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□□ Transformational Leadership part of \\ "new leadership paradigm\\ " which gives attention to the charismatic and affective elements of leadership.

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Chapter 9 • Charismatic and Transformational Leadership 261 The terms transformational and charismatic are used interchangeably by many writers, but despite the similarities there are some important distinctions. This chapter describes the major theories, examines relevant research, compares charis-

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their own material self-interests.

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A vision uplifts and attracts others. For this to happen, the vision must result from a collaborative effort. Charismatic leaders formulate their vision synthesizing seemingly disparate issues, values, 341 Chapter 9 Charismatic and Transformational Leadership resistance to British rule.

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Opening Case A P P L I C A T I O N In 1986, Oprah Winfrey launched Harpo Productions, Inc. Two years later, in October 1988, television history was made when Harpo Productions announced that it was taking over all production responsibilities for the Oprah Winfrey Show from Capitol Cities/ABC, making Winfrey the first woman in

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p Distinguish between charismatic and transformational leadership. p Explain the difference between transformational and transactional leadership. p Explain the four phases of the transformation process. p Explain the basis of stewardship and servant leadership. p Define the key terms listed at the end of the chapter. Chapter 9 Learning Outcomes

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Charismatic Leadership 263 of how leadership should be conceived at a time when leadership was not being taken very seriously (Antonakis et al., 2004).

#### **(PDF) Transformational and Charismatic Leadership**

2. Exhibit 9.4 identifies transformational and charismatic leader behaviors. In your opinion, which of the behavioral components does Ms. Burns exemplify? Ms. Burns exemplifies idealized influence, individual consideration and intellectual stimulation. Ms. Burns can see a better future for Xerox and is striving to bring that future to the present.

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