

Transformative Leadership

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Leadership Theories

Transformational leadership is a more humane leadership theory, as compared to the militaristic transactional theory

It believes in inspiring employees to do great work through example and the force of a leader's personality

People rise higher through positive motivation, than negative motivation

It is a leadership theory which appeals to the higher need of an individual in the Maslov's hierarchy of needs, which is self-actualization!

Have you ever been in a group situation where someone took control of the situation by conveying a clear vision of the group's goals, a marked passion for the work and an ability to make the rest of the group feel recharged and energized?

Definition

Transformational Leadership is a leadership style where one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality

Transformational Leadership

- A Process -

- ✓ Process that changes and transforms
- ✓ Process that is concerned with the Emotions, Values, Standards, Ethics, and Long Term Goals
- ✓ A transformational leader motivates followers to accomplish more than what is usually expected
- ✓ The sum becomes more powerful than its parts

None of us is as good as all of us!!!!

4 I's of Transformational Leadership

Idealized Influence

Leader serves as an ideal role model for followers and is admired for this

Inspirational Motivation

Transformational leaders have the ability to inspire and motivate followers

Individualized Consideration

Transformational leaders demonstrate genuine concern for the needs and feelings of followers which brings out the best efforts from each individual

Intellectual Stimulation

Transformational leaders challenges followers to be innovative and creative

Assumptions

- ✓ The prime assumption is, that people will willingly follow a leader who inspires them
- ✓ The vision and passion of one man can transform his followers and together they can achieve great things
- ✓ Energy and enthusiasm are the tonics that get things done

Components of Transformational Leadership

Transitional Leadership

- Inception of creative ideas
- Clear understanding of current scenario
- Pre-defined objectives and a clear road map to achieve them
- No self-serving motives
- Focus approach on identified objectives

Transactional Leadership

- Planning and following process oriented methodology
- Building team and support
- Identifying expertise in various fields of work

Transformational Leadership

Transparent Leadership

- Congruence between leadership and goal
- Integrity in finances and in information

Transcendent Leadership

- Identifying future leader and team
- Relinquishing control
- Inspiring and motivating potential to lead

Steps for Transformational Leadership

Developing Vision

- Starts with creating a vision
- Vision that is exciting and attract potential followers

Selling the Vision

- Constantly sell the vision and build a strong network of high potential

Road Map

- Transformation leaders have a clear vision
- Have a fair idea about the direction to move and want followers to move in the same direction
- Ready to accept failures

Leading the charge

- Transformation leaders remain in the fore-front during the action
- Always visible and stand up to be counted
- Bolster and infect the followers with commitment and enthusiasm

Competencies of a Transformational Leader



Personality and its effects

Personality Characteristics

Dominant
Desire to influence
Confident
Strong Values

Behaviors

Sets strong role model
Shows competence
Articulates goals and sets high expectations
Invests confidence and motivates

Effects on Followers

Trust in leader's ideology	Identification with leader
Unquestioning acceptance	Emotional Involvement
Affection towards leader	Heightened goal

*Implementation and Effects of
Transformational Leadership*

Application of Transformational Leadership

- ✓ Provides ideas as to what a leader should be in a transforming environment
- ✓ Vision statements create discussion
- ✓ Can be used in recruitment, selection and promotion, and training and development

Effect of Transformation Leadership on Organizational Structure

- ✓ Transformational leadership and organizational culture hold the key to understanding organizational effectiveness
- ✓ Decisions taken by a manager are very important as they affect a large number of people
- ✓ Thus the leadership skills of the manager have to be very pronounced
- ✓ An organic, non-formalized organization with a larger span of control are conducive for transformational leadership to appear

Effect of Transformation Leadership on Organizational Structure



Self Sacrifice and Transformational Leadership

- ✓ Display of self sacrifice behaviors by leaders enhances transformational leadership
- ✓ Transformational leaders have the ability to transform self-interests of followers into collective interests
- ✓ They do so by enhancing salience of collective identity in the self-concept of followers
- ✓ Followers of transformational leaders work towards advancing overall mission of the group rather than their own personal interests

Self Sacrifice and Transformational Leadership

- ✓ Martin Luther King, Mahatma Gandhi, Mother Teresa demonstrated a form of transformational leadership that was based on values
- ✓ Without morally uplifting the followers, leadership cannot be transforming
- ✓ They motivate followers to go beyond their self-interests for the good of the group, organization, or society
- ✓ Such actions mutually benefit both the organization/ society and the employees

Self Sacrifice and Transformational Leadership



*Values and Value System in
Transformational Leadership*

Values

- ✓ Rokeach (1973: 5) defined a value as
“an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.”

- ✓ Instrumental value
 - Moral values
 - Self-actualization value

- ✓ Terminal value
 - Personal value
 - Social value

Value System

- ✓ A set of rank-ordered values is called a value system
- ✓ Looking at a person's values separately and independently of one another cannot meaningfully explain attitudes and behaviours
- ✓ Happiness is not a unique value; how much a person values happiness in comparison with the other things can help in explaining person's attitudes and behaviours
- ✓ The rank ordering of values or the hierarchical value system – The only thing that can capture the unique value configuration of an individual. (Rokeach & Ball-Rokeach, 1989)

Benefits and Limitations of Transformational Leadership

Benefits

- ✓ Widely researched intuitive appeal
- ✓ Focuses on the follower too
- ✓ Emphasis on followers' needs, values, and morals
- ✓ Enthusiastic work atmosphere
- ✓ Innovations
- ✓ Higher output and efficiency
- ✓ Develops future leaders
- ✓ People will work for leader even if monetary compensation is less

Limitations

- X Lacks conceptual clarity
- X Validity of MLQ is questionable
- X Fixed trait or malleable state
- X Potentially elitist or antidemocratic
- X Totally depends on ability of leader
- X Leaders might lack the required characteristics

Conclusion

- *Lead and inspire people. Don't try to manage and manipulate people. Inventories can be managed but people must be lead. --- **Ross Perot***

Thank you