

# 7 Integrating Theories and Paradigms

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## Key Points

- Theories and paradigms reviewed
- Linking theories and approaches with paradigm characteristics
- Pressure to change in the new environment
- Resistance to change
- Tomorrow's leadership

Leadership is a wide-ranging concept, which has been defined and approached in many different ways as scholars and practitioners seek to understand more about this elusive phenomenon. This is an important quest because leadership appears to impact organizational performance.

This book has introduced a framework based on four leadership paradigms: Classical, Transactional, Visionary and Organic. Some very diverse leadership theories and approaches have been structured around these paradigms in the preceding chapters, divided according to whether they affect the micro-level, macro-level or emotional aspects of leadership. This chapter integrates all the previous approaches into the paradigms, showing which theories and concepts appear to underlie which paradigms.

Trying to integrate so many important leadership ideas to the leadership paradigms is challenging for several reasons. First, there is no agreed definition of leadership or what the concept should embrace, leading to fuzzy and overlapping ideas throughout the literature. Different scholars have chosen particular facets of leadership to study according to their own interests, rather than building on each other's work to create definitions and theories that apply across different situations and organizational levels.

A second challenge in taking an integrative approach is that leadership research and writings still contain many gaps, making current knowledge far from complete. Some might say that the present attempt to integrate the pieces and take a broad view of leadership in the absence of a comprehensive and sound theoretical framework is foolhardy. No doubt, this attempt to graft inexact leadership concepts and approaches at poorly defined organizational levels onto four leadership paradigms will be enhanced and expanded as knowledge and theorizing become more complete. It is hoped that management scientists and practitioners alike will find the paradigms a useful starting point for their work.

Before integrating the theories and paradigms, the major approaches and paradigms are briefly reviewed, beginning with the theoretical approaches.

## REVISITING THE THEORIES

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Both micro- and macro-level approaches to leadership have been canvassed in [Chapters 4, 5 and 6](#) to illustrate the multifaceted nature of leadership. Micro-level theories are concerned with an individual leader's characteristics, such as traits and behaviours. Dyadic and group-based approaches emphasize that leadership is not a solo endeavour on the part of designated heroic leaders, but involves interactions between leaders and followers. One emerging perspective is that perhaps leadership does not exist outside the perceptions of those observing it, typically the followers. This makes leadership an attribution of observers, rather than a characteristic of leaders themselves. [Box 7.1](#) illustrates how vice presidents perceive their presidents differently in successful and unsuccessful organizations.

By adding a focus on how leadership differs with the situation, contingency theories take account of a broader context than just relationships between leaders and their followers. Situational Leadership, Fiedler's contingency model and House's Path-goal model emphasize situational factors such as the developmental level of the follower, the power and control a leader has in a given situation, and the need to clear obstacles from followers' paths in achieving goals.

Emotion, once excluded from leadership studies, has been fashionable in leadership theory since the mid-1980s. Concepts of emotional intelligence and charisma relate largely to the individual leader's characteristics, and his or her impact on individuals and groups. Calls for increased meaning and humanity in the workplace come from spiritual approaches, which generally promote a holistic and interconnected view of organizational members and their work and private lives.

Major emotion-based theories focus on inspirational and transformational leadership through which visionary leaders revolutionize the enterprises they lead. Proponents claim that Visionary leadership enhances organizational performance over non-emotional leadership. The management literature appears to have 'fallen in love' with visionary approaches, attributing largely positive outcomes to such leaders and rarely recognizing the negative potential. The Visionary leader represents a return to the heroic Great Men theories in the larger-than-life portrayal of some of these leaders and their deeds, contrasting with the humility attributed to the Level 5 leader.

Other leadership issues become relevant as the level of analysis widens to consider the organizational and broader strategic impacts. A current view is that leadership does not vest in individual leaders or followers, but emerges from the interactions, commitments and other relationships between the members of an organization. Certainly, leadership occurs within a complex system and any comprehensive and useful theory needs to take account of the broader context.

The concept of alignment becomes important as people's activities need to be consistent

with where the organization is going; the skills, needs and values of the members; and the demands of the external operating environment. With appropriate alignment, substitutes for leadership can reduce the need for leader involvement in many areas of the organization's activities. Systems can be developed to enhance substitutes for leadership, thereby freeing leaders for strategic and other activities, rather than controlling internal operations.

