
Transformational Leadership: Winning Competencies for Organizations

Hussam Fares Abushawish¹, Abdul Jalil Bin Ali ², Hazri Bin Jamil³

^{1, 2, 3} School of Educational Studies, Universiti Sains Malaysia, Malaysia,

hussam.as@gmail.com H/P +6 017 278 0960

Abstract

This review paper explores transformational leadership and predicts its skills and qualities to be crucial antecedents for organizational effectiveness in organizations. A substantial body of literature on transformational leadership was reviewed and the findings revealed that the transformational leadership skills and qualities are vital to lead organizations through change and increase their ability to achieve success and expansion in their environments. The primary impact of transformational leadership on organizational effectiveness is attributed to the transformational skills and qualities which increase organizational capability to effectively address forceful challenges and changes in their environments.

Keywords: Transformational leadership, organizational culture, organizational change, organizational effectiveness.

Paper type: Conceptual paper

1. Introduction

Leadership is continuously an evolving concept. Consequently, there has been no agreement or consensus on a central definition of leadership despite the accumulated literature on leadership (Ladkin, 2010; Stewart, 2006; & Stout, 2006). Generally, the question of leadership has been subject to enormous scholarly endeavors to define the concept and best theory and qualities of leadership that lead to enhanced organizational performance and success. The result was an endless spectrum of successive leadership theories. However, based on literature review, transformational leadership is conceptualized as the best fitting leadership approach for the changing nature of organizations in the 21st century (Simić, 1998). Therefore, the purpose of this paper is to introduce insights into the transformational leadership skills and qualities as a key organizational component to promote organizational effectiveness in organizations.

Essentially, the success and survival of organizations depend on their effectiveness. Meanwhile, organizational effectiveness is determined by the leader's style of leadership and leadership effectiveness (Singh & Bhandarker, 1990). In this sense, a significant body of research bonds transformational leadership to leadership effectiveness, extraordinary follower performance, and organizational effectiveness. Based on their extensive review of related literature, Hall, Johnson, Wysocki, and Kepner (2008) and Bass and Riggio (2006) necessitated increased implementation of transformational leadership in organizations because it correlates to organizational and group development and boosts performance. They emphasized the impact of transformational leadership on leadership effectiveness as well on the transformational capacity of the organization. According to them, transformational leaders can evoke extraordinary performance and results beyond expectations by means of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

2. Research Questions

Based on our understanding of the literature on leadership, organizational change, and organizational effectiveness, we envisioned that transformational leadership skills and qualities are the best fit for leading organizations through change while increasing the likeliness of this change to boost their effectiveness. This prediction is entirely grounded in the findings that we

reached from intensive review of related literature. To expand our understanding of this topic, we explored transformational leadership through considering the following questions:

1. What is transformational leadership? Why is it important?
2. What are the outcomes of transformational leadership?
3. What are the key skills and qualities of transformational leadership?

3. Methodology

The absence of an approved definition of an effective leader in organizations that is consistent with people's prototype of an ideal leader despite the accumulated literature on leadership led us to conduct a literature review approach to address such a critical issue. In this context, Rickinson and May (2009) revealed six literature review methodologies used for identifying and interpreting relevant literature on a specific topic or subject. These methodologies include narrative review, vote counting reviews, meta-analysis, best evidence synthesis, meta-ethnography, and realist synthesis. The current study used a narrative literature review where the prior literature on transformational leadership was exhaustively reviewed. The purpose of this review was to identify what has been written on transformational leadership to investigate, compare, relate, and integrate a variety of theoretical perspectives on transformational leadership to explore the core leadership competencies for effective organizations.

3.2. Data Sources

The primary source of our data was a comprehensive review of the literature on leadership and organizational change. We used a snowballing method to collect data from the literature on leadership and organizational change where the collection of data was informed by the theoretical findings that have already been reached.

