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Innovative drives get fuel from transformational leadership's Pied pipers' effect for effective organizational transformation!

"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails." (John Maxwell)

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Abstract

Transformational leadership is known to offer the crucial wish list well suited for the organizations that are transitioning towards innovation and creativity. It is therefore the combination of significant traits that holds the 'Pied pipers effect' for the transformational leadership which makes it more potent than that of the routine managerial work to cope with the organizational transformational processes.

The findings of the case study suggests that a successful transformational organizational process requires change leaders (i.e., Managers or the change implementers) to install within themselves the sets of appropriate skills and attributes that are characteristic to the so-called transformational leaders, to enforce innovation and creativity through effective organizational change management process. An additional contribution of the paper is to highlight the similarity between the transformational leadership's impact on the work teams with the character of Pied Piper of Hamelin from a children's story.

Keywords: Transformational leadership, innovation, creativity, pied pipers' effect, organizational transformational processes, change management process, transactional management, change leaders

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1. Introduction

Great many evidences of organizational management styles are existent in today's management practices, pointing towards a clear split between the day to day managerial working and the concept of organizational strategic leadership. It was concluded in one case study conducted by Ingalill Holmberg and Mats Tyrstrup (2010), that the managerial workers are the ones who ensure the sense-making process consisting of three sets of official activities – interpretations, constant adjustments and formulations of impermanent work solutions. In addition, the study

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confirmed the managerial working as the event-driven rather than an intention-driven activity having the focus on skills such as improvisation and the ability to tune in. On the contrary, leadership is known as a force capable of motivating employees to achieve their goals and inspire them to do more than they thought was possible. Leadership is in numerous incidents defined as the guiding force for strategic goal settings, formulating strategies, providing guidelines, and incorporating values (Yukl, 1989).

The current article is an effort by the authors to throw light at the gap between the potential of routine managerial role and strategic leadership skills. In the paper, the authors will relate the organizational management with their controlling and passive management attributes while the leadership will be assessed through the transformational leadership style. In addition, the transformational leadership's traits are matched with the famous mythological character of 'Pied Piper of Hamelin' as being the picture of truthful influence to move the crowds towards the desired direction. Henceforth, the article follows the sequence starting from the introduction in the first chapter, thereafter a brief account on the research setting followed by the methodology. Thereafter, the chapter on literature review comes explaining the significant topics. Afterwards there will appear a chapter on case results followed by a collection of thoughts establishing a comprehensive discussion on the results. The paper ends with managerial implications, future avenues stemming out from the current research activity and the list of references used to support the overall article in the form of case study.

2. Theoretical background

One of the initial introductions of leadership is that it is a mere combination or the set of traits that a person is having by default. This view point suggested the fact that "leadership" is something innate Stogdill (1974). However, the modern theorists of Leadership, defines it differently. According to Ancona (2005) 'Leadership is something personal but she included and developmental side of it as well. She further suggested that, 'The basis to perfect the change process is to proceed with the specific and genuine capabilities one has with the vigour and stratagem to alter those in the process and in accordance with the contingency factors, hindering the way, as there is no single formula to lead.

According to Kouzes and Posner, (1987) 'The road to great leadership that is common to successful leaders include the ingredients that are 'Challenge the process', 'Inspire a shared vision', 'Enable others to act', 'Model the way', 'Encourage the heart. Ancona (2005) defined Leadership as a shared and team game by suggesting it as something which is 'Not an individual sport'. According to her, in the modern world which is highly connected and networked environment, leaders ought to develop strong community on the basis of trustworthy and dependable relationships across their community. Relationships having the democratic way where everyone's opinion can be heard and have equal say is the most significant standing point in the current day scenario (Ancona 2005). Raelin (2003) defined the concept of 'Team' as the creation or development of 'leaderful' communities where leadership actually gets the basis to groom or flourish. According to the research study findings by Pearce and Sims (2002) "Shared or collective leadership was considered as the most significant basis of the team effectiveness. The case study findings revealed the clear basis for their empirical claim that a highly cognized strategy for dispensing leadership components among the team members is likely to enrich team effectiveness manifolds ". The concept of 'Shared Leadership', as being the predictor of team effectiveness, on the basis of profound support for shared leadership's predictive capabilities in certain contexts, is currently taking advanced level of attention and interest by the new generation of management research (Pearce, 2003). 'Shared leadership', is an exertion of leadership behaviours by peers within a team, rather than by the designated vertical leader of the team, Pearce and Sims (2002), and Cox et al (2003).

