

# *The Transformational Leadership Report*

*"The goal of transformational leadership is to "transform" people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building."*

**- Steven Covey,  
Author of 7 Habits of Highly Successful People -**

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**Developing Tomorrow's Transformational Leaders Today**

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## What is Transformational Leadership?

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Leadership has been around for thousands of years, and yet we still are unable to contain it in a single definition we all agree on. Perhaps this is because leadership is continuously evolving, and more than what it seems to be, depending on how you look at it. It is a complex concept, with many applications, and the results that it creates depend highly on the context in which it is being observed.

Much has been written on Transformational Leadership, which we will cover in a moment. There is the leadership theory, which has evolved over time from other leadership styles, and has applications to different contexts, be it in business, medical, non-profit or charity, education, religious or spiritual groups and even at the family level, to name a few.

Ask anyone you know for a definition of a word, and they will give you their version, the version that makes the most sense to them. The same would apply to Transformational Leadership. It depends on who you speak to, and what their perspective is.

We'll consider two main points of view:

- the theoretical, and
- the applied

Theoretical definitions come from those that study leadership, who have the formal qualifications to write long dissertations on the subject. This body of knowledge is fantastic for grounding in the subject and to get into the depth of the potential implications, especially when it comes to the morals and ethics department.

The applied is the interpretation, and then applied action in a specific field of endeavor. We'll use the personal, organizational, and global contexts for this purpose. You will have your own applied experience, or not, depending on where you are on your own personal Transformational Leadership journey.

With that in mind, we'll first take a look at where the origins of the subject come from...

The term **transformational leadership** was first coined by J.V. Downton in *Rebel Leadership: Commitment and Charisma in a Revolutionary Process* (1973).

James MacGregor Burns first introduced the concept of transformational leadership in his book *Leadership* (1978), during his study of political leadership, but this term is now used in organizational psychology as well. He described it not as a set of specific behaviors, but rather an ongoing process by which "leaders and followers raise one another to higher levels of morality and motivation" (p. 20). Transformational leaders offer a purpose that transcends short-term goals and focuses on higher order intrinsic needs.

Transformational leaders raise the bar by appealing to higher ideals and values of followers. In doing so, they may model the values themselves and use charismatic methods to attract people to the values and to the leader.

Burns was influenced by *Abraham Maslow's Theory of Human Needs*. This theory recognizes that people have a range of needs, and the extent to which they will perform effectively in the workplace will be affected by the extent to which these needs are satisfied. Transformational Leadership fits into the higher levels, as it requires a high level of self esteem and self actualization to successfully be an authentic transformational leader.

It's about values, purpose and meaning:

Essentially the leader's task is consciousness-raising on a wide plane. ...The leader's fundamental act is to induce people to be aware or conscious of what they feel -- to feel their true needs so strongly, to define their values so meaningfully, that they can be moved to purposeful action."  
*(Leadership, pp 43-44)*

Burns was one of the first scholars to assert that true leadership not only creates change and achieves goals within the environment, but changes the people involved in the necessary actions for the better as well: both followers and leaders are ennobled. Burns became famous among alternative leadership scholars because his model of transformational leadership included an ethical/moral dimension that, prior to 1978, had not been infused into any leadership theory

Bernard Bass, a disciple of Burns, defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leader.

He identified three ways in which leaders transform followers:

- Increasing their awareness of task importance and value.
- Getting them to focus first on team or organizational goals, rather than their own interests.
- Activating their higher-order needs.

In contrast to Burns, who sees transformational leadership as being inextricably linked with higher order values, Bass sees it as amoral, and therefore questions the morality and ethical component of transformational leadership.

## Components of Transformational Leadership

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Transformational Leadership has evolved from and contains elements of preceding leadership types, such as trait and behaviour theories, charismatic, situational and transactional leadership.

There are four components of transformational leadership, which are:

### **Charisma or idealized influence**

This is the degree to which the leader behaves in admirable ways that cause followers to identify with the leader. Charismatic leaders display convictions, take stands and appeal to followers on an emotional level. This is about the leader having a clear set of values and demonstrating them in every action, providing a role model for their followers. Genuine trust must be built between leaders and followers. Trust for both leader and follower is built on a solid moral and ethical foundation.

