

NEW APPROACH TO LEADERSHIP: FORMATIVE LEADERSHIP MODEL

Asem Al-Nasser

Faculty of Business Administration/ Al-Majmah University, Saudi Arabia

ABSTRACT: *This paper provides a new approach to leadership. The paper discusses the roles of leadership and its types in addition to distinguishing the Formative leadership several different models. The paper clarifies how the model of formative leadership an function in an organization, what are the characteristics of this model, moreover the paper gives an evaluation of the model based on its advantages and disadvantages.*

KEYWORDS: *Effective, Leadership, Teams*

INTRODUCTION

Leadership

Leadership is a process whereby an individual (the leader) influences a group or groups of people to achieve a common goal. Leadership is often defined as a process, which is used by a person who is competent and efficient enough to influence the thoughts, attitudes, and behaviours of others and encourage others to achieve the goals and show the direction to the organization which in a way makes it more cohesive and coherent. "Effective leadership is the extent to which a leader continually and progressively leading and directing his/her followers to the agreed destination which is defined by the whole group".(Bhatti et al, 2012). There are four factors in leadership to be fully achieved and these are:

1. *The Leader* – this can be defined simply as any person, who has the following characteristics to lead others in any situation or circumstance:

- He should have a vision and goal, either set by him or by the group.
- He should be quick in addressing issues and overcome inevitable problems along the way.
- He should show commitment and derive commitment from members to achieve the vision set.
- A leader should know well about himself, where he firmly stands and what he knows well about the things, his potentials and capabilities what he can do and what he can achieve at his best.
- He should be able to see things from many, different perspectives, as well as able to see others' points-of-view and the bigger picture.
- He should be able to persuade, present and listen well.

2. *The Followers*– every person is not the same, everyone cannot be treated with the same method or style of leadership, different followers require different style of leadership, example, a newly hired employee will need more supervision as compared to the experienced employee, similarly an employee with low motivation will require a different style of leadership as compared to the person who is highly motivated. In all of these cases, the most important thing is to know who your followers are, what personality they possess, how they think, what their expectations are from the leader and from the organization.

3. *The Channel of Communication* – to make leadership more effective, the channel of communication is a very important element between the leader and the followers. A two-way communication is recommended in this case, which means that the leader should communicate as well as the followers should also be given a chance to participate in the communication process so that confusions and doubts will be cleared out regarding the goals, vision and the delegation of

tasks. Continuous communication should be present as well as monitoring and evaluation of work performance is needed.

4. *The Situation* – we understand that not all situations or circumstances are the same, thus, one method of leadership may differ in application in dealing with different situations. The effectiveness of a leader may be dependent upon how quick is he in addressing pressing issues in the present circumstance. Situations hold more importance than trait, in a leader's action, trait has impressive stability over a period of time but on the other hand across situations they have little consistency.

The Leadership Roles

If there would be no leadership, then an organization will move too slowly, stagnate, and eventually will lose their way. It can be realized that leadership is very important in any organization. In the absence of the leadership, a group of people might often engage in disputes and misunderstandings over certain issues, as every person think differently, and lean toward different solutions. Hence, leadership helps us to be united and move towards the same direction, and harness our efforts jointly. Leadership helps the employees to be motivated towards the goal, on which otherwise they might not be, in other words it gives energy to the employees towards the goal. It provides a foundation for ideas and excellence, which always have a positive attitude towards the situation, they never get disappointed nor they give up their efforts, they are creative and continuously create ideas for the new innovation and invention. The positive growth of any organization depends upon an effective leadership, the more the effective and successful the leader is, the more the followers is willing to accept their directions and will work accordingly that will flourish the business.

Leadership can also be fruitful in the circumstances when the employees do not listen to anyone in the organization, except their leader, as they believe in them, have faith and trust in them, that their leaders through their leadership qualities will solve the problems whatever they encounter, this trust is created by leadership qualities, and works as a base for the success of the employee and leader relationship. It is widely agreed nowadays that it is not necessary that there are only born leaders, but in recent days it is accepted worldwide, that the leader can be made by adopting the qualities and skills of the leader. This means that the leadership attitude and skills can be easily learned.