Pearce and Sims (2002) studied five different types of managerial leader behaviours, both for shared and vertical leadership models: aversive (punishment), directive (issuing instructions, commands, and goals), transactional (providing rewards and managing by exception), transformational (providing vision, inspiring, expressing idealism), and empowering (encouraging independent action, teamwork, self-development, self-reward).

A strong motivational pull should be developed among the team members, through leadership for the attainment of collective team objectives and goals. Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Influencing people's motivation means getting them to want to do what you know must be done (Military Leadership, 1993).

Burns (1978) introduced the concept of 'Transformational leadership' and highlighted the difference between 'Transactional Leadership' and 'Transformational Leadership' initially. Later Burns (2010) referred transformational leadership as a leadership style which is represented by the traits like charisma in addition to the shared vision between leaders and followers. According to Bass' (1985) the model of 'Transformational Leadership', is regarded as the most suitable leadership style by the theorists and researchers for the organizations which truly want to encourage their employees to perform beyond expectations and transform their selves into ultimate binding force. Bass (1985) further reported that the transformational leaders motivate followers to achieve performance (Kazmi, Naaranoja, Takala, 2013) beyond expectations through the transformational process of thought (i.e., Beliefs and values etc.) and behaviour (i.e., Attitudes and attributes etc.). In addition, Bass & Avolio (1993) were of the opinion that, the global effort for survival of the fittest requires a potent style of leadership that exceeds the more basic transactional styles, which only offer contingent reinforcement and management-by-exception, so to accommodate the requirements well suited for the styles which get the basis from the ingredients like intellectual stimulation, inspiration, and charisma etc (Kazmi, Naaranoja, 2013). Henceforth, Bass (1985), was the one who clearly highlighted the numerous aspects of transformational leadership, namely inspirational motivation, charisma, intellectual stimulation, and individualized consideration. The attributes of transformational leaders includes creativity, team orientation, acknowledging others for their capabilities, training the followers, taking responsibility of the actions and recognizing others efforts (Galpin, T., J. 1996).

The description of attributes associated with the transformational leadership style as defined by numerous theorists (Burns .1978, Bass .1985, Bass ; Avolio .1993 Galpin, 1996) gives a strong resemblance to the charismatic, emotional, individualized consideration, intellectual stimulation, inspiration influence just like a magical effect the character of Pied Piper of Hamelin had in "a children's story" where a pied piper aims to solve a rat infestation problem in the village of Hamelin. Here the magical tune played by the Pied Piper used as a metaphor for the sense of truth in the agreement, harmony and equilibrium of one's reason, choice and decision. The character of Pied Piper is a perfect example of influence be it good or bad; though here we take it as the positive influence in the decision process.

3. Research setting

The case study is a collaborative effort between the public sector policy formulators (i.e., Ministry of Health, Finland, Industrial Management, Production Department, University of Vaasa) focusing on to suggest healthcare reforms highlighting collaborative innovation and its continuous improvement thereafter for change process maturity.

4. Methodology

In the current case study, the authors combined the especially devised questionnaires having the open-ended queries, informal interviews and group discussions to investigate the current practices. Feedback from the selected sample size of 35 respondents representing the targeted localities- (i.e., Laihia and Vähäkylä) was obtained. The selected sample represented the cross hierarchical levels (i.e., senior management, line management and staff etc.) as well as multidisciplinary background (i.e., Physiotherapy units, Child and mother care units, Dentistry units or the general physician units etc. The questions used in the research inventory were prepared to cover the aspects of care (i.e., well-being), commitment, creativity and confidence to gauge their levels of presence in the current working operations, so to support the process of collaborative innovation, recently injected within the targeted work environments. As a process method, the authors selected routine management styles (i.e., Controlling and Passive working style) against transformation leadership style, which is well acknowledged to support organizational transformation through innovative processes. (Avolio, Bass, Jung, 1999) Avolio, 1999; McShane , VonGlinow 2000). The feedback received from 35 respondents was analyzed to judge the current working practices in the real sense and their impact on the aimed process of organizational transformation initiatives in the OSUVA project.

