

## **Chapter 2: Literature Review**

This Literature review will examine pertinent literature that will provide background information and the historical context of the evolution of leadership models, along with leadership theories that have developed over the past century.

The purpose of this paper is to study the common traits of transformational leaders, comparing and contrasting them with those of a transactional leader. This writer will also address both transformational and transactional theories along with the follower-leader theory. There is limited literature addressing leadership in the dental office but this researcher will use the limited literature addressing leadership for doctors. Additionally, leadership traits will be discussed, along with the corresponding personalities of these traits, that lead to achieving and maintaining great results, not only as an effective transformational leader but in organizational change itself.

### **Leadership Defined**

Who is considered a leader? What is leadership? The term leader is often used very loosely but according to Merriam Webster, a leader is one who is a “guiding head.” Ironically, there are many definitions of leadership as there are styles of leadership, but John C. Maxwell sums it up so eloquently, “A leader is one who knows the way, goes the way and shows the way.” Therefore, the ability to influence is required. Northouse (2010) concurs, “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal” (p.3).

A whole leader is one that must bring all things together by bringing one’s self together. A leader must use their head to anticipate, understand, analyze, and respond to a new strategic direction, their heart to see the world from a perspective of a diverse range of stakeholders, and their guts to make tough decisions based on clear values. They must tap

into the capacities of their head, heart, and guts as increasingly volatile and unpredictable situations dictate. (Doltich, Cairo, & Rhinesmith, 2009, p.13)

Similarly, whole or Level 5 leaders follow their “True North,” their internal compass of beliefs, values, and principles that guide them through life” (George, 2009, p.2). Through selflessness, confidence, self-awareness and resilience, they humbly take on the responsibilities of both successes and failings, often manifesting leadership abilities, they never new existed.

Durbin (1997), defines leadership as:

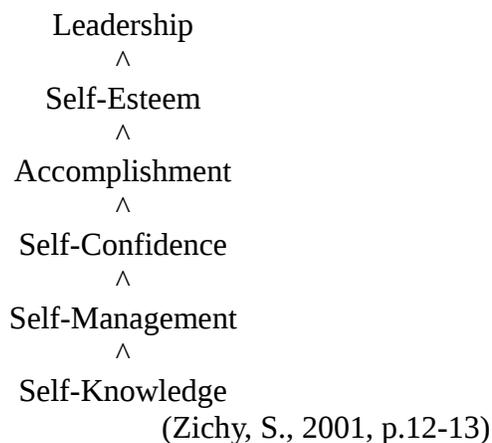
- Leadership is an act that causes others to act or respond in a shared direction.
- Leadership is the art of influencing people by persuasion or examples to follow a course of action.
- Leadership is the key dynamic force that motivates and coordinates the organization in the accomplishment of its objectives. (Noriega & Drew, 2013, p. 36)

High levels of morality and ethical integrity also define leaders. “Ethics is about the good (that is, what values and virtues we should cultivate) and about the right (that is, what our moral duties may be)” (Holmes, 2007, p.12). Both leadership and ethical leadership are choices. We have seen the fall out, when leaders choose or find themselves participating in unethical behavior as in the Enron, WorldCom, and ValuJet cases. In either case, the leaders of these organizations put the bottom line, profits first, over the lives of all stakeholders. As leaders, we are servants and to “give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity.” Douglas Adams

Leaders understand the need to know and manage themselves. They understand that leadership is not something one masters all at once: it is an ongoing process of developing skills, talents, and insights. They understand the formula, self-knowledge

leads to self-management, which leads to self-confidence, which leads to accomplishment, which in turn produces self-esteem and ultimately the ability to lead and influence others.

### **Building Blocks of Leadership**



With leaders and leadership being defined, leaders can only lead when they have people to follow them. “The perceptions, perspectives, and commitment the followers bring to the relationships are key, not only to the leader but to the organizations success. It is the follower’s context for and understanding of leadership that contributes to the social construction, and as such, the follower’s perspective is critical to developing a full awareness of what leadership is” (Mclaren, 2013, p. 36).

However, due to the lack of one common definition on leadership, Bass (2008) suggest that, “the definition of leadership to be used should depend on the purposes served, including the aspects of leadership in which one is interested” (Mclaren, 2013, p. 36).

