

Transformational Leadership Politics in the Twenty-First Century: Implications for Organizations and Organizational Policies

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Abstract

Although there has been a long conjecture about leadership, scientific study started in the 20th century. The factors influencing leadership effectiveness have been the subject of much of the research. Social scientists have sought to discern the traits, competencies, behaviors, sources of authority, or conditions that influence a leader's ability to persuade followers and accomplish objectives. Understanding leadership as a collaborative process within a group or organization and the factors contributing to its effectiveness or ineffectiveness are also topics of increasing attention. The main issue has been leadership effectiveness, but there are other significant questions, such as why some people become leaders and what influences a leader's behaviour. Transformational leadership has quickly emerged as the most popular style in the study and practice of leadership theory. Transformational leadership has, in many ways, intrigued academics, industry experts, and leadership students alike. In an area of

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research, it has been believed that charismatic approaches and transformational leadership have been rapidly multiplied. Transformational leadership, which emphasizes positive events and intrinsic motivations in followers, paints a more favorable picture of leadership than transactional leadership is often seen as a mere "cold" social exchange method. Transformational leadership may be more suitable for managing contemporary complex teams and organizations, where followers want challenge and empowerment to become dedicated top performers, seeking an inspirational leader to guide them through an uncertain environment. This article primarily examines the impact of transformational leadership on the organization's image, policies, and strategic planning. It commences with a succinct overview of the history of transformative leadership. The relationship between transformative leadership and other leadership theories and concepts is subsequently addressed. This study presents the comprehensive Leadership paradigm, incorporating all dimensions of leadership, alongside an analysis of transactional and transformational leadership components. It discusses additional themes essential for understanding transformative leadership. Among other things, this paper concludes with recommendations for more transformational leadership research. It emphasises that there are still a lot of unanswered questions regarding transformational leadership, even with the substantial quantity of studies that have been done in the last ten years.

Keywords: Leadership, Transformational Leadership, Transactional Leadership, Organizations, Organizational Policies, Strategic Planning.

Introduction

People's interest in leadership has exploded. People have been interested in this topic for a long time. The term "leadership" is appropriated from general discourse and incorporated into the technical lexicon of a scientific discipline without explicit redefinition. Because of this, it has unnecessary meanings that lead to ambiguity (Janda, 1960). More confusion results when identical processes are described using other ambiguous terminology like power, authority, management, administration, control, and supervision. Bennis (1959, p. 259) saw that holds now just as it did some decades ago:

The concept of leadership always eludes us or turns up in another form to taunt us again with its slipperiness and complexity. So, we have invented an endless proliferation of terms to deal with it, but the concept still needs to be sufficiently defined.

Leadership is an epistemic phenomenon of social sciences and scholars usually define leadership according to their perspectives and the aspects that interest them the most about the phenomenon. Stogdill (1974, p. 259) concluded that "there are almost as many definitions of

leadership as there are people who have attempted to define the concept", following a thorough analysis of the leadership literature. Following Stogdill's observation, there has been a continuous influx of new definitions. Leadership has been characterized by the traits, behaviors, impact, interaction styles, relational dynamics, and responsibilities associated with an administrative position.

Widely regarded as the process of intentionally influencing others to guide, organize, and facilitate the activities and relationships of a group or organization, leadership often entails a complex web of interactions where leaders exert influence to shape direction, foster collaboration, and drive organizational goals. The diverse conceptions of leadership have minimal commonality. The variations include the source of influence, the intended outcome, the means employed, and the resultant effects of the influence endeavor. These variations are minor scholarly disagreements and essential differences in understanding leaders and leadership processes. Scholars with varying perspectives on leadership choose different topics to explore and study the outcomes in various manners. Those who define leadership too narrowly are less inclined to uncover elements that do not align with or contradict their preexisting beliefs about what constitutes effective leadership.

Since different individuals perceive leadership differently, some theorists question its value as a scientific concept (e.g., Alvesson & Sveningsson, 2018; Miner, 1995). However, a sizable portion of behavioral scientists and practitioners recognize leadership as indeed real and an essential (and the defining) feature of organizational efficacy. Although steps have been taken to understand the complexities of leadership, several questions still need to be answered. Significantly, interest in this topic continues to grow, and many articles and books on leadership continue to grow.

The general intrigue in leadership may come from its enigmatic nature and its importance to everyone's lives. Daily, we see articles in the news covering both successful leadership examples and significant failures in leadership. These narratives typically feature prominent national and world leaders, CEOs of major companies, heads of governmental and healthcare organizations, or military generals and admirals. Occasionally, the stories involve high-profile leaders who are frequently in the public eye.

Carly Fiorina held the position of CEO of Hewlett Packard (HP) from 1999 until her dismissal in early 2005. As one of the rare female CEOs of Fortune 100 businesses, she often garnered media attention, particularly during HP's arduous merger with Compaq. In her effort to gain the backing of HP's board of directors, Fiorina focused on transforming HP into a comprehensive technology company capable of competing with IBM (Lashinsky, 2022). To

bring this vision to life, Fiorina needed to convince board members and motivate employees at all levels to support her objectives:

Indeed, the day after the merger, she and Michael Capellas, the CEO of Compaq—now the No. 2 at HP—spent two hours simply marching through the one-mile-plus walkway that connects Compaq's 17-building corporate headquarters in Houston, meeting and greeting as many people as they could. "She was like this massive figure," recalls HP employee Antonio Humphreys, who worked for Compaq before the merger. "She took pictures and put on hats. The fact that she was willing to do that for the common folk earned her many points" (Lashinsky, 2022, p. 94).

CEO Fiorina immediately focused on achieving the goal by giving her employees more authority and exemplifying the diligence required to transform an organization's culture and direction. The keys to success, particularly in HP's fast-paced technological sector, motivate team members to go above and beyond expectations, support their creativity and innovation, and develop their general leadership abilities. Unfortunately, CEO Fiorina's story took a turn for the worse. In 2005, an impatient board removed her as HP's earnings and stock prices continued to drop, despite many analysts believing that the efficacy of the merger plan remained dubious. Certain observers contend that HP and Compaq are more strategically advantageous in conjunction than they would have been independently. Irrespective of the results, many concur that Carly Fiorina epitomizes a notable CEO who engages the attention and fascination of both the business community and the general populace. However, there are times when the narrative revolves around an everyday citizen who demonstrates the tenacity to organize what is necessary to accomplish a task. This was evident in an incident that took place a few years ago in South Korea.

Late on the night of September 18, 1996, a North Korean submarine running aground in the shallow waters off South Korea's eastern coast near Kangnung. It was carrying at least 20 armed North Korean attackers and crew members. Numerous South Korean posts were constructed to address similar invasions. South Korean forces deployed along the adjacent shore were depicted on television conducting patrols along mountainous routes and overseeing obstacles. Nonetheless, the identification of the intrusion was attributed to the management of a cab driver:

The driver, Lee Jin Gyu, [said] that he saw a group of men by the road, looking very out of place, when he drove by with a passenger. . . . He dropped off the passenger and returned to the spot and saw the submarine. . . . He then went to a police station, and he and a policeman called an army outpost to report the discovery. [But] the army outpost refused to help because it said it was not responsible for the area where the submarine was spotted. Mr. Lee . . . and the police officers then went to an army barracks, roused the sleeping soldiers, and led them to the site (Kristof, 2006, pp. A1, A11).

Leadership is not limited to those in senior positions; it can be practiced by anyone at any level. Leaders must cultivate leadership qualities in their subordinates. This concept is central to the transformational governance paradigm. The principles that arise from this theory are necessary for efficient leadership and can be utilized across various areas of life, including the workplace, family dynamics, sports, educational settings, and especially in pursuing social change.

A new leadership paradigm has gained significant recognition. James MacGregor Burns (1978) identified two types of leadership: transactional and transformational. Transactional leaders engage in social exchanges to lead. As Burns (1978) points out, politicians demonstrate this through selling jobs for votes or subsidies for campaign donations (p. 4). In company, transactional executives may offer financial incentives for outstanding performance while withholding rewards for underperformance. Transformational leaders motivate and encourage their followers to attain outstanding results and improve their leadership skills. These leaders cater to the distinct requirements of their followers, strengthening them while harmonizing individual, collective, and organizational objectives. Growing evidence shows that transformational leadership can drive followers to surpass expected performance levels and create a strong sense of satisfaction and commitment within the group and organization (Bass, 2005, 2019a). While early studies indicated that transformational leadership was particularly effective in military contexts (e.g., Bass, 2005; Boyd, 2008; Curphy, 2016; Longshore, 2018; O'Keefe, 2019; Yammarino & Bass, 2020a), more recent research shows its relevance and effectiveness across all sectors and environments (Avolio & Yammarino, 2022).

