

660 questions 11 and 12

Business



Transformational, Transactional and Charismatic Leadership 11.

Transformation Leader. Research, evaluate and discuss the similarities and differences between the Theory of Transformational Leadership and the Theory of Transactional Leadership. Converse about the common characteristics of a transformational and a transactional leader.

Answer:

Bass put forth the concepts of Transformational and Transactional Leadership. The former focuses on developing and making the followers aware of their importance to satisfy the higher order needs (Sashkin and Sashkin, 2003). Leadership in the latter case is accepted by the followers in exchange to the things of value, such as rewards, praise, resources or avoidance of disciplinary action; so that they move towards achieving the goals of both the leader and followers (Sashkin and Sashkin, 2003).

The difficulties and complications associated with the present state of affairs are explained to the followers. Then, the leaders urge the followers' value system for bringing about the change. Thus, an emotional bond between the two is formed in transformational leadership. Such bondage ensures long term success to the leader. However, transactional leaders do not address such emotional or personal issues of followers, but motivate them to achieve the required goals in return to a reward or in order to avoid punishment. The emotional bondage is missing and is based on the positional power and influence of leader. The efforts of leaders only gain short term benefits (Hughes and Curphy, 2012).

Transformational leaders are visionary and are skilled in creating lasting impressions, thus, exhibit certain leadership capabilities. This clear expression or possession of leadership skills is not found in transactional

leaders. Transformational leaders also help the followers draw up a link between the solutions to their individual setbacks and the organizational goals. In the course of leadership, the followers are encouraged to actively participate in the transformational processes and empowered to grow into leaders in future. In contrast, though the benefits accorded to followers motivate the latter to improve their performance, the resultant positive energy is not completely employed towards organization in the upcoming period, as the leaders are not skillful and visionary enough to make such an attempt (Hughes and Curphy, 2012).

Both transactional and transformational leaders focus on leader and member exchange, be it the things of value in the former case or emotional exchanges in the latter form. Both the forms of leaders appeal to the needs of the followers, transactional leaders concentrate on the recognition and self-esteem needs and transformational leaders on higher-order self-actualisation needs. The goals of both the organization and the followers are the considerations of both the types of leaders.

12. Charismatic Leaders: Wonderful or Dangerous? Charismatic leaders are often characterized by passion and a clear vision of the future. This type of leader often elicits an emotional response from followers and generates excitement needed to change things. There are 100's of positive examples in history but there are also 100's of terrible tragedies recorded as well. Choose one example of each and discuss the outcomes and/or impacts of their "reigns."

Answer:

Max Weber explains charismatic leaders are those who are believed to possess heroic abilities, charisma and excite the followers to higher levels, so <https://assignbuster.com/660-questions-11-and-12/>

that the leaders gain the power to bring about a societal or organizational change. This charisma of leader is vital to bring about a change, thus an essential character of transformational leaders. Numerous examples of charismatic leaders can be quoted from the history, which can be put into two categories viz., the positive ones and the dangerous ones (Hughes and Curphy, 2012).

Positive charismatic leaders have utilized their charisma in moral upliftment of society. One such example is of Mahatma Gandhi who was materialistic in bringing about independence to India and is still considered to be the 'Father of Nation'. He used his oratory abilities to bring about unity among the people of the nation, where religion was a bone of contention. Gandhiji also calmed down the notion of violent uprisings among the Indians to fight for freedom through his charisma. His vision for freedom was non-violent means and thus promoted the ideas of satyagraha, non-cooperation, swadeshi(home made goods), Quit India and other peaceful means of protest. By these methods, he has bonded emotionally with the people and created a means to unite them. These efforts worked well with the British, who agreed to start a dialogue with the leaders and made India a free country (Rudolph & Rudolph, 1983).

Dangerous charisma can be observed in case of leaders such as Adolf Hitler, who used it towards destroying the society and steered it towards war. Using his intelligence, coupled with his oratory skills, Hitler became a leader. But, he used the positional power and charisma to become the Chancellor and to create dictatorship in Germany, which transformed the country into a superpower and strengthened its military in a matter of 2 years. Further, he abused the powers vested with him and the trust people had in him to turn

the country against the Jews. He organized concentration camps where the Jews were humiliated. Hitler also led Germany through the Second World War, which left the aftermath of atom bomb and destruction to the world (Rees, 2012).

Thus, charismatic leadership is a double-edged sword, which can either positively uplift or destroy the society or organization.

References

Hughes, R., Ginnett, R., & Curphy, G. (2012). *Leadership: enhancing the lessons of experience*. (7th ed.). New York: McGrawHill Irwin.

Rees, L. (2012). *The dark charisma of hitler*. London: Ebury Publishing.

Rudolph, S., & Rudolph, L. (1983). *Gandhi: The traditional roots of charisma*. Chicago: University of Chicago Press.

Sashkin, M. & Sashkin, M. (2003). *Leadership that matters*. San Fransisco: Berrett-Koehler Publishers.