

# TRANSFORMATIONAL LEADERSHIP-AN INDISPENSABLE TOOL FOR DEVELOPING UNRELENTING AND UNPARALLELED SUCCESS FOR ORGANISATION

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**Abstract** *The role of leadership in bringing desired results either through influence or through exemplifying the desired behaviour is quite universal and is globally accepted. The concept of transformational leadership aids in bringing an overall development and change in culture and in bringing fruitful results in organisation. The present study conceptually focuses on role transformation leaders play in building a positive and purposeful attitude of followers and work at macro level by making them more aware emotionally, socially thus transforming their followers into real and effective leaders.*

*The study identifies certain traits of transformational leaders and different ways to evaluate transformational leadership. It also focuses on different strategies by which they bring change in organisation. Few instances which exemplify the role of these leaders in present and in history are also discussed like learning from Bhagvad Gita. Thus this study conceptually focuses on multi-facet role of transformational leaders in making organisation collaborative learning organisation and how the learning helps in building a sustainable advantage for organisation.*

**Keywords:** Transformational Leaders, Organisation Development, Leadership

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## INTRODUCTION-UNDERSTANDING ROLE OF LEADERSHIP IN EFFECTIVE MANAGEMENT

Leadership has been around for thousands of years, and yet it is quite difficult to contain it in a single definition. Perhaps this is because leadership is continuously evolving, and more than what it seems to be, it depends on how one practices, perceives and adapts to it. Transformational leadership is quite a macro concept which has wider implications but the impact, benefit, changes accompanied all depends on how it is been understood, interpreted, applied and utilized in congruence with the long term goal of organisation. The need of an effective leader who can transform its followers into true performance driven and influencing personalities is accepted world over and this significance is been realized since time immemorial apart from this history has witnessed developments, transformation, and growth through these "Leaders" as catalyst.

Talking in context to organisation, underneath the successful accomplishments the pivotal role of a leader in form of an effective manager, instructor guide or mentor is worth

mentioning, realistically mentioning a leader in any form is expected to increase the awareness of task importance and generate value system amongst its followers either by exemplifying or by guiding and directing accordingly. A true leader tries to get followers to focus first on team or organisational goals, rather than fulfilling their own interests. He tries to activate their higher-order needs thus driving them to broaden their thinking level, self-confidence, work behaviour and resulting performance supportive and fruitful both for them and organisation.

Transformational leaders are the leaders who are highly self-aware and very clearly understand what is suitable and important for the benefit of community or majority at large forgetting the narrow interest and consistently are engaged in augmenting progressively the performance and hidden talent of followers so as to make them complete leaders who are highly accountable to occupy future roles. Such leaders take organisation to great heights and ensure with a longevity approach for organisation development.

Transformational leaders inspire their followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values

of the organisation. The purpose of this literature review is to investigate the impact of the transformational leadership style on organisational outcomes and the personal outcomes of the follower.

## LITERATURE REVIEW: REVIEW OF STUDIES ON RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND DIFFERENT ORGANISATION VARIABLES

Transformational leadership theory has captured the interest of many researchers in the field of organisational leadership over the past three decades. This theory was developed by Burns (1978) and later enhanced by Bass (1985, 1998) and others (Avolio and Bass, 1988; Bass and Avolio, 1994; Bennis and Nanus, 1985; Tichy and Devanna, 1986). The major premise of the transformational leadership theory is the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish (Krishnan, 2005). Also as mentioned by Bass (1985) transformational leadership have four major components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration that are important for developing transformational leadership.

Burns postulated that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organisation. Furthermore, Burns identified transformational leadership as a relationship in which the leader and the follower motivated each other to higher levels which resulted in value system congruence between the leader and the follower (Krishnan, 2002).