The Top 100 Best Workplaces list compiles an annual by Fortune magazine. Some companies consistently feature on this list due to their attractive compensation packages, which include generous employee benefits and perks. For instance, SAS Institute offers high salaries, several employee cafeterias, two Montessori childcare centres, an on-site fitness facility, and numerous other advantages. This indicates that certain factors contributing to a company's desirability as a workplace are transactional. However, perennial top-tier companies include Microsoft, Cisco Systems and Starbucks. Some of their consistent success can be attributed to the transformational leadership of their respective CEOs, Bill Gates, John Chambers and Howard Schultz. These can, at times, be the more subtle and sometimes-not-strictly-entrepreneurial transformations inside these organizations, and not necessarily related to powerful pushes of management or high-stakes transactional incentives.

In 2014, J.M. Smucker was named the top company for which to work. This over-century-old family business, known for its jams and jellies, is based in Orrville, Ohio, and focuses not solely on salaries and perks. Co-CEOs Tim and Richard Smucker ensure that employees are

recognized and practice individualized attention by adhering to their father's principles, which emphasize listening to employees, valuing their contributions, and fostering a sense of integral belonging within the organization (Boorstin, 2022). Subtly, the Smuckers exemplify transformational leadership, maintaining employee commitment and satisfaction even as the company has expanded and acquired other food brands.

Leadership exerts influence throughout an organization and its various activities. Our research indicates that employees tend to perform better when they perceive their leaders as transformational, and they also exhibit greater satisfaction with the company's performance appraisal system (Waldman et al., 2007). Evidence suggests this may stem from transformational leadership's individualized consideration and intellectual stimulation, which foster a solid connection to the company and enhance employees' confidence in their roles and career progression (Parry, 2019, 2022). Even early studies support this idea; mass communications directed downward to all employees have a more significant effect when reinforced through face-to-face interactions with their supervisors (Dahle, 2004).

How does transformational leadership affect organizational policies? Where it is in short supply, the organization needs transformational leadership, because it will impact on performance. Only then will executives, supervisors, administrators, and military leaders get some sense of meaning beyond bartering material, social, and personal advantages for adequate performance. Inspirational, charismatic leaders such as Steve Jobs or General George S. Patton can instill a “sense of purpose” and articulate a vision of what may be. Leaders who have individualized consideration like the Smuckers or an Eleanor Roosevelt can help followers link their personal interests with larger (or more meaningful) ones. The intellectually provocative leader, a la Bill Gates, calls into question the common wisdom, resulting in breakthrough innovations. However, it is essential to recognize that charismatic and transformational leaders are not always benevolent in their pursuits (Conger, 2019); many, like Napoleon Bonaparte and J. P. Morgan, Sr., realized their grand goals at the expense of others.

If it is not already predominantly transformational, the overall presence of transformational leadership in an organization can be greatly enhanced by appropriate policies relating to people and to the organization itself. Transformational leadership at every level of a business can boost its performance, not just among senior ranks.

Enhancing the organization's reputation, hiring, selection, promotion, teamwork, diversity management, training, development, and innovative potential are all made possible by transformational leadership. It also impacts the organizational structure, job design, and strategic planning. A harmonious equilibrium between both transactional and transformational

leadership methods inside the organization can be attained by the implementation of policies that reformulate the existing norms, values, and culture. Consequently, multiple aspects of the organization, including strategic planning to personnel selection, will see advantageous outcomes.

Through comprehensive research and critical analysis, this paper primarily studies the consequences of transformational leadership on the organization's reputation, policies, and strategic planning. It starts off with a short background about transformational leadership. Then it examines the relationship of transformational leadership to other theories and concepts of leadership. The paper studies transformational leadership and distinguishes it from transactional leadership, and presents Full Range of Leadership, a model that includes all dimensions of leadership. Moreover, it tackles a few critical points for a broader comprehension of transformational leadership. The paper also offers recommendations for future study in transformational leadership and other issues. Aspects needing more investigation to know transformational leadership more are emphasized.

Historical Background of Transformational Leadership

Academics in the past, political science, and sociology have consistently recognized leadership that beyond the social exchange paradigm between leaders and their followers. Weber's assessment of charisma signifies a culmination in this field of study. Nevertheless, disciplines like psychology and economics have supported the idea of contingent reinforcement—providing a reward or compensation for desired actions—as the foundational concept in leadership studies. Leadership is primarily viewed as an exchange relationship (Homans, 2000). The research highlighted by Podsakoff and Schriesheim (2015), along with much of the work surrounding the Full Range of Leadership (FRL) model (Avolio & Bass, 2021), which will be detailed later, has shown that contingent rewards are pretty effective in most situations. Furthermore, active management-by-exception (corrective leadership when a follower fails to comply) produces varying outcomes, while passive management-by-exception ("if it is not broken, do not fix it") is deemed ineffective as a leadership approach because, as Levinson (2019) pointed out, limiting leadership to rewards (carrots) for compliance or punishment (the stick) for not meeting agreed-upon tasks leads followers to feel undervalued. Of course, successful leadership has to include the self-esteem of the follower so that she is truly committed to the work at hand and is actively participating. This is the developmental element that leaders give during the process of transactional engagement.

Transformational leaders inspire individuals to surpass their original aims and frequently attain outcomes above their expectations. They aspire to elevated objectives and typically attain exceptional performance outcomes. Adherents of transformational leaders typically exhibit high levels of commitment and satisfaction. Moreover, effective leaders empower their subordinates and concentrate on their unique requirements and personal development, facilitating their attainment of leadership potential. Transformational leadership is, in several respects, an extension of transactional leadership. The latter emphasizes the transactions or interactions among leaders, peers, and subordinates. This interaction relies on the leader articulating requirements and delineating the circumstances and incentives for individuals who fulfill these expectations. Moreover, transformational leadership enhances this notion by motivating followers to commit to a shared vision and goals for a group or organization, fostering their development as innovative problem solvers and improving their leadership capabilities through coaching, mentoring, and a judicious blend of challenge and support.

Among views common in social sciences, previous perspectives on leadership included a view splitting between directive (task-oriented) and participative (people-oriented) leaders. In this case, transformational leadership may take more of a directive approach but also includes more participative methods, meaning it tends to look more like a unified model.

Transformational leadership has many characteristics in common with charismatic leadership; however, charisma is merely a single aspect of transformational leadership. Underlying the Weberian concept of charismatic leadership, was, after all, a very narrow model. Contemporary ideas about charismatic leadership adopt much broader views that align closely with transformational or transformative leadership (e.g. Conger & Kanungo, 2018; House & Shamir, 2023).

One of the key issue of transformational and charismatic leadership theories is what is known as the dark side of charisma—when charismatic leaders abuse their abilities to lead followers toward harmful, selfish, and even evil goals.

Prominent instances of such leaders encompass individuals responsible for extensive destruction, mortality, and disorder—figures such as Adolf Hitler, Pol Pot, Josef Stalin, and Osama Bin Laden. Nevertheless, these leaders may be categorized as pseudo-transformational. They exhibit numerous characteristics linked to transformative leadership, especially the charismatic elements, yet possess self-serving, exploitative, and narcissistic intentions. Therefore, we shall further examine the principles of authenticity in a subsequent section of this paper, highlighting the necessity for authentic transformative leaders.

Transformational Leadership and Related Concepts and Theories

Charismatic Leadership

It is evident that transformational leadership closely aligns with theories of charismatic leadership. These two concepts are frequently seen as synonymous. Although we contend that transformational leadership is a broader concept, where charisma is a significant aspect of the transformational framework, it also includes individualized consideration and intellectual stimulation. Nonetheless, there are parallels between transformational leadership and charismatic leadership theories, as discussed by House (2007) and Conger and Kanungo (2017, 2018).

Directive and Participative Leadership

The accepted division of leading styles shows a sharp difference between leaders who use a directive, authoritarian and task-oriented method and those who use a collaborative, democratic style that is follower focused. Transformational leaders may show directive or participative, authoritarian or democratic, behaviours. Nelson Mandela displayed a prescription and revolutionary type of leadership when he stated, "Forget the past." He employed a participatory and transformational methodology during his involvement in open, multiracial dialogues. Furthermore, he was authoritative in guiding their votes, engaged, and transactional while negotiating power-sharing arrangements with the White minority. The same leaders demonstrate both transformational and transactional behaviors, combining directive guidance with the encouragement of participation.

Leader-Member Exchange (LMX)

LMX centres on the perceived quality of the relationship between the subordinates and their immediate supervisor (Graen & Scandura, 2017). Tejada and Scandura (2015) explored the connection between supervisors and subordinates within a healthcare context, considering both transformational leadership and LMX. This was preceded by Yukl's (2012) attempts to classify LMX under transactional leadership due to its dependence on exchanging rewards. Subsequent assessments of the developmental process of LMX by Graen and Uhl-Bien (2014) successfully reconceptualized LMX to include both transactional and transformational leadership processes. LMX progresses through distinct phases characterized by the development of trust, loyalty, and respect. In the preliminary phase, LMX is defined as transactional. Upon attaining the last level, it becomes transformative. These concepts are backed by research conducted by Gerstner and Day (2018). Howell and Hall-Merenda (2020) identified a positive correlation between the quality of leader-member relationships and transformational and transactional leadership. The

following studies have underscored the significance of trust in the LMX relationship (Brower et al., 2021; Gomez & Rosen, 2022). Follower trust in the leader has also been recognized as a crucial component of transformational leadership.

