

The Urgent Need for Skilled Transformational Leaders: Integrating Transformational Leadership and Organization Development

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There is an urgent need in organizations of all types and sizes for transformational leaders who have the courage and skills to reinvent and build organizations capable of succeeding in today's times of dynamic change and scarce resources. And yet, while the idea of transformational leadership has a rich and well researched history, few leaders are familiar with the term, few organizations are developing transformational leaders, and very few leaders have any idea how to be a transformational leader. One of the challenges with theories on transformational leadership is that while they are strong on the characteristics needed to be a transformational leader, they are not as clear on the actual skills needed to change and transform organizations. By integrating concepts from transformational leadership and from the field of organization development that specializes in organization change and transformation, both fields are strengthened. Transformational leadership is made more clear and practical and organization development benefits from a greater emphasis on the need for transformational leaders in leading change. The article also presents an operational definition of transformational leadership so organizations can purposefully and systematically develop transformational leaders and interested leaders can learn the fundamental thinking and skills needed to be a skilled transformational leader.

INTRODUCTION

Organizations in both the private and public sectors are in need of revolutionary, transformational change! Incremental change and modest improvements won't be enough. Everything must be done better, smarter, and faster while doing more with less and building organizations that attract and retain talented leaders and staff. The organizations that hear this call for change and take a proactive approach to making the changes that can and must be made have a good chance of thriving. The rest may have difficulty surviving in a new organization world where uncertainty, constant change, increased competition, frequent restructuring, downsizing, budget cuts, and layoffs are becoming common place and a growing number of organizations that are household names are not able to make it.

The degree of change that is required in these times of dynamic and unpredictable economic, social, political, technological, and organizational change can best be accomplished by transformational leaders who have the desire, courage, and skills to make the needed changes and who understand the fundamentals of transformational leadership. Noel Tichy said in his book, *The Leadership Engine*, "The scarcest resource in the world today is leadership talent capable of continually transforming organizations to win in tomorrow's world" (Tichy, 1997:8). Nothing will transform an organization faster and prepare an organization better for future success than skilled transformational leaders. Even having one skilled transformational leader at the top could potentially increase the success of an organization. However,

what is most needed is transformational leaders throughout an organization. Is your organization staffed by transformational leaders? Are you developing transformational leaders? Your future may depend on it.

UNDERSTANDING TRANSFORMATIONAL LEADERSHIP

The term transformational leader was originally developed by James MacGregor Burns (Burns, 1978). Burns made a distinction between transactional leaders and transformational leaders. *Transactional leadership* describes the transaction that occurs between leaders and followers in getting the job done and achieving goals. In many ways it is another term for management. The leader makes clear what needs to be done and offers rewards in exchange for individual and group effort directed towards goal attainment. *Transformational leadership* describes a process by which leaders bring about significant positive changes in individuals, groups, teams, and organizations (Avolio, Waldman, & Yammarino, 1991) by using inspiration, vision, and the ability to motivate followers to transcend their self-interests for a collective purpose. Transformational leadership focuses more on leadership skills and takes leadership to a new level of transforming organizations and setting them on a new course of action. Both transactional and transformational leadership are important. Organizations need to be well managed but you can't manage an organization to greatness. Greatness comes from leadership.

Bernard Bass was also a pioneer in developing and researching the concept of transformational leadership (Bass, 1985). He described specific behaviors that characterized transformational leaders such as being a model of integrity and fairness, setting clear goals, having high expectations, encouraging people and providing support and recognition, stirring the emotions and passions of people, and getting people to look beyond their own self-interests and reach for higher goals. Bass also identified several dimensions of transformational leadership including (Bass, 1985, 1987, 1999, 2001, Bass & Avolio, 1991, 1992):

1. *Idealized Influence* (Bass originally called this *charisma* but later renamed it *idealized influence* to describe providing a clear vision and mission, instilling pride in what needs to be accomplished, and gaining respect and trust from leading with high moral and ethical standards)
2. *Inspiration* (communicating high expectations, adding meaning to goals and undertakings, using symbols to focus efforts, expressing important purposes in simple ways, doing things to keep people motivated)
3. *Intellectual Stimulation* (encouraging new and better ways of doing things, fostering creativity, re-examining assumptions, promoting intelligence, rationality, and problem solving)
4. *Individual Consideration* (showing a personal interest in employees and their development)

In addition, Bass played a major role in researching the impact of transformational leadership. Many empirical studies have shown that transformational leadership is positively associated with improvements in job satisfaction, job performance, and employee commitment and trust (Bass & Avolio, 1990; Bass, 1999).