### **History of Leadership**

Leadership, though loosely defined has been around from the time of mankind, there were leaders who emerged organically and followers who followed. “Beginning around 1500 B.C. through 1000 B.C. the first known leadership hierarchies emerged as Caste Systems which were organized by hereditary distinctions based on one’s occupation” (Foster, 2016, p.15). As humanity matured and evolved, changes followed. Scholars began to understand the presence of systems and processes as they unfold, thereby, they began to espouse on these systems through theoretical models to explain these processes, evolving from the “Caste Systems and monarchies to the Great Man Theory” (Foster, 2016, p.15), which assumes leaders are born or genetically gifted for their hierarchal position, with eyes focused on the boss.

To cope with the volatile dynamics and complexity of organizations in the twentieth century, through Frederick W. Taylor, management became a field of study. He introduced the Scientific Method as he believed that “management could be studied and applied through processes” (Foster, 2016, p. 19). Taylor’s approach fostered the classical approaches to leadership we engage today. Consequently, Henri Fayol, a French industrialist, focused on general management, being concerned with the basic principles of organizational structure, design and management practice. Additionally, Max Weber contributed the Bureaucratic Theory as he believed “complex organizations in an industrial age required speed, precision, certainty, and continuity, which can be achieved if organizations were designed as machine like as possible” (Papa, Daniels & Spiker, 2008, p.83). Though these theories were different from one another, there were some commonalities such as the organization being driven by management authority. They believed that a person’s motivation to work is based their compensation rate and they advanced the machine like model. However, the structural perspectives of administration gave way to behavioral perspectives of leadership and organizational thought, beginning with

Human Relations Movement in the 1930's. "Through the Hawthorne studies it was 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).

From the human relations movement emerged the Human Resource Development (HRD) theory," based on humanistic values emphasizing human rationality, human perfectibility, and self awareness" (Papa, et al., 2008, p. 92). Through its contributors from Maslow to McGregor and Likert, four assumptions were established which continue to 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.

Managers are most effective when coaching, working to develop untapped potential and creating an environment where potential can be fully utilized. (Papa et al., 2013, p. 92)

During this same era, leaders sought after effective organizational transformation, of which the Leader-Follower Theory materialized, in which "leaders assume followers' roles and followers assume leadership roles" (Foster, 2016, p.22), with the center of attention being on the purpose or goals of the organization, rather than the leader. Therefore, both leaders and organizations need to exhibit flexibility and adaptability to compete in rapidly changing environments to emerge as competitive and successful in this era of globalization. According to Foster (2016), "The organization of the future must structure itself around new realities of globalization, technology, diverse employees, and customer demands. More than ever, organizations must find organic approaches to dealing with change and innovation" (p. 25),

therefore leaders must also transform themselves to lead the process of organizational change successfully.

### **Leadership Development**

It took the self- leadership of men to emerge as leaders during the time of civilization, then for them to have the ability to shape the succession of leadership through the centuries. From the time of Moses, his leadership traits and skills (during a time of a less sophisticated environment), remains relevant today. With the information age and rapidly changing markets trends, the “same skills Moses used to lead his people through the wilderness such as being flexible, thinking quickly, sustaining the confidence of his people in uncertain times, and creating rules that work for individuals from widely diverse backgrounds” (Landis, Hill, & Harvey, 2014, p.97), are some of the same fundamental principles used in leadership today.

As every person is different, so is every leader. The uniqueness of each leader and their sphere of influence differ, as every leader develops at their own pace with different perspectives. From my personal observations, not everyone in a leadership position is an effective leader, “though everyone has some degree of leadership ability” (Noriega & Drew, 2013, p. 42).

Often leaders emerge from previous careers with little to no formal education. Some thrive, while others struggle to navigate the perfect storm; “to lead through a volatile, unpredictable environment” Doltich et al., 2009, p.6). The commander in Chief, Donald Trump is a prime example of a business men turned President with no previous political experience and poor leadership skills. He exemplifies everything that a whole leader is not. He lacks ethical behavior, character, integrity, is self-serving, without the ability to be flexible, adaptable or responsible to gain the confidence of the diverse nation that he “leads”. It could be potentially written in history, that he was the worst President of all times, while Presidents John F. Kennedy,

Abraham Lincoln and even Barak Obama had the demeanor, skills, leadership traits and lessons that continue to influence leaders today. Collins (2001) states, “President Lincoln never let his ego get in the way of his primary ambition for the larger cause of an enduring great nation” (p. 22).