Components of Transformational Leadership

Transformational leaders work to motivate and inspire their fellow leaders and their followers to achieve more than they would in an exchange relationship. By using one or more of the four core behaviours discussed below (concerning transformational leadership), they create the conditions to get over the top results. Since this concept was defined and reviewed, theoretical and methodological improvements have been made, leading the elements of transformational leadership to evolve (Podsakoff et al., 1990). Charisma is theoretically the defining factor of Leadership, whereby followers want to meet leaders and even follow in their footsteps. This leadership motivates followers and informs them of challenges and persuasion, offering them importance and clarity. The leadership promotes intellectual growth, encouraging followers to broaden their skill sets. Lastly, the leadership is attentive to individual needs, offering support, mentoring, and coaching to followers. These elements can be measured using the Multifactor Leadership Questionnaire (MLQ). Research employing factor analysis, from Bass (2005) to Howell and Avolio (2012), and Bycio, Hackett, and Allen (2014) to Avolio, Bass, and Jung (2019), has pinpointed the components of transformational leadership. Descriptions of these components are provided in the subsequent sections.

Idealized Influence (II)

Transformational leaders exhibit behaviours that allow them to serve as role models for their followers. These leaders are esteemed, revered, and relied upon. Followers identify with these leaders and strive to emulate their behaviours; they view leaders as having exceptional skills, determination, and tenacity. Consequently, idealized influence manifests in two dimensions: the leader's actions and the traits ascribed to them by followers and peers. The two aspects, assessed via specific sub-factors of the MLQ, demonstrate the participatory nature of idealized influence, as evidenced by the leader's actions and the followers' perceptions. An example of an MLQ item that exhibits idealized influence behaviour is, "The leader highlights the necessity of having a collective sense of task." An example of the attributed aspect of idealized influence is, "The leader reassures others that obstacles will be overcome."

Moreover, leaders who exhibit a substantial degree of idealized influence are bold and maintain straightforwardness rather than acting arbitrarily. They are reliable to act ethically and morally, demonstrating a solid adherence to high standards.

Inspirational Motivation (IM)

The behaviour of transformational leaders energizes and motivates their followers through inspiring meaning and challenge in their work. They cultivate camaraderie. A palpable enthusiasm and optimism are in the air. Leaders actively include followers in shaping compelling future visions; they clarify specific expectations that followers try to meet and show their commitment to shared values and vision. An MLQ item representative of IM is, "The leader articulates a compelling vision of the future."

Envisioned influencing leadership and inspirational motivation are generally amalgamated into a singular construct referred to as charismatic-inspirational leadership. This charismatic-inspirational factor aligns closely with the behaviours outlined in charismatic leadership theory (Bass & Avolio, 2012a; House, 2007).

Intellectual Stimulation (IS)

Transformational leaders stimulate innovation and creativity in their people by questioning assumptions, redefining challenges, and approaching familiar circumstances from novel viewpoints. Creativity is encouraged. There is no public reprimand for personal errors. Innovative concepts and creative solutions are requested from followers, who are incorporated into the problem-solving process. Followers are encouraged to investigate novel tactics, and their theories are not disparaged solely for diverging from their leaders' perspectives. An MLQ item embodies intellectual stimulation: "The leader makes others look at problems from many different angles."

Individualized Consideration (IC)

Transformational leaders pay attention to each follower's unique needs regarding accomplishments and personal growth, often acting in the role of a coach or mentor. They help-nourish leaders and team members to achieve higher levels of potential. Individualized consideration is evident in the development of new pedagogical opportunities in a supportive environment. The importance of individual needs and aspirations is acknowledged. The leader's actions demonstrate an acknowledgment of these individual variances; for instance, certain employees may receive enhanced support, whilst others may be afforded greater autonomy, tougher criteria, or more organized responsibilities. Communication is promoted as a reciprocal process, with executives engaging in "management by walking around" within the workplace. Engagements with followers are individualized; the leader remembers previous conversations, acknowledges personal issues, and perceives everyone as a complete entity

rather than as an employee. The leader demonstrates proficient listening skills. Tasks are assigned to facilitate the development of subordinates. These exercises are observed to ascertain if followers need additional instruction or help and to evaluate their development, preferably in a way that does not induce excessive scrutiny. An example of an MLQ item from the individualized consideration scale is, "The leader invests time in teaching and coaching."

The Full Range of Leadership Model

In addition to the four dimensions of transformational leadership, the full range of leadership models relevant to the transformational/transactional continuum includes dimensions of transactional leadership behaviours, and laissez-faire (or non-leadership) behaviour. This form of leadership occurs when a leader provides rewards and punishments based on how well the follower performs. This style of leadership relies on contingent reinforcement, which can be in the form of a positive contingent reward (CR) however this is also in the form of negative management-by-exception (MBE-A or MBE-P).

Contingent Reward (CR)

This constructive transaction promotes others to achieve greater levels of development and performance, however it is less successful than any transformative component. Contingent reward leadership entails the leader delineating objectives and obtaining the follower's concurrence, accompanied with promised or actual incentives for satisfactory task completion. An example of a contingent reward item is "The leader clarifies what one can anticipate receiving upon achieving performance goals." Contingent reward is deemed transactional when the reward is material, such as a bonus, but it can also be transformational when the reward is psychological, like praise (Antonakis et al., 2019).

Management-by-Exception (MBE)

Transformative leadership traits or contingent rewards are more effective than this correctional transaction. There are two types of corrective action: active (MBE-A) and passive (MBE-P). In active MBE, the leader proactively monitors standard deviations, errors, and mistakes in the tasks completed by the followers and corrects them as necessary. Conversely, MBE-P adopts a passive strategy in which the leader intervenes only when deviations, blunders, and errors manifest. Active MBE may be essential and efficacious situations, primarily when safety is paramount. Leaders may resort to passive MBE when overseeing many subordinates reporting directly to them. Examples of MLQ items for management-by-exception include "The leader

focuses on failures to meet standards" (active) and "The leader does not act until complaints emerge" (passive).

Laissez-Faire Leadership (LF)

Nearly all researches indicate that laissez-faire leadership represents a deficiency in leadership and is fundamentally the most passive and ineffectual style. Laissez-faire, in contrast to transactional leadership, signifies a non-transactional approach. Crucial decisions are deferred. Actions should be addressed. Leadership responsibilities are disregarded. Authority is not exercised. An example of a laissez-faire item is "The leader refrains from getting involved when significant issues arise." A core aspect of the FRL model is that every leader exhibits each style to a certain degree. Antonakis, Avolio, and Sivasubramaniam (2019) demonstrate that the optimal leader profile displays laissez-faire leadership infrequently. This leader demonstrates a growing prevalence of transactional leadership styles, including Management by Exception-Passive (MBE-P), Management by Exception-Active (MBE-A), and Contingent Reward (CR), while consistently displaying transformational elements. Conversely, as noted in the work of Acel and Hazel (2020), a poorly performing leader tends to be inactive and ineffective, showing laissez-faire tendencies most often and transformational components the least frequently.

The Effectiveness of Transformational Leadership

According to all available studies transformational leadership is even more effective than transactional leadership and other parts of the Full Range of Leadership model. Paul Challison and Kar Harrison (2022) cite meta-analytic evidence supporting this claim and then discuss how transformational leadership leads to enhanced commitment, loyalty, and satisfaction among followers (one effectiveness indicator) and then how transformational leadership relates to performance (another effectiveness indicator). This suggests a hierarchy in the model with the four aspects of transformational leadership at the top, then contingent reward, followed by active and passive management-by-exception, and finally the lowest - laissez-faire leadership as an overall ineffective leadership type.

Transactions are undoubtedly pleasing, as it can often be quite effective. Similarly, active and passive management by exception can be effective depending on the situation. However, Bass (2005) proposed that transformational leadership is supplementary to transactional leadership in predicting follower satisfaction and performance outcomes. Transformational leadership

accounts for unique variety in performance ratings and other outcomes, surpassing the explanations provided by active transactional leadership.

Waldman, Bass, and Yammarino (2010) provided evidence for this augmentation effect across various industrial managers and military personnel samples, while Elenkov (2016) observed it among Russian managers. Seltzer and Bass (2010) also found the augmentation effect with 300 part-time MBA students, each describing their supervisors at their full-time jobs. In a separate study with 130 MBAs, who requested three subordinates to complete the MLQ regarding them, the augmentation effect remained evident when linking one follower's leadership evaluations with another follower's outcomes. A comparable outcome was noted when the Leader Behaviour Description Questionnaire (LBDQ) assessed initiation and contemplation rather than transactional leadership.