Another key player in the development of the concept of transformational leadership was Noel Tichy who co-authored a book with Mary Anne Devanna titled *The Transformational Leader* (Tichy & Devanna, 1986). Tichy and Devanna point out that the old-style manager who managed what he or she found and left things the same will no longer work and that companies need leaders who are willing to make revolutionary changes that will enable them to stay competitive in an increasingly international business environment. They outline a three step process for transforming organizations:

1. Revitalization (recognizing the need for change)
2. Creating a new vision
3. Institutionalizing change

Their view of a transformational leader is of a visionary leader with new ways of thinking about strategy, structure, and people as well as about change, innovation, and having an entrepreneurial

perspective. They also believe that transformational leadership is a systematic process that can be learned and managed.

There have been many other contributors to the thinking and research on transformational leadership. Figure 1 summarizes some of the major characteristics of transformational leaders. These ideas should be very instructive to leaders who aspire to being transformational leaders and to organizations committed to developing transformational leaders.

POTENTIAL PAYOFFS OF TRANSFORMATIONAL LEADERSHIP

It is surprising that there isn't a stronger interest in transformational leadership considering its many documented payoffs. The extensive research on transformational leadership indicates that it can create a shared vision and commitment to higher level goals and builds respect and trust between leaders and followers. It can also improve the performance of individuals, groups, teams, and organizations and increase innovation, creativity, and the involvement and engagement of employees in making improvements. It is effective at empowering employees, improving employee motivation and satisfaction, and reducing employee stress and burnout. Figure 2 summarizes some of the research on the many potential payoffs of transformational leadership.

INTEGRATING TRANSFORMATIONAL LEADERSHIP AND ORGANIZATION DEVELOPMENT

The field of organization development (OD) had its early roots in the 1940s through the work of Kurt Lewin and the Research Center for Group Dynamics that he founded at the Massachusetts Institute of Technology in 1945 (Brown, 2011, p 8). Through the inspiration of Lewin, Kenneth Benne, Leland Bradford, and Ronald Lippitt pursued further studies of groups and later whole organizations by establishing the National Training Laboratory (NTL) in Bethel Maine in 1946 (Anderson, 2010, p 16). However, it was the late 1950s and early 1960s when the term organization development started being used and books on the subject appeared. It isn't clear whether the term was created by Richard Beckard, Robert Blake and Jane Mouton, or Herbert Shepherd, but all were involved in the early stages of OD as a field. Richard Beckard's early definition of OD is still among the most popular:

“OD is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organizational effectiveness and health through (5) planned interventions in the organization's processes using behavioral science knowledge” (Beckhard, 1969).

After studying definitions of OD and soliciting new definitions from leaders in the field of OD, Warrick (2005, p 172) concluded that:

“OD is a planned and collaborative process for understanding, developing, and changing organizations to improve their health, effectiveness, and self-renewing capabilities.”

In reviewing the fields of transformational leadership and organization development, it seems obvious that the two fields are interrelated and that adding an OD perspective to transformational leadership and a transformational leadership perspective to OD strengthens both concepts. However, organization development concepts are rarely mentioned in the transformational leader literature and transformational leader concepts are seldom mentioned in the OD literature. The books and articles on transformational leadership do an excellent job of describing what transformational leaders do and virtues and payoffs. However, little is said about the skills actually required to change and transform whole organizations, departments, and teams. Thus, a transformational leader may be skilled at being a visionary leader who can motivate and inspire people but may at times fail to achieve the desired results for a lack of understanding of what is involved in organization change and transformation. Tichy and Devanna in their

1986 book titled *The Transformational Leader* probably comes the closest of the transformational leadership authors to addressing organization development concepts such as managing change although the term organization development is never mentioned in their book.

Interestingly, the multitude of books and articles on organization development provide valuable information on how to develop, change, and transform organizations but draw little from the wealth of research on transformational leaders and the critical role they play in building healthy, high performance organizations and managing change and transforming organizations. From what is known about transformational leaders, it would make sense that when transformational leaders are involved in OD efforts, the odds of success and of accelerating the change process could be significantly increased. In fact, a strong case could be made that developing transformational leaders should be one of the early steps in the OD process.