The Formative Leadership Model

This model is totally different from all other leadership theories previously discussed by others. This model forwards that leadership should be formative, meaning, in a group, the leader should be able to form him and also form his followers individually and form the team as a whole. This style of leadership is holistically forming as it addresses not only the needs of the leader but also the needs of the team and the needs of individual team member. If for example, in a group of ten, formative leadership recommends that the leader should form himself as a flag bearer, address the needs of the group as a whole and attend to each of the ten members he has.

In fact, the role of leadership in an organization can be explained better by looking at the needs of a group or a team. There are three main needs of a team which overlap. Satisfaction of each of the needs is essential for the achievement of the teams' assigned task. First, there are the task needs which are the objectives of the team or in other terms are reasons for bringing the team together. A team comes together to tackle a task which cannot otherwise be accomplished by an individual.

If the team achieves the set goal or accomplishes the task then the individuals get satisfaction from common achievement.

Secondly, there are the group maintenance needs. For the team to accomplish the task, it has to remain together since the task requires their combined efforts. Lastly, there are the individual needs of the team members. These individuals have social, economic and psychological needs which ought to be catered for if they are to remain together to accomplish the task. They require payments, recognition, sense of self-worth, job satisfaction etc. All these needs are reliant on the satisfaction of each other. If the individual needs are not met, the individuals are not able to work together to accomplish the task. If the task is not accomplished, the individuals' moral decrease and consequently the group or team fails (Sarin and Colarelli, 2009). It should be understood that the role of leadership in a team is to ensure the provision of these needs. (Duening et al., 2006). Thus, this model is emphasizing on how and why leaders should promote the spirit of teamwork and motivate the team member to achieve the desired goals of the organization.

Forming the Self as a Leader

The leader should first innovate himself in order to become a good example to his followers. The leader must be able to form himself before he may form others. This part of formative leadership is vital because this is the foundation of everything. Every team's success depends on the formation of the entirety of the leader. We have already seen so many groups and organizations who have been very successful over the years and that success was attributable to the leader. Hence, a team's success initially depends on the depth of formation the leader has achieved in himself.

First, he/she should personify the key qualities required in the field; hence, he must be technically competent. He needs to acquire the proper training and skills required in the workplace or required in the situation. Without this training, he may not be able to address technical issues in the field. For example, if the team is aimed at rendering audit services to various clients, then, the leader of the team should be competent in doing audit procedures and preparing audit working papers. Someone who is not an expert of audit or who has no experience whatsoever of audit has no right to lead the team who will render audit services. The leader, of all persons in the team, must be the most competent and most experienced regarding the field of interest they want to focus on.

Second, he must possess enthusiasm or interest in working. Enthusiasm means that the leader should show that he seems like enjoying the work or the company of people. It seems that being with the team is just usual and working is just like playing. This interest will ripple and permeate through the followers. If all the people in the team are enthusiastic, then work becomes easy to overcome. Also, when the people in the group are driven towards achieving the goal, then the road towards that vision becomes easy.

Third, the leader should form himself to possess integrity. Integrity means that the leader should be someone whose reputation is not tarnished by any stain of dishonesty or injustice. The leader should possess honesty, respect and fairness with regard to handling work, workplace and co-workers. This is required to generate trust from the followers. The leader should be firm in his decisions and should not be gullible. He should know when to become strong and firm and when to become compassionate. The leader should be able to meet the perfect balance of being firm and being compassionate. Without that perfect balance, then a leader might be very firm that his followers are apprehensive to converse with him. On the other hand, the leader may be very compassionate that he may not elicit authority to his followers. His followers might not respect the leader and might just ignore deadlines if the leader is overly compassionate

Fourth, the leader should possess the perfect balance between being tough and humane. Being tough requires the leader to be fair and demanding. He needs to be fair among his followers and demand that tasks should be done as they become due. However, the leader should also be humane, compassionate, tact and warm. Sometimes, people relation skills are very vital as through this, the leader can elicit trust and faith from the followers. In certain situations, being strict and tough may be detrimental. Sometimes rules can be bent, but not disobeyed.