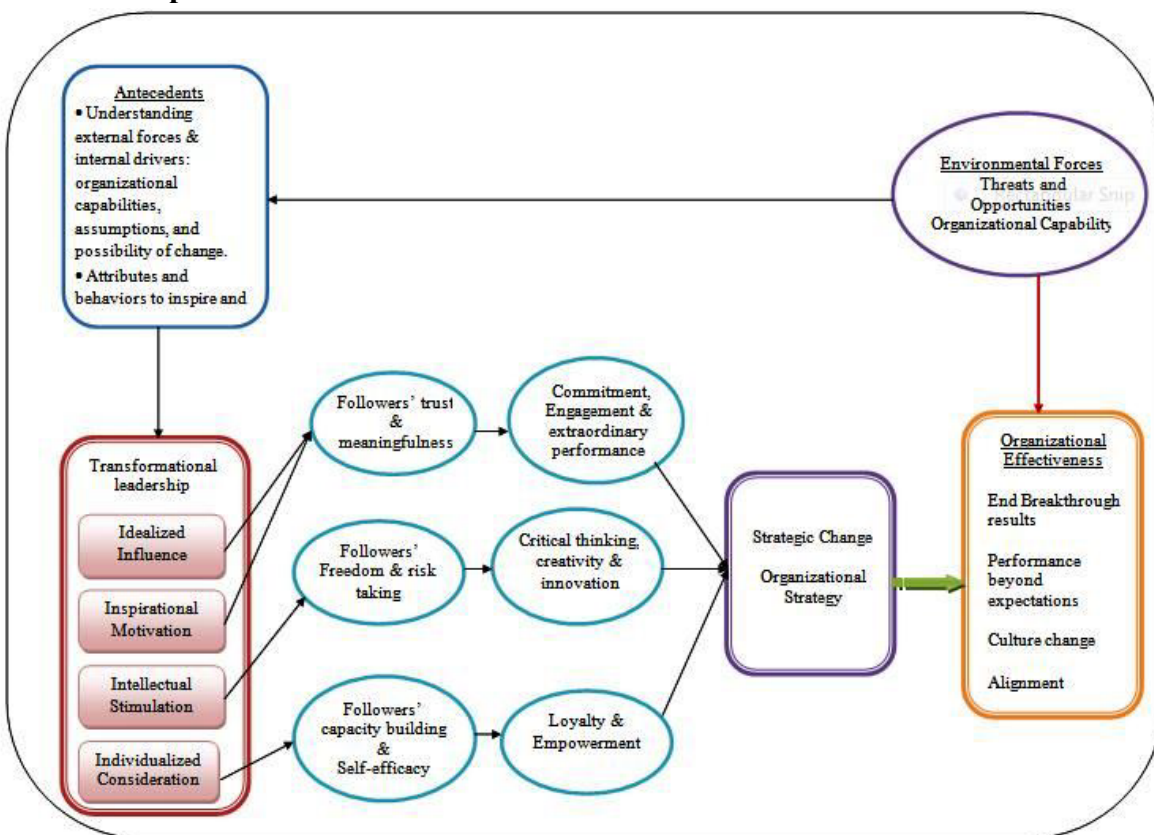
3.2. Data Coding

Data coding was conducted by keeping in-depth notes from the literature sources we reviewed in a Microsoft Word Document. During the actual note-taking from the literature sources, we recognized patterns in our findings. Therefore, we constantly created sections and subsections for each category of findings in the document while labeling and referencing each note. Afterward, the document was printed out on bond paper and cut into separate notes. Then,

several notes with a similar label or title were piled together, thus allowing us to easily categorize our findings, and investigate, compare, relate, and integrate categories of findings and recognize concepts.

4. Findings and Discussion

4.1 Conceptual Model



As Figure 1 indicates, transformational leadership is conceptualized as “the best fit” for a model of influence on organizational effectiveness. This model is founded on four key transformational competencies, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which evoke extraordinary organizational performance through strategic change planning and implementation. That is, organizational effectiveness revolves around an ongoing interaction among these salient transformational competencies. First, the leader fully understands the environmental forces affecting the organization’s success. Then, he/she sets the conditions for leading successful transformational change by means of performing such essential transformational competencies as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which, in return, evoke commitment, critical thinking and innovation, and loyalty and empowerment in followers in ways which

facilitate strategic change and transformation while allowing the organization to succeed and expand in an ever-changing environment (Bass & Riggio 2006).

4.2 Significance of Leadership

Bennis (2009) stresses the crucial role of leadership in a world full of harsh realities. He asserts that the need for leadership in organizations is increasingly pressing and that the lack of leadership is as detrimentally threatening as the global warming and the widening gap between the rich and the poor. Because leaders have an adaptive capacity, among other competencies, they are capable of responding quickly and intelligently to external forces which pressurize organizations to change, thus causing these organizations succeed and grow.

There are other reasons which increase the world hunger for leadership. For one thing, leadership is the greatest performing art ever that relates to results and outcomes and that creates organizations with lasting values (Bennis, 2009; & Halpern & Lubar, 2003). In addition, effective leadership not only achieves goals and change organizations, but also transforms the people involved. It also implies planning and implementing change which benefits the leader as well as the followers (Stout, 2006). It is also the engine which creates high performing organizations through building visions and developing leadership at all organizational levels (Blanchard et al., 2010). Furthermore, whatever difference or change is brought about in organizations is only due to the leadership (McEwan, 1998).

4.3 Definitions of Transformational Leadership

Generally, leadership is the process of creating a vision for a desired organizational future or end-point and aggregating collective energy towards it in ways which foster organizational change (Ladkin, 2010). Marshall (2011) and Johnson, Scholes, and Whittington (2005) envision leadership as the art and process of guiding, influencing, and inspiring a group or organization toward the common goals. By definition, the leader is assumed to be the person in the position of influencing, not necessarily someone who is in the position of power, being at the top of the organization.

Transformational leadership is a “Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group” (Business Dictionary, 2011). Covey

theorizes the overarching principle of transformational leadership to be to “transform people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purpose; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building” (Transformational leadership Report, 2007, p. 1).

4.4 Rationale for the Transformational Leadership Theory

Burns’ (1978) theory of transformational leadership was assumed to introduce a universal leadership approach. His assumptions about transformational leadership were based on introducing leadership across cultures and time in response to the absence of an agreed definition of leadership (Stewart, 2006) and as a type of leader that is consistent with people’s prototype of an ideal leader (Bass & Riggio, 2006). In this context, drawing from research findings of the Global Leadership and Organizational Behavior Effectiveness BLOBE, Bass and Riggio (2006) seem to build on Burns’ perspective of universal leadership. They confirm that transformational leadership is universally the most desired and most effective and that “elements of charismatic-transformational leadership is valued leader qualities in all countries and cultures” (p. 16).