### **Inspirational motivation**

The degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. It is also important that this visionary aspect of leadership be supported by communication skills that allow the leader to articulate his or her vision with precision and power in a compelling and persuasive way.

### **Intellectual stimulation**

The degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this trait stimulate and encourage creativity in their followers. The leader's vision provides the framework for followers to see how they connect to the leader, the organization, each other, and the goal. Once they have this big picture view and are allowed freedom from convention they can creatively overcome any obstacles in the way of the mission.

### **Individualized consideration or individualized attention**

The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. This also encompasses the need to respect and celebrate the individual contribution that each follower can make to the team (it is the diversity of the team that gives it its true strength). This approach not only educates the next generation of leaders, but also fulfils the individuals need for self-actualization, self-fulfilment, and self-worth. It also naturally propels followers to further achievement and growth.

## Transformational Leadership vs. Transactional Leadership

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Before we look at the differences between the two leadership styles, here are some notes about Transactional leadership:

*Transactional leadership* seeks to motivate followers by appealing to their own self-interest. **Transactional leaders** use conventional reward and punishment to gain compliance from their followers.

They have continuing, often unspoken interaction that sound like forms like:  
"Do as I say and you will get a raise."  
"Meet this quota or you will get fired."

Transactional leaders accept the goals, structure and culture of the existing organization. They must do so because this type of leadership is ineffective at bringing significant change.

Some researchers added to Burns original theory and it is thought by many today that *transactional leadership* can encompass the following types of behavior:

1. **Contingent Reward** – To influence behavior, the leader clarifies the work needed to be accomplished. The leader uses rewards or incentives to achieve results when expectations are met.
2. **Management by Exception:**
  - **Passive:** To influence behavior, the leader uses correction or punishment as a response to unacceptable performance or deviation from the accepted standards.
  - **Active** - To influence behavior, the leader actively monitors the work performed and uses corrective methods to ensure the work is completed to meet accepted standards.
3. **Laissez-Faire Leadership** – laissez-faire leaders avoid attempting to influence their subordinates and shirk supervisory duties. They bury themselves in paperwork and avoid situations that preclude any possibility of confrontation. They leave too much responsibility with subordinates, set no clear goals, and do not help their group to make decisions. They tend to let things drift, since their main aim is stay on good terms with everyone.

According to Burns, the difference between transformational and transactional leadership is what leaders and followers offer one another.

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Burns' view is that transformational leadership is more effective than transactional leadership, where the appeal is to more selfish concerns. An appeal to social values thus encourages people to collaborate, rather than working as individuals (and potentially competitively with one another).

If you are familiar with **Maslow's hierarchy of Needs**, Transformational Leadership would fit into the higher levels, as it requires a high level of authenticity, self esteem and self actualization to successfully be a Transformational Leader. Ideals are higher in Maslow's Hierarchy, which does imply that lower concerns such as health and security must be reasonably safe before people will pay serious attention to the higher possibilities.

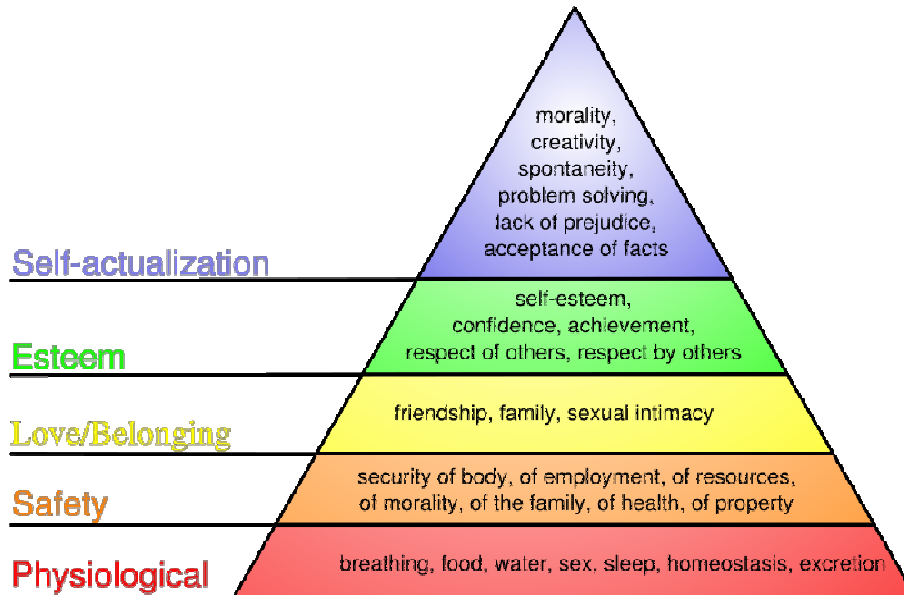


Image from [www.wikipedia.org](http://www.wikipedia.org)