Transformational leaders work to bring about human and economic transformation. Within the organisation they generate visions, missions, goals, and a culture that contribute to the ability of individuals, groups, and the organisation to "practice its values and serve its purpose" (Hickman, 1997, p. 9). These leaders are reliable leaders who generate commitment from followers which results in a sense of shared purpose (Waddock and Post, 1991). The leader's ability to inspire, motivate, and foster commitment to a shared purpose is crucial (Bass, Waldman *et al.*, 1987)

Bass and Riggio (2006) are of the opinion that transformational leadership is intellectual stimulation helps in encouraging the delivery of content and helps in enhancing better teaching as well as promptness in learning. Also as found by Hoy and Miskel, (2005) "transformational leaders believe in stimulating followers to be more and more innovative and creative and encourage this by providing more innovative solutions to old problems and breaking the shell of assumptions and bringing them more close to newer ways of performing." Transformational leadership

can thus be said to contributing to create collaboration through efficacy building. Self-efficacy is other important component that helps in building strong transformational leadership. Self-efficacy as defined by Bandura (1997) is one's belief in own capacity and capabilities that helps to act in an appropriate manner in different situation. Self-efficacy does not refer to simply copying or adopting what others do but actually understanding which skills are required and are applicable in different situation.

## NEED OF UNDERSTANDING LEADERSHIP AND ESTABLISHING RELATION BETWEEN LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP

Leadership of an organisation is basically the process by which leaders influence the attitudes, behaviours, and values of others toward organisational goals (Lusthaus, Adrien, Anderson, Carden, and Montalvan, 2002). Koontz and Wehrich (2008) explained the real meaning of leadership: leadership is basically about how leaders actually influence the followers to accomplish goals of organisation in more enthusiastic manner and that too willingly (p. 311). Thus, leadership has been accepted as an important variable that affects organisation's commitment, output, performance, helps in augmenting the participation of employees in decision making and also helps in building a strong employer brand that helps in retaining talented employees and also attracting right people in organisation. Different authors have different opinion and understanding regarding leadership and its development, few believe it can be developed and others like Riaz and Haider (2010) in the Great Man theory believe that leaders are born and not made and possess innate qualities and thus cannot be developed.

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## KEY SKILLS AFFECTING TRANSFORMATIONAL LEADERS IN STRENGTHENING ORGANISATION EFFECTIVENESS

Peter Northouse (2001) defines leadership as a process whereby one individual influences a group of individuals to achieve a common goal. To be an effective leader, the manager must influence his associates in a positive way to reach the goals of the organisation. Furthermore, the transformational leadership approach can help managers become exceptional leaders.

Through research in the field of leadership, Noel Tichy and Mary Anne Devanna (1986) came to certain characteristics which, according to their estimation, differentiate transformational from transactional leaders. Transformational leaders create adaptive, entrepreneurial, innovative, and flexible organisations. Their personal and professional image makes it possible for them to successfully lead people in such an environment, i.e. to stimulate changes and to realize them successfully. It is important to understand how transformational leaders bring change in organisation.

Transformational leaders bring change by focusing on few factors like-

- They set a higher purpose of business and ensure achieving it by changing and transforming system, people, talent, functions and processes
- They prioritize on organisation wellness
- The focus is on consistent industry innovations
- Continuous focus on internal transformations

This all is easy to talk about but difficult to practice as it requires few important characteristics to be developed. These characteristics include:

**Courage:** Transformational leaders are ready and able to assume an appropriate attitude, to take a risk and face the status quo in the organisation. Their intellectual abilities allow them to face the reality, even though it is not pleasant.

**Openness and faith in the followers:** In the relationship with the others (followers), transformational leaders are open and sincere and ready to give confidence when required. So, although they possess great power, transformational leaders are sensitive as regards their followers and they do their best to empower them whenever it is possible.

**Led by values:** Transformational leaders formulate a set of essential values, which are to be achieved, and show behaviour, which is in accordance with the values.

**Life-long learning:** Transformational leaders try to draw a lesson from their own experience for some future situations. In that sense they are ready, when necessary, to perform radical changes in their own attitudes, approach, behaviour, etc.

**Creativity:** The attribute of transformational leaders includes not only undertaking creative actions by transformational leaders, but, also, openness to creative enterprises of their followers.