AN OPERATIONAL DEFINITION OF TRANSFORMATIONAL LEADERSHIP THAT INTEGRATES TRANSFORMATIONAL LEADERSHIP AND OD CONCEPTS

By creating an operational definition of transformational leadership that integrates transformational leadership and organization development concepts, it is possible to identify and define the skills needed to be an effective transformational leader and to train leaders on the skills. The definition of transformational leadership used in the model shown in Figure 3 is that transformational leaders are leaders who are skilled at leading, championing change, and transforming organizations. The first skill, leading, relies primarily on the transformational leadership literature while the next two skills, championing change and transforming organizations rely primarily on the organization development literature. Figure 4 provides an opportunity for leaders to evaluate their transformational leadership skills based on the model presented in Figure 3. The discussion that follows will focus on the model presented in this article. However, the greater goal is to encourage others to develop understandable and useable transformational leadership models that integrate the best of transformational leadership and OD concepts and can be used to train transformational leaders. A description of the three skills follows.

LEADING

Transformational leaders first have to be skilled leaders. Few topics have received so much attention. And yet, with so much written about leadership and so much leadership education and coaching available, there seems to be a scarcity of good leaders and a lack of understanding of the fundamentals of leadership in both the private and public sectors.

It is not the purpose of this article to discuss the extensive literature on leadership but rather to create an operational definition that incorporates transformational leadership concepts that can be used in training leaders. *Leading* in the model presented is defined as the process of providing vision, direction, and inspiration (Warrick, 1995). These are skills that can be learned. When leaders lead they raise aspirations, unite people around common goals, and inspire people to excel. However, when leaders don't lead, the result is a lack of focus, direction, and unity, inefficiency, underutilization of potential, political maneuvering, a lack of confidence in leaders, and an inability to change and transform organizations.

Providing *vision* means giving people a clear picture of where the organization needs to go or of what needs to be done and why. Visionary leaders are most effective when they have a passion for what can be accomplished and are committed to elevating the performance and standards of people, groups, and organizations. An actual vision can be shaped by the leader or by involving others and can include long term aspirations, an important goal, or short term tasks. It can be used in vision statements or simply in describing something that needs to be accomplished. When people understand what needs to be done and why, they are likely to be more committed, focused, and united. If it is used as a statement such as for the long term vision of an organization, it should be short and memorable and change the way people think and act. Otherwise it will have little impact. Being a visionary leader may be a gift that some leaders have. However, more often than not it comes from studying situations, being well informed enough to

know what is possible, having a passion for excellence and accomplishing something special, and having the discipline to work at communicating ideas in a simple and understandable way.

Skilled leaders also provide *direction* on what it will take to get things done. Vision defines the target and direction clarifies what it will take to get there. Direction typically is communicated in terms of *goals* (what needs to be done), *values* (how things should be done), and *priorities* (what is most important). It can be done formally or informally and by the leader or others empowered or designated by the leader. The leader's role is to make sure that the direction is as clear as possible, that there is commitment to the direction, and that employees are empowered to accomplish what needs to be done and held accountable. Some leaders are skilled visionary leaders but do not provide the direction needed to accomplish the vision. Getting people invested in a worthy goal or task without providing direction on what it will take to get there will eventually result in frustration or apathy.

The key to bringing life to vision and direction is *inspiring* people to excel and to persevere. Bass originally called this charisma but later changed the term to inspiration. While being charismatic can inspire people it is also difficult to maintain. Inspiration is not dependent on charisma. It comes from being passionate and enthusiastic about what you are doing and trying to accomplish and from walking the talk, being a person of integrity and honesty, being a consistent example worthy of following, and taking a genuine interest in people and their success and development. Inspirational leaders are uplifting to be around. They engage and involve people, listen to their ideas, and motivate and empower them to succeed.

It is important to add to this discussion on developing skills in leading the findings of Jim Collins in his best-selling book *Good to Great* (Collins, 2001). Collins and his research team studied 1135 organizations and found only 11 that met their stringent criteria for going from good to great. The eleven leaders of these organizations all had two characteristics in common. They had a strong *professional will* (commitment to excellence) that was contagious and they were all known as *humble* leaders (modest, open, approachable, and others oriented rather than self oriented, pompous, arrogant, and over-confident). Professional will inspires excellence and humility creates a climate of openness that is essential to knowing what is going on and having accurate information to base leadership decisions on.

