception of actual leader behaviors. Future studies could adopt more sophisticated experimental or quasi-experimental designs (Podsakoff and Podsakoff 2019). It is, however, notable that, overall, the empirical pattern found across the two studies is consistent. It is also worth noting that, although in Study 2 the leader "expressed" the same behavior to all team members, some variance in their perceptions was nevertheless observed

¹² A strong team climate is not inherently beneficial, as it amplifies the effects of climate content, intensifying both positive and negative team climates.

(see the standard deviations of the manipulation checks). This perceptual variability aligns with the theoretical arguments discussed above (about, e.g., the EASI framework) and highlights the importance of accounting for individual differences in how leadership behaviors are interpreted within teams.

Third, the way we manipulated the strength (i.e., consistency) of servant leadership in Study 2 was somewhat simplistic. Future studies may adopt a more complex manipulation (e.g., exposing different team members to different levels of servant leadership). It is worth emphasizing, however, that this “simplistic” approach – where all team members within a team were exposed to the same leader behavior and level of strength/consistency – did not prevent individual team members from forming somewhat different perceptions of the leader, as evidenced by the standard deviations observed in the manipulation checks. This perceptual variability aligns with the theoretical arguments discussed above and highlights the importance of accounting for individual differences in how leadership behaviors are interpreted within teams.

Fourth, future studies may include the full measure of servant leadership by Van Dierendonck and Nuijten (2011) to explore its impact in its fullness. The dimensions of that measure that were not included in our research (i.e., standing back, forgiveness, courage, and authenticity) may also contribute to the supportive context required to promote team contextual ambidexterity.

Fifth, although servant leadership has incremental predictive validity over other forms of positive leadership (Hoch et al. 2018; Lee et al. 2020), and there are reasons to believe that servant leadership vs. other leadership approaches (e.g., transactional leadership, as controlled for in Study 2) is a better enhancer of team members’ capacities that improve team contextual ambidexterity (Usman et al. 2024), future studies could control for other leadership approaches (e.g., authentic, and transformational leadership).

Sixth, a single mediator was included. Future studies may incorporate other mediators (e.g., team psychological safety, team learning, team confidence and resilience, team reflexivity, and team identification; Michel et al. 2025) as mechanisms through which servant leaders enhance team contextual ambidexterity. Future research could also examine whether the relationship between TBI and team contextual ambidexterity is mediated (or even moderated) by team members' individual and shared perceptions of the tensions between exploration and exploitation demands. Future studies may explore if variables such as the (individual and collective) paradox mindset (Tjemkes et al. 2025; Zheng et al. 2018) condition the effect of those perceived tensions and team contextual ambidexterity.

Seventh, future studies may explore other boundary conditions. For example, is servant leadership more conducive to team contextual ambidexterity via TBI in teams characterized by a high level of team task interdependence? Or is servant leadership more necessary to integrate behaviors in teams with low interdependence? It is also possible that leaders with greater practical wisdom can more effectively judge when to encourage alignment versus adaptability (Rego et al., 2025). Wise leaders may better leverage servant leadership to facilitate TBI, as their nuanced decision-making allows teams to balance exploitation and exploration more seamlessly across varying organizational contexts.

Moreover, as leadership can be “in the eye of the beholder” (Lord et al. 2020, p. 50), the team members' implicit theories of leadership may condition how servant leaders promote team contextual ambidexterity via TBI. It is possible that team members whose values and beliefs are consistent (vs. inconsistent) with servant leadership or have a strong (vs. weak) prosocial identity, react more (vs. less) positively to servant leaders. Future studies may also explore how team members' learning ambidexterity operates as a boundary condition (Ceptureanu et al. 2025). Does such a characteristic leverage the impact of servant leadership on team contextual ambidexterity? Or does it operate as a substitute of servant leadership?

Relatedly, despite the apparent applicability of servant leadership across cultures, further work is needed to understand whether its specific impact on team contextual ambidexterity via TBI is valid in a broader array of cultures or in teams with mixed cultures (again, climate strength can be an important instrument in such studies). It is possible, for example, that teams from high uncertainty avoidance cultures react more favorably to servant leaders as they reduce uncertainty in contexts characterized by high environmental dynamism (Halevi et al. 2015; Lin & Cheung, 2023). Other cultural dimensions, such as individualism-collectivism and power distance, may also condition the impact of servant leadership on team contextual ambidexterity via TBI (Lee et al. 2020; Mittal and Dorfman 2012; Newman et al. 2017).

Conclusion

Our research suggests that servant leadership promotes team contextual ambidexterity via TBI because behaviorally integrated teams are more resourceful to deal with the contradictory, challenging and stressful processes that underpin an ambidextrous team capacity. Also importantly, our research shows that such a mediated effect is leveraged when there is a strong climate, expressed as within-team agreement about servant leadership and TBI. Future studies about servant leadership and TBI must therefore consider these two strength variables as boundary conditions, otherwise relevant empirical evidence may be hidden behind the main effects. Organizations may therefore benefit from selecting and developing leaders with a servant orientation (Urrila and Eva 2014) and encouraging them to express such an orientation consistently across team members. As Gary Hamel (2015) pointed out, “Once leaders lose a sense of community among themselves, the body loses its harmonious functioning and its equilibrium; it then becomes an orchestra that produces noise: its members do not work together and lose the spirit of camaraderie and teamwork.” Our research suggests that servant leadership sustains and develops the team's sense of community that allows the team to get its equilibrium while dealing with the contradictory demands of alignment and adaptability.

References

- Açıkgöz A, Demirkan I, Latham GP, Kuzey C (2021) The relationship between unlearning and innovation ambidexterity with the performance of new product development teams. *Group Decis Negot* 30(4):945–982. <https://doi.org/10.1007/s10726-020-09725-9>
- Aguinis H, Bradley KJ (2014) Best practice recommendations for designing and implementing experimental vignette methodology studies. *Organ Res Methods* 17(4):351–371. <https://doi.org/10.1177/1094428114547952>
- Andriopoulos C, Lewis MW (2009) Exploitation–exploration tensions and organizational ambidexterity: managing paradoxes of innovation. *Organ Sci* 20(4):696–717. <https://doi.org/10.1287/orsc.1080.0406>
- Barsade SG (2002) The ripple effect: emotional contagion and its influence on group behavior. *Adm Sci Q* 47(4):644–675. <https://doi.org/10.2307/3094912>
- Bass BM (1985) *Leadership and performance beyond expectations*. New York: Free Press.
- Birkinshaw J, Gibson C (2004) Building ambidexterity into an organization. *MIT Sloan Manag Rev* 45(4):47–55
- Carmeli A, Halevi MY (2009) How top management team behavioral integration and behavioral complexity enable organizational ambidexterity: the moderating role of contextual ambidexterity. *Leadersh Q* 20(2):207–218. <https://doi.org/10.1016/j.leaqua.2009.01.011>
- Carmeli A, Schaubroeck J, Tishler A (2011) How CEO empowering leadership shapes top management team processes: implications for firm performance. *Leadersh Q* 22(2):399–411. <https://doi.org/10.1016/j.leaqua.2011.02.013>
- Ceptureanu SI, Ferraro G, Ceptureanu EG, Georgescu B (2025) Individual learning ambidexterity behavior and individual job performance in services: the role of

organizational structure. *Rev Manag Sci* 19(8):2457–2492.