*Team orientation* of transformational leaders reflects their awareness of the importance of teamwork and readiness to lean on the help of others. Complexity of the process of organisational transformation points out, in itself, that a transformational leader cannot independently bring the whole process of transformation to an end. Because of that,

transformational leaders approach the creation of teams within which, together with the other members, make appropriate decisions and solve problems.

*Appreciation of others* is the attribute of transformational leaders with which they demonstrate that they appreciate and evaluate the attitudes and opinions of their followers. These attributes of transformational leaders reflect the need for two-way communication during the process of organisational transformation.

*Teaching* represents an important attribute of transformational leaders, which reflects their ability to influence people in the process of change to teach, direct and correct them. Without teaching, fulfillment of transformational aims rests upon occasional chances only.

*Responsibility* reflects readiness of transformational leaders to take the risk upon them for the success of transformational change.

*Recognition*, as an attribute of transformational leadership, allows leaders to identify situations, in which followers should be praised, i.e. give them recognition. In that sense, transformational leaders praise every well-done action of their followers right away.

## RESEARCH METHODOLOGY

The type of research is exploratory in nature based conceptually on review of previous studies of the variable used in present study. An attempt is been made to understand conceptually the role of independent variable i.e. transformational leadership on dependent variable i.e. organisation success. An attempt has been made to explore the impact of transformational leadership on leaders personality, followers motivation, value system of followers, organisation commitment, organisation sense of purpose, mission, vision and long term objectives of organisation, self –efficacy ,organisation culture and establishing congruence between individual and organisational goals. Thus, the approach is to determine how transformational leadership can be utilized as a tool for bringing sustainable growth, distinctive success and unparallel opportunity for organisation. The data source used for present study is secondary in nature and various published articles, established theories; research studies based on the selected variable have been used to establish relationship between transformational leadership and organisation success.

Different characteristics of transformational leaders and how these can be utilized in establishing and achieving an undying spirit of developing leaders has been discussed based on various examples of inspirational leaders from varied areas which will help in clarifying how transformational leaders can be developed, their key traits and ways by which they bring transformation in organisation for long term growth.

## INSPIRING CHARACTERISTIC OF TRANSFORMATION LEADERS

The transformation leaders are unique by themselves and exhibit certain common characteristic as follows-

- They develop and share an inspiring vision of the organisation's future and instill the same in followers
- Behaving in ways that bring out the best in individuals and teams by exemplifying themselves
- The transformation leader show genuine concern and respect for others
- They believe to develop a culture of collaboration rather than command and control
- They recognise that leadership needs to be demonstrated at times by everyone in the organisation and thus believe in building genuine trust between leaders and followers.
- They try to create congruence results in followers and make them more considerate, competent and successful resulting into high job satisfaction.
- Transformational leaders are skilled at marshalling the intellectual and emotional equity of their people and are able to set out a bold vision. They are also able to project their dream and put extraordinary communication skills to drive it across to a large number of people. They are quick to recognise good ideas and have the intellectual honesty to give credit where it is due.
- As also stated by Zenger John, Folkman R., and Edinger Scott (October 2011) in their article in HBR that developing and building leadership traits whether for improving succession or for talent planning or ensuring adequate availability of manpower requires following steps –a) Identify the strengths that can make an individual to lead; b) Choosing a strength keeping a focus on organisation strength and importance and then being passionate to fulfill that strength; c) Identifying and choosing compassionate behaviour that will help in effective leading; d) Developing the above all traits in a linear way.

Also the authors suggest the other identified traits that a transformational leader exhibits or which can be used to develop such leadership includes-

- Connects emotionally with others
- Develops the ability to establish stretch goals
- Exhibits clear vision and direction
- Communicates powerfully and broadly keeping future in mind believes in developing others
- Collaborates and fosters teamwork
- Nurtures innovation

- Takes initiative
- Champions change
- is always strong role model

Another important point that can help transformational leaders is as individuals they should be clear with their own purpose, vision, timelines, expected outcome, implications of their leadership strategy, possible fallouts based on thorough SWOT, expected resistance and adequate contingent plans to deal with uncertainties. In this context in an article by Chatterjee Debashis, Director IIM Kozhikode (December 2012), connecting the learning of Bhagvad Gita for developing transformational leadership can be understood. He adds two wonderful traits that can help develop an exceptionally appreciating and effective leadership based on learning of Gita.