Using social and spiritual values as a motivational lever is very powerful as they are both hard to deny and also give people an uplifting sense of being connected to a higher purpose, thus playing to the need for a sense of meaning and identity.

### TO RECAP

#### From "Leadership" Burns (1978)

- **Transactional leadership:**
  - "...occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. " (page 19)
- **Transformational leadership:**
  - "...occurs when 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." (page 20)

## A Brief History of Leadership

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So Transformational leadership is at one of the #the higher levels of motivation and morality, and it works hand in hand with Transactional Leadership.

It has not always been that way, and our understanding of leadership has developed and evolved over time.

To add some dimension to the background, let's take a quick review of where leadership has come from over the past 100 years:

- **1900's: the "great man" theories -- it's an innate ability; who is born to lead?**

Leadership studies historically went hand-in-hand with studies of elites: political, financial, military, aristocratic, or cultural elites. Leadership was considered an art, for which some fortunate people had an inbuilt genius; the rest of us could only engage in admiring post-game analyses.

- **1930's: group theory -- how leadership emerges and develops in small groups.**

During the Great Depression, US social psychologists found in studying groups that democratic leadership was not only possible, it was more effective. Thus a more egalitarian view of leadership evolved from the elitist (and, in today's view, sexist) "great man" view. Unfortunately, research indicated that patterns of leadership behaviour in small groups were not transferable to large groups, or organizations.

- **1940's-50's: trait theory -- what universal traits are common to all leaders.**

This Theory suggests that leaders are born, not made, and that a good leader has a set of specific traits.

Early research on leadership was based on the psychological focus of the day, which was of people having inherited characteristics or traits. Attention was thus put on discovering these traits, often by studying successful leaders, but with the underlying assumption that if other people could also be found with these traits, then they, too, could also become great leaders.



- **1950's- 60's: behavior theory -- what key behavioral patterns result in leadership.**

Leaders can be made, rather than are born. Behavioural theories of leadership do not seek inborn traits or capabilities. Rather, they look at what leaders actually do.

Behavioural is a big leap from Trait Theory, in that it assumes that leadership capability can be learned, rather than being inherent. This opens the floodgates to leadership development, as opposed to simple psychometric assessment that sorts those with leadership potential from those who will never have the chance.

- **1960's-70's: contingency/situational -- establish which leadership behaviors succeeded in specific situations.**

Unable to determine which particular behaviour patterns consistently resulted in effective leadership, researchers then attempted to match behaviour patterns that worked best in specific contexts or situations. That line of research collapsed for practical reasons when people realized leaders would need to refer to decision trees or wheel charts to determine how to behave. Additionally, an infinite array of situations existed which researchers would be unable to study, so producing a definitive compendium matching behaviours with situations is impossible.

- **1980's onward: excellence -- what interaction of traits, behaviors, key situations, and group facilitation allows people to lead organizations to excellence?**

In the 1980s, having tried and discarded all of these fragmentary approaches, leadership researchers determined that "leadership is simply doing the right thing to achieve excellence. That meant the researchers had to find out what the right thing is, so they set about researching excellent companies and CEOs, and developed lists of traits, behaviour patterns, group facilitation strategies, and culture-shaping practices for would-be leaders."

## How does a Transformational Leader work?

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Transformational Leadership begins with awareness – awareness of our own thoughts and feelings, and how these affect your actions, and the states of others. As your awareness grows, you begin to see your own inner motivating force, what drives you - your passions and values - and how these affect your thoughts, feelings and actions, and that of others.

As you become more aware your perception increases, and you are able to choose actions that directly meet the needs of the situation and people around us, but much more powerfully than a Situational Leadership style. It speaks to the “being” level of the people around you.

Transformational Leadership inspires wholeness of being, so your thoughts, feelings and actions are consistent. It is about leading with an integrity and authenticity that resonates with others, and inspires them to follow. Not only does it inspire others to follow, but to become leaders themselves.

