Q1 How you define transformational leadership? Also discuss the characteristics of transformational leadership

Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group. Transformational leadership is also defined as the leadership being a reason to change in individual and social system transformational leadership enhances the motivation, morale and performance of his followers through a variety of mechanisms.

**Idealized Influence**

The major characteristics of transformational leadership include engendering trust, admiration, loyalty, and respect amongst followers through application of charismatic vision and behavior. Leaders who apply idealized influence on their followers gain the trust and confidence of the followers. The followers admire the leader as a role model and respect the decisions made by him or her.

Transformational leaders strive towards creating such a state of idealized influence by:

- leading by example
- acting confidently and optimistically
- sharing risks with followers
- emphasizing values and reinforcing them by symbolic actions
- displaying a high level of ethical and moral conduct

**Inspirational Motivation**

The transformational leader inspires followers toward the new ideas or goals through inspirational motivation. The major characteristics of inspirational motivation leadership include:

- articulation of a clear and appealing view of the future
- development of a shared vision in both economic and ideological terms so that the followers see meaning in their work
- making sure of each follower’s role in the fulfillment of the shared vision, and setting high standards for the followers to attain objectives
- encouraging followers to integrate and become part of the overall organizational culture and environment
- While attempting to motivate followers toward a higher level of needs, transformational leaders appeal to their followers’ own interests as far as possible

**Intellectual Stimulation**
Transformational leadership encourages change through intellectual stimulation aimed at self-reflective change of values and beliefs.

Transformational leaders raise their followers’ awareness regarding problems and develop their capability to solve such problems in many ways. Some of these ways are:

- fostering a climate that favors critical examination of commonly held notions, beliefs, and the status quo
- creating an environment conducive to the creation and sharing of knowledge
- encouraging innovation and creativity
- heightening sensitivity to environmental changes
- encouraging the suggestion of radical and controversial ideas without fear of punishment or ridicule
- empowerment and imposition of the leader’s idea only in the absence of viable ideas from the followers

**Individualized Consideration**

Individualized consideration ranks among the major characteristics of transformational leadership. The transformational leader treats each follower as a “whole” individual rather than as an employee, and considers the individual’s talents and levels of knowledge to decide what suits him or her to reach higher levels of attainment.

Technological developments, global competition, the changing nature of the workforce, and modern management precepts such as Total Quality Management have in recent years forced organizations to become leaner and flatter. Leadership is the critical factor in the initiation and implementation of such a change process, and the transformational style of leadership engenders a positive impact on individuals, teams, and organizations during the change process.

A transformational leader applies such individual considerations by:

- listening to each follower’s needs and concerns
- expressing words of thanks or praise as a means of motivation
- making public recognition of achievements and initiatives
- making private notes of congratulations to boost self confidence
- ensuring fair workload distribution
- undertaking individualized career counseling and mentoring

**Q2=How transformational leadership is different from transactional leadership?**

Following table shows difference of transactional and transformation leadership[1].

<table>
<thead>
<tr>
<th>Transactional Leadership</th>
<th>Transformational Leadership</th>
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</thead>
<tbody>
<tr>
<td>* Leaders are aware of the link between the effort and reward</td>
<td>* Leaders arouse emotions in their followers which motivates them to act beyond the framework of what may be described as exchange relations</td>
</tr>
<tr>
<td>* Leadership is responsive and its basic orientation is dealing with present issues</td>
<td>* Leadership is proactive and forms new expectations in followers</td>
</tr>
<tr>
<td>* Leaders rely on standard forms of inducement, reward, punishment and sanction to control</td>
<td>* Leaders are distinguished by their capacity to inspire and provide individualized consideration,</td>
</tr>
</tbody>
</table>
followers

* Leaders motivate followers by setting goals and promising rewards for desired performance

* Leadership depends on the leader’s power to reinforce subordinates for their successful completion of the bargain.

* Leadership represents those exchanges in which both superior and subordinate influence one another.

* Intellectual stimulation and idealized influence to followers

* Leaders create learning opportunities for their followers and stimulate followers to solve problems

* Leaders possess good visioning, rhetorical and management skills, to develop strong emotional bonds with followers

* Leaders motivate followers to work for goals that go beyond self-interest.

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