

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 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 dominate 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 successful 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 produced 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.

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.

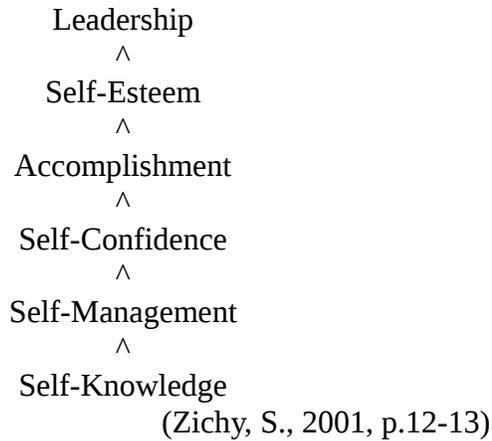
Durbin (1997), defines leadership as:

- 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 the 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.

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 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 within the organization.

Management theories address how managers relate to their organizations based on set goals, effective implementation 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 in 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 today’s 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.

Chapter 3: Synthesis and Application

Chapter three presents the research design, which is qualitative in nature utilizing two survey instruments. The population and gathering of samples are described. Secondary to the small sample size, a descriptive analysis will be provided, as any inferential statistics requires sample sizes of eight or greater.

Purpose of the Study

The purpose of this research is to determine whether the leadership style of one leader, is transformational or transactional. In addition, the perception of his constituents will be revealed, compared and contrasted to the leader and the norms of society.

Significance of the Study

A follower's needed presence is fundamental to leadership and its' development. "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). Based on the turbulent storms, high turnover rate, decreased morale and decreased profits, it is assumed that the dentist in this small practice is transactional and somewhat laissez-faire in nature.

Research Perspective

This research was qualitative in nature, using a descriptive analysis secondary to designed surveys. Permission was given by the Doctor of the dental office to conduct the survey within the office with his followers and/ or staff members. No previous or terminated staff members were allowed to participate. The survey attempted to answer the research questions by testing the null hypothesis. The Multifactor Leadership Questionnaire (MLQ) was used by both the leader to measure his self perception of leadership behaviors, and his followers, to his leadership. Forty-five questions were presented to all participants and asked to respond using a 5-point behavioral scale ranging from ("Not at all= 0" to "Frequently, if not always= 4"). The MLQ is well established, highly validated, frequently used and trusted instrument utilized in the measurement of Transformational Leadership.

Twelve scales will be grouped into three broad categories, (1). Transformational Leadership known as the 5 I's are: idealized influence attributes (IIA), idealized influence behaviors (IIB), inspirational motivation (IM), inspirational stimulation (IS), inspirational consideration (IC). (2). Transactional Leadership are: contingent reward (CR), management by exception active (MBEA), and (3). Passive- Avoidant Behaviors are: management by exception passive (MBEP), and laissez-faire (LF). The MLQ also measures three outcomes of leadership towards their follower's: extra effort (EEF), Individual, Unit, and Organizational effectiveness (EFF), satisfaction with leadership (SAT), therefore transformational scores are (averaged from IIA, IIB, IM, IS, and IC scores), and transactional scores (averaged from CR and LF scores). In combination these scales form the Full range of Leadership (FRLD), a comprehensive model developed by Avolio and Bass in 1995. Whether for profit or not, organizations and their leaders use this model to develop and enhance their leadership skills by embracing and applying the FRLD, which offers different styles for different situations and circumstances.

In addition, the Authentic Leadership Questionnaire was utilized in combination with the MLQ, so that two different surveys were not performed. The ALQ measures the leader's self awareness, transparency, standard of ethical and moral conduct, and balanced processing. This is important because when one leads in accordance with their ingrained values and convictions, their credibility, respect and trust are elevated not only with colleagues, but all stakeholders, which ultimately fosters collaboration in every arena

Reliability was not established statistically, secondary to the small sample size, as a minimum of 8-30 participants are required, to determine the reliability or significance of the research data, through inferential analysis. Therefore, because of the limited number of subjects

that participated, this researcher's focus is limited to a descriptive analysis.

