

TRANSFORMATIONAL LEADER: WHAT DOES IT TAKE TO BE ONE?

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Transformational leadership has been the topic of hundreds of articles and books over the past 20 years. It has been thoroughly researched empirically, however with every study more question are brought to light. It is crucial to know the elements required for a leader to be truly transformational. This paper takes the opinions of what Bass believes are the essential elements to create another opinion. Also, the environment where a transformational leader is most effective is also evaluated. Through the analysis of several empirical studies and related research it has been concluded that the essential elements of a transformational leader are Individualized Consideration, Charisma, Intellectual Stimulation, Emotional Intelligence, Ethical Values, Moral Character, and Integrity. Additionally, from the information that was gathered, it is concluded that the Team Based influence approach is the most effective method of the 5 methods that were studied.

In 1978 James M. Burns introduced the concept of transforming leadership. They went on to say that this type of behavior transforms groups in ethically and morally uplifting ways (Burns 1978). Seven years later, Bernard M. Bass took Burns' theory and created the concept of "transformational (TF) leadership"(Bass 1985). This concept is the foundation of this paper. Since 1985, there have been hundreds of articles and books written about TF leadership. A great deal of analysis, research, and empirical studies have been conducted in the past 20 years with various and inconsistent conclusions.

This paper researches commonalities of TF leaders. Through specific criteria of effectiveness, my goals are to establish a theory of what trait and/or skills a TF leader must possess to be considered effective and to establish a model that demonstrates my results. I will rely on the studies, research, and opinions of the subject matter experts to base my conclusions.

When I think about who I would consider an effective leader, I think about some one who is respected, is followed without coercion or reward, and gets the job done. This is what I believe an ideal TF leader to be and is the type of leader that I look up to and aspire to be. TF leadership is a leadership style that inspires subordinates to achieve organizational goals while maintaining a positive working environment. In my short time in the Navy I have observed many different leadership styles, and there is no doubt that this style is the most effective in the most situations.

Officers of superior rank who I have seen apply the TF style not only get the desired behavior from their subordinates, but increased morale, respect from those they led, and were able to support the Navy's mission to the ship's full potential. Sailors followed them, not because they had to, but because they wanted to. So what did these people do that made them so effective? What ethical principles did they follow and what traits do they possess to make them a TF leader? Are there specific traits and skills or "essential elements" that must be present in order for someone to be a TF leader and if so what are they? These are the questions that I hope to answer.

Initially, when I considered this subject, my first thoughts were that people with integrity and the ability to motivate subordinates could be TF leader. As long as they were trustworthy, did the right thing, and could expose what motivates people they were the type of TF leader that I described in the previous paragraph. Through the research conducted I have found that this is not at all the case. There is much more required of a leader other than integrity and motivational inspiration. My goal is to answer all of these questions through research of past studies and current theories. I feel that this information will be extremely useful to those who either aspire to be or want to select a TF leader.

METHODOLOGY

Bass describes a TF leader as "one who motivates us to do more than we originally expected to do."(1985). This is accomplished by

appealing to, and exploiting, an intrinsic need for a follower to satisfy the leader because they believe what they are doing is right and good. This is done by making followers more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team, and by activating their higher order needs (Yukl 2002). In addition to this influence tactic, a TF leader must be able to guide followers to goal achievement as well as make them feel needed and important. Bass goes on to say that there are essential elements that a TF leader should possess. (a) Charisma or Idealized Influence is characterized by morally uplifting values in developing a vision for a better future, exuding confidence, and setting high standards for emulation; (b) Inspirational Motivation emphasizes the best qualities in people—concord, generosity, and good deeds; (c) Intellectual Stimulation refers to environmental analysis, vision creation, and implementation strategies in a spirit of openness and cooperation; and (d) Individualized Consideration is altruistic in nature, manifested by giving emphasis to followers' personal growth through coaching and mentoring (Bass and Steidlmeier 1999).

