

Impact of Transformational Leader Traits Versus the Transactional Leader

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Abstract

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

—John Quincy Adams

The idea of Transformation is very complex; therefore, Transformational Leadership demands new perspectives, new skills with new leadership styles and approaches to “navigate the complexity, diversity and uncertainty of the perfect storm” (Dotlich, Cairo, & Rhinesmith, 2009, p. 6). The purpose of this study is to unveil common transformational leadership traits as well as to determine whether these traits are learned behaviors that are influenced by personalities as compared to the transactional leader. Theoretically, the Human Resource Theory evolved out of the Human Relations Theory, focuses on the attention required to human and cultural dynamics during the transformation change process. The focus is to assess common behavioral traits, learned leadership styles in relationship to organic personalities using the Mind Garden’s Multifactor Leadership Questionnaire (MLQ) and the Authentic Leadership Questionnaire (ALQ), to determine the natural tendency of the eight leadership behaviors. All participants are volunteers, randomly selected from various businesses in the Atlanta Metro, to complete survey/questionnaires as mentioned above. The data will be collected and statistically analyzed by Mind Garden to determine the common traits of transformational leaders, in relation to their personalities and learned behaviors, which ultimately fosters greatness both personally and organizationally.

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Chapter 1

Impact of Transformational Leadership Traits

Versus the Transactional Leader

Leadership is one of the most important elements in any organization, thus it remains a significant topic of relevance, and frequently researched in the disciplines of behavioral science along with organizational management and communication. According to Papa, Daniels, & Spiker (2008), “The preoccupation with leadership is driven in part by a longstanding desire to identify the means of achieving organizational effectiveness through managerial control, but it also is marked today by an increasing tendency to assume and assert that leadership is the answer to a whole array of intractable problems” (p.260). Scholars, for years have attempted to distinguish leadership styles that are effective. More recently the focus has been on transformational leadership (TL), which can be defined as an approach that causes positive change to individuals and the systems involved. Ultimately followers are developed into leaders in an ever-changing environment. “The *Leader-Follower* Theory or approach claims followership and leadership are not so much about position, but about their ability to influence through behaviors and self-concept” (Foster, 2016, p.22), with the center of attention being on the purpose or goals of the organization, rather than the leader. This study will focus on the transformational leader and the positive traits common to such leaders. Because life continuously evolves, circumstances change and personalities mature, the transformational leader (TL) in his or her imperfections may find it challenging to manage the demands of TL

consistently. Additionally, there is a negative side to the positive traits, that can also influence the organizational culture and productivity adversely, when balance is not achieved. This study makes several contributions. First it will enhance the existing research on TL, that there are variables that cause change. Second, this researcher will compare and contrast the transformational leader to the transactional leader and their traits. Third we will determine whether the core personality styles override learned traits and behaviors of a transformational leader. Fourth this study will employ surveys; The Multifactor Leadership questionnaire (MLQ) and the Authentic Leadership Questionnaire (ALQ), and possibly a Self Assessment: Leadership Trait Questionnaires and a Leadership style questionnaire.

Statement of the Problem

The purpose of this study is to unveil the traits of a transformational leader as well as to compare and contrast them to that of the transactional leader. In doing this, we can determine if the unique traits of the transformational leader are embedded organically in the personality which dictates leadership style or if they are learned, progressive traits acquired over time, corresponding to the maturity level of the leader, completely void of one's personality. This research needs to be conducted to determine whether variables, environmental or personal, altered personalities, ultimately impacts the transformational leaders sphere of influence adversely, especially over followers, despite their perception of demonstrating effective transformational leadership.

Purpose of the Study

The purpose of this study is to uncover common traits of a transformational leader, and to compare and contrast to those of a transactional leader. It will be determining whether they are innate or learned behaviors directly correlated to personality styles.