CHAMPIONING CHANGE

Next to skills in leadership, skills in championing change may be the most important skills leaders need to develop in these times of dynamic change. Unfortunately, few leaders have been trained how to champion change. Consequently, organizational changes experience a 70% or more failure rate (Burke, 2008, Doyle, 1992, Miller, 2002, Senge, 1999). Even the right changes implemented the wrong way are likely to fail and frequent failures at implementing change undermine confidence in leaders and the desire to support changes.

In this article championing change will be described as skills in *initiating*, *facilitating*, and *implementing* change (Warrick, 2009). *Initiators* of change lead and sponsor needed changes. They are well-informed about issues, opportunities, and how to get things done. They have a change mindset, always looking for new and better ways to do things. They are also skilled at *facilitating* change by getting the right people together to explore ideas and plan changes and by guiding change related meetings and paving the way to accomplish needed changes.

The third skill in championing change is perhaps the most important of the three skills. *Implementing* change requires skills in using a sound change process to successfully design, manage, and sustain the desired change. This is a critical skill for transformational leaders and a skill that can be learned by training leaders to use a change model (see for example Lewin, 1951, Beckhard and Harris, 1977, Nadler and Tushman, 1989, Warrick, 1995), a change checklist to guide leaders through the change model, and a form for designing changes (see Warrick, 2005). Leaders may lead the implementation of change or make sure that a person skilled in implementing change is leading the change process.

TRANSFORMING ORGANIZATIONS

How many leaders do you know who have been trained how to transform organizations or who naturally possess these skills? Even though the need to transform organizations and prepare them to succeed in today's times is great, this critical skill is typically overlooked in training leaders. It is interesting to consider that although the term "transformational" defines a transformational leader, there is little guidance offered in the literature about how to actually go about transforming an organization.

The term transform means to fundamentally change something or someone from one state to another. From an organizational perspective it means that everything, except perhaps the core values of an organization, assuming they are known and used, is up for consideration in making the organization stronger and better. While OD has focused from the beginning on developing healthy, high performance organizations and successfully managing change, the emphasis on transforming organizations is a more recent development. Interestingly, in 1994 the most popular OD readings book changed the title to include a threefold emphasis when the title of the new edition became *Organization Development and Transformation: Managing Effective Change* (French, Bell, and Zawacki, 1994). The addition of organization transformation (OT) to the title reflects the emphasis now being placed on transforming organizations. In the introduction to their book, French, Bell, and Zawacki said:

"Organization transformation (OT) is a recent extension of organization development that seeks to create massive changes in an organization's structures, processes, culture, and orientation to its environment. Organization transformation is the application of behavioral science theory and practice to effect large-scale, paradigm-shifting organizational change."

For purposes of this article, transforming organizations is described as *an on-going process of knowing present realities, identifying future ideals, and developing and implementing a process for transforming organizations*. The term organizations is intended to include whole organizations, departments, teams, and other forms of organizations.

It makes sense that before transforming an organization it would be important for leaders to be well informed about *present realities* and be clear on the *future ideals* they are trying to move organizations towards. Leaders are often out of touch with the realities of the organizations they lead, change, and transform. This can create an illusion of doing well while the organization is regressing that results in flawed plans that treat symptoms rather than the real issues (Warrick, 2002). Therefore, it is essential that leaders have a keen awareness of present internal and external realities of the organizations they lead before trying to transform them.

They also need to define and articulate *future ideals* that describe what the organization ideally aspires to. To do this leaders along with others need to study future industry trends and best practices and state-of-the-art thinking about best run organizations and what it takes to build a healthy (excellent and motivating culture and place to work), high performance (identifiable results that exceed the norm), self-renewing (quick to adapt to change and offers opportunities at all levels to learn grow, stay up-to-date, and contribute) organization. If they can define and clearly communicate the ideals in simple, compelling ways, they have a high probability of rallying people to help them accomplish the ideals.

