# Leadership Models:
From Weber to Burns to Bass

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Introduction: From Weber to Burns to Bass
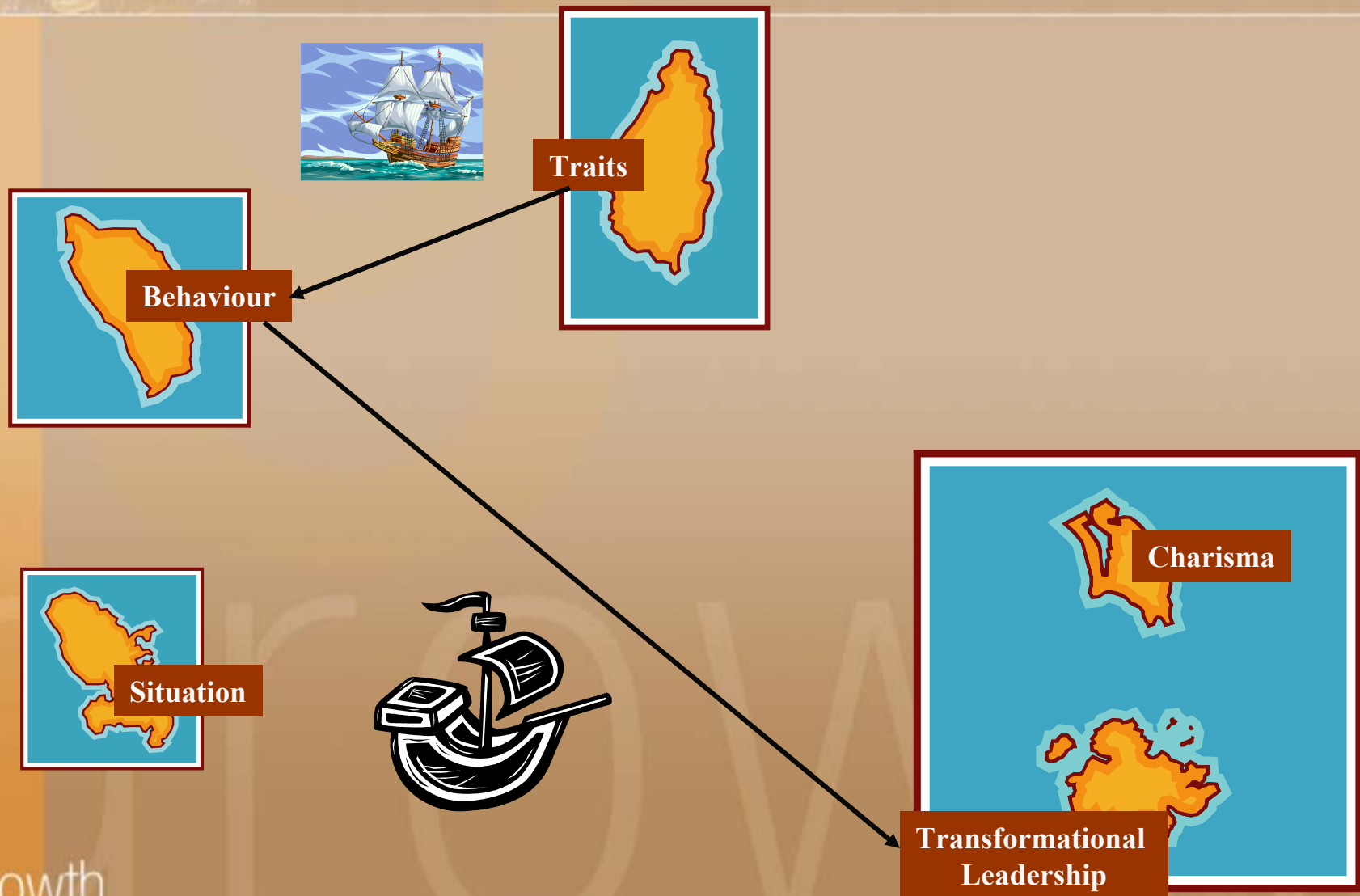
Max Weber's Model of Transactional and Transformational Leaders

