

# LEADING CHANGES THROUGH TRANSFORMATIONAL LEADERSHIP IN ORGANIZATION: A CONCEPTUAL FRAMEWORK

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## ABSTRACT

*Change is the only thing which is impossible to avoid by all organisms in the universe. Every organization has to come up with the condition of disequilibrium in their environment while change occurs. Individuals and Organization must learn how to adopt change in order to sustain their role in this competitive world. This study converse about the concept of Transformational leadership which plays a crucial role to implement the change, sustain for long and overcome the challenges facing. It has gained attention from both academic and organization as a new paradigm for understanding leadership for managing change. It impacts some characteristics which are related to the followers such as commitment, self- efficacy, job satisfaction, motivation etc. The study is based on secondary sources which provide a general review about the concept of leading change through the transformational leadership qualities to make the followers to adopt and sustain the change for long period. It identifies the four I's behavior representing the skills and ability of transformational leadership which is the only thing that can lead the change in an optimal way.*

**Keywords:** Change Management, Process, Transformational Leadership, Leading Change, Learning Organization, Sustain Change.

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## 1. INTRODUCTION

Change is the only thing which is impossible to avoid by all organisms in the universe. Life is almost the synonymous factor with the concept of change. Everything must adapt to the demands of their environment and their own stage of growth. An organization is not much different and it cannot remain constant overtime. Even if the management does not want to change, external pressure forces it to change. Change may refer to any alteration that occurs in total work environment. It results in disequilibrium in the organization; it may affect an individual, a group and the whole organization. If the change is beneficial to parties affected it leads to immediate implementation. The purpose of this paper is to examine the concept of leading change in the organization through the transformational leader on the basis of his/her qualities which is differing from an ordinary leader. This paper enables to understand how the transformational leader helps the organization to face the change by leading through learning change process for improving the performance, to overcome the challenges and to sustain for long period of time.

### 1.1. Literature Review

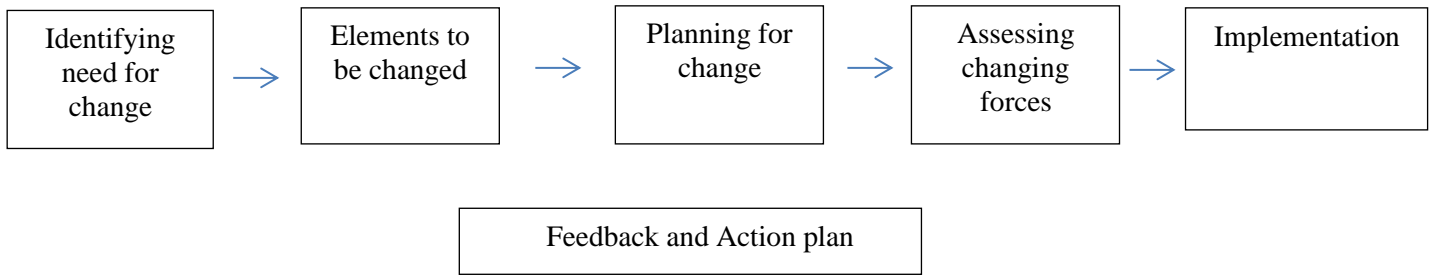
**Schruijer and Vansina, (1999)** As the environment becomes more unstable, more attention is given to leadership in organizational change. Leadership becomes closely linked to the management of change. **Bernard Bass (1997)** Transformational leadership has gained academic attention over the last 20 years as a new paradigm for understanding leadership. **Bryman, 1992; Lowe, Kroeck, &Sivasubramaniam, (1996)** Transformational leaders define the need for change, develop a vision for the future, and mobilize follower commitment to achieve results beyond what would normally be expected. In all over100 empirical studies, transformational leadership has been found to be consistently related to organizational and leadership effectiveness. **Burns (1978)** Transformational leadership theory has captured the interest of many researchers in the field of organizational leadership over thepast three decades. This theory was later enhanced by Bass (1985, 1998) and others (Avolio& Bass, 1988; Bass &Avolio, 1994; Bennis &Nanus, 1985; Tichy&Devanna, 1986). **Podsakoff, MacKenzie, &Bommer, (1996)** Transformational leaders articulate a vision of the future of the organization, provide a model that is consistent with that vision, foster the acceptance of group goals, and provide individualized support. **Krishnan (2005)** The major premise of the transformational leadership theory is the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish. The study aims to examine the transformational leadership models in the context of managing and leading change.

