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Transformational and transactional leadership: An analysis of the leader-follower relationship and their influence in the workplace

Jeremy Stevens
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An Examination of What We Studied

- Transformational leadership theory vs. transactional approach.
- Moving from myopic view of leadership as something owned.
- Authentic leadership: EQ, trust, ethics, modeled behavior.
- Advocacy of organizational change management & agency.
- Effective personal, team, & organizational communication.
- Genuine employee empowerment & decision making autonomy.
- Situational leadership, leadership exchange, & extrinsic motivations.

Relevance to Leadership

- One leadership model for any & all organizational structures?
- Relationship between leader & follower often misunderstood.
- A topic befitting social scientists, scholars, & practitioners alike.
- Real-time, emergent, experiential body of working knowledge.
- Effective leadership development is in demand in all industries.
- Efficiency is a mutually achieved organizational state.
- Leaders develop followers & build organizational commitment.

Framework, Limitations, & Recommendations

- Qualitative study of peer reviewed scholarly articles and books.
- Examined relevant transformational leadership practices/models.
- Limitations: no quantitative data, personal biases, research on-going.
- We must refine our understanding of the leader-follower relationship.
- Scholars & practitioners collaborate to educate leaders & followers.
- Downplay role of the leader in transforming/developing the follower.

Findings, Key-points, & Application

- Transformational & transactional leadership practices are flawed.
- Scholars fault theory of presumptive correlative transformation.
- Fails to empower, develop, & encourage leaderful behavior.
- Neither leadership theory is inadequate for employee retention.
- Transformational theory identifies transactional leadership failings.
- Transformational leadership theory suffers w/out relationship parity.
- Mentoring & coaching only reinforce relational power dichotomy.
- Begin with relationship building & endeavor to develop employees.