Moreover, leaders have to be very careful regarding the growth requirement of followers; leaders continuously provide the guidance and observe the activities of followers through controlled process. Management process is developed by the leader with the help of standards and policies. Leader do not interfere more in the followers activities unless there is any serious matter that is not going to be solved.

Lastly, leader should form the important characteristic of humility. Being humble means that as a leader, you are open to suggestions from your followers and you are to open to learning from them, too. The vital attribute of this leadership model is that followers as a team or individual are rewarded not only tangible but also intangible for performance that means it is not necessary that performance is obtained with the exchange of economic benefits but also through motivation, self-esteem and recognition of follower.(Bass and Riggio, 2006).

Forming the Team

A leader should form a team, not a group. A team is defined as organizational groups composed of members who are interdependent, who share common goals, and who must coordinate the actives to accomplish these goals. Teamwork is very essential in every team's success. Effective team performance begins with the leader's mental model of the situation. This model consists of both the problem confronting the team and the environment. A good team leader is flexible and has a wide repertoire of actions or skills to meet the team's diverse needs. The leader has special responsibility for functioning in a manner that will help the group achieve effectiveness. Leadership behaviour is seen as team based problem solving by analyzing the internal and external situation and then selecting the appropriate behaviours to ensure team effectiveness.

Goal Setting

The leader should form a clear elevating goal or a vision. These visions should be results-driven. These visions should unify the team regarding their commitment and enthusiasm in the group. The leader should also form group norms or a standard of excellence within the team. The central driver of excellence should be the leader himself.

These goals that are set from the very beginning serve as the direction of where the team is going. Without goals or objectives, then a team might be going in spread out directions. These goals glue the team together. The members in the team become governed by the goals set in the beginning. In this way, the actions and responses elicited from the leader and the members are based on what the goals are. Everything that the team and the individual members of it do should be founded on these goals.

Forming Cross-Functional Teams

To be an effective team, the leader should use cross functional teams within the team. The leader may create smaller teams within the team to achieve specific functions for the team as a whole. The leader must also be a leader by example, in a way that he possesses also the characteristics of

a follower. The followers may be inspired if they see that their leader is driven and hardworking. "A leader's inspirational appeal makes followers feel valued, self-confident, and assured that the leader can overcome obstacles and meet new challenges". (Hartsfield, 2003). The team should be able to communicate well with each other. The followers may be uninspired if they see that the leader himself is not well acquainted with the people in the team. All other followers in the team should be able to work well with others so that their functions as a team and as individuals will be carried out well.

Team Coaching

The leader may also do coaching for the team so that the technical competence and knowledge will transcend from the leader to the followers. The leader should initiate team trainings. For example, if the team is aimed at rendering audit services to clients, then, from the start the leader may conduct a training/seminar with his followers regarding audit. In this way, the followers may be able to gain an in-depth understanding of the technicalities required by the team's efforts. The leader may also do coaching in other areas not necessarily of his specialization but may be forming emotional quotient in the followers or forming good communication with others. In this way, the followers are not only developed intellectually but they are also emotionally and socially formed.

Team Assessment

The leader should also initiate team assessments to be done in a cyclical basis. For example, in an audit firm, the leader may initiate assessment of the team every six months. The assessment should be comprehensive in a way that it addresses all the issues and concerns that affects the team. Assessments or evaluations aids greatly in determining the strengths and weaknesses of the team as a whole. The assessment will also address how the team may be able to develop more on their strengths and how they may overcome weaknesses and identifying controls to avoid them in the future.

Forming the Members of the Team:

A leader needs to establish a real partnership with the rest of the organization to meet its aims and treat people as partners; they will respond accordingly. Leader must attend to the needs not just of the team itself but also the needs of each individual member of the team.

Attending Individual Needs

First, the leader must understand each and every member of the team. He should know who they are, what they know, what they are capable of, how they behave and what they believe.

Also, leader should constantly communicate with each member of the team so that each member will not feel injustice or unfairness. In this model of leadership, the followers will be driven and inspired to work well because the leader himself attends to their individual needs.

Individual Goal Setting

The leader must set a direction for each of the member. It must be clear to each member the purpose and aim of the organization. They may set individual goals and objectives for each follower and continuously assess if these goals are met. These individual goals should also be backed up by actual performance and details.

