Are the Behaviors of Transformational Leaders Impacting Organizations? A Study of Transformational Leadership

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[Abstract] The purpose of this study is to provide a conceptual framework of the behaviors needed to be an effective leader. The authors provide an interdisciplinary model for leader effectiveness and to classify four essential behaviors needed to identify transformational leaders as: 1) a vision-builder; 2) a standard-bearer; 3) an integrator; and 4) a developer. According to leadership pioneers such as Peter Drucker, John McCall, Luther Gulick and others, these behaviors are vital for effective leadership within any industry. As a result, this study identifies basic behaviors essential to effective leaders and connects them to a conceptual model of transformational leadership.

[Keywords] behaviors, transformation leadership; organization;

Leadership Model Alignment

Much of the current leadership research focuses on the characteristics leaders need to be effective. Other research begins to identify the behaviors of effective leaders. The research that begins to identify behaviors tends to be focused on specific professions versus providing one integrating model of behaviors for leadership effectiveness. There is still another group of research that is not clear whether it is discussing attributes of the leaders, skills leaders need, or what leaders must do. The four behaviors identified by the authors of this study are framed as things leaders must do to be effective.

The transformational leadership model has its roots in charismatic leadership, which further developed into transactional leadership. Transactional leadership progressed into the transformational leadership model. The transformational leadership model continues to contain several branches including charismatic leadership, transformational leadership, and visionary leadership (McCann et al., 2006). This article focuses on where the model posited intersects with the current models to further define these relationships.

We identify four major behavior categories connected to transformational leadership that we hypothesize effective leaders need. These behaviors are vision-builder, standard-bearer, integrator, and developer. As these behavior categories have been further defined they intersect with the transformational leadership model presented.

These authors have developed an interdisciplinary leadership model based on the behaviors found in transformational leadership theory. This model is consistent with findings in current transformational leadership research in that leaders have an impact on organizational culture. From a functionalist perspective leaders are responsible for culture change "either through substantive, visible actions or through the symbolic roles they play" (Meindl, Ehrlich, & Dukerich, 1985 as cited by Sarros, Cooper, & Santora, 2008, p. 148). Finally, transformational leaders must also be sustainable leaders. Sustainable leaders work to sustain others, sustain themselves, and sustain their organizations (Hargreaves & Fink, 2006).

Conceptual Framework

Introduction
There are basic behaviors of leadership required for leaders to be effective and leaders will succeed if they