<https://doi.org/10.1007/s11846-024-00819-0>

Chandler JA, Johnson NE, Jordan SL, Short JC (2023) A meta-analysis of humble leadership: reviewing individual, team, and organizational outcomes of leader humility. *Leadersh Q* 34(1):101660. <https://doi.org/10.1016/j.leaqua.2022.101660>

Chen NY, Tjosvold D, Huang X, Xu D (2011) Newcomer socialization in China: effects of team values and goal interdependence. *Int J Hum Resour Manag* 22(16):3317–3337. <https://doi.org/10.1080/09585192.2011.599951>

Chen Y, Zhang Y (2021) Fostering resilience in new venture teams: the role of behavioral and affective integration. *Group Organ Manag* 46(4):773–816. <https://doi.org/10.1177/1059601120933007>

Chen Y, Liu D, Tang G, Hogan TM (2021) Workplace events and employee creativity: a multistudy field investigation. *Pers Psychol* 74(2):211–236. <https://doi.org/10.1111/peps.12400>

Csaszar FA (2013) An efficient frontier in organization design: organizational structure as a determinant of exploration and exploitation. *Organ Sci* 24(4):1083–1101. <https://doi.org/10.1287/orsc.1120.0784>

Cunha MP, Rego A, Berti M, Simpson AV (2023) Understanding pragmatic paradoxes: when contradictions become paralyzing and what to do about it. *Bus Horiz* 66(4):453–462. <https://doi.org/10.1016/j.bushor.2023.02.009>

Dalal RS, Meyer RD, Bradshaw RP, Green JP, Kelly ED, Zhu M (2015) Personality strength and situational influences on behavior: a conceptual review and research agenda. *J Manag* 41(1):261–287. <https://doi.org/10.1177/0149206314557524>

- De Dreu CKW, Nijstad BA, van Knippenberg D (2008) Motivated information processing in group judgment and decision making. *Pers Soc Psychol Rev* 12(1):22–49. <https://doi.org/10.1177/1088868307304092>
- Dean BP (2022) Antecedents enabling team ambidexterity: moving beyond mere microfoundation. *Int J Product Perform Manag* 71(6):2432–2458. <https://doi.org/10.1108/IJPPM-01-2020-0039>
- Du J, Chan LB, Birnbaum A, Lin X (2022) Learning within teams: a multilevel analysis of team behavioral integration and creativity. *Small Group Res* 53(2):274–306. <https://doi.org/10.1177/10464964211002138>
- Eagly AH, Karau SJ (2002) Role congruity theory of prejudice toward female leaders. *Psychol Rev* 109(3):573–598. <https://doi.org/10.1037/0033-295X.109.3.573>
- Eva N, Robin M, Sendjaya S, Van Dierendonck D, Liden RC (2019) Servant leadership: a systematic review and call for future research. *Leadersh Q* 30(1):111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Evans RW, Butler FC (2011) An upper echelons view of “Good to Great”: principles for behavioral integration in the top management team. *J Leadersh Stud* 5(2):89–97. <https://doi.org/10.1002/jls.20219>
- Fisher DM, LeNoble CA, Vanhove AJ (2023) An integrated perspective on individual and team resilience: moving from multilevel structure to cross-level effects. *Appl Psychol* 72(3):1043–1074. <https://doi.org/10.1111/apps.12381>
- Fourné SP, Rosenbusch N, Heyden ML, Jansen JJ (2019) Structural and contextual approaches to ambidexterity: a meta-analysis of organizational and environmental contingencies. *Eur Manag J* 37(5):564–576. <https://doi.org/10.1016/j.emj.2019.01.004>
- García-Granero A, Fernández-Mesa A, Jansen JJ, Vega-Jurado J (2018) Top management team diversity and ambidexterity: the contingent role of shared responsibility and CEO

cognitive trust. Long Range Plann 51(6):881–893.

<https://doi.org/10.1016/j.lrp.2018.01.001>

Gibson CB, Birkinshaw J (2004) The antecedents, consequences, and mediating role of organizational ambidexterity. Acad Manag J 47(2):209–226.

<https://doi.org/10.2307/20159573>

González-Romá V, Fortes-Ferreira L, Peiro JM (2009) Team climate, climate strength and team performance: a longitudinal study. J Occup Organ Psychol 82(3):511–536.

<https://doi.org/10.1348/096317908X401855>

González-Romá V, Peiró JM, Tordera N (2002) An examination of the antecedents and moderator influences of climate strength. J Appl Psychol 87(3):465–473.

<https://doi.org/10.1037/0021-9010.87.3.465>

Graen GB, Uhl-Bien M (1995) Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain perspective. Leadersh Q 6(2):219–247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)

Greenleaf RK (2002). Essentials of servant leadership. In: Spears LC, Lawrence M (eds.), Focus on leadership: Servant-leadership for the twenty-first century. Wiley, New York, pp 19-26.

Halbesleben JRB, Neveu JP, Paustian-Underdahl SC, Westman M (2014) Getting to the “COR”: understanding the role of resources in Conservation of Resources theory. J Manag 40(5):1334–1364. <https://doi.org/10.1177/0149206314527130>

Halevi MY, Carmeli A, Brueller NN (2015) Ambidexterity in SBUs: TMT behavioral integration and environmental dynamism. Hum Resour Manag 54(1):223–238. <https://doi.org/10.1002/hrm.21654>

