

## Description

Transformational Leadership is a process by which people is transformed through the charismatic and visionary approach of the leader.

## History

- Downton originally conceived the term in 1973
- Emerged as an important leadership model by Jay MacGregor Burns in 1978
- Synonymous with Charismatic Leadership model developed concurrently (House, 1976)

## Characteristics

- Focuses on the motivation and needs of the followers
- Raises the level of morality of both the leader and the follower
- Operates in a “group ethical climate” where the beliefs of both leader and follower are aligned

## Model/Approach

**The four I's of Transformational Leadership** (Bass & Avolio, 1994)

- Idealized Influence - Leader fosters respect and trust and is perceived as a role model
- Inspirational Motivation - Engages belief that followers contribute to the greater good.
- Intellectual Stimulation - Work environment that is open to creativity, innovation, and challenges to the process.
- Individualized Consideration - Encourages followers to realize their potential

## Strengths

- Widely researched
- Visionary leadership is intuitively appealing
- Process that results from the interaction between leader and follower
- Augments other leadership models, providing a broader focus
- Values, needs, and morals of the follower are emphasize

## Weaknesses

- Difficult to define its parameters
- Challenges to the validity of measurement tools
- Treats leadership as a personality trait, rather than a learned behavior (Bryman, 1992)
- Can be used for destructive purposes

## Practical Uses

- Provides general guidelines that are not prescriptive
- Can be taught to individuals at all levels in an organization
- Targeted in Leadership Development to emphasize the vision building process