First, *Wisdom in the time of uncertainty, leaders deal with discontinuities in life and work*. When Arjuna feels hesitant to fight the battle, Krishna makes him aware to come out of the distorted reality. It is true that uncertainties are certain especially when we talk about change, the old mental models do not work always, especially when in business, changes are turbulent, sure and when we are affected by many factors like at country level the business environment is affected by both external and internal factors with global conditions. In such situations old learned models and business experiences and strategy may not be always successful. As he adds a very deep line when the rate of change outside our mental world becomes greater than the change within us, we become victims of our circumstances. The learning to be made is that our mind remains attached with our old experiences and we develop distorted realities and want to remain in that which creates conflict because reality outside the mind is always changing.

Leaders also are required to vanish this distorted reality and remain active to accept and champion the changes to fight against the false perception and explore and understand the actual self which can be done by consistently questioning their own mental models.

*Second very important trait that leaders needs to develop is developing a willful leadership rather than a wishful leadership*. When Arjuna is in conflict with himself to fight the battle he is overshadowed by the wishful leadership which made it difficult for him to fight against Kauravas, then Krishna inspires him that with wishful leadership leads to bias in action and inhibits the action whereas willful leadership promotes and leads to action because a leader is decisive only when he decides to act. Then Arjuna gets inspired and moves from wishfully disengaged to willfully re-engaged with the immediate task. This is what is applicable in leadership as well a leader needs to shed off his own narrow interest and focus on more broader organisational interest and this what leads to *Purposive leadership*. This

is what in end leads to victory of righteousness or Dharma for the interest of Hastinapur and defeat of Kauravas. This is with what the transformational leadership can succeed. Leader has to set a broader vision and monitor it consistently for achievement of broader objective.

Thus, this is an important characteristic of transformational leaders to make people more important rather than simply the positions and trying to create congruence between individual and organisational goals and this helps in developing unique leadership patterns that helps in augmenting organisation and individual performance. It is also important to develop relation between personal and professional criterion so as to build tomorrow's leaders who are highly accountable, purposive and impartial.

- Other important trait is *Altruism*: To be effective, transformational leaders must convey a feeling of goodwill toward employees. This leader must encourage employees to take risks because they will be adopting new methods during the period of change. He must gain their trust, as employees are more likely to trust someone who has their best interests in mind.
- Similarly *excellent communication* is an important factor for effective transformational leadership; leaders should be strong enough to give clarification if others misunderstand them to give clarity on the reality for a broader purpose. As it is a known fact that leadership cannot be developed by merely copying or reading a book on leadership it all depends on the natural traits, clarity and tendency of a leader how he wishes to develop himself for well being of one and all.

Another very inspiring example of transformational leader is of Bill Gates which exemplifies that strong determination, clarity of purpose, self awareness, awareness of surrounding by keeping oneself update and consistency of purpose are mantras for true leadership that can inspire others.

Few characteristics of Bill Gates as a transformational leader will make this clear like -

**Expert Knowledge:** He is regarded by his followers as an expert which is one of the best traits of a leader.

**Power and Influence:** Bill Gates inherited his unique transformational skills like strong emotional balance and strong will power and clarity from his parents and developed these unique skills in understanding business and giving a correct direction for its growth.

**Charismatic:** This trait of Bill Gates referred to his long term vision and an attitude towards emphasizing more on general benefit and an approach towards helping the not so developed nations thus bringing benefit to all.

**Visionary:** Leaders should have a long term vision and should be futuristic in approach, and predicting the common

benefit is required so has been demonstrated by this leader where his long term vision was to strengthen developing nation and he did not even hesitated in donating his own wealth to other nations for bringing common benefit to all thus exhibiting true transformational trait.