- Hambrick DC (1994) Top management groups: a conceptual integration and reconsideration of the “team” label. In: Staw BM, Cummings LL (eds) *Research in organizational behavior*. JAI Press, Greenwich, pp 171–214.
- Hamel G (2015) The 15 diseases of leadership, according to Pope Francis. *Harv Bus Rev*, April 14. <https://hbr.org/2015/04/the-15-diseases-of-leadership-according-to-pope-francis>
- Han G, Bai Y, Peng G (2022) Creating team ambidexterity: the effects of leader dialectical thinking and collective team identification. *Eur Manag J* 40(2):175–181. <https://doi.org/10.1016/j.emj.2021.05.004>
- Hayes AF (2018) *Introduction to mediation, moderation, and conditional process analysis: a regression-based approach*. Guilford Press, New York
- Henderson DJ, Liden RC, Glibkowski BC, Chaudhry A (2009) LMX differentiation: a multilevel review and examination of its antecedents and outcomes. *Leadersh Q* 20(4):517–534. <https://doi.org/10.1016/j.leaqua.2009.04.003>
- Hernández A, González-Romá V, Oltra R (2020) The non-linear influence of the frequency of interactions between team managers and team members on positive team mood: a moderated model. *J Occup Organ Psychol* 93(3):738–766. <https://doi.org/10.1111/joop.12314>
- Hobfoll SE, Halbesleben J, Neveu JP, Westman M (2018) Conservation of resources in the organizational context: the reality of resources and their consequences. *Annu Rev Organ Psychol Organ Behav* 5:103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hoch JE, Bommer WH, Dulebohn JH, Wu D (2018) Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *J Manag* 44(2):501–529. <https://doi.org/10.1177/0149206316665461>

- Hogue M (2016) Gender bias in communal leadership: examining servant leadership. *J Manag Psychol* 31(4):837–849. <https://doi.org/10.1108/JMP-12-2013-0417>
- Hollenbeck JR, Beersma B, Schouten ME (2012) Beyond team types and taxonomies: a dimensional scaling conceptualization for team description. *Acad Manag Rev* 37(1):82–106. <https://doi.org/10.5465/amr.2010.0181>
- Hu J, Xiong L, Zhang M, Chen C (2023) The mobilization of employees' psychological resources: how servant leadership motivates pro-customer deviance. *Int J Contemp Hosp Manag* 35(1):115–136. <https://doi.org/10.1108/IJCHM-07-2021-0937>
- Hunter EM, Neubert MJ, Perry SJ, Witt LA, Penney LM, Weinberger E (2013) Servant leaders inspire servant followers: antecedents and outcomes for employees and the organization. *Leadersh Q* 24(2):316–331. <https://doi.org/10.1016/j.leaqua.2012.12.001>
- Jansen JJ, Kostopoulos KC, Mihalache OR, Papalexandris A (2016) A socio-psychological perspective on team ambidexterity: the contingency role of supportive leadership behaviours. *J Manag Stud* 53(6):939–965. <https://doi.org/10.1111/joms.12192>
- Jia J, Liu W, Zhang SX, Luo W (2024) The unseen burden: how ambidextrous leadership erodes managers' well-being. *J Bus Res* 182:114802. <https://doi.org/10.1016/j.jbusres.2024.114802>
- Junni P, Sarala RM, Taras V, Tarba SY (2013) Organizational ambidexterity and performance: a meta-analysis. *Acad Manag Perspect* 27(4):299–312. <https://doi.org/10.5465/amp.2012.0015>
- Kashyap V, Rangnekar S (2016) Servant leadership, employer brand perception, trust in leaders and turnover intentions: a sequential mediation model. *Rev Manag Sci* 10(3):437–461. <https://doi.org/10.1007/s11846-014-0152-6>

- Kelemen TK, Matthews SH, Matthews MJ, Henry SE (2023) Humble leadership: a review and synthesis of leader expressed humility. *J Organ Behav* 44(2):202–224. <https://doi.org/10.1002/job.2646>
- Keller T, Weibler J (2015) What it takes and costs to be an ambidextrous manager: linking leadership and cognitive strain to balancing exploration and exploitation. *J Leadersh Organ Stud* 22(1):54–71. <https://doi.org/10.1177/1548051814524598>
- Knight E, Cuganesan S (2020) Enabling organizational ambidexterity: valuation practices and the senior-leadership team. *Hum Relat* 73(2):190–214. <https://doi.org/10.1177/0018726719828434>
- LeBreton JM, Senter JL (2008) Answers to 20 questions about interrater reliability and interrater agreement. *Organ Res Methods* 11(4):815–852. <https://doi.org/10.1177/1094428106296642>
- Lee A, Lyubovnikova J, Tian AW, Knight C (2020) Servant leadership: a meta-analytic examination of incremental contribution, moderation, and mediation. *J Occup Organ Psychol* 93(1):1–44. <https://doi.org/10.1111/joop.12265>
- Lee S, Dalal RS (2016) Climate as situational strength: safety climate strength as a cross-level moderator of the relationship between conscientiousness and safety behaviour. *Eur J Work Organ Psychol* 25(1):120–132. <https://doi.org/10.1080/1359432X.2014.1001371>
- Li CR, Li CX, Lin CJ, Liu J (2018) The influence of team reflexivity and shared meta-knowledge on the curvilinear relationship between team diversity and team ambidexterity. *Manag Decis* 56(5):1033–1050. <https://doi.org/10.1108/MD-09-2016-0661>
- Li CR (2016) The role of top-team diversity and perspective taking in mastering organizational ambidexterity. *Manag Organ Rev* 12(4):769–794. <https://doi.org/10.1017/mor.2016.30>

- Li S, He W, Yam KC, Li S (2015) When and why empowering leadership increases follower taking charge: a multilevel examination in China. *Asia Pac J Manag* 32(3):645–670. <https://doi.org/10.1007/s10490-014-9398-y>
- Liden RC, Wayne SJ, Liao C, Meuser JD (2014) Servant leadership and serving culture: influence on individual and unit performance. *Acad Manag J* 57(5):1434–1452. <https://doi.org/10.5465/amj.2013.0034>
- Liden RC, Wayne SJ, Zhao H, Henderson D (2008) Servant leadership: development of a multidimensional measure and multi-level assessment. *Leadersh Q* 19(2):161–177. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Lin CP, Cheung YK (2023) Developing learning ambidexterity and job performance: training and educational implications across the cultural divide. *Rev Manag Sci* 17(5):1595–1614. <https://doi.org/10.1007/s11846-022-00562-6>
- Liu J, Chen J, Tao Y (2015) Innovation performance in new product development teams in China's technology ventures: the role of behavioral integration dimensions and collective efficacy. *J Prod Innov Manag* 32(1):29–44. <https://doi.org/10.1111/jpim.12229>
- Lonati S, Quiroga BF, Zehnder C, Antonakis J (2018) On doing relevant and rigorous experiments. *J Oper Manag* 64(1):19–40. <https://doi.org/10.1016/j.jom.2018.10.003>
- Lord RG, Epitropaki O, Foti RJ, Hansbrough TK (2020) Implicit leadership theories, implicit followership theories, and dynamic processing of leadership information. *Annu Rev Organ Psychol Organ Behav* 7:49–74. <https://doi.org/10.1146/annurev-orgpsych-012119-044924>
- Lubatkin MH, Simsek Z, Ling Y, Veiga JF (2006) Ambidexterity and performance in small-to medium-sized firms: the pivotal role of top management team behavioral integration. *J Manag* 32(5):646–672. <https://doi.org/10.1177/0149206306290712>

