A CRITIQUE OF TRANSFORMATIONAL LEADERSHIP THEORY pdf

1: Transformational Leadership Theory - Meaning, Criticisms and its Implications

A critique of Transformational Leadership theory Introduction This paper assesses the main characteristics of the criticisms which are made against transformational leadership (TL) theory. Particular emphasis is placed on those arguments which question the entire theoretical basis of TL on the.

Theories based on the Transformational influence of the leader Year: The transformational theories emphasizes cooperation, ethics and community in addition to the higher human values. Long-range goals are emphasized which leads to increasing the survivability of a system. It has been showed in studies, such as in gaming theory, that cooperation, as opposed to competition, is more successful in achieving goals. Transformational leadership theories are adaptive and can be tailored to support the fulfillment of the most pressing of needs in people. Transformational leadership theories can bring harmony to a situation that could otherwise be exacerbated by a quarrelsome organization. If one has an educated population, transformational leadership theories are more likely to work. There can be over-dependence upon the leader. Members of the organization may resent that their ability to act as individuals has been restricted. People have different personalities, and some may be more ambitious than others may, with the latter feeling as if they are being pushed beyond their capacities. Some individuals may work better as individuals as opposed to collaborating in a team environment. There may be cases when it is difficult to assess whether there is cooperation or mere conformity. People may want simply to "go along to get along". The enormity of a task and a fractious or highly competitive environment may compromise the ability of a leader, applying the concepts of transformational leadership theories, to gain consensus. Overview Transformational leadership theories beleive that people are motivated by the task that must be performed. The more structured an organization is, the greater the success. People give their all to the organization which can be their primary need and they will place their individual interests second. There is an emphasis on cooperation and collective action and stress is included in the long-range goals of an organization. Individuals exist within the context of the community, rather than competing with each other. Accordingly, tasks are designed to be challenging and desirous. The whole system adjusts to place the community above individual egos. It is odd to regard influential individuals such as Adolf Hitler and Attila the Hun as transformational leaders [1] , but one must be aware that these categories of leadership theories overlap. The analytical caveat is that one must not describe the category so broadly as to include everyone. When engaging in a discussion about the focus on the primary qualities of leadership, there should be heuristic categories, but remember that there must be boundary conditions, even though they may be subjective. Discussion How long has cooperation been in existence? Perhaps this can be best exampled in families that are identified as functional, sibling rivalries and spousal quarreling aside. When relating this to larger organizations, one can identify an extended family and as a result, cooperatives. In all cases, everyone has a common objective, with everyone benefitting from its achievement. Everyone realizes that any rivalry or an attempt by a person s to dominate the organization will obliterate any possibility of a collective effort. At least some forms of a transformational leadership situation can be compared to a well-oiled machine functioning perfectly or a healthy organism, where all the components collaborate as intended. That primitive condition can then subsist no longer; and the human race would perish unless it changed its manner of existence. But, as men cannot engender new forces, but only unite and direct existing ones, they have no other means of preserving themselves than the formation, by aggregation, of a sum of forces great enough to overcome the resistance. These they have to bring into play by means of a single motive power, and cause to act in concert. Of course, Mussolini was not the only one espousing this view. Whereas it can be argued that more can be accomplished through a collective action and this is justification for totalitarian states and one can also argue that any individual development, necessary for social competence, is reason to have a participatory society, such as a cooperative. Aristotle argued in his Politics that a society is strengthened with diversity in ideas and capabilities and as a result, democracy was a better form of authority. The simple truth is that if everyone is involved in decision-making, they will be more committed to working to achieve making the ideal goal a reality. A test of the efficacy of transformational leadership theories could be

how a group of island survivors fare. It is clear that if there is no cooperation, the chances of survival are greatly diminished. On the other hand, if the necessary tasks are of an urgent nature, there may be a need for a commanding person. Transformational leadership theories could have brought harmony to this situation that ultimately turned out with the characters fighting each other to the point that some lost their lives because of the turmoil. The leader strives to exhibit the qualities of a good role model - must be paradigm of good character. Critique Transformational leadership theories are placed under stress with enormity and urgency of tasks, wartime being an extreme case. A leader cannot wait for decisions based on consensus but needs to act, often immediately. If there are conflicts within the group, it is more difficult to reach a census on what needs to be accomplished. There may be persons who feel themselves to be more capable of achieving an apparent goal and are actually impatient in waiting for others to "catch up" or "get it". For others, there may be peer pressure to conform and organizational members may simply retire, offering no comment; they do not want to be thought of as being quarrelsome and contentious and risking opprobrium from the group. It is possible that personality sects may emerge from an organization in which there is cooperation and the leader is admired. Numerous examples exist ranging from Fidel Castro to Ronald Reagan, where excessive devotion to a person compromised critical conclusions as to the quality of leadership. In an effort to build consensus, unfortunately mediocrity may result. A transformational approach may not be as efficient as a more centralized and directive form of leadership. An extreme case of transformational leadership would be anarchy and if the members of an organization have assertive personalities and intelligence, it may take considerable time to arrive at decisions and perform the required tasks. Future of theory Since the s, there has been a consistent increase of certain individuals wanting to gain power for themselves. Monarchies collapsed in the 19th Century, it was the end of colonialism. The common thread was empowerment and as a result, the beginning of recognition of individual worth. The Viet-Nam War, then classified only as a police action, brought people into the streets in protest in addition to a growing movement to spread power to the people. Numerous cooperatives of all types - food, land, and housing - were started. This was followed by a period of narcissism, self-help programs and pop psychology. Now, with world political economies under stress, people once again are questioning authority not only in the United States, but worldwide as well. As a result, transformational leadership theories will become even more relevant, although it may not be recognized as such. Modern communications, especially the ever-increasing of the popularity and availability of the Internet have empowered people with knowledge and opportunities abound for self-development that have never before been seen. Thus, it is incumbent upon leaders to realize and acknowledge that populations are highly capable of thinking for themselves. Want to expand on the discussion? We encourage you to expand on the discussion, add to the critique or even share your vision with regards to the future applications of the theory.