Therefore, transformational leadership is now receiving an increasing global organizational attention and its impact on organizational effectiveness continues to gain optimum consideration of both leaders and management researchers. It represents the most popular model encouraging discussion and research because it symbolizes the changing nature of effective, universal leadership. In general terms, it is perceived by various scholars to be a key determinant of successful change as well as leadership and organizational effectiveness as it accounts for significant variance in ratings of performance in organizations. A substantial body of research has demonstrated this significant influence of transformational leadership on organizational effectiveness and attributed the success of change to the degree to which transformational leadership is present in an organization (Khan, Ur Rehman, and Fatima, 2009; Schell IV, Youngblood & Farrington, 2008; Scully, 2008; Bass & Riggio, 2006; Al-Otaibi 2006; Clatt & Hiebert, 2001; & Sarros & Santora, 2001). Transformational leadership was also suggested to have a considerable influence on organizational effectiveness through strategic change (Anderson & Anderson, 2010).

4.5 Prior Literature on the Outcomes of Transformational Leadership

Transformational leadership continues to receive highest consideration in both leadership theory and literature due to its positive impacts on organizations. Such interest in transformational leadership has been attributed to the evolving view that it transcends transactional leadership to represent the best fitting approach to today's complex organizations wherein people feel in so bad hunger for effective leaders not only to lead them through uncertain environments but also to inspire and empower them and to transform them into high performers. Transformational leaders have potentially significant promise for organizations by means of enhancing follower satisfaction, commitment to change, loyalty, and development, which are key predictors of leadership and organizational effectiveness (Abushawish, Ali & Jamil, 2013; Marshall, 2011; Lo, Ramayah, and Run, 2010; & Bass & Riggio, 2006).

Our literature review revealed that transformational leadership is significantly associated with organizational effectiveness (Bashman, 2010; Mulla, 2010; Scully, 2008; Bass & Riggio, 2006; Al-Otaibi 2006; Hancott, 2005; Clatt & Hiebert, 2001; & Sarros & Santora, 2001), accounts for variance in ratings of performance between successful and unsuccessful organizations (Sadeghi & Pihie, 2012; Garcia-Morales, Jimenez-Barrionuevo, & Gutierrez-Gutierrez, 2011; & Jandaghi, Matin, & Farjami, 2009), and influences organizational effectiveness through strategic change (Anderson & Anderson, 2010; Atwood, Mora, & Kaplan, 2010; Alazzawi, Sulaiman, & Aljarjari, 2010; Pawar, 2003; & Lievens, Van Geit, & Coetsier, 1997). The most significant implication that this conclusion might advance is that organizations need a new breed of effective leaders who are change-centered and capable of leading organizations through transformation by transforming organizational culture, inspiring followers to pursue the prescribed direction, and fostering innovation and transformation (Mahasinpaisan, 2011; Marshall, 2011, Benitez, Davidson, & Flaxman, 2009; Pagan, 2008; Bass & Riggio, 2006; & Lievens, Van Geit, & Coetsier, 1997). Based on our extensive review of related literature, we found that increased implementation of transformational leadership in organizations is a necessity because it correlates to organizational and group development and boosts performance (Bass & Riggio, 2006; & Hall, Johnson, Wysocki, & Kepner, 2008).

Furthermore, the changing character of organizations to more complex ones as well as the changing nature of change they require from a simple, easy to manage transactional change to a

more complicated, open ended, sustainable type of change accompanied with a compelling need to transform require a new breed of leaders who are change-centered, able to build clear guiding vision and mission, inspire followers to pursue the prescribed direction, transform cultural paradigms and assumptions, and consequently foster innovation and transformation (Pagan, 2008; Bass & Riggio, 2006; & Lievens, Van Geit, & Coetsier, 1997).

Basically, the success and survival of organizations depend on their effectiveness, that is, on an organization's capability to achieve success. Meanwhile, organizational effectiveness is determined by the leader's style of leadership and leadership effectiveness (Singh & Bhandarker, 1990). Therefore, based on our findings, we assumed that transformational leadership is potentially the best fitting leadership approach to the increasing impetus and scope of organizational change today. This is because organizations have shifted their emphasis from simple, first order change to a more complicated, radical, second-order, large-scale type of change which requires a shift in organizational culture, strategy, and structure. The driving force for this shift in organizational change is that organizational survival has become a primary task for all organizations in the 21st century due to rapidly changing internal and external environments. Accordingly, most organizations seek to develop transformational capacity to cope with these rapid external changes in order to achieve organizational effectiveness and success (Anderson & Anderson, 2010; Balogun, 2001; Koning, 2010; & Van De Ven, 1993). To this end, this study assumes that transformational leadership is a key predictor of organizational effectiveness in organizations.

4.6 The 4 Is as an Umbrella Leadership Competencies for the 21st Century

In general terms, Thorpe and Gold (2010) introduced a more insightful view of leadership by explaining the leadership trinity as suggested by the top business thinker Charles Handy. Leaders, according to Handy, are assumed to master three major qualities. The first quality is understanding which comprises the leader's ability to understand the external drivers which influence the organization's success as well as the internal drivers such as the organizational capabilities, the underlying values and beliefs, and the possibilities for change. The second quality involves creating a vision and translating it into procedural goals and actions. The final quality comprises the ability to inspire and influence others in ways which unleash their energy

and sparkle their potentials to aggregate their support for exceptional performance and better outcomes.

