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## **Challenges Face by Transformational leader and suggestions to solve the challenges**

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### **Abstract**

Transformational leaders empower their followers to enact change, a transformational leader might form a bond with the workers and then inspire and empower them to restore the business. In contrast, a transactional leader might devise financial incentives for employees, hoping to motivate them to find ways to restore the business.

In recent time the life of a transforming leader clearly is not easy. Inside the organizations, they need to lead and motivate a diversified group of people, work across organizational boundaries, improve efficiency, and achieve growth. Externally, they face a complex and globalized environment; they have to manage the requirements of government, keep up with competitors, and meet the expectations of other organizations. And within this global environment, there are many cultural considerations leaders must face to be effective. They must work across cultural boundaries and alongside others who, at times, are very different from them and have different ways of getting work completed. These are difficult challenges, and many leaders feel ill-prepared to tackle them. Developing leaders who can face these challenges is tricky indeed. Of course, some training needs and content can be derived from organizational strategy and planned change initiatives. Yet many leaders have other needs and challenges that strategy or change initiatives do not cover. So what are those challenges, and how can a company ensure that training actually is designed to meet the development needs of a specific leader? These all are described in this paper.

**Key words:** boundaries, challenges, organizational, requirements, transforming.

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### **Transformational Leaders**

Transformational leaders empower their followers to enact change, unlike transactional leaders, who focus on rewarding their followers for enacting change. Suppose a new leader is brought in to save a failing company. A transformational leader might form a bond with the workers and then inspire and empower them to restore the business. In contrast, a transactional leader might devise financial incentives for employees, hoping to motivate them to find ways to restore the business. Transformational leadership is about renovating an organization; it is about transmuting the firm

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following a new vision which will lead to the evolution of the organization's culture (Tichy and Ulrich, 1984).

Transformational leadership implies a process whereby an individual attempts to elevate his or her consciousness so that various common place conflicts and dualities begin at higher level of synthesis. Transformational leadership is substantially interactive. Leaders and followers reach a high degree of interconnectedness from which they are able to achieve the desired changes (see Burns, 1978).

Transformational leadership attempts to change the whole organization from one style or culture to another. Transformation leadership has the ultimate aim of raising the level of human conduct and ethical aspiration of both the leader and led. The leader main thrust is to elevate, inspire and evangelize his or her no higher thing in life.

Transformational leadership can inspire employees to help in operating business. Transformational leaders also empower their employees by offering training and increased responsibility, which enables workers to make a leader's vision a reality.

### **Objectives**

1. To study the concept of transformation leadership.
2. To explain the different type of challenges faced by transformation leadership.
3. To explain the suggestion to faces the challenges.

### **Review of literature**

Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized "around a collective purpose" in such a way that "transform, motivate, and enhance the actions and ethical aspirations of followers." Transformational leadership is a leadership style that seeks positive transformations "in those who follow" and that achieves desired changes through the "strategy and structure" of the organization (Peter and James, 2013).

According to Bass (1990), transformational leadership is characterized by several patterns of behavior. First, transformational leadership employs the charisma of leaders in order to gain the respect and trust of stakeholders and to instill pride in the latter. In addition, charisma underlines the provision of a common vision and sense of mission necessary for the transformation. The second characteristic is inspiration through which leaders employ symbols to redirect followers' efforts; they express in a simplistic manner the fundamental purpose of the transformation process, and clearly communicate the accompanying higher expectations. The third characteristic is intellectual stimulation. Leaders intellectually stimulate employees by emphasizing rationality and creativity in problem-solving situations. Finally, transformational leadership offers individualized consideration: leaders treat employees individually offering them personal attention and, whenever necessary, they provide coaching and advise to those employees (Bass, 1985).

## **Challenges face by a transformational leader**

The life of a modern-day leader clearly is not easy. Inside their organizations, they need to lead and motivate a diversified group of people, work across organizational boundaries, improve efficiency, and achieve growth. Externally, they face a complex and globalized environment; they have to manage the requirements of government, keep up with competitors, and meet the expectations of other stakeholders. And within this global environment, there are many cultural considerations leaders must face to be effective. They must work across cultural boundaries and alongside others who, at times, are very different from them and have different ways of getting work completed.