2: Critique of Transformational & Transactional Leadership | Essay Example

A transformational leader in an organization often break through its frame of organization culture and thrive, which made transformational leadership one of the most renewed and popular leadership theory in modern days, nevertheless, its resplendency is not without oppugns.

If you have had this experience, you were probably witnessing transformational leadership. But the truth is, many current nurse leaders are not transformational leaders. They may not even be sure what a transformational leader does or how to develop their skills to become one. He described it as leadership that occurs when the leader engages with followers in a way that raises their level of performance and motivation. Those influenced by transformational leaders find meaning and value in their work, are able to make significant contributions to their organizations and are more likely to become leaders themselves. There are four key attributes of transformational nurse leaders: They inspire motivation in their followers by having a strong vision about their work. They are concerned about the individual and demonstrate genuine concern for their needs and feelings. Transformational Leadership Skill Development Nurse researchers who study transformational leadership have found that nurse leaders who use transformational leadership principles create environments that promote higher levels of job satisfaction, well being and organizational commitment. Developing transformational leadership skills requires that nurse leaders be honest and reflective about their current practices. Agree or Disagree 1. I would never require a follower to do something that I would not do myself. My followers would say they know what I stand for. Inspiring others has always come easy to me. My followers would say that I am attentive to their needs and concerns. My followers have told me that my enthusiasm and positive energy is infectious. Even though I could easily do a task myself, I delegate it to expand my followers skills. Team creativity and innovation are the keys to success. I encourage my followers to question their most basic way of thinking. Your Leadership Journey You probably were not able to answer yes to each of the above questions. Leadership is a journey of self-development. An even stronger test would be to ask members of your team how they would rate you on each of the eight statements. You will find that most of your followers are visionary, passionate and committed. They have great innovative ideas about how to transform health care that need to be unleashed through transformational leadership.

Our study of secondary schools in England illustrates the ineffective implementation of transformational leadership within public service organizations by policy-makers. First, a rather narrow, managerialist variant of transformational leadership is promoted, which is resisted by school teachers and.

Introduction To many, leaders are not born, but made. It is increasingly accepted, however, that in order to be a good leader, one must have the experience, knowledge, commitment, patience, and most importantly the skill to negotiate and work with others to achieve goals. Good leaders are thus made, not born. He stated that the basis of a good leadership is strong character and selfless devotion to an organization Jenkins, From the perspective of employees, leadership is comprised of everything a leader does that affects the achievement of objectives and the well-being of employees and the organization Abbasialiya, Leadership involves a type of responsibility aimed at achieving particular ends by applying the available resources human and material and ensuring a cohesive and coherent organization in the process Ololube, Northouse and Rowe described leadership as a process whereby an individual influences a group of individuals to achieve a common goal. This article contends that effective leadership is crucial to the proper operation and very survival of a non-profit organization. Leadership is arguably one of the most observed, yet least understood phenomena on earth Burns, in Abbasialiya, Over time, researchers have proposed many different styles of leadership as there is no particular style of leadership that can be considered universal. Despite the many diverse styles of leadership, a good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. Conversely, an ineffective leader does not contribute to organizational progress and can, in fact, detract from organizational goal accomplishment. According to Naylor , effective leadership is a product of the heart and an effective leader must be visionary, passionate, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, and initiates change see figure 1. Qualities of the leader and the manager This study was enthused by the premise that no nation grows further than the quality of its educational leaders and or educational managers. In this theoretical debate, the authors presented a moderately detail analysis of a theoretical research conducted on the need for African countries especially Nigeria to reform. This debate focus not simply on what educational leadership is, but the impact it has on school management, teachers and students and the part it plays in meeting the challenges facing education institutions. The overall purpose of this theoretical debate is to examine the wider context in which leadership is made on effectiveness and improved school management. Theories of Leadership There are as many different views of leadership as there are characteristic that distinguish leaders from non-leaders. In the more dominant theories of leadership, there exists the notion that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals Wolinski, Charry , noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguish leaders from followers, later theories looked at other variables including situational factors and skill levels. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership See also, Ololube, Trait Theory Similar in some ways to great man theories, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership. Contingency Theories Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features Charry,