TF leadership can be measured in a number of ways. However, I feel that the three that are most appropriate are based on the Success of the Group, the extent the leader is able to Influence the followers, and Member Satisfaction (Scholl 2004). One common mistake is the need to see the results immediately. Unlike transactional (TA) leadership, which is effective for immediate and temporary change in behavior, TF leadership is designed to be implemented gradually and result in an overall permanent change in behavior. The success of the group should be evaluated by their ability to accomplish their long-term goals as well as satisfy external stakeholders. Influence is the second method of measuring TF leadership effectiveness. Even though this method is not always as clear as the previous, it is still possible to measure. The more initial resistance a follower demonstrates the easier it is to determine how much influence the leader had (Scholl 2004). Member satisfaction is simply the degree that

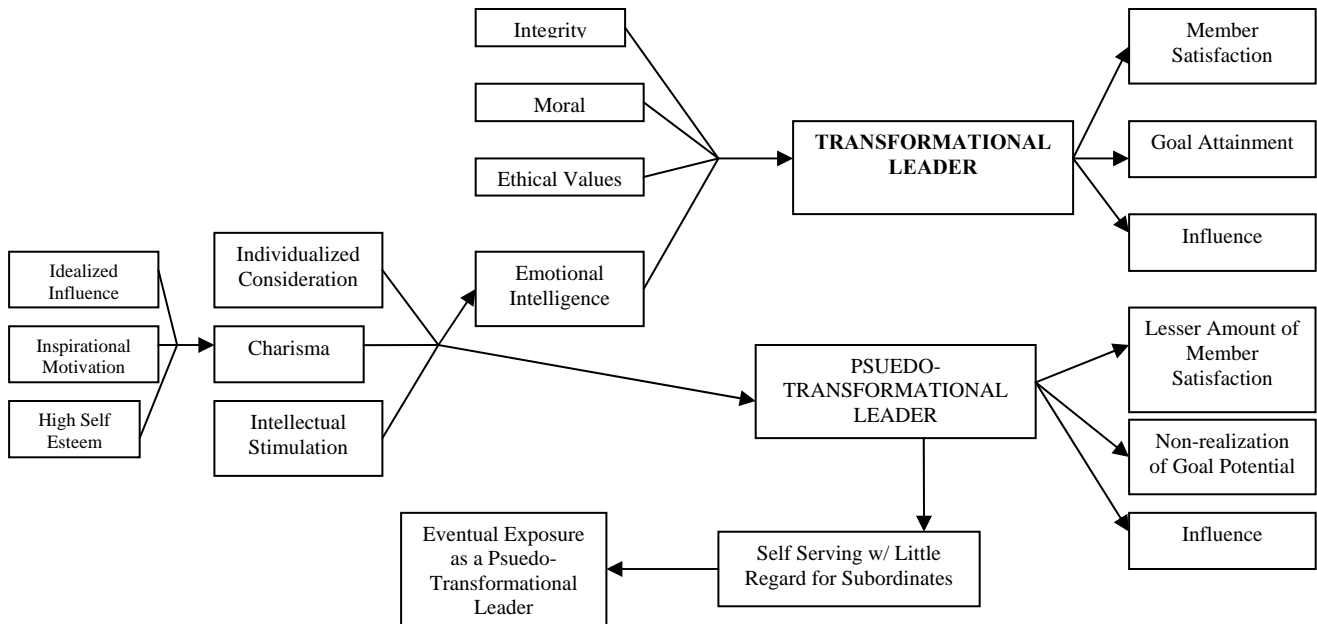
subordinates approve of the manner in which the leader is leading. It doesn't necessarily mean that they like the leader as a person, but accept their behavior as a positive. Additionally, I feel that it is very important to use these three methods in tandem rather than independently in order to gain a clear measurement of how effective the TF leader is.