This approach to leadership takes us from a constricting model of competition between individuals, teams or nations, to a connection with the whole of a situation, and leadership for the good of all. We move from making a sale at any cost, towards creating lasting relationships and seeking socially responsible outcomes; it takes us from a narrow focus primarily on the bottom line, to realizing a sustainable vision that contributes to the welfare of all involved, not just the ones with the power and control.

## What are the characteristics of a leader of change?

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*What is it about certain leader that enables them to successfully lead their organizations through change?*

- Be inspired in your heart and mind, and show it.
- Be connected to yourself, the world and the people around you. Be grounded in reality
- Have a vision and communicate it with passion and purpose. Allow your emotion to speak to others in a way that transcends the mind, and speaks to the heart.
- Pay personal attention to others in a way that engages them and generates trust and commitment. Genuinely care about them, what they want, and how you can serve them.
- Access the awesome power of the mind. Be curious, open to new ideas and learn constantly.

## **Where Transformational Leadership and Authenticity meet**

After studying Transformational Leadership for a while, you may come to the conclusion that there are a lot of technical things to remember to do, and even then you might not get it right.

So what is the magical ingredient to leading that makes it work? Well first of all, you probably know by now that there is no magic wand for life, or for leadership greatness. We can follow in the footsteps of those that came before us, and yet we might still not succeed. Anyone that has ever attempted to create anything worthwhile knows that it is challenging, period. If it were easy, there would be little transformation of the person involved to create the result. It is often in the process and the journey that we ourselves transform, and that becomes the main reason why we succeed. We develop our own unique and special way of doing and being that really works, and creates the results we are looking for. Often a setback on a project can trigger a decision to do what it takes, pay the price, and get it right.

Being in a leadership position has many demands, some external, and other internal. Others and our own expectations we need to live up to - needing to be a certain way.

So as an example:

To be a transformational leader according to BASS and BURNS you need to be, have or provide:

1. Charisma or Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized Consideration or Individualized Attention

or else you are not even playing the right game. But, you could do and be all of those 4 characteristics, and still not create the result you want.

You might ask why not? Good question.

Well, it's also very important that you be yourself. This is called being authentic. In a world that is constantly trying to make us anything but our unique and creative self, this is paramount.

YOU are the magical ingredient. Without YOU, nothing happens. Your unique, and authentic way of being you, creates the energy, drive, passion, or whatever you want to call it, that makes all the difference. How you engage your energy, time, integrity and power makes a massive difference to the outcome. It's like

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having a high performance car, and not using the best fuel. You will never get the best performance output if one aspect is lacking. You can have all the skills in the world, but if your execution is poor, so too will the results be.

It's about how you develop and grow as a leader. The personal choices and commitments you make, and break. What you will and will not stand for. It is you that lives with the consequences of your choices and actions.

Being authentic can be daunting, yet it holds the key to real sincerity and power. It can give you the personal edge and insight that most only dream about. If you gain the world, but lose yourself, you lose the game of life.

Being a Transformational Leader can be challenging, and when you bring your authentic self forward, the journey becomes personalized, powerful, meaningful and more enjoyable. Others respond to the genuine nature that they see in you.

## Transformational Leadership Behaviors

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(according to Colonel Mark A. Homrig - 21 Dec 2001)

<http://leadership.au.af.mil/documents/homrig.htm>

- Developing and sharing an inspiring vision of the organization's future
- Behaving in ways that bring out the best in individuals and teams
- Showing genuine concern and respect for others
- Continuously investing in the development of themselves and others
- Developing a culture of collaboration rather than command and control where change is welcomed as an opportunity rather than a threat
- Recognizing that leadership needs to be demonstrated at times by everyone in the organization
- Authentic transformational leadership builds genuine trust between leaders and followers.
- “. . . without the continuous commitment, enforcement and modelling of leadership, standards of business ethics cannot and will not be achieved in organizations...badly led businesses wind up doing unethical things.
- Transformational leaders concentrate on terminal values such as integrity and fairness. They see the responsibility for their organization's development and impact on society.
- They increase the awareness of what is right, good, important, and beautiful, when they help to elevate followers' needs for achievement and self-actualization, when they foster in followers higher moral maturity, and when they move followers to go beyond their self-interests for the good of their group, organization, or society.
- The truly transformational leader who is seeking the greatest good for the greatest number and is concerned about doing what is right and honest is

likely to avoid stretching the truth or going beyond the evidence for he/she wants to set an example to followers about the value of valid and accurate communication in followers.