A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements Naylor, Situational Theory Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective. Behavioural Theory Behavioural theories of leadership are based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioural theory, people can learn to become leaders through training and observation. Naylor notes that interest in the behaviour of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently: Group members, however, tend to be unhappy with the leadership style and express hostility. Group members have more positive feelings, however, and no hostility. Most importantly, the efforts of group members continue even when the leader is absent. Participative Theory Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. Participative leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process. A manager who uses participative leadership, rather than making all the decisions, seeks to involve other people, thus improving commitment and increasing collaboration, which leads to better quality decisions and a more successful business Lamb, These theories base leadership on a system of rewards and punishments Charry, When employees are successful, they are rewarded and when they fail, they are reprimanded or punished Charry, Managerial or transactional theoryis often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures Lamb, Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers Lamb, Relationship or transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also on each person to fulfilling his or her potential. Leaders of this style often have high ethical and moral standards Charry, Skills theory by no means refuses to acknowledge the connection between inherited traits and the capacity to lead effectively, but argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. A strong belief in skills theory often demands that considerable effort and resources be devoted to leadership training and development Wolinski, Principles of Leadership In addition to leadership theories, the principles of leadership are a commonly studied phenomenon. The United States Army has identified eleven basic principles of leadership and the means for implementing them: A leader must be able to communicate effectively. Leaders should spend most of their day engaged in communication. Older studies, in fact, noted that organizational leaders managers spent 70 to 90 per cent of their time each day on communication and related activities Barrett, [n. In order to know yourself, you have to understand what you are, what you know, and what you can do attributes. Seeking self-improvement means continually strengthening your attributes. Search for ways to guide your organization to new heights. When things go wrong, do not blame others. Be a good role model for your employees. Employees must not only be told what is expected of them, but see leaders embodying organizational qualities and ethics. By developing a team spirit, you will be able to employ the abilities of your entire organization towards organizational goals. To sustain educational leadership, leaders must develop sustainability on how they approach, commit to and protect teaching and learning in schools; how they sustain themselves and followers around them to promote and support teaching and learning; how they are able and encouraged to sustain their vision and avoid burning out; and how they consider the impact of their leadership in school management. To a large extent, it is not leaders who mismanage their schools; however, it is the systems in which they lead Mulford, Questionably, sustainable leadership certainly needs to become a commitment of all school leaders. Leadership Styles Leadership styles are the approaches used to motivate followers. Leadership

styles should be selected and adapted to fit organizations, situations, groups, and individuals. It is thus useful to possess a thorough understanding of the different styles as such knowledge increases the tools available to lead effectively. Below are a number of leadership styles articulated in the Toolkit n. Autocratic Leadership Style Autocratic leadership is an extreme form of transactional leadership, where leaders have complete power over staff. Staff and team members have little opportunity to make suggestions, even if these are in the best interest of the team or organization. The benefit of autocratic leadership is that it is incredibly efficient. Decisions are made quickly, and the work to implement those decisions can begin immediately. In terms of disadvantages, most staff resent being dealt with in this way. Autocratic leadership is often best used in crises situation, when decisions must be made quickly and without dissent. Bureaucratic Leadership Style Bureaucratic leaders follow rules rigorously, and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks such as working with machinery, with toxic substances, or at dangerous heights or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks Shaefer, The drawback of this type of leadership is that it is ineffective in teams and organizations that rely on flexibility, creativity, or innovation Santrock, Charismatic Leadership Style Charismatic leadership theory describes what to expect from both leaders and followers. Charismatic leadership is a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles Bell, Often called a transformational leadership style, charismatic leaders inspire eagerness in their teams and are energetic in motivating employees to move forward. The ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement. The negative side of charismatic leadership is the amount of confidence placed in the leader rather than in employees. This can create the risk of a project or even in an entire organization collapsing if the leader leaves. They encourage creativity, and team members are often highly engaged in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and are productive because they are more involved. Team members feel a part of something larger and meaningful and so are motivated to by more than just a financial reward. The danger of democratic leadership is that it can falter in situations where speed or efficiency is essential. During a crisis, for instance, a team can waste valuable time gathering input. Another potential danger is team members without the knowledge or expertise to provide high quality input. Laissez-Faire Leadership Style Laissez-faire leadership may be the best or the worst of leadership styles Goodnight, Laissez-faire leaders abdicate responsibilities and avoid making decisions, they may give teams complete freedom to do their work and set their own deadlines.

4: A critique of 'Transformational Leadership' theory | Mark Reid - www.enganchecubano.com

Criticisms of Transformational Leadership Theory Transformational leadership makes use of impression management and therefore lends itself to amoral self promotion by leaders The theory is very difficult to e trained or taught because it is a combination of many leadership theories.

