

CHARACTERISTICS AND FEATURES OF THE TRANSFORMATIONAL LEADERSHIP STYLE

Jalaldden Abdulssalam,

*student at International Economic Relations department «KROK» University, Kyiv, Ukraine
e-mail: zrack.attack@gmail.com*

Bielova O.,

*PhD, Associate professor at Marketing and Behavioral Economics department,
«KROK» University, Kyiv, Ukraine
e-mail: bielovaoi@krok.edu.ua*

ORCID: <https://orcid.org/0000-0001-9359-6947>

Rybalko I.,

*Senior Lecturer at the Department of Project and Process Management,
«KROK» University, Kyiv, Ukraine
e-mail: dpk2@krok.edu.ua*

ORCID: <https://orcid.org/0000-0002-5332-2666>

In science, four types of leadership are distinguished: authoritarian, democratic, bureaucratic and transformational [1]. A transformational leader is a type of leader in classification that models the behavior of subordinates that is expected of them. This type of leader always sets clear goals and has high expectations for subordinates. This leader simultaneously supports and emotionally guides subordinates to achieve both personal and organizational goals.

It's important to note that transformational leaders balance short-term and long-term goals. When using this style in management, subordinates always feel comprehensive support and deeply trust their leader, which is why, as a result, they behave honestly and create strong connections at work. In addition, leaders of this type have a generalized focus on a long-term vision of development. Transformational leaders are always focused on long-term strategies, and regularly communicate about vision with passion and clarity. Such leaders keep the interest of each subordinate, who, as a result, are always involved in the process of achieving goals and are motivated to achieve them.

On the other hand, this type has a number of disadvantages. For example, this type of leadership may be ineffective in the beginning because transformational leadership is built on trust, which takes time. Thus, transformational leaders may not be perceived by staff and may be ineffective at the beginning of their leadership path, as they have yet to gain the trust of their new team and / or establish close cooperation with them and management. Also, this style is not focused on specific details in management. While transformational leaders are characterized by inspiring others, they can struggle with elements of the routine of daily fulfillment.

As a result, transformational leadership involves increasing the ability of organization members to solve problems individually or collectively. Represents the culture of change. Transformational leadership motivates people to do more than they expect, which drives and transforms groups, organizations, and society itself.

Characteristics of this style can be classified as follows [2]:

- It is a leadership style that motivates and transforms people, as it is linked to human needs, self-fulfillment, self-esteem and personal growth. Practicing transformational leadership induces more effective behaviors, and their workers are motivated to give more than what is expected of them.

- Transformational leaders exert influence over group members, and produce vision changes that push people to put personal interests aside in pursuit of the collective good. They will even pursue the collective interest even if they do not satisfy their basic needs such as safety, health, or love.

- These leaders are charismatic leaders who demonstrate influence through their personality, influence and exemplary behaviors. Transformation leaders end up serving as role models for their followers and making an impact on followers because they empathize with him, his beliefs, values, and goals.

- A transformational leader cares about followers, in a way that promotes development and growth.

- Transformational leaders usually have a positive conception of themselves, they are interested in knowing what the expectations of their followers are. They are self-regulating, trying to achieve congruence between expectations and their behavior to be more effective.

- Within self-organization, they are leaders who adapt well to the requirements of the organization. This means that they enhance cooperation within the organization, all members understand each other and both group and group expectations are fulfilled. In addition, they consider continuing education important, because they believe followers grow personally in this way.

- For transformational leaders, it is important to 'shared leadership', that is, it is based on participation, so that it creates consensus with workers about the organization's values, collaborates to define them and they share the same thing.

- Transformational leaders try to keep mistakes to a minimum, but they do it actively. To do so, they try to anticipate them so that they do not happen, but when mistakes do happen, do not pity them or take revenge, they simply try to turn them into educational experiences. Mistakes are learned and thus subordinates are not punished for making mistakes.

In conclusion, we can say that the transformational leadership style can be used when it is necessary to have an inspiring long-term vision of the future development of the company. Transformational leadership only works when the company's management has a clear vision of the future and is willing to work within the system and bring different people together to make it happen.

References:

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2. M. Kets de Vries. *Leadership mysticism. Development of emotional intelligence* ISBN 978-5-9614-6252-4. Alpina Publisher. 2017. 276 p.