

## **SOURCE**

February 1997 • American Psychologist  
Vol. 52, No. 2. 130-139

# **Does the Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries?**

Bernard M. Bass

State University of New York at Binghamton

## **Abstract**

---

There is universality in the transactional-transformational leadership paradigm. That is, the same conception of phenomena and relationships can be observed in a wide range of organizations and cultures. Exceptions can be understood as a consequence of unusual attributes of the organizations or cultures. Three corollaries are discussed. Supportive evidence has been gathered in studies conducted in organizations in business, education, the military, the government, and the independent sector. Likewise, supportive evidence has been accumulated from all but 1 continent to document the applicability of the paradigm.

---

*Editor's note.* William Bevan served as action editor for this article.

*Author's note.* This article was delivered as the Distinguished Scientific Contributions Award Address at the Society for Industrial and Organizational Psychology, Orlando, FL, May 1995. I am indebted to P. W. Dorfman for the liberal view of the meaning of universality. The full-range model and much of the relevant research emerged from collaboration with B. J. Avolio, E. J. Yammarino, and many others at the Center for Leadership Studies. I also thank W. E. Ulmer for comments on an earlier version of this article.

Correspondence concerning this article should be addressed to Bernard M. Bass, Center for Leadership Studies, State University of New York at Binghamton.