TF leadership is effective because it creates a proactive vice reactive behavior. This is a very important characteristic of TF leadership. Not only does this create a more stable climate, but also a much less stressful one. This results in a more pleasant working environment with a high morale and a sense of personal initiative and pride. Also, TF leadership is meant to transform a culture of control to that of commitment. Once your followers are committed to the organization, the leadership effectiveness will prove itself.

According to Bass, there are four behavioral components that make up TF leadership: charisma/idealized influence; motivational inspiration; intellectual stimulation and individualized consideration (1985). Charisma is the identification with and emulation of the leader's mission and vision (Bass and Avolio 1994). Motivational Inspiration is 'the arousal and heightening of motivation among followers that occurs primarily from charismatic leadership,' while individualized consideration is evident when subordinates are treated individually according to their needs. Intellectual stimulation refers to the leader's influence on followers' thinking and imagination (Bass 1985). While these seem to be key components, I am not convinced that they are all encompassing. I feel that a certain amount of integrity and ethical values are essential to the success of TF leadership.

I have developed a clear model based on the conditions, skills and characteristics necessary for successful implementation of TF leadership. I plan on validating it based on empirical studies that have already been conducted. Hopefully, these previous studies will help create a model that holds true in most scenarios (see Figure 1).

FIGURE 1
Conceptual Model



INFLUENCE APPROACHES

As previously stated, the criteria of Goal Attainment, Influence, and Member Satisfaction will be analyzed and the common behaviors will be identified. Since it is fairly easy to measure Goal Attainment, more attention will be given to Member Satisfaction and Influence. Goal attainment simply asks “Were the goals of the organization met?” This measurement is very cut and dry since it does not deal with emotions or responses.

Measurement of member satisfaction is not as clear, but can usually be attained fairly easily. Even though there are different levels of member satisfaction, for this research the occasion of a “positive affective state” (PAS) will be the standard. This is the experience of positive feelings, such as relaxation, excitement, pleasure, or joy (Scholl 2002; Scholl 2004). This can usually be attained by simply asking the members if the leader creates a PAS for them.

Influence is by far the most difficult of the three criteria to measure. Effective TF employs persuasion to influence others in a non-coercive manner (Aronson 2001). There are several different types of zones of influence, but I will be focusing on the actual “Influence Zone,” which

consists of behaviors that represent tasks and activities which the target views as outside his or her normal work duties and responsibilities. To carry out these directives would mean going beyond job requirements and as such are termed Extra Role Behaviors (ERB). While the individual perceives these activities as extra roles, he or she can be motivated to perform if the proper source of motivation is tapped by the leader (Scholl 2002). What I will be considering is how the “Influence Zone” is acquired through the use of the following TF influence approaches:

Individual Positive Reinforcement

Individual performs and exhibits extra role behavior in an effort to elicit positive social feedback (praise, approval, recognition, etc.) from the leader which acts to validate his or her social identity (valued skills, competencies).

Team Base Approaches

Individuals are motivated to achieve group or team success because they see team success as a validation of their skills and abilities.

Mission or Vision Approaches

Leader provides a group vision with which group members identify. Generally, this vision is aligned with group member values. Individuals are motivated to exhibit extra role behavior so that the vision is realized. Group members tend to work harder when they get feedback that plans are not working to benefit others as intended.

Value Based Approach

Individuals (especially those with strong external self-concept needs) behave in ways that are consistent with the social values of their relevant reference group.

Role Modeling Approach

Individuals emulate the behavior of the leader because the leader symbolizes ideals, values, traits, and competencies that the individuals admire. The individuals are searching for a social identity and like the identity of the leader. (Scholl 2004)

ELEMENT OF TRANSFORMATIONAL LEADERSHIP

From here I will determine which approaches are the most effective relative to the three required criteria for effective TF leadership. Additionally, it is important to this study to examine what elements of the leader are present and which ones are reoccurring. The elements that are being sought out are:

Charisma

Leader behavior composed of idealized influence, inspirational motivation, and high self esteem. Focuses on the degree to which the leader behaves with confidence, engenders respect and pride among subordinates, and seems to look beyond their own self interest. They transmit a sense of higher purpose that goes beyond the goal of the individual and focuses attention on the common good. Additionally, uses enthusiasm and optimism to articulate a compelling vision of the future(Harland, Harrison et al. 2005). Considered an essential element (Bass 1985).