**Personal credibility and experience** (transformational leadership): The experience possessed by Bill Gates in being an effective manager is a globally accepted fact demonstrated by his true skill and transformational intervention that he brought.

**Social network:** His other trait which demonstrated true collaboration networking which are essential skill for effective manager is his collaboration with Warren Buffet and Mark Zuckerberg, his ability to communicate amongst peers help people to participate and generate an environment of creativity and innovativeness in organisation.

**Socialized power:** This refers to thinking and prioritizing common and general interest above self interest which is a key trait of a true leader.

## INSPIRING INSTANCES OF TRANSFORMATIONAL LEADERS

- a. Lee Kuan Yew of Singapore stands out, in many respects, as one of the great transformational leaders because, through a three-decade period, he shaped and drove Singapore's development, catapulting the city-state from a Third World backwater, to the front ranks of the First World.
- b. Other transformational leader is Dalai Lama. The Dalai Lama is a leader of an altogether who does not hold base of power, no political position; neither an army; and he has no control over mighty economic resources. In materialistic progress he offers the message of peace and humanity, because, while his basic message is spiritual, his work has ramifications that are entirely down-to-earth. His efforts have been instrumental in providing a haven and a life of dignity to the thousands who escaped the trauma of communist rule in Tibet (Bass, B.M., 1990).
- c. Yates (2002) argues that Genghis Khan was a transformational leader who, during the late 12<sup>th</sup> and early 13<sup>th</sup> centuries, united fiercely independent Mongol tribes to ultimately create one of the largest land empires ever seen.
- d. Another transformational leader is Lou Gerstner, retired Chairman and CEO of IBM. He turned IBM irrespective of huge losses and predicting it as future success opportunity. Leadership can be demonstrated even by small instances which bring greater benefit like Gerstner transformed the culture by bringing

change in behaviour and even the dress code so that a better message can be sent to the customers (Sheppard, 2002).

- e. Another exemplary learning can be made from Lee Iacocca is another transformational leader who is known for saving the Chrysler Corporation. He demonstrated the courage by taking over Chrysler when it had almost gone bankrupt and was even ready to change ideas and thought process of his subordinates.
- f. In the entertainment industry, transformational visionaries include television producer Allen Funt, who introduced the Candid Camera show in the 1940s. This format influenced the development of other programming, including reality television, such as those featuring businessman Donald Trump and his apprentices. Transformational leaders in social media technology include Jack Dorsey of Twitter and Mark Zuckerberg of Facebook. These leaders recognise how to apply technology use to social connections. Online tools have changed the way businesses connect and interact with customers as well
- g. William Edwards Deming, management consultant, transformed the way workers behave in the automobile manufacturing industry by introducing quality-management techniques. Through the use of statistical methods, Deming's approach helped the industry improve design, quality, testing and sales. This type of transformational leadership has also impacted other industries as well, leading to the development of process-improvement methodologies such as Six Sigma. Quality management professionals implement Six Sigma to transform their business by reducing product errors, minimizing waste and improving customer satisfaction
- h. It is worth mentioning about Carlos Ghosn a Brazilian-Lebanese businessman who is currently the Chairman and CEO of Yokohama, Japan-based Nissan and holds the same positions at Paris-based Renault, which together produce more than one in 10 cars worldwide. As one of the most dynamic transformational leader of the decade's who brought in most aggressive downsizing campaigns and spearheaded the turnaround of Nissan from near bankruptcy in the late 1990s.
- i. Exhibiting the multi-faceted roles of a dynamic leader, Ghosn has remained committed to building at least 1 million of Nissan's cars and trucks becoming largest producer in Japan annually he also has become one of the most visible leaders in recovery efforts after the Japanese earthquake and tsunami on March 11, 2011
- j. The true transformational leaders practice involvement and growth of their team members at best as it is a known fact that during the time of expansion of Wal-Mart by Sam Walton offered his managers the

opportunity to become limited partners if they would invest in the store they oversaw and then invest a maximum of \$1,000 in new outlets as they opened. This motivated the managers to always try to maximize profits and improve their managerial skills.