Max Weber

- Asks how a leader can "legitimately" give a command and have actions carried out?
- Classified claims to the "legitimacy" in the exercise of authority
- Identified three kinds of leader/follower relations – traditional, bureaucratic and charismatic
- Believe they occur in combination, and
- Also argues that *"there may be gradual transitions between these types"*

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Max Weber's three ideal types of leaders

Three Frames

1. Bureaucratic (Transactional)
Bureaucracy is "the exercise of control on the basis of knowledge"; the rational legal hierarchical power, the Bureaucratic Leader

3. Charismatic Hero (Transformer)
An individual personality set apart from ordinary people and endowed with supernatural, superhuman powers and heroic charismatic leadership qualities; part hero part superman/superwoman

2. Traditional (Feudal/Prince)
Traditional an arbitrary exercise of power bound to loyalty, favoritism, and politics; the princely leader

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Rational Grounds (the bureaucrat)

- Rest on a belief in the 'legality' of patterns of normative rules and the right of those in authority to issue commands (legal authority)
- Free of transaction, negotiation and bargaining for resources and power
- The "monocratic" and "modern" types much more transactional
- Operates in a transaction economy

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Highlights

- The leader subject to strict and systematic discipline and control in the conduct of the office
- Claims to obedience based on rational values and rules and established by agreement (or imposition)
- The office holder restricted to impersonal official obligations and commands
- Clearly defined hierarchy
- Officials, not persons exercise authority

- Each office defined by sphere of competence
- Person does not owe obedience to the individual, but to the impersonal order
- Rules regulate the conduct of an office (either technical rules or norms)
- Complete separation of property belonging to the personal and to the organization

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Examples

- The Catholic Church,
- Hospitals,
- Religious orders,
- Profit-making business,
- Large-scale capitalistic enterprise,
- Modern army,
- The modern state,
- Trade unions, and
- Charitable organizations

Advantages and Disadvantages

ADVANTAGES

- Capable of attaining the highest degree of efficiency;
- Technical efficiency;
- Corporate control over coercive leaders;
- Favours the leveling of social classes

DISADVANTAGES

- Powerful interests co-opt the offices and turn them into feudal kingdoms;
- Leveling in terms of technical competence;
- Tendency to plutocracy;
- Formalistic spirit of impersonality stunting enthusiasm and passion;
- Duty over personal considerations

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Traditional Grounds (the Prince)

- Rest on an established belief in the sanctity of traditions and the legitimacy of the status of those exercising authority (traditional authority)

Highlights

- Legitimacy and power to control handed down from the past
- Power exercised in quite arbitrary ways
- Office held by virtue of traditional status and by recruiting favourites or by patrimony
- Obligations not by office but personal loyalty to the chief
- Functions are defined in terms of competition among the interest of those seeking favours, income, and other advantages
- Irrational division of official functions (established by rights or fees)

- Promotion by the arbitrary grace of the chief (no technical training of skill required)
- Commands legitimized by traditions
- Obligations of obedience on the basis of personal loyalty (kinship, or dependents)
- Exercise of authority is only limited by resistance; or, but pointing to a failure to act according to the traditions

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Examples

- Ruling families,
- Feudal kingdoms in China, Egypt and Africa,
- Family business,
- Roman and other nobilities,
- Clans and,
- Armies of the colonies

Disadvantages

- The following Bureaucratic facets are ABSENT
- *Clearly defined sphere of competence subject to impersonal rules*
- *Rational ordering of relations of superiority and inferiority*
- *A regular system of appointment and promotion on the basis of free contract*
- *Technical training as a regular requirement*

Charismatic Grounds (the Hero)

- Rest on devotion to the specific and exceptional sanctity, heroism or exemplary character of an individual person, and

- Of the normative patterns or order revealed or ordained

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Highlights

- Obeyed by virtue of personal trust, heroism or exemplary qualities
- Charisma regarded as of divine origin, the person is treated as a leader
- Hero worship
- Set apart from ordinary people and endowed with supernatural and superhuman powers and abilities
- Charismatic leaders choose members not for technical training, but on the basis of social privilege and the charismatic qualities of disciples

- People are not promoted - only called or summoned on the basis of their charismatic qualification
- No established administrative organs, no system of formal rules, no abstract legal principle
- Leader preaches, creates, or demands new obligations
- Radically opposed to both rational and particularly bureaucratic authority
- The biggest challenge - the charismatic administrative staff to transition to a bureaucratic and rational administration