This is an important area of study because all those in leadership positions are not transformational leaders, despite of their perception of being effective change agents. On several occasions this writer has observed leaders implementing change, with the responsibility for such change, to be absorbed strictly by their followers. The leader is unaware of his or her role in these changes. They continue to perceives themselves as transformational leaders despite years of failed attempts, employee burnout and distrust resulting in a continuous high turnover rate and loss in production. When does the insanity end, “doing the same thing over and over and expecting a different result.” The unit of analysis used would be self- assessment surveys.

Research Question/ Hypothesis

For the purpose of this study, the following question was addressed:

1. Compare and contrast a transformational leader from a transactional leader. Will traits change when parameters change, because they are learned behaviors that are influenced by personality styles? These would be secondary questions that I need to explore:
 - What is leadership and how does it differ from transformational leadership?
 - What qualifies one to be a leader?
 - What is the difference between change management and change leadership?
 - What separates good leaders from great leaders?
 - Are whole leadership abilities nurtured or taught?
 - How do transformational leaders manage change in a volatile market place?
 - Is there any place for dominating leaders, and what are their effects on business?
 - What role does humility and submission play in transformational leadership?
 - How does conflict influence the traits and abilities of transformational leaders?
 - Is there a need for continuous training and development to maintain effective transformational traits and abilities?
 - Does gender play a significant role in the effectiveness of transformational leaders?
 - What role does mind-sets play in effective transformational leadership?

As part of this study, investigation included one research hypothesis:

1. Leaders demonstrate and manifest transformational leadership traits at varying degrees, depending on leadership styles and life's experiences, but can they regress in the learned transformational behaviors if they are not held accountable or consciously submitted to self-management through the renewing of their mind.

Definition of Terms

1. ALQ (*Authentic Leadership Questionnaire*) survey developed by Avolio, Gardner and Walumbwa (2007) is designed to measure the components of Authentic Leadership such as self awareness, transparency, ethical/ moral conduct and balanced processing.
2. *Authentic Transformational Leadership*- "integration of character strengths that are aligned with our transformational leadership behaviors" (Arenas, Tucker & Connelly, 2017, p.22).
3. *Charismatic Leadership*- is a "theory of leadership that asserts that leaders transform the needs, values, preferences, and aspirations of followers, causing followers to become highly committed to the leader's mission, and to perform above and beyond the call of duty" (Horn, Mathis, Robinson & Randle, 2015, p.753).
4. *Conscious change leadership*- "a new breed of leader for a new breed of change" (Anderson & Anderson, 2010, p. 3).
5. *Constituents*-individuals who are a part of an organization, follower of a leader.
6. *Level 5 leader* -Builds enduring greatness through a paradoxical blend of personal humility and professional will" (Collins, 2001, p. 20).
7. *Leader/Follower Approach*- "A system of two or more persons working together at any one time, whereas leaders assume followers' role and followers assume leadership roles" (Foster, 2016, pp. 20-21).
8. *MLQ (multifactor leadership questionnaire)* survey was developed by Avolio and Bass (1995), to measure transformational and transactional leadership traits. The survey has 45 questions using a Lickert Scale.
9. *The Perfect Storm*- "A volatile, unpredictable environment" (Dotlich et al., 2009, p.6).

10. *Transactional Leadership*- a style of leadership that seeks to maintain the organizational stability through an exchange relationship that satisfies the interest of both leaders and followers (Arena et al., 2017, p. 20).
11. *Transformational Leadership*- a leadership style that works with follower through communication and motivation, identifies change, creates a vision for change and executes that change with the followers.
12. *Transitional Change*- “Replaces what is with something entirely different” (Anderson & Anderson, 2010, p. 56).
13. *Whole leader*- “Leaders who use their head to set strategy, their heart to connect with the world, and their guts to make instinctive and intuitive decisions based on clear values” (Dotlich et al., 2009, p. 3).