Survey Instrument

Multifactor Leadership Questionnaire

Bass and Avolio developed the MLQ in 1995. Commonly known as the MLQ 5X short or the standard MLQ has been deemed valid and reliable and successfully used for more than two decades. The ALQ, developed by Avolio, Gardner and Walumbwa in 2007, has also demonstrated to be "reliable and construct valid." Both the MLQ and ALQ were combined as one instrument for the "convenience of conducting one survey, rather than two". It must be noted that "highly transformational leaders can, however, be highly effective without being authentic" (Avolio, William & Walumbwa (2007).

The combined MLQ and ALQ instruments includes both self and rater forms. The self-rater forms measure a leaders' perception of his or her own leadership behaviors. The rater form allows people in the organization, at a higher level, same level or lower level to express and measure their perception of leadership and that of their leader. The survey contained 45 questions per form. To have reliable data, it is recommended to have a minimum of 8 raters, utilizing all levels in the organization. The MLQ provides nine outcome items that rate a leaders' effectiveness and the satisfaction of the raters, pertaining to their leader.

Permission was given to this researcher by Mind Garden through the purchase of the product which contains an Individual Report License that comes along with the data license, dated November 14, 2017. The survey was conducted online. The participants gave consent after

speaking to the entire dental team, the leader and his followers, and by each individual on the team providing this researcher with their personal email address as per their leaders' recommendations. Each email address was entered onto the transform, mind garden account. The participants, inclusive of the leader, would access the same link and taken directly to the survey. Names and addresses were entered to allow access to the mind garden survey, which was conducted over 21 days. Though names and email addresses were obtained, the researcher was not able to see or differentiate who followed through and completed the survey. The raw data was collected and coded by Mind Garden ([www. Mindgarden.com](http://www.Mindgarden.com)). An Excel spreadsheet of the results was obtained from Mind Garden and forwarded to Statistic Solutions for analysis. However, after a phone consultation, my data, that is, the sample size was deemed too small for any inferential statistics to be conducted. I was therefore advised to do a description analysis from the data provided on the information received from the MLQ and ALQ surveys.

Descriptive Research

“Descriptive research does not fit neatly into the definition of either quantitative or qualitative research methodologies, but instead it can utilize elements of both. Descriptive statistics tell what is, while inferential statistics try to determine cause and effect” (Knupfer & McLellan, 2001).

The three main types of descriptive methods are observational, case-study and survey methods. As noted previously, this researcher utilized the MLQ and ALQ surveys which are construct valid and reliable though mind garden. Additionally, three open ended questions were combined with the survey.

According to Jackson (2009), open-ended questions allow for a greater variety of responses from participants but are difficult to analyze statistically because the data must be coded or reduced in some manner. Closed-ended questions are easy to analyze statistically, but they seriously limit the responses that participants can give. (Hale, 2011)

This research emphasizes the fact that with this research method, any observations or data collected can only be descriptive. “It cannot draw conclusions from that data about which way the relationship goes” (Hale, 2011), that is, it can not determine cause and effect. However, descriptive analysis “can yield rich data that leads to important recommendations” (Knupfer & McLellan, 2001).

Therefore, the data collected from the MLQ and ALQ surveys conducted by mind garden, in the dental office with the leader and his followers will be gathered, which describes self-leadership characteristics and behaviors, and the rater’s perception of the frequency of leaderships’ behaviors exhibited.

Therefore, a descriptive analysis would be done on the twelve subscales of the FRLD, describing, comparing and contrasting the leader’s score of self, to those of his raters and the universal norm scores. The findings and descriptive analysis is for the purpose of researching the following questions, according to the corresponding hypotheses:

RQ1: What style of leadership do followers perceive of their leader in the dental office, transformational or transactional?

H₀1: There are significant differences in the perception of leadership, transformational or transactional.

H_{a1}: There are no significant differences in the perception of leadership, transformational or transactional.

To assess research question one, no inferential statistics was performed, as the sample size did not meet the standard requirements for analysis. However, a descriptive analysis would be conducted using each individual subscale, identifying the transformational and transactional scores through the MLQ and ALQ combined survey. For transformational scores: IIA, IIB, IM, IS, and IC will be used as a continuous variable. For transactional scores: CR and MBEA will be used and serve as a continuous variable.

