Lussier | Achua

LEADERSHIP
Theory, Application, & Skill Development 4e

Chapter 9

Charismatic and Transformational Leadership

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Charismatic and Transformational Leaders

- ☐ Often have a more heightened sense of who they are
- ☐ Seem to have a clearer picture of their personal meaning or purpose in life sooner
- ☐ Seek to actualize their personal meaning through leadership

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Personal Meaning

- □ Is the degree to which people's lives make emotional sense and to which the demands confronted by them are perceived as being worthy of energy and commitment

- □ Is the "work–life balance"
  - ■ The achievement of equilibrium in personal and official life

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Factors That Influence Personal Meaning

- □ Self-belief - knowing who you are based on your lifespan of experiences
- □ Legacy - allows an individual's accomplishments to "live on"
- □ Selflessness - unselfish regard for or devotion to the welfare of others
- □ Cultural heritage and traditions - done through rites and ceremonies
- □ Activist mind-set - a greater sensitivity to political, societal situations that are ready for change
- □ Faith and spirituality - rely on faith for support
- □ Personal interests - pursuit of meaningful personal pursuits
- □ Values - values-based leadership

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Charismatic Leadership Linkages

- Personal meaning is linked to charismatic leadership
- The leader's personal meaning influences his or her behavior
- The leader's behavior is reflected in the formulation and articulation of a vision
- The leader's vision garners attributions of charisma from followers
- Therefore, a primary aspect of charismatic leadership involves the perceptions and evaluations made by followers about a leader's behavior

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Charisma

□ Is "a distinct social relationship between the leader and follower, in which the leader presents a revolutionary idea, a transcendent image or ideal which goes beyond the immediate…or the reasonable; while the follower accepts this course of action not because of its rational likelihood of success…but because of an effective belief in the extraordinary qualities of the leader"

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Weber's Conceptualization of Charisma

- Weber used the term "charisma" to explain a form of influence based not on traditional or legal–rational authority systems but rather on follower perceptions that a leader is endowed with the gift of divine inspiration or supernatural qualities

- Charisma has been called "a fire that ignites followers' energy and commitment, producing results above and beyond the call of duty"

Differentiating Between Charismatic and Noncharismatic Leaders

□ There are four behavior attributes that distinguish charismatic from noncharismatic leaders:

- Dissatisfaction with status quo
- Compelling nature of the vision
- Use of unconventional strategies for achieving desired change
- A realistic assessment of resource needs and other constraints for achieving desired change

Locus of Charismatic Leadership

□ The question at the center of the debate of Weber's conceptualization of charisma is whether charisma is primarily the result of:

■ The situation or social climate facing the leader

■ The leader's extraordinary qualities

■ An interaction of the situation and the leader's qualities

– There is increasing acceptance of this view
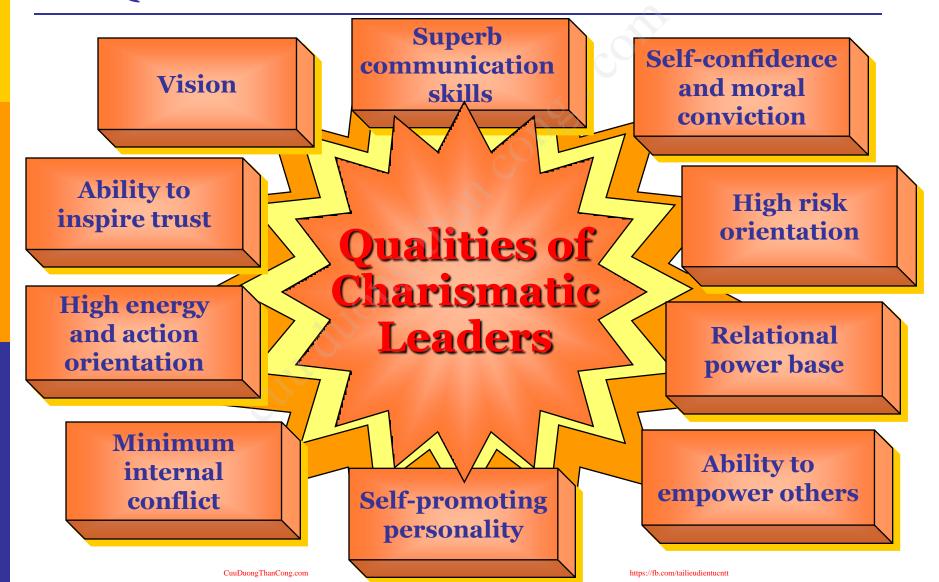
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Effects of Charismatic Leadership

- Followers trust in "rightness" of the leader's vision
- Similarity of follower's beliefs and values to those of the leader
- Heightened sense of self-confidence to contribute to accomplishment of the mission
- Acceptance of higher or challenging goals

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Effects of Charismatic Leadership (cont.)