Often times many Physicians and Dentist transition organically into leadership roles into their private practices with little to no insight about leadership and/or management. This is the fulfillment of the leader-role theory which suggest the situations and individuals combine or interact in such a way to bring about the emergence of leaders, with groups becoming structured in terms of positions and roles” (Landis, et al., 2014, p.99). Additionally, many are transitioned into healthcare leadership positions that have been traditionally held by those with formal administrative and leadership training. Good clinical physicians and dentist does not necessarily mean they are effective leaders or managers, despite their perception of themselves, especially when juggling both roles, as clinician and leader/ manager.

#### **Five considerations for the development of physician leaders**

1. Prepare Physicians for specific new leadership roles rather than an undefined role:

Promotion on the basis of natural potential for the intended role and preparation in areas where technical knowledge or new leadership skills are required.

2. Create alternative pathway for physician advancement: Participation in developmental roles, such as mentoring programs.
3. Teach physicians how to navigate leadership transitions: Promotion to higher- level leadership positions requires the deployment of new skill sets such as personal time management.
4. Educate physician-leader candidates in emotional intelligence: Physicians are prepared to navigate the domains of factual knowledge and logical reasoning thereby should be educated in emotional intelligence (EI), which is the ability to identify and manage one’s

own emotions and understand the emotions of others. Goleman, Boyatzis, & McKee (2013), believes EI accounts for two thirds of the factors responsible for superior performance as a leader.

Emotional Intelligence Domains

- Self-awareness
- Self-management
- Social awareness
- Relationship management

5. Prepare other leaders for the new physician leader: Prepare executive teams for its role in creating an environment that engenders success, that is senior leaders coach the constituents as well as new physician leaders.

The development of physician leaders requires a proactive approach that begins with the belief that most people are highly capable but have specific talents that must be considered in choosing them as leaders. Given a thoughtful choice of roles, appropriate leadership development, and constituents' help in the success of the new leader, physicians can be introduced into leadership roles with a high degree of success. (Henson, 2016, pp. 171-175)

Leadership development is a life long learning process. When leaders fail to learn, they fail for lack of knowledge. With former leadership experience, comes an increase in knowledge and wisdom. Whole or level 5 leaders recognize the need for speed of adaptability. Taking different approaches such as recognizing the the importance of culture differences that impact global companies is extremely important. Doltich et al., (2009) suggests that, behaviorally people respond very differently to organizational programs and policies, even though they may identify with the organization as a whole" (92). In America, the decision to join a company is made by an individual based on rewards and career challenges, while in China, for an individual to join an organization, is a family affair.

Earley and Mosakowski have understood the need for leaders to learn to cope with different national and corporate cultures based on the Cultural Intelligence (CQ): the ability to make sense of unfamiliar contexts and then blend in. They describe three components to CQ-

- The cognitive
- The physical
- The emotional/motivational

CQ is an important factor in determining the success of global leadership. From a broad perspective leaders consider two questions:

- Is the culture group-based or individualistic?
- Is the culture hierarchal or egalitarian?

Based on these answers, whole leaders engage their heart to understand cultural differences, their head to analyze the impact of these differences on the business, and their guts to determine what values they want their companies to stand for. (Doltich et al., 2009, pp. 93-95)

Understanding culture and group interaction is a shared way of understanding the world, or an organization, and taking action within. We develop patterns of behavior, ways of being and doing, and they have a particular substance or style” (Scott & Garner, 2013, pp.115-116).

### **The Full-Range Leadership Model**

The Full-Range Leadership Model adapted from Bass and Riggio (2006), refers to transactional, transformational and laissez-faire approaches to leadership.

Transformational leadership was first described in 1973 by James V. Downton. However, MacGregor Burns introduced this leadership approach in his text *Leadership*, when attempting to link leadership and followership roles while making a distinction between transformation and transactional properties. (Arenas, Tucker, & Connelly, 2017, p.19)

Both have been shown positive results such as work satisfaction, which increase a commitment to work, which ultimately leads to increased productivity.

The “Full-Range Leadership Model” (Arenas et al., 2017), which 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.

