

ТРАНСФОРМИРАЦО ЛИДЕРСТВО
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TRANSFORMATIONAL LEADERSHIP
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Abstract

Transformational leadership is a central approach to leadership and has a key position in the new theory related to leadership as a process, regardless of the activity. Leaders to be successful and functional, timely need to start understanding and acceptance of change and to develop the potential they have, which will contribute to the success of the organization.

It is thought that transformational leadership only lead to fundamental changes in the organization. Individuals who have made significant contributions to their organizations and their personal vision and energy to inspire followers are called charismatic or transformational leaders. They are able to influence the creation of change, not only to adapt to them.

In times of globalization, uncertainty and crisis task of leaders is to keep abreast of developments, to upgrade and adapt to changing conditions in the environment, in order to successfully cope with the competition and achieve competitive advantage.

Keywords: *transformational leadership, leadership, social environment, organization, change.*

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“Keep your eyes on the stars and your feet on the ground.”

Franklin D. Roosevelt

1. Introduction

The leadership is extremely important for the development of every human activity and in general for the whole social environment. As a phenomenon, leadership is a formula for success of companies, so it pays great attention both in theory and in practice. Leaders who are able to encourage, change and use values, beliefs and needs of their followers execution of tasks in crisis situations and dynamic major changes are transformational leaders (Griffin, R., 2007).

Leadership is a driving force, which is the basis of change and development in a company. His power derives from the vision and ability to influence, ie stimulating energy that encourages the commitment of the people to overcome the obstacles on the road to success. Transformational leadership actually exceeds normal expectations, with a sense of mission, stimulate learning new experiences and inspire new ways of thinking. The role of transformative leader is multi - to stimulate employees to observe things from a new perspective, to synchronize the mission and vision of the organization to develop its potentials and resources of employees so that the collective interest, in the interest of the organization to put before personal.

Modern findings related to lead indicate that the ability of the leader to influence is contained in the personality traits of the leader, as well as the effects arising from the interaction with co-workers. Imminent activity of organizations to constantly learn and to take concrete action, that is to change and adapt to the newly created situations in order to be competitive. In such, environment, transformational leadership creates the essence of the process of running changes and a basic point of creating a new theory of leadership.

The environment in which businesses operate is turbulent, dynamic, risky, dangerous and full of discontinuity. The only certainty that exists in organizational performance is orientation towards change and stability. The meaning of leadership stems from the ability of the leader to create a vision, successful and clearly conveys the purpose of his followers to gather around and to initiate and direct their energy to achieve that objective.

2. Essence of transformational leadership

Transformational leadership is focused on the relationship between leader and followers. It is characteristic that drivers who use transformational leadership

have a strong self-awareness and use a whole range of soft skills that gain other people. The leader is well built, conscientious and intelligent, and capable of followers to present a new vision that will inspire enthusiasm, creative energy and full commitment to achieving the defined vision (Micevski, T., 2009).

Figure 1: Transformational leadership model



Source: Oakridge, Leadership Insights: Contemporary Leaders – The Humbug of Humility, 2015.

The essence of transformational leadership is reflected in management changes that transformation or radical character. In this sense we can say that the essence of leadership skill in identifying business trends and vision changes resulting plan changes and creates the transformation and new direction.

Transformation leaders have great positive impact on individuals, teams and organization. There are 7 types of action logic creation and leaders can pass

through special categories career. The characteristics of the action logic determines the type of leadership (Torbert, R. W., 2004):

- 1) **Opportunists** - handles in difficult situations and good use the ability to increase sales;
- 2) **Diplomat** - well connects people in the company and it enables them to stick together;
- 3) **Specialist** - is good as an individual contributing to improve performance;
- 4) **Achiever** - very well adapted to a managerial role, an action-oriented and targeted;
- 5) **Individualists** - effective interventions in labor and handles and as a consultant;
- 6) **Strategist** - is as effective transformational leader;
- 7) **Alchemist** - good to lead the transformation of society.

The continuous process of transformation involves moving towards important, major changes that produce high growth. Organizational transformation is becoming more main and basic task in the work of leaders. Transformational leadership is based on the ability of the leader to inspire followers with a vision and mission to determine through which to implement the vision, goals, strategies, programs, projects, plans and policies in order to achieve radical changes in the organization. The skills of this leadership can be managed and do an integral part of personal character traits (Jones, R. G., M., J. George, 2010).