- Martinez SA, Leija N (2023) Distinguishing servant leadership from transactional and transformational leadership. *Adv Dev Hum Resour* 25(3):141–188
- Mathieu J, Maynard MT, Rapp T, Gilson L (2008) Team effectiveness 1997–2007: a review of recent advancements and a glimpse into the future. *J Manag* 34(3):410–476. <https://doi.org/10.1177/0149206308316061>
- Meyer RD, Dalal RS, Hermida R (2010) A review and synthesis of situational strength in the organizational sciences. *J Manag* 36(1):121–140. <https://doi.org/10.1177/0149206309349309>
- Michel JW, Luvison D, Tews MJ, Wynne KT (2025) Servant leadership and cooperation: the moderating role of leader group prototypicality. *J Bus Psychol* 40(3):533–555. <https://doi.org/10.1007/s10869-024-09916-1>
- Mihalache OR, Jansen JJ, Van den Bosch FA, Volberda HW (2014) Top management team shared leadership and organizational ambidexterity: a moderated mediation framework. *Strateg Entrep J* 8(2):128–148. <https://doi.org/10.1002/sej.1163>
- Mittal R, Dorfman PW (2012) Servant leadership across cultures. *J World Bus* 47(4):555–570. <https://doi.org/10.1016/j.jwb.2011.09.003>
- Mom TJM, Van Den Bosch FAJ, Volberda HW (2009) Understanding variation in managers' ambidexterity: investigating direct and interaction effects of formal structural and personal coordination mechanisms. *Organ Sci* 20(4):812–828. <https://doi.org/10.1287/orsc.1080.0412>
- Morgenroth T, Ryan MK, Peters K (2015) The motivational theory of role modeling: how role models influence role aspirants' goals. *Rev Gen Psychol* 19(4):465–483. <https://doi.org/10.1037/gpr0000059>

- Mueller J, Renzl B, Will MG (2020) Ambidextrous leadership: a meta-review applying static and dynamic multi-level perspectives. *Rev Manag Sci* 14(1):37–59. <https://doi.org/10.1007/s11846-018-0301-9>
- Neff A, Sonnentag S, Niessen C, Unger D (2012) What's mine is yours: the crossover of day-specific self-esteem. *J Vocat Behav* 81(3):385–394. <https://doi.org/10.1016/j.jvb.2012.10.003>
- Newman A, Schwarz G, Cooper B, Sendjaya S (2017) How servant leadership influences organizational citizenship behavior: the roles of LMX, empowerment, and proactive personality. *J Bus Ethics* 145(1):49–62. <https://doi.org/10.1007/s10551-015-2827-6>
- O'Reilly CA, Tushman ML (2013) Organizational ambidexterity: past, present, and future. *Acad Manag Perspect* 27(4):324–338. <https://doi.org/10.5465/amp.2013.0025>
- Ossenbrink J, Hoppmann J, Hoffmann VH (2019) Hybrid ambidexterity: how the environment shapes incumbents' use of structural and contextual approaches. *Organ Sci* 30(6):1319–1348. <https://doi.org/10.1287/orsc.2019.1273>
- Owens BP, Hekman DR (2016) How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Acad Manag J* 59(3):1088–1111. <https://doi.org/10.5465/amj.2013.0660>
- Owens BP, Johnson MD, Mitchell TR (2013) Expressed humility in organizations: implications for performance, teams, and leadership. *Organ Sci* 24(5):1517–1538. <https://doi.org/10.1287/orsc.1120.0795>
- Perrigino MB, Chen H, Dunford BB, Pratt BR (2021) If we see, will we agree? Unpacking the complex relationship between stimuli and team climate strength. *Acad Manag Ann* 15(1):151–187. <https://doi.org/10.5465/annals.2018.0138>

- Podsakoff PM, Podsakoff NP (2019) Experimental designs in management and leadership research: strengths, limitations, and recommendations for improving publishability. *Leadersh Q* 30(1):11–33. <https://doi.org/10.1016/j.leaqua.2018.11.003>
- Podsakoff PM, Podsakoff NP, Williams LJ, Huang C, Yang J (2024) Common method bias: it's bad, it's complex, it's widespread, and it's not easy to fix. *Annu Rev Organ Psychol Organ Behav* 11:17–61. <https://doi.org/10.1146/annurev-orgpsych-012420-091044>
- Raisch S, Birkinshaw J (2008) Organizational ambidexterity: antecedents, outcomes, and moderators. *J Manag* 34(3):375–409. <https://doi.org/10.1177/0149206308316058>
- Raisch S, Birkinshaw J, Probst G, Tushman ML (2009) Organizational ambidexterity: balancing exploitation and exploration for sustained performance. *Organ Sci* 20(4):685–695. <https://doi.org/10.1287/orsc.1090.0428>
- Rego A, Meyer M, Júnior DR, Cunha MP (2025) Wise leaders fostering employees' speaking up behaviors: developing and validating a measure of leader-expressed practical wisdom. *Rev Manag Sci* 19(1):157–195. <https://doi.org/10.1007/s11846-024-00740-6>
- Rego A, Owens B, Leal S, Melo AI, Cunha MP, Gonçalves L, Ribeiro P (2017) How leader humility helps teams to be humbler, psychologically stronger, and more effective: a moderated mediation model. *Leadersh Q* 28(5):639–658. <https://doi.org/10.1016/j.leaqua.2017.02.002>
- Rego A, Owens B, Yam KC, Bluhm D, Cunha MP, Silard A, Gonçalves L, Martins M, Simpson AV, Liu W (2019) Leader humility and team performance: exploring the mediating mechanisms of team PsyCap and task allocation effectiveness. *J Manag* 45(3):1009–1033. <https://doi.org/10.1177/0149206316688941>
- Rego A, Yam KC, Owens BP, Story JS, Cunha MP, Bluhm D, Lopes MP (2019) Conveyed leader PsyCap predicting leader effectiveness through positive energizing. *J Manag* 45(4):1689–1712. <https://doi.org/10.1177/0149206317710724>

