

Transformational Leadership

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Bass and Avolio: research in leadership

Worked with Fiat in Italy

4 Transformational behaviors critical to TL:

- Idealized influence what happens when leaders behave in ways that results in their being role models for followers.
- Inspirational motivation—happens when leaders motivate and inspire those around them by providing meaning and challenge to their followers' work.
- Intellectual stimulation—leaders who innovate and challenge old ideas
- Individual consideration—knowing people on the team

Contingent reward leadership—this for that leadership. Bargaining

Management exception (both active and positive): monitor deviance, slap people's hands.

Major non-leadership behavior: laissez-faire leadership—avoidance or absence of leadership

May be moments in time when laissez-faire leadership is OK

Organizational outcomes:

Extra effort

Effectiveness

Satisfaction

Tool to measure leadership effectiveness from Baldrige Categories

Laissez-faire leader: Fred Thomas simply came out of retirement and helped SWAU during a tough time, when presidential leadership had blown it.