1900s — **2000s**

Elite Paradigm ⟷ **Non-Elite Paradigm**

Traditional Models — ***Non-traditional Models***

Trait → Behavioral → Situational, Contingency → Transactional, Transformational → Shared Leadership

	Heroic **Vanguard**	***Post-Heroic*** **Mutualistic**
Domain	Formal organizations Political apparatus	Formal and informal groups Teams, networks (NGOs, indigenous groups, etc.)
Purpose	Organizational management Political power Status quo	Group development Social justice Social change
Focus	Authoritative position	Work teams, collaboratives, and partnerships
Type of Power	Command Rewards	Group empowerment Shared resources
Process	Coercion Means/ends calculation	Inclusiveness Openness/transparency
Outcomes	Control Compliance Consistency	Self-organization Creativity, innovativeness Flexibility

LEADERSHIP PARADIGMS

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April 8, 2008