Intellectual Stimulation

Leader behavior that focuses on effective problem solving behaviors such as re-examining

critical assumptions and seeking different perspectives and approaches(Harland, Harrison et al. 2005). Considered an essential element (Bass 1985).

Individualized Consideration

Leader behaviors such as developing employees into future leaders and treating employees as individuals(Harland, Harrison et al. 2005). Considered an essential element (Bass 1985).

Integrity

Leader behavior that requires commitment in action to a morally justifiable set of principles and values(Parry and Proctor-Thomson 2002).

Moral Character

The legitimacy of the grounding worldview and beliefs that grounds a set of moral values and criteria. Considered an essential element (Bass and Steidlmeier 1999).

Ethical Values

Holding principles which are morally good or considered morally right, as opposed to that which is legally or procedurally right (Kanungo 2001). Without ethical leadership, organizations lose their long term effectiveness and become soulless structures (Kanungo 2001). Considered an essential element (Bass and Steidlmeier 1999).

Emotional Intelligence

Represents a set of dispositional attributes (i.e. Self-Awareness, emotional management, self-motivation, empathy) for monitoring one's own and others' feelings, beliefs, and internal states in order to provide useful information to guide one's and other's thinking and action (Sosik and Megerian 1999).

These elements are not exactly the same as what Bass has established. I feel that the ability to inspire and motivate subordinates is in direct relationship to whether or not a leader possesses charisma. Therefore I merged those elements into one.

Also, it is essential that the subordinate be able to trust the leader and for the leader to achieve credibility, therefore perceived integrity is also essential(Dixon 1998). Even though there is a

distinctive difference between “perceived integrity” and “integrity” the result will be the same. If a leader possesses integrity but the subordinates do not perceive it, then it is as if they do not possess integrity. On the other hand, if their subordinates do perceive that they have integrity, but in reality they don’t, it will eventually be revealed in the leader’s behavior. When integrity is perceived, it strengthens not only the individual, but the entire organization. Many studies indicate that the number one expectation followers have of a leader is integrity (Warner 1994). Therefore, a leader must possess integrity and their subordinates must perceive that integrity as well (Parry and Proctor-Thomson 2002).

The last variation I have made from Bass’ theory of essential elements is that of “Emotional Intelligence (EQ).” It has been argued that EQ is based on the assumptions that individuals should forgo short-term benefits for long-term benefits, strive for pro-individual and pro-social emotions, and treat individuals as unique human beings (Mayer and Salovey 1995). Leaders who possess EQ are more likely to demonstrate some

of the other behaviors of TF leadership (Sosik and Megerian 1999).

Since this study does not involve empirical research, it is important to find relevant studies to help develop these theories. Even though there is not a single study that matches the question I am trying to answer, there are several studies that encompass different aspects of it. By combining the results of these studies, I will attempt to adequately answer the question posed.

RESULTS

Individual Positive Reinforcement (IPR)

This TF influence approach is one that I found varying and inconsistent results. There are several theories with IPR as the foundation but little empirical research to support any theory. What is certain is that individualized consideration is an absolute necessity if IPR is to be successful in any way (Table 2). Due to this requirement, member satisfaction will be relatively high (Table 1).

