

# THE NEW LEADERSHIP PARADIGM

## Traditional Command & Control



### ORGANIZATION AS PYRAMID

The organization is viewed as a pyramid, with leadership and power flowing linearly from small numbers of people at the top who control large numbers at the bottom.



### TOP-DOWN LEADERSHIP

Leadership is hierarchical, with each level of leaders having power and authority over those below them in the hierarchy.



### CONTROL

Leadership is exercised through compulsion, force, coercion, dominance, secrecy, and, when necessary, physical, psychological, and/or economic violence.



### PROFIT/MONEY-DRIVEN

Leaders are motivated by making money, generating profit, achieving prominence, and other temporary artificial constructs with no intrinsic value.



### SELF-INTEREST

Leaders focus on maximizing their own power, pay, perks, prerogatives, and other positional benefits.



### WINNING/COMPETING

Leaders are engaged in a vicious contest or war, which they must win by any means necessary, including harming those who stand in the way of success.



### CLASS SYSTEMS

Groups at the top have enduring structural advantages over other groups, with executives rewarded as much as possible and workers rewarded as little as possible.



### EXCLUSION AND PRIVILEGE

People are discriminated against on the basis of race, ethnicity, gender, age, religion, sexual orientation, social class, politics, thinking style, or other factors, limiting their access to leadership, power, and rewards.



### INFORMATION RESTRICTED

Information is passed down the hierarchy to those who "need to know."



### TOP-DOWN CHANGE

Senior executives plan organizational changes and seek to enroll those below in supporting the executive vision.

## New Leadership Paradigm



### ORGANIZATION AS NETWORK

The organization is viewed as an interconnected network, with leadership and power disbursed throughout the many nodes and links of the network.



### EVERYONE A LEADER

Leadership is exercised by everyone at all levels of the organization, with each person sometimes leading, sometimes following, and sometimes supporting, as needed.



### COLLABORATION

Leadership is exercised through invitation, request, dialogue, persuasion, respect, openness, kindness, integrity, and partnership, without compulsion.



### MEANING/PURPOSE-DRIVEN

Leaders are motivated by improving the well-being of people, communities, and the planet in ways that have real, lasting intrinsic value.



### SERVICE

Leaders focus on serving all stakeholders of the organization or community and benefiting the interests of the whole.



### LOVING/CARING

Leaders succeed by loving and caring for their coworkers, customers, and everyone else who contributes to the enterprise—and even by aiding their competitors.



### EGALITARIAN STRUCTURES

Class systems are abolished, with everyone subject to the same rules of behavior, processes for getting things done, and reward systems.



### DIVERSITY AND INCLUSION

Many kinds of differences and similarities among people are valued and supported, with access to leadership, power, participation, opportunities, and rewards open to all.



### INFORMATION SHARED

Information is shared openly with all levels of the organization; there are no secrets.



### WHOLE-SYSTEMS CHANGE

All groups participate together in planning and carrying out changes that affect them, guided by shared wholesystem knowledge.