The organizational culture is clearly important, and many writers see managing the culture as a key leader activity. Organizational practices, behaviours and beliefs form part of the culture, as do values. Behaviour, beliefs and practices tend to be amenable to change. However, major organizational change often involves attempting to shift shared and even core values in an organization. While shared values might be changed with some difficulty, core values by definition are deep-seated and enduring.

Part of a leader's role at the macro-level includes formulating strategies for the future, along with plans to achieve them. In dynamic contexts, planning might be a rather futile activity, given that operating environments can change rapidly and make plans go out of date very quickly. A major debate concerns the extent to which an organization should consider stakeholders beyond shareholders, with many advantages derived from adopting the stakeholder model.

Similarly, an organization's systems, processes and people can go in and out of fit with the current strategy. Changing and realigning the structure and systems creates a major upheaval for affected organizations, representing heavy costs – particularly for tightly structured organizations with fixed processes and systems. Therefore, considerable misalignment within an organization tends to be tolerated for some time, until circumstances force the organization to undergo change.

On the other hand, an organization that constantly scans its environment and is ready for continual adaptation may not need to experience major upheaval. Instead it can shape its own future. Such adaptive enterprises are often called learning organizations. Members of learning organizations learn from customers, suppliers, formal training, discussions, mentoring, explicit teaching and many other sources. Knowledge is shared among the members in both formal and informal ways, so that even when members leave, the organization itself retains much of the knowledge. Two types of organizational learning are distinguished: *structural learning* drives people to find solutions to problems, whereas *strategic learning* pulls people to realize visions.

## BOX 7.1

### How do presidents rate in the eyes of their VPs?

A study of 204 presidents of large US corporations, from leading manufacturers, service businesses and utilities, was conducted in 1989. Vice presidents were asked to rate their presidents on a range of factors.<sup>1</sup> The five areas investigated included leadership performance criteria, personal characteristics, leadership skills (technical, interpersonal and conceptual), personal traits and leadership behaviours. The findings are summarized

for each of the five areas below.

- **Leadership performance criteria:** Most presidents were rated as strong on leadership performance. Only 3–4 per cent of presidents were rated as weak, while between 72–77 per cent were rated as strong on the four factors of general leadership, company knowledge, industry knowledge and their own reputation/track record.
- **Personal characteristics:** The vice presidents were asked to select five characteristics that best described their president. They chose the following five top characteristics: intelligent (66 per cent), determined (55 per cent), honest (39 per cent), forward-looking (38 per cent) and straightforward (37 per cent). The least chosen labels were cooperative (4 per cent), mature (8 per cent), broad-minded (8 per cent), loyal (9 per cent) and caring (12 per cent).
- **Leadership skills:** Presidents were seen overall as multiskilled individuals, strong in analytical and conceptual skills with persuasiveness ranking third (74 per cent, 71 per cent and 69 per cent respectively). Major weaknesses were seen as lack of tactfulness (7 per cent), poor self-planning (7 per cent) and poor group planning (8 per cent).
- **Personal traits:** The top five personal traits were energetic (83 per cent), self-confident (80 per cent), assertive (75 per cent), achieving (73 per cent) and ambitious (70 per cent). Truskie notes that both Visionary' and 'participatory' traits were well down the list.<sup>2</sup>
- **Leadership behaviours:** Based on Kouzes and Posner's work, vice presidents ascribed the following five leadership behaviours to their presidents.<sup>3</sup> A majority of presidents challenge the process (64 per cent), encourage performance (61 per cent), model the way (58 per cent), and to some extent enable others to act (51 per cent). The lowest ranking behaviour was 'inspires a shared vision' (46 per cent).

Truskie then compared the more successful enterprises with the less successful ones, as indicated by the company's listing in *The Corporate 1000*. Both groups of presidents were similarly rated as intelligent, determined, honest and straightforward. Both groups tended to be adaptive rather than rigid, participative rather than authoritative, relaxed versus tense, warm and not cool, self-critical versus defensive, sensitive instead of insensitive, and conservative rather than liberal.