Origins[edit] The concept of transformational leadership was initially introduced by James V. Downton, the first to coin the term "Transformational leadership", a concept further developed by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Later, researcher Bernard M. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers. Bass , extended the work of Burns by explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass introduced the term "transformational" in place of "transforming. The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. Finally, in contrast to Burns, Bass suggested that leadership can simultaneously display both transformational and transactional leadership. Martin Luther King was known for using persuasive appeals based on reason. Emphasizing intrinsic motivation and positive development of followers Raising awareness of moral standards Highlighting important priorities Fostering higher moral maturity in followers Creating an ethical climate share values, high ethical standards Encouraging followers to look beyond self-interests to the common good Promoting cooperation and harmony Using persuasive appeals based on reason Providing individual coaching and mentoring for followers Appealing to the ideals of followers Allowing freedom of choice for followers Transformational leaders are described to hold positive expectations for followers, believing that they can do their best. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Transformational leaders also focus on and care about followers and their personal needs and development. Idealized Influence II - the leader serves as an ideal role model for followers; the leader "walks the talk," and is admired for this. Inspirational Motivation IM - Transformational leaders have the ability to inspire and motivate followers. Individualized Consideration IC - Transformational leaders demonstrate genuine concern for the needs and feelings of followers. This personal attention to each follower is a key element in bringing out their very best efforts. Intellectual Stimulation IS - the leader challenges followers to be innovative and creative. A common misunderstanding is that transformational leaders are "soft," but the truth is that they constantly challenge followers to higher levels of performance. Characteristics[edit] Five major personality traits have been identified as factors contributing to the likelihood of an individual displaying the characteristics of a transformational leader. Different emphasis on different elements of these traits point to inclination in personality to inspirational leadership, transactional leadership , and transformational leadership. These five traits are as follows. Extraversion is generally seen as an inspirational trait usually exhibited in transformational leadership. Neuroticism[edit] Neuroticism generally gives an individual an anxiety related to productivity which, in a group setting can be debilitating to a degree where they are unlikely to position themselves in a role of transformational leadership due to lower self-esteem and a tendency to shirk from leadership responsibilities. Agreeableness[edit] Although not a trait which specifically points to transformational leadership, leaders in general possess an agreeable nature stemming from a natural concern for others and high levels of individual consideration. Measurement[edit] One of the ways in which transformational leadership is measured is through use of the Multifactor Leadership

Questionnaire MLQ , a survey which identifies different leadership characteristics based on examples and provides a basis for leadership training. Early development was limited because the knowledge in this area was primitive, and as such, finding good examples for the items in the questionnaire was difficult. The current version of the MLQ5X includes 36 items that are broken down into 9 scales with 4 items measuring each scale. Subsequent validation work by John Antonakis and his colleagues provided strong evidence supporting the validity and reliability of the MLQ5X. Although other researchers have still been critical of the MLQ model, since no one has been able to provide dis-confirming evidence of the theorized nine-factor model with such large sample sizes as those published by Antonakis. In regards to transformational leadership, the first 5 components - Idealized Attributes, Idealized Behaviors, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration - are considered to be transformational leadership behaviors. Effectiveness as compared to other leadership styles[edit] Studies have shown that transformational leadership styles are associated with positive outcomes in relation to other leadership styles. According to studies performed by Lowe, Kroeck, and Sivasubramaniam, charisma or Idealized Influence was found to be a variable that was most strongly related to leader effectiveness among MLQ scales. Transformational leaders look towards changing the future to inspire followers and accomplish goals, whereas transactional leaders seek to maintain the status quo, not aiming for progress. The MLQ does test for some transactional leadership elements - Contingent Reward and Management-by-Exception - and the results for these elements are often compared to those for the transformational elements tested by the MLQ. Studies have shown transformational leadership practices lead to higher satisfaction with leader among followers and greater leader effectiveness, while transactional practices lead to higher follower job satisfaction and leader job performance. This leads to subordinates having a free hand in deciding policies and methods. Studies have shown that while transformational leadership styles are associated with positive outcomes, laissez-faire leadership is associated with negative outcomes, especially in terms of follower satisfaction with leader and leader effectiveness. The results indicated a hierarchy of leadership styles and related subcomponents. Transformational Leadership characteristics were the most effective; in the following order of effectiveness from most to least: Transactional Leadership was the next most effective; in the following order of effectiveness from most to least: Laissez Faire leadership does not intentionally intervene, and as such, is not measured, and has no effectiveness score.

5: Transformational leadership - Wikipedia

Critique. Transformational leadership theories are placed under stress with enormity and urgency of tasks, wartime being an extreme case. A leader cannot wait for.