RQ2: How does the leader perceive himself, as a transformational or transactional leader, or as manager/owner?

H₀₂: There is a significant difference in self perception of style of leadership.

H_{a2}: There is no significant difference in self perception of style of leadership.

To assess research question two, no inferential statistics was performed, as the sample size did not meet the standard requirements for analysis. However, a descriptive analysis would be conducted using each subscale score, identifying the transformational and transactional scores through the MLQ and ALQ combined survey. For transformational scores: IIA, IIB, IM, IS and IC will be used as a continuous variable. For transactional scores: CR and MBEA will be used and serve as a continual variable.

Significance of the Study

In order for a leader to lead, they need followers. Followers help to develop the skills of leadership and a full awareness of what leadership truly is, therefore feedback from followers are

vital to the success of the leader, and the organization's longevity. This study surveyed followers and asked them to rate their leader, or boss as a transformational or transactional leader.

Results

As noted earlier in this paper, the purpose of this study was to measure the correlation of the transactional and transformational leadership traits as perceived by the followers in a dental office. The research was based on the MLQ and ALQ combined, 12- item scale.

Demographic of the Study

Initially, both current and past staff members were to be included in the study, which would have allowed for statistical analysis to be performed, on a total of 10 people. However, the leader decided otherwise, advised that the survey is to be conducted with current employees only. Therefore, no inferential statistics was performed as the sample size did not meet the minimum requirements of 8 participants. Therefore, of the five current employees, only four plus the leader responded to the survey. Therefore, no inferential statistics was performed as the sample size did not meet the minimum requirements of 8 participants. However, through descriptive analysis, a summary of the major findings will be presented, comparing and contrasting the subscale scores of the leader and the raters (followers), to that of the norm, as suggested by mind garden.

The survey questions used to evaluate of leadership qualities, transactional or transformational, inclusive of any authentic qualities, are from the Multifactor Leadership Questionnaire (MLQ) and the Authentic Leadership Questionnaire (ALQ) combined, using twelve scales: idealized influence attributes (IIA), idealized influence behaviors (IIB), inspirational motivation (IM), inspirational stimulation (IS), individualized consideration (IC), contingent reward (CR), management-by-exception: active (MBEA), Management-by-exception: passive (MBEP) and Laissez- Faire (LF), including the three outcomes of leadership: extra effort

(EE), individual, unit, and organizational effectiveness ratings (IFF) and satisfaction with the leadership (SAT).

Full-Range Leadership Profile- Aggregate Scores

FREQUENCY
0 = Not at all
1 = Once in awhile
2 = Sometimes
3 = Fairly often
4 = Frequently, if not always

Transformational Leadership

Transformational leadership is a process of influence in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities and challenges of their environment in a new way. Transformational leaders are proactive: they seek to optimize individual, group and organizational development and innovation -- not to merely perform "at expectations." They convince their associates to strive for higher levels of potential as well as higher levels of moral and ethical standards. (Bass & Avolio, 2015)

(Total Average)	0	1	2	3	4	Score
How You Rated Yourself	—————▶					3
Your Raters Average (3)	—————▶					2.8
Benchmark*	—————▶					3-4

According to the Research Benchmark, the ideal frequency of all five transformational behaviors should be a “Fairly Often” rating of 3 or greater. (MLQ +ALQ, Bass, Gardner & Walumbwa, 2007).

Assessment of each Subscale

**Builds Trust (IIA)
(Idealized Influence-Attributes)**

Both the leader and the raters scored 3, which indicates that fairly often the leader is able to build trust with employees. He instills pride in others for their association with him, while displaying a sense of power and confidence. With this particular leader, on observation, the longer the years of service, the level of respect declines while self interest increases. It should be noted that all but one rater have less than three months of service. Both are on par with benchmark frequency for use of transformational leadership.

**Acts with Integrity (IIB)
(Idealized Influence- Behaviors)**

For this subscale the leader rated himself with an average score of 3.5, while the raters averaged a score of 3, 0.5 points lower. Though both meet the benchmark average of 3, the leader obviously views himself more highly in acts of integrity than his followers perceive or receive.