4.1 Research Goal

This survey aims to highlight the gap between the potential of routine managerial role and strategic leadership skills. To verify the propositions, a survey using questionnaires was conducted.

4.2 Sample and Data Collection

The survey of this study is conducted on 35 middle and senior level practitioners from the localities, for which the change process is targeted, are the Vaasa, Laihia and Vähäkylä, situated in the north of Finland. The proposed collaborative innovative change process was injected in to the work scenarios constituting upon Physiotherapy, Dental Units, Child and mother care, general physician services at the targeted localities. Here, it may be noted that the services like, administration, physiotherapy, psychologist and supporting service are jointly managed in the two relatively distant targeted localities. The questionnaires were analyzed through percentages to view the comparative behavioral trends through the selected traits.

5. Results and discussions

To judge the real presence of the management styles among the controlling, passive or the transformational leadership, on four selected dimensions (i.e., care, commitment, confidence and creativity) the survey was run. The additional aim of the survey was to analyze the impact of management current practices on the workers to support the current innovative process. The research questionnaire, used in the current case study, is designed in a way that it can highlight the elements of the management styles (i.e., passive management, controlling management and the transformational leadership) in addition to their impact on the current collaborative innovative initiatives, implemented on the targeted localities. The questions used in our research inventory to investigate the managerial style and command components` are shown in the following table:

- 1) Few examples of questions used to identify the presence of “controlling management or passive management” traits in the management style:

*Table 1:
Sample questions revealing `Controlling` and `Passive` Management trends.*

| <i>Sr. No.</i> | <i>Options with the reflection of `Controlling Mgt. Style`:</i> |
|----------------|--|
| 1 | Describe your involvement in your organization's current innovation process? |
| 2 | Describe your organization's leadership culture? |
| 3 | How would you rate the current level of trust between you and your supervisor? |
| 4 | How usually you share any work improvement proposal if it comes to your mind? |
| 5 | What factors do you think contribute in the level of trust between the employee and the supervisor? Stress to achieve the targets? |
| 6 | How would you rate your job autonomy? |
| 7 | Did the senior management take your opinion on focused areas while framing the rules for the new co-operation area? |
| 8 | What you feel has changed, in the new cooperation area, which could not be considered as having positive impact? |

- 2) Few examples of questions used to identify the presence of “Transformational Leadership” traits in the management style to support the process of collaborative innovation:

*Table 2.
Reflects few example of questions having transformational leadership trends*

| <i>Sr. No.</i> | <i>Options with the reflection of `Transformational Leadership Style`:</i> |
|----------------|--|
| 1 | How to co-operate to promote employees' sense of commitment at work? |
| 2 | How passionately you feel about your work? |
| 3 | Are you doing exactly what motivates you to do at the work place? |
| 4 | How management supports and encourages employee participation in innovation? |
| 5 | How would you describe the confidence level as part of the relationship between employee and supervisor? |

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- 6 Why you are working at this health centre?
 - 7 Could you tell some examples of innovation that you've been involved in producing a profit area here?
 - 8 What is your understanding about innovation and how to evaluate its significance as part of your work?
-

The above listed questions show the required balance by including core management operational areas which are highly relevant in the optimal team building to support the organizational transformational process and effective functioning through intelligent resource utilization.

The results showed the following trend on four dimensions (i.e., care, commitment, confidence and creativity) on the basis of respondent’s feedback, gathered questionnaires and interviews:



Fig. 1. Reflection of results on 4 Cs, attained through respondents verbal desire Vs. the actual effort level

According to the above graphic representation the respondents verbally supported each dimension at higher levels i.e., 92%, 83%, 84% and 93% for care, commitment, confidence and creativity levels respectively. However, the respondent’s practical potential on each dimension was appeared as approximately the half of the actual amount of effort in the first three dimensions (i.e, 45%, 55%, and 48% for care, commitment and confidence respectively). Moreover, the gap exceeded the maximum at the creativity level which is 29% against the claimed level of 93%. Here under is a comprehensive table revealing combined average scores for various management trends (i.e., passive management, controlling management and transformational leadership) on the basis of each respondent’s feedback:

Table 3. Reflection of respondents’ average scores on three selective management styles (i.e., Passive Management, Controlling Management and Transformational Leadership)

| <i>Respondent No.s:</i> | <i>Passive Management.</i> | <i>Transformational Leadership.</i> | <i>Controlling Management.</i> |
|-------------------------|----------------------------|-------------------------------------|--------------------------------|
| 1 | 09.33 | 12.21 | 68.46 |
| 2 | 17.05 | 12.32 | 70.63 |
| 3 | 28.92 | 54.64 | 16.45 |
| 4 | 20.35 | 6.32 | 73.33 |
| 5 | 19.36 | 15.30 | 65.34 |
| 6 | 14.13 | 17.95 | 67.98 |
| 7 | 19.81 | 14.37 | 60.82 |
| 8 | 35.79 | 33.76 | 30.46 |
| 9 | 17.63 | 18.21 | 64.16 |
| 10 | 29.36 | 13.21 | 57.43 |
| 11 | 27.75 | 9.65 | 62.06 |
| 12 | 16.8 | 17.62 | 65.89 |
| 13 | 26.59 | 32.98 | 54.73 |
| 14 | 32.80 | 36.02 | 31.18 |
| 15 | 29.42 | 17.33 | 53.25 |

| | | | |
|----|-------|-------|-------|
| 16 | 28.70 | 7.77 | 63.53 |
| 17 | 26.74 | 11.26 | 62.02 |
| 18 | 12.44 | 24.01 | 63.46 |
| 19 | 24.40 | 18.21 | 57.39 |
| 20 | 25.74 | 19.59 | 54.68 |
| 21 | 20.40 | 8.60 | 71.01 |
| 22 | 21.14 | 43.40 | 35.46 |
| 23 | 29.35 | 7.16 | 63.49 |
| 24 | 25.21 | 46.99 | 27.80 |
| 25 | 14.28 | 17.63 | 68.09 |
| 26 | 19.43 | 18.82 | 61.75 |
| 27 | 15.13 | 30.13 | 54.75 |
| 28 | 30.66 | 10.33 | 59.02 |
| 29 | 21.61 | 8.7 | 69.70 |
| 30 | 29.37 | 34.24 | 36.40 |
| 31 | 25.08 | 9.43 | 64.77 |
| 32 | 51.60 | 10.86 | 37.54 |
| 33 | 31.61 | 28.7 | 39.70 |
| 34 | 29.37 | 36.24 | 34.40 |
| 35 | 35.08 | 30.43 | 33.77 |

The table above is revealing the combined average scores of each respondent's on three selected management trends (i.e. passive management, controlling management and transformational leadership). Current research results were obtained through interview questionnaires having the balanced limit of items on the three management styles. According to the above table, it is quite obvious that the management practices at the targeted localities are heavily operated through controlling style of work command (i.e. 27 respondents reflected controlling management trends). However, 03 respondents' responses supported the presence of passive management style and 05 transformational leadership styles. Here, it is pertinent to mention that transformational leadership is actually the highly recommended style of working to support and promote innovation and creativity within the working teams' scenarios. Henceforth, the authors are pointing out one of the critical reasons of innovation incentives failure at the target localities is the absence of transformational leadership trends with in the working practices. Transformational leadership is highly regarded for creating healthy, communicative and highly responsive team formations (Kazmi, Kinnunen, 2012). The studies on the effects of transformational leadership, the researchers gathered much supportive outcomes in the form of employee's satisfaction, follower's extra effort, and high ratings of the leader's effectiveness (Lowe et al., 1996).

The above supports the theoretical concept we formulated in our case study to align 'Transformational Leadership' with the character of Pied Piper of Hamelin from a children's story. The character of the Pied Piper is an example of influence, be it good or bad; but here it is meant to be a strong positive influence in the decision process. The influence of the leader here is a character similar to that of the Pied Piper (i.e., the story character), whose tunes took over the self-control, first from the rats and the next time from the kids and made them follow him blindly to the route he desired.