With a particular emphasis on transformational leadership, Bass and Riggio (2006) believe that transformational leaders do more than just leading with authority and systems of reward and management. They seek to inspire and evoke performance beyond expectations and extraordinary results from their followers by employing a combination of transformational leadership skills and qualities, best known as the 4 Is. These skills represent key behaviors of transformational leadership which distinguish it from managerial practice. They constitute a major part of the Full Range of Leadership which also includes factors of transactional leadership and laissez-faire leadership. Transformational leadership is seen as a combination of these components.

4.6.1 Idealized Influence (Charisma)

Idealized Influence constitutes the first component of transformational leadership which can be divided into two aspects: Idealized Influence – Behavior or the leader’s behaviors and Idealized Influence – Attributed, that is, the qualities that are attributed to the leader by followers. Idealized influence describes a leader who is an exemplary role model and who is trusted and respected by followers. In return, followers respond with extraordinary performance (Hall, Johnson, Wysocki, & Kepner, 2008). Idealized influence demonstrates the leader’s ability to influence followers, inspire their trust and commitment, and release their potential to transform themselves and the organization into something greater (Marshall, 2011).

4.6.2 Inspirational Motivation

Inspirational Motivation is another crucial component that was extensively emphasized in the literature. In congruence with this behavior, leaders inspire followers and evoke their enthusiasm through articulating guiding vision and mission and clearly defined goals and expectations which provide meaning as well as a challenge to their work and increase their sense of self-esteem. Inspirational motivation demonstrates the leader’s ability to “influence others by high expectations with a sight toward the desired future” (Marshall, 2011, p. 5).

4.6.3 Intellectual stimulation

Intellectual stimulation implies the willingness of the leader to nurture independent and critical thinking, creativity, and innovation with fearlessness and risk taking in self and followers through instigating them to learn and test new ideas, re-frame problems, question underlying assumptions, and approach old situations in new ways (Marshall, 2011; & Bass & Riggio, 2006). We recognized that it serves as a key driver of organizational innovation and creativity in ways that evoke freedom and self efficacy throughout the organization, thus allowing for creating a shared responsibility for organizational transformation.

4.6.4 Individualized Consideration

Individualized Consideration is a fundamental component that basically contributes to the capacity building as well as intense commitment and loyalty of organizational people. Leaders who are individually considerate realize each follower's needs for achievement and growth by serving as a mentor, a coach, and an advisor. They create new opportunities for learning, delegate tasks as a way for development, create supporting culture founded on recognizing individual concerns and needs for growth, establish learning communities, provide encouragement, foster communication with followers in all directions, and manage by walking around and empathic listening.

4.6 Cultivated 4 Is-Driven leadership Skills, Roles, and Tasks

Bass and Riggio (2006), Marshall (2011), and Alhawari (1999) recognize the primary task of transformational leaders to serve as change agents who are mainly responsible for transforming organizations and people by means of key behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Based on our understanding of the 4 Is and the related literature, we recognized the following tasks and roles of leaders.

Based on the assumptions of Benitez, Davidson, and Flaxman (2009), Alhawari (1999), and Stolp and Smith (1995), and in line with the adopted definition of transformational leadership, transformational leaders are thought to have six cultivated primary tasks which are central to bring about organizational effectiveness through strategic change.

4.7.1 Identifying the needed change

The first task involves identifying the needed change through self-reflection and persistent discourse of change. In this respect, Stolp and Smith (1995) consent that “Cultural change begins only when practitioners address the process of reform personally” (p. 80). To identify the needed change leaders need to begin with self-reflection as a source of inner learning in order to create personal purpose, values, beliefs, and assumptions. Self-reflection also generates a clear sense of direction and purpose where goals can be transformed into a mission statement. This type of leader reflection on his\her own strategic insights and perceptions of what is worth fighting for alongside the personal changes it brings about constitutes the starting step in the journey of systemic change (Fullan, 1997). Transformational leaders also emphasize deep and pervasive institutional discourse on educational change to institutionalize change and transform the existing culture in ways which increase followers’ awareness of the needed change. A discourse of change creates learning communities as an issue of maximum relevance to transformational leaders. In such communities leaders and followers engage in diverse discussions and experiences that foster personal and professional transformation to enhance organizational effectiveness.

4.7.2 Building Guiding Vision and Mission

Transformational leaders focus on developing and channeling the guiding vision and mission to align the daily operations and practices with the desired transformation. Having realized the needed change, they create a clear sense of direction and purpose leading to building clear, well-stated guiding vision and mission. The clarity of direction as well as the communicated vision and mission provides followers with a meaning and a challenge to their work, increase their self-esteem and self-efficacy, convince them of the significance of the needed change, and ultimately align their personal interests, dreams, and expectations with those of the institution. Transformational leaders build a vision and define a strategy to put this vision into action to make change possible. In this context, the leader should develop special competencies to facilitate change. Such competencies include knowing how to transform vision into policy, develop strategies to evoke follower support and commitment, effectively communicate institutional values and beliefs to define the direction to change, and teach and guide followers how to put beliefs and values into action.