In observation this leader does demonstrate and talk about important values, beliefs, emphasizes the importance of having a collective sense of mission, however the mission is based on his beliefs and not the collaborative efforts of the group. He appears to be very ethical and highly moral when it is to do with ethical practices in the clinical setting concerning his patients, but the staff receives less of the moral and ethical behaviors.

**Encourages Others
(Inspirational Motivation)**

The leader rated himself with a score of 3.5. However, the raters averaged 2.8, 0.7 points lower than their leader. The leader does enthusiastically encourage followers to envision a better future for the organization. However, on observation, the vision of the future is about the organization and not the employees as they are continuously reminded that the practice belongs to him, he makes the decisions. Therefore, the employees are not motivated, as they do not have

a vested interest, there is no team spirit or any mutual benefits, except what each employee negotiated for their wages. Another observation, is their is confidence that organizational goals can be achieved, with the responsibility being put on the shoulders of staff to meet such goals, without leadership making the necessary changes to achieve such goals. This could possibly identify why the rater's scores was significantly lower than that of their leader, as the inspirational motivation is viewed from two different perspectives, with two different goals in mind.

Encourages Innovative Thinking (IS) (Intellectual Stimulation)

Both the leader and raters scored significantly below the bench mark of 3, with a 2.5 and 2.4, respectively. However, their scores were within one point of each other, as they both realize that innovation, questioning assumptions, reframing problems and approaching them with new thought processes were not present. Creativity is not solicited and followers are not included in the process of addressing problems and finding solutions.

When employees attempted to make suggestions, offer different perspectives, they were singled out, perceived to go against the collaborative program, which was the leaders program, as no one had any input. This decreased morale, and staff participation during meeting times. There appeared to be tension in the atmosphere, with reluctance to speak what staff /raters were actually thinking.

Coaches & Develops people (IC) Individual Consideration

In individual consideration, a score of 2.8 by the leader and the raters, falls below the the benchmark of the optimal frequency of 3. This indicates that both realize that time needs to be

spent by the leader in coaching and teaching, developing strengths as a leader of a team, rather than a manager/boss of employees. However, in order to do this, each individual should be treated as individuals, who have different needs, abilities, strengths, weaknesses, and dreams or goals from one another, therefore they are more than, a member of a group.

Transactional Leadership

Transactional leaders display behaviors associated with two transaction styles: constructive (Rewards Achievement) and corrective (Monitors Deviations & Mistakes). Transactional leadership defines expectations and promotes performance to achieve these levels. Providing rewards for achievement and monitoring deviations and mistakes are two core behaviors associated with 'management' functions in organizations. (Full-range leaders use these styles when necessary but focus on using Transformational styles whenever possible.) (Bass & Avolio, 2015)

Rewards Achievement (CR)

The leader rated himself 2.8 while he was rated 2.6 by his followers. “According to the Research Validated Benchmark, the ideal frequency of Rewards Achievement (CR) behaviors should be between “sometimes” and “fairly often” (2.0-3.0) (Bass & Avolio, 2015). They both fell within the benchmark range.

On observation, the leader spoke explicitly and specifically about achieving performance goals and who was responsible for what goals. He was quick to say “thank you,” to praise and recognize those who achieved the expected goals, thus performed well. However, there were no clear conversations about rewards received when performance goals are met. This left the team bewildered, with decreased morale and motivation to meet expected outcomes.

Monitors Deviations & Mistakes (MBEA)

“According to the Research Validated Benchmark, the ideal frequency of Monitors

Deviations & Mistakes (MBEA) behaviors should be between “once in a while” and “sometimes” (1.0-2.0)” (Bass and Avolio, 2015). The leader rated himself at 1.5, lower than his followers of 1.9. Both fell within the limits of the benchmark, but the leader obviously perceives himself as one that focuses on the negative, less than his raters perceive.

