

The roles of consultants within the processes of transformational leadership

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Program:	Master's Programme in leadership and management in international context
Subject:	Transformational Leadership
Level and semester:	Master Level, Spring 2009 Baltic Business School

Acknowledgements

The thesis could not have been completed without the help from many people. We had a wonderful time during our studies in the master program. From the first day we arrived in Sweden everything was new to us. The warm face of people in Kalmar supported us through many obstacles we had to face while studying aboard, our appreciation goes to:

Dr. Philippe Daudi, the head of the program, we are grateful for giving us one great opportunity in our life. We would like to thank you for the energy that motivates us in forging ahead during the program.

Dr. Björn Bjerke, your tutelage gave us confidence and we appreciate your inspiring advices for the methodology part. We now understand why you are referred to as the “walking methodology”.

Dr. Mikael Lundgren. We thank you for the excellent tutorial during the leadership and construction of meaning course, also for your helpful support at all time in and outside the classroom.

Dr. Nils Nilsson. Thanks you for your innovation on our studies in a unique way.

Terese Johansson, the co-ordinator of the program, without the help and support from you we could not have had smiles

Our family and friends, we appreciate your support to us in fulfilling our dreams and follow after our passion giving us lots of energy for this moment in our life.

To our fellow colleagues, it's has been a pleasure to spend the past time with you all.....

Abayomi Magbagbeola

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Abstract

Across the world, the global economy that is emerging since the last decade of the 20th century has resulted in levels of complexity within the business environment, organization are undergoing changes in different form in response to a global competitive business environment. This business environment characterized by uncertainty, increasing risk and decreasing forecast ability may requires a new managerial mindset focused on flexibility, creativity, innovation and possible transformation (Crossan et al. 2008; Wu et al. 2007).

The research study is stimulated within the management and development process in the organization that help leader think and work toward transformative possibilities, for organization to achieve effectiveness it is crucial that the unique talent of its employees be developed and utilized. Furthermore, organization involved in adapting, recreating and transformation might require a leader with transformative behaviors. However, the possibility of the leaders' lack of time and knowledge in implementing his or her vision may require the organization to external sources and competences such as the consultant (Ciulla. 2004; Liden et al. 2008)

The objective of the study is to understand the nature of transformation within organization, the processes involved and the possible roles consultants might play if any within the processes that lead to transformative possibilities.

The theoretical framework of the research is built on the many researches by Bass (1998), Bass & Riggio (2006), Northouse (2004) of transformational leadership as an effective leadership development in the full range leadership model. The research methodology was qualitative by means of the grounded theory approach, case interviews of two consulting firms in Sweden was made. Unstructured open ended interview was conducted with four respondents.

The empirical data analysis shows that consultants are involved in the transformational leadership processes within organization with the consultant being aware or not as a result of the peculiarity of the Swedish management style that embodies traits suitable and compatible with transformational leadership concept.

In conclusion, there are many processes that the consultant can be useful within the organization in achieving effectiveness and the consultant may play different roles in different context within the processes of transformational leadership.

Key words: Transformational leadership, business and management consultant, transformational process.

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1. INTRODUCTION

“These are hard times in which a genius would wish to live, great necessities call forth for great leaders”

Abigail Adam 1790 in a letter to Thomas Jefferson

1.1 BACKGROUND

The knowledge society, the technological revolution and the global economy that is emerging since the last decade of the 20th century have resulted in levels of complexity within the business environment, uncertainty and dynamism that was not previously experienced (Crossan et al. 2008). The new business environment characterized by uncertainty, increasing risk and decreasing forecast ability, increasing ambiguity in industry development and boundaries, a new managerial mindset focused on flexibility, creativity, innovation and possible transformation is seen as a source of competitive advantage. The changes in industry development and structure, market demand and the probability of environmental shock such as privatization, disruptive technology and most recently the collapse of the world economy are all important element giving rise to uncertainty in the environment (Sirmon et al. 2007; Crossan et al. 2008).

Furthermore, across the world, organizations are undergoing changes in different forms in response to a global competitive business environment (Wu et al. 2007) through these changes to stay competitive the need for innovation and organizational development increases in addition to the changes in organization’s ownership structure in the form of mergers and acquisitions creating multinational companies. The implications for leaders and managers in organizations with respect to interpreting the changing environment is one of sense making rooted in organizational learning and development. The role of leaders and managers is to create structures that can respond and adapt to such changes. In this situation transformational leadership is seen as a successful leadership style (McCann et al. 2006 pp.236-239)

For an organization to achieve effectiveness it is crucial that the unique talent of its employees be developed and utilized, transformational leaders transform “the values, aspiration and preferences of followers from self interest to group interest” (McCann et al. 2006; Liden et al. 2008)

According to Northouse (2001) Transformational leadership is a process that changes and transforms individuals; it is the ability to get people to understand the need and want to change, improve and be led. The role of leaders involves assessing employees' motives, getting employees fully and positively involved in their work, satisfying their need, increasing loyalty, productivity and valuing them in a way that makes them feel that they are part of something exceptional and in turn influences their collective effort.

Transformational leadership is a vital role for effectiveness because leaders' effectiveness determines the success level of the organization. However, transformation cannot take place without the employees understanding the essence of continuous improvement and the relationship between the leader and the employee is crucial to the success of transformation. In recent years with reference to the competitive business environment and the recent economic slowdown, the need for organization to adapt or possibly transform cannot be underestimated.

From politics to national development, there have risen leaders who have influenced the followers collectively effecting particular changes; In the business field Jack Welch former CEO of General Electric's can be seen as a typical example of a transformational leader (Krames, 2002) Jack Welch became the eighth and youngest CEO in GE's history and during his years at the helms of affairs, he transformed GE from an aging industrial manufacturer into one of the world's competitive multinational organizations. According to Krames (2002) he re-invented the company time and time again and his employee went along with it as a result of making sense of his vision.

The need for organization to stay competitive and continuously improve within the changing environment cannot be overstated; the implication for managers with respect to this hyper competitive environment is one that might require possible transformation rooted in organizational learning (Crossan et al, 2008) and the leader's ability to manage effectively and sustain competitiveness.

1.2 THE RESEARCH ISSUE

The research study is stimulated within the management and development process in the organization that helps leaders think and work toward transformative possibilities. Organizations are involved in adapting, recreating and transformation (Ciulla 2004) and might require a leader with transformative behaviours i.e. transformative behaviours that can lead to managers' effectiveness and success of the organization.

Organization are made up of the management and employees, the success or failure of the organization towards transformation and gaining competitive advantage in the business environment

is dependent on how well they interact. In other words, the relationship between the leader and the employees is important in the transformation of the organization. Ciulla (2004, p.11) defines leadership for 1990s period as **“an influence relationship between leaders and followers who intend real changes that reflect their mutual purposes.”**

The theory of transformational leadership is built largely on the relationship between the leader and the led in that the leader transform “the aspiration preferences of followers and value them in a way that influences their collective effort (Northouse 2001). However within the relationship exist problems and critical moments that can obstruct transformation in the organization for example conflict, lack of trust, communication and can create resistance to change.

Furthermore, the possibility of the leaders’ lack of time and knowledge to implement her or his vision and goals could further complicate the relationship and possible transformation. In the past decades, the market of consultant has become an important part of the business environment; organizations rely on these professionals to provide competencies that do not necessarily exist but might be crucial in keeping the organization competitive.

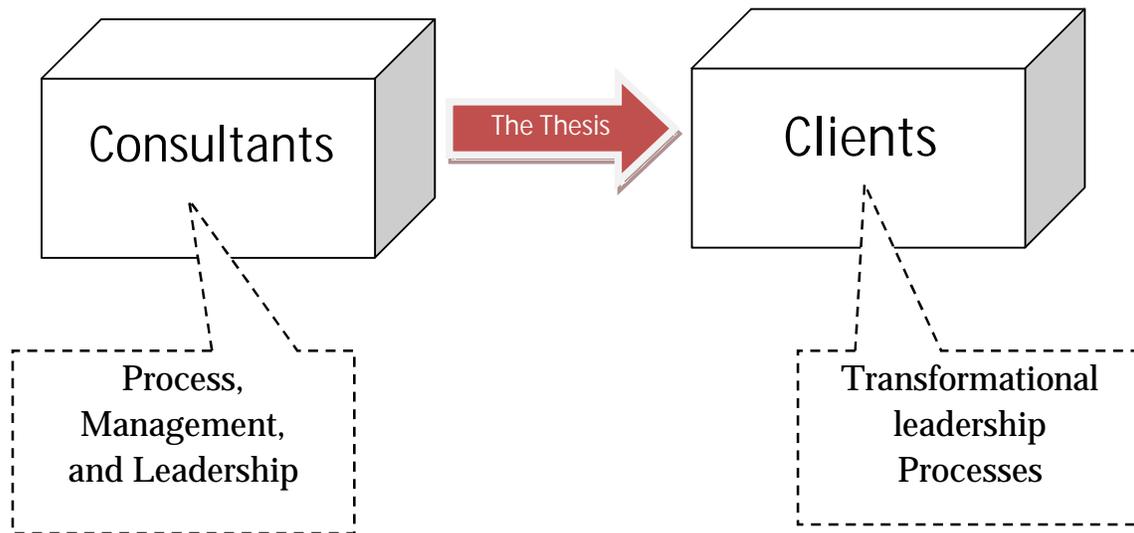


Figure: 1.1 Pictorial representation of the research issue.

1.2.1 THE RESEARCH GUIDING QUESTIONS

In view of the background to the study and the problem organization possibly faced in transformation, the following research questions, which we intend to provide insight into, are guiding the study.

- What is the nature of transformational leadership that takes place within the organization?
- What are the possible roles that consultants can play within the processes that lead to transformative behaviours?
- In organization, transformational processes take place on one hand initiated and led by leader, on the other hand, are consultant brought into facilitate the process thereby playing roles in these processes?

1.3 OBJECTIVES OF THE STUDY

To develop our research, we would like to understand the nature of transformation that happens within organization. We also want to understand the practical concepts of leadership by focusing on the process that leads to transformational leadership. We would try to provide insight into the consultants' view on transformation within organization, while understanding the role the consultant might play if need be within the framework.

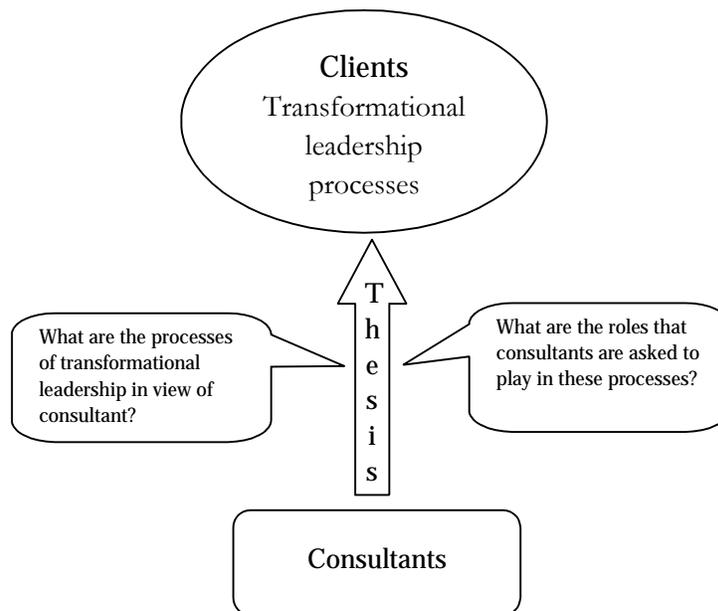


Figure 1.2 Pictorial representations of the research study.

Figure 1.2 pictorially highlights the research question. Our objective is to provide insight into possible transformational leadership processes within organization from the point of view of the consultant; while understanding the concept and processes of transformational leadership. Moreover, we may find other important concept and relationship that may exist between the leader and the subordinate from the perspective of the consultant.