Based on a review of the relevant literature, it is evident that the very concept of transformational leadership is ambiguous. The literature review also suggests that the idea of transformational leadership is being overshadowed by the model of inspirational leadership which despite its imperfections is more potent in practice. The paper draws on a comparison between these two approaches and argues that inspirational leadership is more practical and suitable in dynamic or non-business environments. Introduction Leaders are not necessarily elected formally, provided that the aspirant leader can guide followers and align their efforts toward the achievement of a common goal Goffee and Jones, they can become accepted as leaders. Northouse believes that leaders can inspire others to see and interpret reality differently and can motivate followers to make extra efforts to achieve organisational goals. Similarly, Yukl believes leaders build the confidence of their followers, either by sending out motivational messages or by creating a positive emotional atmosphere. The study of leadership is concerned with how leaders lead and, more importantly, how they influence, motivate and inspire their followers. Like most leaders, transformational leaders set goals for their followers to pursue but transformational leadership takes a further step because followers are encouraged to transcend their self-interest to achieve a common goal while also developing their skills to accomplish targets beyond that common goal Bass, ; Rafferty and Griffin, ; Northouse, It can be seen therefore that transformational leadership aims to transform followers into selfless and self-motivated individuals. Leadership literature sheds further light on transformational leadership. According to Burns In his view transformational leaders should give moral uplift to their followers. Influenced by Burns, Bass introduced three different but related components of transformational leadership: Charisma is personal power or personal magnetism that leads to acceptance and liking by followers. Individualised consideration is an ability to evaluate individual potential and help people to realise their promise. While the classical approach speaks of discipline, transformational leadership speaks of persuasion. Instead of setting rigid rules for others to follow, transformational leaders aim to set out a compelling vision for followers to pursue. Instead of giving orders, transformational leaders arouse, motivate and excite followers. Such behaviours transcend conventional managerial behaviours which place much weight on contractual obligations. The merits of transformational leadership Transformational leadership has number of significant merits and has attracted a long history of empirical research. Mounting numbers of studies have demonstrated that transformational leadership is positively correlated with improved organisational performance in terms of productivity Howell and Avolio, , profit Hofmann and Jones, and customer satisfaction Liao and Chuang, Second, transformational leadership puts a stronger emphasis on vision Bass, The vision is created based on collective interests rather than the interests of a leader and so becomes a focal point Northouse, ; Tucker and Russell, According to Conger , the core of transformational leadership is the creation of an inspiring vision that instils a sense of identify and a sense of purpose into followers. While pursuing the vision followers learn how they fit in with the organisation or society in general Northouse, This aspect of leadership is crucial as it enables people with diverse backgrounds to work productively together towards a shared goal while caring out effectively various, sometimes conflicting, roles and functions within an organisation. Last but not least, transformational leadership speaks of change. Transformational leaders transform their followers: Transformational leadership is concerned with changing or modifying organisational systems to accommodate the vision rather than working within the limitations of the existing system Howell and Avolio, It is also concerned with transforming organisational performance either from poor to satisfactory performance or from acceptable to excellent Bass and Riggio, ; Mullins, ; Pawar, ; Tucker and Russell, Critiques of transformational leadership Despite research that has demonstrated the positive aspects of transformational leadership for organisations, some scholars have highlighted the shortcomings of transformational leadership. For him, transformational leadership is a flawless, perfect and idealised form of leadership. In response to critics discussing the dark sides of transformational leaders, Bass

differentiates between transformational leadership and pseudo-transformational leadership. To distinguish transformational leaders who are ethical, Bass He insists pseudo-transformational leaders are different from transformational leaders because moral development is an essential characteristic of a truly transformational leader Bass, However, Bass fails to specify how to deal with pseudo-transformational leaders or more importantly, how to identify pseudo-transformational leaders who masquerade as transformational leaders. Initially, the pseudo-transformational leader may behave like a transformational leader and the unethical or immoral side of the pseudo-transformational leader only emerges at a later stage. This heroic leadership bias may naturally have detrimental consequences such as blind trust from followers Shamir, and autocratic behaviour by leaders Northouse, According to Bass That is to say, transformational leadership is about how followers can contribute to the organisation, not vice versa. A transformational leader will influence followers to exert extra and exceptional efforts in order to achieve the common goal Bass, ; Burns, ; Howell and Avolio, Bass refutes this criticism and maintains that transformational leadership can be democratic and participative. However, the strong impression that transformational leaders are autocratic and antidemocratic remains. Indeed, the extent to which the goal proposed by the transformational leader is for the collective good is often open to debate Northouse, ; Tourish and Pinnington, ; Tucker and Russell, As Northouse points out, there is no exact means to ensure that the new direction or vision proposed by a transformational leader is better or more promising than the existing organisational priorities. This becomes more problematic where there is considerable either physical or social distance between leader and followers. The blinkered obsession of the leader exaggerates the heroic leadership bias. The dangers can be considerable. The four components of transformational leadership as advocated by Bass have substantial overlap Northouse, ; Richards and Clark, ; Yukl, In contrast MacKenzie et al. This example however represents a slightly different conceptualisation of transformational leadership, leaving the question remaining: Though Bass refers to these four components as crucial to transformational behaviour, he fails to explain how transformational leaders can make use of the four components. Therefore, as noted by Yukl , the ambiguity in defining the four components of transformational leadership and their employment creates doubts about their construct validity. Inspirational Leadership In proposing the concept of transformational leadership, Bass includes inspirational leadership as one the components. By its very nature, transformational leadership is about transformation but there is always resistance to change. This makes it essential for transformational leaders to develop the ability to overcome resistance by inspiring people, that is, to exhibit inspirational leadership. Such inspirational appeal aims to generate enthusiasm and develop commitment Yukl, , which constitute the main role of the transformational leader. In relation to this, some may consider transformational leadership as being eclipsed by inspirational leadership. Is this the case and if so, what are the factors or conditions enabling inspirational leadership to overshadow transformational leadership? Although Bass refers to inspirational leadership as an element of transformational leadership some scholars consider it to be different from transformational leadership and propose inspirational leadership as a standalone leadership theory. Inspirational leadership is an approach to leadership with its emphasis on inspiration or inspiring followers Avramenko, ; Goffee and Jones, Inspirational leaders inspire others to do more than they want and have to do. Similarly to transformational leaders, inspirational leaders enthuse and arouse others both emotionally and intellectually. Furthermore, both inspirational and transformational leaders aim to help their followers to realise their potential Bass, ; Goffee and Jones, , genuinely showing concern for their followers Bass and Riggio, ; Crouch, ; Goffee and Jones, ; London, and stimulating followers to think critically about a problem or situation Bass and Riggio, ; London, ; Rafferty and Griffin, At this point, transformational leadership and inspirational leadership can be seen as having much in common. There are however considerable differences between these two approaches to leadership which are summarised in Table 1. Differences between Transformational Leadership and Inspriational Leadership Transformational leadership.