4.7.3 Creating an Adaptive Organizational Culture

Transformational leaders rely on organizational culture to make organizational as well as individual behaviors and practices congruent with organizational vision and mission and ultimately with the desired change. The cultural role in aligning individual interests and expectations with those of the organization is a determining factor of successful change. This is because without a well-established culture no vision, mission, or strategy will contribute to organizational transformation and success (Marshall, 2011; Peterson & Deal, 2009; Schein, 2004; & Singh & Bhandarker, 1990). Therefore, a major underlying skill of transformational leaders is the ability to transform organizational culture to facilitate organizational transformation and effectiveness. Culture transformation denotes a significant change in the existing organizational culture by collectively developing a new set of mutually shared assumptions which are informed by a collective understanding of organizational capability and environmental drivers affecting the organizations' success. The primary purpose of these assumptions is to shift and sharpen the focus of daily behavior on organizational vision and mission, increase follower commitment and motivation to change, align individual interests and expectations with those of the organization and, consequently, facilitate organizational transformation and effectiveness. To this end, it is concluded that organizational culture correlates with performance (Bass & Riggio, 2006; & Schein, 2004) and that transformational leaders can certainly improve organizational performance and bring about lasting change by creating certain types of culture.

Another essential cultural aspect that transformational leaders tend to emphasize to evoke outstanding performance and breakthrough results is recognition of followers' achievement and successes. When leaders recognize followers' successes and achievements, follower morale improves and creates a positive culture (McEwan, 1998). By recognizing achievements, leaders highlight important values and set high expectations to the followers. In addition, the resulting high morale enables leaders to inspire follower commitment and motivation and improves their performance.

4.7.4 Nurturing Leaders to Expand Leadership Influence

Transformational leadership is a process in which leaders and followers promote each other to a higher level of motivation and morality to transform the organization (Bass & Riggio,

2006). Effective leadership not only achieves goals but also transforms the people involved to develop an appropriate organizational capability in the face of brutal environmental pressures as a starting step to transform the entire organization into a highly effective and competitive body. Transformational leaders “transform people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purpose; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building” (Covey as quoted in the Transformational leadership Report, 2007, p. 1). They transform people into highly effective performers by means of effective empowerment through providing them with autonomy so that they enable, direct, and control themselves in carrying out their responsibilities and align their goals with the organizational goals (Bass & Riggio, 2006). Apparently, the ultimate end of people transformation is creating an effective collective organizational mass with superior capability to transform the organization and make it highly effective

Therefore, a key task of effective transformational leaders is to nurture leaders. A fundamental approach to nurture leaders is by employing the 4 Is which allow organizational people to be influenced, inspired, intellectually stimulated, and individually considered by leaders while engaging them in various crucial activities such as peer coaching, leading quality teams, and focusing on standards of practice and performance. A crucial output of nurturing leaders in organizations is increased empowerment and commitment of followers which are significant to transformational change.

Transformational leaders can also nurture leaders through teaching and coaching them in order to empower them, develop their leadership capacity, and enable them to gain a shared sense of vision and purpose. The resulting sense of vision fosters consensus, eliminates conflicts, and eventually makes leaders as well followers focused on the realization of organizational vision and change. According to Fullan (1997) leaders have to conceptualize their strategic insights and communicate them to followers so that they become open to challenge and further improvement. Enacting staff development is a vital cultural aspect to facilitate change. Staff development by means of peer coaching, workshops in various areas of expertise and in-service training creates a culture of collaboration while disengaging a culture of isolation. It also transforms followers into high performers. Therefore, leaders encourage the effective participation of followers in various professional development activities to support change.

4.7.5 Defining the Strategy of Change

To succeed in cruel realities and highly competitive environments, transformational leaders define a relevant strategy for change. According to Koning (2010) “A strategy is a long-term plan to achieve specific objectives or goals. Strategies are focused on the future and bring about sustained change, and typically require detailed planning and analysis”. Effective strategies are informed by the organizational cultural assumptions which are formed by a collective understanding of environmental forces as well as the organizational capabilities and expectations (Johnson, Scholes, & Whittington 2005). They are founded on organizational vision, mission, and values which serve as the foundation of the strategic direction of the organization (Marshall, 2011).

4.7.6 Role Modeling

Leaders serve as role models to shape a culture supportive to change. Transformational leaders provide examples of guiding behaviors to evoke similar behaviors in followers. Leaders who serve as good models are more likely to gain followers’ respect and trust and evoke extraordinary performance in them.

These core tasks reflect the transformational nature of transformational leadership. Given the context of Palestinian higher education, the development of transformational leadership at all organizational levels is a sign of organizational effectiveness because transformational leadership is related to leadership and organizational effectiveness. Transformational leaders produce outstanding performance through change (Bass & Riggio, 2006; & Anderson & Anderson, 2010).

