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Transformational Leadership Dr. Neal

- Transformational Leadership (TL) is about intrinsic motivation and follower development/empowerment
- As the name suggests it is leadership which transforms people.
- TL is concerned with improving the performance of followers and developing followers to their fullest potential
- The concept of Transformational leadership came from a New Leadership Paradigm in the 1970's emphasizing charisma and the affective components of leadership.
- Political Sociologist James MacGregor Burns wrote a seminal paper *Leadership* (1978) where he emphasized the link between the role of leader and follower (Leaders and followers are bound together in the transformative process)
- *For Burns leadership is quite different from power because it is inseparable from followers' needs*
- TLs
 - have a clear, simple, believable, energy creating vision
 - effectively communicate their own values/philosophy
 - social architects transforming cultural norms/values -> new group identity
 - reliable even in uncertain situations
 - positive self-regard
 - clear voice
 - challenge the status-quo/calculated risk takers/pioneers
 - reward accomplishments
 - promote collaboration and teamwork
 - can be directive and participative, democratic or authoritarian
 - susceptible to heroic leadership bias
 - may not work with millennials who prefer individualism over collective effort
- TL is concerned with
 - emotions, values, ethics, standards and long-term goals
 - assessing followers' motives
 - satisfying their needs
 - individualized consideration
 - intellectual stimulation
 - setting high standards/being a role model
 - communicating high expectations for followers' alongside expressing confidence in the followers' abilities
 - treating people as fully human
 - inspirational motivation
 - must uplift morally
- TL incorporates charismatic and visionary leadership
- There is a difference between transactional and transformative leadership.

- Notgrass (2014) found that followers do not perceive transactional leaders as most capable of engendering trust or mutually beneficial relationships. Employees preferred transformational leadership (encouraging creativity, recognizing accomplishments, building trust, inspiring a collective vision)
- Metanalysis showed TLs *perceived* as more effective leaders (Lowe et al 1994)
- TL is proven to be effective (Yukl 1999, Arthur and Hardy 2014)
- Pseudo-transformational leaders transform in a negative way (ex Hitler)
- Pseudo-transformational leadership is personalized leadership (focused on self). Authentic transformational leadership is socialized leadership (concerned with collective good)
- TL must affect follower's moral identities and moral emotions (ex empathy and guilt) to result in greater moral decision making and action by the followers (Zhu et al 2011)
- TL are strong role models for the beliefs, values and ideological goals they want followers to adopt
- The 4 Factor I's (not clearly delimited)
 - Idealized Influence – deeply trusted and respected role models, sense of mission
 - Attributional – perception of leader
 - Behavioural – observed behavior of leader
 - Inspirational Motivation – inspires high expectations, focus and commitment
 - Intellectual Stimulation –creative thinking, problem solving and innovation
 - Individualized Consideration – supportive, coaching, challenging, advising
- Results in Followers
 - Trusting the leaders' ideology
 - Seeing similarity (not differences) in beliefs
 - Unquestioning acceptance/obedience
 - Affection and emotional involvement
 - Identification with the leader
 - Heightened goals
 - Increased confidence and self-efficacy → improved performance