The need for organization to stay competitive and continuously improve within the changing environment cannot be overstated; the implication for managers with respect to this hyper competitive environment is one that requires transformation rooted in organizational learning (Crossan et al. 2008) and the leader's ability to manage effectively and sustain competitiveness. The use of consultant in organization in achieving certain goals might be important. Organization contracts these professionals to provide specific knowledge and technical knowhow that may not exist but crucial to the organization success.

In summary, this issue the authors consider an interesting theme to study as future manager or leader to be or consultant, the study would be useful for managers and employees to understand the roles of consultant within the process that leads to transformation. The authors also hope that it would provide new knowledge as to the roles of consultant in different leadership context.

1.4 THE RESEARCH FRAME OF REFERENCE

Making sense of the theoretical framework from our perspective on the concept of transformational leadership and management consultant overview is the change we have identified in leadership styles within organization as a result of several factors that include globalization, competitiveness, and economic downturn, uncertainty increasing risk to mention a few. The realization of the need to transform organization in one way or the other motivates the leader to seek professional assistance and competence from external sources in the field of management such as consultants. Based on this frame of reference, we set out to gather our empirical data and find cue about the processes that lead to possible transformation and what possible role if any the consultant might play within the process. We also hope to investigate what transformation means to the consultant and their view of the concept of transformational leadership.

1.5 SCOPE OF THE STUDY

Due to the many concepts of leadership and the contexts of the research, the scope of the study is within the transformational leadership concept and the component that reflects transformative behaviours. Consultant in the context of the study is a management or business consultant that deals with process, human resources or capital and business management that relates to our study field. Outcomes of other transformational leadership study may differ with the choice of other categories of consultants. Moreover, the case interview for the study is within the Swedish context.

In addition, we attempt to study transformational leadership from the consultant's perspective in order to understand the scope in which consultants may be involved, thus the concept and components of transformational leadership may vary when compared with leader's perspective, nevertheless we will attempt to make parallel other concept that are linked to transformational leadership from the theoretical framework to fulfil the variance. Processes of transformational leadership in the study are the processes the author identifies within the context of the transformational leadership theory.

2. THE RESEARCH METHODOLOGY

“Discovery has been the aim of science since the dawn of the renaissance but how those discoveries are made has varied with the nature of materials being studied and the time”

Galileo as quoted by Strauss & Corbin (1998)

Methodology is a very important aspect of any research study that is been carried out, it can also be referred to as the backbone behind the emergence of knowledge from the study. Methodology according to strauss & corbin (1998) is seen as **“a way of thinking about and studying reality”**. There are two types of research method namely: Quantitative research method and Qualitative research method, for the purpose of the research study, the latter was chosen as best suitable for the authors’ kind of research study because it enables us to gain fair idea, tactic and appropriate process in understand the research interest from the point of view of primary data been first hand response from respondents.

2.1 QUALITATIVE RESEARCH METHOD OVERVIEW

The term “Qualitative research” means the type of research that produces results or findings not arrived at by quantification or any statistical procedure (Strauss & Corbin, 1998, p.10) Qualitative research method offers clusters of useful procedures or guidelines that can enrich the research as a result of the way of thinking and viewing the world. It provides a sense of vision as to what direction the authors want to go with the research. Furthermore, it refers to research about persons’ lives or experiences lived, behaviours and feelings as well as about organizational functioning (Strauss & Corbin, 1998, pp.11) it also has characteristics of achieving deeper understanding of phenomenon and closeness to the source of data. In other words, it is the gathering, analyzing and interpreting of data for the purpose of discovering concepts and relationship with raw data and then organizing them.

The nature of the research problem is a valid reason for choosing qualitative research method because it can be used to obtain the intricate details related to phenomena such as feelings and thought processes in an attempt to understand the meaning or nature of experience of person and what people are thinking or doing.

The research study aims to shed light on the possible roles of consultant who takes up or plays within the process of transformation in the organization and understanding the possible roles in assisting leaders to think and to work toward transformative possibilities in the relationship exist between leaders and the subordinate. In the context of this study, a quantitative method or history would be inappropriate a method justifying the authors' choice of qualitative research method. However, the use of case interviews is deemed an appropriate method in the empirical analysis of the research.

2.2 THE GROUNDED THEORY APPROACH

Grounded theory is a process by which theory is derived from data. Data that is systematically collected and then analyzed through a process that gives several possible interpretations to many situations (Strauss & Corbin 1990 1998). According to the authors, grounded theory is seen as “both the science and the art of analysis” (Patton 1990 as quoted in Strauss & Corbin 1998). They are theory induced from data which give insight, understanding and provide meaning and guide into the actions. In other words, the theory is more likely to resemble “reality”.

In the context of our research, understanding the several actions of consultants in possible transformation in organization, the research process moved from the specific toward a more inductive perspective where the result derived from the empirical data will more likely compare to the knowledge in the literature. Furthermore, grounded theory (Strauss & Corbin 1998) is built upon the major components of qualitative research: data gathered from various sources such as interviews or observation, then the procedures used to organize and interpret the data in the form of conceptualizing and elaborating categories within the data, summing up to series of propositional statement.

In justifying, our choice of grounded theory as a suitable qualitative research approach is that it will allow us through creative thinking and critical analysis grounded in the empirical data that we will gather, produce several possible interpretations and sustain the pedagogical style of analysis as interplay between the researchers and the data. It would also help us understand the purpose of procedures within a research process, understand the logic that lies behind procedures and enhance our understanding in building a useful theory.

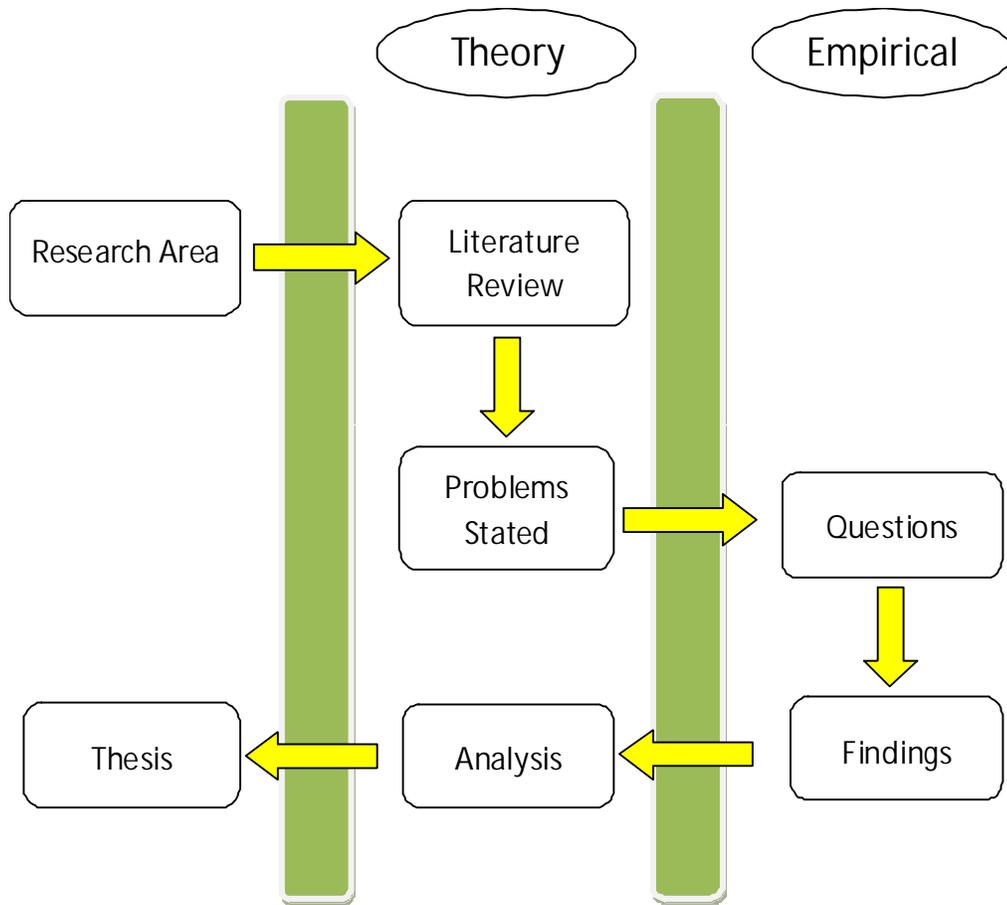


Figure 2.1: Pictoral representation of the research process

2.3 THE RESEARCH DESIGN

In the attempt to give an insight into our research questions, we adopt a research model based on case interviews.

A case study is “**an empirical inquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident**” (Yin 2003). Even though case study according to Yin (2003) is seen as a weak social science research method it is used extensively in social science research and is a frequent mode of thesis and dissertation research even in evaluation research which in a way suggests a paradox between its supposed weakness as a research method and its extensive use in all disciplines and fields.

Survey research is an important measurement in applied social research involving asking questions from respondents. It encompasses any measurement procedures of questions and answers that can be anything from a short paper feedback form to an intensive one-on-one in-depth interview (Trochim 2006). Surveys are divided into two broad categories; questionnaires and interviews, for the purpose of our research we would concentrate on the interview category.

Interviews are more personal form of research which allows the interviewer to work directly with the interviewee. It avails the interviewer in depth information and more possibility in gathering required data. It is seen as a flexible method with high response rate. However, considering the different research strategy case study tends to provide answers to the “how and why” research questions while surveys is seen to provide answers to every possible research question including the “what and where” research questions. (Yin 2003)

In practical terms, attempting to provide possible answers to the research question, we would employ interviews in two cases of two consulting firms in Sweden namely: Kontura and Pareto 80/20 based in Stockholm and Malmö respectively. Both firms function within the management and business consulting field and have achieved considerable success in supporting and helping organization transform which justifies the choice of the two firms and also based on previous interaction during the management consulting course module. Furthermore, we will conduct open ended type of interview with senior partners in each firm. The interviews are aimed at gathering needed information and logical response that would inspire critical thoughts to making valuable statements.

In summary, the use of case interviews as appropriate research tools will give rise to systematically rich data that would be analyzed and conceptualized in the hope of inducing series of propositional statement or theory that is grounded in the data.

3. THEORETICAL FRAMEWORK

“Leaders have a significant role in creating the state of mind that is the society. They can serve as symbols of moral unity of the society. They can express the values that hold the society together. Most important, they can conceive and articulate goals that lift people out of their petty preoccupations carry them above the conflicts that tear a society apart, and unite them in the pursuit of objectives worthy of their best effort.”

John W Gardner (1990)

The theoretical framework which the research is built upon revolves around the development of the leadership theory that identifies transformational leadership as a concept of leadership that is crucial, important and most suitable of the leadership concept been practiced. Bass and Riggio (2006) see transformational leadership rapidly becoming the approach of choice of much research and application of leadership theory.

In building a solid theoretical framework which our empirical analysis would be based upon, we would first of all provide a background in understanding the emergence of transformational leadership as a concept by reflecting on the development that has taken place within the leadership theories. By leadership theory we mean the full range of leadership model as prescribed by Bass and Riggio (2006). Northouse (2004) also gives an insight into the emergence of transformational leadership as a result of the inadequacy and need for efficiency created by other leadership style in relationship to the changing and dynamic environment. We would also give insight into transformational leadership as a concept and its component, the process of transformational leadership and its implementation. We chose to build our theoretical framework on the many researches done by Bass (1998), Bass & Avolio (1993 and 1999), Bass & Riggio (2006) because it provided a more refined and expanded version of the transformational leadership concept in that he extended Burns’s work by giving more attention to the subordinates’ need rather than that of the leader, also suggesting that there is possibility of applying transformational leadership to negative outcomes and describing transformational leadership as a development on the concept of transactional leadership

Furthermore, we would present transformational leadership in relation with other leadership theories and concepts that are often associated with leadership and management. The emergence of consultants and its importance would be explained from the authors understanding and available resources in the hope of providing a sound background for which the research study lies, a required frame of reference to which the cues from our empirical analysis would be reflected and sense of the research issue would be made either re-affirming or changing the frame of reference.