4.8 Qualities of Transformational Leadership

For many years, the characteristics and traits that make an ideal leader caught the interest of leadership scholars. In this context, George, Sims, McLean, and Mayer (2007) state that in the last 50 years more than 1,000 studies attempted to “determine the definitive styles, characteristics, or personality traits of great leaders” without success (p. 1). They explain that there is no one single profile of an ideal leader’s characteristics or traits that work for all individuals. If this profile existed, individuals would keep forever imitating it and consequently turn themselves into imitators not authentic leaders. The implication is that for an individual to

become a successful leader, s/he needs to learn from the experiences, stories, traits and characteristics of other leaders rather than being a mere imitator or a replica of them. Supporting this perspective, Marshall (2011) asserts that leadership characteristics and traits can be learned and developed.

As informed by the literature we reviewed, there are numerous key qualities and personality traits of effective transformational leadership to be learned and developed. Bass and Riggio (2006) identified a few characteristics and traits that are supposedly linked to transformational leadership. These characteristics and traits include:

4.8.1 Extraversion / Sociability

Individuals who are outgoing and sociable are more likely to assume leadership position than others as extraversion significantly correlate with all components of transformational leadership.

4.8.2 Ascendancy / Dominance

People with a tendency to assume leadership position and dominance are more likely to emerge as transformational leaders. Significant positive correlations were reported between ascendancy and all components of the Multifactor Leadership Questionnaire. Whereas, dominance had positive but insignificant correlation with transformational leadership.

4.8.3 Self-confidence / Self-esteem / Self-efficacy

Self-confidence, self-esteem, and self-efficacy are significant predictors of transformational leadership. Of particular significance is self-confidence which is strongly positively linked to transformational leadership in general and idealized influence in particular. Whereas, self-efficacy, defined as belief in one's own capabilities, is assumingly "stronger in transformational than in non-transformational leaders" (Bass and Riggio, 2006, p. 170).

4.8.4 Openness to Experience / Risk Taking

Open to experience, risk taking, creativity, and innovation are key attributes of transformational leader. Significant correlations were reported between the Openness to Experience scale and MLQ ratings of transformational leadership "suggesting that

transformational leaders are creative, have a strong need for change, and are able to adapt to others' perspectives" (Bass and Riggio, 2006, p. 170).

4.8.5 Locus of Control

An internal personal control is a key predictor of transformational leadership. Apparently, individuals who have proper self-control over their lives are more likely to emerge as transformational leaders than others. Significant correlations were reported between internal locus of control and individualized consideration, intellectual stimulation, and charisma.

4.8.6 Hardiness

Individuals who are psychologically healthy and resilient are more likely to become transformational leaders than others. Positive correlations existed between transformational leadership and the all three hardiness measures, and between transformational leadership and measures of leader physical fitness.

Marshall (2011) also identified other important characteristics and traits of effective transformational leadership. These include:

4.8.7 Personal Reflection and Mission Orientation

A leader's self-reflection on own self and actions through contemplation and generative thinking (what if..) brings about a clear sense of direction and purpose. The resulting sense of direction forms the basis for clarifying the mission. The mission, a short, clear, and powerful statement of purpose, serves as a compass guiding the leader throughout the journey of institutional change.

4.8.8 Goal Direction

The leader's self reflection and the resulting mission statement pave the way to setting and achieving institutional goals. In this context, studies suggest that followers' perception of the leader's role in setting goals empower them to perform more effectively.

4.8.9 Presence and Emotional Intelligence

Presences of the leader in terms of making the intellectual, emotional, and social commitment to be there, and leading by walking around to listen, exchange, and engage is usually associated with high emotional intelligence. Emotional intelligence is a primal contributor to leadership effectiveness. It refers to monitoring emotions in self and others.

Goleman et al. (2002) (as cited in Marshall, 2011) identified four key factors of emotional intelligence. The first is self-awareness which signifies the leader's emotional self-assessment and understanding as well as recognition of the emotional impact on decision making. The second factor is self-management which indicates the leader's self-control on own emotions. The third factor is social awareness which stands for empathy, awareness of culture, and service to others. The last factor is social management which symbolizes relationship management including teaching, coaching, conflict resolution, teamwork, and influencing.

4.8.10 Accountability and Authenticity

Successful leaders promote accountability in self and others. They take responsibility for failure as well as for success even they delegate their tasks. They take the full responsibility of the organization as a whole. As far as authenticity is concerned the leader must demonstrate sincerity, honesty, reliability, trustworthiness, moral values, and integrity, and consistency with institutional vision and goals. All these aspects of authenticity should influence leadership and institutional effectiveness.

4.8.11 Vulnerability, Risk taking, and Fearlessness

Transformational leaders are vulnerable in that they admit a sense of uncertainty and mental limitations as well as willingness to learn and to be open to ideas and viewpoints of followers. They are risk-takers as they are open to new experiences and willing to challenge the status quo “ from the perspective of evidence, experience, and evolving new models of thinking and practice” (Marshall, 2011, p. 35). Transformational leaders are also fearless as they follow the institutional vision with fearlessness and charisma and encounter fears with wisdom in ways which provoke followers to align their values with those of the leader.

4.8.12 Inspired Creativity and Innovation

Creativity and innovation are critical competencies to transformational leadership. They are associated with performance improvement and change because they imply introduction and implementation of new ideas and strategies at the institutional level.

4.8.13 Building on Strength

Transformational leaders recognize and build on followers' strengths and heal others. According to Collins (as cited in Marshall, 2011), building on strengths advances through five levels of leadership: highly capable employee, contributing team member, a competent manager, effective leader, and executive.