Theoretical Framework

During the early 1800s and late 1900s evolution or schools of thought continued emerge, but during the majority of the 20th Century the traditional or classical approaches dominated leadership and organizational structure. From their perspective, in order for an organization to survive and thrive, both leaders and their subordinates had to understand how the structure of an organization is related to performance. Essentially “the organization is driven by management authority. Employees are simply the instruments for carrying out the management plan” (Papa et al., 2008, p.84). Due to the lack of adaptability and rigidity of these theories, the human relations theory emerged through the Hawthorne Studies and Elton Mayo which suggested that “interpersonal communication, group dynamics and organization members’ attitudes and values are more important than work structure and organizational design in determining organizational effectiveness” (Papa et al., 2008, p.90).

This gave rise to human resource development (HRD), which is based on humanistic values emphasizing human rationality, human perfectibility, and self-awareness, with four assumptions that guide HRD today:

Work is meaningful.

Workers are motivated by meaningful, mutually set goals and participation.

Workers should be increasingly self-directed, and this self-control will improve efficiency and work satisfaction.

Therefore, leaders are most effective when coaching, working to develop untapped potential, and creating an environment where potential can be fully utilized (Papa et al., 2008, p. 92).

Therefore, where does the disconnect lie? Is it that most leaders view transformational leadership with old mindsets, pouring old wine into new wineskins? Have they consciously or radically transformed themselves in order to lead from a transformational perspective?

Literature Review

Leadership according to Northouse, “is a process whereby an individual influences a group of individuals to achieve a common goal” (p.3). Over the course of humanity to this present day, as mankind has matured and evolved proportionately as theoretical models of systems and processes in industry evolved. From the Great Man Theory of yesterday, to the Leader/ Follower theory in this modern age, “leadership has been considered one of the most important components in the success of organizations” (Landis, Hill, & Harvey, 2014, p. 98). As long as we have mankind, some will walk in the attributes of a leader, while some are content to follow.

However, just as Jesus came to serve, not to be served, leaders should first be willing to learn how to follow and willing to submit to a leader before they can lead.

Maccoby (1979), concluded from his observation that the need of firms to survive and prosper in a world of increasing competition, of technological advances, of changing governmental regulations, of changing worker attitudes, requires “a higher level of leadership than ever before. When organizations experience change, it is imperative that their organizational leadership is adequate to meet the challenge. (Landis, et al., 2014, p. 98)

Transformational leaders are in high demand but this process calls for those who have first committed to the radical process of change within. The purpose of this study is to determine the common traits of a transformational leader compared to those of the transactional leader. To support this study, this literature review will provide background information and related issues to transformational leadership traits, which leads to a breakthrough into greatness following the leader/follower approach.

The great irony is that the animus and personal ambition that often drive people to positions of power stand at odds with the humility required for Level 5 leadership. When you combine that irony with the fact that boards of directors frequently operate under the false belief that they need to hire a larger-than-life, egocentric leader to make an organization great, you can quickly see why Level 5 leaders rarely appear at the top of our institutions. There is a group of people who have the potential to evolve to Level 5: the capability resides within them, perhaps buried or ignored, but there nonetheless. And under the right circumstances- self-reflection, conscious personal development, a mentor, a great teacher, loving parents, a significant life experience, a Level 5 boss, or any number of other factors- they begin to develop. (Collins, 2001, pp.36-37)

This literature review addresses: (a) the transactional leader, (b) critical areas for change leadership, (c) the approaches to leadership transformation, (d) mind set change, (e) organizational change and capabilities, (f) role of personality as a transformational leader, and (g) the transformational leader and authentic transformational leader.

The Transactional Leader

The prime characteristic of the transactional leader is the exchange relationship between the leader and follower. The leaders identify the needs of their followers and establish mutual, self-serving agreements (financial or otherwise), based on objectives to be met. Non-compliance with objections can result in withdrawal of incentives. Over time, trust is increased and followers go beyond the call of duty to meet organizational goals to foster an “increased production of organizational citizenship behaviors” (Rodrigues & Ferreira, 2015, p. 495).