On observation, the leader is a stickler for standards of clinical treatment and is somewhat anal as to how procedures are to be performed. I guess that is what makes him a great clinician. However, in being so meticulous, his attention is focused on mistakes, failures. There were confrontations as to how a rater performed, as opposed to how he wanted it done, though the same results were achieved. Something as simple as wiping lipstick off a patient's lips with a Kleenex tissue as recommended by the leader as opposed to using a piece of gauze, caused tension, because it deviated from the leader's standard, though the end result was achieved, lipstick removed.

Additionally, in the course dialogue, the manner in which the followers were spoken to was quite disrespectful and unnerving. Based on nonverbal cues, it took every ounce of energy of the follower to maintain a respectful tone in front of the patient.

Passive/ Avoidant Behaviors

Another form of leadership is more passive and reactive: this leader does not respond to situations and problems systematically, or in a timely manner. Passive leaders avoid specifying agreements, clarifying expectations and providing goals and standards. This style has a negative effect on desired outcomes. In this regard it is similar to Laissez-Faire styles - or "no leadership." Both types of behavior have negative impacts on followers and associates. Accordingly, both styles can be grouped together as Passive/Avoidant Leadership. (Bass & Avolio, 2015)

Fights Fire (MBEP)

It is ironic that the leader rates himself within the benchmark frequency of 0-1.0, “Not at all” and “once in awhile.” However, the raters average was 2.9 which is “sometimes” to “fairly often”, 1.9 points significantly higher than their leader. This demonstrates that the leader has a misguided perception of his passivity. Essentially, if the issues within the organization don’t directly affect him, there is no need to intervene.

Avoids Involvement (Laissez-Faire)

The leader rated himself zero, while raters consistently rated him higher at 1.2. This is 1.2 points significantly higher than the leader's score, but only 0.2 points higher than the benchmark scores of 0 – 1.0. The general trend of passivity, avoiding involvement, delaying feedback and refusing to acknowledge followers’ satisfaction and assuming the responsibilities that constitute leadership, exist.

Outcomes of Leadership

Transformational and Transactional leadership are both related to the success of the group. The following outcomes (Generates Extra Effort, Is Productive, and Generates Satisfaction) are desired results of leadership. Numerous scientific studies have shown that these outcomes - and many others such as productivity, innovation and sales performance - are achieved at the highest levels when Transformational leadership is used. According to research validated benchmark, the strongest leaders achieve rated frequencies for the above outcomes of 3.5 or greater. (Bass & Avolio, 2015)

Generates Extra Effort (EE)

Both the leader and his raters fell significantly below benchmark frequencies with ratings of 2 and 2.6 by leaders and raters respectfully. These scores fall in line with previous scores, indicating that the leader has little influence or interest in generating extra effort, that followers may achieve beyond their potential. This leader's self rating is 1.5 points below the norm, which leaves room for improvement, to become selfless, more energetic and willing to cultivate the gifts in others to succeed.

Is Productive (EFF)

Ironically with scores of 3 and 2.9 respectively for leader and raters, they remain significantly lower than the benchmark of 3.5, but have increased higher than the previous category. This provides some insight that the leader can be effective and efficient when he desires to do so, or when the attention is focused on abilities and skills of productivity, when viewed by other leaders. Based on these scores, the leader remains inefficient and ineffective in meeting organizational objectives, generating inefficiency in every domain of the organization. Additionally, since the inception of the organization in 2008, to this date, it remains an uphill struggle to increase business, and maintain stable staff.

Generates Satisfaction (SAT)

There is a distinct difference in the leaders' and raters' perception of satisfaction with leadership. 2.5 by the leader and 3.3 by the raters fall below the benchmark frequency of 3.5 or greater. Being significantly lower by 1.0 point indicates that he is aware that followers are less than satisfied with his leadership skills, and there can be improvement in his interpersonal, authenticity, honesty and social skills to develop and increase both job and organization

satisfaction.

Summary

RQ1: What style of leadership do followers perceive of their leader in the dental office, transformational or transactional?

H₀1: There are significant differences in the perception of leadership by raters, transformational or transactional.

H_a1: There are no significant differences in the perception of leadership by rater, transformational or transactional.

