

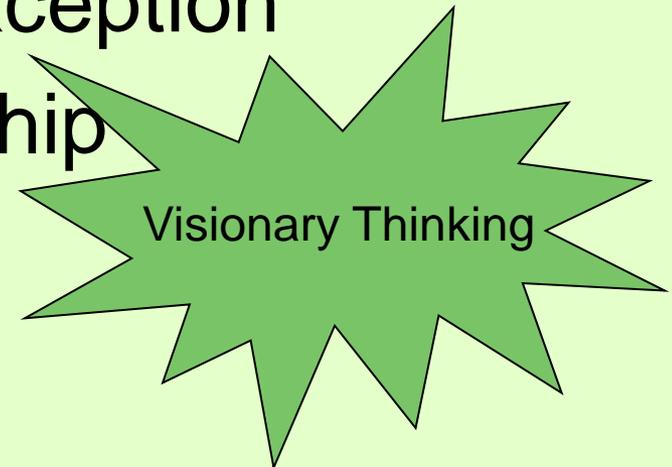
Theory Critique by Janine Lim

Presentation to LLG

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Bass' Transformational Leadership

- +Charisma
- +Intellectual Stimulation
- + Individualized Consideration
- + Contingent Reward
- -Active Management-by-Exception
- -Passive-Avoidant Leadership





Visionary Thinking

- * articulates a compelling vision
- * champions new possibilities



Empowering Others

- * instilling pride
- * sets challenging standards
- * treats followers as individuals



Inspiring Trust

- * makes personal sacrifices
- * considers ethical and moral consequences of decisions



High Impact Delivery

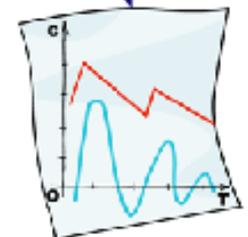
- * displays power and confidence
- * articulates a compelling vision



Change

ability to drive change

ability to get things done



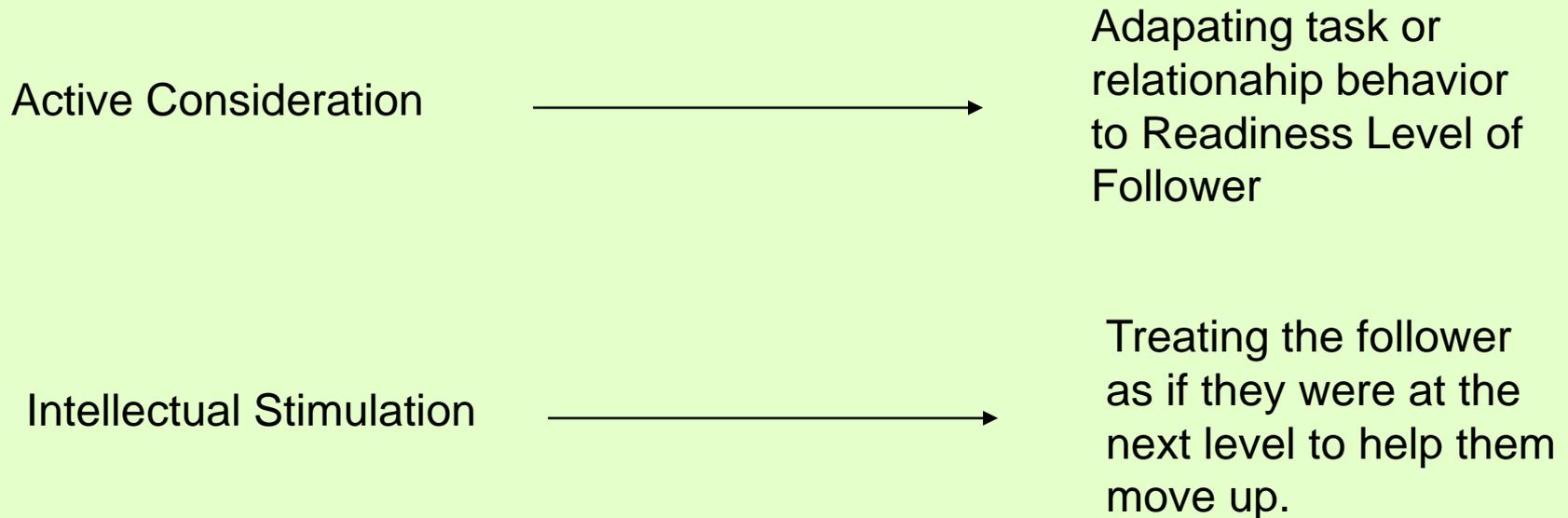
Results & Productivity

Comparison Within the Theory

- Burns' transformational theory emphasizes the crisis more than Bass' version does.
- Bass sees transformational leadership as what the leader does to the follower, whereas Burns sees transformational leadership as an interaction between the leaders and followers (Couto, 1993). Burns and Bass studied leaders in different situations – Burns in radical social movements; and Bass in more institutional leadership settings.

