

# VIBHRANCE



**CHRIST**

INSTITUTE OF MANAGEMENT  
DELHI NCR, GHAZIABAD, INDIA

## Table of contents

### PAGE 1

SECRET TO  
TRANSFORMATIONAL  
LEADERSHIP

### PAGE 2

TRANSFORMATIONAL  
LEADERSHIP IN HRM

### PAGE 3, 4 & 5

LEADERSHIP  
LESSONS:  
THE 'WHY' AND  
'HOW' OF  
TRANSFORMATIONAL  
LEADERSHIP

VibHRance



TRANSFORMATION LEADERS DON'T START BY DENYING THE  
WORLD AROUND THEM. INSTEAD DESCRIBE A FUTURE THEY'  
LIKE TO CREATE INSTEAD.

# SYNERGY

MONTHLY NEWSLETTER

INSTITUTE OF  
MANAGEMENT  
CHRIST

(DEEMED TO BE  
UNIVERSITY)  
DELHI-NCR

# SECRET TO TRANSFORMATIONAL LEADERSHIP

Out of the many leadership styles, transformational is perhaps the most desired and holy grail style of leadership. The implications of transformational leadership are highly desirable for the followers and the organization itself. The main role of transformational leaders is to boost the morale and motivation among followers. The transformational leader creates a vision and transmits their vision to the team and involves them to accomplish the chosen objective. They are committed to enable the team members to grow in maturity, wisdom, knowledge, and competence. They encourage them towards working for the collective good and beyond. Transactional leaders tend to tell what to do and use reward and punishment as their main leadership tools.

As transformational leaders tend to lead with inspiration, the two big personality traits that positively predict transformational leadership are extraversion and agreeableness. Transformational leaders behave in a way that gains the admiration and respect of those around them and sets them apart as a trustworthy role model.

A strong and significant relationship is observed between self-esteem and transformational leadership. Self-esteem refers to a person believing in themselves as a significant, worthy, and also a capable member of a team or organization. In order to adopt transformational leadership behaviours, an individual first needs to have high levels of self-esteem. Only a person with high self-esteem can accurately assess an individual's strengths and weaknesses. Leaders with high self-esteem may find spreading enthusiasm and positivity to their followers more naturally.

Thus, Transformational leaders articulate an attractive and challenging vision of the future. Transformational leadership positively impacts innovation - the heart of success and growth within an organization. It aids in increasing organizational performance and job performance.

**Compiled by: Pragya Grover**



# TRANSFORMATIONAL LEADERSHIP IN HRM

Transformational Leadership is a kind of leadership in which the leader encourages, motivates and inspires employees to bring innovation and change in an organization for the development and future success of the organization. In this, leaders trust and train employees to take authority and decisions in their assigned jobs. It is a management's style to help employees be creative, look to the future and find new solutions to old problems. Employees having good leadership qualities will also be prepared to become transformational leaders themselves through mentorship and training. Enacted in its genuine form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization, being a role model for followers that inspires them, challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers so the leader can align followers with tasks that optimize their performance.

## ELEMENTS OF TRANSFORMATIONAL LEADERSHIP

### 1. Motivation and Positive Development

Leaders need to motivate and bring positive development in employees to make them efficient to do all tasks in accordance with the pre-decided goal. Employees need to be motivated mainly because it allows management to meet the company's goals. Motivated employees can lead to increased productivity and allow an organisation to achieve higher levels of output.

### 2. Moral Standards

Moral standards give the real sense to work action. It is essential within the leaders in every organization to be moralized and encourages the same standards in others. It is a nurturing aspect of leadership which can also raise an organization's culture and employee's values to higher levels of ethical behavior. By demonstrating ethical leadership, the organization promotes a high level of integrity that stimulates a sense of trustworthiness, and encourages subordinates to accept and follow our vision.

### 3. Enhance an ethical work environment

Ethics is an important ingredient for any business. An ethical workplace environment supports a positive reputation for the company while improving the morale of employees. Violations of basic ethics can hurt the business or cost the company money due to actions such as lawsuits or theft of goods and ideas.

### 4. Building Company Culture

By encouraging employees to move from an attitude of self-interest to a mindset where they are working for the common good. It's the way people feel about the work they do, the values they believe in, where they see the company going and what they're doing to get it there. Building a good company culture will help the company to achieve its organisational objectives.

### 5. Mentoring

Proper guidance can help employees to overcome any challenges. If a mentor tries to listen, understand and give proper solutions to the employees will surely help to overcome any fear that they are facing. Leadership is the skills that to lead other people to accomplish the mission and the goals. However, mentoring is the skills that guide, help and consult, as well as set the vision, mission and goals for mentee. So, if a leader becomes a mentor it will be helpful for the employees that the leader will lead as well as guide, help and consult the employees for attain the organisational goals.