ADVANTAGES

- Escape the control of bureaucratic apparatus
- Escape the bonds of traditional inertia

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Weber's Model

- None of the three ideal types occurs in "pure" form; transitions and combinations can be observed
- Can be a combination of bureaucratic, traditional, and charismatic leadership
- The ideal (pure) types transmute one into the other

Gradual transitions between the three types

charismatic

traditional

bureaucratic

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Weber's transactional and transformational leadership models

- Distinctions can be made between:
- "Will to Power" (Theory X) and "Will to Serve" (Theory Y);
- Transactional and Transformational leadership models

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X & Y Leader Model

prince

Enthusiasm for wielding power over others, resisting followers' power and being out of the box

Superman

X

WILL to POWER

TRANSACTIONAL

TRANFORMATIONAL

Enthusiasm for bargaining and negotiating MEANS to attain higher efficiency, and staying inside the box

Enthusiasm for new ENDS, and ways to transform the world; out of the box

Y

WILL to SERVE

Enthusiasm for new ENDS, and ways to transform the world; out of the box

bureaucrat

hero

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James MacGregor Burns Model of Transactional and Transformational Leaders

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Burns

- Sets up a duality between amoral and moral leaders
- Morality drives the duality
- Only the moral leaders with higher purpose can be transactional or transformational leader
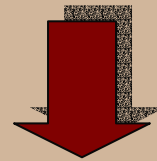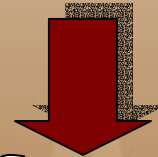
Hierarchy

Amoral Leaders

coercive with a strong will to power

Transactional Leaders

moral means to lead

Transformational Leaders

the moral ends of leadership

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The Amoral Leader

- Neither transactional or transformational;

- An oxymoron

- "*Naked power-wielding can be neither transformational nor transactional; only leadership can be.*"

- Examples – Mussolini, Hitler, Stalin

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The Moral Value Leader

- Emerges from, and always returns to, the fundamental wants and needs, aspirations, and values of the followers

- In responding to leaders, followers have adequate knowledge of alternatives and the capacity to choose among those alternatives

- Take responsibility for their commitments

- With higher purpose can be transactional or transformational leader, but in different ways (but never amoral)

Two Moral Leaders Sub-Types

- **Transactional Leaders**
- lead with modal values (the means over ends)
- Modal values include:
- *Honesty*
- *Responsibility*
- *Fairness*
- *Honouring one's commitments*

- **Transformational Leaders**
- lead with transcendent values (the ends over means)
- Transcendent values include:
- *Liberty*
- *Justice*
- *Equality*
- *Collective Well Being*

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Transformational categories of leadership

- **1. Intellectual Leaders**
- Seeing ideas and values that transcend immediate practical needs and still change and transform their social milieu
- *"The concept of intellectual leadership brings in the role of conscious purpose drawn from values."*
- Out of step with their own time, in conflict with the status quo
- With a vision that transform society by raising social consciousness

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Transformational categories of leadership

- **2. Reform Leaders**
- Requires participation of a large number of allies with various reform and non-reform goals of their own
- Dealing with endless divisions in the ranks, and a collective - anti-leadership
- Implies moral leadership matching means to the ends
- Transform society to realize moral principles

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Transformational categories of leadership

- **3. Revolutionary Leaders**
- *"Revolutionary leadership demands commitment, persistence, courage, and selflessness."*
- The reformer operated on the parts, the revolutionary operates on the whole
- Strong sense of vision, mission, and end-values, the transcendent purpose
- Motivate masses of people to revolt in the service of revolution

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Transformational categories of leadership

- **4. Charismatic Leaders**
- Transformational leadership
- One of four categories
- Moses the epitome of charismatic heroic leadership

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Bernard M. Bass Model of Transactional and Transformational Leaders

Bass accused Burns

- Of three atrocities

1. *Did not pay attention to followers' needs and wants,*

2. *Restricted transformational leadership to moral ends, and*

3. *Set up a single continuum running from transactional to transformational leadership types*

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Bass

- Argued that transformational leadership universally applicable
- Regardless of culture, transformational leaders inspire followers to transcend their own self-interests for the good of the group or organization
- Followers motivated to expend greater effort than would usually be expected