are able to master these basic behaviors. Within the framework proposed, four overarching behaviors have been identified and are essential to effective leadership regardless of leadership style. Within each overarching basic behavior the authors have identified specific skills that contribute to success in developing these skills. In any organization, a leader's actions set the stage for how the organization will perform (Clark, 2004). The authors propose the following behavioral model to connect effective leadership to transformational leadership.
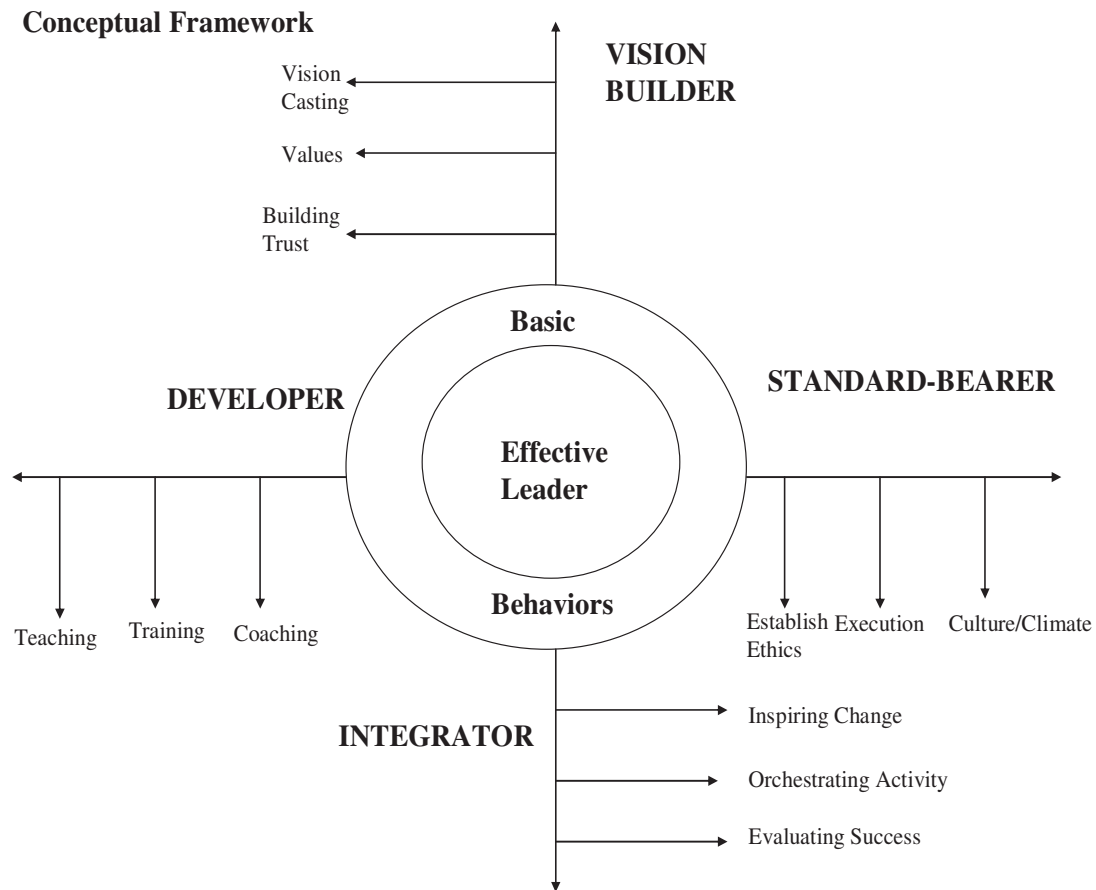
Conceptual Framework

Figure 1. Conceptual Framework

Need for Measuring Basic Behaviors
The basic behaviors of the effective leader can be measured in terms of how it impacts people. It should also be measured in terms of success and sustainability within the organization. There are many descriptions of behaviors associated with leadership. There is no consensus on labels, but for this study the framework is positioned against four basic behaviors believed to be essential for leaders to be effective. Beginning the focus with the effective leader and behaviors associated with their leadership eliminates the need for discussion around poorly executed behaviors by ineffective leaders. The four basic behaviors in this research include the leader behaving as a vision-builder, a standard-bearer, an integrator and a developer.

Discussion
This is a purposely loose framework to allow for variations in behaviors associated with effective leadership, yet closely related to other research and literature, so that it adds a degree of validity and

direction for future research. The elements of this conceptual framework focuses on the effective leader needing to act as a vision-builder who can cast the vision, define it, align personal and organizational values, and most of all build trust. Utilizing these characteristics effectively sets these leaders in the forefront of the organization as the standard-bearer. These leaders must conceptually align their ideology with the organizational ethics and culture while executing good decisions that net success and can be sustained over time.

Basic Behaviors

Vision-Builder
To be considered an effective leader one must possess qualities of a vision-builder. A vision-builder is effective in manifesting the vision because s/he creates specific, achievable goals, initiates action and enlists the participation of others. These leaders have the responsibility of telling their subordinates "how," and do so by creating a tapestry of intentions (Bennis, 1995). These intentions include the ability to successfully display vision casting, values and trust. A vision-builder may dream wonderful visions of the future and articulate them with great inspiration. However, they must also understand that organizational transformation begins with the personal transformation of the leaders. Organizations do not transform; people do! Without this type of transformation, leadership may find it difficult to manifest a vision.

