

TRANSFORMATIONAL LEADERSHIP

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presenters

vision ♦ motivation ♦ empowerment ♦ support ♦ collaboration

HISTORY AND DEVELOPMENT



Downton 1973
Coined Term

Bass 1985
Four "I"s

Kouzes and Posner
1987

Burns 1978
Leadership

Bennis and Nanus
1985

COMPONENTS

THE 4 "I"s

IDEALIZED INFLUENCE

- Role model
- Strong appeal
- Desire to follow the leader's vision

INSPIRATION MOTIVATION

- Engage in and commit to shared vision
- Expectations are defined and communication

INTELLECTUAL STIMULATION

- Encourage creativity
- Promotes innovation and try new approaches

INDIVIDUALIZED CONSIDERATION

- Coach/Mentorship
- Tailored support with professional and personal goals

STRENGTHS



- **Relevancy** - people are able to connect to this approach because of its appeal > inspire participants
- **Shared process** between the leader and followers
- **Blended leadership frameworks**
- **Support followers** by considering their needs and empowering stakeholders.
- **Effective form of leadership:** builds trust and promotes collaboration
- **Provides a clear vision** of goals and expectations
- **Enhances the culture** of the organization

WEAKNESSES



- **Lack of conceptual clarity**
- **Measured by Multifactor Leadership Questionnaire (MLQ)** which has been challenged by some research: overlap of categories
- **Centered around personality traits/qualities** such as charisma, rather than developed qualities
- **Elitist and undemocratic** (leader knows best/top-down leadership)
- **"heroic leadership" bias** (Yukl, 1999) (it's all on the leader)
- **Can be abused** (Hitler, Jim Jones)

PRACTICAL USES



- **Not a prescribed list** of activities or actions for application to defined situations
- **Approach to leadership** with an emphasis on the 4 "I"s
- **Utilization of the MLQ** to hone leadership skills
- **Vision-building**