There are 4 basic tenets of transformational leadership:

1) **Intellectual Stimulation**

This is a leader which believes in work that engages. Rather than provide a rigid set instructions, the leader instead seeks to transform workers into thinkers who can instruct themselves. The leader is always ready to be challenged. Nothing is true: All is to be questioned and discussed. By doing this, a culture of critical thinking is set into place. Learning is not a side-objective but instead a vital part of the working process. This element of Transformational Leadership borrows from ideas such as democratic leadership; workers are encouraged to participate and share ideas in the course of the project. This tenet is extremely important in forming Transformational Leadership: If an employee does not feel as though their work is engaging and stimulation, then a leader cannot dream of transforming anything.

2) **Individualized Consideration**

No one's getting transformed if they feel that they are merely pawns in a leader's game. An important component of this leadership style is the ability to

recognize an individual as being more than a mere worker. In order to do this, the leader has to build up a personal relationship with that employee. This can be done by acknowledging work they have done, talking to them every now and then or listening to their needs. By doing this, the leader is viewed as more than a manager or boss: They are seen as someone who genuinely cares about an employee, perhaps even seen as a friend. This is important in order to create an environment where people take up personal stakes in a project and feel an inherent desire to perform well, because they are being recognized as individual contributors.

3) Idealized Influence

To put it in more simple terms, the leader becomes a role model. By having a strong work ethic, showing respect to others and being trustworthy, the leader implies that his followers should act similarly. If coupled with the previous 2 tenets of transformational leadership, the leader would have built up a strong method of implicitly influencing others. While similar to the style of pace-setting leadership, the Transformational Leader is less explicit and demanding. Rather than make it clear that he/she is to be followed, they subtly give encouragement that their methods are the way forward.

4) Inspirational Motivation

Rather than rely on external incentives such as money or benefits, the leader seeks to inspire a worker from within. By giving meaning and purpose in a project, people are to devote more time and energy because of the leader. This element allows the leader to change the workplace to perform beyond its normal ability.

3. The process of transformational leadership

Transformational leadership provides the necessary sense of belonging to the followers to the organization. Leaders and followers are united in their intention to achieve a higher level of common goals. Both sides want to achieve the best, want to give the organization a new direction. Transformational leadership focuses on efficient and effective interaction with the changing reality and it focuses on "high" and oriented principles.

Transformational leadership in the spotlight puts man as an active player undercut with goals, values and ethical norms. The emphasis is not on daily events but at long term goals, taking care not to compromise human values. Makes clear distinction between causes and symptoms and act preventively. Manifested proactivity has accelerated and is characterized by perseverance. Focus on the vision, mission and strategies to achieve them. Completely using human resources,

allows to develop the talent of each individual, discovers and develops new talent. Able to recognize the significant contributions of individuals and appropriately rewarded. It designs and redesign work to make them meaningful and challenging. Liberates human potential, leading to new directions and brings together internal structures and systems to encourage the achievement of values and goals.

The goal of transformational leadership is to 'transform' people and organizations in the literal sense: to change hearts and minds, to increase vision, its clarity and understanding, confirm objectives, to make behavior accordingly beliefs, principles and values. In a word, to make changes that are real, permanent, substantial and development.

Each catalyst may be a transformer-change in any situation, any organization. It requires vision, initiative, patience, respect, persistence, courage and self-belief as transformational leader. The world is changing faster and faster in all spheres of life. The change covers all and it is very difficult to find adequate answers, but it is essential to seek the best ways to reach the destination.

4. Stages of transformational leadership

John Kotter, Harvard professor familiar with its operations and research, made a significant contribution to the study of transformational leadership. Kotter suggests that any successful change regardless of its scope should take place in a logical sequence which consists of **8 stages** (Kotter, P. J., 1996, 2000, 2006.).

4.1. Develop awareness of necessary changes

Developing awareness of the necessary changes is the first stage in the process and is very important to establish the necessary cooperation. Success at this stage is when most of the management team believe that changes are necessary and they have a great need. Unfortunately very little of this work, which means if you take certain changes, reacts without enough to develop awareness among employees for step or action that will be taken. Without having to create awareness of the necessary changes it is difficult to get employees to make additional efforts.

4.2. Creating a team that will lead

The leader should be leading by example and work with team colleagues. In his work requires integration in which employees will feel inner dependence due to common interests and values. The leading team must be based on effective

teamwork, members also need to have great trust and common goals. Trust is built through intensive communication and various activities as well as through careful planning. As for the target, it must be realistic and attainable.