These results support a key idea in Bass's (2005) leadership theory: While transactional leadership, primarily through contingent reward, provides a solid foundation for effective leadership, transformational leadership can increase the impact on effort, effectiveness, and satisfaction. As reported previously by Avolio and Howell (2012), transformational leadership also enhances transactional leadership in predicting levels of innovation, risk-taking, and creativity.

Transformational Leadership: Directive or Participative?

Critics view transformational leadership as elitist and undemocratic. Indeed, especially when considering charisma, Weber (1947) and his successors highlighted how charismatic leaders guided reliant followers through crises with radical solutions to their issues; inspirational leaders were considered highly directive in their approaches. The stimulating intellectual leader encouraged his followers to engage in critical thinking. The individually thoughtful leader transcended his followers' demands for equality by addressing their unique developmental requirements in a differentiated manner. Nonetheless, these transformational leaders could formulate ideals and concepts that foster a democratic and collaborative initiative. They might cultivate follower engagement in the change processes that occurred. Transactional leadership may be classified as either directive or participatory.

Formulaic instances are provided by Nik Balo and David Dallison (2023) from which transformational and transactional leadership is said to emerge as directive or participative and authoritarian or democratic. This point has proven to be compelling in persuading trainees that transformational leadership is very different from merely trying to reestablish participative leadership. It may take the forms of participative and directive styles (Avolio & Bass, 2021).

Authentic Versus Inauthentic (Pseudo-Transformational) Transformational Leadership

James MacGregor Burns firmly believed that authentic leaders must exert a morally uplifting influence. Bass (2005) initially anticipated that transformational leadership processes would remain consistent, regardless of whether they were beneficial or detrimental to others. As previously mentioned, this distinction between "good" and "evil" leaders has challenged charismatic leadership theories.

Charismatic leadership can be classified as either socialized or personalized. Socialized charismatic leadership emphasizes egalitarian practices, serves the collective good, and fosters the growth and empowerment of others. Leaders of this type are usually altruistic and utilise established channels of authority (House & Howell, 2015; McClelland, 2000). In contrast, personalized charismatic leadership relies on personal authority and authoritarian methods, prioritises self-interest, and exploits others (McClelland, 2000). Personalized leaders often resort to manipulation, threats, and punitive measures, disregarding the institution's procedure and others' rights and feelings. They tend to exhibit impulsive aggression, narcissism, and recklessness (House & Howell, 2015; Popper, 2020). Howell and Avolio (2012) argue that authentic charismatic and transformational leaders should be viewed as socialised leaders.

This differentiation between personalized and socialized leaders pertains to both charismatic and non-charismatic individuals. The important determinant is whether the leader is egocentric or considers the consequences for their followers (i.e., the costs and rewards for oneself versus those for others; Bass & Steidlmeier, 2019). Dennis Kozlowski, the former CEO of Tyco, is an extreme case of a personalized leader, having been charged for misappropriating \$600 million from his company to fund his lavish lifestyle. On the other hand, social leaders can get personal gains while also benefiting their followers. Bill Gates is an example; Microsoft Corporation is consistently rated as one of the best places to work, creating many millionaires among its employees through generous stock options. Recognizing that the distinction is only sometimes clear-cut for most leaders is essential. The degree of personalization or socialization often varies, with actions ranging from more selfish to more selfless (Bass, 2019b).

Initially, it was assumed that the dynamics of transformational leadership would be uniform, regardless of whether the effects were positive or negative for followers (Bass, 2005). However, Burns (1978) argued that authentic transformational leadership requires a moral elevation. Over time, Bass (2019b) has come to concur with Burns's perspective. Personalized transformational leaders are frequently perceived as pseudo-transformational or inauthentic; despite exhibiting numerous transformational qualities, they ultimately operate in their own self-interest. These self-centred, self-promoting, exploitative, and power-driven leaders

subscribe to skewed utilitarian ideas and poor ethical concepts. This differs from genuine transformational leaders, who transcend their own interests for either utilitarian or moral grounds. In the case of utilitarian objectives, they aim to benefit their group, individual members, their organization, or society while fulfilling the requirements of a task or mission. When driven by moral principles, they aim to make the right decisions, adhering to ethical standards, responsibility, discipline, and respect for societal customs, rules, and traditions. There exists a conviction regarding the leader's social responsibility and that of their organization. Thomas Paine's writings typified the quintessential transformative leader, as evidenced by his logical appeals in "Common Sense" and "Age of Reason," his principled arguments in "Rights of Man," and his renowned claim regarding the necessity for transcendence: "These are the times that try men's souls."

We can thus look at each of these facets of transformational leadership, with the transactional facets of leadership, and assess whether they reflect true or false leadership. Transformational aspects, in particular idealized influence and inspiring motivation can be harnessed to develop follower commitment and enthusiasm for a pivotal good common to all. On the other hand, they can manipulate followers and create a cult of personality, both of which can lead to toxic dependency on the leader. The study conducted by Anthony Allison and Catherine Ulson (2022) examines the ethical aspects related to transformational and transactional leadership, illustrating how these elements might lead to either authentic or spurious transformational leadership.

Individualized consideration is the transformational leadership element that differentiates authentic leaders from inauthentic ones. An authentic transformational leader genuinely cares about the wants and needs of followers and is invested in their personal growth. Followers are regarded as ends in themselves rather than merely as means to an end (Bass & Steidlmeier, 2019).

Researchers have recently investigated the connection between transformational leadership and ethical leadership behaviour or perceptions of leader genuineness. For example, one study looked at the correlation between transformational leadership and the perceived integrity of managers in New Zealand, rated by their subordinates, peers, and superiors (Parry & Proctor-Thompson, 2020). The results demonstrated that transformational leaders were regarded as possessing superior integrity and effectiveness relative to non-transformational leaders. A compelling study involving marketing managers at global corporations in India offered situations depicting unethical business practices (including bribery, environmental degradation, personal gain, and favoritism) and solicited their potential responses.

Transformational leaders, especially those strong in inspirational motivation and intellectual stimulation, were likelier to act ethically when faced with these temptations (Banerji & Krishnan, 2016).

In a significant study, Turner, Barling, Epitropaki, Butcher, and Milner (2012) discovered that managers/leaders from a Canadian university and a British telecommunications firm who exhibited higher levels of moral reasoning, as measured by a self-report pencil-and-paper assessment, were considered more transformational by their subordinates. Finally, Brown and Trevino (2015) observed that employees of transformational leaders displayed less deviant behaviour than those following leaders who were well-liked but not transformational.

As Burns (1978) emphasized, the ethical dimension of transformational leadership is crucial. Throughout our discussion of transformational leadership, we generally assume we are referring to authentic transformational leadership. Nonetheless, much research is still needed to enhance our understanding of the dynamics surrounding authentic leadership in general and authentic transformational leadership in particular.

The Universality of Transformational Leadership

Bass (2018) claimed that transactional and transformational leadership exist worldwide. Indeed, studies on transformational leadership, particularly utilizing the MLQ, have been conducted on every continent and in almost all industrialized countries. Discoveries from the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research initiative reinforce previous ideas that traits associated with charismatic-transformational leadership qualities are appreciated in all nations and cultures (Den et al., 2019; Dorfman et al., 2020).

Global research indicates that transformational leadership often enhances leader performance beyond what is achieved through transactional leadership. Additionally, transformational leadership is considered a more practical leadership style worldwide, as the transformational leader aligns with the public's ideals of an exemplary leader (Bass, 2018). Naturally, cultural differences and organizational variables can influence the effectiveness of transformational leadership in specific situations. Nevertheless, genuine transformational leadership can significantly impact all cultures and organizations since transformational leaders prioritize goals that go beyond their interests and aim for the collective benefit of their followers (Burns, 1978).

Transcending Self-Interests: Going Beyond Self-Actualization

The significance of prioritizing the collective over personal interests is often overlooked by those who emphasize the developmental aspect of transformational leadership. Handy (1994) highlighted this gap 16 years after Burns (1978) posited that Maslow's (1954) hierarchy of needs should be expanded to include considerations beyond individual concerns:

Maslow suggested that there exists a hierarchy of needs, indicating that once material needs are met, individuals seek social status and eventually strive for self-actualization. However, his model may need to be extended further. There might be an additional level beyond self-actualization, which we could call idealization—the pursuit of a cause or ideal that transcends personal interests. Incorporating this extra stage could counterbalance the self-focused nature of Maslow's theory, which leaves a somewhat unpleasant impression despite its relevance to many of our experiences (Handy, 1994, p. 275).

Burns had addressed this potential unpleasantness 16 years prior by characterizing the transformational leader as one who not only helps followers ascend Maslow's hierarchy but also inspires them to surpass their self-interest.