TABLE 1

Influence ↓	Criteria →	Goal Attainment	Member Satisfaction	Influence
	Individual Positive Reinforcement	XX	XXX	X
	Team-Based Approaches**	XXX	XXX	XXX
	Mission or Vision Approaches	XX	X	X
	Value-Based Approach	XXX	XXX	XX
	Role-Modeling Approach	XX	XXX	XXX

X: In Few Situations XX: In Some Situations XXX: In Most Situations

** : Not based on actual empirical evidence

The basis of IPR is enhancing employee self-esteem in order to influence them to align with organizational goals. By tying positive feedback with performance, a member’s self-esteem can be shaped around external validation for a job well done. Getting an employee to feel good about the job they are doing is the first step a TF leader can take in establishing a high self-esteem for that person. Positive self-esteem is directly related to greater job satisfaction, higher morale, and increased productivity (Warner 1994). This is

only supposed to be a step in establishing self-esteem and not the finished product. A self esteem based solely on job performance is an obvious recipe for disaster. Once the member has developed a self-respect that is independent from all external validation, IPR has been successful. Integrity is essential to promoting self-esteem and IPR (Table 2). This includes being truthful in offering constructive criticism and praise (Warner 1994).

TABLE 2

Influence ↓	Elements →	Emotional Intelligence			Moral Character	Ethical Values	Integrity
		Charisma	Intellectual Stimulation	Individualized Consideration			
	Individual Positive Reinforcement	X	X	X			X
	Team-Based Approaches**	X	X	X	X	X	X
	Mission or Vision Approaches	X	X				X
	Value-Based Approach			X	X	X	X
	Role-Modeling Approach**	X	X	X	X	X	X

X: Approach Requires Element to be Successful

** : Not based on actual empirical evidence

This sounds great, but there is little empirical evidence that supports it. There was a comparative study on the effects of TF leadership in 4 post-communist countries. In this study individualized consideration received the lowest scores among TF leadership style dimensions (Ardichvili and Gasparishvili 2001). Even though individualized consideration was a popular leadership approach it did not have a high correlation to performance. Granted this measure was done in a relatively unique situation, but it should still be considered valid for a general argument. Since the importance of individualized consideration so great in IPR and is considered the least important essential element of TF leadership, then IPR may not be an effective influence approach (Figure 1)(Table 1).

Team Based Approaches (TBA)

This TF influence approach seems to encompass a large array of the essential elements that Bass (1985) describes. However, very little research has been done concerning the link between TF leadership and team performance. No empirical research could be located that related to this topic. The primary study that I was able to find gave a fair amount of insight; however there is still a strong need for an empirical study based on TF leadership and team performance.

Idealized influence or inspirational motivation, intellectual stimulation and individualized

consideration could produce intermediate outcomes such as shared vision, team commitment, an empowered team environment and functional team conflict. In turn, these intermediate outcomes may positively affect team communication, cohesion and conflict (Dionne, Yammarino et al. 2004).

Team cohesion is an essential factor that strongly influences the performance level of the team. This is often accomplished through a shared vision (discussed further in the next section). This is accomplished by a leader who possesses charisma. This will not only improve performance but increase commitment to the leader of the team and generate a strong source of motivation (Dionne, Yammarino et al. 2004). This behavior could result in a strong influence to change an individual’s behavior to one that is beneficial to the team.

The acknowledgment and consideration of different idea and needs is also a crucial aspect of team performance through TF leadership. Individualized consideration is the key to this aspect. Also, intellectually stimulating the group will bring forth differing perspectives and suggestions of new methods that might be considered unconventional. Even though this may lead to moderate levels of task conflict, it is this conflict that supports the goals of the group and will improve their overall performance (Dionne, Yammarino et al. 2004). Norms and

team attitudes that are open to and tolerant of disagreement are positively related to task conflict dimension and a general feeling PAS or member satisfaction (Jehn and Chatman 2000).

Another important facet of team influence is integrity. In order for a team to be dependent on one another and be successful, there must be a significant level of trust established. Also, if this trust is to be maintained the team leader must possess moral character and ethical values that can easily be adopted by the members. Even though this is the basis of a “values based approach,” it would seem logical that this would be necessary for increased team performance.