Bass & Riggio (2006) in explaining the development of the components of transformational leadership often linked them to several components of transactional leadership alongside the non leadership behaviour (*Laissez-faire*). In other words, transformational leadership is tightly linked to the transactional leadership style or concept that exists in several organization and fields. It is developed on the transactional leadership concept as seen as figure 3.1

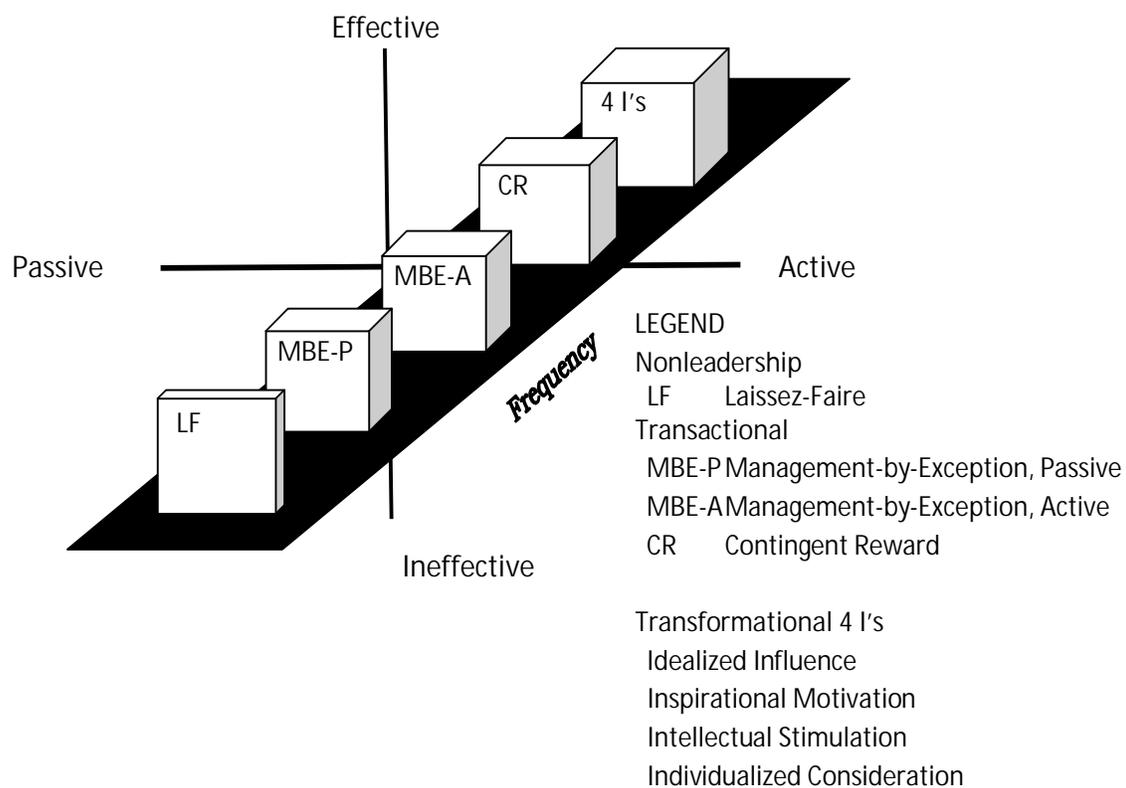


Figure 3.1 shows the development of the leadership theory from non-leadership behaviour to the effective and active form of transformational leadership. (Source: Northouse 2004)

This provides us the opportunity to understand the emergence of transformational leadership by considering the concepts involved.

Laissez-faire Leadership (LF): This is described as the avoidance or absence of leadership in an organization. It is seen as the most ineffective style of leadership (Bass 1998) Furthermore, it

represent a non-transaction where actions are delayed and no decision made and the responsibility of leadership and authority remains ignored or unused as opposed to transactional leadership (Bass & Riggio 2006)

Transactional Leadership: Transactional leadership is the type of leadership driven by external contingencies in which leaders and followers rationally pursue their own self interest in contrast to the transformational leadership that is internally directed and their vision is to achieve a better future. Transactional leadership style is characterized by contingent reinforcement. On the other words, transactional leadership is the kind of leadership that occurs when the leader rewards or chides his followers depending on the followers' performance i.e. the reward or response of the leader is dependent on the input the followers has put into the given task. According to Bass & Riggio (2006), contingent reward could either be positively rewarding or negative in the form of management by exception active and passive (MBE-active and MBE-passive).

- **Management by exception (MBE):** In organization where varying leadership styles are seen, management by exceptions build its root in the leadership followership relationship (Ciulla 2000). It is a form of corrective transaction that tends to be ineffective compared with transformational leadership. It is a transactional leadership approach where the leader could play an active or passive role (Bass & Riggio 2006). According to these authors, the active monitoring of mistakes and errors in the followers' assignment taking corrective actions deemed necessary or preventing the occurrence of such is active management by exception while passive management by exception implies the leader's waiting passively for followers to make mistakes and error and then takes corrective actions.

Bass & Riggio (2006) in their research conclude that in different situation and instances leaders sometimes must practice passiveness when required to supervise large numbers of subordinates who reports directly to the leader while active management by exception could be effective in some situation when safety is paramount and important. The development of active management by exception in organization leads to a higher form of transactional leadership known as contingent reward.

- **Contingent Reward (CR):** It is a constructive form of transactional leadership that was found to be reasonably effective in achieving higher developmental performance and level (Bass & Riggio 2006) although not as much as any of the transformational leadership components. According to Bass (1998) and Bass & Riggio (2006) it involves leaders assigning or accepting followers' agreement on what needs to be done with commitment or rewards offered in exchange for followers' satisfactory performance. In split terms,

contingent reward could either be categorized as transactional when the reward is material such as gift or bonus or could be termed as transformational when the reward is psychological, for example praise (Avolio et al. 2003)

The recent and ongoing need in leadership to fulfil new and emerging wants of successful organization that survives under extreme pressure or change has given rise to transformational leadership concept (Yukl 2008; Bass 1998). In crises situation subordinate expects the leader to be more directive, assertive and decisive, looking forward to the leader to show initiative in identifying or defining the problem, working out a solution, directing the group's response and keeping subordinate informed and active about every events (Yukl 2008). The responsibility in demand during such situation makes transactional leadership less incapacitated resulting in the transformational leadership model as an effective active range of leadership. Having highlighted the full range leadership model, we introduce the concept of transformational leadership from its background to give a clear understanding of the concept and its development.

3.1 BACKGROUND TO TRANSFORMATIONAL LEADERSHIP

The field of leadership has extensively been studied and researched upon, much research has been conducted and there exist various literatures referring to different aspects and perspectives. There is also an explosion of interest in the leadership arena with new stories each day in the news print and media discussing issues and instances of the crop of leaders be it successful leadership or significantly the failure there of (Bass & Riggio, 2006). The ongoing financial crises and economic meltdown has exposed in total like never before the kind of leadership that has existed within the business world, leaders giving account of their stewardship and a tone set for the emergence of transformational leaders to help steer the economy in the right direction.

Even though political scientist, sociologist and historians have recognized for a long time leadership that went beyond the idea of a social exchange between the leader and followers, transformational leadership as a concept can be traced to James Macgregor Burn's (1978) conceptualization of leadership as either transformational or transactional. Burns (1978) noted that politicians for example lead by "exchanging one thing for the other" while in the same vein, transactional business leader offers rewards for productivity or deny for the lack but transformational leader stimulate and inspire followers to both develop own leadership capacity in the process of achieving extra ordinary outcomes.

3.1.1 DEFINITIONS OF TRANSFORMATIONAL LEADERSHIP

The term transformational leadership was first coined by Downtown in 1973 (Northouse, 2004) but Burns(1978) was instrumental in its emergence as an important approach in leadership and he defines transformational leadership as a process in which “**leaders and followers make each other advance to a higher level of moral and motivation**” while Bass (1998) sees transformational leaders as those who “help followers grow and develop into leaders by responding to individual followers’ need, empowering them and aligning the objectives and goals of the individual followers, leader, group, and the larger organization, moving followers to exceed expected performance as well as leading to high level follower satisfaction and commitment to the group and organization”

Northouse (2004) on the other hand defines transformational leadership as a “process that changes and transforms individual i.e. the ability to get people to want to change, to improve and to be led. It involves assessing subordinate motives, satisfying their need and valuing them”. Furthermore, Organ et al. (2006) induced that transformational leadership “get followers to perform above and beyond expectation by articulating visions, providing an appropriate role model and fostering the acceptance of group goals through individualized support, intellectual stimulation and expressing high performance expectation.

In summing up the definitions of transformational leadership Bennis & Nanus (2007) interprets it as a form of leadership that “creates institution that can empower employees to satisfy their need and move them to higher degree of consciousness such as liberty, justice and self actualization”.

3.2 COMPONENT OF TRANSFORMATIONAL LEADERSHIP

In relating transformational leadership on contained in the full range leadership model, we present our explanation of the component of transformational leadership.

In characterizing a transformational leader Bass (1998) in earlier studies proposed four factors: charismatic leadership or idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Through several other feedbacks and more research work, the factors became four components of transformational leadership namely: Idealized influence (II), Inspirational motivation (IM), Intellectual stimulation (IS) and Individual consideration (IC). These four components became and are still the major building blocks or base for many research and analysis in the field of transformational leadership by other authors (Avolio et al. 1999). The impact

of the components in defining a transformational leader needs to be understood and appreciated even though there are critics (Yukl 1999; Currie& Lockett 2007) of the concept. We would attempt to understand these four components as a recipe for performance beyond expectation.

- **IDEALIZED INFLUENCE:** This is somewhat the highest level of transformational leadership in that transformational leader is seen to provide communal design of vision, purpose, values and norms that provides meaning to the work. Leaders that possess idealized influence are seen as mentors by their followers. They behave in ways that allow them act as role model for their followers. Followers in turn respect, esteem, identify with their leader and want to emulate them. Bass & Riggio (2006) indentified two aspects to idealized influence; the leader's behaviour and the element attributed to the leader by other associates and the followers. The leader 's emphasis on the importance of collective sense of mission represents idealized influence behaviour while the leader reassurance to others that obstacles will be overcome is a sample item that portray idealized influence attributed factor.

The ability to lead is to have the capacity to influence others in the accomplishment of a given task or mission, though by influencing the leader can use the strength from others. In addition, leaders possessing a great deal of idealized influence are willing to take risk and are consistent rather than arbitrary. The followers can count on the leader to do the right thing and to demonstrate the highest standard in ethical and moral conduct (Bass & Riggio, 2006).

However, limiting factors that hinder idealized influence include the degree of uncertainty, culture, dependency and personality. The capacity of leader to act as mentor or role model depends on how much of themselves they put out there to earn the trust and esteem of their followers who will be willing to apply their strength in accomplishing the shared vision.

- **INSPIRATIONAL MOTIVATION:** Transformational leader behave in a way that inspire and motivate those around them by providing meaning and challenge to their followers' work (Bass & Riggio 2006)

Hall et al (2006) describe inspirational motivation in managers as the ability to motivate association to commit to the vision of the organization encouraging team spirit to reach goals of increased revenue and market growth for the success of the organization. Transformational leader understands that to inspire people he or she has to show that they are motivated by themselves. The employment of verbal and non-verbal communication, giving optimistic view of the future are employed in providing the right frame of mind for the followers to get motivated.

Bass (1998) states that leaders clearly communicate expectations that followers aim to meet and also demonstrate their commitment to the goal and shared vision. Furthermore, combining these two components forms a combined single factor of charismatic-inspirational leadership (Bass & Riggio 2006) which is similar to the behaviours identified in charismatic leadership theory (Bass & Avolio 1993; House 1977)

- **INTELLECTUAL STIMULATION:** Stimulating followers' effort to be innovative and creative by promoting intelligence, rationality, questioning assumptions and reframing problem or approaching old situation in a different way is the third component of transformational leadership (Bass & Riggio 2006)

In this situation, the leader encourages creativity by soliciting for new ideas and creative problems from the followers who are included in the process of finding solutions to identified problems. In stimulating the followers' mind within the organization, they have to feel free to express themselves without being judged. There is no public criticism of individual member's mistake and ideas are not criticized because they differ from the leader, allowing the leader to look at the problem from many different angles.

