

## **Transformational Leaders' Role in Leading Organizations**

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In our society today, many organizations are entering a new era marked by changes (transformations) in technology, political and economic systems, and social demands.

In the recent past, we heard the word 'change' used frequently by politicians hoping for election. They were merely referring to a change in regime. Today's organizations require a change in leadership style. The ever-changing workplace environment demands that leaders take on major roles. They must be strategic, but they must also have the unique ability to transform the workforce from simple employees to dedicated employee-owners. Leaders able to do this are referred to as "transformational" and have the following characteristics:

**Influence (Charisma).** Leaders with charisma will gain great personal power as people are naturally drawn to them. However, leaders must be extraordinarily mature to avoid the temptation to use that power for personal gain. Leaders can use their charisma to be positive role models. Employees tend to emulate charismatic leaders. Organizations that have leaders who conduct themselves ethically and have high standards will benefit from a workforce of like-minded employees.

**Inspirational Motivation.** Leaders who use inspirational motivation empower their subordinates to act by encouraging them to excellence. These leaders constantly share the vision of the organization, communicate how valuable the employees are to the success of the organization, and motivate the employees to be a committed party to the vision.

**Intellectual Stimulation.** Leaders who provide intellectual stimulation have influenced employees to bring new ideas to the day-to-day processes, challenged them to think out of the box, and acknowledged their creativity. Today's leaders cannot be authoritative and expect long-term success by dictating how work should be done. Instead, transformational leaders will challenge themselves and their followers via creative thinking and will provide an environment conducive to the same.

**Individual Consideration.** Leaders who are personally interested in the success and well-being of their followers, and show it, will see the impact of this individual consideration on the organization's bottom line. Transformational leaders clearly understand the individual growth needs of their employees and act as coaches to assist them in realizing their full potential.

Along with these basic qualities of leadership, S. W. Young identified three more important characteristics in transforming the leader and organization. According to Young, transformational leaders view the ability to provide exceptional services to clients as the key to organization survival. Second, the vision of the organization is clearly defined and communicated. Visions are turned into planned actions, which are

continuously measured for goal achievement, and finally, leaders develop action plans that empower subordinates to grow and develop.

The changes we're seeing in the marketplace require a reciprocal response in the organization's leadership. Leaders must "be" the change they want to see in their employees. As this transformation occurs, organizations will realize a strengthened workforce committed to excellence.