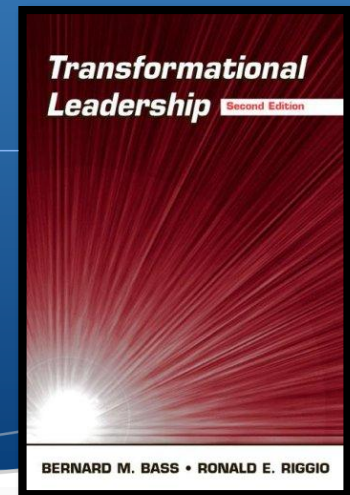


EXECUTIVE BOOK SUMMARY

Transformational Leadership

Second Edition

By Bernard M. Bass & Ronald E. Riggio



Summary

Bass and Riggio are presenting a book about leadership, which is merely dedicated to transformational leadership. The book does not only focus on the transformational leadership through a leader, but also on how followers can be transformational. Bass and Riggio uses transactional leadership theory to better the understanding of transformational leadership and to show that transformational leadership is in many ways an expansion of transactional leadership. The book describes transformational leadership through empirical research examples, real life examples from all around the world and with theory. As the book takes us through the different

factors of transformational leadership, it is clear that the book is very focused on both the theoretical and practical aspect of transformational leadership.



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“Transformational leaders help followers grow and develop into leaders by responding to individual followers’ needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization” (page 3)



The Authors: Bass & Riggio

Bass and Riggio are both researchers within different fields; Bass within leadership while Riggio is a leadership scholar and social psychologist.

Bass and Riggio start of the book with writing about why they made a second edition. They say that the research within transformational leadership had changed dramatically the last few years, and since the first edition was published. This is one of the reasons why they made a second edition. Bass and Riggio's angled this book towards both scholars and serious students of leadership. The book can be used as a supplementary textbook in leadership courses or as primary textbook in courses focused on transformational leadership.

It is important for Bass and Riggio that the second edition clarifies the differences between a transformational leader and an inauthentic transformational leader, as well as the book focuses on measurements of effectiveness and making the book reader friendly.



On the top: Bernard M. Bass
On the bottom: Ronald E. Riggio



“Transformational leadership is in some ways an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers” (page 4).

Origin of Transformational Leadership

James MacGregor Burns, transformational leadership theory's mother (or father), published in 1978 the book “Leadership” which talked about transformational leadership theory.

Transformational leadership

“Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers’ leadership capacity via coaching, mentoring, and provision of both challenge and support” (page 4).

There are four components of transformational leadership, the four I’s; Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC):

Idealized Influence (II). “Transformational leaders behave in ways to serve as role models for their followers. The leaders are admired, respected and trusted... There are two aspects to idealized influence: the leaders’ behaviors and the elements that are attributed to the leader by followers and other associates” (page 6).

Inspirational Motivation (IM).

“Transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers’ works. Team spirit is aroused. Enthusiasm and optimism are displayed. [Leaders] create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision” (page 6).

Intellectual Stimulation (IS).

“Transformational leaders stimulate their followers’ efforts to be innovative and

creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members’ mistakes. New ideas and creative problem solutions are solicited from followers... Followers are encouraged to try new approaches, and their ideas are not criticized because they differ from the leaders’ s ideas” (page 7).

Individualized Consideration (IC).

Transformational leaders pay special attention to each individual follower’s need for achievement and growth by acting as a coach or mentor... Individual differences in terms of needs and desires are recognized... A two-way exchange in communication is encouraged, and “management by walking around” workspaces is practiced” (page 7).



Coaching or mentoring is an important part of being a transformational leader



Multifactor Leadership Questionnaire (MLQ)

So how can we measure the effects of transformational leadership? There are several methods or questionnaires that exist for the purpose to measure the effects of transformational leadership. However, there is one that is more common, the Multifactor Leadership Questionnaire (MLQ). The MLQ is used all around the world, and is: “The most widely accepted instrument to measure transformational leadership...” (page 19).

The MLQ consists of two forms; Leader Form and Rater Form. The Leader Form asks the leader to rate the frequency of his/her own leader behavior. This form is prone to bias, and therefore the Rater Form is the more important version of the MLQ, as it requires associates of leaders to rate the frequency of their leader’s transactional and transformational leadership behaviors using 5-point rating scales (page 20).



TABLE 2.1
Sample Items From the MLQ (5x)

<i>Factor</i>	<i>Sample Item</i>
Idealized Influence (attributed Charisma)	My leader instills pride in me for being associated with him or her.
Idealized Influence (Behaviors)	My leader specifies the importance of having a strong sense of purpose.
Inspirational Motivation	My leader articulates a compelling vision of the future.
Intellectual Stimulation	My leader seeks differing perspectives when solving problems.
Individualized Consideration	My leader spends time teaching and coaching.
Contingent Reward	My leader makes clear what one can expect to receive when performance goals are achieved.
Management-by-Exception (Active)	My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards.
Management-by-Exception (Passive)	My leader shows that he or she is a firm believer in “If it ain’t broke, don’t fix it.”
Laissez-Faire	My leader delays responding to urgent requests.