4.8.14 Moral Sensitivity and Reasoning

Transformational leaders are morally sensitive as they recognize the influence of personal and institutional values or enduring principles of performance. They seek to align individual values with institutional values to raise followers' need for achievement and to aggregate support for change.

5. Conclusion

The primary purpose of this paper was to explore the effective role of transformational leadership in organizations. The findings revealed that transformational leadership is the best fitting leadership approach for leading organizations in complicated environments. Furthermore, the transformational competencies, namely the 4 Is, and the qualities associated with them have potentially significant hope and promise for organizations. They are posited to elevate the level of follower commitment, engagement, morale, innovation, and support to organizational strategy in ways which facilitate organizational change and, in turn, increase the adaptive response of organizations to an ever-changing environment (Mulla, 2010).

Idealized influence enables leaders serve as exemplary role models and, thus, inspire their trust and commitment of their followers who, in return, respond to performance beyond expectations. Inspirational motivation enables leaders to inspire followers by articulating a shared vision and mission and setting high expectations in ways which make their work meaningful. Therefore, followers are more likely to obtain a clear strategic organizational

direction as well as a challenge to their work which raise their self-esteem and enthusiasm, thus causing them to become high performers. Intellectual stimulation signifies the leader's ability to nurture critical thinking, creativity, innovation, and risk taking in followers by evoking them to question and test old paradigms and learn and apply new ideas. By nurturing innovative thinking in the organization, leaders reinforce the capability of the organization to plan and implement successful change that leads to exceptional results and organizational effectiveness. Finally, individualized consideration necessitates a new caring role of leaders. Transformational leader is expected to serve as mentors, coaches, and advisors to their followers as well as to create opportunities for learning and development. By teaching and mentoring followers, leaders build the capabilities of followers and satisfy their needs for achievement and growth. In return, leaders gain highly committed and engaged individuals who are supportive of organizational change.

Therefore, there is a necessity for an increased implementation of transformational leadership in organizations. The implication is that organizations should seek to develop transformational leadership at all organizational levels to build their transformational capacity in the face of forceful challenges and changes present in their environments.

References

- Abushawish, H. F., Ali, A. J., and Jamil, H. (2013). Key Predictors of Organizational Effectiveness in Palestinian Higher Education: What Matters for Outcome? *Journal of Education Policy, Planning & Administration*, 2(2), 55-79. Retrieved [June 30th 2013] from: <http://www.jeppa.org>.
- Alazzawi, M., Sulaiman, M., & Aljarjari, A. (2008). The Influence of Transformational Leadership Dimensions on Organizational Change Management: A pilot Study of Department Heads in a Kids' Clothes Factory in Mosul (In Arabic). Paper Presented at the 8th Annual International Conference: Change Management and Knowledge Society, Al-Zaytoonah University- Jordan, 21-24 April, 2008.
- Alhwarai, S. (1999). *The transformational Leader: Making Organizations Cross to the 21st Century (in Arabic)*. Cairo: Ein Shams Library
- Al-Otaibi, S. (2006). The Role of Transformational Leadership in Change Management (In Arabic). Paper presented at the Third Management Forum. Jeddah, Saudi Arabia.
- Anderson, D. & Anderson, L. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. USA: Pfeiffer.
- Atwood, M., Mora, J., & Kaplan, A. (2010). Learning to Lead: Evaluating Leadership and Organizational learning. *Leadership & Organization Development Journal*, 31 (7), 2010, 576-595.
- Balogun, J. (2001). Strategic Change. *Management Quarterly Part 10*, January 2001.
- Bashman, L., (2010). Transformational and Transactional Leaders in Higher Education. *International Review of Business Research Papers*, 6(6), 141-152.