Mission or Vision Approaches (MVA)

This TF influence approach provided a great deal of insight through the research attained. Even though there was conflicting results due to the wide array of fields vision can be applied, there were a few general commonalities.

The primary element of TF leadership that relates to vision is charisma (Table 2). One of the main sources of charisma is the development and articulation of a compelling vision that inspires and motivates followers to higher levels of commitment and performance (Barnett and McCormick 2003).

In a case study involving vision as a transformation influence strategy in 4 different schools, the results showed that a vision did little to change behavior. Within the context of this study, the results suggested that the influence of vision may be overestimated and the most critical TF leadership behavior is individual concern (Barnett and McCormick 2003). This would go back to support IPR and the importance of individualized consideration (Table 2).

Another study involving vision-based strategies in nonprofit human service organizations the results were slightly different. It concluded that a vision strategy is no relevant to those organizations that seek to protect their own interests independent of the public good. In contrast, it does favor those organizations that see themselves as holding important roles in the advancement of the public or common good and are willing to modify their conceptions of performance to meet the challenges emanating

from visions that they synthesize from multiple value sets (Moxley 2004).

Idealized influence and inspirational motivation are the two key elements of charisma that relate to vision (Figure 1). However, if the vision is not developed based on the needs, interests, values and beliefs of the organization it may not result in a strong influence to change (Sergiovanni 1990)(Table 1). TF leadership involves mobilizing diverse constituencies, building a common sense of purpose, and setting in motion discrete TF processes to make substantive progress toward the fulfillment of a vision (Moxley 2004). It is also necessary to have a high level of trust in order for the vision to have an influence. This makes integrity an essential element of the implementation of a vision by a TF leader (Table 2).

Value Based Approaches

Much like Vision Based Approaches, value based approaches provided an ample amount of research to help determine its effectiveness. For this study, values will be considered parallel to the ethical values of the society involved in the leadership scenario.

In an empirical investigation on ethical preferences of TF leaders it was found that, according to subordinates, unethical choices are not related to individualized consideration (Banerji and Krishnan 2000). This makes sense due to the fact that this element would most likely not be influenced by a leader’s ethical values. On the other hand, intellectual stimulation and inspirational motivation (an element of charisma (Figure 1)) are strongly related to unethical choices (Table 2). Inspirational leadership emerged as the TF leadership factor that is most closely related to ethics; however since it is only considered part of charisma in this model, charisma was not considered an essential element of this approach (Table 2). Other TF factors had various results, both positive and negative, to certain ethical situations. However, the results of this study are puzzling because they do not support the commonly held assumption that TF leaders are ethical (Banerji and Krishnan 2000). This maybe due to the design of the study or the vagueness of the ethical scenarios presented.

In another study of CEO evaluation of values found that when the size of a company and the CEO values were held constant, TF leadership was significantly related to a formal statement of ethics. Thus, the values of the CEO did not solely account for the ethical practices in the organization. The skills of the leader in defining the values-based vision, communicating it to the followers, and using power effectively to carry out the ideal appeared to also play a critical role in implementation of ethical practices (Hood 2003). So in order for values based strategy to be implemented, there must be clear communication and management of power.

In most cases, a leader will rate their own ethical values as higher than their subordinates do. In a study by Ronald Morgan, which correlated self and co-worker perceptions of ethics and their relationship to leadership, this statement was shown to be true (1993). Additionally it was shown that according to subordinates, perceptions of ethics accounts for 11.6% of the variability in perception of leadership (Morgan 1993). This shows that ethical values have a strong influence on whether a subordinate perceives a leader as an effective one. Therefore, not only are ethical values and integrity necessary for an effective values-based approach, but moral character is as well due to its strong connection with these two elements (Table 2).