4.3. Shaping vision and strategy

Awareness of the necessary changes and strong team leading engine are necessary, but it is not finished all the work for major radical changes. Successful transformational changes require constant understanding the vision that plays a key role in creating changes in the way that is the basis for navigation, timing and procedures inspiration to many people.

Kotter made a useful, practical thought that says, "when you are unable to describe the vision, which is to initiate change ..." approach based on the vision is an essential component of great leadership. Effective leaders create a vision, a tempting picture of the future and a good strategy, logical routes for achieving the vision. Managers create plans, specific steps to achieve and implement the strategy and the available budget plans adjusted in financial statements and goals.

4.4. Presentation of vision

People not willing to sacrifice if they consider that the transformation is not viable and that the outcome of transformation changes will be in their favor. Without a successful presentation of the vision it can never be drawn or won the attention and commitment of those who should be involved in implementing the vision. The presentation consists of statements, but works through concrete action.

4.5. Empower employees on significant actions

The implementation of any kind of transformational change, involves action on many people. It may happen employees to embrace the vision, but feel not capable and prepared for its realization, because before them there are various obstacles that do not allow the implementation of a specific action, such as: inadequate organizational structure, bad system for evaluation of the performance of each individual in the organization, inappropriate behavior to a supervisor who verbally support the implementation of the transformation, but sets requirements which impede the implementation of the transformation.

4.6. Creating short-term successes

Big, dramatic and radical transformational changes require time. According to Kotter, most people will opt for a "long march " if they do not offer conclusive evidence that a certain period such time will start to bear positive results. Without marked successes realized in the short run too will be the number of employees who quit or begin to give some kind of resistance.

4.7. Consolidation earned advantage and start other changes

Often it occurs after years of hard work to announce victory on the basis of the executed transformation, and while the changes are deeply rooted in the organizational culture, according to Kotter need 3 to 10 years. New approaches are sensitive and subject to demotion, withdrawal, tolerance.

In practice many times proven that irrational resistance to changes never stop. If I happened to work is interrupted / canceled before it is fully implemented, the critical moment would be lost and would lead to regression. It is directly linked to all parts of the organization that creates dynamic change environment. Implementing change in an interdependent system is extremely difficult, because they seek to change everything.

4.8. A new approach to organizational culture

Transformational change can exist only if it is strongly embedded in the organizational culture. New shared values and forms of behavior and attitudes, it is necessary to highlight in order to improve performance. Also, it needs to invest enough time so as to be sure that the next generations of managers will be the personification of the new approach. Through the process of the aforementioned 8 stages can be suppressed destructiveness, and ensure the success of transformative venture.

Organizational culture as a phenomenon encompasses behavior and shared values of one group of people. Norms of behavior are a common way of action accepting group and they are resistant because the group members tend to behave in a way that got used and pursue new members of the group to learn these norms, rewarding those who adhere to these norms and punishing those who do not accept these norms. Common values are important interest and purpose for most people in the group and they tend to be persistent even come to change the members in the group.

5. Conclusion

Transformational leadership is that leadership that knows how to respond to the challenges of modern times, because transformative leader failed to introduce organizational changes in the organization and also managed to transform the personal worth of employees to support them and accept as their vision and objectives the organization, which will be able to meet personal expectations, and thereby fostering an environment where they formed strong relationships and creating a climate of trust where there is a shared vision and this will enable the organization to achieve efficiency and effectiveness in their work.

Nowadays transformational leadership is a central approach to leadership as a process in which organizations exist, regardless of their activity. The new leadership approaches to transformational leadership is extremely topical and can be of great benefit from the position of method and functional tool, but from a position of mental method of thinking and functioning.

To be successful and functional best time to start understanding and acceptance of change, developing the leadership potential that we possess in themselves in order to contribute to the development of the organization in which we operate in starting a transformational process. How it is done quickly, it will be useful in many ways.

Drivers who want to upgrade and develop, learn, be bearers of the changes are motivated by the feeling that what they do is good for them, their families and the organization they work for. Moral leaders distinguish between what is right and what is wrong and choose to do the right thing. Ethical leadership is looking for a fair, honest, good and honest behavior in the leadership field (Daft, L. R., 2011).

People who develop and practice changes in order to keep abreast with developments that the future holds a lot happier than those people who are caught in the shadow of the past. For an organization to function successfully and keep abreast of all developments which inevitably imposes future and a new way of living and need people who are willing to change.

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