There are four components to the transactional leader:

1. Contingent Reward (CR)
2. Management by Exception (MBE)
 - a. Active form
 - b. Passive form

Critical Areas of Focus for change leadership

Balance is the key to effective change or transformational leadership. According to

Anderson & Anderson (2010), successful transformation and breakthrough results require competent attention to three critical focus areas: (1) content, (2) people, and (3) process. *Content* refers to what the organization needs to change such as strategy, structure, systems, processes, technology, products, services and work practices. *People* refers to the human dynamics of change, including behaviors, skills, emotions, mindsets, culture, motivation communications, engagement, relationships and politics. *Process* refers to change process, how the content and people changes will be planned for, designed, and implemented (Anderson et al., 2010, p.24).

These units must be integrated as one for effective change leadership.

Approaches to Leadership Transformation

“A leader’s approach determines what the leader is aware of and what the leader does not see. And this shapes everything else” (Anderson et al., 2010, p. 82). Therefore, a leader’s level of consciousness, is proportionate to the desired outcomes of success.

The autopilot approach, which has been historically utilized, is an automatic, unconscious response “based on conditioned habits, existing knowledge, and dominant leadership style.” However, as today’s climate in organizations have become more diverse, complex, competitive and volatile, change rapidly occurs, the conscious approach is being utilized to successfully maneuver the dynamics of the marketplace today. According to Anderson (2010), “This level of leadership awareness is the primary enabler of transforming today’s organizations, successfully running tomorrow’s, and achieving breakthrough results” (p.83). Therefore, this state of consciousness is developed over time, through the process being mindful of your consciousness, and operating in that conscious awareness. The more this is practiced and implemented, the more we can operate from the mindful state of consciousness. Therefore, we have a choice to become conscious change, transformational leaders, through our self-awareness which transcends into continuous self development which ultimately changes our **mindset**.

Mindset Change

In being more consciously aware, our mindsets directly influence our internal experiences which is manifested through our external actions. Tichy & Devana, (1990), suggest “transformational leaders are life-long learners. They are able to talk about their mistakes without seeing themselves as failures but learning experiences, as they identify themselves as change agents (Noriega & Drew, 2013, p.44).

Organizational Change and Capabilities

Change is a necessity in any organization to obtain or maintain its greatness and competitive edge in the marketplace today.

“Change capability is the ability of an organization to plan, design, and implement all types of change efficiently with committed stakeholders, causing minimal negative impacts on people and operations, so that desired business and cultural results from change are consistently achieved and integrated seamlessly into operations to deliver maximum results.” (Anderson et al., 2010, p. 107)

Role of Personalities

Personality according to Merriam –Webster “is a set of emotional qualities, ways of behaving,” essentially the traits and characteristics that set you apart from anyone else. Personality theories have been around as long possible the human race. Plato, and his student Aristotle classified personality types into four types. After years of research, the five factors, commonly known as the “Big Five,” is the most widely accepted structure of personality traits to date among researchers. The five broad traits encompass varied specific traits. Factor 1, Openness to Experience (Intellect), represents a willingness try new things, creativity, innovation, perceptive. Factor 2. Conscientiousness, tend to act in socially acceptable ways, with goal-directed behaviors, a direct correlation with transformational leadership and job performance. Factor 3. Extroversion represent an outgoing, assertive, socially confident, articulate, interactive personality with positive optimistic emotions. Factor 4. Agreeableness consist of tendencies to be trusting, kind, unselfish, modest and humble. Factor 5. “Neuroticism is a factor of confidence and being comfortable in one’s own skin, encompassing one’s emotional stability and general temper, though a high score generally represents negative traits such as being timid, pessimistic, nervous, unconfident, overly sensitive and unsure of themselves. Though research is limited in the area of the effects of personalities on transformational leadership, all but one, neuroticism, had positive correlations to transformation as per Judge and Bono, 2000, p. 754.