6: Transformational Leadership Theory - Leadership That Inspires and Motivates

Critique of Transformational & Transactional Leadership Essay Sample "Leadership without perspective and point of view isn't leadership-and of course it must be your own perspective, your own point of view.

Get Full Essay Get access to this section to get all help you need with your essay and educational issues. It further looks at the criticisms that are pitched against both theories. Extra emphasis will be placed on the criticisms that challenge both theories on the basis of certain flaws that are considered fundamental. It further draws out objective questions on how plausible all the empirical evidences are seen as there may have been some generalizing and misrepresentation in the parts of some critiques. In addition, pertinent claims of both theories have been addressed over time and its method of leadership have been brought to the fore and dissected. The Transformational Leadership theory has been built under four components which have been the yardstick of measuring how leaders conform under them. The theory is believed to be grounded under moral foundation. Transformational leadership makes use of motivation towards satisfaction or a much greater level of achievement. Unlike transactional leadership that makes use of direct control, transformational leadership will require loyalty, trust, genuine concern and objective goals to achieve the much desired effect a leader wants to obtain from his employees. Transformational leadership is interested in a long term goal and vision, building and motivating people to take control of their leadership personalities, mentoring subordinates and using motivating words to persuade people to share the long term vision of the organisation. Transactional Leadership on the other hand is a leadership method that enforces the notion that there are rewards or consequences for any good or bad action. Transactional leadership is fostered on a reciprocated act in such a way that the relationship between a leader and his follower will only be built and nurtured based on expectations of the leader and the promised rewards for the employee to be effected only if performance target is met or exceeded and other forms of recognition that will serve as reward to the employee will be awarded. Most times, transactional leaders make use of processes, bureaucracy measures of climbing the corporate ladder and some other enforcing leadership skills to achieve desired results from employees with promises of physical rewards such as higher pay package, promotion promises or a business partnership in order to get the result that is craved for. In this kind of leadership, we can safely say the use of hierarchical reward to motivate employees is the key factor of engagement. Even though both theories share some generalization concepts with empirical evidence that cannot be farfetched from opinions of other critiques, it will be clear to know that transformational leadership is only a theory that needs to be objectively studied to enable one know how actually leadership ought to be in any environment while transactional leadership is the practical hands down approach on how leadership is being effected in companies of today. These concepts are quite interesting and of relevance to my work as they both share some certain work analogy yet both leadership methods are viewed in a parallel way. In general, a co-existing relationship between people is all about the exchange that is shared. The more the exchange, the stronger the relationship. This means anything done based on this exchange is concluded and thus generates reward, it means there is a transactional type of relationship. Hence, the recipient of such reward is the follower while the giver is the leader; a transactional leader. The relationship is all about requirements, conditions and rewards, or consequences as the case may be. Leaders exhibiting these methods are known as transactional leaders. My personal perspective on leadership tilts towards believing every leader has the tendency to enforce control through reward while also motivating the employee with motivating words, coaching and allowing employee to build confidence while working towards getting the rewards set by employer. He only considers it immoral when information that will be harmful to followers is deliberately concealed from them, when bribes are proffered, when nepotism is practiced and when authority is abused. Bass et al, P. I lean towards supporting transactional leadership concept as I am well aware that most employees may oppose to working voluntarily without any financial reward or benefits as transformational leadership seems to suggest. As a leader who wants to get the best out of her employees, I will say it is more realistic to get more productivity if reward is attached to performance and knowing that all resilience and hard work will be rewarded at the long run will serve as motivating factor for any employee who wants to build a

successful career. Few leaders of organizations and movements give orders and direct without reasons. Many more give orders with reasons that are often persuasive reasons. Most often, leaders consult with followers before they, the leaders decide. Less frequently, they empower followers through delegation of responsibilities or participate with followers in shared decisions. Bass statement above actually shows that every leader has the tendency to be transactional and transformational. Both leadership methods juxtapose each other and a leader may experience peculiar challenges leading with just one of these two methods. These methods of leadership can safely be said to be the only way a transactional leadership will be effected without any need to look out for a reward of any kin. As for profit making organisations, it will be dangerous and an unwise decision to operate a transformational kind of leadership as it will negate the whole idea of making profit if employees are not paid nor rewarded to meet up with expectations of clients and investors alike. This paper has highlighted the values and similarities between transformational and transactional leadership and shown that many of the arguments of both theories however sensible can be challenged and discarded. I would argue that both theories share similar goals and at the end of the day, want the same things from their employees, Hence, one can safely say the empirical criticisms are quite mundane and unfounded considering that each theory ironically still share one goal: Paul, Ethics, character, and authentic transformational leadership behaviour.

the next sections I will try to study and critique the transformational theory. Transformational Leadership As been defined by Burns () transforming leadership "is a relationship.

