

organizations and individuals.<sup>34,35</sup> A number of studies have highlighted the effects of transformational leadership on various organizational and follower outcomes.

At the organizational level, studies have found that transformational leadership has positive effects on organizational performance,<sup>36,37</sup> culture, and learning.<sup>38</sup> Transformational leaders are more likely to be strong advocates of teamwork, cooperation, and innovation—all ingredients of a learning culture.<sup>39,40,41</sup>

At the individual level, transformational leadership has been found to positively affect follower organizational commitment and organizational commitment reflects the extent to which members are loyal and willing to work hard toward achieving organizational objectives.<sup>42,43</sup> Organizational commitment has direct implications on employee turnover rates, performance, and citizenship behavior.<sup>44</sup> An effective transformational leader has the effect of influencing followers to shift from a focus on self-interest to a focus on collective interests.<sup>45,46</sup> Effective transformational leaders use their charisma and power to inspire and motivate followers to trust and work hard to achieve the organization's objectives.<sup>47,48</sup> They generate excitement and energy by presenting a compelling and inspiring vision of the future.<sup>49</sup> Followers associated with transformational leaders report higher levels of job satisfaction and empowerment and lower levels of turnover and stress.<sup>50,51,52</sup> In certain work situations, transformational leadership is associated with increased employee cognitive abilities, which in turn improve creativity and decision quality.<sup>53,54</sup>

### Transformational versus Transactional Leadership

Begin this section by completing Self-Assessment 9-1 to determine if you are more of a transactional or a transformational leader.

#### SELF-ASSESSMENT 9-1

#### Are You More of a Transformational Leader?

Complete the following questions based on how you will act (or have acted) in a typical work or school situation. Use the following scale:

1 — 2 — 3 — 4 — 5

Disagree Agree

- |  |  |
|--|--|
| <p>_____ 1. I enjoy change and see myself as a change agent.</p> <p>_____ 2. I am better at inspiring employees toward a new future than motivating them to perform their current jobs.</p> <p>_____ 3. I have/had a vision of how an organization can change for the better.</p> <p>_____ 4. I see myself as someone who is comfortable encouraging people to express ideas and opinions that differ from my own.</p> <p>_____ 5. I enjoy taking risks, but I'm not reckless.</p> <p>_____ 6. I enjoy spending time developing new solutions to old problems rather than implementing existing solutions.</p> <p>_____ 7. I deliberate carefully before acting; I'm not impulsive.</p> <p>_____ 8. I like to support change initiatives, even when the idea may not work.</p> | <p>_____ 9. I learn from my experience; I don't repeat the same mistakes.</p> <p>_____ 10. I believe the effort to change something for the better should be rewarded, even if the final outcome is disappointing.</p> |
|--|--|

Add up the numbers on lines 1–10 and place your total score here and on the continuum below.

10 — 20 — 30 — 40 — 50

Transactional leader Transformational leader

The higher the score, generally, the more you exhibit transformational leader qualities. However, transformational leaders also perform transactional behaviors. It is also generally easier to be transformational at higher levels of management than at lower levels.

**SELF-ASSESSMENT 9-2**

**Are You More Charismatic, Transformational, or Both?**

There are no right or wrong answers, so be honest and you will really increase your self-awareness. We suggest doing this exercise in pencil or making a copy before you write on it. We will explain why later.

Using the scale below, rate each of the 20 statements according to how accurately it describes you. Place a number from 1 to 7 on the line before each statement.

Like me                      Somewhat like me                      Not like me  
 7                      6                      5                      4                      3                      2                      1