The two sets of leaders were also found to differ in various ways. For example, leaders of the more successful companies were seen by their executives as having a stronger reputation and track record, and as demonstrating their abilities more in activities such as strong leadership, business acumen and industry knowledge. They also tended to be more forward-looking, imaginative and inspiring than their counter-parts, although the latter were seen as being more ambitious and independent.

Leaders of the more successful companies were rated higher on each of the leadership skill areas, particularly on persuasiveness (85 per cent, compared with 30 per cent of the

other leaders). Presidents from less successful companies were rated strongly on leadership skills overall, but not as strongly as presidents from the more successful companies.

The most telling differences between the two groups emerged from the leadership behaviours, which the leaders of the more successful companies displayed more frequently than the other presidents. In particular, leaders of the less successful companies rarely or never displayed 'inspiring a shared vision' and 'enabling others to act'.

## REVISITING THE LEADERSHIP PARADIGMS

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The leadership paradigms differ in many characteristics. It is proposed that most of the distinguishing features tend to lie along a broad continuum, generally changing as one moves from the Classical through to the Organic paradigm. While further research is clearly needed to define and measure the changes along the proposed continua, the paradigms are provided as a useful framework for understanding many leadership issues.

### Classical leadership

Classical leadership revolves around a powerful leader or elite group, who derive(s) power largely from fear or respect. This command-and-control style represents a pervasive stereotype of what leadership is about for many people. Followers have very low power in the Classical paradigm, beyond the power to withdraw their labour in some cases (but death awaited slaves who did not perform in ancient Egypt). On the other hand, followers are expected to assume little or no responsibility and accountability for outcomes, most of this falling to the leaders. Newtonian management thinking of cause and effect, and predictability, tends to underpin this paradigm. Diversity is largely ignored because the Classical leader's view predominates. Classical leadership lends itself to stable, simple or bureaucratic environments, and where high knowledge workers are not required to innovate. However, Classical leadership appears generally ineffective in dynamic situations requiring follower input, knowledge and commitment.

### Transactional leadership

Followers are involved more under Transactional leadership than under the Classical paradigm. The Transactional leader consults and influences followers to achieve set goals. Although some mutual influencing occurs, the leader retains more power than followers. Leaders tend to base their power largely on reward and coercion, personal characteristics, and

their interpersonal and influencing skills. Followers may have low power on a day-to-day basis, but can increase their power by withdrawing their support from the leader and previous agreements. Further, followers may band together to try to influence the leader.

Newtonian management ideas of creating order, searching for cause and effect relationships, predictability and valuing control underlie Transactional leadership, making this paradigm suitable for situations of low complexity. Leader responsibility and accountability for outcomes are high, with followers taking responsibility and accountability on a limited basis only. Diversity is dealt with in the organization or group where followers can voice opinions during consultation, but the leader's final view is expected to prevail after listening to the group. Transactional leadership can operate in simple, bureaucratic and divisional structures, but is not well-suited to self-managing knowledge workers. Adaptiveness is slowed down where followers need to participate and be influenced.

## Visionary leadership

Visionary leadership is often praised as the ideal paradigm, especially in making major change to organizations. Here, the leader's vision inspires followers to greater achievements, with some research suggesting that performance is enhanced under Visionary leadership, compared with the Classical and Transactional paradigms. Followers need to play a substantial role in executing the vision to create a desired future, and self-managing knowledge workers are vital for realizing the vision. However, responsibility and accountability for outcomes reside with the leader.

The Visionary leader is dependent on followers to implement the vision, which enhances follower power above that typical of Classical and Transactional followers. Visionary leaders obtain their considerable power from various sources, including position, reference power, their vision (which should appeal to followers' needs and values), expertise and followers' emotional attachments to the cause. Whether charisma is essential to effective Visionary leadership is not clear. Bass indicates that charisma is an important component of his concept of Transformational leadership, while various other authors have found that charisma is not essential to effective leadership.

The management philosophy underlying the Visionary paradigm spans both Newtonian and New Science perspectives. Belief in the effects stemming from the leader's actions is typically strong, reflecting a Newtonian approach. However, Visionary leadership also lends itself to the more adaptive New Sciences view when leading change in chaotic environments, and hence in dealing with unpredictability and complexity. Visionary leadership appears to fit primarily with divisional and adaptive structures, and to operate in both dynamic and stable environments.