One paradox we face is that while we advance the transformational process, especially in developing followers, we might need to remember to transcend their interests. A transformational leader must accomplish both by harmonizing followers' interests with the goals of the group, organization, or society. Research by Williams (2014) indicates that transformational leaders, as assessed by the Multifactor Leadership Questionnaire (MLQ), exhibit increased civic behaviours—such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—and promote these values within their teams. This is one reason Avolio and Bass (2021) opted to replace the term charisma with idealized influence in training and other contexts, highlighting the importance of influencing ideals. The highest level of moral principles involves selfless, idealistic goals that leaders and followers work together towards. For instance, in the military or government, a desire to do a good job serving one's country can be a major motivator. (As Homer's Iliad reminds us, “he serves me most who serves his country best.”)

Aspiring transformational leaders are faced with a dilemma of seeking to achieve personal goals and self-actualization versus doing so for the collective good of the group, organization or society, hence the need for further research to explore in detail the implications of such a scenario. Perhaps one solution lies in using the principles of the collective, organization and society to help guide your own. However, this may create other potential conflicts of

conscience when it comes to loyalty to the group or organization if it succeeds at achieving its goals through suspect or dishonest means. This has been particularly evident in numerous recent corporate ethical scandals but is also relevant for military officers and cadets confronted with the dilemma of notifying authorities about unethical conduct observed in peers. Reporting unethical behaviour can undermine the quality of relationships expected among fellow members.

The Gallup Leadership Institute's summits in 2004 and 2021 explicitly concentrated on authentic leadership, with significant research and discussion surrounding authentic versus inauthentic transformational leadership. Understanding the dynamics of authentic, socialized transformational leaders is crucial for enhancing leadership across government, business, military, education, and nonprofit sectors.

Conceptualization and Measurement of Transformational Leadership

There are four components of Transformational leadership model, Idealized Influence, Individualized Assessment, Inspirational Motivation and Intellectual stimuli, each of them highlights a different aspect of what a transformational leader himself. In other studies, researchers knitted the first two elements together and formed a charisma factor. Idealized Influence and Inspirational Motivation are related elements previously combined in research. Nonetheless, we argue that it is beneficial to define them separately to understand better transformational leadership's charismatic attributes and for leaders' development. For instance, a leader does not necessarily need to be charismatic to inspire followers, guide them toward shared goals, give them purpose, and encourage them to accept the mission. Equally, a leader may personify exceptional qualities and be highly respected and emulated, yet still cannot motivate followers. In summary, we contend that each of the four components is crucial for comprehending transformational leadership.

To guarantee transformative leadership within the FRL framework, a large portion of the previously described results depended on the Multifactor Leadership Questionnaire (MLQ). We also looked at research that used different metrics for charismatic or transformative leadership. Both the dimensional composition of the FRL model and the MLQ have faced scrutiny (e.g., Bycio et al., 2015; Tejada et al., 2020). However, recent psychometric evaluations affirm the factor framework of the MLQ (Antonakis et al., 2023).

A significant advantage of the MLQ is its capability to gather consistent data types using identical instruments, constructs, and models across various leadership levels (Sosik et al., 2018; Yammarino & Bass, 2021): small group leadership (micro leadership), considerable

organization leadership (macro leadership), and leadership in movements and societies (meta leadership) (Nicholls, 2007, 2016). Consequently, we recognise its applicability at the micro level (Hater & Bass, 2008; Whittington et al., 2020), at the macro level (Pritzker, 2019; Yokochi, 2020), and the meta-level (Bass, Avolio, et al., 2007) for the same transformational leadership model. It has also been demonstrated to apply universally across different nationalities and languages (e.g., Bass, 2018; Den Hartog et al., 2019; Francois, 2020).

It is crucial to investigate other evaluation techniques even if the MLQ is widely accepted and used to evaluate transformative leadership. Utilising observational techniques to objectively assess transformational (and other) leadership behaviours or employing behavioural diaries will offer a distinct viewpoint independent of follower assessments or evaluations of leader actions. Moreover, emphasizing shared team leadership behaviours represents another strategy for measuring and comprehending transformational leadership. Additionally, we should consider insights from scholars in psychohistory, sociology, and political science regarding charisma and transformational leadership. Noteworthy are the biographies by Caro (1974, 1982) of Lyndon Johnson and Robert Moses and Kets de Vries's (2004) psychoanalytic insights into flaws in charismatic leadership. Jacobsen and House (2011) employed a fascinating simulation model to investigate the effects of charismatic leaders like Lee Iacocca, John F. Kennedy, Mary Baker Eddy, and Lee Iacocca, the founder of the Christian Science Church (CSC). Mumford and Strange (2012) used a psycho-historical framework to analyse several charismatic global leaders, differentiating between those who were personalized (inauthentic) and socialized (authentic) in their approaches. Berson (2019) discusses integrating qualitative and quantitative methods in evaluating transformational leadership.

The Cascade Effect

Leadership in organizations typically originates from the upper levels. There is often a trend for transformational leadership to flow down through an organization. The downward influence of transformational leadership, especially charismatic leadership, carries various consequences (Bass et al., 2007). Training for transformational leadership should be implemented at various levels within the organization, commencing at the top. Involving higher-level leaders in mentoring and coaching can be beneficial. Those in higher positions can serve as role models for those below them.

Leaders need to pay attention to the extent to which their behaviours and personal characteristics are adopted by others to guarantee that their leadership style is effectively cascading. For example, a middle manager is practicing transformational leadership with

respect to a lower-level supervisor when they give them important, difficult assignments and autonomy in their decision-making. This first-level supervisor might indiscriminately assign significant tasks and decision-making responsibilities to subordinates who must prepare to handle them. The middle manager should coach the first-level supervisor on how and when to delegate responsibilities effectively. However, charismatic leaders might appear overly intense for some or all of their most competent subordinates, suggesting that charismatic first-level supervisors may require fewer charismatic attributes in their leaders. It may be beneficial to "soften" one is charismatic approach, especially with those subordinates who also exhibit charisma (Bass et al., 2007, pp. 85–86).

Similarly, individualized attention is demonstrated through organizational policies that encourage the health and well-being of the organization's members and foster individualized consideration among individual members, different units within the organization, and between the organization itself (Bass & Avolio, 2015a).

Implications for Strategic Planning

The degree to which an organization depends on transactional or transformational leadership affects the sources of power (expertise vs. legitimacy vs. recognition), the importance of organizational policies and procedures, the concentration or distribution of authority, and the transparency and regulation of information flows. The strategic planning of the organization is probably impacted by each of these elements.

Shrivastava and Nachman (2009) identified four categories of strategic planning observed in organizations: entrepreneurial, bureaucratic, political, and professional. The transformational–transactional framework at both individual and organizational levels could explain a significant portion of the findings from the 27 organizations they examined. In the entrepreneurial category, a self-assured, innovative, dynamic, and knowledgeable individual "utilises their personality and charisma" (p. 14) to define roles for others and manage their performance. These individuals include, for instance, Pierre Omidyar, the creator of eBay; John Connolly from Crown, Cork, & Seal; Howard Head from Head Ski; and Marcel Bick from Bic Pen. These companies would probably be categorized as either somewhat transformative or high contrast. Bureaucratic is the second group, and it fits well with our very transactional organizational:

Strategic direction and thrust . . . is guided by . . . the bureaucracy . . . standard operating procedures and policies shape the strategy. . . . Members are accustomed to adhering to existing rules and regulation. . .

. They take preassigned organizational roles as guides to behaviour (Shrivastava & Nachman, 2009, pp. 54–55).

The sorts of analyses required, the nature and quantities of the material, and the thorough ratification and authorization procedures necessary for problem-solving and decision-making are described. One prominent example is Texas Instruments. Political is the third category. Coalitions of managers, each with control over certain sectors of the organization, lead to organizational decisions. Plans, strategies, and policies are shaped by the collectively negotiated interests and goals of a dominating coalition of managers. Once again, there is a noticeable presence of transactional leadership.

As demonstrated by the collapse of the Saturday Evening Post, where competition for leadership positions and a lack of control (akin to a garbage can organization) contributed to the organization's failure, this can be harmful and polarizing, or it can be supportive, constructive, and collegial, as is the case with hospital associates that are nearest to our legally binding kind of organization.

Professionals make up the fourth group, which includes, for instance, research and development organizations with highly qualified and educated staff members whose impact stems from their knowledge. Collegial standards maintenance, professional peer connection, and an emphasis on dedication and autonomy are all present. Strategies are developed by small groups: "strategy making is guided by... knowledge-based discourse..." (Page 57, Shrivastava & Nachman, 2009). In this case, a significant portion of the cultural character is transformative. One example of such a company is Delta Electronics. This concept might also apply to Microsoft and Hewlett-Packard, especially in their early years.

