

Transformational Leadership (Chapter 9)

Northouse, P. G. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: SAGE.

History and Development

- **Transformational Leadership** first coined by Downton (1973)
- Burns (1978) linked roles of leadership and followership
 - Leaders tap motives of followers to better reach goals of leaders and followers
 - Identified two types of leadership: **transactional** and **transformational**
- **Transactional Leadership** - focuses on exchanges between leaders and followers
 - Example: Politicians who win votes by promising “no new taxes”
 - Example: Teachers who give students a grade for work completed
- **Transformational Leadership** - person engages with others, creates a connection, raises level of motivation and morality in both leader and follower
 - Example: Gandhi - raised hopes & demands of millions of his people, in process changed self
- Bass (1998) coined **pseudotransformational leadership** = leaders who are self-consumed, exploitive, power-oriented, with warped moral values (Bass & Riggio, 2006)
 - Examples: Adolf Hitler, Saddam Hussein were transforming but negative
- House (1976) published theory of **charismatic leadership** = similar/synonymous with transformational leadership
 - Weber (1947) said charisma = “special personality characteristic that gives a person superhuman or exceptional powers, results in person being treated as a leader”
 - Personality Characteristics: Dominant, desire to influence, self-confident, strong moral values
 - Examples: Gandhi, MLK Jr.

Components of the Leadership Model

- Bass (1985) expanded prior works
 - Transactional and transformational leadership are a **single continuum**
 - Transformational leadership **motivates followers to do more than expected**
- Transformational leadership focuses on **improving performance of followers and developing them to fullest potential** (see Factors pg. 191)
- Transactional Leadership **does not individualize needs** of subordinates or focus on their personal development (see factors pg. 195)
- Nonleadership (see pg. 196)

- Transformational leaders:
- Empower followers, nurture them in change, raise consciousness in individuals & get them to transcend own self-interests for sake of others
 - Are strong role models, have highly developed set of moral values & self-determined sense of identity
 - Are confident, competent, articulate, express strong ideals
 - Listen to followers
 - Develop spirit of cooperation with followers
 - Create a vision
 - Are social architects
 - Are effective at working with people

Strengths

- Widely researched
- Intuitive appeal (advocates change for others)
- Broader view of leadership that augments other models
- Emphasis on followers’ needs, values, morals
- Evidence that transformational leadership is effective

Weaknesses

- Lacks conceptual clarity, difficult to define exact parameters
- How is it measured? Validity is challenged
- Treats leadership as personality trait rather than learned behavior
- No link between transformational leaders and changes in followers or organizations
- Elitist and antidemocratic

Practical Uses of the Leadership Theory in Context

- Recruitment, selection and promotion, training and development
- Improving team development, decision-making groups, quality initiatives, reorganizations

