

Types of Leadership

Transformational

About Transformational Leadership

- Gives more attention to the charismatic and affective elements of leadership.
- Emphasis on intrinsic motivation and follower development (Northouse, 161)

Defined

- “It is process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals. is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers’ motives, satisfying their needs, and treating them as full human beings” (Northouse, 161)

Transactional Leadership

- Focuses on an “exchange” (Northouse, 162) between leader and follower. I will do x and you will do y.

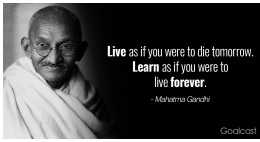
I promise to give you high marks if you are good in class, you are good in class and nice to me, so you get high marks.

What is the problem with this?

Transformational Leadership

The leader finds motivation in the follower usually surrounding moral reasons that causes both the leader and follower to become a better or more moral persons and thus perform actions that are good and enhance society.

Gandhi raised the hopes and demands of millions of his people, and, in the process ,was changed himself



Pseudotransformational Leadership

- When a leader inspires immoral transformation in followers and in themselves.



Charismatic Leadership

- Often a synonym for Transformational Leadership is Charismatic Leadership

Table 8.1 Personality Characteristics, Behaviors, and Effects on Followers of Charismatic Leadership

Personality Characteristics	Behaviors	Effects on Followers
Dominant	Sets strong role model	Trust in leader's ideology
Desire to influence	Shows competence	Belief similarity between leader and follower
Self-confident	Articulates goals	Unquestioning acceptance
Strong moral values	Communicates high expectations	Affection toward leader
	Expresses confidence	Obedience
	Arouses motives	Identification with leader
		Emotional involvement
		Heightened goals
		Increased confidence

Northouse, 166

Conclusion

- “Transformational leadership motivates followers to do more than expected by (a) raising followers’ levels of consciousness about the importance and value of specified and idealized goals, (b) getting followers to transcend their own self-interest for the sake of the team or organization, and (c) moving followers to address higher-level needs.” (Northouse, 166)