Pseudotransformational Leadership

Being a transformational leader is well regarded within organizations. There are many leaders who would like to call themselves transformational, but not all leaders who claim they are transformational are authentic transformational leaders. It is important to be aware of this pitfall, so that the real transformational leaders can be acknowledged.

“The Hitler Problem”

As Burns and Bass discuss transformational leadership, they find themselves discussing the leadership style of Adolf Hitler. Hitler exhibited many of the criteria's of a transformational leader, but it is common knowledge that Hitler was not a good person, and in the end did nothing more than harming people.

Burns and Bass does not wish for transformational leadership to be associated with leaders who have displayed charismatic leadership styles and other traits related to the theory of transformational leadership without them being authentic transformational leaders. This dilemma drove Burns to take a bold stand: The term “leadership” should be reserved for the forces of good. Bass wanted to separate the two types of leadership even more, and took Burns bold stand even further, and crafted the term “pseudotransformational” (also known as inauthentic transformational leadership).

Adolf Hitler, even though exhibiting many of the qualities of a transformational leader, was



not an authentic transformational leader. He was a pseudotransformational leader.

Inauthentic transformational leadership

Personalized transformational leaders are pseudotransformational, while socialized leadership is regarded as the authentic transformational leadership since it is based on egalitarian behavior, serves collective interest, and develops and empowers others. “Personalized charismatic leadership is based on personal dominance and authoritarian behavior, is self-aggrandizing, serves the self-interest, and is exploitative of others” (page 13). An authentic transformational leader, in contrast to an inauthentic transformational leader, transcends their own self-interests for one of two reasons: utilitarian or moral. An inauthentic transformational leader caters, in the long run, to their own self-interests.



Follower satisfaction

“Transformational leaders have more satisfied followers than non-transformational leaders. This is a strong and consistent finding” (page 41). In the table 3.1 you can see an example of how transformational and transactional leadership correlate with followers satisfaction.



How to: Create follower satisfaction

To create follower satisfaction, a transformational leader use the role of trust; by maintaining their integrity and dedication, by being fair in their treatment of followers, and by demonstrating their followers by empowering them (page 43). The role of empowerment and efficacy; leaders empower followers to perform their jobs autonomously and creatively and this empowerment leads followers to feel more efficacious (page 44-45). And the role of emotions; leaders display emotions to evoke emotional reactions in followers (page45).

TABLE 3.1

Relationship of MLQ Scales With Satisfaction

MLQ Scale	Number of r coefficients	Mean Raw r
Transformational	19	.35
Idealized Influence (Charismatic behavior)	20	.54
Inspirational Motivation	24	.62
Intellectual Stimulation	26	.58
Individualized Consideration	26	.64
Transactional	5	.17
Contingent Reward	30	.60
Management-by-Exception	5	-.31
Management-by-Exception (Active)	19	-.07
Management-by-Exception (Passive)	18	-.35
Laissez-Faire	19	-.41

(page 42)

Can Anyone Be a Transformational Leader?

Can transformational leadership be developed, taught, and learned? Bass & Riggio says: The quick answer is yes (page 142).

Roots of leadership may begin early in life as several studies has shown that adolescents who rated their parents as more transformational (MLQ), werw rated by their peers and coached as displaying more transformational leadership behaviors (page 143). Highly transformational executives came from families who stressed high standards of excellence along with strong, supportive homes. It was OK to fail as long as you tried your best (page 144).

Transactional leadership can also be thought, and more often, business schools and other



The transformational leader has the key to unlock “*what is*” in order to discover “*what can be*”!

anyone how to be a transformational leader. Successful development can also be achieved by the leader and by teams wanting to improve on those components of the Full Range of Leadership model (FRL) that are identified as needing improvement (page 166).

educational programs concerned with the quality of leadership in their discipline are using transformational leadership as a model for developing leadership skills in students (page 147).

Even though early life experiences plays a great deal in how we as leaders develop, Bass & Riggio are of the opinion that it is possible to teach

Highlights of Transformational Leadership Theory



- Satisfied followers
- Higher work performance
- Can be learned by everyone
- Can be used in all situations and places
- Focus on organizational culture
- Authentic vs inauthentic transformational leadership
- International recognized theory
- Inspire to change
- Focuses on the human aspect of business

Conclusion

"Transformational leadership" by Bass & Riggio is good book to read if you have an interest towards transformational leadership theory or if you are just curious to what transformational leadership is. It is a well-written book, and throughout the whole book it uses real life examples as well as empirical research to describe the theory. This makes the book reader friendly. "Transformational leadership" describes the theory in details, especially as the second edition has been expanded with several chapters. The book has a greater focus on inauthentic transformational leadership. The book, in my opinion, does not address the fundamentals of the theory "transformational leadership" sufficient, but rather has a focus on the theory in different work and leadership situations. Bass & Riggio are very careful in addressing underlying problems with transformational leadership, and the theory's challenges are barely mentioned. It is therefor advisable to read the book with a critical eye, as you are not given one by Bass & Riggio. However, Bass & Riggio does in the last chapter looks at the future challenges of transformational leadership, as well as it admitting that a transformational leader is prone to burnouts. Having read the book with an interest for transformational leadership, it was well worth my time. The book is highly educational and thoroughly goes through the steps needed to use transformational leadership theory in praxis.