# LEADERSHIP LESSONS: THE 'WHY' AND 'HOW' OF TRANSFORMATIONAL LEADERSHIP

“Leaders become great not because of their power but because of their ability to empower others.”  
John Maxwell

Leadership is not about the ability to lead but it is all about creating a willingness to be led and to a great extent it is justified through the above mentioned quote by John Maxwell, where he has emphasized upon the need to empower others to be a great leader.

The two broadly recognized styles of leadership are transactional leadership and transformational leadership. The entire idea of transactional leadership is based on the idea of 'exchange', where the leader clearly communicates the goals to be achieved and the returns associated with the achievement of goals. Most of the companies across the world follow this approach as it enables them to accomplish their goals on the one hand and greater incentives to those who contributed towards the achievement of the goals. The flaw is that organizations fail to recognize whether the people who were instrumental in execution of orders and accomplishments of goals, were actually willing to do so. Did they get satisfaction out of this accomplishment or was it just another mundane task? The answer to this question is crucial for the organizations to have competitive advantage especially in terms of their committed human capital.

Transformational leadership takes this into consideration. It is all about providing the right kind of opportunities so that the employees themselves are willing to come out of their cocoons and metamorphose into beautiful butterflies. The process could be painful but the outcome is undoubtedly marvellous. From now on the leader is able to take a backseat and he can very well leave his empowered employees to take the centre-stage.



The true worth of a transformational leader lies in the magnitude of influence he is able to exercise on the rank and file of the organization. And this influence can be classified into four categories – idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. In the ultimate analysis, the acid test of transformational leadership is how well and truly these four kinds of influence have been exerted by the leader and to what extent they have been absorbed and assimilated by the followers.

Transformational leadership can entail the twin tasks of taking bold decisions and leading a mass movement. It also involves mobilizing the heads and hearts of people and speaking in a voice that resonates with the raw sentiments of people. And, over and above everything, transformational leadership is all about upsetting the apple cart of status quo. There are roadblocks of redundant thought and practices which need to be bulldozed. Not just antiquated mind-sets but also skill-sets need to be discarded. And, like any act of change, this metamorphosis also leads to a lot of heartburn and disaffection among the people. The efficacy of the transformational leader lies in how tactfully and adroitly he is able to “manage” this heartburn and disaffection and convert it into successful adaptation as well as adoption. The key goal is to establish a collaborative culture after the storm has passed and the dust has settled down.

The very charismatic Richard Branson had once aptly remarked: “Train people well enough so they can leave; treat them well enough so they don’t want to.”

Of course, like any other kind of leadership, transformational leadership is also ultimately about people management, but in a more intricate and incisive way. The corporate horizon of the world is dotted with luminaries like Jeff Bezos, Steve Jobs, Bill Gates, Narayana Murthy, Ratan Tata, Warren Buffet and others, who have dived deep into the depths of employee psyche and have emerged as superheroes of sorts for their respective corporate communities.

Research indicates that there exists a highly positive correlation between transformational leadership and phenomena like employee morale, confidence and creativity. Transformational leadership has been found to produce astounding results in terms of people protesting against the established order of things, thinking beyond the boundaries of selfish and vested interests and contributing to common upliftment.

The work efficiency and effectiveness of task forces has been found to multiply under the umbrella of transformational leadership. When people become motivated to move towards a collectively desirable superordinate goal by way of joining hands in the spirit of collaborative and innovative enterprise, they work wonders. And this becomes possible only when transformational leadership is at play at the apex of the organization. An organization is essentially a dynamic entity and it is impossible to successfully run and engineer an organization with a static or solid-state leadership. Just as the organization is in a constant and perpetual state of flux, the leadership also is correspondingly required to be in a constant and perpetual state of flux. That is what transformational leadership is all about. It is a vibrating and pulsating phenomenon, continually responding to the stimuli that it receives both from outside and inside the organization.

**Compiled By: Dr Deepti Sinha**  
**Assistant Professor**



Ground Floor, Institute of Management,  
Christ(Deemed to be University),  
Mariam Nagar, Delhi NCR Ghaziabad - 201003  
Ph. No : +91 120 29867651800-123-3212 (Toll-free)

## **REFERENCES**

Forbes.com  
HRM

## **FACULTY**

### **COORDINATOR**

Dr. Priyanka  
Dr. Deepti Sinha

## **COORDINATORS**

Sharin Samuel  
( President)

Derick Joy  
(Vice President)