### 1.2. Methodology

The study comes under the category of general review about the concept of transformational leadership and the focus towards the leading change in organization and exploratory in character based on secondary sources. The study has been divided into three parts namely (a) the basic concept about the change management and its process (b) transformational leadership and his key competencies for leading change in the organization (c)Finally, outcome of the study gives the clear detail about the challenges and the possible chances to overcome the changes.

## 2. CHANGE MANAGEMENT – PROCESS

Managing change in an organization is a complex process because it does not occur instantly. It requires considerable planning and it should be undertaken in a planned way at every step. A manager can consider each process and its sub process either implicit or explicit to undertake a change program. The process may be



- **Identification need for change:** The first and basic step in planned change is to identify when change in the organization is required because change for the sake of change may produce stronger resistance while useful and necessary changes may get support from people. It depends on gap analysis i.e. analyzing the gap between desired state and actual state.
- **Elements to be changed:** Needs and objectives of change decide largely that what elements of the organization should be changed. This stage take the analysis further by diagnosing the problems caused because of which the change is necessary. Usually change is required in three major elements of the organization – structure, technology and people.
- **Planning for change:** Managers should plan about how the change can be brought in the light of the above two sub processes. It includes who will bring change, when to bring change and how to bring change.
- **Assessing change forces:** Before executing the plan for change, it is necessary to assess forces which affect change in either way. The planned change is not automatic, rather there are many forces in individuals, groups or organization which may either accept the change or resist it.
- **Implementation of change:** This stage of program requires the application of various techniques and interventions suitable for the change program.
- **Feedback and follow –up actions:** It ensures that the change program is progressing in right direction without producing any dysfunctional effect.

### 3. TRANSFORMATIONAL LEADERSHIP

- The famous concept was given by James Mac Gregor Burns who advocated that leadership involves organizational change. The successful change in an organization depends on changing the mindset of people and creation of an appropriate organizational culture. Transformational leaders possess visioning and impression, idealized influence and inspirational motivation. Transformational Leadership was the first theory provides an ethical and moral dimension to leadership. It focuses on three main ways in which leaders transform followers:
  - Increasing the awareness of task importance and value.
  - Getting the employees to focus first on the team goals, rather than on their own interests.
  - Activating their higher-order needs and truly motivating to success.

The Transformational Leader seeks to lead and drive change for the better within their teams, inspiring others to achieve great things; creating buy-in and motivation through self-actualization and creating deep rooted relationships on an individual basis. Transformational leadership is based on the foundation of transactional leadership. The comparisons of both leaders are given in table:

Transformational leadership	Transactional leadership
Promote change	Maintains stability
Shares vision, values and emotional bonding	Goes into contractual arrangement
Provides intellectual stimulation	Provides guidance and role classification
Develop pride, gains trust and respect	Promises reward for performance
Provide personal attention	Interactions are mostly formal and official

### 3.1. Key competencies in transformational leaders

An effective change leader requires clarity of vision, knowledge of what is to be changed and skills to implement change in the organization. The skills needed by the change leader are as follows:

- **Clarity of goals:** It implies the strategic intent. A direction and intense intuitive response to the organization situation and to drive the organization to the ideal of sustainability.
- **Clarity about role:** It is important for a leader to identify a viable and effective role in nurturing the future where everything appears to be a roadblock.
- **Professional and knowledge of subject:** The leader is required to have personal and professional competence. The nature of change, its impact on various elements of the organization will facilitate execution of change.
- **Creativity and innovativeness:** For leading the change it is important for the leader to help develop new ideas, models, and application of technology that differentiate the organization from the run of the mill and help it stand apart.
- **Collaborative and networking skills:** Change requires collaborative efforts. The skills to work with people, making connections within and outside the organization are important to extend an organization's reach, promote its offerings and energizing people.