Furthermore, the leader may impart his technical competence to each of his members and determine their strengths and weaknesses. Moreover, leader must delegate tasks that are related to the strengths of the individual member so that his potentials are used at maximum.

Individual Coaching and Assessment

The leader should be actively involved in the day-to-day activities of the followers. The leader should be able to coach each one of them so that their potentials are in good use. The leader may attend to questions of the followers regarding technicalities. The leader should proactively elicit response to these questions so that the followers will not feel intimidated. Along with coaching, the leader should also initiate an assessment every cyclical period, for example, six months. If the team is assessed, then the individuals in that team should also be assessed. It must be checked if goals set by individuals are met. Through assessments, it will also be determined what are the individual strengths and weaknesses of the members of the team. It will also be addressed how these strengths and weaknesses will be disposed properly. The strengths should be honed more and developed more. The weaknesses should be overcome and should be changed.

Eventually, the leader is creating a leader in its members. This cycle will continue to preserve the value of leadership and strengths that may govern any situation that comes to the attention of the organization.

On this note, the leaders need to address five key areas and these are:

- Developing everyone's view of the bigger picture through systems thinking.
- Developing personal mastery at all levels.
- Challenging the mental models and beliefs of the organization.
- Developing teams that captured their learning
- Promoting a shared vision throughout the organization.

In fact, the effective function between the members' and the leaders lie between their interpersonal relations. A feeling of the employees and their attitude towards the job is an important factor that cannot be ignored, as on it depend the success of the business. Leaders have to have strong characters, and nature of speaking truth, creates trust among their team members, and once the trust is been developed, then the employees work with more determination, as they knew if their leader had promised of any incentive or benefit to give it on the good performance then it will be given.

More importantly when the employees see that their leader is struggling for them, they also in return do not want to let their leader down. "Study have shown that when employees feel like they can trust their leader, they believe that the leader is more effective". (Bass,1990).

Formative Leadership and the Qualities of Effective Leadership

Only being a leader is not important, an effective leadership is the requirement of the organizations, there are certain characteristics that are present in a leader and which makes him or her effective, leaders always keeps their promises whenever they make the commitment, they always fulfills them, whether the promise is about giving the incentives, or should be on the promotion, after performing well in task, whatever be the scenario, the leader always keeps his promises.

They are daring and courageous; they have the ability to accept whenever they are wrong, they do not tell lie or hide their weaknesses from others, they accept and act what they are, they do not pretend of what they are not. As the mistakes are made by the human, it is the nature, but the effective leader is the one that has the quality that how he handles the mistake. By this technique this creates the comfort level between the followers and the leaders, as the followers feel comfortable in asking them for help and advice whenever they need.

The effective leader have the quality that he has the patience to listens to his followers, about the matter they want him to talk about, they share their problems with him regarding work or personal life, and an effective leader will listen to them, and will support them morally. So, a well-informed and a thought-out decision can be made by the effective leader. Effective communication is the most important in effective leadership which here mean that a leader should not only know how to write and speak but he should be able to communicate effectively with the followers, and its communication should motivate the worker to move towards the goal that has been set by him.

The other important skill in the leadership is that he should be able to motivate the followers towards a particular goal, as an effective leader knows that which person is of what nature, and is of what type, so he deals with that follower accordingly, which means that he utilizes his skills to decide which method should be adopted to motivate him towards a set goal.

Planning is the other most important part that is played in the effective leadership, the leader will make a detail plan of the vision and their goal, will set the paths suitable according to the goal, will analyze each part carefully and will give a deep thinking before formulating, they will make a high level of plan so that everybody is moving towards the goal, and the leader will make sure that everything is working according to the set planning.

Effective leaders have high confidence level, have strong self- esteem, are sincere with everyone, and are very creative; they are ready to share the responsibility. Leaders are ready to share the credit of recognition with their followers, are well aware of the realistic conditions, they have the ability to inspire others, they have long term focus, they have efficient coaching skills, they have sense of priorities etc. As a result, without effective leadership qualities this model will not be helpful to be implemented in organizations.