### **Dynamic nature of organization**

In recent time the organization changes their structure at rapid rate the first challenge is to make a compelling case according to the dynamic changes .transforming leader can't understand the changing condition very fast so he unable to trained and motivate the followers. For example, to save a failing company, a transformational leader must show workers that the status quo is unsustainable and that their long-term interests depend on systemic change (Amabile, 1996; Deci & Ryan, 1985; Shamir, House, & Arthur, 1993).

### **How to Inspire Followers**

Challenge for transformational leadership is to inspire workers with a compelling vision of the future. A transformational leader must give employees hope and show that their concerted efforts can create a future that benefits everyone in the entire organization (Avolio et al., 1999; Sosik, Avolio, & Kahai, 1998).. He faced a lot of challenges in understating the requirement of employees and how he inspires them to follow the right way.

### **How implement the changes**

Leading the transition is the third challenge for transformational leaders. It's one thing to sell a dream but another to make it happen . He have the skills and knowledge how the changes will be adapted but maximum time he used to face the problem to implement them because the implication is depend upon the different condition ( Conger, 1990).

### **Isolation.**

Being a leader can be really lonely. He can't really talk others on the issues although he is having a group of employees, team, or management team. He cannot expose the behaviour of upper management and tarnish the perception of the employee This isolation can lead to loneliness, conflict avoidance or problems. The resulting in delayed decision making and wishy-washy back and forth directives.

### **Lack of honest feedback.**

It's not that people are dishonest, they just often times aren't asked to provide feedback, or they hold back when they do. People not give right feedback of any task and' movement they just want to impress the transformation leader and not tell him right result due to this a leader cannot able to right decision.

### **Lack the skills to lead from a place of influence rather than authority.**

**If a transformational leader has lower category skills and knowledge then he face a large scale of challenges he cannot influence the follower so knowledge and skill is another challenge for him. A transformation leader has responsibility as well as authority so how to manage both them is a challenge for him.**

### **Lack of self-emotional intelligence.**

Emotional intelligence is so important. To have emotional intelligence is to be self-aware, be able to self-regulate, to have social awareness and social regulation. It's all about knowing strengths and challenges and how you contribute to the outcomes of different situations.

### **Thinking big picture and systematically.**

Along with working in silos—it's difficult for many leaders to pull themselves out of the day to day and see the big picture. But it's critical for decision making and for breaking down those silos and starting to work across the organization to harness the power contained in the resources of the entire organization.

### **Communicating and operating across teams and across the organization.**

Communication skills Transformational leader is link between employees and management he us allay face a challenge to balance between both of them. Employees want to better knowledge and This is the difference between operating in a silo—manager and their team members, and working across the organization, breaking silos down in order to work as a larger team and network to really utilize the resources of the organization.

### **Challenge for wider-ranging knowledge**

Not too long ago, many company executives operated in silos: They were the experts in their division, but they didn't often get involved in the work of other departments. Today, however, leaders must take a broader organizational view. For example, many CFOs have seen their responsibilities extend beyond finance into human resources, information technology, and operations.

### **The demand for skilled talent**

Because in-demand professionals have more opportunities today, it's harder to recruit and retain top performers. In addition, managers frequently must oversee staff in several locations, which makes it even more challenging to motivate employees.

### **Information overload**

Transformational leader now have access to extensive databases filled with information that can greatly enhance their decision-making, but the amount of data they're presented with on a daily basis can be overwhelming. The strongest leaders know how to extract the most valuable information and

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transform it into strategic guidance — and how to bring in highly skilled business analysts who can help them do so.

### Change — and more change

In present scenario the change are going on a continue path present will easily convert in past so updating is a big challenge and there is , i no -so-distant past, transformation leader understood at least the basics of their competitors' business models, because most companies operated in a similar way next time all in vain (Avolio et al., 1999).