The third skill in transforming organizations is to *develop and implement a process for transforming organizations*. There are few models available on how to transform organizations. Perhaps the best and most popular is John Kotter's model presented in his classic book titled *Leading Change* (Kotter, 1996). His model includes eight steps: (1) establishing a sense of urgency; (2) creating the guiding coalition; (3) developing a vision and strategy; (4) communicating the change vision; (5) empowering employees for broad based-action; (6) generating short-term wins; (7) consolidating gains and producing more change; and (8) anchoring new approaches in the culture. He expanded on this model in a later book co-authored with Dan Cohen titled *The Heart of Change* (Kotter and Cohen, 2002). In this book the authors emphasize the importance of engaging hearts (feeling, emotions) and not just minds in committing to change. While

the eight step model is excellent for transforming organizations, it does not mention transformational leadership or OD concepts.

In accomplishing transformational change in organizations, it is important to develop a sound transformation process, train leaders on the process, appoint a transformation team to help guide the process, and seek internal or external professional guidance in developing, executing, evaluating, and improving the process. An example of a transformation process is shown in Figure 5.

GUIDELINES FOR DEVELOPING SKILLED TRANSFORMATIONAL LEADERS

Organizations that recognize the considerable potential payoffs of having transformational leaders at the top and hopefully throughout the organization need to have a plan for developing transformational leaders. Even the best of leaders, with rare exception, are not likely to be skilled at transformational leadership as this important type of leadership requires critical skills in leading, championing change, and transforming organizations that leaders may not be aware of or possess.

Traditional training methods that provide knowledge and hope that the knowledge will be applied are not likely to be adequate for developing transformational leaders. In designing programs for developing transformational leaders and realizing the potential benefits the following guidelines are recommended:

- 1. Assure top level support and involvement:** Build top level commitment to the program and assure that top level leaders participate in the training. They can be the first to be trained or better still join with other levels of leaders in the training.
- 2. Appoint a design team to plan the training and develop a transformational leadership model to be used in the training:** A design team made up of at least one top level leader and respected leaders from different levels of the organization should be organized to work with internal or external professionals to help design the program, develop a transformational leadership model to be used in the training, and build commitment to the program.
- 3. View the program design as an intervention and not an event:** Transformational leadership training should be used as an opportunity to impact people, teams, and the organization and to possibly transform the organization. The top level leaders and design team should explore how to design the program for impact both during the program and following the program.
- 4. Make sure the program is designed to change the way people think and provide opportunities to practice new behaviors and develop new habits:** To actually change the behavior of the participants programs need to be designed to change the way people think (training that provides compelling and applicable knowledge and learning experiences), create opportunities to practice skills both in the training and outside the training, and allow enough time for the practice to become habits (new ways of behaving).
- 5. Plan follow-up actions to apply what has been learned:** Participants should be given assignments to apply what they are learning. It is important to keep the assignments useful and doable so they don't overload the participants. For example, it may be helpful to have each participant commit to one significant personal change, one change that will improve or transform the group they lead, and one change personally or in a group that would improve or help transform the organization.
- 6. Provide coaching and help in applying the course:** The probability of applying what is being learned will increase significantly if participants have coaching or help available.
- 7. Evaluate and improve the process and plan future actions:** It is important for the design team to evaluate and improve the process and to plan ways to sustain the change and momentum that has been gained, to continue the emphasis on transformational leadership, and possibly to work with the leaders in developing a plan to transform the organization.

A well designed transformational leadership program has considerable potential to develop skilled transformational leaders and to have a significant impact on the performance of people, teams, and

organizations and the culture of an organization. One can well imagine the ripple effect of having each of the participants involved in making personal changes and improving or transforming the groups they lead and contributing to the improvement or transformation of the organization.

CONCLUSION AND CHALLENGE

In today's times of fierce competition and dynamic, non-stop change, there is a need for transformational leaders and for organizations to have a sense of urgency in developing transformational leaders. The payoffs can be substantial! There is also a need to integrate transformational leadership and organization development concepts and when this is the case both concepts are strengthened. Finally, there is a need to develop operational definitions of transformational leadership that can be used to train skilled transformational leaders. It is the purpose of this article to make addressing these needs a high priority for organizations and to help them recognize the payoffs of doing so.

