

# TRANSFORMATIVE LEADERSHIP

When a leader clearly articulates a vision, leads by example, communicates high performance expectations, shows sensitivity to individual followers' needs, encourages a team attitude, and provides intellectual stimulation, then those teams demonstrate higher levels of performance and self-confidence. This full range leadership model is defined as Transformative Leadership.

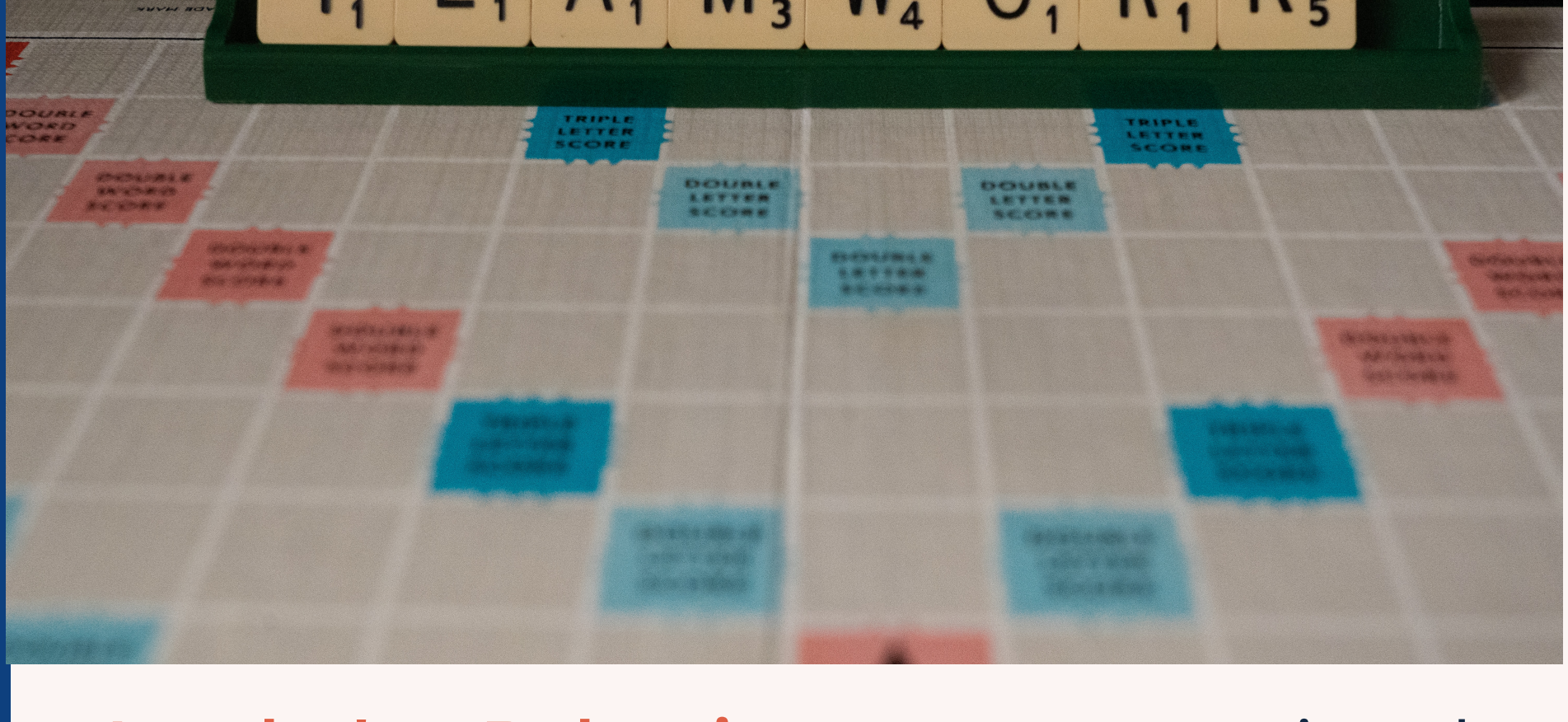
## ✓ Transformative Leadership

## ✗ Transactional Leadership



**Follower's Heart** - Transformative Leaders create a sense of internal achievement and motivation for individuals. They dwell in the heart of their followers as a source of inspiration.

**Where Leadership Is Found**



**Leader's Behavior** - Transactional Leaders are specific and need control at all times. Their behavior drives the behavior of their followers and they are driven by organizational culture.

**Character and Competence** - Transformative Leaders focus on building character and competence within their followers. This leads to greater self-belief and higher confidence amongst them. They derive their achievement through their followers' achievements.

**Source of Power**

**Rank and Position** - Transactional leaders focus on their rank and position of authority, this helps them gain control over the outcome of the results. They are focused on goal attainment and need to have sole authority, power and control over their followers at all times.



**Commitment** - Transformative leaders are attentive to their teams' needs and instill a sense of commitment within them and help their employees attain their full potential.

**Follower Reaction**



**Compliance** - Transactional leaders are very organizational policies, processes and compliance focused. They enforce status quo and stress upon correct actions to improve performance.

**Self-esteem, Pride** - Transformative leaders focus on intellectual stimulation of their followers. In this heightened state of stimulation, employees realize a sense of achievement, pride and self-esteem that leads to their inner growth, organizational productivity and overall satisfaction.

**Rewards**

**Pay hike, Promotion** - Transactional leaders are very goal and target oriented. They encourage employees to achieve objectives through rewards and punishments set by the leader. Some common rewards are hike in their current pay and elevation in their rank/role at work.