- Bass, B & Riggio, R. (2006). *Transformational leadership. (2nd Ed.)*. USA: Lawrence Erlbaum associates, Inc.
- Benitez, M, Davidson, J, & Flaxman, L. (2009). *Small Schools, Big Ideas: The Essential Guide to successful School Transformation*. USA: Jossy-Bass John Wiley and Sons, Inc.
- Blanchard, K. Et al. (2010). *Leading at Higher Level: Blanchard on Leadership and Creating High performing Organizations. Revised and expanded edition*. USA: Blanchard Management Corporation.
- Clatt, B. & Hiebert, M. (2001). *The Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques*. USA: McGraw-Hill.
- Fullan, M (1997). *What's worth fighting for in the Principalship*. Canada: Ontario Public School Teachers' Federation.
- García-Morales V. J, Jimenez-Barrionuevo, M., and Gutierrez-Gutierrez, L. (2011). Transformational Leadership Influence on Organizational Performance Through Organizational Learning and Innovation, *J Bus Res* (2011),
- Hall, J., Johnson, S., Wysocki, A., & Kepner, K. (2008). *Transformational Leadership: The Transformation of Managers and Associates*.
- Halpern, B. and Lubar, K. (2003). *Leadership Presence: dramatic Techniques to Reach Out, Motivate, and Inspire*. USA: Gotham books.
- Hancott, D. (2005). *The Relationship Between Transformational Leadership and Organizational Performance in the Largest Public Companies in Canada*. Published PhD Dissertation, Capella University.
- Jandaghi, G., Matin, H., & Farjami, A. (2009). Comparing Transformational Leadership in Successful and Unsuccessful Companies. *International Journal of Human and Social Science*, 4 (3), 2009, 212-217.
- Johnson G., Scholes, K., & Whittington, R. (2005). *Exploring Corporate Strategy (7th Ed.)*. England: Pearson Education Limited.
- Khan, R., Ur Rehman, A., and Fatima, A. (2009). Transformational Leadership and Organizational Innovation: Moderated by Organizational Size. *African Journal of Business Management*, 3 (11), 678-684, 2009.
- Koning, L. (2010). What is Strategic Change? Retrieved July 15, 2011 from <http://www.managementtrainee.co.uk/what-strategic-change.html>.
- Ladkin, D. (2010). *Rethinking Leadership: A New Look at Old Leadership Questions*. UK: Edward Elgar Publishing Limited.
- Lievens, F., Van Geit, P., & Coetsier, P. (1997). Identification of Transformational Leadership Qualities: An Examination of Potential Biases. *European Journal of Work and Organizational Psychology*, 1997, 6 (4), 415-430.
- Mahasinpaisan, T. (2011). *The Causal Relationship of Organizational Performance of Thailand Private Higher Education Institutions*. Paper presented at the 9th Annual Hawaii International Conference on Education, Honolulu, Hawaii
- Marshall E. (2011). *Transformational Leadership in Nursing: From Expert Clinician to Influential Leader*. USA: Springer Publishing Company.
- McEwan, E. (1998). *Seven Steps to Effective Instructional Leadership*. USA: Corwin Press, Inc.
- Mulla, Z. (2010). Transformational Leadership is the Key to Innovation in Organizations.
- Pagan, N. (2008). Transformational Leadership: Review of "The leadership Challenge: A Call for the Transformational Leader" by Noel M. Tichy and David O. Ulrich.
- Pawar, B. (2003). Central Conceptual Issues in transformational Leadership Research. *Leadership and Organization Development Journal*, 24 (7), 397-406.

- Peterson, K & Deal, T. (2009). *The Shaping School Culture Field Book*. (2nd Ed.). USA: Jossey-Bass.
- Lo, M., Ramayah, T., and Run, E (2010). Does Transformational Leadership Style Foster Commitment to Change? *Procedia Social and Behavioral Sciences*, 2(2010), 5384-5388, Doi: 10.1016/j.spspro.2010.3.877.
- Rickinson, M & May, H. (2009). *A Comparative Study of Methodological Approaches to Reviewing Literature*. UK: The Higher Education Academy. Retrieved October 18th, 2013 from <http://www.jisctechdis.ac.uk/assets/Documents/resources/Comparativestudy.pdf>
- Sadeghi, A. and Pihie, Z. (2012). Transformational Leadership and Its Predictive Effects on Leadership Effectiveness. *International Journal of Business and Social Science*, 3(7), 186-197.
- Sarros, J. & Santora, J. (2001). The Transformational-transactional Leadership Model in Practice. *Leadership & Organization Development Journal*, 22 (8), 2001, 383-393.
- Schein, E. (2004). *Organizational Culture and Leadership*. (3rd Ed.). USA: Jossey-Bass
- Schell IV, W., Youngblood, A., & Farrington, P. (2008). An Investigation into the Antecedent Experiences of Transformational Leaders: Research Approach and Initial Findings. In J. Fowler & S. Mason (eds.), *Proceedings of the 2008 Industrial Engineering Research Conference*, 1160-1165. Vancouver, BC, Canada.
- Scully, S. (2008). *Transformational Leadership during Transformational Change: A Model for Change Leadership*. Formative Consulting.
- Simić, I. (1998). Transformational Leadership - The Key to Successful Management of Transformational Organizational Changes. *The Scientific Journal FACTA Universitatis, Series: Economics and Organization*, 1 (6), 1998, 49-55.
- Singh, P & Bhandarker, A. (1990). *Corporate Success and Transformational Leadership*. New Delhi: New Age International (P) Ltd., Publishers
- Stewart, J. (2006). Transformational Leadership: An Evolving Concept Examined through the Works of Burns, Bass, Avolio, and Leithwood. *Canadian Journal of Educational Administration and Policy*, Vol. 54, 2006.
- Stolp, S & Smith, S. (1995). *Transforming School culture: Stories, Symbols, Values, and the Leader's Role* (Report No. ISBN - 0 - 86552-132 - 8). Eugene: University of Oregon. (ERIC Document Reproduction Service No. ED 386783).
- Stout, L. (2006). *Time for A Change: Ideal Leadership Series*. USA: Destiny image Publishers.
- The Transformational Leadership Report*. (2007). Retrieved January 9, 2011, from <http://www.transformationalleadership.net/products/TransformationalLeadershipReport.pdf>.
- Thorpe, R. and Gold. J. (2010). Leadership and Management Development: The Current State. In Gold. J., Thorpe, R., and Mumford, A. (eds), *Gower Handbook of Leadership and Management Development (5th Ed.)*. England: Gower Publishing Limited.
- Van de Ven, A. (1993). An Assessment of Perspectives on Strategic Change. In Zan, L. Zambon, C. and Pettigrew, A. (eds.), *Perspectives on Strategic Change*, 313-323. London: Kluwer Academic Publishers.