Transformational or Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious first and foremost for the company, displaying compelling modesty, are self-effacing and understated. Additionally, they are fanatically driven, infected with an incurable need to produce sustained results, with a resolve to do whatever it takes ethically no matter how big or hard the decisions. All success is attributed to factors other than themselves, while they look in the mirror or take on all responsibility when results are disappointing. (Collin, 2001, p.39)

Traits of a transformational leader

Transformational leaders aim is to “transform individuals to exceed beyond the status quo with the purpose of improving the ability to innovate and adapt in the team environment” (Tabassi, Roufechaei, Bakar, Yusof, 2017, 26). These leaders project themselves as positive role models through building relationships; relationships of trust, motivation, with ethical morality. They exhibit traits such as:

1. Idealized influence (II)

Project themselves as positive role model. Followers identify not with the leader but with his cause while emulating their behaviors. According to Arenas, Tucker, & Connelly (2017), “this type of leaders addresses the needs of followers over their personal need” (p.21). Ironically, President Trump has idealized influence from a negative stance, from observation he selfishly hogs all the attention and puts his needs before everyone, especially the people he swore to serve.

2. Intellectual Stimulation (IS)

“Leaders foster creativity and innovation in their followers while supporting new approaches to overcome organizational challenges exemplify the intellectual stimulation behavior(Arenas et al., 2017, p. 22). Followers are encouraged to be more innovative by questioning assumptions, to

solve complex problems by reframing them, and to think outside of the box, using a collaborative approach if necessary.

3. Individual Consideration (IC)

Transformational leaders are not only interested in the professional growth of their followers, but also their personal growth which allows them to feel valued and appreciated. Additionally, “wisdom, knowledge, courage, humanity, justice, temperance, and transcendence” (Arenas et al., 2017, p. 23) are other positive traits exhibited by a transformational leader.

4. Inspirational Motivation (IM)

“Through enthusiasm and optimism, leaders inspire and motivate their followers to achieve what they never thought possible by enhancing team spirit, providing meaning, and challenge their followers work” (Arenas et al., 2017, pp. 21-22). According to Kirkbride (2006), “Inspirational behaviors include presenting optimistic (yet attainable) visions for the future and creating a unified sense of mission and purpose” (Hargis, Watt & Piotrowski, 2011, p.54).

Research suggests that no matter how competent a leader is, their influence will be limited if those they attempt to influence do not see them as credible and withhold support for their leadership. Additionally, the social constructions individuals have of “good” leadership typically include expectations of competence, benevolence, integrity, attentiveness to followers’, well-being and development, and support for their autonomy and engagement in their work and the organization’s purpose. (Hanna, Sumanth & Lester, 2014, p. 606)

Eckhaus (2017) states, though transformational leadership has been proven to offer valuable advantages to organizations, personality is not a constant and traits can change intensity relative to life circumstances or events” (p. 19), resulting in decreased

utilization of TL skills.

Methodology

Research Design

The purpose of this study is to uncover common traits of a transformational leader, while determining whether there are innate or learned behaviors directly correlated to personality styles. The proposed research design is a survey to conduct a quantitative analysis.

The Multifactor Leadership Questionnaire (MLQ) and The Authentic Leadership Questionnaire (ALQ), and possibly the Self Assessment: Leadership Trait Questionnaire (LTQ), Leadership tool 1., will be utilized, allowing leaders to rate themselves on traits. Additionally, employees, patients and consumers, regardless of status can determine how they view their leader or leadership in general. The survey was designed to see how leaders perceive themselves and whether their perceptions are the same as their followers or how and where they differ. Ultimately the MLQ and ALQ allows individuals to measure how they perceive themselves as transformational leaders. Additionally, LTQ assesses one's strengths and weakness, showing areas where improvement would be beneficial to a transformational leader's development. The purpose of the survey is to gain an understanding of how traits are used in leadership assessment and to obtain an assessment of a leadership traits."