- Rego A, Melo AI, Bluhm DJ, Cunha MP, Júnior DR (2021) Leader-expressed humility predicting team psychological safety: a personality dynamics lens. *J Bus Ethics* 174(3):669–686. <https://doi.org/10.1007/s10551-020-04628-9>
- Rego A, Meyer M, Júnior DR, Cunha MP (2025) Wise leaders fostering employees' speaking up behaviors: developing and validating a measure of leader-expressed practical wisdom. *Rev Manag Sci* 19, 157–195. <https://doi.org/10.1007/s11846-024-00740-6>
- Rodríguez-Sánchez AM, Devloo T, Rico R, Salanova M, Anseel F (2017) What makes creative teams tick? Cohesion, engagement, and performance across creativity tasks: a three-wave study. *Group Organ Manag* 42(4):521–547. <https://doi.org/10.1177/1059601115625150>
- Roh H, Chun K, Ryou Y, Son J (2019) Opening the black box: a meta-analytic examination of the effects of top management team diversity on emergent team processes and multilevel contextual influence. *Group Organ Manag* 44(1):112–164. <https://doi.org/10.1177/1059601118803581>
- Ruiz-Palomino P, Linuesa-Langreo J, Elche D (2023) Team-level servant leadership and team performance: the mediating roles of organizational citizenship behavior and internal social capital. *Bus Ethics Environ Responsib* 32(1):127–144. <https://doi.org/10.1111/beer.12479>
- Salancik GR, Pfeffer J (1978) A social information processing approach to job attitudes and task design. *Adm Sci Q* 23(2):224–253. <https://doi.org/10.2307/2392563>
- Saleh RH, Durugbo CM, Almahamid SM (2023) What makes innovation ambidexterity manageable: a systematic review, multi-level model and future challenges. *Rev Manag Sci* 17(8):3013–3056. <https://doi.org/10.1007/s11846-022-00598-8>
- Schad J, Lewis MW, Raisch S, Smith WK (2016) Paradox research in management science: looking back to move forward. *Acad Manag Ann* 10(1):5–64. <https://doi.org/10.1080/19416520.2016.1162422>

- Schneider B, Ehrhart MG, Macey WH (2013) Organizational climate and culture. *Annu Rev Psychol* 64:361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
- Schneider B, Ehrhart MG, Macey WH (2026) Organizational climate and culture: History, current status, integration, and change. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 13: 309-335. <https://doi.org/10.1146/annurev-orgpsych-020924-070545>
- Schneider B, Salvaggio AN, Subirats M (2002) Climate strength: a new direction for climate research. *J Appl Psychol* 87(2):220–229. <https://doi.org/10.1037/0021-9010.87.2.220>
- Schriesheim CA, Castro SL, Coglisier CC (1999) Leader-member exchange (LMX) research: a comprehensive review of theory, measurement, and data-analytic procedures. *Leadersh Q* 10(1):63–113. [https://doi.org/10.1016/S1048-9843\(99\)80009-5](https://doi.org/10.1016/S1048-9843(99)80009-5)
- Silard A, Miao C, Rego A, Akkan E, Yoon D, Qian S (2025) Leader expressed humility: a meta-analysis and an agenda for future research. *Pers Individ Dif* 242:113196. <https://doi.org/10.1016/j.paid.2023.113196>
- Simsek Z, Veiga JF, Lubatkin MH, Dino RN (2005) Modeling the multilevel determinants of top management team behavioral integration. *Acad Manag J* 48(1):69–84. <https://doi.org/10.5465/amj.2005.15993143>
- Smith WK, Tushman ML (2005) Managing strategic contradictions: a top management model for managing innovation streams. *Organ Sci* 16(5):522–536. <https://doi.org/10.1287/orsc.1050.0134>
- Smith WK, Lewis MW (2011) Toward a theory of paradox: a dynamic equilibrium model of organizing. *Acad Manag Rev* 36(2):381–403. <https://doi.org/10.5465/amr.2009.0223>
- Sousa M, Van Dierendonck D (2016) Introducing a short measure of shared servant leadership impacting team performance through team behavioral integration. *Front Psychol* 6:2002. <https://doi.org/10.3389/fpsyg.2015.02002>

- Stoiber K, Matzler K, Hautz J (2023) Ambidextrous structures paving the way for disruptive business models: a conceptual framework. *Rev Manag Sci* 17(4):1439–1485. <https://doi.org/10.1007/s11846-021-00511-2>
- Stoverink AC, Chiaburu DS, Li N, Zheng X (2018) Supporting team citizenship: the influence of team social resources on team-level affiliation-oriented and challenge-oriented behaviour. *Hum Resour Manag J* 28(2):201–215. <https://doi.org/10.1111/1748-8583.12172>
- Stoverink AC, Kirkman BL, Mistry S, Rosen B (2020) Bouncing back together: toward a theoretical model of work team resilience. *Acad Manag Rev* 45(2):395–422. <https://doi.org/10.5465/amr.2017.0183>
- Tabachnick BG, Fidell LS (2013) Using multivariate statistics (6th ed). MA, Pearson
- Tangney JP (2000) Humility: theoretical perspectives, empirical findings and directions for future research. *J Soc Clin Psychol* 19(1):70–82. <https://doi.org/10.1521/jscp.2000.19.1.70>
- Tarba SY, Jansen JJ, Mom TJ, Raisch S, Lawton TC (2020) A microfoundational perspective of organizational ambidexterity. *Long Range Plann* 53(6):102048. <https://doi.org/10.1016/j.lrp.2020.102048>
- Tekleab AG, Karaca A, Quigley NR, Tsang EW (2016) Re-examining the functional diversity–performance relationship: the roles of behavioral integration, team cohesion, and team learning. *J Bus Res* 69(9):3500–3507. <https://doi.org/10.1016/j.jbusres.2016.01.036>
- Tjemkes B, Schad J, Uslu D, Konijn N (2025). Cultivating a collective paradox mindset: Design principles for learning interventions. *Acad Manag Learn Educ* 24(3): 287–316. <https://doi.org/10.5465/amle.2023.0553>

- Tjosvold D, Chen NY, Huang X, Xu D (2014) Developing cooperative teams to support individual performance and well-being in a call center in China. *Group Decis Negot* 23(2):325–348. <https://doi.org/10.1007/s10726-012-9318-8>
- Tuan LT (2022) Tourism employee ambidexterity: the roles of servant leadership, job crafting, and perspective taking. *J Hosp Tour Manag* 51:53–66. <https://doi.org/10.1016/j.jhtm.2022.01.002>
- Tushman ML, O'Reilly III CA (1996) Ambidextrous organizations: Managing evolutionary and revolutionary change. *Calif Manage Rev* 38(4): 8-29. <https://doi.org/10.2307/41165852>
- Uhl-Bien M, Arena M (2018) Leadership for organizational adaptability: a theoretical synthesis and integrative framework. *Leadersh Q* 29(1):89–104. <https://doi.org/10.1016/j.leaqua.2017.12.009>
- Urrila L, Eva N (2024) Developing oneself to serve others? Servant leadership practices of mindfulness-trained leaders. *J Bus Res* 183:114858. <https://doi.org/10.1016/j.jbusres.2024.114858>
- Usman M, Ogbonnaya C, Roodbari H, Yusuf R, Hirekhan M (2024) Servant leadership as a catalyst for middle managers' learning ambidexterity: a resource-based perspective. *Br J Manag* 35(3):1336–1347. <https://doi.org/10.1111/1467-8551.12842>
- Van Dierendonck D (2011) Servant leadership: a review and synthesis. *J Manag* 37(4):1228–1261. <https://doi.org/10.1177/0149206310380462>
- Van Dierendonck D, Nuijten I (2011) The servant leadership survey: development and validation of a multidimensional measure. *J Bus Psychol* 26(3):249–267. <https://doi.org/10.1007/s10869-010-9194-1>
- Van Dierendonck D, Stam D, Boersma P, De Windt N, Alkema J (2014) Same difference? Exploring the differential mechanisms linking servant leadership and transformational