### Examples on How Can Transformation Leaders Bring Turnaround Intervention

True transformational leadership can bring exceptional results in form of a turnaround intervention. A couple of examples of transformational leadership being used highly effectively in a turnaround capacity are:

Marks and Spencer is also one of the example of turnaround intervention by establishing its lost position in market by choosing right leaders and bringing them in the company and accommodating innovations in supply chain to connect with its customers and through this innovative approach it was able to generate highest profits in 2008 of £1,129 million.

Yukos, the Russian oil company is also one of the best examples of transformation where the company selected the right leaders for its top positions and enriched rich diverse workforce to bring required changes in the organisation. The unique transformational leadership demonstrated by Mikhail Khodorkovsky, former CEO of Yukos, through his vision and ability made it possible to develop the operational capabilities of the organisation and set economy. This resulted into doubling of oil production by 2002.

These innovative approaches helped both of these organisations to bring back the lost vigor, profit and ensure growth through such leadership.

### DIMENSIONS OF TRANSFORMATIONAL LEADERS TO ESTABLISH EFFECTIVE ORGANISATION CULTURE

**Arousing Intellectual Stimulation:** The first and foremost component which transformational leader creates is by creating a culture of creativity building among the fellow members. Since a transformed leader not only challenges the status quo; they also encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn and this demands that leader should be capable of challenging assumptions, taking risks and soliciting followers' ideas.

**Practicing Individualized Consideration:** A transformational leader focuses on individual attention and focuses on consistently practicing a planned SWOT analysis of its employees and serving as a coach or mentor in preparing a SAP (Strategic Analysis Profile ) thus canvassing a vivid

and growth driven platform for its employees. This helps in building self confidence, developing a better self concept.

**Incubating Inspirational Motivation in handling people:** This trait refers to what extent a leader is able to express clearly to his followers what is actually expected of them to become true leaders. True transformational leaders help followers to set goals for themselves beneficial to both individual as well as for the organisation, set higher targets for themselves and develop skills to achieve them. It is also important that followers should possess clarity on why they want to achieve if they truly want to become transformational leaders. This trait is quite important to be developed to make followers visionary because true leadership requires a futuristic approach and this should be accompanied by such strong rapport byway of which both leader and follower speak common language and understand more expressively each other need to make leadership developed in a complete way. This requires no external pressure or coercion on the part of both leader and follower to make this leadership meaningful.

**An Avatar for exhibiting Idealized Influence:** This is yet an important component that inspires followers to actually understand their true leaders it is a trait which pushes followers to perceive their leaders as inspiration and translate leaders skills in them. Because followers trust and respect the leader, they emulate the leader and internalize his or her ideals. Thus, when a transformed leader makes his moves based on the insights of future direction, present resources,

expectations and necessities of organisation and a set time frame to bring respective positive change in individuals leading to group and then to organisation, group members can witness this transition by way of exemplary behaviour.