Comparison with Other Theories

- Original comparison with transactional
- Situational leadership may complement TL



Research Base

Most researched



Over 200 studies with
the Multifactor
Leadership
Questionnaire (MLQ)

Bass & Avolio (1999)
suggest further research
with other measurement
tools

too many studies done
on college students
(Yukl, 1999)

Yukl, G. A. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *Leadership Quarterly*, 10(2), 285-305.

Work Illustrations



Individualized Consideration

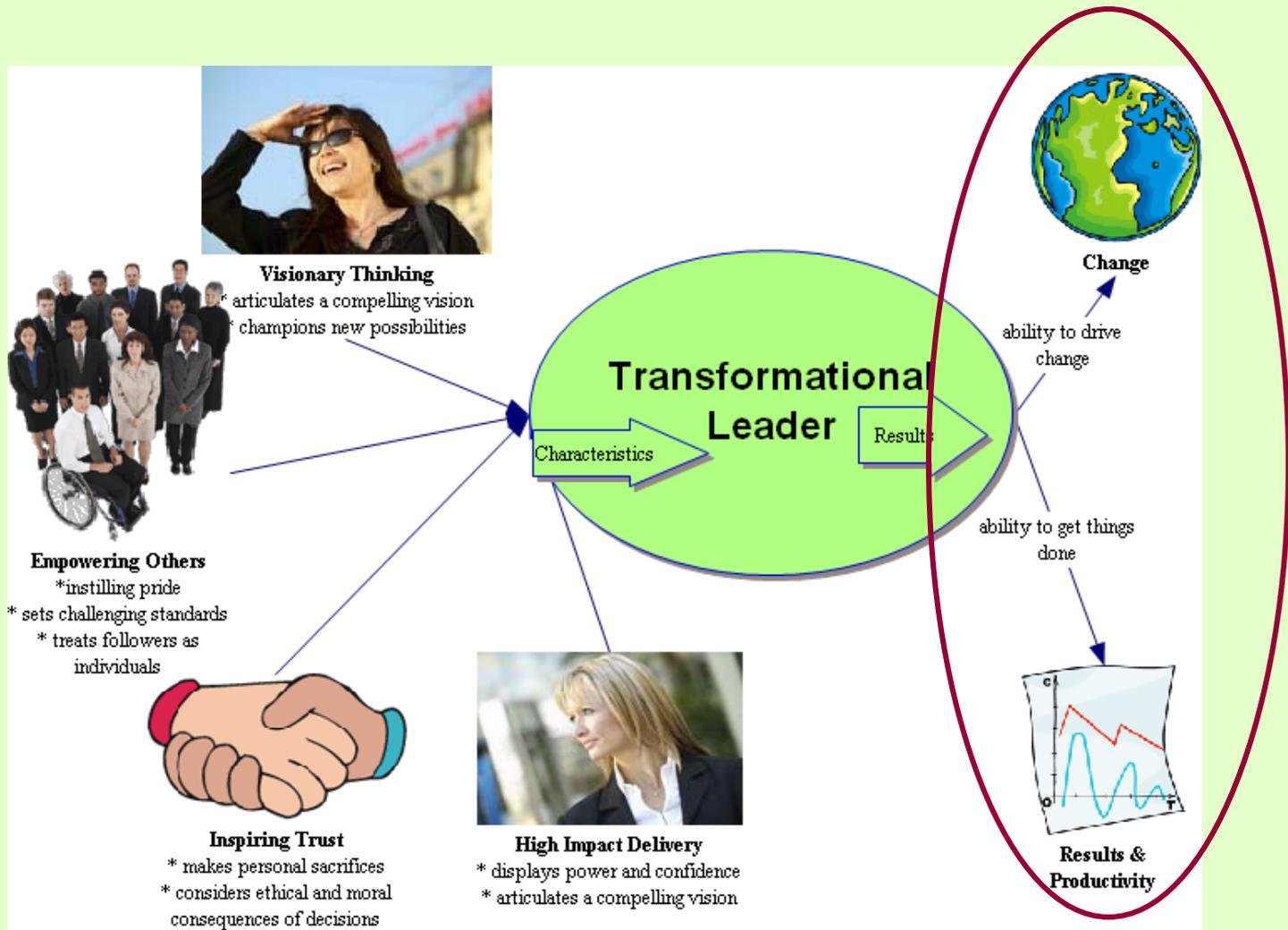


Charisma
Intellectual Stimulation



inspiring, empowering, building trust

Usefulness for My Work



Theory Modifications



use other theories to better build the transformational leader's skills