To assess question one, based on the comparison of both the leader and rater levels, against benchmark level for transformational and transactional leadership and observations, there appears to be a significant difference in the raters' perception of leadership, compared to that of the leader. Based on the responses in the transformational and transactional subscales, the scores were significantly higher for a transactional leader. Therefore, the null hypothesis, which stated that there are no significant differences in perception of leadership for transactional and transformational scores by raters could be rejected.

RQ2: How does the leader perceive himself, as a transformational or transactional leader?

H₀2: There is a significant difference in self perception of leadership style.

H_a2: There is no significant difference in self perception of leadership style.

To assess question two, based on the leaders' self evaluation, his scores indicate that he consistently rated himself equal to or higher on all the transformational styles of leadership. Additionally, the leader consistently rated himself significantly lower, 0.04- 1.9 points lower than his raters on transactional behaviors. Based on the leaders' responses, he views himself as a

transformational leader. Therefore, the null hypothesis, which stated that there is no significant difference in self perception between transformational and transactional leadership styles could be rejected.

Though the scores of the raters' perception were indicative of a transactional leadership style, we must question the raters' knowledge of leadership. Though no demographic information was isolated as a part of this study, this researcher's observations noted varying degrees of education and knowledge of leadership, based on the questions asked when they were given a brief synopsis of this research paper, concerning its goals and purpose. For the most part, for the raters,' their employment satisfaction boiled down to having a boss who either treats them bad or good. However, the raters' feedback through opened ended questions, concerning obstacles facing the leader's effectiveness were quite consistent with the scores provided through the survey, that lead to higher transactional leadership scores by raters. The question and answers are as follows (unaltered):

1. **What are two or three things that would help Dr. David be more effective?**
Listen more attentively Good time management Be open and teachable
2. **One thing that gets in the way of Dr. David's effectiveness is:** Old mindset
3. **What I admire most about Dr. David leadership is:** Integrity. (Bass & Avolio, 2015)

This researcher was not surprised by the information revealed by the surveys. The way the questions were answered are consistent with the raters lack of understanding the differences between transformational and transactional leadership. Because of this, the raters may not have understood the questions themselves. Additionally, through this researchers' observation, transactional leadership, though not fully understood by the raters', could be based on the low morale exhibited by the raters, secondary to transactional traits including passive/avoidant behaviors exhibited on a daily basis.

Additionally, the leaders' self rating did not come as a surprise. He prides himself on his knowledge, intelligence and awareness of leadership. Therefore, he may have consistently scored himself 3 and above on transformational questions, hence, the Lickert scale results were possibly skewed. Like wise, the higher transformational ratings could be motivated by his self interest for the organization.

Pseudo-transformational leaders focus on their self-interest and status in an organization; they may exploit transformational behaviors to encourage their followers' unconditional loyalty to and dependence on the leader, as well as dread of his/her authority, all of which make the followers more likely to comply with orders or directions from their supervisor. (Lin, Huang, Chen & Huang, 2017, p. 180)

According to Bass & Avolio (2015), "transformational and transactional leadership are both related to the success of the group." As per the Multifactor Leadership Theory, "transformational leadership behaviors augment, or build upon, transactional leadership behaviors such as utilizing contingent rewards" (Hargis, Watt, & Piotrowski, 2011, p.52).

Therefore, the transactional scores rated by the followers and transformational self-rated scores of the leader, can be view as their perceived reality. However, both observations and the ALQ ratings by the leader and his followers are consistent with a transactional style of leadership, exhibiting passive avoidant behaviors.

Conclusion

To study leadership in the world of academia and to practice leadership in one's sphere of

influence, in this world called life, are inherently two different things. To implement the leadership principles studied, truly challenges a student to examine their values, and beliefs, their “True North,” which will guide leaders successfully through the courses of life, enabling them to navigate and weather any unpredictable, turbulent storm. According to Northouse, true leadership is to influence, but how should we influence, ethically or unethically? Trust once broken must be earned, and as leaders, the responsibility is on us to teach, to inspire, to motivate, to encourage, and show how to reach for those once intangible visions, fearlessly. Teach how to take hold fast to the vision, rediscover, reinvent and redesign through innovation, new concepts and possibilities, which becomes our reality, today. All leaders have limitations, therefore as we nurture people, and help cultivate their dreams, we must allow God to give the increase, according to His will, as a succession of influence, which will infiltrate every sphere of society.