From these studies, it can be said that a values based influence approach will result in mission accomplishment and have a positive influence on long term goal attainment. If the leader is able to get the organization to align to their sound ethical values member satisfaction will be high. This should not be difficult if the TF leader possesses the elements mentioned above. Whether these values will cause an actual influence and change of behavior is difficult to say. This is dependent on how well the organization aligns to the values, and how they perceive their self-values (Table 1).

Role-Modeling Approach

Of the five approaches studied, the Role-Modeling approach provided the least amount of relevant research material. This made it very difficult to determine the effectiveness of this approach. The most relevant resource located was a study on the new leadership training methods for

European managers and professionals. They have taken on this strategy and have been relatively successful with it. It is from this study that most of the results were drawn.

The European TF leaders are role models who offer followers individualized attention and consideration, as well as the opportunities for inputs of information and inspiration. In an era of knowledge workers, such leaders transmit intellectual excitement (intellectual stimulation) by getting people to think and mind-stretch, and to visualize the future and what might be done (Harris 1992). This approach gives followers a sense of autonomy and fosters their self-development (Harris 1992). By treating them in a friendly, informal and equal way, they are more likely to approach the leader with their own questions and concerns. This can be very beneficial and may give a less subjective point of view (Harris 1992).

A role-model leader must be a model of integrity, fairness and high ethical and moral standards while being capable of formality and firmness (Table 2). They must be able to reprimand and correct effectively when appropriate. Additionally, they must encourage followers with advice, help, support, recognition and openness, while sharing knowledge and expertise (Harris 1992).

Lastly, it is a requirement that the leader prompts reactions in them of trust, enthusiasm, admiration, respect, pride, and loyalty. Being able to show the positive of any situation, without painting a misleading picture, is why a follower will turn to their "role-model" when necessary. This behavior is a positive influence on effective TF leadership (Harris 1992).

CONCEPTUAL MODEL

I feel that the results strongly support the essential elements of TF leadership mentioned earlier. Although the research done is not all-inclusive, it is extensive enough to draw a conclusion and develop an accurate model. Figure 1 explains how the essential elements of TF leadership are related and what the result of the application of all of them will be. This section of the paper will walk the reader through the model as well as justify it.

Bass considered idealized influence and charisma as one in the same (1985). However, inspirational motivation was considered an independent element. I do not agree with this definition. Charisma encompasses the ability to have a vision and inspire subordinates to fulfill that vision. It is not uncommon to hear members of an organization attribute their motivation to the leader's charisma. By personal example and risk, countercultural, empowering and impression management practices, the leader conveys goals, demonstrates means to achieve, builds trust, and motivates followers (Conger and Kanungo 1988). Therefore the model reflects the opinion that inspirational motivation is a component of charisma.

The next level of the model shows the other three elements Bass considers essential to a TF leader (1985). However, these three elements are not self sustaining. Only together can they move to the next level of the model. If one element is missing then the model breaks down. Together these 3 elements compose Emotional Intelligence. Bass does not take this approach in his model. However, it is important to recognize what these elements can result in. As stated above, emotional intelligence represents a set of dispositional attributes such as self-awareness, emotional management, self-motivation and empathy. Self-aware leaders demonstrate determination, farsightedness, and strong convictions in their beliefs, as well as considering the needs of others over their own personal needs which directly relates to charisma (Bennis 1989). Emotional management can promote a positive affect in follower, resulting in broader levels of thinking and enhance capacity for self learning which is linked to intellectual stimulation (Greenspan 1989). Also, empathy may be required for TF leaders who display individually considerate behaviors to foster individuation, mentoring, and development of followers (Bass 1998). However, empathy must be authentic. It is easy for a leader to display individualized consideration and not have a sincere concern for that individual.