## 4. LEADING CHANGING PROCESS

One of the most quoted examples of bringing transformation in an organization is that is Lee Lococca, Chairman Chrysler Corporation who brought a turnaround in his company from bankruptcy to profitability. Apart from 'trimming the fat' among the managerial staff, he changed the company's cultural values from that of feeling losers to feeling winners. He used the internal communication system and advertisements to reinforce these changes. The role of a leader is to facilitate change that helps in improving organizational performance. But the challenge before a leader is how to be effective in the face of dissatisfaction, discomfort, dislocation and increased stress among people.

Change leaders are required to follow some strategies in leading changes while they implementing the change in an organization:

- A. **Kurt Lewin Three- stage model of change:** **Unfreezing** involves breaking away from the way things have been done in the past. It creates motivation and readiness to change through. **Movement is the second new stage** involves identifying and trying innovative ways to do things or doing new things. It leads to change through cognitive restructuring. **Refreezing** involves stabilizing and reinforcing the new ways or new things to do. It helps the client to integrate the new point of view into the total personality and self - concept.
- B. **Establishing relevance:** It is not enough for the management to create a sense of urgency but in order to get a high level of commitment from employees they need to see the relevance of change.
- C. **Asking right questions:** It is the starting point of any change process is inquiry which means asking relevant and strategic questions. Employees are also required to visualize the future and identify various possible scenarios. One of the methods to take initiative could be benchmarking against the best practices or set up internal benchmark to improve performance.
- D. **Changing the mindset:** Transforming individuals can bring about the organizational transformation. The process starts with changing oneself. The change masters require a candid self- appraisal and see if he has the qualities – flexibility and understanding. It is important because every word spoken or every action taken by the change leader either reinforces or undermines the changes efforts.
- E. **Declaring early victory:** This stage provides multiple options – a number of ideas can be developed to deal with the new challenges but the executives ought to be selective keeping in sight the importance and the time to be taken by various ideas.
- F. **Becoming your own competitor:** Leadership results from competing against one's own achievement than against competitors only. This spirit promotes learning, experimenting and evolving. By doing so one can avoid corporate arrogance which may cause complacency.

- G. **Leading change involves coalition:** Coalitions are highly beneficial in bringing about change. First they help in having a broad base of ideas and perspective. Secondly by involving a larger number of people the likelihood of support for change increases.
- H. **Understanding that success can be paradox:** Executives need to be conscious that the change is not an end in itself and is a continuous process even though one may refreeze the change behavior. There is need for continued movement forward otherwise there is a risk of falling back into the traditional processes.
- I. **ADKAR Model:** Leading people through change can be frustrating. They found a better way to do things, but people often push back against the change, or quietly slip back into their old way of working as soon as they relax the vigilance. The ADKAR model is a 5-step framework that helps deal with the people-*aspect* of change management. The methodology was developed by Jeffery Hiatt, the founder of [Prosci](#). The acronym ADKAR stands for the five goals that people must reach to achieve successful change. In brief, they are:
  - Awareness:** Leading people to see the need for change in the organisation.
  - Desire:** Instilling the desire for change.
  - Knowledge:** Providing employees with the necessary information or skills they need to achieve change.
  - Ability:** Applying knowledge and skills to bring about change in proper time.
  - Reinforcement:** Making sure that people continue to use the new methods.