Therefore, true leadership and their corresponding principles begin with and through God, from Whom we receive wisdom and gain understanding through the renewing of our mind.

“Get wisdom! Get understanding! Do not forget, nor turn away from the words of my mouth..... Wisdom is the principal thing; Therefore, get wisdom. And in all your getting get understanding.” (Prov. 4: 5-7, NKJV)

As our mindset, which “is our worldview, the place or orientation from which we experience our reality and form our perceptions of it” (Anderson & Anderson, 2010, p. 162) is transformed, it “increases the probability of success because an optimal state of mind enables you to manifest more of you ability as you engage in the actions required to produce your desired results”(Anderson & Anderson, 2010, p. 165).

However, it is important that leaders walk out their talk, through process. When leaders do not align what they say consistently, with what they do, substandard performance and failure is eminent.

In summary of this study, the researcher compared and contrasted transformational and transactional leadership. The study highlighted a dentist, the owner, manager and clinician of a dental office, to determine whether the Dentist was a transactional or transformational leader.

It is this researchers' assumption that the leader of this office, desires transformations of his organization, to optimize productivity, without changing the mindset of himself or influencing the mindsets of his followers. Ultimately, the transformational leadership traits the leader perceives to behold, could be pseudo-transformational leadership behaviors, which reduces his effectiveness in "promoting his subordinates' motivational mechanism" (Lin et al., 2017, p. 187).

Therefore, in order to be effective, the mindset of leader requires change, which in turn determines the culture of the organization and how it operates.

An organization must develop an ethical framework, "Imagine a hard core at the center that does not change with time, context, circumstance, or business demand. These values that have stood the test of time: integrity, personal accountability, due process, respect for the individual, property rights, the rule of law. They do not change with circumstances. Violating them is unethical – pure and simple. (Tichy and McGill, 2003, p. 83)

Ultimately the leader must make a conscious effort to wrap himself around the vision and

mission of the organization which is greater than his own selfish ambition and motives. Furthermore, conscious change leaders who pursue “Level Five Success, build into their change strategy and process plans, specific tasks to develop greater awareness, knowledge, and skill about leadership. As a Conscious change leader, you become compelled to serve Life” (Anderson & Anderson, 2010, p. 204).

Limitations

One limitation of this study was the small sample size studied. Though the responses of both the leader and followers were recorded, the sample size of 5 participants did not meet the standard to conduct any inferential analysis. Therefore, a minimum of eight to thirty participants for such analysis, to reduce errors and give future researchers more depth and insight into this phenomenon is required.

Another possible limitation was the lack of demographics. With demographic of participants incorporated into the study, more in depth comparisons can be analyzed concerning age, educational background, length of service.

A third limitation could be research bias. This researcher is a former employee and friend of the Dentist, therefore more research can be done by someone without knowledge of the culture of the dental office.

A fourth limitation was use of a qualitative research design only. With more time given, the use of both quantitative and qualitative designs, with larger sample sizes would yield a depth results from two perspectives.

Finally, with more knowledge about the process of research, at different stages of the process, this researcher could have taken a more proactive approach to counteract against the small sample size, produce a more substantive paper.

Recommendations for future Research

1. Further research is needed in studying leadership in the dental office.
2. Further research is needed, including variables not included in this study such as, former staff members, patients, dental sales representatives and dental laboratories that have had interaction or interact with the dental office.
3. Further research is needed in studying larger, more productive dental offices or corporate dentistry with varying demographics.
4. Further research is needed in studying leadership in organizations that happen organically, as doctors take on the role of owner, employer, manager and clinician simultaneously, on entry in their sphere of the market place.
5. Further research is needed on the correlation between transactional and transformational leadership could be conducted secondary to managerial styles that are practiced in dental and medical offices.
6. Finally, further research is needed on pseudo-transformational leadership, its frequency of use, its long-term effect and outcomes in the medical professions, correlating it to transactional behaviors.

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