Methods of Task Delegation in The Formative Model

The leader will explain the task in front of the team at the same time. He will explain it in details so that no confusion or doubt will be formed in the minds of the followers. Also, the leader should ask from everyone whether the task is understood by them or not, all the team members will be given an equal chance to ask questions regarding the task and the problem they might occur in understanding the task. The leader should explain the task to everybody at the same time in a meeting, easy and clear language should be used by the leader while explaining, so that everybody could understand it easily. This is the duty of the leader to educate the employees on how they want the task to be completed, and specify it clearly that how it should be done.

Leaders should explain it clearly the time limit of the task or the assignment that is to be completed till when, and then the employees should be given the right to say whether it can be completed in the said time or not. Leaders should start with previewing the over-all assignment, task or project. All the components in it are looked carefully that are required for the completion of the project or assignment. Developing notes and reference points should be used by the leader in the meeting. Instructions given by the leader should be clear and precise. Information should be present in a manner which should not contain any element of confusion. Such vocabulary should be used which could be easily understandable by the employee's. Leaders should give their suggestion about the task and then feedback of the employees should be asked whether they got the point or not. As everybody knows that there is a difference between hearing and comprehending, so the leader should take much time to explain each and every thing in detail. It should be clear in the instructions that employee could take help of the others also. Reference material should also be provided by the leader to everyone that could help them. Major points and issues should be

continuously repeated by the leader. Self-assessment method should be used by the leader at the end of the meeting in which he should ask each and every person to give answer about certain question related to their understanding like what are the aims, techniques, time required for the completion of the task and the like, this will help them to respond quickly and will be restored in their mind also.

Decision Making Process in this Model

The type of decision making process that is used in this model is this that the leader prefer to take ideas and views of the followers and employees as well in different matter, before deciding on any matter, the leader asks feedback from the employees so that they could give their suggestions, the leader gives each and every person in the time to share its own idea and thinking about the particular matter, this is done so that nobody feels left out in the team and everybody could participate equally.

The leader listens to each one of them with patience, and then the final decision is taken by the leader its self, the leader clears at that time the reason why he had made this decision so that everybody should be cleared on this that leader has not favored any one. However, the leader should still be firm in making decisions avoiding being gullible to any follower. He has to ask suggestions or recommendations from his members but the last decision must come from the leader still. He may collate all the suggestions of the members and make a decision that will address all these needs.

Increasing Motivation Level

Leaders motivate supporters either individually or as a team to accomplish astonishing results by provide together significance and consideration. They support the purposes and aims of specific supporters and the superior association and deliver the supporter with sustenance, mentoring and training (Bass and Riggio, 2006). Also, leaders have to ensure attaining all the desired needs and wants for their team's members in order to get high productivity. On the other hand, the right motivation and communication method are more likely to affect positively on the entire team member's performance. "As it is known that Motivation, communication, and team building skills are interrelated and complementary that's why leadership needs to development in these areas" (Gilley et al., 2009).

In fact, the leader who can manage and control the process of making decisions he/she is more likely to achieve the desired goals easily. "Although team building is important for effective Leadership but it requires leaders who are able to clearly (a) communicate team goals, decision, responsibilities and roles, and so on, (b) inspire and bring confidence in leadership resources and direction, and (c) to motivate team members to resolve different issues and to deliver results, So to become effective team building leader one must have the other two skills i.e. Abilities to Motivate, Communicate." (LaFasto and Larson, 2001).

Additionally, motivation level is very important, without which the employees will not work to obtain the goal. Therefore, leaders should give special attention to the workers, individually as well as in the team as well, they should be given permission to talk to the leader whenever they have concerns regarding anything that could be related to the organization or could be personal also. Also, they should listen to them, and should suggest them different solutions, related to it. This will create trust and comfort relationship between them.

Moreover, leaders should announce the financial rewards also on the basis of the performance, incentives, bonuses should be given to the good performers so that the rest of them should be encouraged to work more to gain the benefits also. Non-financial rewards should also be given by the leader like promotion and the like, all of these will work as a positive reinforcement in the employees.

