

LEADERSHIP STYLES AND THEORY

Transformational and Emotional Leadership

Burns · Bass · Conger & Kanungo · Goleman

PAPER 03 / 04

A Furtherance reference compendium on the intellectual traditions behind organisational design, leadership, execution, and culture.

IN THIS PAPER

Contingency asks which style fits; this paper asks what inspires. It covers the transformational turn – leadership that raises followers beyond mere exchange – and the emotional intelligence that enacts it. The question it answers: what makes people give discretionary effort, beyond what is required?

Burns drew the line between transactional and transforming leadership; Bass operationalised it for organisations; Conger and Kanungo demystified charisma into observable behaviour; Goleman grounded it all in emotional intelligence and a flexible repertoire of styles.

James MacGregor Burns Leadership, 1978

Political science · transforming leadership

CORE THESIS

Leadership comes in two kinds. **Transactional** leadership is an exchange – effort for reward. **Transforming** leadership is a relationship in which leader and followers **raise one another** to higher levels of motivation and morality. Burns made the moral elevation of followers central to what leadership means.

FRAMEWORK

Mode	Basis
Transactional leadership	Exchange of rewards for performance
Transforming leadership	Mutual elevation of motivation and morality
Leadership vs power-wielding	Leadership engages followers' true needs and values

METHODOLOGY

Historical and political analysis of leaders and movements.

SIGNIFICANCE AND CRITIQUE

Originated the transformational concept and gave leadership an explicit moral dimension. The critique: it is conceptual, drawn from political rather than organisational settings.

Bernard Bass 1925–2007

Leadership · the full range model

CORE THESIS

Bass operationalised Burns for organisations. **Transformational** leadership *augments* transactional leadership to produce performance **beyond expectations**, and it can be measured. Its heart is the **four I's**.

FRAMEWORK

The four I's	Meaning
Idealised influence	Role-modelling that earns trust and admiration
Inspirational motivation	A compelling, energising vision
Intellectual stimulation	Challenging assumptions; inviting new thinking
Individualised consideration	Attending to each person's growth

METHODOLOGY

Extensive empirical work using the Multifactor Leadership Questionnaire across many settings.

SIGNIFICANCE AND CRITIQUE

The dominant leadership paradigm for decades, with a large (if debated) evidence base. The critique: questions over the questionnaire's factor structure, halo effects, and the “pseudo-transformational” dark side of charismatic influence.

Conger & Kanungo Charismatic Leadership, 1987–1998

Leadership · charisma as behaviour

CORE THESIS

Charisma is not a mystical trait but an **attribution** followers make based on observable leader **behaviours**. It can be described, learned and staged.

FRAMEWORK

Stage / behaviour	What the leader does
Assess the status quo	Read the environment and followers' needs sensitively
Formulate and articulate vision	Offer a compelling, discrepant future
Achieve the vision	Build trust and act through unconventional means

METHODOLOGY

A behavioural model of charisma, supported by a dedicated measurement instrument.

SIGNIFICANCE AND CRITIQUE

Demystified charisma into observable, teachable behaviour. The critique: it overlaps heavily with transformational leadership, and shares its dark-side risks.

Daniel Goleman b. 1946

Emotional intelligence · leadership styles

CORE THESIS

Emotional intelligence is a central driver of leadership effectiveness, and the best leaders draw on a **repertoire of styles**, switching fluidly to fit the moment. Styles that build **resonance** should dominate; the harder-edged ones are used sparingly.

FRAMEWORK

Leadership style	Use
Visionary	Move people toward a shared vision – broadly positive
Coaching	Develop people for the future
Affiliative	Build harmony and heal rifts
Democratic	Build buy-in through participation
Pacesetting	Drive high standards – use sparingly
Commanding	Demand compliance – crisis only

METHODOLOGY

A popular synthesis of emotional-intelligence research combined with consulting data on styles.

SIGNIFICANCE AND CRITIQUE

Popularised emotional intelligence in leadership and gave managers a usable style repertoire. The critique, noted below: the EI construct and its measurement are debated, and some claims about its predictive power are overstated.

A NOTE ON EVIDENCE

Two cautions. First, the emotional-intelligence construct is contested – definitions and measures vary, and its incremental predictive power over ability and personality is more modest than popular accounts suggest. Second, transformational and charismatic leadership carry a genuine dark side: the same behaviours that inspire can manipulate. Read this paper for the mechanisms of inspiration, with a sober eye on their misuse.

Synthesis

Theorist	Contribution	Key idea	Critique
Burns	The concept	Transactional vs transforming	Conceptual; political
Bass	Operationalised	The four I's	Measurement; dark side
Conger & Kanungo	Charisma as behaviour	Attribution and stages	Overlaps transformational
Goleman	Enacted through EI	Style repertoire; resonance	EI construct debated

FOR THE OPERATOR

Transformational leadership raises followers beyond exchange (Burns), operationalised as the four I's (Bass), built on attributed charismatic behaviours (Conger & Kanungo), and enacted through emotional intelligence and a flexible style repertoire (Goleman). For the operator: inspiration and emotional attunement unlock discretionary effort – but the goal is resonance with substance, and the dark side of charisma is real. The final paper turns to the post-heroic reaction that decentres the inspiring individual entirely.