The "Full-Range Leadership Model" (Arenas et al., 2017), compares and contrast laissez-faire and transactional leadership theories to transformational approach to leadership. The model predicts transformational leaders will continuously engage and foster relationships with their followers, ultimately transforming their followers into leaders. In doing this, the transformational leader consistently demonstrated behaviors that influenced, inspired, motivated and intellectually stimulated their followers. However, virtues and character strengths were

determined as a necessity to achieve and sustain authentic transformation leadership. Authentic Transformational Leadership (ATL), “As described by John J. Sosik, is the integration of the transformational behaviors and associated character strengths. When our strengths are aligned with our transformational leadership behaviors, and they are considered to be virtuous, this integration leads to ATL” Arenas et al., 2017, pp.22-23). The six virtues for are: wisdom, courage, humanity, justice, temperance and transcendence, with their corresponding positive traits are illustrated in Figure 1. below.

WISDOM	COURAGE	HUMANITY
Creativity	Bravery	Love
Curiosity	Perseverance	Kindness
Love of Learning	Honesty	Social Intelligence
Judgment	Zest	
Perspective		
JUSTICE	TEMPERANCE	TRANSCENDENCE

Teamwork	Forgiveness	Appreciation of Beauty and e
Fairness	Humility	Gratitude
Leadership	Prudence	Hope
	Self-regulation	Humor

Spirituality

Figure 1. Virtues and character strengths. (adapted from Peterson and Seligman, 2004, p. 56)

Sampling

The participants in this study would be the randomly selected constituents/ followers from a dental office in the Atlanta metropolitan area. The leader selected to participate, is based on their position as the owner, manager or supervisor in their perspective companies for any length of time. Participants will be selected on a first come first serve basis. Followers are any employees in the organization who are lead or managed by those in leadership positions. The random sampling technique will be utilized, therefore each participant will be selected independent of each other without discrimination of age, race, religion, sex, income status, educational level or position in the market place.

Instrumentation

The instruments used will be The Multifactor Leadership questionnaire (MLQ) which will increase ones understanding of leadership traits and how they influence leadership behaviors and styles while providing an assessment of leadership traits.

Instrument # 1

This instrument is considered to be valid and reliable because it's extensive research, it is a well established instrument in the measure of transformational leadership. According to Avolio and Bass (2013), MLQ manual, there is strong evidence for validity which has been utilized thousands of times for both masters and doctoral candidates, producing constructive outcomes

for transformational leaders. It will be used for this study, as it demonstrates and support the hypothesis that transformational leadership is learned behavior which are embedded on the virtues and character strengths as described in figure one.

Instrument #2

The second instrument to be used will be the Authentic Leadership Questionnaire (ALQ) which measures the components that comprise of authentic leadership. Authentic leadership is basically following one's "True North." According to Datta (2015), it can be defined as a pattern of leader behavior that draws upon and promotes both positive psychological capacities and positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development" (p.63). The ALQ measures and differentiates the effective management from leadership performance using greater than 40 variables. Roof (2014) who has reviewed more than 100 papers from various countries except India, Bangladesh and Pakistan argues that the validation of the ALQ is encouraging but "more studies need to be undertaken to know whether the ALQ is valid construct across different cultures (Bakari & Hunjra, 2017, p.22).

Data Collection and Analysis Procedures

Both the multifactor Leadership Questionnaire (MLQ) and the Authentic Leadership Questionnaire (ALQ) were developed by Statistical Solutions and obtained from mindgarden.com. The surveys would first be administered via the company's (dental office) email, from which each employee would be given each survey. It is expected that one- five surveys would be administered. They would be given two- three weeks to complete both

surveys. The data will be available to this researcher on mindgarden.com as soon as the surveys were completed.