The Visionary leader's role is to meld the many views among group members into one shared vision. However, adherence to a strongly held vision and values can reduce the organization's agility and ability to change, particularly when organizational structures and systems have been aligned to achieve a particular vision. If the leader can inspire followers to align behind a new vision, adaptiveness can be more substantial than under the Classical and

Transactional paradigms. This is because followers are ready to implement the new vision. They do not have to be coerced or otherwise influenced to go in the new direction.

## Organic leadership

Under Organic leadership, leaders cease to be central because Organic leadership is based on processes of mutual sense-making. This paradigm encompasses both leaderless and leaderful organizations. Here, leadership is not necessarily vested in particular individuals, although people assume leadership roles for a time. Leadership is often determined by group consensus. More generally, the relationships between the members of the organization give rise to leadership, through the extensive communication processes that occur as members make sense of rapidly changing circumstances.

The entire group membership becomes key to Organic leadership, rather than any particular designated leader. Much of the leadership emanates from a shared vision and core values embedded within the organizational culture, and from aligning the supporting systems and processes within the organization. Management philosophy underlying Organic leadership derives from the New Sciences, and enables the organization to deal with high levels of complexity and adaptation (although the need for wide-ranging communication may initially slow change). Organic organizations tend to be continuously poised for change.

Organic leader control is typically minimal, with followers encouraged to be self-leading and self-organizing. Responsibility and accountability are shared, relying on self-accountability as individuals make commitments to complete specific tasks. Organic followers acquire high levels of power from expertise, personal, interpersonal and information sources. However, power tends to be shared across the members, rather than vested in leaders.

Mutual adjustment is a critical organizational principle. In other words, communication and information-sharing occupy considerable time in an Organically-led organization. Communication allows diverse views and values to be heard, accepted and accorded equitable treatment. Organic leadership lends itself to adhocracies and networked organizational structures, and to complex dynamic environments.

Although the paradigms have been distinguished in various ways, they cannot be assigned to watertight categories. Rather, they are intended to provide broad concepts for further discussion about, and understanding of, leadership's many facets. In practice, multiple paradigms are likely to be found in a given enterprise, particularly in large organizations.

Table 7.1

### Linking theories and approaches to leadership paradigms

| Classical             | Transactional           | Visionary                | Organic                  |
|-----------------------|-------------------------|--------------------------|--------------------------|
| Behaviour             | Behaviour               | Behaviour                |                          |
| Great Men             | Great Men               | Great Men                |                          |
| Traits                | Traits                  | Traits                   |                          |
| LMX                   | LMX                     | LMX                      |                          |
| Socio-cognitive       | Socio-cognitive         | Socio-cognitive          | Socio-cognitive          |
| Fiedler's model       | Fiedler's model         |                          |                          |
|                       | Situational leadership  |                          |                          |
|                       | House's Path-goal       | House's Path-goal        |                          |
|                       |                         | Emotional intelligence   | Emotional intelligence   |
|                       |                         | Emotion                  | Emotion                  |
|                       |                         | Charisma                 |                          |
|                       |                         | Culture                  | Culture                  |
|                       |                         | Knowledge management     | Knowledge management     |
| Learning (structural) | Learning (structural)   | Learning (strategic)     | Learning (strategic)     |
|                       |                         | Mentoring                | Mentoring                |
|                       |                         | Self-management          | Self-leadership          |
|                       |                         | Servant leader (steward) | Servant leader (steward) |
|                       |                         | Spirituality             | Spirituality             |
|                       |                         | Stakeholder focus        | Stakeholder focus        |
|                       |                         | Strategic planning       | Strategic planning       |
|                       | Substitutes for leaders | Substitutes for leaders  | Substitutes for leaders  |
|                       |                         | Teaching organization    | Teaching organization    |
|                       |                         | Values                   | Values                   |
|                       |                         | Vision                   | Vision                   |
|                       |                         |                          | Systemic leadership      |

## INTEGRATING THEORIES AND PARADIGMS

In deepening an understanding of the many components of leadership, it is useful to summarize how the various approaches to leadership link to the Classical, Transactional, Visionary and Organic paradigms (see [Table 7.1](#)). These linkages are based on broad characteristics of the leadership paradigms. Not all theories are likely to fit perfectly into the four paradigms, but a surprising number do. Further, individual leaders classified under a particular paradigm may from time to time display characteristics attributed to other paradigms, rather than conforming to all aspects of a 'pure' paradigm. However, [Table 7.1](#) is intended as a tool to indicate how the existing theories of leadership could broadly relate to the paradigms.

