

Exploring the Impact of Transformational Collegial Leadership in Organizations

Authors : Prakash Singh

Abstract : Far-reaching organizational and structural changes are required to address the severe imbalances in the provision and strong bureaucratic controls in many organizations at all levels. Transformational collegial leadership (TCL) is a collective action generated by transforming leadership which empowers all individuals who participate in this process, whether it is in business or education, or in any other organization. Recent research is strongly supportive of collegiality as a key factor in transforming traditional bureaucratic management practices (TBMPs) in organizations. The primary objective of this study was therefore to gauge the extent to which organizations have affected a shift from TBMPs towards TCL and how this can affect the development of human resources. This qualitative study investigated the impact of TCL on developing human resources in two organizations which were purposively selected to participate in this study. The findings of this study affirm that human resource development and TCL embrace the values of collaboration, confrontation, authenticity, trust, support and openness. In order to overcome TBMPs, a clear sense of direction must be communicated by collegial leaders throughout their organizations so that lower-level employees can initiate actions without the same degree of vulnerability. The TCL approach must respond to needs amongst followers and must look for motives, extrinsic and intrinsic, to satisfy those needs by enhancing opportunities, empowering people and giving more freedom, performance evaluation and the full support of the leader. Evidently, the collegial model emphasizes the valuing of individuals where there is a breadth of leadership and an absence of hierarchy.

Keywords : bureaucratic management model, human resource development, transformational collegial leadership model, transforming leader

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