- ☐ Identification with and emulation of leader
- ☐ Unconditional acceptance of leader
- ☐ Strong affection for the leader
- ☐ Emotional involvement of the follower in the mission
- ☐ Unquestioning loyalty and obedience to the leader

Source: Based on R. J. House and M. L. Baetx (1979), "Leadership: Some Empirical Generalizations and New Research Directions." In B. M. Staw (ed.), *Research in Organizational Behavior*, vol. 1 (Greenwich, CT: JAI Press, 1979), 399–401.

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Qualities of Charismatic Leaders

Vision

Superb communication skills

Self-confidence and moral conviction

Ability to inspire trust

High risk orientation

High energy and action orientation

Qualities of Charismatic Leaders

Relational power base

Minimum internal conflict

Self-promoting personality

Ability to empower others

How One Acquires Charismatic Qualities

□ Suggested strategies for acquiring or enhancing one's charismatic qualities include:

- Developing your visionary skills through practice and self-discipline
- Practicing being candid
- Developing a warm, positive, and humanistic attitude toward people rather than a negative, cool, and impersonal attitude
- Developing an enthusiastic, optimistic, and energetic personality

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Charisma: A Double-Edged Sword

□ It is possible to assume that all charismatic leaders are good moral leaders that others should emulate

□ Remember that not all charismatic leaders are necessarily good leaders

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Charisma:
A Double-Edged Sword (cont.)

□ One method of differentiating between positive and negative charisma is to consider the motives that are driving the charismatic leader's behavior:

- Self-glorification
  - Influences one's meaning in life by protecting, maintaining, and aggrandizing one's self esteem
  - Is consistent with negative (destructive) charisma
- Self-transcendence
  - Provides meaning through supportive relationships with others
  - Is consistent with altruistic and empowering orientations of positive (constructive) charisma

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Personalized Charismatic Leaders

- ❑ Possess a dominant, Machiavellian, and narcissistic personality
- ❑ Pursue leader-driven goals and promote feelings of obedience, dependency, and submission in followers
- ❑ Use rewards and punishment to manipulate and control followers
- ❑ Examples of personalized charismatic leaders:
  - ◼ Adolph Hitler
  - ◼ Charles Manson
  - ◼ David Koresh
  - ◼ Rev. James Jones

Socialized Charismatic Leaders

- Possess an egalitarian, self-transcendent, and empowering personality
- Pursue organization-driven goals and promote feelings of empowerment, personal growth, and equal participation in followers
- Examples of socialized charismatic leaders:
  - Martin Luther King, Jr.
  - Gandhi
  - Winston Churchill
  - John F. Kennedy
  - President Obama

Transformational Leadership vs. Transactional Leadership

□ **Transformational leadership**

- ■ Serves to change the status quo by articulating to followers the problems in the current system and a compelling vision of what a new organization could be

□ **Transactional leadership**

- ■ Seeks to maintain stability within an organization through regular economic and social exchanges that achieve specific goals for both the leaders and their followers

Transformational vs. Transactional Leadership (cont.)

Despite these differences, effective leaders exhibit both transactional and transformational leadership skills in appropriate situations

The Effects of Transformational Leadership

☐ Research studies have consistently revealed that transformational leadership is positively related to individual level, group, and organizational performance

Charismatic versus Transformational Leadership

□ Charismatic leaders by nature are transformational, but not all transformational leaders achieve their transforming results through the charismatic effects of their personalities

□ Transformational leaders are similar to charismatic leaders in that they can articulate a compelling vision of the future and influence followers by arousing strong emotions in support of the vision

□ Transformational leaders can emerge from different levels of the organization

Charismatic versus Transformational Leadership (cont.)