## 5. SUSTAINING CHANGE THROUGH LEARNING ORGANIZATION

The concept of learning organization given by Peter Senge (1990) has now been considered as a prerequisite for developing competencies, having a competitive advantage and enhancing productivity. Organization like individuals needs to learn overcoming their learning disabilities and blind spots. Learning involves listening, questioning, reflecting, challenging, experimenting, unlearning and discontinuing. Learning change is more of an attitude as overall change progresses. The best role a transformational leader can play is to develop an organization into a learning organization. It takes place in all the Organization whether consciously or unconsciously. Most organization learns through single loop learning that involves identification and rectification of mistakes based on past experience and existing policies. In contrast a learning organization adopts double loop learning method which involves not only detection and correction of errors but also making changes in organizational objectives, policies and processes so that such errors could be avoided or eliminated in the future. This organization develops capability to adopt and change them to the changing business environment and is successful in the changed environment too.

Transformational leaders create followers by framing a vision for the future that is attractive to followers for the future that appears to be reachable, attractive and engaging. A transformational leader would be successful in getting a change plan implemented by intellectually stimulating the followers, motivating them to rethink the old ways of doing business. Banerji & Krishnan, (2000) found that transformational leaders operate from a personal value system that transcends their agendas and loyalties. Their characteristic is their capacity to take a perspective on interpersonal relationships and to achieve a self- determined sense of identity.

## 6. WAY TO OVERCOME LEARNING CHANGE PROBLEMS

In order to make an organization a learning organization the most important transformational leaders are required to perform is to formulate strategy. The strategy issued clearly gives commitment of the organization to change, innovation and continual improvement. The next step to be adopted is to redesign the organization structure. This may involve reducing layers, merging departments, forming cross-functional teams by smudge the boundaries between departments and encouraging interdependence among them.

The last step to get adopted is to change organizational culture. This has to be done with a two pronged approach – through strategy and through behavior. This involves management support for taking risk and tolerating failure when the changes occur. Also a debate is found if the change leaders adopt different measures in different cultures. Culture variations are also observed in the countries focused on long term or short term change. Countries like Japan and India have considerable persistence for positive outcomes from change efforts and particularly in USA and Canada seek faster change results.

## **7. CONSEQUENCES OF TRANSFORMATIONAL LEADERSHIP**

Transformational leaders are considered as a key to implement the organizational change without any distraction because they have the ability to manage the followers to adopt for change by creating the way in idealizing influence to achieve the teams' and their own goals. They give intellectual stimulation by encouraging the followers to be innovative, creative, solve problems and to facilitate the concept of 'learning by doing'. The leader acts as a role model and guide to face challenges. The current environment is characterized by uncertainty and organizational instability which seeks the help from transformational leader to overcome at all levels of the organization. The four I's components - Individual consideration, Inspirational motivation, Intellectual stimulation, and Idealized attributes were considered as transformational leaders' behaviors playing an important role to lead the changes in an organization. The followers of such leaders reveal high levels of job satisfaction, organizational commitment and engage in organizational citizenship behaviors. A dedicated workforce culture can be created only through the transformational leadership.

## **8. CONCLUSIONS**

Transformational leadership is an important role to lead the change management process by understanding and channelizing the energies of individuals and teams, to bring the successful organizational culture. Cultural change can act as a encouraging instrument for change. A formal culture may be understood by the vision, mission, goals and objectives of an organization; however, attitudes, behavioral practices and norms are the part of informal organization culture. This paper suggests the importance of creating learning organization which takes place in the organization consciously or unconsciously. Most Organization learns through single loop learning, that involves identification and rectifications of mistakes based on past experience and existing policies. But the transformational leaders creates a learning organization by adopting the double loop learning method which involves not only detection and correction of errors but also making changes in organizational objectives, policies and processes so that such errors could be avoided or eliminated in the future. Finally this study concludes that the transformational leaders provide a wide contribution for leading changes among all leadership styles to produces effective organization.

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