### Qualities of a transformational leader

Transformational leaders are described to hold positive expectations for followers, believing that they can do their best. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Transformational leaders also focus on and care about followers and their personal needs and development. Transformational leaders fit well in leading and working with complex work groups and organizations, where beyond seeking an inspirational leader to help guide them through an uncertain environment, followers are also challenged and feel empowered; this nurtures them into becoming loyal, high performers (Bass & Avolio, 1995). There are a lot of qualities which a leader must be having so that the maximum problems will easily solve by them. A leader can face the challenges easily and obtain maximum out of his by these ;

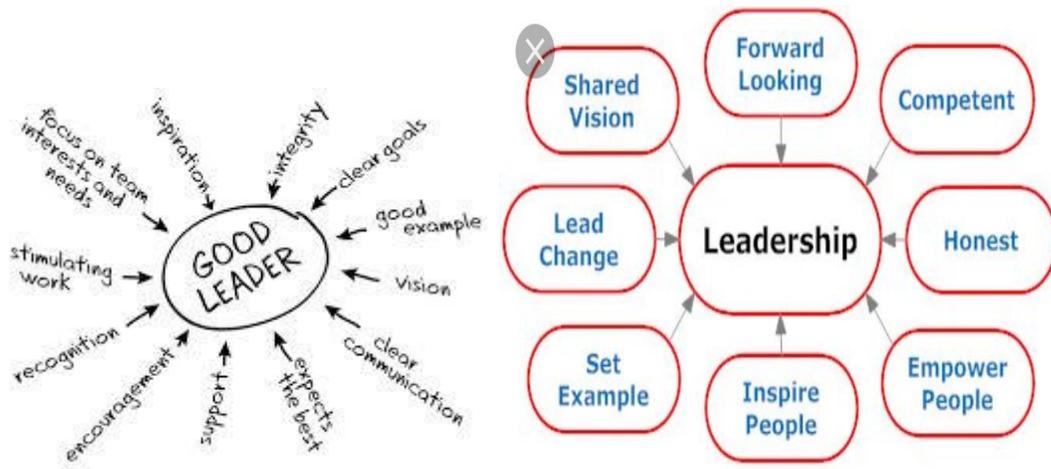


Figure: 2 Qualities of a transformational leader

According to Bass, transformational leadership encompasses several different aspects, including:

- Emphasizing intrinsic motivation and positive development of followers
- Raising awareness of moral standards
- Highlighting important priorities
- Fostering higher moral maturity in followers
- Creating an ethical climate (share values, high ethical standards)
- Encouraging followers to look beyond self-interests to the common good

- Promoting cooperation and harmony
- Using authentic, consistent means
- Using persuasive appeals based on reason
- Providing individual coaching and mentoring for followers
- Appealing to the ideals of followers
- Allowing freedom of choice for followers

## **Suggestions**

**A lot of challenges faced by a transformational leader so he must be develop a vision that is both clearly and highly appealing to followers. Articulates a strategy for bringing that vision to life. He should express confidence in followers' capacity to carry on.**

### **Distribute the responsibility**

Transformational leaders gain their skill through practice, and practice requires a fair amount of autonomy. Top leaders should push power downward, across the organization, empowering people at all levels to make decisions. Distribution of responsibility gives potential to transformational leaders the opportunity to see what happens when they take risks. It also increases the collective intelligence, adaptability, and resilience of the organization over time, by harnessing the wisdom of those outside the traditional decision-making hierarchy.

### **Be honest and open about information**

The management structure traditionally adopted by large organizations evolved from the military, and was specifically designed to limit the flow of information. In this model, information truly equals power. The trouble is, when information is released to specific individuals only on a need-to-know basis, people have to make decisions in the dark. They do not know what factors are significant they have to guess. And it can be hard to guess right when you are not encouraged to understand the bigger picture or to question information that comes in their way. Moreover, when employees get lack information, it undermines their confidence in challenging a leader or proposing an idea that differs from that of their leader.

### **Create multiple paths for raising and testing ideas.**

Developing and presenting ideas is a key skill for transformational leaders. Even more important is the ability to connect their ideas to the way the employees create value. By setting up ways for follower to bring their innovative thinking to the surface, he can help them learn to make the most of their own creativity

To create a variety of channels for innovative thinking. Some might be cross-functional forums, in which employees can present ideas to a group of like-minded peers and test them against one another's reasoning. There could also be apprenticeships, in which promising thinkers, early in their careers, sign on for mentorship with leaders who are well equipped to help them build their skills

### **Make it safe to fail.**

A company's espoused statement of values may encourage employees to "fail fast" and learn from their errors. That works well until there is an actual failure, leading to a genuine loss

A transformational leader must enshrine acceptance of failure — and willingness to admit failure early — in the practices and processes of the company, including the appraisal and promotion processes

He need to recognize the types of failures that turn into successes and also need to learn how to manage the tensions associated with uncertainty, and how to recover from failure to try new ventures again

### **Provide access to other strategists.**

Give potential transformational leaders the opportunity to meet and work with their peers across the organization. Otherwise, they remain hidden from one another, and may feel isolated or alone. Once they know that there are others in the organisation with a similar predisposition, they can be more open, and adept in raising the strategic value of what they do.