Basically, the Great Men, traits, behaviour. Leader Member Exchange, and sociocognitive theories are compatible with the Classical paradigm. While it does not render a Classical leader ineffective to use strategy, emotional intelligence, vision, core values and tools such as

mentoring, knowledge management and substitutes for leadership, these are not regarded as essential to Classical leadership. Classical leadership can be effective under stable conditions, as long as leaders and followers share this view of leadership, the leader's right to lead is accepted and conditions are not complex.

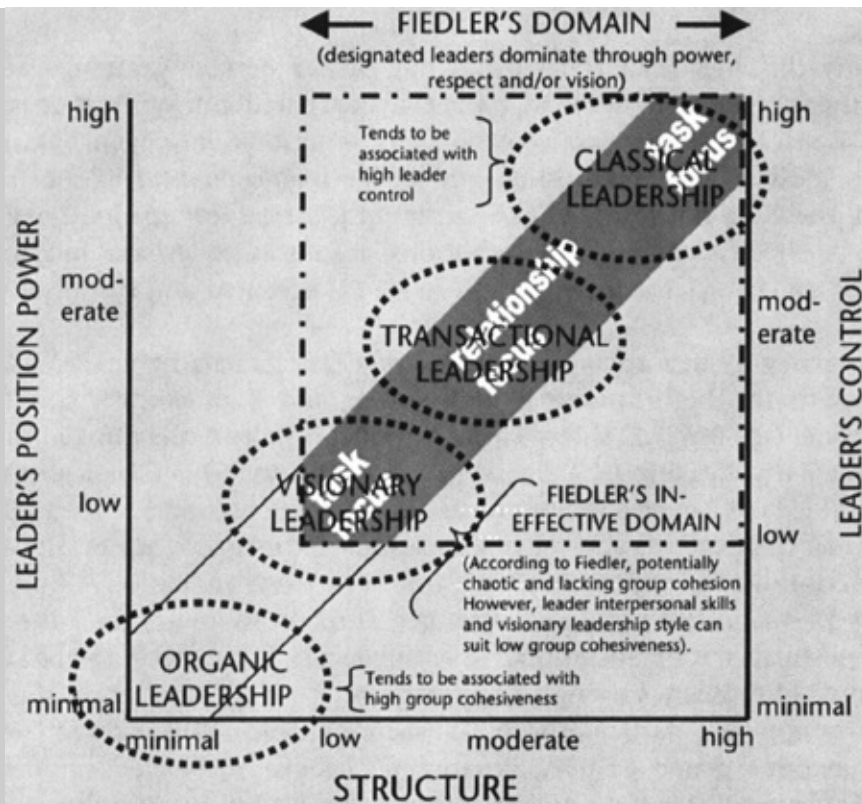
Contingency models apply partially to the Classical paradigm. Classical leadership relates to the high structure, high power and high control conditions of Fiedler's model (see [Box 7.2](#), where Fiedler's model is more closely linked to the paradigms). Similarly, Situational Leadership's directing style fits Classical leadership, and Classical leaders can also remove obstacles to enable followers to see the relationships between their actions and set goals, as House's theory advocates. However, the latter two contingency approaches have not been listed in [Table 7.1](#) because they apply only partially, and presume a stronger focus on followers than the Classical paradigm postulates. If organizational learning occurs, it is expected to be structural, that is, aimed at problem solving and operations.