A letter of consent will be sent out and personally collected prior to the dissemination of the surveys. There are no incentives for students at this point. All analysis procedures will be used with the permission from copyright owners of mindgarden.com. A Five point Likert scale ranging from 1 for strongly disagree to 5 for strongly agree will be used to record employee responses. The statistical or analytical tools used to for analyzing the data would be according to Statistical Solutions at gardenmind.com. If applicable, ANOVA, SPS, or SAS may be utilized. A letter of consent will be sent out and personally collected prior to the dissemination of the surveys. There are no incentives for students at this point.

Protection of Human Rights

Participants were comprehensively informed of the process through the informed consent form. All identities and response were completely protected and anonymous. All participants in the survey were voluntary and were not coerced in any way to participate, in any stage of the respondent's process. No participants received benefits for their participation, nor were any participants subject to adverse consequences for not participating. Participants could withdraw from the study at any time, as participation are completely voluntary. Regardless as to who participated in the study, each leader and their employees would receive a copy of the study on its completion to be used as tool to improve behaviors of which is precursor to transformational leadership skills.

Discussion

Transformational leadership augments the transactional leader behavior in predicting organizational outcomes. "Both transactional and transformational leadership styles are

associated with various organizational outcomes, including satisfaction at work, commitment to work and productivity” (Rodrigues et al., 2015, p. 493). Both leadership styles predict positive behavioral outcomes. According to Bass (1985), “Trues leaders should present both transactional and transformational leadership behaviors as the represent complimentary styles” (Rodrigues, 2015, p.493). This researcher defends the transformational leader as it is not contingent on mutual agreements of award. The characteristics of the transformational leader organically increases a followers level of motivation, self-esteem, and self-awareness which cultivates actions that favor organizational productivity.

Transformational leadership continues to evolve as more research continues to inform and to determine the factors and variables that contribute to the demise or success of such leaders. With transformational leadership being foremost on the minds of organizational leaders, it is of utmost importance that the executive skills be mastered in a multidisciplinary and multi-dimensional approach and organizations change proportionately to accommodate and sustain such change.

It is of utmost importance in this modern era, that the traditional, hierarchical or closed organizational structures yield to more decentralized, open organizations which can be described as the “framework of agility and empowerment. This flatter structure enables the sharing of ideas, knowledge, resources, and skills across organizational, generational and cultural boundaries” (Foster, 2016, p. 51), which allows the transformational leader to facilitate collaboration, ultimately increasing and sustaining production, while navigating the perfect storm.

The implications of this proposed study would add to the invaluable knowledge about transformational leadership traits and behaviors as they relate to personalities. This research has

some limitations that can provide a direction for future studies. This study was conducted within the construct of a small section of the dental industry in the Atlanta Metropolitan Area.

Therefore, more research is required to determine the accuracy of the findings, are accurate or predictive in larger industries in the dental or medical field, in other countries, with a larger sample of participants. Zaccaro (2012) believes that, “more research attention needs to be directed toward identifying and categorizing the important parameters of leadership situations and how they influence leadership” (p. 722), and their followers during such times.

Additionally, guidance would be required from an experienced researcher through the various steps of this study. In utilizing new instruments, the researcher found on mindgarden.com, more understanding in its use, statistical analysis and interpretation of analysis is required. Additionally, the weaknesses in this study were not addressed secondary to the limited time frame of fifteen weeks, since the researcher did not receive consistent experienced guidance in the process, therefore the internal and external validity can be compromised, secondary to lack of comprehension. However, the researcher continues to explore and increase knowledge and understanding on statistical analysis and their interpretation.

Organization of This Research Project

After this introductory chapter, this research project is organized into two additional chapters. The second chapter will be a literature review, examining the historical perspectives of leadership, and corresponding leadership theories. Additionally, modern leadership theories such as leader/follower approach, transformational and authentic transformational leadership theories will be discussed. The third and final chapter summarizes and discusses the findings of this study along with suggestions for future research.

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