**Long-term** - Transformational leaders work on a strategic long-term vision, they articulate a plan that includes expectations of a high performance and lead by setting a positive example and providing intellectual stimulation. They motivate individual followers to achieve higher results by showing sensitivity to their needs.

**Timeframe**

**Short-term** - Transactional leaders are very effective in situations where the effort is of a short-term duration and when problems are simple and clearly-defined. Transactional leadership is generally considered insufficient and may prevent both leaders and followers from achieving their full potential.

**Less Important** - Transformational leadership is an approach to leadership that moves followers to transcend self-interest for the good of the organization. Less importance is given to supervision and more emphasis is laid upon building self-committed individuals to form a high-performance team.

**Supervision**

**Very Important** - Transactional leadership is an approach that causes change in individuals and social systems. Transactional leaders exchange tangible rewards for the work and loyalty of followers. They keep a constant supervision and control over their followers.

**Development** - Transformational leaders engage with followers, focus on higher order intrinsic needs, and raise consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved. They focus on the development of their followers and through them achievement of wider goals.

**Counselling Focus**

**Evaluation** - Transactional leaders have a constant need to monitor every step within the organizational process. They keep a close view on their followers and monitor their progress periodically, providing instructions to help them with their task completion. They evaluate employee performance based on specific metrics and adherence to rules.

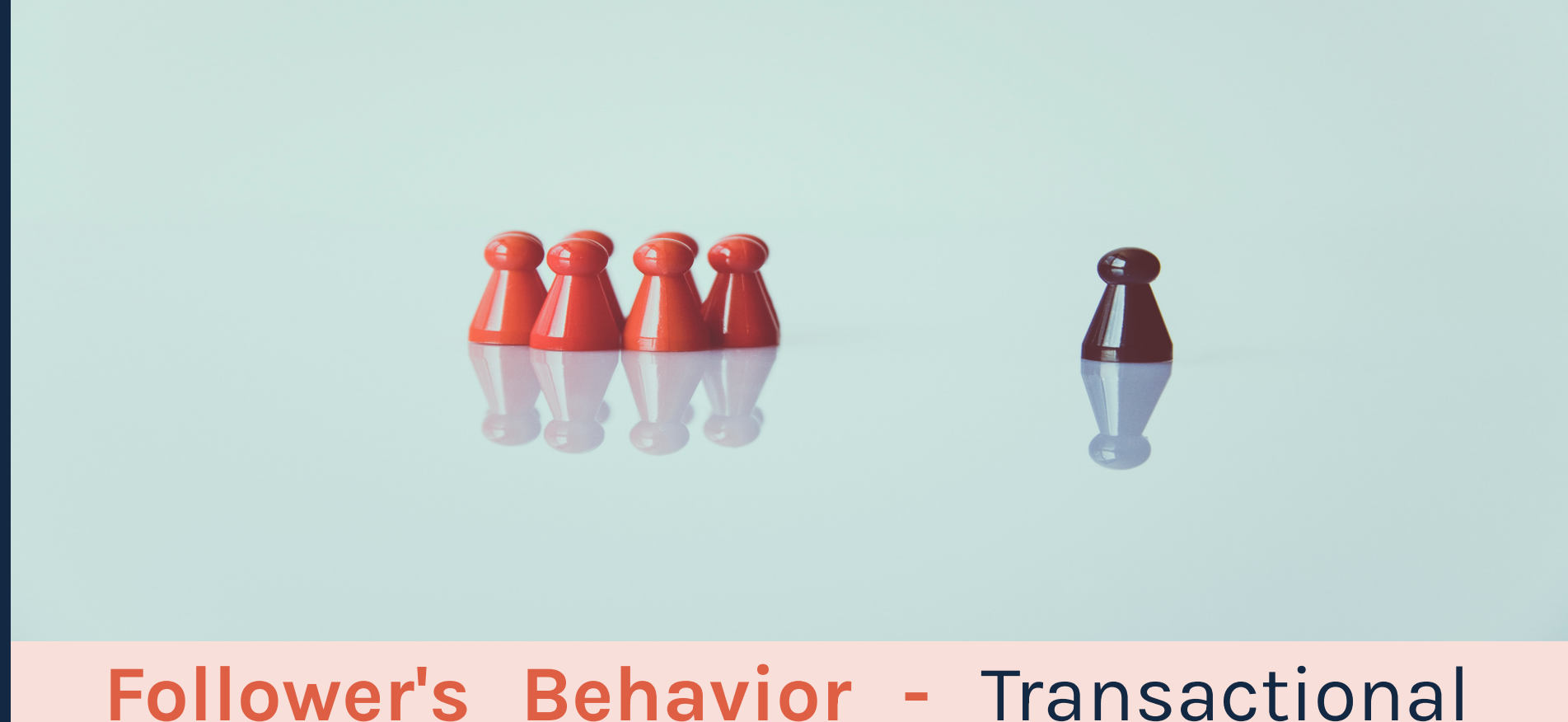


Research (Judge & Piccolo, 2004; Stewart, 2006) has shown that the transformational style of leadership has a positive correlation with team performance. Performance of underperforming units can, therefore, be improved by providing the right form of leadership training to the supervisors of these units. The extent of transformational leadership qualities displayed by a leader has direct impact on organizational functioning (Barling, Weber & Kelloway, 1996).



**Follower's attitude, values** - Transformational leaders help build a positive attitude in their followers. They instill values in their employees and inspire them to achieve higher levels of performance.

**Where Change Occurs**



**Follower's Behavior** - Transactional leaders motivate followers by appealing to their own self-interest, creating specific behavior patterns in their followers in alignment with their own.



Sources:

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