Hire Writer However, to a first time reader it lacked a key definition of transformational leadership. It is not only about its components but how does an individual without knowledge of this style of leadership understand the background of the paper. This has shown a dysfunction as it takes more than consideration but also involves influence and stimulation as seen in Mullins The word Leaders was used interchangeably with managers in some instances. To the researchers do both terms mean the same? In actual fact leaders are different from managers. This approach used is rather a subjective one because it is based on how the leaders understands issues that is what the leaders or key informants view as important in explaining. Secondly there is a tendency for the leaders to digress away from what is expected of them. The sample size where just 51 participants all from the country of Canada shows that the sample size is inadequate to be enough to make conclusions with regards to transformational behavior. It therefore showed a one sided approach. Only the positive side of individually considerate transformational leadership has been looked into without taking into cognizance the negative effects this behavior may have on the leader. But this is not so in this research as a lot of companies in various countries have this expertise. Specific criteria of the people used in the sample were not made clear in this article. This research is therefore subject to bias and errors. Transcription can also consume a lot of time as multiple transcribers can come up with different results due to environmental factors. The content Analysis done with Nvivo is advantageous notwithstanding it can be utterly time consuming and sometimes based on related word counts. This research involved the deconstruction of interviews in which is based on the knowledge of people that are involved. Therefore of a certainty some data are misinterpreted and some meaning is lost. Review of written materials for public sector on leadership training is a good source of secondary information, however this is dependent on if the information within the materials is valuable to the research and if the information can be useful in other settings. Better recruitment of sample size example low level managers should also be considered. Transcription subjectivity in research.

A critique of two leadership styles; Transformation leadership, transactional leadership, leadership Slideshare uses cookies to improve functionality and performance, and to provide you with relevant advertising.

Mark Reid A critique of Transformational Leadership theory Introduction This paper assesses the main characteristics of the criticisms which are made against transformational leadership TL theory. Particular emphasis is placed on those arguments which question the entire theoretical basis of TL on the grounds that it has been constructed on foundations which contain certain fundamental flaws, which inevitably results in questions arising on the extent to which the empirical evidence can be trusted in terms of generalizability and representativeness. Consequently certain key claims of TL theory have been put under close scrutiny. Amongst the criticisms made, this discussion has deemed the following to be amongst the most significant: Criticism and counter-criticism Arguably the greatest charge against TL theory is that the MLQ - an instrument which underpins the entire philosophical framework of the theory itself â€" is conceptually flawed. According to this view, TL theory relating to aspects concerning influence would have more substance if the actual processes themselves were more lucidly identified within TL empirical studies. In other words, all of the qualitative research studies which underpin TL theory are inherently flawed. In seeking to address these criticisms Hoyt and Blascovich undertook rigorous research into whether or not the TL style is directly responsible for raising the collective self-efficacy of the group in the realm of raising performance standards would appear to be needed before one could categorically state that TL is responsible for this impact Hoyt and Blascovich, Using regression analysis methodology the authors have clearly demonstrated how trust is a vital component in the relationship between follower behaviour and productivity. Tellingly, the results from sample group studies conclusively demonstrated how trust was viewed as being the key ingredient which led followers to produce more qualitative work which was inextricably bound with group-cohesiveness and job-satisfaction brought about by reacting to the influence of the leader ibid: It should be emphasized that both the MLQ and Full Range of Leadership Model FRL were originally constructed by Bass as a way of bringing concrete rigour to issues surrounding the very ambiguities which had hitherto bedevilled the measurement aspects of leadership theory. Implicit in such criticism is the notion that transformational leaders are somehow endowed with special traits which followers have no way of accessing; consequently follower destinies are inescapably tied to the ambitions of dominant leaders. In my view, these criticisms are unfair of the most recent empirical research work to be found in the TL canon. One only needs to give a cursory look at the extensive journal literature on TL case studies to see that a lot of material exists which is replete with objective studies that have paid very close attention to the precepts of academic rigour and objectivity, insofar as is possible given the essentially non-scientific nature of such enquiries. It is inevitable that the very nature of leadership research is to an extent at 3 the mercy of those who wish to deploy their own subjective interpretation on the essential characteristics of TL. In the final analysis, leadership theory is not an exact science. Other critics have decried what they perceive to be the inherent measurement-based flaws to be found in the MLQ instrument itself. For example, Tejeda et al formed the view that the MLQ lacked a sufficiently rigorous approach which delivered a research platform that ensured consistency, reliability and replicablity, insofar as such criterion is possible with a field which is reliant upon qualitative-based research. In this vein a far-reaching empirical study was conducted by Antonakis et al. Arguably TL theory has managed to offer a plausible synthesis of certain aspects of other leadership theories, thereby offering a coherent model 4 which is best able to adapt to the complex requirements of modern organizational life. A comment by Huczynsky and Buchanan underscores how TL theory has proven to be remarkably adaptable to the requirements of modern organizational life: These are all recognizable traits of TL theory. This is a powerful vindication of the central tenets of TL theory. We should not therefore be overly surprised if any one theory emerges from all the others to claim the ascendancy, only to be undermined by others who hold sharply opposing views. It speaks volumes that Amazon. Clearly, TL theory by its very nature is open to criticisms because the ideas they purport can be challenged by any sceptical mind who wishes to pick holes in a theoretical construct which is