- **INDIVIDUALIZED CONSIDERATION:** The last component of transformational leadership is that of individualized consideration where the leader pays special attention to each individual follower's need for growth and fulfilment by acting as a coach or mentor, encouraging and giving support to the followers. (Bass & Avolio 1995; Bass & Riggio 2006) This component is related to the concern of each follower within the organization. Transformational leaders see the individual follower as "Human" possessing different quality and personalities with disparate cultures. Followers also have to feel their uniqueness and differences are recognized, valued and seen as an asset in achieving higher performances. Transformational leaders help followers and colleagues develop successively higher levels of potentials by giving some more autonomy, some other firmer standards while others more task structure encouraging a two-way communication exchange and practice "management by walking around". The individualized component can be paralleled to the leader-member exchange theory (LMX) (Borowksi 1998 and Truckenbrodt 2000)

3.3 TRANSFORMATIONAL LEADERSHIP (DIRECTIVE OR PARTICIPATIVE)

While criticising transformational leadership as perceived to be elitist and antidemocratic especially when dealing with charisma, Bass & Riggio (2006) in analysing other authors' research for example Weber (1947) stresses that a charismatic leader directs followers out of crisis with radical solutions and an inspirational leader is seen to be highly directive in means and methods in relation with their followers according to their different need for growth. However, transformational leadership could share both developing of vision and ideas democratically and collectively encouraging a change process that includes participation. In other words, it can be directive as well as participative.

Table 3.1 as adapted from Bass & Riggio (2006) shows exemplary illustrations in the form of statements as to how each of the leadership style in the full range leadership model can be participative or directive depending on the context in which it is been used. It illustrates from Laissez faire non leadership behavioural tendencies through transactional leadership component to what transformational leadership component means in practical terms within organization.

	Participative	Directive
Laissez-faire	"Whatever you think is the correct choice is okay with me."	"If my followers need answers to questions, let them find the answers themselves."
Management-by-exception	"Let's develop the rules together that we will use to identify mistakes."	"These are the rules, and this is how you have violated them."
Contingent reward	"Let's agree on what has to be done and how you will be rewarded if you achieve the objectives."	"If you achieve the objectives I've set, I will recognize your accomplishment with the following reward..."
Individualized consideration	"What can we do as a group to give each other the necessary support to develop our capabilities?"	"I will provide the support you need in your efforts to develop yourself in the job."
Intellectual stimulation	"Can we try to look at our assumptions as a group without being critical of each other's ideas until all assumptions have been listed?"	"You must reexamine the assumption that a cold fusion engine is a physical impossibility. Revisit this problem and question your assumption?"
Inspirational motivation	"Let's work together to merge our aspirations and goals for the good of our group."	"You need to say to yourself that every day you are getting better. You must look at your progression and continue to build upon it over time."
Idealized influence	"We can be a winning team because of our faith in each other. I need your support to achieve our mission."	"We can be a winning team because of our faith in each other. I need your support to achieve our mission."

Table 3.1 illustrates thematic statement showing that transformational and transactional leadership can either be directive or participative. (Source: Bass & Riggio 2006)

3.4 PROCESSES OF TRANSFORMATIONAL LEADERSHIP

According to Bass & Riggio (2006) in becoming a transformational leader, the leader has to be involved in different processes that include the components of transformational leadership some of which are identified below.

3.4.1 Process of building followers' commitment and inspiring followers:

The different component of transformational leadership can help build followers commitment to the leader and the vision. In idealized influence the need to want to identify with the leader emotionally leads to identifying the goals, values and interest of the leader thereby creating a role model like figure. A role model leader who consistently behaves and enshrines his or her values can easily build commitment in a group or in organization's value (Bass & Riggio 2006). The leader can also inspire the followers using inspirational motivation that is building emotional commitment to a goal or mission. Excitation, be it physical or emotional is aroused in the process and the leader moves the follower to work and consider the moral values involved in their duties as a part of the unit.

3.4.2 Process of gaining followers loyalty:

The process of gaining followers loyalty which is a continuation of commitment is multi-faceted. Leaders can gain followers loyalty by fostering followers' commitment to the team, the leader and the organization. This can be done successfully when an effective leader is able to align the facet of commitment to show that the basic goals and values of the follower, the group, the leader and the organization are in basic agreement (Bass & Riggio 2006; Kark & Shamir 2002) The role of charisma would help to understand the process in the sense that the leader gain followers loyalty when he "walks the talk", delivers on his promises and successful in gaining follower commitment to the shared collective dreams.

3.4.3 Process of creating followers satisfaction:

In the analysis of the research by Dumdum, Lowe & Avolio (cited in Bass & Riggio 2006) on transformational leadership and follower's satisfaction, Bass & Riggio (2006) following the strong and consistent finding conclude that transformational leader has more satisfied followers than non transformational leaders. Leaders who are inspirational show commitment to a vision or cause in the organization and challenge their followers to input and think, showing real concern for them can create satisfaction among the follower. In other words, leaders who contingently reward his or her

followers would have more satisfied followers though this cannot be linked to other outcomes or better unit performance.

3.5 ELEMENTS OF TRANSFORMATIONAL LEADERSHIP

The success of the process outlined above depends on other elements that the transformational leader has to consider three of which are:

- Trust
- Empowerment and efficacy
- Emotions

These three elements are embedded in the leader-subordinate relationship (Ciulla, 2004). Trust of the followers is gained when a transformational leader maintains integrity and dedication, by being fair to their treatment of followers and by demonstrating their faith in the followers by empowering them. Bass & Riggio (2006) argue that transformational leader empowers followers to perform their duties independently and creatively and that this empowerment results in followers feeling more effective and in turn leads to both greater follower commitment and better group performance.

Furthermore, Dasborough & Ashkanasy (2002) assert leadership as an emotional process in which leaders display varying degree of emotions to evoke followers emotional reaction which can be particularly true for transformational leader who uses inspirational motivation to encourage followers.

3.6 IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP

Transformational leadership by itself is meaningless without implementation. According to Bass & Riggio (2006) there are several activities in which transformational leadership is implemented some of which are outlined in the following themes:

3.6.1 Transformational leadership and coping with stress and crisis

In stress situation for example, business start up ventures, mergers and acquisitions and new competitive challenges to name a few there abounds uncertainty, volatility and turbulence transformational leader are seen to help subordinate deal with the stress and its concern. They transform personal concern into effort to achieve group goals supporting and providing encouragement and also seen to be proactive rather than the reactive transactional leadership (Bass & Riggio 2006)

3.6.2 Transformational leadership and developing leaders

This is regarded as a core element of transformational leadership in that the leader is seen as been able to influence their subordinate and enhance their capabilities to lead and view themselves as active followers within the organization. They act as role models encouraging learning and self development, self confidence and personal identity as supposed to transactional leadership who reward subordinate for work done and exchange performances for reward. (Bass & Riggio 2006)

3.7 OTHER PERSPECTIVES OF TRANSFORMATIONAL LEADERSHIP

3.7.1 Bennis & Nanus

Summarising Bennis & Nanus (2007) perspective on transformational leadership is that of a leader with clear vision of the future state of their organization. The vision is usually simple, realistic, attractive and believable and the compelling nature of the vision touches the experiences of the followers aligning them toward supporting the vision of the organization. According to Northouse (2004), Bennis & Nanus (2007) explained that the presence of a clear vision in the organization makes it easier for individuals and followers to fit in with the overall direction of the organization and the society at large. Furthermore, the emergence of the vision originate from both the leader and the follower even though the leader may play a large role in articulating the vision, for it to be successful the vision need to grow out of the needs of the entire organization and be supported by it.

Another component of their research identified transformational leaders as social architects that create, shape and form shared meaning that is maintained by individual within their organization. They are able to chart and communicate new directions that can transform the organization norms and values.

Trust is a component identified by Bennis & Nanus (2007) as a transformational leadership trait in that for the leader to transform the organization, he or she must build trust by articulating a direction and being consistent in implementing the direction. Trust in their words has “to do with being predictable and reliable” they found that when trust is established in the organization, it gives the organization a sense of integrity and healthy identity. Another trait identified was that transformational leaders used creative deployment of self through positive regard in that the leaders admitted and recognize their competences, emphasizing their strength rather than weakness and were also able to fuse a sense of self with the work at hand. Bennis & Nanus (2007) found out that positive self regard had impact on followers feeling of confidence and high expectation and because the leaders in their study were committed to learning and development, there was consistent emphasis on education.

3.7.2 Tichy and Devanna

Tichy & Devanna (1986 and 1990) as quoted by Northouse (2004) studied transformational leadership by CEO of large corporation. The authors' interest was in understanding how organization changes or are transformed more particularly how these leaders carry out the transformational process.

In their quest to find answer to the research objectives they embarked on finding how leaders worked under conditions that were brought about by rapid change in technology, competition and increased interdependence with economies from other countries.

From the empirical analysis they suggested that the path of transformation is a three act process:

First is that transformational process involves recognizing the need for change with emphasis on the tendency for organization to resist change; they see transformational leader as an agent of change in the sense that they have the responsibility of pointing out the need for change and how the change would affect the operation of organization.

Secondly, transformational leadership process requires the creation of a vision. A vision is a target that beckons (Bennis & Nanus 2007) it also refers to a future state and the transformational leader provides a bridge that leads from the present state to the future state. However, vision is constructed collectively as a result of bringing together different viewpoints within an organization.

Thirdly, transformational process involves institutionalizing change. In the researchers' view, transformational leaders are responsible for creating new structures and breaking down old ones, this process requires the leader to form new teams of employees that are suitable for the realization of the

dream and new vision. Also helping the followers find new roles within the organization enhancing new direction of the organization.

In summary, both Bennis & Nanus (2007) and Tichy & Devanna (cited in Northouse 2004) developed their transformational leadership perspectives from the various empirical studies carried out with already known and successful CEO thereby subjecting the data gathered to the respondent interviewed and their actions in transforming the organization whereas Bass & Riggio (2006) went a bit further in explaining the nature and component that can show transformational traits from a much broader perspective this justifying our choice of Bass researches as base of the study. However, we will also look at some other leadership theory that are linked to transformational leadership as a concept.

3.8 OTHER RELATED LEADERSHIP THEORY

In understanding transformational leadership, the following leadership theories are related or closely linked to the component of transformational leadership:

3.8.1 Charismatic leadership

Charisma or charismatic leadership is a leadership style that is related and closely linked with transformational leadership with cognizance of the fact that charisma is a component of the transformational leadership. The concept “charisma” is used to describe a special gift that is found in certain individuals which gives them the capacity to do extra ordinary things Weber in 1942 as cited by Northouse (2004) is known to have provided a most suitable definition of charisma as a special personality trait of define origin that gives a person exceptional powers that result in the person being treated as a leader and is reserved for a few.

According to House as cited in Northouse (2004), charismatic leaders behave in special way that has a resonance charismatic effect on their subordinate, in addition to displaying this unique characteristic, they demonstrate specific types of behaviours for example acting as strong model for the belief and values they want their subordinate to adopt. They also appear competent to their subordinate and articulate goals that have moral undertones.

There abound many examples of charismatic leaders such as Gandhi, an exemplary role model who advocated non violence in his civil disobedience fight against discrimination. Martin Luther King Jr charismatically influenced his followers ideology with the “I have a dream speech”. Charismatic leader live, breathe and talk the vision they embody gaining the trust of their followers and making

them believe in the course they stand for. Likewise in the transformational leadership concept, for the leader to influence his or her subordinate, he or she requires some form of charisma in articulating the vision and goal of the organization. One component of the transformational leadership concept is idealized influence that is closely related to the charismatic leadership theory.