Waldman and Javidan (2022) detailed how the charismatic aspect of transformational leadership could affect strategy. Specifically, they describe how charismatic leaders can generate enthusiasm and inspire commitment to a strategic objective. They also highlight how environmental uncertainty may amplify this process since anxious followers look to the charismatic leader for guidance (Waldman et al., 2022).

In a study involving mid-level managers at a telecommunications company, Berson and Avolio (2022) discovered that transformational leaders were more inclined to focus on expanding the company into new markets. Additionally, transformational leaders were more successful in gaining followers' commitment to organizational objectives, likely due to their superior communication skills with followers.

Implications for Corporate Image

A well-structured organization that successfully blends transformational and transactional leadership from the top down gives its employees, investors, suppliers, customers, and the public the impression that it is a forward-thinking company that is confident in its skills, has employees who work together for the common good, and values its intellectual property, flexibility, and the expansion of its workforce and product line.

Hickman (2019) and others (Austin, 2020; Chrislip & Larson, 2020) address a specific type of transformational organization that emphasizes social responsibility across the entire organization. Many companies have partnered with nonprofit organizations to showcase their commitment to social good, enhancing their corporate reputations. Notable examples include Timberland's collaboration with City Year, Starbucks' long-lasting partnership with CARE, and the unique alliance between Georgia-Pacific and The Nature Conservancy. According to Hickman (2019), organizations that adopt this higher purpose encourage increased transformational leadership within their ranks while improving profitability. It is no surprise that well-managed firms often have a significant number of transformational leaders. In contrast, poorly managed "dinosaurs" must cultivate more transformational leadership within their organizations. When discussing "a reasonable frequency" of transformational leadership, we refer to the transformational scales found in the Multifactor Leadership Questionnaire (MLQ).

Implications for Recruiting

At the start of this paper, we mentioned Fortune magazine's list of the best companies to work for. Both recruiters and job seekers frequently concentrate on transactional factors (salary, benefits, perks) when evaluating employment opportunities. More emphasis should be placed on the company culture, its mission and values, as well as its leadership style and quality.

Superior candidates are likely to be drawn to organizations with a transformative culture and high levels of transformational leadership. Applicants are often drawn to an organization led by a charismatic and inspiring leader known for confidence, success, and optimism. Additionally, potential candidates may have a more favourable view of the organization if the interviewers exhibit individualized consideration. Educated and capable applicants will likely be impressed by their interactions with intellectually engaging organization representatives during the hiring process.

Implications for Selection and Promotion

Programs for evaluation, selection, and advancement may include the traits of transformational leaders, such as idealized influence, intellectual stimulation, inspiring motivation, and individualized attention. Since leadership effectiveness at one level often predicts performance at the subsequent level, feedback from followers, peers, and superiors may be utilized to evaluate the current leadership behaviours of candidates vying for a promotion or transition into roles with more significant supervisory duties, as noted by Cannella & Monroe (2013). The results from the MLQ can also help as valuable tools for mentoring, counselling, coaching, and training (Bass & Avolio, 2015a).

Moreover, since charismatic and inspirational leaders exhibit a range of personality traits like high energy levels, self-assuredness, determination, solid intellectual and verbal abilities, robust ego ideals, and an internal locus of control, assessing these attributes can serve as effective screening measures. Similarly, individualized consideration includes skills in coaching, a preference for two-way communication, empathy, and a readiness to delegate. Intellectual stimulation is linked to general intelligence in lower organizational tiers and cognitive creativity in higher-tier positions.

Emerging company leaders are seen as much more transformative than their more established counterparts when workers use the MLQ to assess their supervisors. Thus, MLQ scores could effectively identify leaders suited for new ventures (Bass, 2019b). A comparable situation in the military may involve distinguishing between more effective garrison commanders and superior combat leaders. According to Bass (2005), combat officers at the field grade level demonstrated higher transformational qualities than those engaged in non-combat roles, likely due to the specific demands of each type of duty rather than the intrinsic characteristics of the officers. Still, it is plausible that the more transformational leaders within combat settings are ultimately more effective in those roles, while this is less likely to be true in non-combat environments.

In a research effort aimed at identifying candidates for executive roles in global organizations, Spreitzer, McCall, and Mahoney (2017) discovered that numerous qualities associated with transformational leadership, especially those tied to individualized consideration and intellectual stimulation, were crucial for leaders in international contexts. Furthermore, these global leaders must also show flexibility, a willingness to take risks, and an honesty to continuous learning and development on the job.

Implications for Personnel Development

A management trainee's first supervisor dramatically impacts the individual's subsequent career success. Vicino and Bass (1978) found that 6 years after a sample of more than 400 managers had joined Humble Oil, those who were more highly rated for merit by superiors at the end of the 6 years reported that they had been given challenging assignments by their initial supervisor (i.e., they had been inspired and intellectually stimulated and had received individualized consideration). If the managers were paired with beginning supervisors who had a solid reputation, they were likewise given higher ratings at the conclusion of the six years. Their leadership style might be modelled by that of their original bosses. For instance, if immediate superiors are more charismatic, their subordinates will also be more charismatic in their leadership (Bass, Waldman, et al., 2007).

Organizational policy must support an understanding and appreciation of the maverick, who is willing to take unpopular positions, knows when to reject conventional wisdom, and takes reasonable risks (Bass, 2019b). Before receiving permission to go on, the stealth fighter's creator had to overcome skepticism and mockery. The organization's policy should promote intellectual stimulation as a way of life. While regular people are enabled to actively engage in the efforts for continuous development, the best and the brightest should be supported and nurtured in the information age. At every organizational level, innovation and creativity should be encouraged. Effective reengineering and total quality management programs will depend much on this striving for excellence (LeBrasseur et al., 2022).

Implications for Training and Development

Transformational leadership is a prevalent occurrence (Bass, 2018). It is observed only marginally more often at an organization's upper and lower levels. The difference was relatively minor when comparing 700 North Atlantic Treaty Organization (NATO) field-grade officers and U.S. Navy lieutenants with captains and their superiors. Many individuals have also noted this among their immediate supervisors. Transformational leadership can be taught and acquired (LeBrasseur et al., 2022). Shop stewards in correctional facilities, project leaders, first-line supervisors, middle managers, and high-level executives in various sectors, including industry, healthcare, and education, have gained from training in transformational leadership (Bass, 2019; Bass & Avolio, 2015a).

Implications for Leadership Education

There has been a significant surge in leadership education and development programs in higher education institutions in the U.S. and globally. Almost all business schools provide a leadership development program, and many large corporations either offer their leadership training or adopt programs from business schools or consulting agencies (Ayman et al., 2023). Particularly noteworthy is the rise in undergraduate programs focused on leadership education, including offering credentials or degrees (Riggio et al., 2023). The theory and concepts of transformational leadership and other leading leadership theories are prominently featured in many of these educational programs (Ayman et al., 2023). Students study leadership ideas and how to assess them using instruments such as the MLQ. According to the MLQ scales, transformational leaders among the faculty and staff at the U.S. Air Force Academy in Colorado Springs provide a positive example for the students. The faculty and students discuss the questionnaire outcomes and their implications (Curphy, 2023).

A simply transactional leader is often not able to become a highly transformative one via education and training. Additionally, some leaders may strive to represent transformative leadership while abusing their expertise. The leader's principles and interests may benefit from their fictitious transformative acts. Under the influence of such a leader, followers may be led away from what is best for them and the group. For a long time, the focus of leadership development has been on skill and training development. However, incredibly transformational leadership ought to be considered both an art and a science that can be improved through a high-quality educational approach.

Implications for Career Development

There are three ways in which promoting and practicing transformational leadership can aid in career advancement. Firstly, it is beneficial to introduce the idea of transformational leadership through examples at the onset of new employees' careers and continue supporting it afterwards. Secondly, its spread primarily occurs from upper management down to lower levels. Lastly, the organizational culture should be geared toward fostering and sustaining this leadership style. Transformational leadership and its foundational principles can become central to an organization's career development strategy. Pounder (2023) argues that transformational leadership can be a framework for developing management training programs.

Supporting the first point, earlier mentioned, a recruit's initial supervisor can significantly influence the recruit's future career progress (Vicino & Bass, 1978). An approach that emphasizes individualized attention at every level of the organization fosters a continual effort

among individuals to reach their fullest potential throughout their tenure. Regarding the second point, there is a cascading effect where managers often emulate the transformational leadership styles of their direct supervisors or mentors. As upper management adopts more transformational traits, we observe an increasing prevalence of transformational leadership at lower levels (Bass, Waldman, et al., 2007). To elaborate on the third point, policies that cultivate intellectual stimulation as a staple of the organizational culture must be implemented. Organizational guidelines must advocate for and recognize those willing to challenge prevailing norms early in their careers, understand when to depart from conventional thinking and manage appropriate risks. A culture where failure is acceptable must be established.