The figure 2 is a graphic representation of the theory formulated by the authors of the paper, defining a link between the transformational leadership and the 'Pied Piper effect'. The authors wanted to highlight the charismatic and emotional characteristics attached with the transformational leadership style that binds the leader and the followers unconditionally just like the characters of Pied piper and his followers children's story. According to the authors' understanding, the process of Pied Piper effect takes five steps to complete the process of leaders / follower working process. The steps are in the following sequence;

- When the transformation leaders initiating the process of change from the static or undesirable situation,
- Later, the transformational leaders install the passion – sense of awareness among the team members towards some goal achievement,

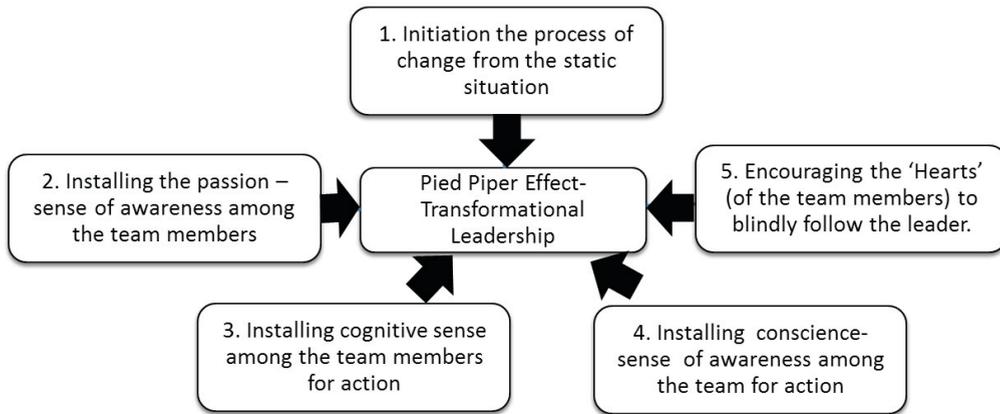


Fig.2. Pied piper effect in Transformational leadership process, conceptualized by the authors (Kazmi & Naaranoja, 2013)

- The transformational leaders combine the process of installing cognitive sense among the team members for action,
- The transformational leaders installing conscience-sense of awareness among the team for action as well,
- The transformational leaders encourage the 'Hearts (of the team members) to follow the process blindly,

Hence, Pied Piper effect - Transformational Leadership takes its final end with the strongest connection between the leaders and the followers, to transform the old static and undesirable situation into the ideal one.

Following is a graphical representation is to enhance the clarity of our theoretical Model:

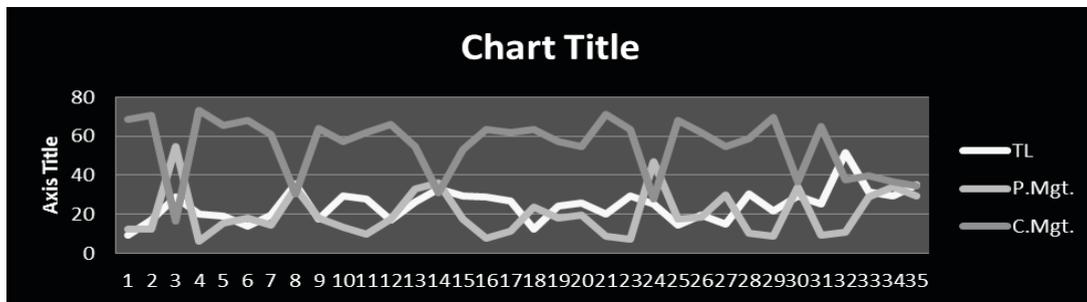


Fig. 3. Graphic representation of transformational leadership Vs management styles

Placed above is a graphic representation of the research results to present the highs and lows of the management trends (i.e., passive management, controlling management and the transformational leadership) supported through each respondent's responses. The figure shows an overall higher trend of Controlling management style, reported by almost all the respondents except in the cases of respondent numbers 3, 8, 24, 30 and 32 till 35 in the present work situation. Low transformational leadership trend is reported by almost all the respondents except in the cases of

respondents' numbers 3, 8, 10, 14, and 32. However, higher passive management behavior is reported by respondent numbers 3, 8, 14, 24, 30 and 33 to 35.