3.8.2 Leader Member Exchange

The leader member exchange theory first described couple of decade ago in the work of Graen in 1976 as contained in Northouse (2004) review of leadership theory and practice describes leadership as a dyadic relationship that the leader forms with each of his or her subordinate. This relationship commences as soon as a person joins the group, the leader assess the subordinate abilities and talent and offer them opportunities to demonstrate their capabilities. The leader also takes part in informal negotiation whereby a role is created for the subordinate making trust building an important aspect in the relationship. With this role, the leader and subordinate establish a routine of ongoing social exchange that allows them give and make sense of issues within the organization and communicate effectively. So also is the concept of transformational leadership that requires leaders to put the need of the followers first, motivating and encouraging them to search inward and believe in themselves. This individualized motivation helps the subordinate to achieve higher goals and increase performance.

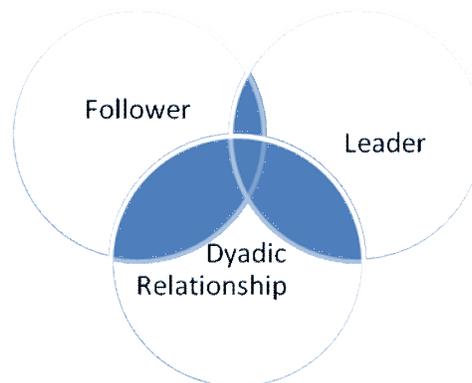


Figure 3.2: Dimensions of leader-member exchange theory (Northouse 2004)

3.8.3 Transcendent leadership

Recent research conducted in the field of strategic leadership in dynamic environment by Crossan et al (2008) identified transcendent leadership as a kind of leadership that revolves around the three important part of the organization namely: the leader, the subordinate and the organization.

A “transcendent leader is a strategic leader who leads within and amongst the levels of self, others and the organization.

Figure 3.3 shows the form of leadership that embodies the leader leading himself or herself by example shown to his or her subordinate and leading in the organization in a way toward a shared vision. In relating it to transformational leadership, the leader first must believe in him or herself there and then he or she can articulate the vision clearly to his subordinate and move the organization toward success.

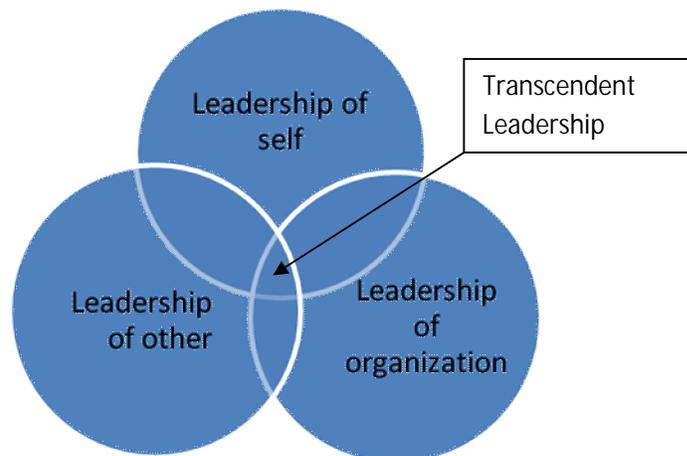


Figure 3.3: Transcendent Leadership: Strategic leadership within and amongst three levels (Crossan et al. 2008)

3.9 THE OTHER SIDE OF TRANSFORMATIONAL LEADERSHIP

Transformational leadership has the potential to be used counterproductively and it is not always used in a positive way (Northouse 2004) considering that it builds on strong moral influence of the subordinate. In their explanation, Burn (2003) highlighted the “Hitler problem” as an emblematic issue which arise at every leadership study class in the last decade. This gave rise to intellectual debate about true meaning of leadership based on the fact that Bass (1998) initially considered transformational leadership as any fundamental change without regard to morals and values. He considered people like Jim Jones, David Koresh and Hitler though brutal and immoral as having

fulfilled the definition of transformational leadership. However, the intense debate resulted in classification of the term “leadership” for the forces of good and others terms such as tyrant or despot as descriptors for normative behaviours.

Furthermore, it is imperative to note that transformational leadership is not to be seen as always positive or the perfect form of leadership in that it also has its fair share of weakness and potential to be abused. Understanding the transformational leaders affect on his or her subordinate psychologically and the leaders response to the followers, Burns (2004) argues the central problem in transformational leadership is the charismatic nature of this form of leadership which poses a significant risk to organizations because it can be used for destructive purposes. According to Howell & Avolio (1993) **“History is full of examples of charismatic individuals who used their influence and power to lead people to evil end”** thus transformational leadership put a burden on organization to be aware of the direction they are being influenced or asked to go.

3.9.1 Criticism of transformational leadership

First of all, transformational leadership is seen to lack conceptual clarity in that it covers a wide range of themes such as vision, motivating, trust, nurturing etc thus create difficulties in defining exactly the parameters of the concepts. There are substantial overlaps between the four components that suggest the dimensions are not clearly stated (Tracey & Hinkin 1998) also stated is the synonymy of transformational leadership with other conceptualization of leadership such as charismatic leadership (Bass 1998) even though charisma is only one component of transformational leadership.

Another criticism is in the measurement of transformational leadership in that the validity of the tool Multifactor leadership questionnaire (MLQ) used in measuring has not be fully established raising questions about the MLQ and the clarity of the transformational leadership model. Bass & Avolio (1993) criticised the concept as being elitist and antidemocratic because the leader often play direct role in effecting change and vision, it gives an impression that the leader may be acting independently of his or her subordinates moreover this criticism was refuted by the author in the subsequent editions (1999) by giving insight into the participatory and directory form of transformational leadership as well as democratic and authoritarian form; However this criticism raises valid question about the concept.

Yukl (1999) in his research argues that transformational leadership suffers from a “heroic leadership” bias stressing that it focuses primarily on the leader’s ability to move followers to do

exceptional things but failed to give attention to reciprocal influence of followers on leaders or shared leadership.

Northouse (2004) summarises his criticism of transformational leadership and the possibility of it being abuse arguing that while transformational leadership is concerned with changing people's lives and chartering new course of vision, he questions the right of the leader in determining their proposed direction as better and more affirming where there are possibility of the leader charting a non- redeeming sets of values or bad vision for the followers and the dynamics of how the followers can challenge the leader as not fully understood.

In conclusion, the attempt made in explaining how leadership concept has evolved from non-absence (*Laissez-faire*) and non-participatory form of leadership through active and passive form of management to a more participatory, bold and satisfying form of leadership. Transformational leadership shows that individual personality is as much important as the motivation of leaders at different stage to develop their skills and progress to a more effective form of leadership within the organization.

The interest of individual leader and the hope of sustaining good leadership may sometime result in the leader contacting professional like consultant to provide competence that may be needed when the leader identifies his or her interest. In attaining efficiency and success, this may prompt the organization to employ the service of an outside professional. The possible roles that the professional might play form the interest of the research. However, a brief overview of what consultant is and consultant in the scope of our study.

3.10 AN OVERVIEW OF CONSULTANCY IN GENERAL

There is a general acceptance that business or management consultancy first appeared at the beginning of the twentieth century and due to its numerous forms it is a difficult process to define. The Institute of Management Consultancy while trying to agree on an official definition describes management consultancy as a "service provided to businesses, public and the other undertaking by an independent and qualified person" (IMC cited in Mcharty & Robinson 1998; Kakabadse et al 2006) although the official definitions does not refer to the roles management or business consultant play.

According to Greiner & Metzger (1983, p.7) as cited by Kakabadse et al. (2006) in understanding clearly what business consultants are defines it as an "advisory service contracted for and provided

to organization by specially trained and qualified person who assist in an objective and independent manner. It is about identifying management problem in clients' organization, analyse such problem, recommend solution and help when requested in implementing the solutions." These definitions have a number of point worth highlighting in that management consultancy requires specific skills and specific level of knowledge in order to assist client identify the problem they face.

On the other hand, another definition proposed was by Berry & Oakely (1993) referring to business consultancy as a process of acquiring and sharing knowledge. They characterize business consultant as acting in form of "a bridge and a structure to knowledge creation and knowledge application". The past decades have witnessed "extra ordinary expansion in management consultancy" (McLarty & Robinson 1998, p.256) but it is imperative that business consultancy be distinguished from other practices "service providers" who also term themselves as consultants.

Mentorship: This is frequently assimilated to consultancy in concept as a "process in which an experience veteran helps guide or shape a newcomer" (Brown 1990) it is a relationship that exists between a mentor and his protégé. Although similar characteristics are present between mentoring and business consultancy, the former involves promotion of idea and upward mobility that is lacking in business consultancy concept (Applebaum et al. 1994 as cited in Kakabadse et al. 2006)

Counselling: Another practice often linked or misunderstood with business consultancy is counselling. Counsellors are not usually management consultants and not often in a strong position to assess organization's wellbeing and its resulting employees (Carroll, 1995) the author argues that the main difference between a counsellor and a business consultant is that counselling involves a more interpretive rather than analytical approach, even though business consultant sometimes need to adopt a reflective approach it cannot be considered as a core element of their role.

Coaching: Kakabadse et al. (2006) found blurred boundary between consulting and coaching as a result of coaching been in fact part of the consulting process but argues that coaching involves more emotional and relational approach while consulting mainly deals with analyzing and solving complex issues.

3.11 ROLES OF BUSINESS CONSULTANT

The nature of services and the roles of business consultant are somewhat complex and distinct. There are many studies conducted on the perceived role of business consultant but in understanding these roles lies the questions why companies employ the services of external professional which will help provide insight to these roles.

3.11.1 ORGANIZATIONAL UNCERTAINTY

It can be deduced from several literatures that manager's uncertainty towards the dynamic and fast changing environment is a core reason for the demand of consulting services. The existence of an organizational condition that requires change and justifies the intervention of an external professional an idea supported by Wittreich's (1966) study cited in Kakabadse et al. (2006) notes that "clients who often wishes to purchase professional service sense he or she has a problem but uncertain as to what the specific nature of problem really is". Furthermore, this feeling of uncertainty is considered to be the root of the demand for consulting services.

Summarizing the study conducted by Bludson (2002), Sturdy (1997) and Massey (2003) cited in their research as well as Kakabadse et al. (2006) suggest that the consultancy industry exist as a result of presence of persistent organizational and management problems that creates uncertainty in the atmosphere and exerts pressure on managers to be perceived as acting both rationally and innovatively which in sense leads to the first role of management consultant as providing clients a re-assuring sense of control aimed at reducing uncertainty that exist within the organization. In other words, business consultants are compared to therapist who helps managers to be relieved of the anxiety that hinders them from efficiently performing their duties.

A useful set of metaphor aimed at providing better understanding of the roles of consultant is the response of three different consultants when asked to describe their roles with the use of metaphors. The first compared his role to that of a pilot of a ship undertaking a voyage, the second compared his role to that of a gardener taking care of the eco-system whereas the third opted for the role of a guide this demonstrating the role of business consultant can be subjective and makes it bit difficult to define in plain terms.

The literature suggests different thoughts regarding the roles of business consultant, some consultants argue that they fulfil mainly a single role while others consider that consultant fulfils a number of roles that he or she judges appropriate for the situation, the client and in his or her own style. Adapted by Kakabadse et al.2006), furthermore, the variety of role depends on the demand of

the situation as well as it been a process where the client and consultant equally participate and benefit.

Kakabadse et al (2006) as shown in table 3.2 made a summary of differing perceived roles of business consultants as deduced from different research study.