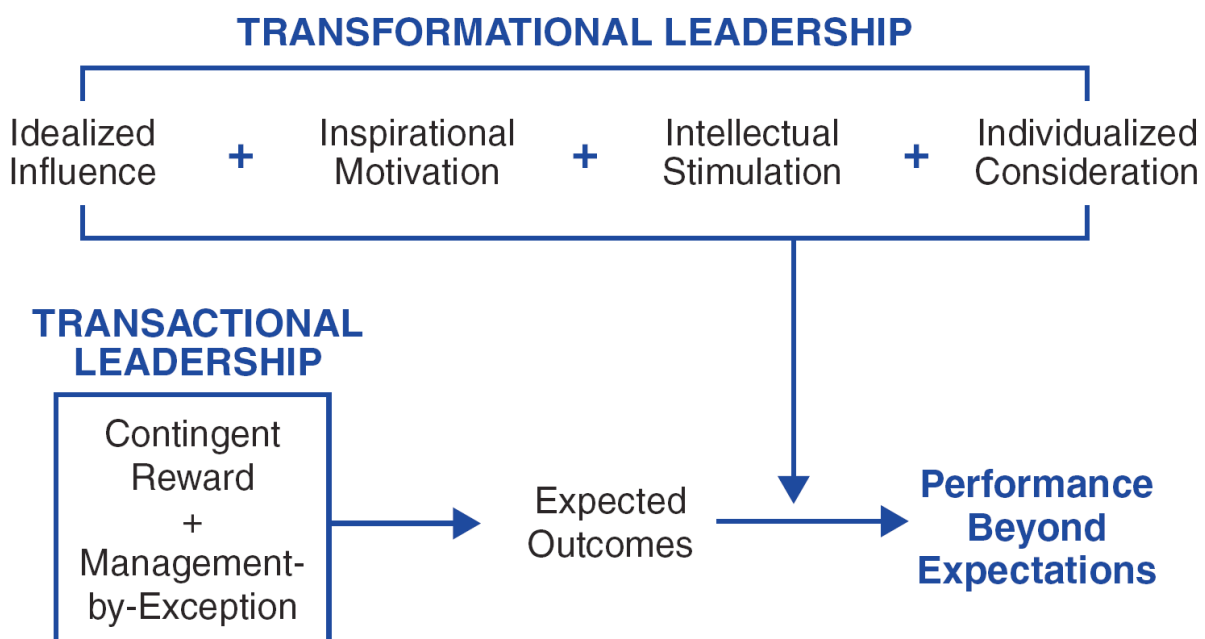
Thus, it is seen that transformational leaders motivate followers by appealing to strong emotions regardless of the ultimate effects on followers and do not necessarily attend to positive moral values. They balance their attention between action that creates progress and the mental state of their followers. They are people-oriented and believe that success comes first and last through deep and sustained commitment.

### TOOLS FOR EVALUATING TRANSFORMATIONAL LEADERSHIP

Realizing the significance of transformational leaders and their ever increasing benefits in an organisation setting, there is a need to measure the effectiveness of a transformation leader to enhance the performance of an organisation and develop suitable intervention to assess the potential and further develop their contribution in organisation context. Certain effective tools available to measure effectiveness of transformation and transactional leadership behaviour are:

- Multifactor Leadership Questionnaire -The most well known tool for Transformational Leadership measurement is the Multifactor Leadership Questionnaire, this tool consists of 142 statements about the behaviour of the leader.

Figure 1: The Additive Effect of Transformational Leadership



Source- The additive effect of transformational leadership (Bass and Avolio, 1994)

- Transformational Leadership Behaviour Inventory (TLI) -- Podsakoff, MacKenzie, Moorman and Fetter (1990)
- Leader Assessment Inventory (LAI) - Warner Burke (1994)
- Transformational Leadership Questionnaire (TLQ) - Alimo-Metcalfe (2001)
- Global Transformational Leadership scale (GTL) - Carless, Wearing and Mann (2000)
- Follower Belief Questionnaire and the Attributes of Leader Behaviour Questionnaire - Behling and Mc Fillan (1996)
- Leadership Practices Inventory (LPI) - Kouzes and Posner (1998)

## FINDINGS OF STUDY

From above discussion it was found that transformational leadership is unique in its own way since transformational leaders believe in bringing a permanent change by strengthening the emotional, intellectual and psychological behaviour of individuals and help the followers in broadening their attitude towards organisation. They help followers in becoming more self-actualized towards their goals and develop a holistic perspective towards development. The transformational leaders enhance awareness towards objectives and also signify the purpose of goal setting making followers more result driven.

It was also found that transformational leadership is universally seen since years together and is widespread in different dimension and fields. The transformational leaders focus on individualized consideration, they believe in stimulating followers intellectually, influence followers ideally and motivate by exemplification.

