



#### **TIM ARNOLD**

Tim Arnold is the president of Leaders for Leaders and author of *The Power of Healthy Tension*. He has spent over two decades helping organizations write teams, spark change and get unstuck with clients that include The United Nations, Citibank, KPMG, Toyota and Siemens. Arnold is able to provide his clients with a real-world perspective through his experience launching successful for-profit and not-for-profit businesses, overseeing community outreach and healthcare programs and managing international development partnerships in four continents. His biggest accomplishments are being dad to Dylan and Aryel, and husband to Becky. Arnold's article on "both/and" thinking strategies begins on page 35.



#### **PATRICK WILLIAMS**

A licensed marriage and family therapist (LMFT) and certified employee assistance professional (CEAP), Patrick Williams has over 25 years of clinical experience and motivational leadership. He specializes in workplace issues, helping employees learn how to balance their personal and professional stresses. His expertise is in stage of life concerns and educational initiatives to help employees manage their personal and professional relationships. On page 37 Williams offers tips on how employers can manage their millennial staff while still supporting all generations.



#### **SANDRA LAVOY**

Sandra Lavoy is a regional vice president for Robert Half. With more than 30 years in the recruiting industry, Lavoy is a staffing expert who has experienced all phases of the job market cycle first-hand. Founded in 1948, Robert Half is a specialized staffing firm. With more than 300 locations worldwide, the divisions of Robert Half place highly skilled professionals on a temporary, temporary-to-hire and full-time basis in the fields of accounting and finance, technology, office administration, legal, creative, marketing and design. Her article on page 39 divulges the secrets to building a satisfied workforce.



#### **MOSTAFA SAYYADI**

Mostafa Sayyadi, CAHRI, AFAIM, CPM®, works with senior business leaders to effectively develop innovation in companies and helps companies – from start-ups to the Fortune 500 – succeed by improving the effectiveness of their leaders. He is a business book author and a long-time contributor to *HR.com* and *Consulting* magazine and his work has been featured in top-flight business publications. See page 43 for his article on transformational leadership.



#### **BRETT RICHARDS, PhD**

Dr. Brett Richards is president and managing partner of Connective Intelligence Inc., a consultancy that helps organizations grow through disruption by turning culture into stronger business performance. Passionate about growing an organization's top line while improving its bottom line, Connective Intelligence helps CEOs, HR and business leaders quantify a company's cultural mindset to support leadership and organizational performance. To learn more, visit [ConnectiveIntelligence.com](http://ConnectiveIntelligence.com) and [TheOGL.com](http://TheOGL.com). Richards' article – linking culture to tangible organizational growth – begins on page 45.



#### **DANNY WEILL**

Danny Weill is a digital business leader and change-maker for mental health in the workplace. As vice president at LifeSpark, a leading digital employee health platform dubbed the "Netflix of healthcare" by the *Financial Post*, Weill helps bring global innovation to workplace well-being. Over the past decade, Weill has been an industry leader in digital education delivery across North America, specializing in the fields of continuing medical education, mental health and well-being. He speaks at industry events across North America and is a featured guest lecturer at several business schools. On page 47 Weill explores how to support employees after a colleague's suicide. ■

# Innovate the Business

## HOW TRANSFORMATIONAL LEADERSHIP REALLY WORKS

By Mostafa Sayyadi

**T**he characteristics of transformational leaders, when used appropriately, represent a leadership model that can be effective to improve a knowledge-based workplace by developing and managing intellectual capital within organizations. Building on the transformational leadership model, organizations can attempt to continuously innovate and create new and valuable services or products by applying new ideas and knowledge. This article adopts a holistic approach to address the following research question: How can transformational leaders meet the need for innovative products and services?

The answer to this question lies in a leader's ability to facilitate the generation of new knowledge and ideas by motivating employees to solve organizational problems with increasing innovation. Moreover, transformational leaders inspire their teams to rethink problems and challenge their personal attitudes and values. Most importantly, transformational leaders transform organizations by attempting to change the basic values, beliefs and attitudes of employees so that they are willing to perform beyond their previous level.

Transformational leaders have been posited to be visionary leaders who attempt to develop a shared and inspiring vision for the future. They play a critical role in shifting organizations toward the creation of new services and products. These leaders contribute to new products and services to meet dynamic market needs through higher expectations and stimulation for new and strategic opportunities to meet the needs of customers in emerging marketplaces.

Unfortunately, while the characteristics of transformational leaders are positively associated with organizational innovation, it is somewhat underutilized in organizations worldwide. This is alarming because numerous empirical studies have found that there is a direct correlation between transformational leadership and organizational innovation. Many scholars highlight transformational leadership as an enabler of innovation. Therefore, leaders who may not be utilizing the transformational leadership model – which has been posited as a managerial-based competency for organizations operating in today's innovative business environment – can now explore the virtues of using this leadership model to improve organizational performance.

An industry task force on leadership and management skills in 2017 found relevant information that may help leaders embrace transformational leadership. The task force first critiqued top managers and found them to be inadequate effective leaders. The report illustrates the weaknesses in leaders, such as failing to develop a clear vision for the future of their organization. Similarly, a report on management matters in 2018 illustrated that top managers in the manufacturing sector scored the least in the organizational behaviour of people management when compared to two other



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areas of operations and performance management. This particular report highlighted that companies need to enhance influence on human assets in order to achieve sustained competitiveness.

In both studies, companies were ranked low in almost all dimensions of people management. After careful review of these findings from both empirical studies, scholars recommend that companies must improve their human resources-related practices with the target of attracting, retaining and promoting their *human* resources. Furthermore, the recommendations for effective leadership are to focus on developing a strategic vision for future strategic initiatives and organizational innovation. By accepting the challenge of transformational leadership, leaders may be capable to overcome their own leadership flaws and lead better in today's hypercompetitive environment.

The important aspect that all leaders can learn is that the characteristics of transformational leaders help employees accomplish tasks that they would not ordinarily consider as part of their competency. The challenge for top management executives and leaders in all organizations is to accept transformational leadership as a means to address the current gaps in leadership effectiveness and improve competitiveness in global markets in 2019. ■

*Mostafa Sayyadi is a senior management consultant, author and business and technology journalist.*