There are some factors which affecting motivation levels of the followers:

- Most of the leaders follow the strategy that focuses on the results of the tasks, they say that they required the hundred percent result, but at the same time they do not buck up, nor support their workers, which results in the poor motivation of the workers. So there should be balance between a push and a pull, so the successful leaders emphasis more on the workers that they should focus on and stretch for the highest priority goals. Hackman and his associates have noted that the extent to which being in the group contributes to members' satisfaction with the team and the degree to which group members wish to work together as a team in the future (viability) are two critical aspects of group effectiveness (Hackman, 1987).
- *Contingent Reward* – an exchange process between leaders and followers in which effort by followers is exchanged for specific rewards. The leader tries to obtain agreements from followers on what must be done and what the payoffs will be for the people doing it.
- *Management by Exception* – involves corrective criticism, negative feedback, and negative enforcement.

Ethics & its Effective Role in this Model

Every employee of the company should be treated fairly, have mutual respect, and promote team environment in order to enhance their commitment for ethical conduct, "Treating all employees equally is another way of boosting their morale and job satisfaction" (Griffin and Moorhead, 2011). Leaders should also avoid the intent and attendance of unethical or negotiating practices by the employees. Promotion of equality, equivalence and transparency among treatment with all members of workforce will result into employee commitment and loyalty (Huberts, 2008). Leaders should promote that every employee should apply effort and intelligence to maintain ethical values within the organization. This involves brainstorming various aspects and innovation and creativity which has been contributed by the employees themselves. Furthermore, employees of the organization must also disclose any conflict of interest in organization with respect to their position. Customers' and vendors' satisfaction must be the top priority of all employees through offering quality services to the clients and timely response to the any type of inquiries.

Leaders should also promote about awareness of ethical conducts amongst the employee through their interpersonal communication. This will result into great consumer satisfaction as well as satisfied employees who put in their best efforts to make the company successful through improving efficiency in company's operations. Top management must also promote trustworthy and honest environment within the organization in order to reinforce the vision of ethics. Rewarding employees showing compliance with ethical and integrity standards by their promotion, rewarding by nomination and acknowledgement will also contribute towards overall adoption in organizational culture.

Leaders should also promote the message about importance of integrity, honesty, and ethical behaviour. This starts from the top management and goes down step by step, every employee, boss, and director requirements to consistently keep ethical posture and support ethical behaviour within the organization (Kurtz, 2010). Moreover, they should have to establish best practices

ethical committee that will ensure that ethical codes are delivered to all employees and concerns regarding these codes are addressed appropriately. This committee will initially oversee the design and implementation of ethics and integrity standards and employee code of ethics and will steward its implementation over the given time horizon. In addition, after implementation, this committee will review the feedback, do necessary changes and will also conduct employee ethics audit to ensure conformity with the code of ethics.

As a result, ethics are very important to be understood very well by leaders in order implementing this model properly with making it more effective and helpful in any organization.

Advantages and Disadvantages of Formative Leadership Model

This model poses various advantages and disadvantages to the organization as a whole. First, this leadership model helps leaders design, maintain effective teams and effective followers especially when performance are below standards. Team and individual assessments addresses this part here. When assessments are made cyclically, then the weaknesses are quickly addressed and overcome. In this way, performance will be exemplary.

Second, this model takes into account the changing roles of leaders and followers in the organization. This also transcends leadership skills through generations and preserves the value of leadership. In a team, the leader may also be a follower and a follower may also be a leader. These transcending roles are unique in this model of leadership since this does not create a barrier or a line that separates the leader and the follower. There will be no feeling of intimidation or inferiority because everyone in the team is heard of, everyone is given the necessary skills and experience, and everyone is of value.

Third, most of the problem that is being encountered in the organization now a day is the lack of collaboration between groups within an organization. This means that groups are competing with one another on one particular thing, information is not being shared among them. So, in this case also this model is more helpful since it plays a very important role in managing the situations, like a leader if creates a high level of cooperation between their work group and other groups, proves to be very fruitful in this terms that positive and productive atmosphere is created. So, it depends upon the behaviour of the leader that how it makes this cooperation to work by saying that the goal can be achieved if there will be high level of cooperation among the different teams and that can be done through this model. (de Jong and Hartog, 2012). Lastly, this model can help maintain effective selection of team leaders and form team leaders potential within every follower.