Theories applying particularly to Transactional leadership include Great Men, traits, behaviour, socio-cognitive. Situational Leadership, Fiedler's model. Leader Member Exchange, Path-goal and substitutes for leadership. To the extent that Transactional leadership involves becoming a teaching/learning organization, structural organizational learning would be expected to prevail, with its focus on operations rather than on strategy or a vision. Although not central to this style, there is also no reason why Transactional leadership could not embrace mentoring, managing knowledge and knowledge workers and limited strategic planning, use emotional intelligence in relating to followers, and work through the organizational culture. Transactional leaders can also adopt servant leadership within their paradigm and encourage followers to become self-managing. However, while these approaches could work within a Transactional paradigm, they are not essential in characterizing that paradigm. Therefore, the less central theories have not been included in [Table 7.1](#), which focuses on the approaches applying most generally to the paradigm.

## BOX 7.2

### Linking the leadership paradigms to Fiedler's model

Fiedler's contingency model relates fairly directly to Classical and Transactional leadership, as [Figure 7.1](#) shows. Under conditions of high leader control and power, and structured task conditions, Classical leadership would be expected to operate with minimal relationship behaviour. Moderate-control conditions require more relationship behaviours, thereby favouring the Transactional paradigm over Classical leadership. In low control, or potentially chaotic conditions lacking group cohesion, Fiedler proposes that leadership becomes ineffective, favouring if anything, task focused leaders.



**Figure 7.1 Potential links between Fiedler's model and the leadership paradigms © Harald Bergsteiner**

However, an alternative view is that Fiedler's model could be extended to incorporate Visionary and Organic paradigms under conditions of low leader control and power, and poor task structure. This is illustrated in Figure 7.1. A relationship focus and low control by a designated leader (Visionary leadership), or the absence of control by a designated leader (Organic leadership), coupled with high group cohesiveness, could be effective.

Nearly all the theoretical concepts and techniques covered in this chapter are likely to be employed under Visionary leadership. These include Great Men, traits, behaviour, socio-cognitive, strategic planning, Leader Member Exchange, emotion, emotional intelligence, working with the organizational culture, Path-goal theory, substitutes for leadership, charisma, vision, values, self-management, learning organization (strategic emphasis), teaching and mentoring, servant leader, knowledge management and promoting spirituality. Tools like Situational Leadership and Fiedler's model, while not central to this style of leadership, may be instrumental in managing day-to-day operations, but have been omitted from this paradigm in Table 7.1.

Finally, Organic leadership, in not relying on an individual leader, would encompass only a selection of the leadership approaches. The following are most likely to be emphasized: emotion, emotional intelligence, spirituality, systemic leadership, vision, values-based leadership, substitutes for leadership, fostering self-leading employees, using the

organizational culture, strategic planning, (through the group's sense-making activities), servant leader, socio-cognitive attributions, strategic learning, teaching, mentoring, and managing knowledge. While various other tools and techniques could be employed on occasion, they are not seen as core to Organic leadership.

Theoretically, all four leadership paradigms could include a focus on stakeholders, providing that leaders are prepared to recognize multiple views from both within and outside the enterprise. This recognition is likely to increase as more voices are heard within the organization. Therefore, given the increasing role of followers across the paradigms, the likelihood of a broad focus on stakeholders being adopted is probably lowest under Classical and Transactional leadership, increases under Visionary leadership, and has the greatest chances under Organic leadership.

Examining Table 7.1 suggests that very few approaches span all four paradigms. One that does is socio-cognitive theory, with its emphasis on leadership being a follower attribution based around particular stereotypes or schemata. The stereotypes associated with each of the paradigms enable the paradigms to be recognized as leadership by observers, especially followers. Learning is also attributed to each paradigm, although the nature and extent of learning are expected to vary. Problem-focused structural learning is likely to concern Classical and Transactional leaders, while strategic learning aligned to a vision is more appropriate to Visionary and Organic paradigms. In addition, Organic leadership is expected to be the paradigm most concerned about creating teaching and mentoring organizations.

To the extent that all enterprises need a means of moving towards some future state, strategic-level approaches are relevant to all paradigms. Planning, aligning processes, systems, people and culture, are fundamental to organizing. However, the paradigms most focused on adapting to the future, namely Visionary and Organic, are likely to be most concerned with strategy for achieving that future, even if plans are loose rather than tight for maximum flexibility.