- leadership to follower outcomes. *Leadersh Q* 25(3):544–562.
<https://doi.org/10.1016/j.leaqua.2013.11.014>
- Van Kleef GA, Homan AC, Beersma B, van Knippenberg D, van Knippenberg B, Damen F (2009) Searing sentiment or cold calculation? The effects of leader emotional displays on team performance depend on follower epistemic motivation. *Acad Manag J* 52(3):562–580. <https://doi.org/10.5465/amj.2009.41331253>
- Van Kleef GA., Van den Berg H, Heerdink MW (2015) The persuasive power of emotions: Effects of emotional expressions on attitude formation and change. *J Appl Psychol* 100(4): 1124–1142. <http://dx.doi.org/10.1037/apl0000003>
- Van Knippenberg D, Van Kleef GA (2016) Leadership and affect: moving the hearts and minds of followers. *Acad Manag Ann* 10(1):799–844.
<https://doi.org/10.1080/19416520.2016.1160515>
- Venugopal A, Krishnan TN, Upadhyayula RS, Kumar M (2020) Finding the microfoundations of organizational ambidexterity: demystifying the role of top management behavioural integration. *J Bus Res* 106:1–11. <https://doi.org/10.1016/j.jbusres.2019.08.002>
- Wang S, Eva N, Newman A, Zhou H (2021) A double-edged sword: the effects of ambidextrous leadership on follower innovative behaviors. *Asia Pac J Manag* 38(4):1305–1326. <https://doi.org/10.1007/s10490-019-09669-9>
- Wang XY, Lyu JQ, Cheng DJ (2023) Effects of high-performance work system on team ambidexterity in China. *Asia Pac Bus Rev* 29(1):184–205.
<https://doi.org/10.1080/13602381.2022.2101551>
- Westman M (2024) Crossover of emotions and experiences at the workplace. In: Elgar encyclopedia of occupational health psychology. Edward Elgar, Cheltenham, pp 36–38.
<https://doi.org/10.4337/9781035302942.00072>

- Workman M, Bommer W (2004) Redesigning computer call center work: a longitudinal field experiment. *J Organ Behav* 25(3):317–337. <https://doi.org/10.1002/job.246>
- Wu JB, Tsui AS, Kinicki AJ (2010) Consequences of differentiated leadership in groups. *Acad Manag J* 53(1):90–106. <https://doi.org/10.5465/amj.2010.48037079>
- Xu E, Huang X, Robinson SL, Ouyang K (2022) Loving or loathing? A power-dependency explanation for narcissists' social acceptance in the workplace. *J Organ Behav* 43(5):783–800. <https://doi.org/10.1002/job.2588>
- Zhang MJ, Zhang Y, Law KS (2022) Paradoxical leadership and innovation in work teams: the multilevel mediating role of ambidexterity and leader vision as a boundary condition. *Acad Manag J* 65(5):1652–1679. <https://doi.org/10.5465/amj.2018.0156>
- Zhang XA, Li N, Ullrich J, Van Dick R (2015) Getting everyone on board: the effect of differentiated transformational leadership by CEOs on top management team effectiveness and leader-rated firm performance. *J Manag* 41(7):1898–1933. <https://doi.org/10.1177/0149206312471387>
- Zhang Y, Waldman DA, Han YL, Li XB (2015) Paradoxical leader behaviors in people management: antecedents and consequences. *Acad Manag J* 58(2):538–566. <https://doi.org/10.5465/amj.2011.0979>
- Zohar D, Luria G (2004) Climate as a social–cognitive construction of supervisory safety practices: Scripts as proxy of behavior patterns. *J Appl Psychol* 89(2): 322–333. <https://doi.org/10.1037/0021-9010.89.2.322>

Table 1. Means, standard deviations and correlations (aggregated data; Study 1)

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Team size	26.09	8.73	-									
2. Gender of the leader (0: female; 1: male)	-	-	.00	-								
3. Percent males within the team	31.41	19.64	.12	-.10	-							
4. Mean age within the team	32.72	4.34	-.20*	-.40***	-.23*	-						
5. Percentage of individuals with a degree within the team	34.43	.18	.10	.00	.18*	-.15	-					
6. Demographic homogeneity within the team	4.14	2.05	-.12	.29***	-.48***	.16	-	-				
7. Servant Leadership (SL) – subsample #A	5.68	.67	-.04	.02	-.06	.00	-.05	.06	-			
8. Strength of SL	1.03	.32	-.08	-.09	.14	-.17	-.10	-.10	.52***	-		
9. Team Behavioral Integration (TBI) – subsample #B	4.79	.71	.01	-.01	.11	-.16	-.17	-.13	.22*	.48***	-	
10. Strength of TBI	.96	.34	-.10	.10	-.16	.09	-.25**	.12	.34***	.42***	.53***	-
11. Team ambidexterity (t-al x t-ad) – subsample #C	19.49	6.81	-.07	-.06	.02	-.06	-.14	.05	.04	.35***	.25**	.24**

Notes

$N = 119$ teams

* $p < .05$; ** $p < .01$; *** $p < .001$

Table 2. Conditional indirect effects (5000 bootstrap samples) as produced by the PROCESS macro (model #21) (Study 1)

Strength of servant leadership	Strength of team behavioral integrity	Effect	SE	[LLCI, ULCI]
Low	Low	.05	.34	[-.64, .80]
Low	Middle	-.66	.44	[-1.66, .04]
Low	High	-1.16	.73	[-2.77, .02]
Middle	Low	-.03	.27	[-.58, .58]
Middle	Middle	.39	.37	[-.26, 1.21]
Middle	High	.68	.60	[-.44, 1.95]
High	Low	-.08	.63	[-1.32, 1.28]
High	Middle	1.13	.64	[.08, 2.52]
High	High	1.99	1.00	[.26, 4.11]

Notes:

$N = 119$ teams

Control variables (not shown): those mentioned on Table 1.