On the other hand, this model also poses disadvantages. First, teams are very complex and thus hard to work with sometimes. People have differing personalities that may cause disputes and arguments within the team. The leader should devise ways in cohesively forming the team "Cohesion and perceived efficacy are factors with potential to influence the dynamics of sport teams. Researchers have found that cohesiveness and efficacy positively relate with team performance" (Carron et al., 2002; Heuzé et al., 2006a; Myers et al., 2004; Watson et al., 2001). Moreover, "It has found that teams with greater cohesion tend to have more favourable appraisals of their team's performance capacities which can translate to greater success in competition (Carron et al., 2002). Lastly, specific situations may call for different answers and this may not be addressed by the formative leadership model.

CONCLUSION

The paper discussed a new approach to leadership. Formative leadership model passes through several phases starting from Forming, task delegation, decision making. Although the model is effective in organizations, there are still some disadvantages to be taken into account. The paper also gave a clear picture of different types and roles of the leader inside an organization.

REFERENCES

- Bass, B. M. (1990) From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), pp. 19-31.
- Bass, B. M., and Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Mahwah: Lawrence Erlbaum Associates.
- Bhatti et al. (2012). The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. *Interactional Business Research*, 5(2), 192-201.
- Boone, L., and Kurtz, L. (2010). *Contemporary Business*. (13th ed.). NY: John Wiley and Sons.
- Carron, A. V., Colman, M. M., Wheeler, J., and Stevens, D. (2002). Cohesion and performance in sport: A meta-analysis. *Journal of Sport and Exercise Psychology*, 24, 168-188.
- Cronkite, J. (2001), Why is Leadership Style Important. *Dirigo Consulting Group*.
- Dada, A. (2012). *Why leadership Is Important*. Retrieved From <http://nigeriaworld.com/articles/2012/apr/251.html>
- De Jong, J. P. J., and Den Hartog, D. N. (2007). How Leaders Influence Employees' Innovative Behaviour. *European Journal of Innovation Management*. 10(1), 41-64.
- Duenning, et al., (2006). *Managing organizations*. (2nd Ed.). Cincinnati: atomic dog publishing.
- Fischer, B. and Boynton, A. (2005). Virtuoso Teams . *Harvard Business Review*.
- Griffin, R. W., and Moorhead, G. (2011). *Organizational Behaviour: Managing People and Organizations*. Boulevard: South-Western Cengage Learning.
- Hackman, J. R. (1987). *The Design of Effective Work Teams*. In J. W. Lorsch (Ed.), *Handbook of Organizational Behaviour* (pp. 315-342). Englewood Cliffs, NJ: Prentice Hall.
- Hartsfield, M. (2003). *The Internal Dynamics of Transformational Leadership: Effects of Spirituality, Emotional Intelligence, and Self-Efficacy*. (Doctoral Dissertation, Regent University, 2003). Dissertation Abstracts International, AAT 3090425. Retrieved March 14, 2016, from http://wwwlib.umi.com/dissertations/preview_all/3090425
- Huberts, L. W., and Jurkiewicz, C. L. (2008). *Ethics and Integrity of governance: perspectives across frontiers*. (1st ed.). NY: Edward Elgar Publishing.
- LaFasto, F. M. J., and Larson, C. E. (2001). *When Teams Work Best: 6,000 Team Members and Leaders Tell What It Takes to Succeed*. Thousand Oaks, CA: Sage. Retrieved from Business Source Complete.
- Larson, C. E., and LaFasto, F. M. J. (1989). *Teamwork: What Must Go Right, What Can Go Wrong*. Newberry Park, CA: Sage.
- Mills, Q. D. (2005). *The Importance Of Leadership*. Retrieved From <http://www.mindedgepress.com/PDFs/htlhtl.pdf>
- Sarin, S. and Colarelli, G. (2009). First Among Equals: The Effect Of Team Leader Characteristics On The Internal Dynamics Of Cross-Functional Product Development Teams. *Journal of Product Innovation Management*. West Sussex: Blackwell Publish

Formative Leadership Model