### **Develop opportunities for experience-based learning.**

The vast majority of professional leadership development is informative as opposed to experiential. Classroom-based training is, after all, typically easier and less expensive to implement; it's evidence of short-term thinking, rather than long-term investment in the leadership pipeline. Although transformation leadership training can develop good managerial skills, strategists need experience to live up to their potential.

### **Hire for transformation.**

Hiring decisions should be based on careful considerations of capabilities and experiences, and should aim for diversity to overcome the natural tendency of managers to select people much like themselves.

Test how applicants react to specific, real-life situations; do substantive research into how they performed in previous organizations; and conduct interviews that delve deeper than usual into their psyche and abilities, to test their empathy, their skill in reframing problems, and their agility in considering big-picture questions as well as analytical data

Their ability to manage the minutiae of specific skills and practices, while also being visionary about strategic goals. The better they are at keeping near and far points of view simultaneously available, the better their potential to be transformation leaders.

### **Bring your whole self to work.**

Transformational leaders understand that to tackle the most demanding situations and problems, they need to draw on everything they have learned in their lives. They want to tap into their full set

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of capabilities, interests, experiences, and passions to come up with innovative solutions. And they don't want to waste their time in situations (or with organizations) that doesn't align with their values. Significantly, they encourage the people who report to them to do the same. In so doing, strategic leaders create a lower-stress environment, because no one is pretending to be someone else; people take responsibility for who they truly are. This creates an honest and authentic environment in which people can share their motivations and capabilities, as well as the enablers and constraints in their life.

### **Find time to reflect.**

Transformational leaders are skilled in what organizational theorists [Chris Argyris](#) and Donald Schon call "double-loop learning." Single-loop learning involves thinking in depth about a situation and the problems inherent in it. Double-loop learning involves studying their own thinking about the situation — the biases and assumptions you have, and the "undiscussables" that are too difficult to rise. Solve the problems inherent in the way you problem-solve. Start with single-loop learning and then move to double-loop learning by taking the time to think learn from your mistakes if you take a minute to step back and reflect on these problems, it can provide the space to see what you did right.

### **Recognize leadership development as an ongoing practice.**

Transformational leader have the humility and intelligence to realize that their learning and development is never done, however experienced they may be. They admit that they are vulnerable and don't have all the answers. This characteristic has the added benefit of allowing other follower to be the expert in some circumstances. In that way, transformational leaders make it easy for others to share ideas by encouraging new ways of thinking and explicitly asking for advice.

Transformational leaders must empower workers to achieve change, motivate them during tough times and deal with resistance, which is inevitable. For example, some employees might not want to change or might have other ideas they'd rather implement. To bring the organization to the next level, transformational leaders must overcome this resistance, perhaps by working harder to get the dissenters on board.

Transformational leaders must make the change permanent. Old habits die hard, so transformational leaders must convince workers that former problems will recur if they drift back into negative behaviours. It also might be necessary to create a special task force to ensure progress continues and to design incentive programs to sustain motivation on a permanent basis.

Fostering strong relationships with coworkers outside your department can be invaluable when it comes to learning about other areas of the firm; successful leaders make sure they participate in interdepartmental committees and projects. Holding high-level management positions in professional organizations can also help executives get a broader perspective of typical organizational structures and procedures.

## Conclusions

Transformational leadership has also been presented as an effective leadership style that has been implemented in a myriad of organizations. Development of an effective leadership style where the leader uses behaviours and techniques based on each situation, individual, or group, is flexible, and focuses on individual needs, such as situational leadership, rather than emphasizing just one specific style, may lead to higher satisfaction and performance levels, which, in turn, affect organizational commitment and survival. Every field has a lot of challenges. But we all face them and solve them patiently so the outcome will be better or best.

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