- *"Most leaders do both (transformation and transaction) in different amounts"*;
- *"Transformational and transactional leadership are likely to be displayed by the same individual in different amounts and intensities"*
- Transactional leader contribute confidence and desire by clarifying required performance and how needs would be satisfied as a result
- Transformational leader induces additional effort by further sharply increasing subordinate confidence and by elevating the value of outcomes for the subordinate

- Transformational leadership hierarchically superior to transactional leadership - able to expand the subordinate's needs with a focus on more transcendental interests
- Transactional leader appeals to lower order needs, while the transformational appeals to higher order ones
- What the transactional leader accomplishes, the transformational leader is able to "heighten" and "elevate" the value of outcomes
- *"The transactional leaders works within the organizational culture as it exists; the transformational leader changes the organizational culture"*

Comparison of Burns and Bass Models of Transformational & and Transactional Leaders

BURNS Transactional Leader

- *approaches followers with an eye to exchanging one thing for another*

BASS Transactional Leader

- *pursues a cost benefit, economic exchange to met subordinates current material and psychic needs in return for "contracted" services rendered by the subordinate"*

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Comparison of Burns and Bass Models of Transformational & and Transactional Leaders

BURNS Transformational Leader

- *"recognizes and exploits an existing need or demand of a potential follower... (and) looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower"*

BASS Transformational Leader

- The leader who recognizes the transactional needs in potential followers *"but tends to go further, seeking to arouse and satisfy higher needs, to engage the full person of the follower ... to a higher level of need according to Maslow's hierarchy of needs"*

- Also use their authority and power to radically reshape through coercive means the social and physical environment, thus destroying the old way of life and making way for a new one

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Gender Differences

- Contends there are none
- Other studies show that women develop a "feminine style of leadership," which is characterized by caring and nurturance, and men adopt a "masculine style of leadership", which is dominating and task- oriented
- Female managers indicate they perceive themselves as more likely to use transformational leadership than male managers.
- Female managers are more likely than male managers to report that they take an interest in the personal needs of their staff, encourage self-development, use participative decision making, give feedback and publicly recognize team achievements
- Female managers report they use more interpersonal- oriented leadership behaviors compared to male managers

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Bennis & Nanus Transformational Leaders

- A study of ninety top leaders
- Leader traits include: logical thinking, persistence, empowerment, and self-control
- Rediscovered transformational (leaders) as being different from transactional (managers)
- Transformational leaders make followers into self-empowered leaders, and into change agents
- The leader's job is to articulate <u>vision</u> and <u>values</u> clearly so the new self-empowered leaders know where to go

4 I's of Transformational Leadership

1. **I**dealized Influence (leader a role model)
2. **I**nspirational Motivation (team spirit, motivate, providing meaning and challenge)
3. **I**ntellectual Stimulation (creativity & innovation)
4. **I**ndividual Consideration (mentoring)

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Schein Culture Change as Transformation

- Transformation that matters - a change in the corporate culture
- What do leaders pay attention to, measure, and control sends symbolic signals to the rest of the corporate culture

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Key Leadership characteristics

1. **Focus of Attention** - Behaviors and actions by management clearly identified the major priorities, interests, and commitments of management - by word and deed management provided a strong message about the centrality of the priorities

2. **Goal-Directed Activity** - Management had a process in place for the orderly and systematic monitoring and assessment of progress in those areas that were the focus of attention; organizational and individual goals were clearly derived from the overall mission of organization

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Key Leadership characteristics

1. **Modeling of Positive Behavior** - Typical activities of the managers modeled the particular behaviors necessary to meet the goals and fulfill the mission of the organization

2. **Emphasis on Human Resources** - Management put an emphasis on staff empowerment, sophisticated staff development processes, and close attention to the hiring practices

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Conclusion

Leadership, even transformational, is in crisis

- Need to challenge the current fad and buzzword, "transformational leadership."
- What is being transformed and who gets advantage? Need to have some interpretative, narrative, and existential methods to explore the transformations
- What are the possibilities in transformational leadership for decentered power, staff resistance, agency, and identity politics?
- Need to examine the feminist connections to transformational leadership in postmodern organizations
- Need to look at transformational leadership strategies that marginalize and silence race/ethnicity, social class, gender, and sexual orientation

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