Author	Focus	Relevance to the research
Argyris and Schön (1996)	Consultants as agent of change	Business consultancy is a process through which organizations learn. Business consultants are perceived as agents of change
Kaarst-Brown (1999)	Role of consultants	There are five symbolic roles of the external consultant. External consultants when called in to work on an assignment are actually being manipulated by their client, whose agenda has already been set in advance
Kinsely (1979)	Role performance fluctuation	In business services, one must be aware that employees' and managers' efficiency fluctuates on a day-to-day basis
Kubr (1996)	Role of consultants	Consultants have two basic roles: resource role and process role
Lindon (1995)	Role of consultants	Consultants' role is to help managers to understand their problem, while not being responsible for solving it.
Lippitt and Lippitt (1986)	Role of consultants	There is no established role in business consultancy. Consultants fulfil a number of roles that they judge to be appropriate for the client's situation
McKinley and Scherer (2000)	Consultants as agents of change	Consultants' writing on organizational changes drive top executives to restructure organizations. Consultants are agents of change.
Pellegrinelli (2002,p.353)	Consultant/client relationship	Investigated the interplay and tensions of consulting interventions
Schein (1988)	Role of consultants in the consultancy process	There are three types of consultancy: the expert, the doctor/patient relationship, and the "process consultation". Schein focused his research on the role that "consultation process: plays on organizational development.
Steele (1975)	The learning process in consulting	"Learning is the essence of consulting" (Steele, 1975, p. 190)
Walker and Massey (1999)	Skills transfer in consulting	Business consultancy is about transferring skills to both organisations and mangers.
Williams (2001)	Client's role in consulting	Consultants' esoteric language gives meaning to concepts and actually helps managers to understand better the problems they are facing

Table 3.2 presents differing perceived roles of business consultants presented by Kakabadse at al. (2006)

4 THE EMPIRICAL DATA AND FINDINGS

In this chapter, we present the cases, an overview of the empirical data process and the finding from the respondents interviewed. The empirical findings are obtained from two consultancy firms Pareto 80/20 based in Malmö in south of Sweden and Kontura International in Stockholm respectively.

4.1 CASES

4.1.1 Case: 1 Pareto 80/20

Pareto 80/20 is consulting company which has its head office in Malmö and training centre at Ideon Science Park in Lund. The name “Pareto 80/20” comes from Pareto principle that focus on simple concept, “all efforts does not give the same results.” One example of this idea is “20% of customer accounts for 80% of profits.” This concept can be adapted to both the individual and team development processes. Thus, most of its clients are employees and companies in Ideon which need consultants to train them to fit in the business environment. At the same time, Pareto also focuses on clients that are international companies which have their headquarters in Malmö or Copenhagen, Denmark. One core perspective is the focus on 20% which is developed to sum up 80% client’s improvement and effects. In practice 80% of the results flows from 20% of the causes.

Focus + Balance + Inspiration = Effect

Pareto offers wide ranges of services from personal development to team building processes. First, 80/20 analysis is used to find critical point for development. Then, the clients can ask Pareto 80/20 involve their development processes as a coach. Moreover, Pareto 80/20 also helps clients improve sale efficiency and incremental customer service. The clients will advance learning processes in short time with simulation seminars. In addition, usually Pareto is asked to be an emulsifier or a catalyst in project management processes. Finally, development benchmarking is one of the Pareto 80/20 services as well.

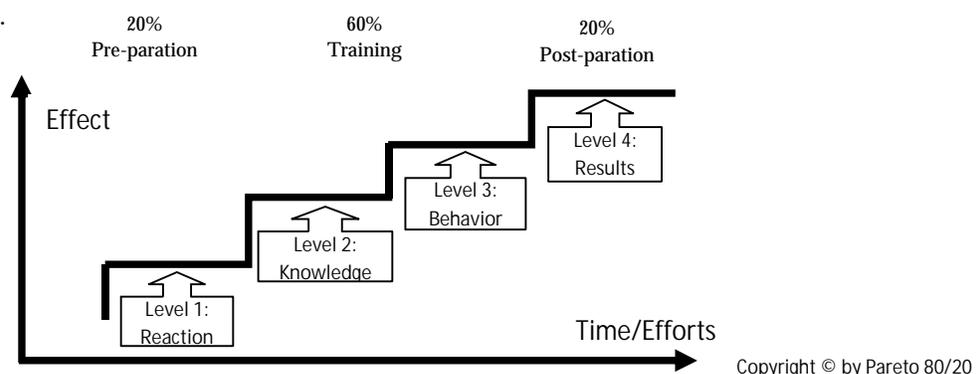


Figure 4.1: pictorial representation of Pareto 80/20 concept

4.1.2 Case: 2 Kontura International (The road to sustainable change...)

Kontura International was founded in 1975 making it one of the oldest consulting companies in Sweden. Its competences are on human development and relationship in working environment, processes and solutions that focus on both the business and its employees. Their focus also reflects an integrated approach with emphasis on both “soft” and “hard” issues and perspectives within organization with clarity on implementation. The consultants are equipped with sound theoretical background as well as exciting working experiences in different fields and capacities which give them the scope and interaction required in organization from both business and human point of view.

Their methods and focus covers Change management, mergers, learning processes, organizational development, operational development, cultural development and globalization, management development as well as group development. Their product and tools include cultural diversity®, that is trademark cultural competence life and career planning most important are the tools they developed some of which are

- TMS - Team Management System
- The Managerial profile -360 feedback
- The Communicator
- The Climate Survey

During the years, Kontura has been involved in assignment that spread evenly between the public and private sector within Sweden and the Western world. They help clients with implementation of changing processes due to mergers, globalization and increased diversity in organization which put higher demand on organizational managers to make right decision in the short and long term. They also help their client with implementing change with established strategies bearing the whole organization in mind. Kontura International develops their own unique concept through their work in collaboration with students at university.

Our perspective on the consulting company of choice is based on interaction during the meeting and through the management consulting course module. The student project shows high degree of understanding of the consultant’s core value in the area of sustainable leadership. However, we may not be able to ascertain the success rate of our choice companies but based on our observation and relationship with the organization, they are appropriate source of knowledge.

4.2 DATA GATHERING PROCESS

Empirical data for the purpose of the research study were gathered by means of unstructured open ended interview consisting of the pre-interview, interview and the post interview. The duration of each individual interview ranges from 20-80minutes. The setting of the interview was in the respondents working environment, the respondents are senior partners in their respective firms. In total, three individual interview and one group interview consisting of 2 respondents were conducted. The main interview session was recorded with the consent of the respondent.

The pre-interview session availed the interviewers and the respondent time to familiarize and understand the purpose of the research and set a base for the response to each of the research question. In conclusion, the interview was intellectually stimulating and interesting and the findings are presented based on the respondents' response to each research question and analysis and reflection on the research's conceptual framework.

4.3 FINDINGS

RQ1: what is the nature of transformational leadership that takes place within organization from your perspective?

Respondent 1

- Unaware process where manager usually focus only on results or effects and not much of issue.
- Developing process.
- Sense making process “Asking question and understanding issues”
- Collaborate work
- Processes influenced by cultural context
- Approach process that hit in the emotional side

Respondent 2

- Knowledge process rooted in competency
- Changing process i.e. change in attitude, work spirit and satisfaction
- Process focused within organizational messages
- Process that involves communication and individual focus
- Process that effects the Swedish style of management

Respondent 3

- Collective process that involve both the leader and the subordinate
- Developing process that has seem increase in transformational traits within the last few years.
- Leaders need to be aware of transformation more than before

Respondent 4

- Hand in hand process that involve both emotional and political leadership
- Prerequisite for organizational success.

The aim of the research question is to gain insight into the consultant understanding on transformation within the organization they have worked with and what in their opinion they regard as possible transformation

RQ 2: What are the possible roles that consultant can play within processes that lead to transformative behaviours?

Respondent 1: Consultant act as role model

- Opening up a process rather than expert telling them what to do
- Show them the tools and helping them raise questions
- Give them courage and use of experience and humor
- Create a working situation
- Roles that consultant play are dependent upon clients' acceptance on type of approach
- Guide not giving them answers but help them through thinking processes
- Indirect roles as asking the client what role they want the consultant to play

Respondent 2: Consultants play many roles

- Coach working within a part or the whole organization
- Inspector leading or following process
- Observer from inside and outside perspective
- Facilitator that helps the transformational process start
- Monitoring role to find subordinates' thinking or emotion

Respondent 3: Consultants also play many roles

- Teacher
- Helper in getting the leaders manager get motivated
- Act as agent to help equipping leader to play his role
- Coach individual to find out his/her own desire

Respondent 4: Consultants also play many roles

- Trainer to increase client capacity
- Coach to shift emotional frame or political frame of reference
- Commentator to stress importance of vision or focuses
- Guide role for management teams
- Supporter rather than director
- The delivered ability is subjective and personal

RQ3: What are the possible roles that consultant play within the frame of the leader and subordinate relationship?

Respondent 1:

- Consultant can act as the “glue” between until its functions effectively
- Consultant can create awareness on how they act to each other
- Help them communicate
- Create and conclusive environment for reflection and bonding.

Respondent 2:

- Consultant can act as “the bridge” between the leader and subordinate
- Medium for communication
- Create arena or conclusive environment for management employee relationship
- Act as catalyst to make relationship effective
- Communication improvement role
- Act as coach for manger in development skills
- Act as coach for subordinate in sense making process

Respondent 3:

- Consultant can act as coach for leader and subordinate to improve communication
- Catalyst in understanding co-operation and efficiency
- The relationship depend upon leader and subordinates then consultant normally should not step in the relationship

Respondent 4:

- Consultant plays a “guiding role” that is possible link to open awareness of communication.
- Consultant should be careful in playing direct role in the relation.

5 CRITICAL ANALYSIS

5.1 CONCEPT OF TRANSFORMATIONAL LEADERSHIP FROM CONSULTANT'S PERSPECTIVE

This paper focuses on roles of consultant within transformational leadership. Thus meaning of transformational leadership from consultant's perspective should be considered in order to avoid confusion that may occur from definition of the word. Each case interview comes out with its own definition of transformational leadership. The authors had to clarify and complete some fragments of the definition by concluding all case interviews based on the theoretical framework. We decided to illustrate this definition as a step-by-step of emerging transformational leadership in organization.

Leaders and subordinate are human and humans possess emotions. The transformational process is a process where leader tries to influence emotions of his or her subordinate in making them happy to work by themselves. The goal of influence has to be based on positive ideas which are also known as authentic transformational leadership.

Even though from the psychological perspective, some of the respondent did not agree with the transformational leadership concept in that leaders should not control every emotion of the subordinate however there they are all in agreement that leaders should create vision as a symbol for their subordinates to follow.

Also setting out to investigate what role consultant may play within the leader-subordinate relationship, it was ascertain that the consultant do not interfere within the relationship rather they give support to their client and the client in turn takes the initiative to improve the relationship in the way that enhances transformational possibilities in the organization.

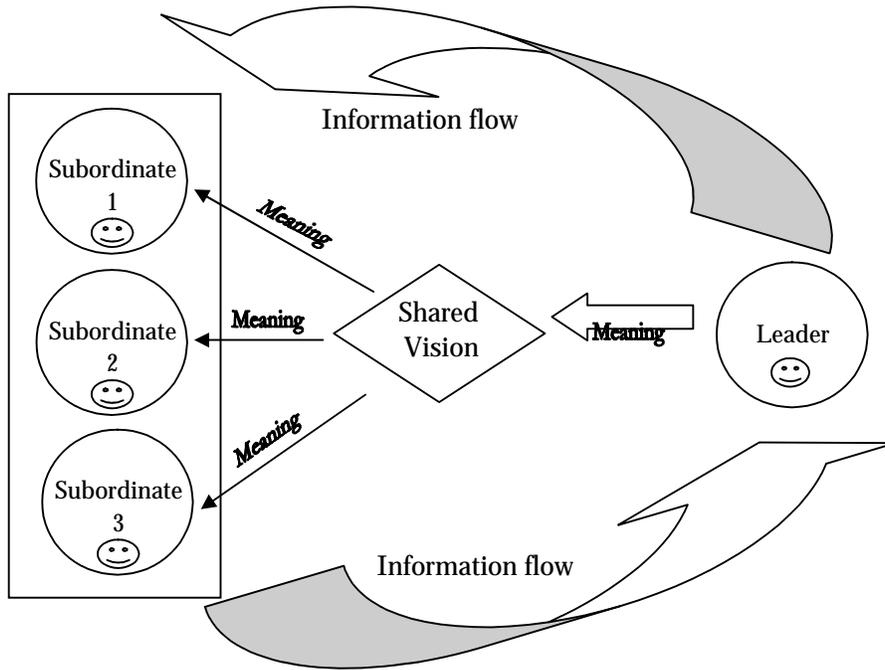


Figure 5.1: Picture shows how transformational leadership lead subordinates.