## WHERE TO NEXT?

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Although one of the four paradigms can usually be seen to prevail in organizations, or parts of an organization, there is no doubt that many external pressures are driving fundamental change. At the Royal Australian Navy and Bonduelle, competition for attracting talent, increasing demand for retaining knowledge workers, and changing technology are among the factors pressuring these organizations to change from Classical leadership. EKATO and Rodenstock expended considerable resources in moving from Classical towards Organic leadership and self-managing employees. For EKATO, this was a question of survival, and for Rodenstock speed is part of their core business. SAP has had to become more customer focused and remove many of its Transactional management constraints to survive in the fast-paced IT industry and stop its managers from leaving. Innovation is driving Swatch, Novartis and BMW to focus on promoting self-leadership as they strive to become more organic and thus competitive in fast-paced markets.

In short, although four paradigms can be distinguished, external factors are driving many organizations towards Organic leadership, as most of the case studies in [Part Two](#) show. The question becomes, what form of Organic leadership will different organizations adopt? All Gore's departments, from R&D to manufacturing and sales, function under the Organic model. Other organizations subject to heavy regulations or unable to sustain failure, such as airlines or hospitals, may be reluctant to become Organically-led across the entire organization, preferring to retain different paradigms in different parts of the organization. In individual departments that need high levels of creativity, such as marketing or R&D, Organic leadership could prevail, while the more regulated areas function under Transactional leadership (see the Swatch case study). However, even in manufacturing and regulated areas, the input from all employees is needed for continuous improvement and adapting to change.

Moving to Organic leadership from the other paradigms is not likely to be easy. For many organizations this would involve cataclysmic change and disruption, requiring them to totally reinvent themselves – which would only be entertained for very compelling reasons. A fundamental consideration is that individual members of the organization hold Schemas of what leadership is, and that these Schemas influence their comfort with particular paradigms.<sup>4</sup> This can be a challenge for global organizations where cultural differences affect what is seen as constituting leadership (see [Chapter 3](#)), making it potentially difficult to find followers comfortable with the other paradigms in some locations. For example, in some cultures, models of leadership similar to the Classical paradigm prevail, where followers expect leaders to make decisions without consulting them, be highly directive, shoulder all responsibility, and be accountable for outcomes (see the Bonduelle case study). In this context, a leader espousing a vision, inviting follower participation, involving followers in decision making and expecting followers to operate as self-managing individuals may not even be recognized as exhibiting leadership and may be seen instead as a leader trying to pass on his or her responsibilities to followers.<sup>5</sup> In this case, followers and leaders would be operating on different stereotypes or Schemas for what constitutes 'leadership'. However, for most organizations, the twenty-first century business environment will inevitably involve change, requiring leaders and followers alike to adjust their leadership paradigms accordingly.

Achieving alignment between the leadership Schemas held by a particular set of leaders and followers will often be a challenge. Organic leadership at Gore may dismay prospective associates used to being directed, and such people may avoid the organization. On the other hand, self-leading followers tend to find the Classical and Transactional styles a poor match for their needs. Call centres operating along Transactional lines can expect high turnover among their professionally-educated staff, for whom automated monitoring and directing may be too constraining. Attracting and retaining knowledge workers, and those seeking more spirituality in the workplace, is an increasing challenge for organizations operating under Classical and Transactional paradigms. A radical change of paradigm might well involve losing staff who preferred the previous leadership culture, and this loss can be costly for an organization. But then so can continuing to operate under an inappropriate paradigm.

What about people who resist paradigm changes? Clearly, support is needed to help managers used to supervising and directing others to change to a more collaborative style, and to train employees generally in possibly unfamiliar work processes like communication,

problem solving, working in teams, conflict resolution and self-management and self-leading. Companies like EKATO and BMW invest heavily in on-going training to help team leaders adjust to their new role, and train all members to ensure smoothly running teams. At Gore, communication is a major focus of workplace training. Thus, extensive training and support will be needed in adapting to a new paradigm.

The leadership paradigms can be used to challenge stereotypical views of leadership and help people accept that leadership is complex, encompassing multiple dimensions. The paradigms can clarify that employees from diverse backgrounds will have different ways of understanding leadership, whether the diversity stems from gender or national culture, education or field of expertise. If people can be helped to see where others are coming from, they can appreciate the differences rather than dismissing them. Further, the paradigms can help in the change process by highlighting the current paradigm(s) prevailing in an organization, showing where the people need to move to and why.