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FIGURE 1

CHARACTERISTICS OF TRANSFORMATIONAL LEADERS

Characteristics	Author(s)
<p>1. Visionary leader committed to transforming people, groups, and organizations: The leader envisions and communicates a desirable future and is committed to elevating and transforming the performance and standards of people, groups, and organizations.</p>	Bass (1985), Bass (1999), Burns (1978, p. 20), Friedman, Langbert & Giladi (2000), Tichy & Devanna (1986), p.4
<p>2. Communicate clear goals and values that elevate performance: Mobilize people to embrace and accomplish worthy goals by involving people in the process, making goals meaningful and articulating how they can be reached, leading by example and emphasizing important values, setting high standards of performance, and building confidence in people.</p>	Bass (1985), Burns (1978, p. 20), Tichy & Devanna (1986)
<p>3. Inspire excellence and raise aspirations: Inspire people to excel and to sacrifice individual interests for a higher purpose, makes challenges meaningful and simple to understand, and encourages positive change in individuals, groups, and organizations.</p>	Bass (1985), Bass & Avolio (1991), Bass, Avolio, & Goodheim (1987), Tichy & Devanna (1986), p. 187
<p>4. Strong ethical and moral standards: Lead with high ethical and moral standards and is honest and straightforward with people which sets the standard for others to follow and builds a climate of trust.</p>	Bass (1985), Bass & Steidlmeier (1999), Burns (1978), Friedman (2000), Kanungo (2001)
<p>5. Genuinely care about people and their development: Show a genuine interest in people and their development and positively influences the values, attitudes, and behavior of people.</p>	Bass (1985), Bass (1999), Sashkin and Sashkin (2003)
<p>6. Empower and motivate people and teams to excel: Make clear what needs to be done and empower and motivate people and teams to utilize their potential.</p>	Bass (1985), Bass (1999)
<p>7. Encourage innovative thinking and new ways of seeing things: Encourage people and teams to find new and better ways to do things and to look at things in innovative ways from a different perspective.</p>	Bass (1985), Bass (1999)
<p>8. Build a culture of excellence: Study the present culture and change or improve the culture by realigning the culture with a new vision and changing cultural assumptions, values, and norms.</p>	Bass (1985), Bass & Avolio (1993), Tichy & Devanna (1986), p. 109-110
<p>9. Excel at emotional intelligence skills. Skilled in working with people (self-aware, skilled in self-management, social awareness, and relationship management).</p>	Fitzgerald & Schutte (2010), Polychroniou and Panagiotis (2009), Simosi & Xenikou (2006)
<p>10. Involve and engage people at all levels: Involve and engage people and strive for an alignment of individual and organizational interests.</p>	Pawar & Eastman (1997)

FIGURE 2

PAYOFFS OF TRANSFORMATIONAL LEADERSHIP

Payoffs	Author(s)
<p>1. Increased individual performance, motivation, satisfaction, morale, loyalty, commitment, innovation, and empowerment.</p>	<p>Avey, Hughes, Luthans, & Norman (2008), Bass (1999), Michaelis, Stegmaier, & Sonntag (2010), Humphreys & Einstein (2003), Kanungo (2001), Kelloway, Barling, Kelley, Comtois, & Gatién (2003), McShane & Von Glinow, (2010 p. 374), Nurdan (2003)</p>
<p>2. Increased team performance, commitment, innovation, and cohesiveness.</p>	<p>Bass (1999), Blascovich & Hoyt (2003), Dionne, Yammarino, Atwater, & Spangler ((2004), Deanne, Kelloway, Barling, Kelley, Comtois, & Gatién (2003)</p>
<p>3. Increased organization performance, outcomes, innovation, and creativity, and improvements in culture.</p>	<p>Arzu & Lale (2009), Bass (1999), Humphreys & Einstein (2003), Michaelis, Stegmaier, & Sonntag (2010), Simosi & Zenikou (2006), Wang & Zhu (2011)</p>
<p>4. Positively correlated with improved employee attitudes and behaviors.</p>	<p>Avolio, Bass, & Jung (1999), Bass, Avolio, & Goodheim (1987), Bycio, Hackett, & Allen (1995), Nielsen, Yarker, Brenner, Randall, & Borg (2008)</p>
<p>5. Elevates the desires and aspirations of individuals and groups.</p>	<p>Bass & Avolio (1991), Burns (1978)</p>
<p>6. Significant positive changes in individual and organization behavior.</p>	<p>Avolia, Waldman, & Yanmarind (1991), Daft (2005, p. 153),</p>
<p>7. Unites diverse members in the pursuit of higher goals.</p>	<p>Pawar and Eastman (1997)</p>
<p>8. Shapes and reinforces a new culture.</p>	<p>Tichy and Devanna (1986), 109-110</p>
<p>9. Builds trust among leaders and employees.</p>	<p>Bass (1999), Sashkin & Sashkin (2003)</p>
<p>10. Decreased employee stress and burnout.</p>	<p>Gill, Flaschner, & Shachar (2006)</p>

