

Eight Leadership Paradigms

In this intriguing *Wharton Leadership Digest* interview, authors James Quigley and Mehrdad Baghai talk about eight archetypes of leadership from their new book, *As One: Individual Action, Collective Power* (Portfolio, 2011):

- *The landlord and tenants* – Tenants voluntarily decide to join landlords, but once they do, the boss has the top-down power, controlling access to scarce resources, doling out rewards and sanctions, and dictating the terms of tenants' participation.

- *The community organizer and volunteers* – The power for setting direction comes from the bottom up, but the community organizer is the glue that holds things together. Volunteers can't be ordered around; instead, they join on their own terms if they are motivated by the organizer and the cause. This archetype can be dysfunctional if one or more volunteers have disproportionate influence or the leader can't articulate a compelling logic for cooperation.

- *The conductor and orchestra* – This archetype is based on "highly scripted and clearly defined roles that focus on precision and efficiency in execution as defined by the conductor," say Quigley and Baghai. "The orchestra members, who have similar backgrounds, need to be fully trained to comply with the requirements of the job and, therefore, must be carefully selected to ensure they fit the strict culture and scripted tasks." This model is ideal for leaders who require and value precision and consistency, but not in a more fluid environment.

- *The producer and creative team* – Here the charismatic boss gives a team the freedom to do its best work, while achieving the producer's objectives. "Producers guide the vision and overall progress, while the creative team develops ideas through frequent meetings and interactions using an open culture of collaboration," explain Quigley and Baghai. "Dissent is used to push creative boundaries." This model works well if leaders value creativity and innovation, but isn't ideal in a culture that doesn't truly support sharing of ideas, open feedback, and dissent.

- *The general and soldiers* – This is a command-and-control model with a strict hierarchy organized around the general's mission. Soldiers follow clearly-defined tasks and are motivated to move up through the hierarchy. This is the right paradigm for situations where there is an accepted mission and culture, extensive training, and authoritarian direction is needed for large groups of people who cannot all directly communicate with each other.

- *The architect and builders* – This model consists of "creative collaboration among groups of diverse builders that have been recruited by visionary architects to bring a seemingly impossible dream to life," say Quigley and Baghai. "Their visions are so innovative and ambitious that they can't be achieved simply by using conventional means, so builders often need to reinvent and rethink ways to achieve them." This paradigm is great for continuous innovation and pushing people beyond their normal boundaries.

- *The captain and the sports team* – This model has minimal hierarchy and the team has strong camaraderie and trust, acting "like a single cohesive and dynamic organism, adapting to

new strategies and challenges with great agility as they appear,” say the authors. There’s a strong shared identity, with extensive communication channels and a set of highly scripted, repeatable tasks. The captain is on the field and part of the team to motivate and encourage. This paradigm works where there is a high degree of trust in the skills and judgment of those on the team, and doesn’t work when there are mavericks or rogue elements with their own agendas.

- *The senator and citizens* – This model requires a strong sense of responsibility to follow values or a constitution. “Sovereignty is held by both senators and citizens, and the citizens thrive on the values of democracy, freedom of expression, and autonomy,” say Quigley and Baghai. “There is no set framework or direction organizing the citizens. Instead, much of their direction is emergent as they gather ideas and collaborate with other citizens. Senators are the guiding intelligence for the citizens and oversee decision-making for the community.”

“Five Questions for James Quigley and Mehrdad Baghai, Co-Authors of *As One: Individual Action, Collective Power*” in *Wharton Leadership Digest*, June 2011

<http://wlp.wharton.upenn.edu/LeadershipDigest/as-one-authors-question-and-answer-quigley-baghai.cfm>