

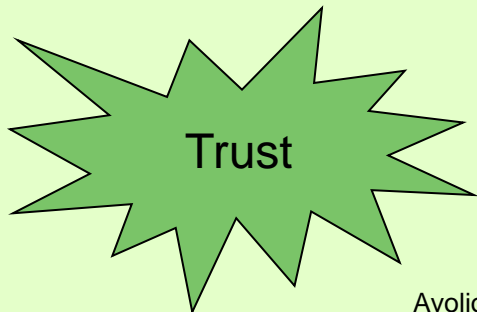
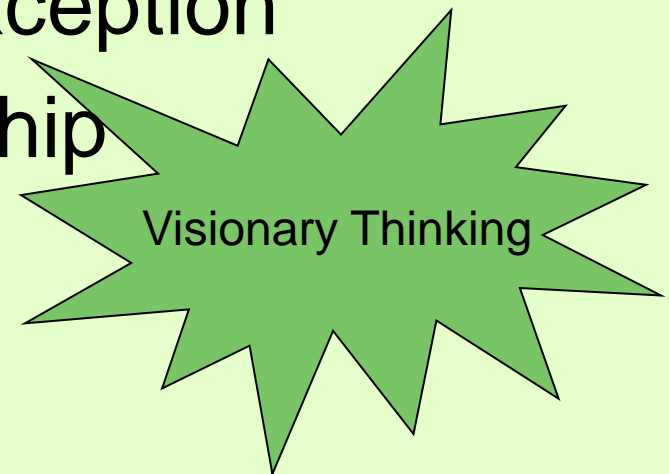
# Theory Critique by Janine Lim

## 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**

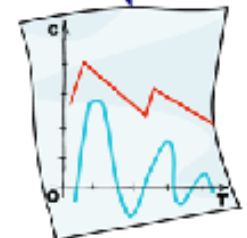
- \* displays power and confidence
- \* articulates a compelling vision



### **Change**

ability to drive change

ability to get things done



### **Results & Productivity**

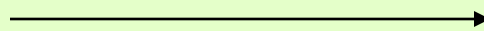
# Comparison Within the Theory

- 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

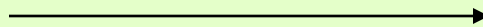
- Original comparison with transactional
- Situational leadership may complement TL

Active Consideration



Adapating task or  
relationship behavior  
to Readiness Level of  
Follower

Intellectual Stimulation



Treating the follower  
as if they were at the  
next level to help them  
move up.

# 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

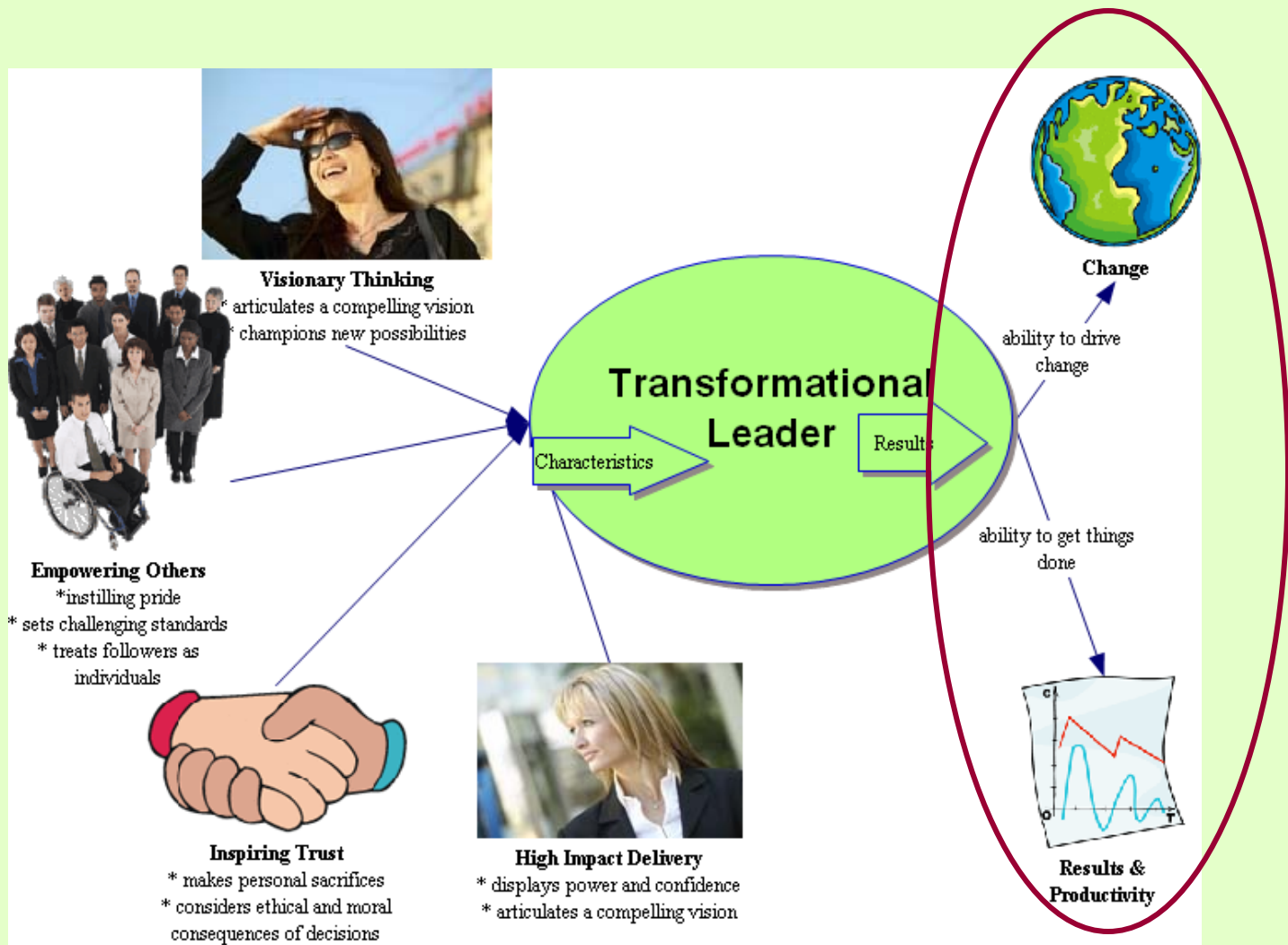


Charisma  
Intellectual Stimulation



inspiring, empowering, building trust

# Usefulness for My Work



# Theory Modifications



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