FIGURE 3

TRANSFORMATIONAL LEADERSHIP

TRANSFORMATIONAL LEADERS are leaders who are skilled at **Leading, Championing Change, and Transforming Organizations.**

LEADING

Leading is the process of providing:

- **Vision.** A clear and compelling picture of what needs to be done and why.
- **Direction.** Clear goals, values, and priorities.
- **Inspiration.** Leading by example and motivating people to excel, meet the challenge, and persevere.

CHAMPIONING CHANGE

Championing Change is the process of:

- **Initiating Change.** Skills in leading or sponsoring needed change.
- **Facilitating Change.** Skills in guiding or paving the way for change.
- **Implementing Change.** Skills in designing, managing, and sustaining changes.

TRANSFORMING ORGANIZATIONS

Transforming Organizations is the process of:

- **Knowing Present Realities.** Skills in being keenly aware of internal and external realities. If you know reality you can almost always do something about it.
- **Identifying Future Ideals.** Skills in being aware of best practices and clearly defining and communicating future ideals. If you know and can define what is possible you can probably build it.
- **Developing And Implementing A Process For Transforming Organizations.** Skills in developing a transformation process and knowing how to build a healthy, high performance, self-renewing organization.

FIGURE 4

TRANSFORMATIONAL LEADERSHIP QUESTIONNAIRE

In these times of dynamic change and the need to do everything smarter, faster, and better, Transformational Leaders who are skilled at leading, championing change, and transforming organizations will be in high demand. Unfortunately, few leaders have been trained in Transformational Leadership Skills. This questionnaire is designed to help you evaluate where you are strong and weak in Transformational Leadership Skills so you will know what you need to do to become a skilled Transformational Leader. Use the following scale to rate yourself on the Transformational Leadership Skills described below. Then complete the information for interpreting and evaluating your scores.

Low Rating 1 2 3 4 5 6 7 High Rating

Leading

- ___ 1. **Vision.** Skills in providing a clear and compelling picture of what needs to be done and why.
- ___ 2. **Direction.** Skills in providing clear goals, values, and priorities.
- ___ 3. **Inspiration.** Skills in leading by example and motivating people to excel, meet the challenge, and persevere.

Championing Change

- ___ 4. **Initiating Change.** Skills in leading or sponsoring needed change.
- ___ 5. **Facilitating Change.** Skills in guiding or paving the way for change.
- ___ 6. **Implementing Change.** Skills in designing, managing, and sustaining changes.

Transforming Organizations

- ___ 7. **Knowing Present Realities.** Skills in being keenly aware of internal and external realities.
- ___ 8. **Identifying Future Ideals.** Skills in being aware of best practices and clearly communicating future ideals.
- ___ 9. **Developing And Implementing A Process For Transforming Organizations.** Skills in developing a transformation process and knowing how to build a healthy, high performance, self-renewing organization.

Interpreting And Evaluating Your Results				
Overall Transformational Leadership Skills Score				
Underdeveloped 9-18	Below Average 19-28	Average 29-43	Good 44-53	Excellent 54-63
	STRENGTHS		OPPORTUNITIES FOR IMPROVEMENT	
___ Total Leading Points				
___ Total Championing Change Points				
___ Total Transforming Organization Points				
___ TOTAL OVERALL POINTS				

FIGURE 5

SAMPLE PROCESS

- 1. Develop a keen sense of present realities inside and outside the organizations.**
- 2. Explore best practices and define the ideal.**
- 3. Create a design team to help design and implement the transformation process.**
- 4. Develop a compelling vision and a clear and simple transformation strategy.**
- 5. Frequently communicate the vision and strategy.**
- 6. Train and empower leaders to be skilled transformational leaders and to champion needed changes.**
- 7. Involve the appropriate people throughout the organization in making changes and assure the change process is effectively managed.**
- 8. Create, communicate, and recognize early wins.**
- 9. Align everything to support the desired changes.**
- 10. Build in reliable feedback mechanisms to monitor progress, make needed adjustments, sustain the changes, and learn from the process..**