At this point in the model a leader can take one of two paths. A leader can be intellectually stimulating, charismatic, and individually considering, and not possess emotional intelligence. The key is individualized

consideration. If sincere empathy is not possessed and only a façade of caring about an individual is displayed, this is the moment where a leader can either be an authentic TF leader, or a "Pseudo" TF leader. Bass describes a Pseudo TF leader as one who possesses many of the same elements of an authentic TF leader but has their own interests, instead of the interests of the organization, in mind (1999). Their personal goals are not aligned with the organizational goals, therefore they act in their own best interest; even at the cost of the organization and/or their subordinates. Since charisma and intellectual stimulation can be the same in either case, Bass says that the element of individualized consideration is the element that helps determine if a TF leader is authentic or pseudo (Bass and Steidlmeier 1999). This is not necessarily true. It is not difficult to act in a manner that would appear to be caring and considerate, but have a completely different and unethical agenda under the surface. Sincere empathy is the key to whether individualized consideration is genuine or not. If it is genuine then that leads to emotional intelligence, but if not then that leads straight to pseudo-TF leadership.

The path of a pseudo TF leader is much like that of an authentic TF leader. Influence could be exactly the same as an authentic TF leader for as long as they are able to maintain an image of morality, ethical values, and integrity. Yet the other two criteria will not be met as highly as an authentic TF leader. This is simply because the pseudo TF leader is putting their personal interests before that of the organization and their subordinates. The Navy motto of "Ship, Shipmate, Self" explains the priorities of an authentic TF leader. They put the organization first; their subordinates next; and themselves last. This is the reciprocal of a pseudo TF leader's priorities. Also, their self serving behavior will inevitably lead to their eventual exposure as a pseudo TF leader. The question is only a matter of when this will happen.

Therefore, as the model explains, the elements of integrity, moral character, ethical values, and emotional intelligence are the formula for an authentic TF leader. Combined, along with the proper influence approach, member satisfaction, goal attainment, and influence will be attained.

CONCLUSIONS

As with many research papers, time constraints can cause the research to be incomplete. This subject posed a few roadblocks that were not able to be overcome due to the limited time. I am certain all of the information I required was available but I was unable to locate it. Due to the volume of material on this subject, I was unable to find relevant information on all aspects of this study. Therefore my results may not be valid.

From the information that was gathered, it is concluded that the Team Based influence approach is the most effective method of the 5 studied. Not only does it require all elements of a TF leader, it will result in member satisfaction, influence and goal attainment in most scenarios. Values based approach and Role-Modeling approach also ranked high on the elements and criteria tables. On the contrary, IPR and Vision approaches did not do well in either table.

One line of thinking that was not investigated is the use of multiple approaches in the same scenario. On the surface it would seem that this could be an effective method. It is possible a combination of Vision and Values approaches would have a positive result. The Values approach makes up for what Vision is lacking and vice versa (Table 1&2). This could be the foundation for future research.

This leads to another conclusion found. Even though not as much research was done as may have been necessary, there is a significant lack of empirical data that are relevant these methods. In this age of increased use of human resource strategies it is essential that more studies be conducted to determine which methods are the best in general, and which are best in certain situations.

The primary conflict these conclusions pose with Bass, is the essential element of integrity. Table 2 indicates that integrity is the only essential element necessary in all 5 influence approaches. The ability to trust the leader must always be present, no matter what the situation. This can only be ensured if the leader possesses some degree of integrity. All of the research studied supports this theory. If a follower can not trust their leader, then there is absolutely no way that they will perform to their potential.

Charisma, intellectual stimulation, and individualized consideration were found to be a requirement in most approaches, but not all. This is also contrary to Bass. Bass claims that these three elements are an absolute necessity for any TF leader (1985). The research studied does not completely support this theory.

Lastly, I have gained a significant amount of knowledge about leadership in general and TF leadership specifically. This was one of the primary goals and reasons for attempting this task. Hopefully, I will be able to take this knowledge onboard and apply it to my next sea assignment, and test which approach works best onboard a U.S. Navy ship.

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