## IMPLICATIONS OF STUDY

The above discussion and findings are applicable to every organisation irrespective of the nature, size and objectives, since future of any organisation depends on competencies, vision, attitude and willingness of its followers to perform. Irrespective of the experience and expertise every employee strives to get a direction, true guidance and moral support along with emotional inclination to progress. The transformation leaders bring a positive and learning culture and create congruence between individual and organisation goals thus leading to satisfaction, high commitment and performance. Thus if organisation realizes the role and contribution of such leaders and try to build the same capabilities in each employee, it will bring a ripple effect in success and development at large regular practice of strategies like 360-degree feedback and the Balanced

Scorecard as evaluation system can help in assessing the direction, intensity of change required and gaps, if any. These evaluation systems encompass transformational leadership competencies and also organisation profitability. Transformational leaders take into consideration bosses, peers, direct reports, customers, and many different aspects of business. They could better identify women's leadership potential and facilitate their development and promotion. implementing systems with more varied job experiences (e.g. externships), better access to learn from more experienced organisation members, and formal training where goals and results are measured and tracked over time. The focus should be on employee empowerment and setting an internal brand for organisation.

## ROLE OF HR DEPARTMENT IN STRENGTHENING TRANSFORMATIONAL LEADERSHIP

For an organisation, especially if we talk about HR department in organisation which directly or indirectly works for developing and fostering, leadership in people can succeed by following initiatives-

The HR department should think ahead of their CEO so that right knowledge about customers, employees, functions, procedures, stakeholders and business opportunities can be properly tapped.

Restructuring the role of HR by training, HR audit and different talent management practices.

Continuous learning and involving Gen Y to learn and participate.

Making the corporation innovative and promoting innovations

Developing a climate of values and culture.

HR professionals need to be more global thinkers and need to make their organisation more global in their mindset, processes and standard.

## BENEFITS OF TRANSFORMATIONAL LEADERSHIP

The benefits that an organisation accrues through such leadership includes-

- Creating a better work environment where the leader will go into an organisation and find out what the major concerns are of the employees and find a way to make their situation better. Not only will they work to make the work environment friendly, they will also work to develop their individual talent

- Because such leaders understand the employees concern they add to better employee retention thus reducing training cost and adding to internal branding of organisation.
- This type of leader also inspires employees to develop a sense of ownership for the company. By giving the employee a sense that the company cares about their accomplishments, the employees are more likely to look out for the company.
- Another huge benefit to employees is that a transformational leader is one that is willing to stand up for the front line when they are able to. Employees will also get considerable more recognition as this leader is going to know what their accomplishments are.

## CONCLUSION

From above discussion it can be inferred that if the essential characteristics of transformational leadership, which are immense charismatic qualities, individualized consideration, intellectual stimulation and inspirational motivation, are inculcated in the culture of organisation, it will help in developing a culture based on transparency, collaboration, trust, authenticity and mutuality which will definitely enhance the individual and organisation performance. Thus if an organisation is able to develop these traits, leadership will become an inherent part of every organisation promising undying success and will help to prepare organisation stand tough against competition, ensure its future and help in stabilizing its internal and external conditions to help organisation to sustain for long.

Though every organisation differs in terms of size, structure, authority relationship, culture and practices the concept and utility of transformational leadership can be made effective by developing insights on managing business emotions of people in understanding the push and pull factors of employees and thus serving at best. The organisation should strive towards developing a workable Implementation plan to execute the planned strategy like to what level and arenas the transformed leaders will work, their action plan time, process, involvement of group members and evaluation should be focused instead of developing a separate structure, efforts should be made to identify the cultural impediments, if any that have grown surreptitiously. When the role of transformational leadership will be identified and developed it will help in building organisation a learning organisation in its true sense.

Transformational leaders are individuals who with their own knowledge, maginations and ability to influence the behaviour of people, make conditions for transforming so

called “soft” variables of transformational arrangement and for this a keen focus on people, process, purpose should be clear. Thus these listed abilities and skills represent the essence of so called transformational leadership. Therefore, the conclusion is that qualities of transformational leadership make the essence of transformational management and the key to successful management of transformational organisational changes that will be helpful for getting sustainable competitive advantage in organisation

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