

# Transactional Vs Transformational Leadership

## Transactional Leader:

*“approaches followers with an eye to exchanging one thing for another” ... Burns*

*“pursues a cost benefit, economic exchange to met subordinates current material and psychic needs in return for “contracted” services rendered by the subordinate “.... Bass*

## Transformational Leader:

*“recognizes and exploits an existing need or demand of a potential follower... (and) looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower” ... Burns*

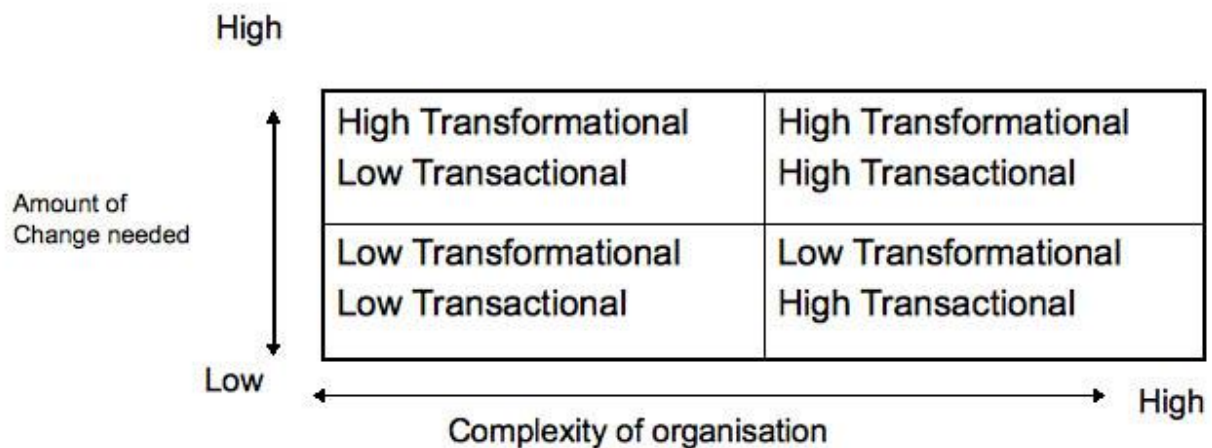
*“The leader who recognizes the transactional needs in potential followers “but tends to go further, seeking to arouse and satisfy higher needs, to engage the full person of the follower ... to a higher level of need according to Maslow’s hierarchy of needs” ... Bass*

As exactly said by Bass – “the transactional leaders work within the organisational culture as it exists; the transformational leader changes the organisational culture”.

# Transactional Vs Transformational Leadership

Transactional Leadership	Transformational Leadership
Leaders are aware of the link between the effort and reward	Leaders arouse emotions in their followers which motivates them to act beyond the framework of what may be described as exchange relations
Leadership is responsive and its basic orientation is dealing with present issues	Leadership is proactive and forms new expectations in followers
Leaders rely on standard forms of inducement, reward, punishment and sanction to control followers	Leaders are distinguished by their capacity to inspire and provide individualized consideration, intellectual stimulation and idealized influence to their followers
Leaders motivate followers by setting goals and promising rewards for desired performance	Leaders create learning opportunities for their followers motivate and stimulate followers to solve problems
Leadership depends on the leader’s power to reinforce subordinates for their successful completion of the bargain	Leaders possess good visioning, rhetorical and management skills, to develop strong emotional bonds with followers
Leaders often use technical knowledge to determine the change process	Leaders search for adaptive solutions to engage hearts and minds in the change process

## The relationship between change and complexity to the amount of transactional and transformational leadership required



Source: Kotter, J. A Force for Change (1990). Free Press

# Transactional Vs Transformational Questionnaire

## Identifying the self-beliefs and perceptions that help to determine your unique leadership style

Leadership style describes the manner and approach we use to provide direction, implement plans, and motivate people to deliver. It is determined by a number of factors and considerations over which we have some degree of control. We choose our leadership style either consciously or unconsciously for reasons that allow us to express our values and to reinforce those things in which we believe. There are many different kinds of leadership style that range from autocratic to democratic forms of behaviour. These describe preferred behaviours and actions when engaging with others.

This short diagnostic tool attempts to measure the degree to which your leadership style is more inclined towards either transactional or transformational modes of behaviour. It is unlikely that you will by definition be either one or the other instead demonstrating a preference or inclination that is stronger than the other.

This exercise will help to provide clarity on aspects of your personal leadership style that are either unconsciously driven or ritualised in patterns of behaviour that over time have become key features of your *modus operandi*. Developing insight into your personal leadership style will help to increase your choice and control over those behaviours that may undermine your success in certain circumstances.

## Instructions

For each of the following ten pairs of statements, divide five points between the two according to your beliefs, perceptions of yourself, or according to which of the two statements characterise you better. The five points may be divided between the A and B statements in any way you wish with the constraint that only whole positive integers may be used.

Weigh your choices between the two according to the one that better characterises you or your beliefs.

1. A As leader I have a primary mission of maintaining stability \_\_\_\_\_  
B As leader I have a primary mission of change \_\_\_\_\_
2. A As Leader I must cause events \_\_\_\_\_  
B As Leader I must facilitate events \_\_\_\_\_
3. A I am concerned that followers are rewarded equitably for their work \_\_\_\_\_  
B I am concerned about what my followers want in life \_\_\_\_\_

4. A My preference is to think long range: what it might be \_\_\_\_\_  
B My preference is to think short range: what is realistic \_\_\_\_\_
5. A As a leader I spend considerable energy in managing separate but related goals \_\_\_\_\_  
B As a leader I spend considerable energy in arousing hopes, expectations and aspiration among my followers. \_\_\_\_\_
6. A While not in a formal classroom sense, I believe that a significant part of my leadership is that of a teacher \_\_\_\_\_  
B I believe that a significant part of my leadership is that of a facilitator \_\_\_\_\_
7. A As a leader I must engage with followers at an equal level of morality \_\_\_\_\_  
B As a leader I must represent a higher morality \_\_\_\_\_
8. A I enjoy stimulating followers to want to do \_\_\_\_\_  
B I enjoy rewarding followers for a job well done \_\_\_\_\_
9. A Leadership should be practical \_\_\_\_\_  
B Leadership should be inspirational \_\_\_\_\_
10. A What power I have to influence others comes primarily from my ability to get people to identify with me and my ideas \_\_\_\_\_  
B What power I have to influence others comes primarily from my status position \_\_\_\_\_

## Your Leadership Style

Objective – To assess your personal propensity for transformational or transactional leader style.

### Scoring Key

Transformational	Your Point(s)	Transactional	Your point(s)
1 B		1 A	
2 A		2 B	
3 B		3 A	
4 A		4 B	
5 B		5 A	
6 A		6 B	
7 B		7 A	
8 A		8 B	
9 B		9 A	
10 A		10 B	
Column totals			

**The higher column total indicates that you agree more with, and see yourself more like, either a transformational leader or a transactional leader.**

After completing the scoring, you are encouraged to compare and discuss with colleagues.

(Source: John R. Schermerhorn, Jr, James G.Hunt and Richard N. Osborn (1991), Managing Organizational Behaviour, Fourth Edition, pp. 484-5.)