A serious incentive for Transactional leaders, and to some extent Classical leaders, to make the transition to more emotion-based and follower-based paradigms is that the future of their very role could be limited. Many aspects of Transactional leadership are being automated, with computer systems increasingly supervising and monitoring employees' behaviour in the workplace, assigning work tasks, providing on-line help and delivering e-learning packages. Even HR functions, so recently devolved to the line-manager, are now being centrally automated via on-line and call systems, taking much of the HR management away from managers. As knowledge work increases and computer technology takes over management functions, fewer Transactional managers will be needed in the workplace.

The leader-centric Visionary paradigm is also limited in the new century because a singular vision can be wrong, and followers may become cynical and uncooperative if the vision keeps changing. Questions of succession arise with an all-pervasive leader, particularly whether successors can maintain the emotional link to followers necessary for Visionary leadership. In its extreme form, Visionary leaders may not accept the vital checks and balances coming from close associates needed to anchor their behaviour in reality, as narcissistic leaders have shown. An alternative form of leadership may stem from the unassuming, non-heroic Level 5 leader who shares the credit, does not profile him or herself and yet achieves high levels of organizational performance.

Since organizations have to be agile and innovative to survive and thrive in fast-moving environments, thus experiencing pressure to move towards an Organic paradigm, organizations would be wise to de-emphasize the heroic leader. Instead, they should focus on becoming leaderful, where leadership resides in different people depending on the situation and expertise required. Some outsiders have difficulty conceiving how Gore can successfully operate manufacturing, sales, R&D and other functions based in many countries using an Organic model. It is probably less difficult to accept the more limited idea of different paradigms suiting different parts of an organization. This would be a step in what appears to be a sustainable and inevitable direction for many enterprises.

## CONCLUSION

From [Part One](#) of this book, it is evident that the concept of leadership is very broad and takes a variety of different meanings, which are often confusing and limited in scope. In seeking to capture the complexity and richness of organizational leadership, this book has used two frameworks that integrate and distinguish characteristics of different leadership concepts. The first framework identifies four leadership paradigms or fundamental approaches that leaders and followers take to leadership. The leadership paradigms are distinguished from one another using a range of academic and practical knowledge. This allows readers to view the depth of each paradigm while relating it to the other paradigms. Building on this, a second framework summarizes scholarly approaches taken to leadership, showing how they apply to the four paradigms.

By integrating many facets and levels of leadership in the leadership paradigms, this book attempts to reflect the complexity of leadership in practice. It draws on diverse ideas, theories and research findings relating to leadership from various fields, including the behavioural sciences, sociology, strategic planning, management and the physical sciences. Issues covered range from looking at the individual leader through to systemic and organic concepts of leadership; from the micro-level focus on follower and frontline manager through to strategic leadership; and from classical ideas to suggesting approaches to tomorrow's leadership. This book highlights more than the importance of aligning organizational systems and processes with different kinds of leadership. It also shows the need for congruence between the kind of leadership used and the often-unverbalized beliefs of the organization's diverse members.

The specific intention of this book has been to develop a theoretical framework that allows a more differentiated and yet focused discussion of leadership issues raised by the case studies in [Part Two](#). That such an analytical discussion is likely to be important and worthwhile is reinforced by research indicating that leadership has an impact on a firm's performance. In other words, since leadership does appear to make a difference, it is valuable to analyse the key factors that underlie its effects.

[Part Two](#) contains ten case studies illustrating many aspects of leadership in different contexts. The leadership paradigms are intended as tools for examining how different kinds of leadership operate within diverse organizations and contexts. The reader now has the opportunity to apply to these case studies the ideas, paradigms, theories and approaches to leadership discussed in [Part One](#) of this book. It is hoped that this will continue the process of understanding where leadership is headed in the future.

## NOTES

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For full details of these notes, please see the References section at the end of this book.

- 1 Truskie, 1990
- 2 *ibid.*
- 3 Kouzes and Posner, 1987
- 4 Lord and Maher, 1991
- 5 *ibid.*