

# Understanding Leadership: Explaining the Paradigms

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LEADERSHIP CHARACTERISTIC	CLASSICAL	TRANSACTIONAL	VISIONARY	ORGANIC
<b>LEADERSHIP CHARACTERISTIC</b>	<b>CLASSICAL</b>	<b>TRANS-ACTIONAL</b>	<b>VISIONARY</b>	<b>ORGANIC</b>
Key players	Leader dominance through respect and/or power.	Leader. Low role for individual followers.	Emotion – High role for followers.	Entire group. May be many leaders or no leaders.
	<i>on Individualism.</i>	<i>and Individualism.</i>		
Diversity	Low.	Medium.	Medium.	High.
Adaptability	Rapid, through command, but follower needs to have necessary skills. Leader knows where to go. Suits incremental change.	Slow. Followers need to be heard and influenced.	Slow – need to shift mindsets and win people to new vision. Inspire change. Need to align systems and processes with change. Suits major change.	Can be agile because members are constantly prepared for change. Can be slowed by need for extensive consultation. Suits large and small scale change.
Responsibility and accountability	Leader high. Followers limited to specific task performance.	Leader high. Followers accountable for limited outcomes.	Leader high. Followers accountable to leaders for outcomes.	Everyone high. Self-accountability by commitment to tasks and others.
Matching structure	Simple, bureaucracy.	Simple, bureaucracy, divisional.	Adhocracy, divisional.	Adhocracy, network.
Matching context	Simple, stable.	Simple, stable.	Simple, complex, stable and/or dynamic.	Complex, dynamic.

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Followers' knowledge base	Low..	Low to high..	Medium to high..	High.
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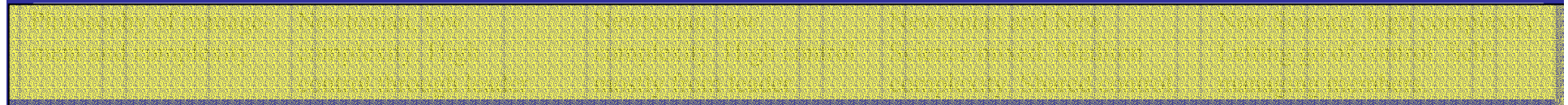
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Sources of leader power	Position, reward, coercion, expert, referent, ownership.	Position, reward, coercion, interpersonal skills, negotiated agreements.	Position, referent, expert, personal vision, followers' emotions, charisma.	Group power, expertise, collaboration, sharing power, member attributions.
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Follower power	Almost zero.	Low..	Medium.	High.
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Decision making	Leader decides alone..	Leader consults, then makes decision.	leader collaborates.	Mutual decisions.
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Management & leadership	Management.	Management.	Leadership.	Distributed leadership.
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Philosophy of management and complexity	Newtonian, low complexity. High control through leader.	Newtonian, low complexity. High control mostly from leader.	Newtonian and New Science mixed. Medium complexity. Shared control.	New Science, high complexity. Letting go of control. Self-managing members.

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<i>Cultural dimensions (using Hofstede's national value dimensions)</i>	High on <i>Power Distance Inequality, Uncertainty Avoidance and Masculinity.</i> Low on <i>Individualism.</i>	Low or high <i>Power Distance Inequality and Masculinity.</i> High on <i>Uncertainty Avoidance and Individualism.</i>	High or low <i>Power Distance Inequality, Uncertainty Avoidance and Masculinity.</i> Medium on <i>Individualism.</i>	Low <i>Power Distance Inequality, Uncertainty Avoidance, Individualism and Masculinity.</i>

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