- There is a moral justification for the transformational leader's efforts to achieve value-congruence between the leader and the led. When it is achieved, both are more satisfied emotionally. (Meglino, Ravlin & Adkins, 1989). Much of this congruence results in leaders being seen by followers as more considerate, competent, and successful (Weiss, 1978) and followers are more satisfied with their jobs.
- Leadership and followership in transformistic organizations are predicated less on positional authority and more on interdependent work relationships centred on common purposes.
- Kelley (1995) indicates that leadership and followership are equal but different activities often played by the same people at different times. Individuals who assume leadership roles have sound visioning, interpersonal and organizational skills, and the desire and willingness to lead. Effective followers are distinguished by their capacity for self-management, strong commitment and courage.
- When organizational participants are empowered to act as effective leaders and followers based on core values and a unifying purpose, the potential for unprecedented advances and exceptional outcomes are greatly enhanced.
- Transforming leadership is elevating. It is moral but not moralistic. Leaders engage with followers, but from higher levels of morality; in the enmeshing of goals and values both leaders and followers are raised to more principled levels of judgement.

## Transformational Leadership Evaluation Methods and Tools

One of the important aspects of today's management and leadership development programmes is the use of specific tools to evaluate the effectiveness of the various types of leadership. Results in the context of the application of course speak for themselves, however, from a more scientific perspective, it is important to have accurate measurement techniques. This assists with evaluation, validation and comparative study.

When referring to Transformational Leadership, it is important to be clear on some definitions, especially regarding the Full Range of Leadership (FRL), model which was first developed by James MacGregor Burns. The components are as follows:

Transformational Leadership \* Charismatic Leadership, or Idealized Influence \* Idealized Behaviors \* Inspirational Motivation \* Intellectual Stimulation \* Individualized Consideration

Transactional Leadership \* Contingent Reward \* Management-by-Exception (Active)

Passive/Avoidant \* Management-by-Exception (Passive) \* Laissez-faire

The most well known tool for Transformational Leadership measurement is the Multifactor Leadership Questionnaire, known as the MLQ. The tool consists of 142 statements about the behaviour of the leader. There are two forms of the MLQ -- the Leader Form, which is completed by the leader themselves, and the Rater Form, which is completed by the leaders associates. As the Leader form would naturally contain a bias, the Rater form is considered to be the more important of the two.

The MLQ has been used in the evaluation of leaders in corporate and public organizations, as well as the military. It has been translated in to many languages, including French, German and Japanese.

There are several other tools in existence, although few as prevalent or comprehensive as the MLQ. They are:

\* Transformational Leadership Behaviour Inventory (TLI) -- Podsakoff, MacKenzie, Moorman and Fetter (1990)

\* Leader Assessment Inventory (LAI) - Warner Burke (1994)

\* Transformational Leadership Questionnaire (TLQ) - Alimo-Metcalfe and Alban-Metcalfe (2001)

\* Global Transformational Leadership scale (GTL) - Carless, Wearing and Mann (2000)

- \* 15 item rating scale - Rafferty and Griffin (2004)
- \* Follower Belief Questionnaire and the Attributes of Leader Behaviour Questionnaire - Behling and McFillan (1996)
- \* CK scale - Conger and Kanungo (1988)
- \* Leadership Practices Inventory (LPI) - Kouzes and Posner (1998)

Although the MLQ is one of the most widespread tools for measuring Transformational Leadership, it would make sense that as the development of this field continues, the use of several tools to measure effectiveness would be wise.



