



## Research References: Transformational Leadership

### Changes to the Bass Model of Transformational Leadership

<sup>1</sup> Bass, B. M., & Avolio, B. J. (1990). Developing Transformational Leadership: 1992 and Beyond. *Journal of European Industrial Training*, 14, 21–27.

<sup>2</sup> Bass, B. M., & Steidmeier, P. (1999). Ethics, Character, and Authentic Transformational Leadership Behavior. *The Leadership Quarterly*, 10 (2), 181-217.

### The Validity & Reliability of Multifactor Leadership Questionnaire (MLQ)

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### Inconsistencies Related to Separate Factors in the MLQ

<sup>4</sup> Tejeda, M. J., Scandura, T. A., & Pillai, R. (2001). The MLQ Revisited: Psychometric Properties and Recommendations. *Leadership Quarterly*, 12, 31–52; Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and Leadership: An Examination of the Nine-Factor Full-Range Leadership Theory Using the Multifactor Leadership Questionnaire. *Leadership Quarterly*, 14, 261–295; Yammarino, F. J., Spangler, W. D., & Dubinsky, A. (1998). Transformational and Contingent Reward Leadership: Individual, Dyad, and Group Levels of Analysis. *Leadership Quarterly*, 9, 27–54.

### The Leadership Practices Inventory (LPI) Lacks Validity

<sup>5</sup> Antonakis, J. (2018). Charisma & the New Leadership. In J. Antonakis, & D. V. Day (Eds.), *The Nature of Leadership* (Third ed., p. 68). London: Sage Publications, Inc.

### Positive Impact of Transformational Leadership

<sup>6</sup> Yukl, G. A. (1999). An Evaluation of Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. *The Leadership Quarterly*, 10 (2), 285-305.

<sup>7</sup> Lowe, K. B., Kroeck, K. G., & Sivasubram, N. (1996). Effectiveness Correlates of Transformational and Transactional Leadership: A Meta-Analytic Review of The MLQ Literature. *The Leadership Quarterly*, 7 (3), 385-415.

<sup>8</sup> Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational Leadership and Performance Across Criteria and Levels: A Meta-Analytic Review of 25 Years of Research. *Group & Organization Management*, 36 (2), 223–270.

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<sup>10</sup> Jung, D., Wu, A., & Chow, C. W. (2008). Towards Understanding the Direct and Indirect Effects of CEOs’ Transformational Leadership on Firm Innovation. *The Leadership Quarterly*, 19 (5), 582–594.





## On the Downside

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- <sup>12</sup> Antonakis, J., Bastardo, N., Jacquart, P., & Shamir, B. (2016). Charisma: An Ill-Defined and Ill-Measured Gift. *Annual Review of Organizational Psychology and Organizational Behavior, 3*(1), 293–319; Yukl, G. A. (1999). An Evaluation of Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. *The Leadership Quarterly, 10*(2), 285-305.
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## Interesting Findings

- <sup>15</sup> Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin, 129*(4), 569–591.
- <sup>16</sup> Bono, J. E., & Judge, T. A. (2004). Personality and Transformational and Transactional Leadership: A Meta-Analysis. *Journal of Applied Psychology, 89*(5), 901–910.
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