Implications for Job Design and Job Assignment

As discussed earlier, highly regarded managers are entrusted with demanding assignments by their supervisors upon entering the organization. Job designs should be targeted to showcase more significant challenges. Employees ought to see themselves as integral to a process that produces a good or service, enabling them to be trained for various roles required for task completion rather than being limited to a single set of tasks (Cascio, 2015). It is clear that a simply transactional leader is often not able to become a highly transformative one via education and training. Additionally, some leaders may strive to represent transformative leadership while abusing their expertise. The leader's principles and interests may benefit from their fictitious transformative acts. Under the influence of such a leader, followers may be led away from what is best for them and the group.

For a long time, the focus of leadership development has been on skill and training development. Employees find their work meaningful, are entrusted with their responsibilities, and witness the outcomes of their contributions (see Hackman & Oldham, 1976, 2000). A challenging task assignment is a prominent substitute for inspirational motivation. Delegation should be used to provide individualized attention along with following follow-up and advice. This strategy needs to evolve into a continuous, personalized, and growing organizational culture.

Transformational leaders provide personalized care by attending to each team member's unique developmental needs. Jobs are structured according to individual needs and the organization's requirements. While some team members may require chances to put their advanced training program knowledge into practice, others could gain from leading a project team. Their thoughtful leader delegated work appropriately.

Leaders can stimulate their followers intellectually if their roles allow them to explore new possibilities, identify organizational issues, and develop solutions. Conversely, if leaders are assigned tasks from higher-ups that require them to spend excessive time addressing minor, immediate issues or unrelated tasks, this could negatively affect the transformational leadership quality of the team. Leaders in this situation may be less intellectually stimulating than those who can envision future needs, think proactively, and stimulate followers' thought processes.

Implications for Organizational Structure

Transformational leadership has its limitations in specific contexts. In many cases, it may not be suitable, and transactional approaches might be more appropriate. In general, agencies and organizations that function in stable contexts may depend on their management personnel to provide the necessary daily leadership. If the technology, workforce, and environment remain stable, operations can continue smoothly under managers incentivizing employees to complete their assignments. In stable organizations, management by exception can also be quite effective when managers oversee employee performance and intervene as necessary. Once accepted by employees, clearly defined rules and regulations can sometimes reduce the need for leadership. However, when an organization or agency encounters a volatile environment—when its products and services are quickly developed and obsolete, or when current technologies risk becoming outdated—a rigid structure filled with rules, regulations, job descriptions, and passive management by exception can be detrimental. For transformational leadership to thrive, it must be encouraged at all organizational levels. To succeed, organizations need the flexibility to anticipate and adapt to new challenges and changes, which only transformational leadership can facilitate. The complex difficulties such adaptive organizations face require leaders with vision, confidence, and determination.

These leaders must inspire followers to become proactive and eagerly engage in organizational tasks and shared responsibilities to achieve common goals. They inform followers about the collective objectives they are working to accomplish. Charismatic and inspirational traits and a focus on personalized attention and intellectual stimulation should be produced and nurtured within organizations that need continual renewal and adaptation. Many organizations now function in this manner, negotiating a tumultuous, uncertain, and ever-changing environment. Rapid changes, issues, and uncertainty are needed for an adaptable organization run by driven executives that can inspire staff members to actively engage in team projects and support the organization's goals.

In summary, charisma, talent, a dedication to personal development, and the capacity and willingness to offer intellectual stimulation are all essential qualities for leaders in

organizations that need to undergo change and transformation. These organizations' health, well-being, and general performance will improve if transformational leadership is encouraged through recruiting, selection, advancement, training, and development strategies.

In organizations with a cohort of new hires, the most influential organizations are those that acknowledge and promote individual needs rather than forcing them to conform to outdated methods. In problem-solving activities, creative thinkers are given the chance to envision and investigate unusual ideas within the parameters of organizational needs. Leaders understand that the most successful leadership turns followers into supporters who strive to go above their leaders' original expectations in addition to embracing a vision.

Implications for Organizational Development

Managing a workforce that is becoming more diverse and building organizations and groups are strongly related to transformational leadership. A training and development program for transformational leadership should be deemed effective if the organization reaches a point where it inspires followers to further their own and others' development. It should also be deemed successful if leaders cultivate their skills to motivate their followers, intellectually engage them to address challenges in innovative and creative ways and demonstrate personalized attention. When such changes occur at both the individual and group or organizational levels, it creates conditions conducive to advancing the organization and allowing its members to realize their full potential.

The organization's rules, structure, and culture may support the advantages of transformational leadership, greatly improving both the performance of individual members and the organization. Every level of the organization may experience the effects of enhanced transformational leadership.

Team Leadership

Leaders ought to be considerate of each individual, recognizing their followers' diverse functional areas and backgrounds while being attuned to these variations. They must not ignore the unique difficulties faced by their varied subordinates who may be at different stages in their careers, have different supervisors, come from diverse racial and gender backgrounds, and possess unique needs, skills, and strengths. Leaders that are individually sensitive must show that they recognize the many identities of their varied team members. In conversations with other teams, upper management, and outside organizations, they need to let followers to speak on behalf of the team. Team leaders need to understand the reputations, connections, and

demands that each member faces from different functional areas. Cultural sensitivity is a hallmark of a successful transformative team leader. Offerman and Phan (2022) mention culturally adaptive or intelligent leader, emphasizing that individualized attention is a crucial aspect of effective leadership.

Beyond recognizing cultural dynamics, the team leader must be aware of the abilities of each team member. Leaders who intellectually stimulate their teams capitalize on their members' diverse backgrounds and experiences, leveraging this knowledge to foster greater creativity. Since no team leader can be an expert in every field that team members represent, the intellectually curious leader should serve as a stimulant for innovative endeavors. The team leader should help members investigate their various hypotheses and solve structural problems. However, when necessary, the team leader may have to be directive, offering clarity, summarizing, and guaranteeing consensus.

Implications for Decision-Making

Scanning, recognizing problems, diagnosing difficulties, looking for answers, weighing possibilities, making decisions, encouraging creativity, obtaining approvals, and carrying out plans are usually involved in effective decision-making in teams and organizations (Bass, 2003). Ideally, this process should move smoothly from scanning to implementation; however, this is rarely the case. For example, an inadequate diagnosis and search often lead a team or organizational leader to make a decision prematurely, only to later request justification. The progression may flow backwards at times. Direct and indirect connections and regressions are expected in each stage, from scanning to implementation. Consequently, it could be necessary to go over the diagnostic and seeking stages again in the case of failed innovation efforts.

Intellectual stimulation may be necessary when disputes emerge because of members' disparate interests. Looking at basic presumptions and investigating different opinions, approaches, and perspectives is necessary. It falls on inspiring leaders within teams and organizations to enhance understanding of their mission and significance. They are responsible for articulating what actions should be taken in terms that are easily comprehensible to all diverse members. Optimistic, inspiring leaders enhance their team's and organization's confidence regarding anticipated results. Explicit language ensures comprehension across different functional areas and the members' varied backgrounds. The aim is to establish a shared language while minimizing technical jargon that may only be familiar to a select few. Despite the diversity, team and organizational leaders must convey a straightforward sense of purpose and direction. They ought to be fervently committed to this vision. Team leaders should promote

collaboration and congruence among individual, team, and organizational objectives. These leaders should ideally have some charisma. They should be known for their integrity, skill, and past successes. As a result, these charismatic leaders ought to be good role models for working with people with different viewpoints. Ultimately, leaders should strive to be the type that members of diverse teams want to follow.

It is equally important to acknowledge that team and organizational leaders must adopt a transactional approach to address necessary technical oversight and personnel management. The more actively and productively they communicate, the more likely it is that the group or organization will develop into a powerful decision-making machine.

Conclusions: Future Research and Directions on Transformational Leadership

Recruitment, selection, personnel transfers, organizational image, and strategic planning can all be improved by transformational leadership. It also affects decision-making, organizational growth, and job and organizational structure. However, to what extent can individuals enhance their abilities as transformational leaders through experience and training?

In his book *Transforming Leadership*, James MacGregor Burns (2003) argues that transformational leadership is essential for solving the world's most urgent problems, such as global poverty. According to Burns, this necessary leadership is not hierarchical. However, it should occur at the grassroots level by numerous leaders close to those in poverty, who will understand and provide their needs, empower them, and assist in developing impoverished communities into self-sufficient entities. Burns shows a significant future challenge for general and transformational leadership.

The ideology of transformational leadership has gained significant popularity, sparking much discussion and research. This extensive interest among scholars and practitioners may stem from the model reflecting the evolving nature of effective leadership as recognized in businesses, government, and social movements today. Initially, critics of transformational leadership argued that it might merely encapsulate good or effective management practices (Tracey & Hinkin, 2008). We believe that transformational leadership is the best paradigm for successful leadership in the modern world, yet we do not necessarily disagree with that assertion. An increasing body of research supports this view, suggesting that transformational leaders outperform transactional or non-transformational leaders. Why is this the case? The significant shifts in leadership that have occurred in recent years are primarily to blame. Because of the world's increasing complexity and speed, people, organizations, and groups

must constantly adapt and change. Transformation and change processes are at the heart of transformational leadership.