- |   |   |
|---|---|
| <p>_____ 1. I do enjoy getting up in front of audiences and giving passionate presentations on topics I care about.</p> <p>_____ 2. I tend to associate my faith and religious values to issues I care very much about.</p> <p>_____ 3. I enjoy change and see myself as a change agent.</p> <p>_____ 4. I have always seen myself as someone who has the ability to inspire trust with my fellow students.</p> <p>_____ 5. On occasions when I have made a difficult moral decision (or if I had to make a moral decision), I was (or will be) guided by the desire to not seem like a hypocrite if my actions became public.</p> <p>_____ 6. I see myself as someone who, if given a leadership opportunity, will influence my followers and colleagues based on who I am (my vision and values), not what I am (my position).</p> <p>_____ 7. When I walk into a room of people (other students), I generally feel like my presence evokes a "powerful aura" or immediate attention.</p> <p>_____ 8. I make friends easily and feel like I am extraordinarily gifted in more ways than others.</p> <p>_____ 9. I am pretty good at making people feel empowered and self-confident.</p> <p>_____ 10. If I believe in something, I will not give up trying to achieve it even if my life is threatened because of it.</p> | <p>_____ 11. I want to be remembered for something special I did beyond just being a loving member of my family.</p> <p>_____ 12. I am better at inspiring employees toward a new future than motivating them to perform their current jobs.</p> <p>_____ 13. I have/had a vision of how an organization can change for the better.</p> <p>_____ 14. I see myself as someone who is comfortable encouraging people to express ideas and opinions that differ from my own.</p> <p>_____ 15. I enjoy taking risks but I'm not reckless.</p> <p>_____ 16. I enjoy spending time developing new solutions to old problems rather than implementing existing solutions.</p> <p>_____ 17. I deliberate carefully before acting; I'm not impulsive.</p> <p>_____ 18. Being in a position to turn a struggling organization around will be more attractive to me than leading a stable (no big changes required) type organization.</p> |
|---|---|

To determine whether you are more charismatic, transformational, or both: (1) In the blanks, place a number from 1 to 7 that represents your score for each statement. (2) Add up each column. Your total should be a number from 5 to 35. (3) On the number scale, circle the number that is closest to your total score. Each column in the chart represents an attribute of charismatic or transformational leadership.

1 Charismatic		2 Transformational		3 Both	
	35		35		
	30			30	30
_____ 1.	25	_____ 12.	25	_____ 3.	25
_____ 2.	20	_____ 14.	20	_____ 4.	20
_____ 7.	15	_____ 15.	15	_____ 5.	15

(Self-Assessment 2 continued)

_____ 8.	10	_____ 16.	10	_____ 6.	10
_____ 10.	5	_____ 17.	5	_____ 9.	5
_____ 11.	_____	_____ 18.	_____	_____ 13.	_____
_____ Total	Scale	_____ Total	Scale	_____ Total	Scale

The higher the total number, the stronger you are in that particular leadership type. As discussed in the text, you

can always improve your weak areas if you want to be a better charismatic or transformational leader or both.

Learning  
Outcome

10

Explain the basis of stewardship and servant leadership.

## Stewardship and Servant Leadership

Stewardship and servant leadership represent a shift in the leadership paradigm from a focus on leading to a focus on serving. Traditional leadership theories elevate the leader and his or her role in effecting organizational success. The leader is the authority from whom followers take their orders. Advocates of stewardship and servant leadership view the leader as a steward and servant of the people. They believe that leadership has less to do with directing other people and more to do with serving people by placing others' needs ahead of the leader's.<sup>92</sup> Servant leadership and stewardship have their roots in ethics, virtues and morality.<sup>93</sup> Stewardship and servant leadership describe leaders who lead from positions of moral influence, not power, and who are very follower-centric. Both leadership types call for empathy, kindness, honesty, humility, equality, moral integrity, empowerment, and respect for others, especially the less powerful or influential.<sup>94</sup> These attributes are important in identifying leaders who can be effective in the role of servant leader or stewardship. Some have used the term *values-based leadership* to describe these two leadership types. Values-based leadership is the moral foundation underlying the decisions and actions of servant and steward leaders.<sup>95,96</sup>

Though some may view these two leadership types as one and the same, they are not exactly identical. The cognitive and behavioral disposition of leaders with a **servant** profile and the organizational contexts that influence it are not exactly the same for steward leadership.<sup>97</sup> While both shine the spotlight on followers, servant leadership goes a step further. Servant leadership calls for the highest level of selflessness—a level that some doubt exists in the real world or at best can only be found in a few individuals.

Therefore, we define **stewardship** as *an employee-focused form of leadership that empowers followers to make decisions and have control over their jobs*. We define **servant leadership** as *leadership that transcends self-interest to serve the needs of others, by helping them grow professionally and personally*. Both stewardship and servant leadership advocate moral imperatives related to public policy, such as the need to address poverty and economic exploitation.<sup>98,99</sup> They remind followers to be good stewards of resources (especially natural resources) so future generations are not short-changed and also to serve those in need.<sup>100</sup>

In this section, we examine the cognitive and behavioral disposition of leaders with servant and steward identities and the organizational contexts that influence each type. We conclude with a discussion of the attributes of effectiveness for the steward and servant leader.