

Leadership: Time for a new direction?

Abstract

After reviewing the literature on leadership that culminated in what has been described as the 'New Paradigm', this paper discusses the research which has led to the development of what might be regarded as a 'New New Paradigm' model. The research was based on a gender-inclusive and black and minority ethnic-inclusive sample of over 3,500 managers and professions, at levels (Chief executives; top, senior and middle managers), working in the UK National Health Service and local government. The model that emerged, which led to the development of a diagnostic 360-degree feedback instrument, the *Transformational Leadership Questionnaire*, has been found to be sufficiently robust as to generalise to private sector and other public sector organisations. Apart from having been inclusive at all stages of its development, the model is new in that it is based on a 'nearby' rather than 'distant' or 'heroic' approach to leadership, using a Grounded Theory methodology. It leads to an understanding of leadership that goes beyond transformational models and, recognising the significance of Greenleaf's concept of 'servant leadership', focuses on the development of the individual, in an organisational context.

Reference:

Alimo-Metcalfe, B. & Alban-Metcalfe, J. (2005). Leadership: Time for a new direction? *Leadership*, 1, 51-71.