- ❑ An organization may have many transformational leaders; in contrast, charismatic leaders are few in number

- ❑ Charismatic leaders are most likely to emerge in the throes of a crisis

- ❑ The response by people to a charismatic or transformational leader is often highly polarized, but the emotional levels of resistance toward charismatic leaders are more extreme than those toward transformational leaders

- ❑ Both charismatic and transformational leadership always involve conflict and change

Transformational Leader Behaviors and Attributes

□ Transformational leadership is composed of four behavior dimensions (the "four I's")
  ■ Idealized influence (charisma)
  ■ Inspirational motivation
  ■ Individual consideration
  ■ Intellectual stimulation

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Transformational Leader Behaviors and Attributes (cont.)

- See themselves as change agents
- Are visionaries who have a high level of trust for their intuition
- Are risk-takers, but not reckless
- Are capable of articulating a set of core values that tend to guide their own behavior
- Possess exceptional cognitive skills and believe in careful deliberation before taking action
- Believe in people and show sensitivity for their needs
- Are flexible and open to learning from experience

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The Transformation Process

Stages	Suggested Activities
1. Make a compelling case for change	☐ Increase sensitivity to environmental changes and threats ☐ Initiate change and challenge the status quo ☐ Search for opportunities and take risks
2. Inspire a shared vision	☐ Encourage everyone to think of a new and brighter future ☐ Involve others in seeing and moving toward the vision ☐ Express new vision in ideological, not just economic, terms

The Transformation Process (cont.)

Stages	Suggested Activities
3. Lead the transition	- Instill in managers a sense of urgency for the change - Empower, support, foster collaboration, and strengthen followers - Help followers understand need for change - Increase followers' self-confidence and optimism - Avoid the temptation of a "quick fix" - Recognize and deal openly with emotional component of resisting change

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The Transformation Process (cont.)

Stages	Suggested Activities
4. Implant the change	☐ Enable and strengthen followers with a "greatness attitude" ☐ Help followers find self-fulfillment with new vision ☐ Help followers look beyond self-interests to collective interests ☐ Change reward systems and appraisal procedures ☐ Implement team-building interventions and personnel changes ☐ Appoint a special task force to monitor progress ☐ Encourage top leaders and managers to model the way

Source: Based on Carolyn Hines and William Hines Jr., "Seminar on the Essence of Transformational Leadership (Leadership Training Institute)," *Nation's Cities Weekly* 25(9) (March 4, 2002): 8.

The Nature of Stewardship and Servant Leadership

☐ **Stewardship**

  ◼ Is an employee-focused form of leadership that empowers followers to make decisions and have control over their jobs

  ◼ Emphasizes patience, kindness, humility, respectfulness, honesty, and commitment

☐ **Servant leadership**

  ◼ Is leadership that transcends self-interest to serve the needs of others, by helping them grow professionally and personally

  ◼ Emphasizes patience, kindness, humility, respectfulness, honesty, and commitment

  ◼ Calls for the highest level of selflessness—a level that some doubt exists in the real world

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Framework for Stewardship

- **Strong teamwork orientation**
    - Stewardship works best in situations where self-managed teams of core employees and the leader work together to formulate goals and strategies
    - The leader's role is less dominant and more supportive of the process
- **Decentralized decision making and power**
    - Stewardship is realized when authority and decision making are decentralized and brought down to where work gets done and employees interact with customers

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Framework for Stewardship (cont.)

□ **Equality assumption**
- Stewardship works best when there is perceived equality between leaders and followers
- Honesty, respect, and mutual trust prevail when there is equality
  - These are values that enhance the success of stewardship

□ **Reward assumption**
- The organization must redesign the compensation system to match rewards to actual performance
- Employees with more responsibility and authority who are compensated accordingly flourish under stewardship because they are motivated and committed to the organization's mission

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Framework for Servant Leadership

- **Helping others discover their inner spirit**
  - Requires servant leaders to be empathetic to the circumstances of others
  - Servant leaders are not afraid to show their vulnerabilities
- **Earning and keeping others' trust**
  - Servant leaders earn followers' trust by being honest and true to their word
  - They work hard to preserve their integrity
  - They don't have hidden agendas
  - They are willing to give up power, rewards, recognition, and control

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Framework for
Servant Leadership (cont.)

□ Service over self-interest

- The hallmark of servant leadership is the desire to help others, rather than the desire to attain power and control over others
- Decisions are made to further the good of the group