unable to offer a water-tight defence akin to theories which are to be found in the natural sciences. It is self-evident that elusive concepts such as influence and charisma traverse many situations where the number of variables at play are simply too vast to measure which any degree of scientific accuracy to a level which would satisfy all of those who question such measures of validity. I would argue that the FRL dimension of TL theory would appear to be the only successful attempt which has managed to integrate pre-existing leadership theories into an all-encompassing explanatory framework which is a genuine attempt at advancing the academic debate. In the grander scheme of things this has huge potential for the corporate world and, seen against such a backdrop, the empirical criticisms are relatively trivial. I suspect and this is pure speculation but it sometimes the impression that I get there is a hint of professional jealousy at play and an inability of certain contemporaries to accept the simplistic beauty of TL theory, resulting in attempts to undermine its conceptual credibility. Leadership Quarterly, 14 3 , [Accessed: Leadership Quarterly, 15 6 , [Accessed: Small Group Research, 34 6 , [Accessed: In Harvard Business Review on Leadership Harvard Business School Press, U. A Mintzberg, H Psychometric properties and recommendations. Leadership Quarterly, 12 1 , [Accessed: Leadership Theory in Transition?

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9: Transformational Leadership Theories

In response to critics discussing the dark sides of transformational leaders, Bass differentiates between transformational leadership and pseudo-transformational leadership. The 'Hitler problem', for instance, is often debated in the leadership literature and critics of transformational leadership contend that Hitler was a transformational.

Leave a reply Introduction This paper assesses the main characteristics of the criticisms which are made against transformational leadership TL theory. Particular emphasis is placed on those arguments which question the entire theoretical basis of TL on the grounds that it has been constructed on foundations which contain certain fundamental flaws, which inevitably results in questions arising on the extent to which the empirical evidence can be trusted in terms of generalizability and representativeness. Consequently certain key claims of TL theory have been put under close scrutiny. Amongst the criticisms made, this discussion has deemed the following to be amongst the most significant: Criticism and counter-criticism Arguably the greatest charge against TL theory is that the MLQ â€" an instrument which underpins the entire philosophical framework of the theory itself â€" is conceptually flawed. According to this view, TL theory relating to aspects concerning influence would have more substance if the actual processes themselves were more lucidly identified within TL empirical studies. In other words, all of the qualitative research studies which underpin TL theory are inherently flawed. In seeking to address these criticisms Hoyt and Blascovich undertook rigorous research into whether or not the TL style is directly responsible for raising the collective self-efficacy of the group in the realm of raising performance standards would appear to be needed before one could categorically state that TL is responsible for this impact Hoyt and Blascovich, Using regression analysis methodology the authors have clearly demonstrated how trust is a vital component in the relationship between follower behaviour and productivity. Tellingly, the results from sample group studies conclusively demonstrated how trust was viewed as being the key ingredient which led followers to produce more qualitative work which was inextricably bound with group-cohesiveness and job- satisfaction brought about by reacting to the influence of the leader ibid: It should be emphasized that both the MLQ and Full Range of Leadership Model FRL were originally constructed by Bass as a way of bringing concrete rigour to issues surrounding the very ambiguities which had hitherto bedevilled the measurement aspects of leadership theory. Implicit in such criticism is the notion that transformational leaders are somehow endowed with special traits which followers have no way of accessing; consequently follower destinies are inescapably tied to the ambitions of dominant leaders. In my view, these criticisms are unfair of the most recent empirical research work to be found in the TL canon. One only needs to give a cursory look at the extensive journal literature on TL case studies to see that a lot of material exists which is replete with objective studies that have paid very close attention to the precepts of academic rigour and objectivity, insofar as is possible given the essentially non-scientific nature of such enquiries. It is inevitable that the very nature of leadership research is to an extent at the mercy of those who wish to deploy their own subjective interpretation on the essential characteristics of TL. In the final analysis, leadership theory is not an exact science. Other critics have decried what they perceive to be the inherent measurement-based flaws to be found in the MLQ instrument itself. For example, Tejeda et al formed the view that the MLQ lacked a sufficiently rigorous approach which delivered a research platform that ensured consistency, reliability and replicablity, insofar as such criterion is possible with a field which is reliant upon qualitative-based research. In this vein a far-reaching empirical study was conducted by Antonakis et al. Arguably TL theory has managed to offer a plausible synthesis of certain aspects of other leadership theories, thereby offering a coherent model which is best able to adapt to the complex requirements of modern organizational life. A comment by Huczynsky and Buchanan underscores how TL theory has proven to be remarkably adaptable to the requirements of modern organizational life: These are all recognizable traits of TL theory. This is a powerful vindication of the central tenets of TL theory. We should not therefore be overly surprised if any one theory emerges from all the others to claim the ascendancy, only to be undermined by others who hold sharply opposing views. It speaks volumes that Amazon. Clearly, TL theory by its very nature is open to criticisms because the ideas they purport can be challenged by any

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