* $p < .05$; ** $p < .01$; *** $p < .001$

Table 3. Means, standard deviations and correlations (Study 2)

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Team size	5.69	1.27	-										
2. Mean age in the team	31.43	8.04	-.05	-									
3. Percent males	51.00	23.32	-.08	-.46***	-								
4. Percentage individuals with work experience	94.17	11.22	.10	.49***	-.33**	-							
5. Percent individuals with managerial experience	59.83	35.07	-.07	.85***	-.46***	.45***	-						
6. Cultural diversity	0	.91	.07	-.73***	.34***	-.42***	-.58***	-					
7. Demographic homogeneity within the team	1.47	.57	.08	-.58***	.35***	-.33**	-.64***	.49***	-				
8. Servant leadership (SL)	-	-	.16	.01	-.16	-.06	.05	.12	-.04	-			
9. Strength of SL	-	-	.11	-.15	.08	-.11	-.06	.05	.02	-.01	-		
10. Team behavioral integration (TBI) – subsample #A	4.49	1.07	.23*	-.05	.04	-.25*	-.10	.10	-.02	.38***	.10	-	
11. Strength of TBI	1.14	.40	-.05	-.27*	.19	-.18	-.32**	.14	.34***	.18	.12	.12	-
12. Team ambidexterity (t-al x t-ad) – subsample #B	16.62	5.77	.23*	.11	-.12	-.07	-.01	-.05	-.11	.46***	.21	.60***	.09

Notes:

$N = 85$ teams

* $p < .05$; ** $p < .01$; *** $p < .001$

Table 4. Conditional indirect effects (5000 bootstrap samples) as produced by the PROCESS macro (model #21) (Study 2)

Strength of servant leadership (manipulated condition)	Strength of team behavioral integrity	Effect	SE	[LLCI, ULCI]
Low	Low	.17	.39	[-.57, 1.03]
Low	Middle	.44	.60	[-.70, 1.70]
Low	High	.66	.86	[-.98, 2.41]
High	Low	1.05	1.36	[-1.29, 4.26]
High	Middle	2.75	1.08	[.94, 5.14]
High	High	4.07	1.20	[1.87, 6.52]

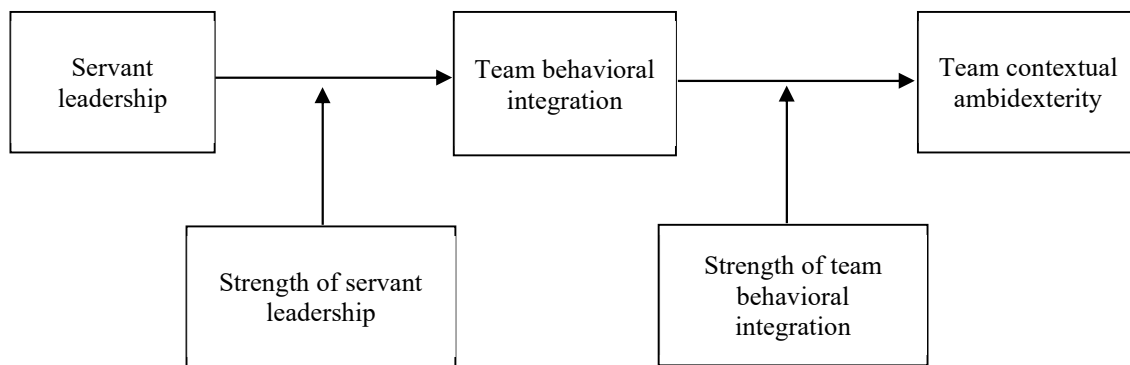
Notes:

 $N = 85$ teams

Control variables (not shown): those mentioned on Table 3.

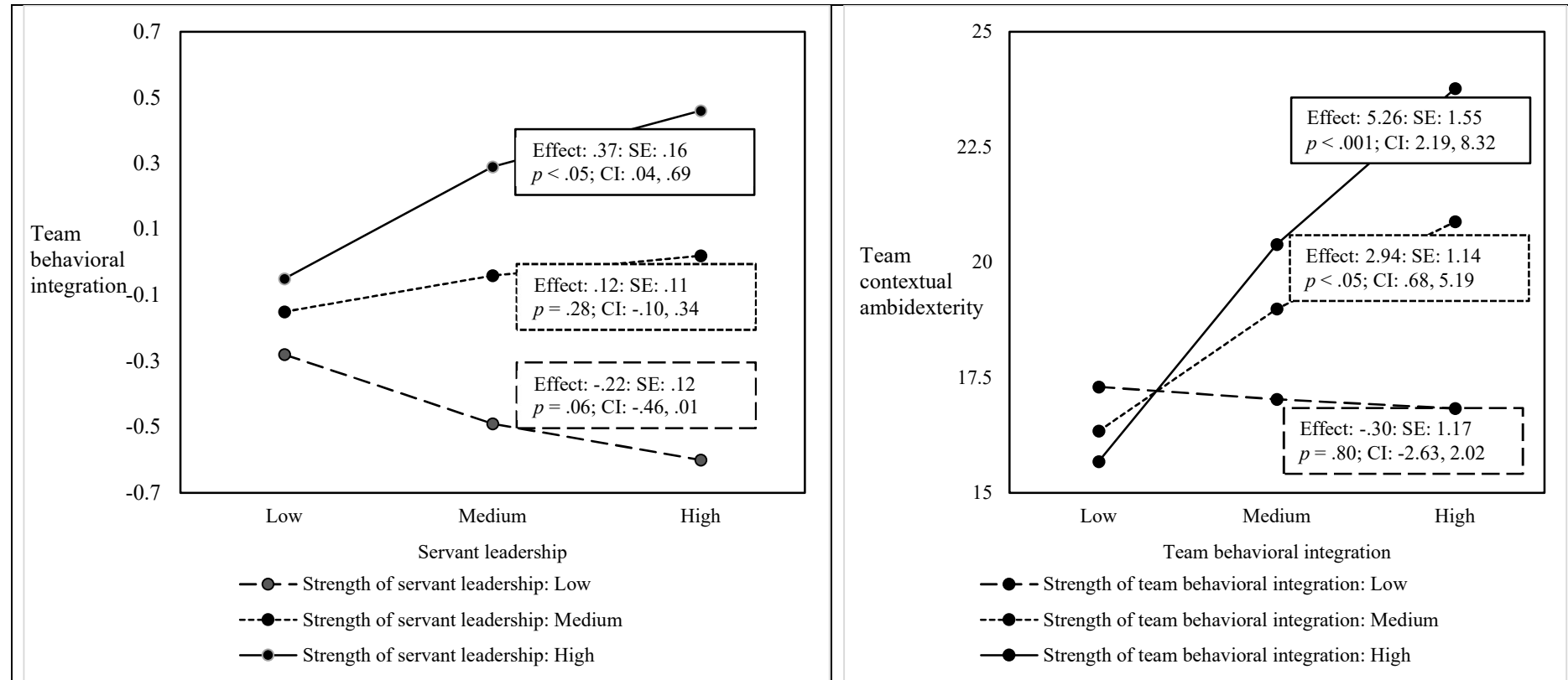
* $p < .05$; ** $p < .01$; *** $p < .001$