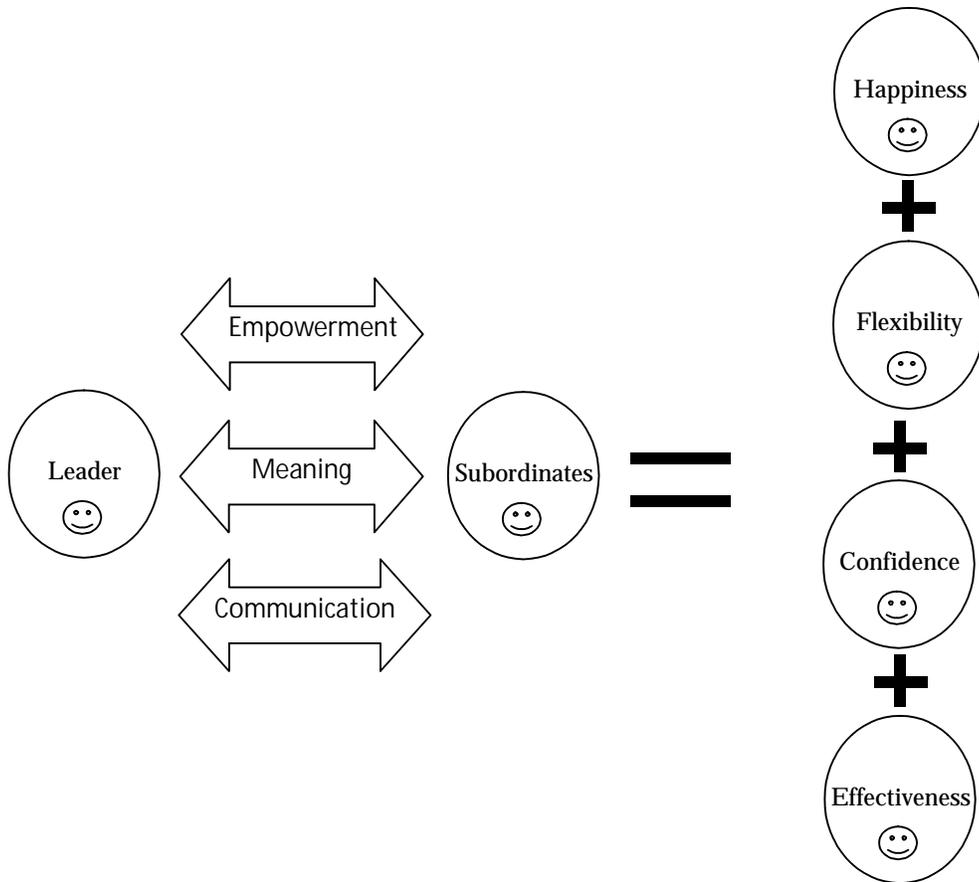


Figure 5.2 Picture presents outcomes of implementation transformational leadership

5.2 NATURE OF TRANSFORMATION

In one of respondent's opinions, transformational leadership is the leader who creates new knowledge and competence in the organization or among workers. The leader focuses on changing attitude, motivating spirit and self-satisfaction of subordinates to the stage that is suitable for changes. In order to do so, the leader pays attention to the voice of employees or feedback as well. Moreover, in some case, the leader has to make his or her subordinates feel confident for the change such as show them the vision about what going to change is. Thus communication skill is important. The respondent points that at least in the short term people should be happy with their work. The leader should create focus and spirit that are agreed by their subordinates at individual level as a long plan. With the same focus point, the organization should run and develop with smooth resonance. This is why the respondent believes that his company's principle should increase efficiency of change. "Not everything is important for organization", he said. At the end of discussion, he also mentions that transformational leadership is also an important part of Swedish leadership style.

For them, they accept that transformational leadership has become more popular in organization nowadays. For them, transformational leadership is leadership that utilize collective processes that involves both leader and subordinates. Leader sees his/her subordinates as precious assets. The main processes in this type of leadership is the way the leader motivate their subordinates to be happy with their work

Another respondent informs that transformational leadership is based on co-commitment of everyone in organization. This type of leadership is fruitful in Sweden according to the way the Swedish people developed their society in last century. They were close to the development since the early stages. The respondent further explains that before transformational leadership can emerge, transactional leadership ought to exist. However, most leaders do not pay attention to it. "Usually, it is an unaware process because most managers focus on results or effects and not much on issues." The respondent also clarifies that for leader who aware transformational leadership, they truly understand how their people think and pay attention to it. People need their own reasons to do everything. "Without meaning, why I should do these", the respondent said. Thus the leader has to develop tools or techniques to deal with it. Sense making process is used in organizations to make everyone agree and collaborate on issues. The leader has to open up his or her subordinates mind to see what they have done and how they are important. Therefore, it is no specific process for transformational leadership. The process varies according to the background of the organization. The key point of transformational leadership is that the leader needs to understand the cultural context of his or her organization. Moreover, the context has to be suitable for implementation of

idea. Transformational leadership is developed from transactional leadership with caring about people's emotion within their culture context.

Prior to interview with another respondent, the respondent informed that he does not agree with the concept of transformational leadership within business area. Although, the respondent agrees that visionary leadership is important for managing business in all organization, helping people find their own inspirations may not serve with the objective of the organization because the inspiration depend on individual's interest. As business and management consultant, he or she should focus on benefits of organization as a whole. The respondent does not think that leader should influence or control subordinates' feeling because they will soon discover and may cause bad feeling to the organization. However, components of transformational leadership may be necessary for organizations' success.

Leaders need to gain insight about his or her feelings and emotions in order to understand the way to step into other people's emotions meaning they should understand their self esteem to see their value and then try to influence the thinking process of their subordinate. Leaders need to learn about their subordinate emotion by analyzing their feedback. As the respondents pointed out, leaders need to pay attention or recognize their subordinate's input. From the authors' understanding leaders need to gain the trust of the subordinate in order to get access into their emotions.

5.3 PROCESSES OF TRANSFORMATIONAL LEADERSHIP FROM CONSULTANT'S PERSPECTIVE

The definition of the processes of transformational leadership is another point that should be clarified according to consultants' perspective in order to illustrate the processes that relate to consultant's tasks. From above concepts of transformational leadership, the processes vary upon background, cultural context, and current situation of each company. Bass (1998) noted that both the source of leader power and follower's expectation directly affect the transformational leadership processes. A respondent also hands out the same idea that the processes do not concern only leader's perspective but subordinates' perspective as well. However, the processes of transformational leadership could be complicated. The authors prefer to explain the simple form of the processes according to concepts of scholars, for instance, Bennis and Nanus (2007).

To begin with, the process of empowerment helps the leader to realize and strengthen his or her power of him or her by based on his or her authority and responsibility. From the interview with one of the respondents, the consultant is used to find out what the significant leading points are

from the context of their clients. When the leader exactly knows his or her scope of power, the leader is able to fully utilize the power with efficiency. Conversely, the leader also helps others to recognise their power. “Leaders empower others to translate intention into reality and sustain it.” (Bennis and Nanus 2007) Moreover, normally the leader is expected by his and her subordinates to provide lacking competences that are necessary for development.

Another process is creating the vision. Bennis & Nanus (2007) summarized from their research, that a clearly articulated vision or sense of direction to focus the awareness of every people in organization is one of the most critical key of successful leadership. Most of the respondents agree with this thought. They noticed that not only should a created clear and widely shared vision be created but a clear mission and propose for organization is also important for successful organizations. When these elements are set up, the leader has to transfer them into the frame of reference of the subordinates. In order to create these elements, trust and communication has to be sufficient in the organization if not it might be hard to succeed in this process.

Therefore, the next process is gaining followers’ trust and loyalty. Integrity is vital to all organizations not only organization that utilize transformational leadership. This process is an ongoing process that the leader has to pay some attention. Organization must have trusted system that allows people to share their own meaning in order to create a shared vision. Moreover, working with resonance require sharing skills and competences between colleagues, thus followers do not only trust each other but trust their colleagues as well. Therefore, the subordinates have to trust that working for their organization will help them to succeed in their own goals. The leader should consider his or her subordinates as individual in order to check their emotion and gain their loyalty. One reason that one of the respondents did not agree with transformational leadership is that it is hard to obtain trust and loyalty from subordinates when the leader had helped them find their own meaning or goals. If the leader cannot find interesting outcomes for subordinates, they may leave the company or disobey the vision of organization.

Another process that we found from the consultants is management of meaning. From the interviews and Bennis & Nanus (2007), the leader is expected by the subordinates to be a role-model who has responsibility for articulating organizational values, interpreting reality, framing and mobilizing meaning, and creating necessary symbol. The leader has to communicate images of these principles to guide organizational behaviours. By managing these expectations, the leader requires high level of communication and marketing skills in order to precisely communicate these images to the subordinates. In addition, the leader needs to sustain his or her role-model ship for subordinates to be respected and followed.

In summary, the processes of transformational leadership focus on understanding individual meaning of working based on individual background and cultural context. Shared vision is used as a connecting point of willingness among people in organization. The process identified in some ways linked to one another as a base for the development of transformational abilities. Figure 5.3 shows how transactional leadership transcends and evolves through these processes into a more satisfying and effective form of leadership with respect to gaining followers support. Moreover, trust between each other and communication are always concerned by everyone. The Leader has the duty to manage subordinates' emotion and meaning and be a good representative or role model for reference by subordinates in order to generate reliable system for them.

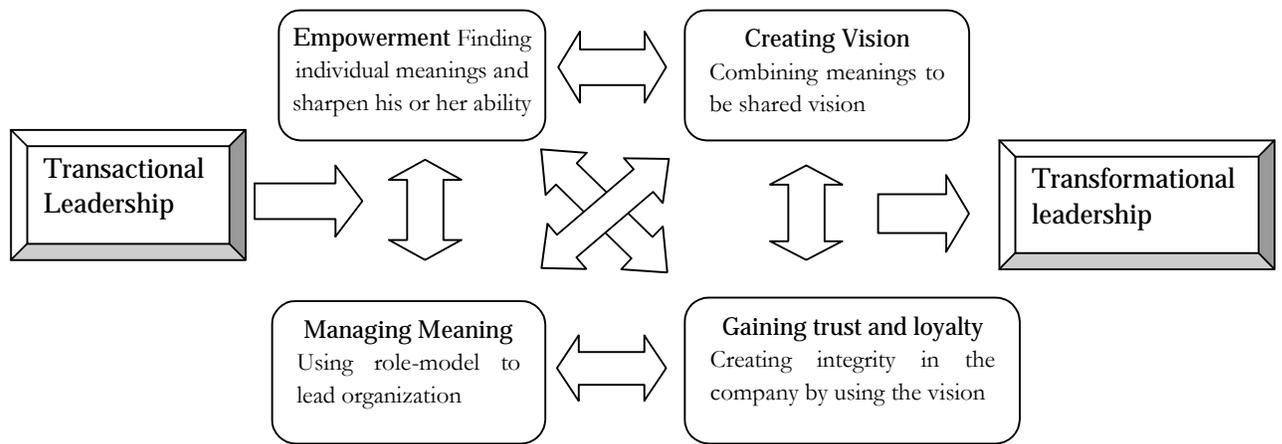


Figure 5.3 Picture shows process that develop transactional leadership to transformational leadership

5.4 Roles of consultant within processes of transformational leadership

After we interviewed senior consultants with experience of more than 10 years in Sweden, we found that each of them has his or her own style related to processes of transformational leadership according to each person's perception of transformational leadership concept. All the respondents use metaphor to illustrate the roles that they play when we asked "What are possible roles that consultant may play within transformational leadership?" Thus the authors also quote some of the metaphor in the analysis to keep the context close to the empirical data as much as possible.