<b>WISDOM</b>	<b>COURAGE</b>	<b>HUMANITY</b>
<b>Creativity</b>	<b>Bravery</b>	<b>Love</b>
<b>Curiosity</b>	<b>Perseverance</b>	<b>Kindness</b>
<b>Love of Learning</b>	<b>Honesty</b>	<b>Social Intelligence</b>
<b>Judgment</b>	<b>Zest</b>	
<b>Perspective</b>		
<b>JUSTICE</b>	<b>TEMPERANCE</b>	<b>TRANSCENDENCE</b>
<b>Teamwork</b>	<b>Forgiveness</b>	<b>Appreciation of Beauty and e</b>
<b>Fairness</b>	<b>Humility</b>	<b>Gratitude</b>
<b>Leadership</b>	<b>Prudence</b>	<b>Hope</b>
	<b>Self-regulation</b>	<b>Humor</b>
		<b>Spirituality</b>

**Figure 2. Virtues and character strengths.** (adapted from Peterson and Seligman, 2004, p. 56)

There are two diverging positions addressing transactional and transformational leadership. “One defends that the effectiveness of these leadership styles is universal, to the extent that the task of motivating and influencing the subordinates towards achieving the organizational objectives is part of the leader’s responsibilities in any culture. The other position defends that the cultural values influence the leadership phenomenon, and consequently, that the leadership styles in line with those values tend to be more effective. Studies by Paine & Organ (2000) demonstrates that cultural factors can stimulate or inhibit the practice of organizational citizenship behaviors, while Cavazotte, Hartman, & Bahienes, (2014) suggest that these factors also tend to moderate the influence of the transformational and transactional leadership on those behaviors. (Rodriquez & Ferreira, 2015, p. 494)

### **Laissez-Faire Leadership**

Laissez-Faire is a French termed which means hand-off. Literally, these leaders abandon their responsibilities, delay decisions and are not interested in their followers, their needs or interest. Therefore, feedback is extremely limited, while development is virtually non-existence. Additionally, these leaders demonstrate little interest to their own work obligations. Ultimately, these leaders and the environment they create, leads to employee frustration, decreased job satisfaction and production, possible separation, substandard performance and an increased absenteeism rate.

Despite the negative connotations associated with this approach, this is an effective style to use when:

- Followers are highly skilled, experienced, and educated,

- Followers have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Followers are trustworthy and experienced. (Malos, 2012, p.424)

### **Transactional Leadership**

Transactional leadership behaviors are focused on awards and incentives for performance to drive productivity between leaders and their subordinates. According to Arenas et al., (2017), “this relationship is to satisfy self interest while maintaining organizational stability” (p.20). Bass recognized these components as contingent reward (CR) and management by exception (MBE) reward, which is further divided into active and passive approaches, to include laissez-faire as an avoidant leadership behavior.

### **Contingent Reward (CR)**

Contingent reward has been deemed constructive transaction because the standards of performance have been clearly established and the use of rewards are used to motivate and reinforce positive performance. Typically, “CR is transactional when the reward is extrinsic or material as in a bonus, however, when the reward is psychological such as praise, this becomes more of a transformational approach” (Arenas et al., 2017, p. 21).

### **Management by Exception (MBE)**

MBE is considered a corrective transaction and is necessary in high-risk or life-threatening situations. The active form is when leaders actively monitor or micro-manage followers, making the necessary corrective measures when mistakes or errors made. In the passive or laissez-faire approach, leaders only get involved when they feel the need to, therefore the leader negates his responsibilities and avoids decision making, which deems these behaviors less effective as those in the CR or transformational approach.

According to Rodrigues & Ferreira (2015), “the transactional leadership style positively predicts the organizational citizenship behaviors because of the mutual agreement of rewards, overtime, the followers develop trust which in turn causes them to go above the call of duty in function of their formal roles with in the organization.

Management theories address how managers relate to their organizations based on set goals, effective implantation to achieve projected goals and how to motivate employees to perform to the highest standard. Management theory practices continue to prevail in many organizations, especially small, private offices such as medical and dental practices. However, the development of leadership in these settings is of increased importance in light of continual policy changes and competition for dental and medical practices to obtain and retain their competitive edge in today’s unpredictable markets.

Dentists perceive professional leadership as closely related to leadership in their own dental practices and value this type of leadership most highly. However, about 40 percent of respondents reported that they engaged in current leadership activities in their communities, and 32 percent reported doing so in professional organizations, in their communities, on a state and national level. (Forest, Taichman, & Inglehart, 2013,1405)

The question is, will dental or medical leaders continue to manage their offices or are they interested in leading and transforming themselves, their followers and businesses, with less than 50 percent being interested the process of leadership?

### **Transformational Leadership**

With the foundation of Transformational leadership being relational, it is “a process in which people engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (Noriega & Drew, 2013, p.43). According to Bass 1985

“they transcend their self- interest to accomplish collective goals” (Hargis, Watt, Piotrowski, 2011, p.54). However, balance is the key to effective change or transformational leadership.