Standard-Bearer
An effective leader must also be an effective standard-bearer. They must understand the importance of developing ethical standards and accountability, proper execution of ethical behaviors, and how to establish a climate where followers believe in the culture that has been set. If a leader is to be seen as a standard-bearer they must understand their role as Burns (1978) did when he coined the terms transformational and transactional leadership. Under this belief transforming leadership will ultimately become moral as it raises the level of human conduct and ethical aspiration for both the leader and follower; thus it will have a transforming effect on everyone involved.

Integrator
The effective leader must be an integrator; one who inspires change, orchestrates activities and evaluates success. Integrators must align their ideas, beliefs and emotions in order to continually engage with people within the organization. They must identify opportunities and align resources toward common goals. A basic framework for the integrator includes communicating more openly and freely, building trust and creating opportunity for inclusion and collaboration. The integrator is transformational in their leadership style when s/he is able to positively impact the human capital for which they have responsibility.

Developer
Another basic behavior of the effective leader is that of a developer. This leader must create environments that foster life-long learning while helping others develop through teaching, training and coaching. A basic role for the leader is to help formulate the base of operation for staff or the knowledge base from where new ideas are generated. One of major behavioral tasks of any leader is to maximize the efficiency of the staff and their performance. High quality development is critical to achieving results, but it does not happen automatically. Decisions lie behind people who take action. Teaching, training and coaching accelerates decision velocity and are leverage points for creating change at all levels in the organization (Fine, 2008).

Discussion
The purpose of this study is to provide a conceptual framework of the behaviors needed to be an effective

leader. Often leaders serve a dual role as both leaders within an organization and managers of organizational units. This study represents a first attempt to codify four behaviors essential for transformational leaders and the subsequent competencies (knowledge, skills, and abilities) for managers to use to be able to improve their own contributions to their organizations.

Implications for Management

As leaders continue to serve in the dual role as both leaders and managers it is important for leaders to have competencies to move between these roles. When leaders are presented with the opportunity to serve in leadership roles they are not traditionally presented with a guide to fulfill the expectations of their constituents. They are not given a roadmap which guides them to an understanding of the differences between their roles and expectations. This article provides a framework for understanding that the role of a leader includes, being a vision- builder, while serving as a standard-bearer, and providing integration and development to every sector of the organization. Those who read this article should understand the value of the message within and allow it to serve as an identifier of behaviors that are essential for becoming an effective leader.

Leaders are judged by their character, actions, and behaviors. By defining the behaviors leaders need, they can be better prepared to take their leadership to the next level. In today's society, organizations are seen as a reflection of their leader's behaviors and values. Transformational leaders inspire others within their organization and in the greater community through their behaviors. This is especially important in a climate where people in leadership positions are being investigated for "pay-to-play" practices in elected offices; corporate executives are taking government bail-out funds, yet continue to collect excessive bonuses in the banking industry; and finally other leaders are looking for the government to help their industry during the bad times, but expected to live free of excessive regulation during the money-making times as in the American automobile industry. Leaders must rebuild the trust and confidence of those they lead and those impacted by their organization, without rebuilding this trust, leaders will not be effective, or transformational.

Conclusion

The pace by which organizations are changing is probably faster now than ever before and the likelihood of things slowing down is slim. As the economies become more global and diversified, leaders are expected to do more in less time. The expectation is that organizations and their leadership have to be more responsive and flexible than ever before. Leaders have to take action more quickly and manage change at a fast pace. Leadership is tasked with keeping the organization performing and this is a constant battle. The successful leaders will behave in a way that will inspire their followers to act accordingly.

Historically, leaders have often led with two approaches, the command-and-control approach and the knowledge-based approach. The command-and-control approach allows leaders to train their people well enough to control them and the knowledge-based-approach assumes that if people have information they will perform (Fine, 2008). The authors of this work have conceptualized that leaders need to do more. They must exhibit certain behaviors that inspire their followers to perform well. These behaviors require that the effective leader act as vision-builders, standard-bearers, integrators and developers. These behaviors are tied to the leader's ability to be transformational and work across disciplines within their organizations.

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