Figure 1. Hypothesized model



SERVANT LEADERSHIP AMBIDEXTERITY TEAM BEHAVIORAL INTEGRATION

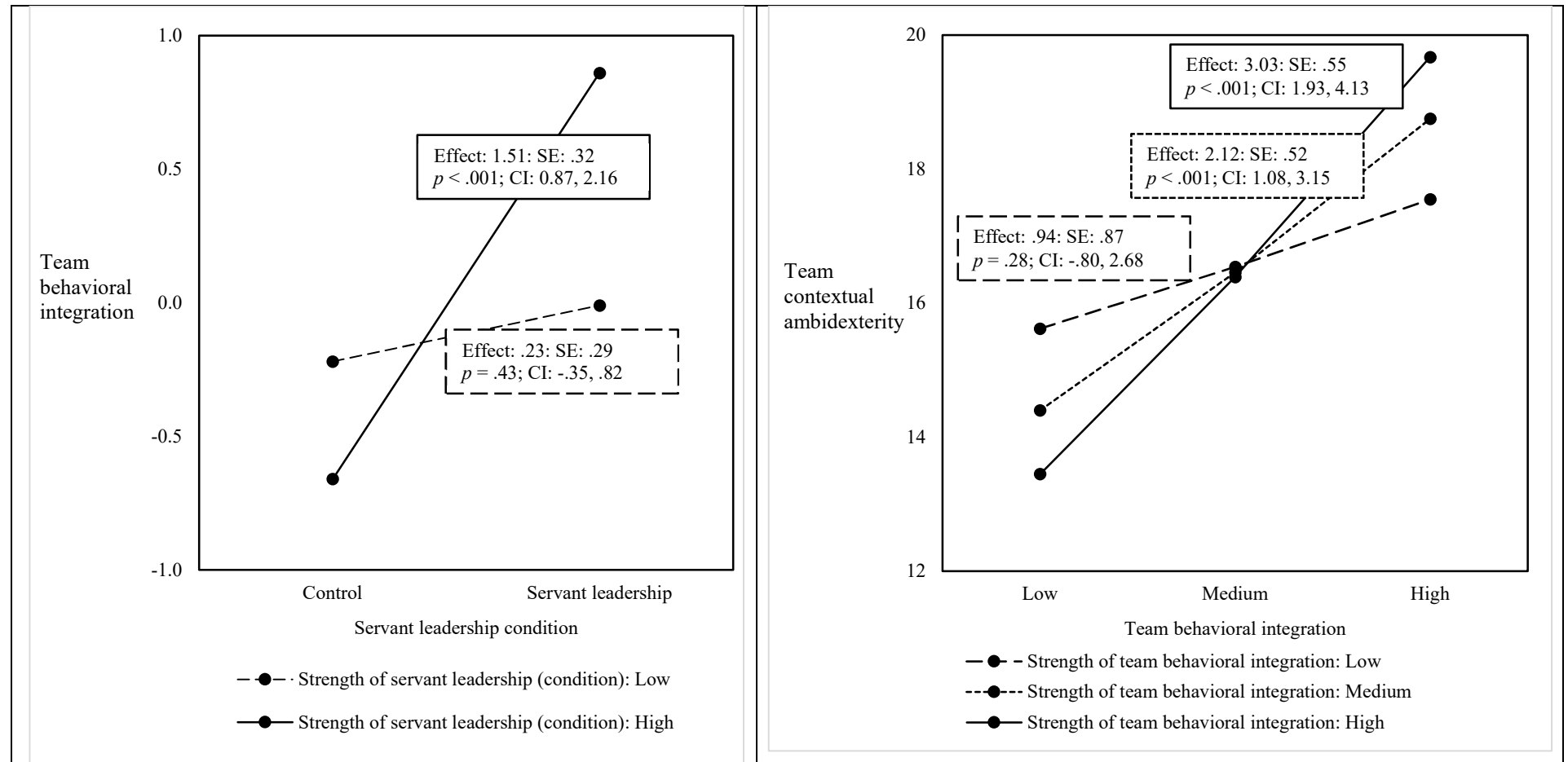
Figures 2a (left) and 2b. The effect of servant leadership on team behavioral integration for three levels of the strength of servant leadership (2a), and the effect of team behavioral integration on team contextual ambidexterity for three levels of the strength of team behavioral integration (2b) (Study 1).



Note: outputs from PROCESS macro, template #21

SERVANT LEADERSHIP AMBIDEXTERITY TEAM BEHAVIORAL INTEGRATION

Figures 3a (left) and 3b. The effect of servant leadership on team behavioral integration for two conditions (low; high) of the strength of servant leadership (3a), and the effect of team behavioral integration on team contextual ambidexterity for three levels of the strength of team behavioral integration (3b) (Study 2).



Note: outputs from PROCESS macro, template #21

ONLINE APPENDIX

Scenarios

Servant leadership; High consistency

[Chris encourages team members to use their talents, and gives them the authority and the information to take decisions and do their work well. (S)he enables team members to solve problems for themselves instead of just telling them what to do, and offers team members abundant opportunities to learn new skills. Chris holds team members responsible for the work they carry out and the way they handle their job, and also holds team members accountable for their performance. (S)he also learns from criticism from others, is open to listen and learn the different opinions of others, and admits his/her mistakes and try to learn from them. When speaking and making decisions, Chris emphasizes the importance of focusing on the good of the whole, and is very clear about the social responsibility of the team members work]. Chris's work style has been extremely consistent, regardless of the team member with whom (s)he interacts at work.

Servant leadership; Low consistency

[...]. On the whole, Chris behaves this way. However, some team members see him/her even more positively, while others seem him/her somewhat less positively.

Control; High consistency

[Whenever you are around Chris you know you will be rewarded if you meet your assigned objectives and will be punished when you fail to meet work expectations. Chris always follows through on promises of rewards when his/her team members successfully complete their assignments. Chris also lets team members know when they do not meet performance standards. (S)he doesn't do anything further about little slips on their parts, preferring to let team members resolve minor problems on their own. On the other hand, when problems become serious, Chris's subordinates know that Chris will step in and take whatever corrective

action is needed]. Chris's work style has been extremely consistent, regardless of the team member with whom (s)he interacts at work.

Control; Low consistency

[...]. On the whole, Chris behaves this way. However, some team members see him/her even more positively, while others seem him/her somewhat less positively.