6. Discussion and Conclusion

The brief description of the Pied Piper of Hamelin is that it is "a children's story" where a pied piper aims to solve a rat infestation problem in the village of Hamelin for a thousand guilders. After luring the rats away with his pipe the mayor refuses to pay the promised sum and as a consequence the pied piper uses the same method of killing the rats to kidnap the children where they are never seen again. Let's start at defining The Pied Piper motif: The sound of the Pied Piper is a metaphor for the sense of truth in the agreement, harmony and equilibrium of one's reason, choice and decision.

As far as choices go there are three functions for willful decision: physical, mental and spiritual; where the metaphysical dimension fills the gap between mental and spiritual identity choices. As being essence of self (entity) and spirit (identity) in the form of body, mind and soul; where sense is feeling awareness occurring in three dimensions, forms and measures of consciousness as follows:

- 1) passion-sense as body and physical awareness
- 2) cognitive-sense as mind and metaphysical awareness
- 3) conscience-sense as soul and spiritual awareness

The sounds of consciousness (passion, cognition, and conscience) play the tunes that humanity dances to. The Pied Piper plays the attractive tunes that make positive sense to the body, mind and soul; if it is inclusive, selfless and civil. As human-beings we have the chance, choice and decision to use our three dimensional senses of, passion, cognition, and conscience to determine our conscious fate.

Henceforth, as chance is a choice change, it follows that change is a chance per choice; henceforth, it is imperative that body, mind and soul are synchronized in each occurrence choice and decision event to provide optimum positive impact cause and effect. Ultimately the choice belongs to each individual to derive their management, stewardship and responsibility for their purpose, motive and intent in the existence experience.

The very aim of the paper is to offer support and guidance on the worth of transformational leadership to assist the organizational change process. For the above, the authors of the paper have used the OSUVA project case, an health care change initiative, taken up by the public sector support (i.e, Ministry of Health, Finland, and the Group of researchers from the public sector research institutes) for health care reforms through working process improvements covering the geographical locations of Vaasa, Laihia and Vähäkylä, north of Finland. The research task, for the current study originators, was to initially gauge the impact of the earlier injected innovative initiatives with in the sample localities by the public sector policy formulators and suggest the rationally appropriate change management model to support transformational process.

Our case study is offering strong basis to justify that in today's rapidly changing world, transformational leadership within an organization foster a shared culture which combines common vision, mission, and shared values. Leaders (Team leaders or Managers) not only conceptualize, institute, and impart the vision and mission of the organization to both internal employees and external constituents but also merge the corporate vision with the practical business strategies that can best be utilized as the organization's resources, which is one amongst the great many corporate challenges. Transformational leadership enables management to develop strategies, to analyze, assess, and resolve complex management problems, analytical techniques through SWOT analysis, value chain analysis, strategic cost analysis, and competitive strength assessment for adopting most suited business strategies for the overall organizational success, what was the missing link in the old management practices i.e., heavily dominated by human resource controlling and passive management styles. Our study results supported the fact that to ensure smooth organizational transformational process, operational effectiveness and productivity is only possible if the human resources are intelligently utilized through proper selection and skill development of Optimal or Smart Teams', especially taking full advantage of transformational leaderships' pied piper effect.

6.1 Managerial Implications

The research paper aims to introduce:

- The linkage between the pied piper effect and transformational leadership as a source to enhance the Team member's capacity.
- Offers 'Management team building and effective organizational transformational structures for the business management experts to select and develop the most effective and capable human resources in the form of 'Smart and Optimal Teams'
- A direction to achieve the ultimate organizational goals with lower levels of resource wastage while ensuring enhanced levels of group coordination, and productivity.

6.2. Future Research Avenues

Our research effort can open following avenues for further research and testing:

- 1) How to establish an in-house management capacity having 'pied piper effect' to shape working teams capable of creativity and innovation?
- 2) Can the 'pied piper effect' is a solution for building healthy teams in the situations where the tasks and objects of an operational activity can be changed at any point of time due to the external environmental demands etc.?

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