## Recommended Reading

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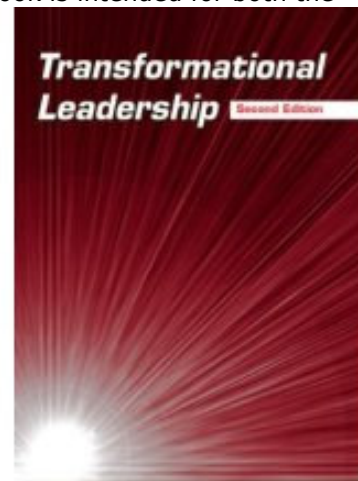
### Transformational Leadership Development

#### Transformational Leadership (2nd Edition)

by James MacGregor Burns

Transformational Leadership by James MacGregor Burns This book is intended for both the scholars and serious students of leadership. It is a comprehensive review of theorizing and empirical research that can serve as a reference and starting point for additional research on the theory. It can be used as a supplementary textbook in an intense course on leadership - or as a primary text in a course or seminar focusing on transformational leadership.

This Second Edition features: new, updated examples of leadership have been included to help illustrate the concepts, as well as show the broad range of transformational leadership in a variety of settings; new chapters have been added focusing specifically on the measurement of transformational leadership and transformational leadership and effectiveness; the discussion of both predictors and effects of transformational leadership is greatly expanded; much more emphasis is given to authentic vs. inauthentic transformational leadership; suggestions are made for guiding the future of research and applications of transformational leadership; and a greatly expanded reference list is included.



BERNARD M. BASS • RONALD E. RIGGIO

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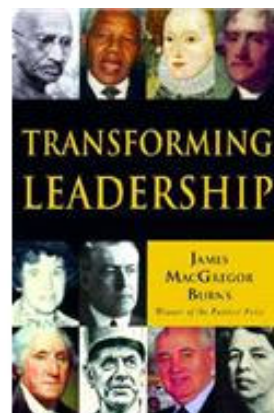
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### Transforming Leadership: A New Pursuit of Happiness

by James MacGregor Burns

In Transforming Leadership, Burns illuminates the evolution of leadership structures, from the chieftains of tribal African societies, through Europe's absolute monarchies, to the blossoming of the Enlightenment's ideals of liberty and happiness during the American Revolution. Along the way he looks at key breakthroughs in leadership and the towering leaders who attempted to transform their worlds—Elizabeth I, Washington, Jefferson, Gandhi, Eleanor Roosevelt, Gorbachev, and others.

Culminating in a bold and innovative plan to address the greatest global leadership challenge of the twenty-first century, the long-intractable problem of global poverty, Transforming Leadership will arouse discussion and controversy in classrooms and boardrooms throughout the country.



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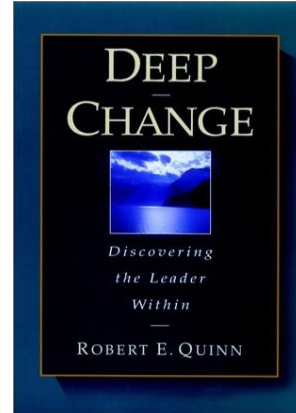
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## Personal Leadership Development

[Deep Change](#) - Discovering the Leader Within  
by Robert Quinn

Most books on change deal with how to go about a change, how to communicate it, how to live with it and more. Deep Change is about that for a change to work, the leader must make some changes first, and then change their organisation.

Quinn says that all organizations can see what and where they want to go, often though, they settle for a slow death instead of making the necessary changes that are needed. Whether it is out of fear, uncertainty, job security; they don't do the tough work of making a deep personal change to get to where they need to go.



[Click here to find out more or Purchase this book](#)

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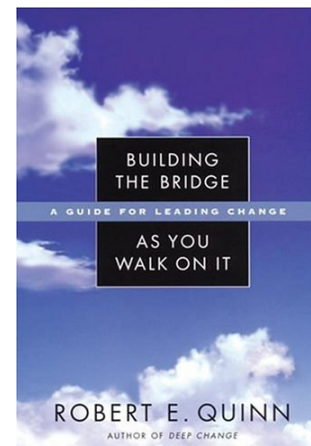
## Leading Organizational Change

[Building the Bridge as You Walk on It: A Guide for Leading Change](#)  
by Robert Quinn

"Building the Bridge As You Walk On It" tells the personal stories of people who have embraced deep change and inspired author Robert Quinn to take his concept one step further and develop a new model of leadership "the fundamental state of leadership".

The exploration of this transformative state is at the very heart of the book. Quinn shows how anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity - reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love.

After each chapter, Quinn challenges you to assess yourself with respect to each practice and to formulate a strategy for personal growth within your organization.



[Click here to find out more or Purchase this book](#)

## TL Publications list

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