Leaders now play a different role. Authoritarian and autocratic leaders are still in existence. However, they are less prevalent these days. The modern leader is expected to hear what their followers have to say, respond to their concerns and wants, and include them in decision-making. These days, mentorship, coaching, empowerment, development, support, and compassion are essential qualities of successful leadership in addition to the usual characteristics of leaders. Followers of transformational leaders are inspired and intellectually stimulated by their thoughtful attention to detail. They are encouraging, supporting, and serve as role models. Transformational leaders sometimes must stand up for what they believe in, making controversial decisions and imposing their will. The transformative leader must be able to take immediate and directive control, for example, in an emergency when consultation is not practical.

Crucially, followers have also changed. Often, they represent knowledge workers who are informed, enlightened, and frequently possess more expertise than their leaders regarding task execution. However, they also represent an increasingly diverse demographic, meaning a single leadership style may not suit everyone. They have a variety of requirements, are empowered, and anticipate that following their leader will help them achieve their own objectives. Additionally, they are the leaders of the future; for a group or organization to succeed in the long run, followers' leadership potential must be developed and fulfilled. Followers of transformational leaders are developed into leaders. The followers of today need a flexible leader who can be both motivating and inspiring while attending to their individual needs and concerns. Adaptive leadership is embodied by transformational leaders.

There has been considerable investigation into transformational leadership since the beginning of this century. Notably, research in this area continues to advance rapidly and is expected to persist. This paper discusses areas that require further exploration in future research to enhance our understanding of transformational leadership.

There remains much to discover regarding the origins of general leadership and transformational leadership. Early life experiences and parental influences are likely critical in shaping transformational leadership (e.g., Popper & Mayseless, 2013). For instance, parents' values and ethical standards and their demonstration of leadership behaviours may significantly influence children's interest in leadership and the kind of leaders they become. Similarly, leadership roles in academic settings and extracurricular activities can predict a greater tendency toward transformational leadership in adulthood (Avolio, 2018). Avolio and Gibbons

(2008) found that their subordinates rated industrial leaders as transformational. They recalled that their parents provided them with challenging tasks while offering support, irrespective of whether they succeeded (Gibbons, 2006). Transformational community leaders have shared similar accounts of their upbringing, describing parents who were both supportive and demanding with high expectations. Schools also played a critical role in this development (Avolio & Bass, 2017). However, much of this remains conjectural. Research that fully examines the fundamental evolution of leadership is required. Working together with developmental psychologists might help in this attempt.

The ongoing use of retrospective studies, which inquire of younger and more seasoned leaders about the early factors influencing their leadership growth, alongside assessments of their biographical and autobiographical details, will enhance our understanding. Analyzing and understanding how leadership qualities are inherited through the generations may be possible by comparing the leadership philosophies of parents and their offspring. Studies comparing siblings may illuminate the environmental and family elements significant to leadership development. At least one study focused on personality traits and MLQ evaluations of twins, examining both fraternal and identical twins to gain insights into whether leaders are born or made (Johnson et al., 2018). The findings show that certain personality traits associated with transformational leadership (e.g., extraversion) likely have some genetic basis, suggesting a possible connection to transformational leadership. Nonetheless, further investigation is necessary. Longitudinal studies tracking the development of young individuals into leaders and research following established leaders throughout their careers would be precious.

The idea of the "good" leader—an ethical leader who is led by strong principles and excellent judgement and prioritizes the well-being of followers, the organization, and society above personal benefit—is strongly associated with the genuine transformational leader. Authentic leadership was the focus of the Gallup Leadership Institute's first summit, which was held in June 2004 at the University of Nebraska, Lincoln. The topic and participant conversations made it abundantly evident that genuine leadership—particularly true transformative leadership—is important but difficult to research. Numerous books have been published concerning authentic leadership (e.g., Begley, 2018; George, 2018; Terry, 2013); however, this topic has not received substantial research focus (see Gardner & Schermerhorn, 2018; May et al., 2016).

There is still a considerable amount to discover regarding the ethical and moral aspects that differentiate genuine transformational leaders from pseudo-transformational leaders. This finding will require research from various disciplinary viewpoints, integrating insights from

philosophy, psychology, management, political science, and other fields to complete the concept of authenticity and its expression in transformational leadership.

Despite extensive recent studies on the factors that predict transformational leadership and the conditions under which it may prove effective, further investigation is essential. New and promising predictors of leadership, such as multiple intelligences, are currently being explored and utilized in the context of leadership (Gardner, 2009; Riggio et al., 2022).

As the world becomes more interconnected and our professional environments increasingly diverse, leaders face growing challenges. It is essential to have a greater understanding of how transformative leadership varies depending on the culture and group. Research on transformational leadership is showing promise in several non-US nations, but much more needs to be done. Although certain elements of transformational leadership seem to be universal, there is little question that cultural influences affect the results of transformational leadership. Men's and women's leadership styles, as well as those of other ethnic groups within a country or area, are similarly affected. Additionally, with life expectancy on the rise, the age diversity within the workforce will expand, with individuals potentially working alongside colleagues with age differences of 60 years or more (see Bass, 2022b).

Contemporary and future leadership heavily relies on communication technology. Organizations and teams can be dispersed across vast distances, and many leaders engage with their followers more electronically than in person. The dynamics of this form of e-leadership have started to be examined (Avolio et al., 2020; Cascio & Shurygailo, 2023; Zaccaro & Bader, 2023), but further research is necessary to fully grasp the nuances of leading from afar, across different time zones and countries, as well as within office environments.

Although considerable advancements have been made in transformational leadership training (e.g., Avolio & Bass, 2017), the need for further development remains. Avolio (2020) offers an excellent resource for individual leader growth within the transformational and FRL framework. To guide future programme improvements, we anticipate that evaluation research—primarily longitudinal studies on leadership development—will rise in tandem with the proliferation of transformational leadership training programmes.

A deeper understanding of the foundational elements of transformational leadership development is required to support early intervention training. Over the last ten years, youth leadership development programs have significantly increased. As previously mentioned, the foundation of leadership is laid early, so it can be posited that involving children in leadership development starting as young as 8 years old (Church, 2011) may be necessary for cultivating

future transformational leaders. However, serious research involving young leaders is essential to utilize the effectiveness of youth leadership initiatives.

As our comprehension of authentic transformational leadership expands, the focus must shift towards authenticity in leadership training. What strategies can we employ to nurture leaders who embody both transformational qualities and authenticity? This represents a vital challenge in leadership development.

Future investigations into transformational leadership should adopt a broader and more diverse viewpoint. While much of the current research has concentrated on the outcomes associated with transformational leadership, the processes involved have not received as much scrutiny. Furthermore, like much of the research on leadership, there is an emphasis on the transformational leader, reflecting a leader-centric view. Greater focus should be directed towards the followers of transformational leadership and the relationship between leaders and followers (see Bass & Avolio, 2015b; Hollander, 2022; Vecchio, 2023). Longitudinal research on followers' growth under transformational leaders would be fascinating, basically asking if transformational leaders encourage the rise of other transformational leaders.

The widespread appeal of transformational leadership has resulted in many researchers overlooking the more comprehensive factors measured by the MLQ. It is necessary to consider transformational leadership within the full range of leadership styles. Additionally, since influential leaders typically exhibit transactional and transformational qualities, recognizing the influence of transactional leadership is essential. In their chapter "Internal World of Transformational Leaders," Popper and Mayselless (2022) explore the identities and motives of transformational leaders with a particular emphasis on developmental factors. Gaining a better knowledge of the internal dynamics of transformative leaders, particularly their psychological composition and motivations, would undoubtedly be advantageous.

Lastly, transformational leadership theory has encountered criticism for presenting an overly favourable depiction of leadership (Beyer, 2019; Yukl, 2022). Even if we believe that transformational leadership exemplifies the good range of leadership philosophies, it is crucial to look at any possible drawbacks. However, we argue that when leadership is inauthentic and excessively individualized rather than socialized, the negative effects of transformative and charismatic leadership often become apparent. However, there could be circumstances in which transformational leadership is less successful than other leadership philosophies, and these instances should be investigated. Transformational leadership may also have unfavorable effects. For instance, the strategy demands a great deal of labour and effort from the leader as it places a strong focus on the problems and growth of followers, intellectually pushes them,

and offers them inspiration and individualized attention. But it takes more commitment to practice transformational leadership and build fruitful mentoring relationships with followers than it does to adopt a transactional approach. This could lead to leader burnout or create work–family conflicts and imbalances. Such possible negative consequences of transformational leadership have yet to be thoroughly examined.

Every year, our comprehension of transformational leadership continues to expand significantly and at an accelerating pace. However, leadership remains one of the most intricate human constructs, indicating that there is still much ground to cover.

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