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 & Anderson, 2010, p.24).

### **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 & Anderson, 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 dominate leadership style.” However, as todays climate in organizations have become more diverse, complex, competitive and volatile, with rapid changes, 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 one can operate from the mindful state of consciousness. Therefore, we all have a choice to become conscious change, transformational leaders, through our self awareness which transcends into continuous self development, which ultimately changes our mindset, influencing our perceptions to become more comprehensive and with an integral perspective.

### **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 & Anderson, 2010, p. 107)

That is, developing a leader’s knowledge and skills, along with organizational systems and processes, which will propel enduring change effectively and consistently. However, “when change fails to occur within the organization as planned, the cause is always to be found at a deeper level, rooted in the inappropriate behaviors, beliefs, attitudes, and assumptions of would-be-leaders” (Foster, 2016, p. 22).

### **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 as 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.

Research indicates that transformational leadership behaviors predict effectiveness controlling for transactional leadership, but the reverse is not true. Additionally, the first component of transformational leadership is charisma, which means *gift*, in Greek, suggest a trait. Therefore, it is possible that facets of transformational leadership, such as charisma, are traits or at least are influenced by traits. However, there is little evidence relating personality to transformational leadership behaviors. (Judge & Bono 2000, p. 752)

However, Judge and Bono (2000), also supports the positive correlation, that behaviors are predictable from personality traits, though more research is warranted.

**Traits of a transformational leader**

Transformational leaders build relationships, relationships of trust, with motivation, and ethical morality. The four distinct traits are:

**1. Idealized influence**

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**

Followers are encouraged and allowed to be innovative and creative using a collaborative approach if necessary.

**3. Individual Consideration**

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. According to Judge and Bono (2000), individual consideration focuses on the follower’s development and less on participative decision making” (p.751).

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)

### Leader-Follower Theory

In pursuit of effective leadership and organizational transformation, the leader-follower theory materialized. “Unlike traditional definitions of leadership, this approach claims followership and leadership are not so much about positions, but about their ability to influence through behaviors and self-concept” (Foster, 2016, p.22). With this progressive theory, many followers become vested in their jobs and desire to invest in the organization.

As in any style of leadership, leaders develop trust by their consistency in moral judgment, values and character. The character of a leader is what make him worth following, and trusting. With the increased autonomy involved in the Leader-Follower relationship, the organization will have to evolve proportionately, such as in an open system.

The idea of an open system reveals a fundamental truth that the best person to complete a given task is typically the one who most wants to do that task and the

best people to evaluate the individual's performance are those who will enthusiastically pitch in to help improve the final product out of sheer pleasure of helping one another achieve something from which they all receive benefit.

(Foster, 2016, p.30)

### **Summary**

This chapter presented relevant literature on the history and development of leadership with corresponding leadership theories. From the time of creation, to the evolution of Caste System, to the Great Man Theory, to the present day Leader/ Follower Theory, there will always be a need for effective leaders with exceptional leadership skills, "for their purpose is simply to find understanding of human nature as it relates to the interaction with human capital in an organizational system" (Foster, 2016, p. 17).

This study aims to compare and contrast the common trait of the transactional leader from that of the transformational leader. Bass (1985), "The transactional leader engages in mutual exchange relationships to meet perceived organizational goals, while the transformational leaders motivate followers to transcend their self-interest to the collective goals" (Hargis et al., 2011, p.54) of the organization. Both styles have shown a positive correlation with job satisfaction, work commitment, performance, thus increasing productivity. However, "transformational leaders are more capable to lead their subordinates in order to take actions that go beyond their prescribed roles" (Rodrigues et al., 2015, p. 493).

When leaders taking a conscious approach to leadership, they develop a conscious awareness, being mindful of their inner state, which generates cognitive development, which is essential to the transformational capabilities of first, the leader, then his followers and third, the organizational infrastructure. Transformational leaders are not perfect, but with the continual develop of mind, body, soul and spirit, and a disciplined approach to leadership and development of relationships, their transformation will continue to mature, through process, which is imperative for any leader to operate globally.

As the leader/ follower theory continues to unfold, with the complexity, diversity and globalization of industry, and the speed of technology, we can expect that new processes and theories will arise, as we as leaders encourage teams to innovate, to design and facilitate change. It is hoped that this researcher through the analysis of data, will help facilitate change.

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