5.4.1 Roles of consultant within empowerment process

All the consultants interviewed are usually asked by clients to solve certain problems in their organization. It is quite clear that some consultants focus their roles to enhance clients' capabilities according to their principle. Strengths and weaknesses are analyzed to find critical points that generate effectiveness when these points are improved. They claim themselves as experts or coaches from outside who are requested to empower clients. They do not only increase skills for clients' work but help them find out meaning of work in order to reach their goal and accomplish them.

5.3.2 Roles of consultant within creating vision process

From the empirical data, it can be seen that the consultant use several options in creating a sense of understanding of the vision and organizational culture, they assist their clients in developing or/and working toward a shared vision that is owned by all the parties in the organization. The consultant acts as a coach and observer by pointing out the importance of clear and simple vision.

5.4.3 Roles of consultant within gaining trust and loyalty process

All the respondent agreed that trust is a crucial element in transformative possibilities, in as much as they do not interfere in the relationship between the leader and the subordinate, they however can act as a bridge: The role of the consultant is minimal or none in the leader gaining the trust of his employers.

5.4.4 Roles of consultant within managing meaning process

Some of the respondents in their response to the research question explain how they help their client in making sense of issues by asking question and re evaluating their mission and core values in the organization. In transformation, the leader is empowered to see the followers as an active entity

in the organization. The leader endeavour to give sense of belonging to the followers while the follower makes sense out of the leader's direction and leadership ability

In conclusion, the consultants all stated the different possible roles they could play within the framework of transformational possibilities which are stated below:

Consultant can act as:

- ❖ Role model for leaders to understand what he or she requires to gain insight into their subordinate's thinking process such as inspiring a process of "asking questions" at the same time consultant can assist subordinate in finding a starting point to think in a new way.
- ❖ Monitors in cases where the leaders doesn't have time to understand their subordinate's emotions by asking and analyzing feedback from subordinate and assisting the leader through the process.
- ❖ A coach or guide to leaders and subordinate in form of teaching how to learn about themselves by asking questions, how to create and maintain organization's vision, provide effective communication ways and teach them how to think(Influence their emotions)
- ❖ Transformative agent: As a result of these consultants understanding their scope and competences, they all agree that the client should do the job themselves. Consultant can be said to play a crucial role as transformative agent involved in the client's process so they don't interfere with the client's job or the relationship between the leader and the subordinate. They help the leader succeed in influencing his or her subordinate to working with happiness.

Our perspective on the analysis and the deduction that could be made within the framework of the study is that there are possible transformational processes that may take place within the client and between the consultant and the client which we would take some time to discuss.

The consultant-client transformation

It was identified and established that the consultant are not the leader neither do they want to take the responsibility of leadership within the organization as the one the respondent said "guide, not giving them answers but help them through thinking process". The consultant here distinguishes their role as that of an external help and distant from the responsibilities of leadership. However, it can be said that there is a measurement of transformational process that takes place within the consultant and the client in that the consultant motivates his or her clients, at some point they act as

role model to help the client focus on specific goals, also they intellectually motivate the client by “showing them tools that help them raise questions”. The client is treated individually and the roles the consultant play is dependent on the client’s acceptance of their approach or indirect role in asking the client to tell them their role. This reflects some form of transformational abilities. On the other hand the consultant motivates the client to develop such trait and apply it within the organization. The leader in turn empowers his or her subordinates to share in his or her vision and stimulates them, creating a working situation that encourages creativity which in sense is another form of transformative ability.

5.5 ARE CONSULTANTS NEEDED IN THE PROCESS?

The authors set out to provide insight into the roles of consultants possibly play in the process that leads to transformative behaviours and in retrospect provide an understanding into the possible need for consultants within the process. Most of the respondents agreed that the process of attaining transformation is solely that of the leader or the manager in the organization and in that they the leader looks inwards and motivates his followers to maximize their potentials, developing their ability and understanding and working toward the shared goals however, some of the respondents also do not totally agree with the transformational leadership concept considering that the leaders personality might not be compatible with being charismatic or influencing and in the end asking too much from the person at the helms of affairs.

The respondents on the from their responses all think that the consultants could have roles to play by providing the tools and the guidance the leader or manager needs in utilizing his or her ability toward attaining transformation. On the one hand, the leader can initiate the process that leads to transformation individually which is all attested to by the respondent and on the other hand, they might contract the services of consultants such as business or management consultant to provide the necessary tools, environment, framework, guidance and also role model that would aid possible transition from one state to another, all dependent on the need of the manager.

The respondents as senior consultants with years of experiences sees themselves as relevant in management issues and organizational development if the leader or the manager considers such needed and the respondents drawing from past experiences they think they may have a role to play or are needed within the framework of the process however, the respondent were clear in stating that they do not ask as leaders or managers of the company but as a help toward understanding the issues, possible problems and how it can be solved.

6. CONCLUDING SUMMARY

6.1 THE RESEARCH CONCLUSION

In the concluding words, the dynamic change that is experienced in the business world and in the economy leaves organization with little or no choice than to embrace a productive and more effective form of leadership such as transformational leadership, the role the consultant might play within the process that leads to transformation if need be isn't that of a leader but as a agent of transformation. The roles of consultant as been investigated enables them adapt the component of transformational leadership in creating value and result with the client, enabling the client also to effectively manage the issues within their domain.

The peculiarity of the Swedish style of leadership is also worthy to note that as a collectivistic style of leadership, it already embodies some form of transformational component even though some of the consultant interviewed do believes in the concept of transformation others think it is a "recipe for disaster" in that it combines two distinct part of leadership which somehow requires leader to change or take a role that doesn't really fit with their personality.

6.2 LIMITATION

Just with all research, having analyzed the empirical data based on the framework of transformational leadership we admit the possible limitation of our research and its perspective. The process of transformational leadership from the perspective of the consultant may be different from that of the leader. There were sharp differences in the understanding of the concept of transformation, while some consultants believe in its effectiveness, others do not which somehow undermines the roles the consultant may play in the organization, the roles discovered are limited to the consultants that believe and apply the concept of transformation.

The choice of the research of Bass on transformational leadership as the base of our theoretical framework also can be seen to limit our understanding of the transformational leadership concept to his views rather than the broad spectrum of perspectives from others in identifying the various processes involved in transformation may also limit our roles identified to his understanding of what transformation is.

The collective nature in the leadership style in Swedish management enhances the understanding of the transformational leadership concept and it effective implementation in Sweden, this might be a different scenario in another culture or country and therefore limit our study in some way.

Our understanding of what transformational leadership is and our approach to investigating the subject rely majorly on our experiences and knowledge as at the time of carrying out the empirical data in the hope that the outcome of the study has one way or the other shed light on consultants and their possible roles in organizations if transformation is required.

6.3 VISION FOR FUTURE RESEARCH

We set out with the objectives of investigating possible need for transformation in organization due to the changing global environment, and the role the consultant may play in the process, our empirical data gathered from Sweden gave results in our understanding of the transformation in relation with the Swedish style of leadership that already exhibits some components of transformational leadership however, the understanding that we acquire from this study opens up other interest and possible research for the future in the area of transformational leadership. In practice, transformational leadership as an effective style of leadership would vary from culture to culture and differing management styles found in different organization. It would therefore be worthy to consider how the roles of consultant with different expertise would vary in the processes of that lead to transformational possibilities, it would also be worthy to understand leader's perspective of transformation and whether the consultant has any role to play there in.

6.4 REFLECTIONS FROM THE AUTHORS

The process of conducting and writing the study has been one that encompasses major component of the masters program and its content ranging from strategic leadership to team work, sense making and sense giving, knowledge transfer and management, understanding the different concept and the attempt to carefully demonstrate our knowledge of the topic in question in fulfilment of the requirement of a master degree graduate has been a challenging experience. All the process involved in the study is worthy to reflect upon in a way that will be beneficial to the reader.

The study jointly written by two authors brings to mind the concept of leadership within framework of the team. The conceptualization of the thesis idea, the search for knowledge, the purpose and will, most importantly our interest and motivation in the topic were processes that require careful understanding of each author's perspectives as to how the work should be done.

Considering the different background, the frame of reference and experience of the authors, it was important that the success of the study requires sense making and giving that transcend the basic level of communication. The strength of each author was maximized while supporting each other weaknesses; most important was the respect for each other as an intellectual entity working out differences in opinion amicably and with patience. However, evaluating the study, it may not have been the best representation of the authors' ability in presenting the study in a systematic and analytic way but attempt were made in understanding each other's point of reference in a way that would reflect the true meaning and intent of the authors.

It is also important to comment on team work, in as much as it has its strength and weakness, we hope that the whole study has made some sense if any and can be another contribution of a different perspective to the body of knowledge and science as a whole.

The authors have both learnt from one another and had a worthwhile experience during the conduct of the study

More than six months of the study time we invested our time for this thesis with many helps from people in Baltic Business School, we have studied many theories of management and leadership. We do not only learn in the classrooms but we have learned how to practice these competences in real life situation as well.

From us, even if there are many leadership theories that may be more effective in real business and organization, transformational leadership is still a choice that we believe that match with our life styles and cultures. One respondent told us during the interview that "There is no right or wrong theory. It depends on your choice". This sentence cautions us to be neutral when we conclude the thesis. Moreover, we will put the word in mind and apply it to use within management style after we graduated.

The core concept of transformational leadership that reflects out from our mind is leading oneself and the subordinates to work by their own willingness. It does not matter how we reach this point. Using shared vision is the most popular to all people in the organization working with happiness after testing many times by many scholars. However, interviewing with consultants reinforce our believe that the best way of leading is dependent one's meaning

'Black cat, white cat: whatever catches the mouse is a good cat'

Chinese proverb

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8. APPENDIX

The Baltic Business School,
University of Kalmar,
Kalmar, Sweden

The consultant,
Name of the organization

Dear sir/madam

REQUEST FOR AN INTERVIEW

We are student in the Baltic Business School of the University of Kalmar in Kalmar Sweden studying in the Master's program Leadership and Management in international context. We are conducting a qualitative research study on the theme "The role of consultants within the processes of transformational leadership". The study is part our thesis, a research study presented in partial fulfillment, for a Master degree. The study is supervised by Prof. Philippe Daudi and Prof. Björn Bjerke. The aim of the study is to find out the possible roles consultant play within the frame of the transformational leader-employee relationship in the management and learning processes of the organization as there is an interesting relationship between the leader and the subordinate and critical moments have been identified between these relationships.

The interview is an open ended question based interview and will be tape recorded. Confidentiality of the interview would be kept. Your response is purely for research purposes. The interview is voluntary and you have the right to withdraw at any stage of the study.

We would be happy to provide you with further information regarding your decision to participate in the research study.

Thanks in anticipation for your response and participation.

Abayomi Magbagbeola & Sutee Thammapijaljit

email: am22jd@student.hik.se

Research Question for Empirical Data collection for a Research study

Authors: Abayomi Magbagbeola

Sutee Thammapibaljit

Title: The roles of consultant within the processes of transformational leadership”

- 1) Would you please introduce yourself and tell us about your position and responsibility in your company? Name, Organization, Educational Qualification, Working experience:

- 2) What is the nature of relationship between the leader and the subordinate within transformational leadership processes in the organization?

- 3) What are the critical moments in this relationship?

- 4) What are the possible role that consultant play within the frame of the leader-subordinate relationship?

The University of Kalmar

The University of Kalmar has more than 9000 students. We offer education and research in natural sciences, technology, the maritime field, social science, languages and humanities, teacher training, caring sciences and social service.

Our profile areas in research are: biomedicine/biotechnology, environmental sciences, marine ecology, automation, business administration and informatics, but we have research proceeding in most subject areas of the University.

Since 1999, the University of Kalmar has the right to accept students in postgraduate studies and to examine doctors within the subject area natural sciences.

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