Full Length Research Paper

What does a transformative organization culture look like?

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The author draws attention to the global, national and scholarly calls for transformative leadership to successfully navigate the dynamic and disruptive conditions of the 21st Century. Conventional leadership models used to navigate stable environmental conditions may not keep organizations operating optimally in a chaotic environment. The author argues that since environmental change is here to stay, organizations need to develop the character to keep transforming and aligning themselves to the changing environment. The writer proposes that organizations need to adopt a transformative culture to survive the present and thrive in future. This article explores published scholarly literature on the principles put forward by transformative leadership proponents to extract operations that form the basis of a transformative organization culture. It distils the transformative leadership operations an organization needs to equip itself to successfully navigate dynamic environmental conditions. The article suggests that transformative leadership operations equip an organization to harness staff engagement, embrace change and spur creativity in the pursuit of corporate goals in a complex environment. The author further suggests that transformative leadership operations ensure that an organization remains internally updated and prevent systems decay. Thus, a transformative organization culture equips an institution with the inbuilt capacity to respond to environmental change. This paper provides a knowledge framework to guide institutional leaders and management teams to promote a transformative organization culture.

Key words: Transformative culture, transformative leadership operations, transforming organizations, transformative leaders, organization culture, corporate transformation, change management.

INTRODUCTION

The global environment of the 21st Century is dynamic and fast paced. The rate of change of the business environment has been accelerated by access to information, ease of travel and availability of production technology. However, while these changes have advanced and enhanced the way organizations are run, there are also disruptive and unpredictable events that have caused businesses to make adjustments to keep up with the ever changing environment. The end of the stable business environment era means that organizations have to keep adjusting to keep up with environmental change. In order for an organization to
Survive and thrive it must remain relevant and responsive to the changes taking place in its environment. The only way for organizations (business vehicles) to survive is to keep transforming themselves in spite of these evolving global challenges (Faeste and Hemerling, 2016).

The global goal environment is characterized by stratified transformative expectations of organizations on multiple levels. The United Nations Sustainable Development Goals, SDGs ensure a focus on global transformation into the 21st Century (United Nations, 2015). The launch of the African Union Agenda 2063 “The Africa we Want” (African Union Commission, 2015), inspires a 50-year transformative vision to reposition Africa as a frontline player in global affairs. Several African nations have transformative development visions in place to spearhead the transformation of their nations by the year 2030. These include Kenya (Government of Kenya, 2007), Egypt (The Arab Republic of Egypt, 2005) and South Africa (Republic of South Africa, 2012). These initiatives have set in motion a clear transformative agenda at the global, continental, national and industrial level of engagement.

One way in which transformation has been achieved in organizations is through the adoption of transformative leadership. However, this has meant that organizations have had to search for transformative leaders to direct transformation initiatives. The Sunday Nation (Nation Newspapers, 2013) published a feature publication celebrating the success of transformative CEOs leading the turnaround and regeneration of their organizations. This recognition suggested that these CEOs had transformative skill sets, competencies and know-how to facilitate and change the character of non-performing organizations into successful corporations. Nonetheless, this begs the question as to whether it is only transformative CEOs that can lead successful change or whether an organization can create and sustain successful transformation in a dynamic environment by adopting a transformative culture?

The turn of the century has seen scholars highlight the need for new leadership theory in the face of dynamic environmental challenges. Citing discontent with global leadership and corporate organization performance in recent years, Caldwell et al. (2012) call for a new ethical form of leadership called transformative leadership. These scholars celebrate the transformative leadership of Nelson Mandela, Martin Luther King, Mahatma Gandhi and others. Montuori (2010) citing shifting socio-economic conditions, suggests that a transformative leadership approach rather than conventional, normative practices are required to embrace and successfully navigate the dynamic and chaotic challenges of the 21st century. While the theory of transformative leadership is new and appears to still be in its evolutionary stages, organizations urgently need to respond to global demands to keep pace with rapidly changing dynamic environmental conditions.

From the introduction it is clear that the global environment acknowledges the need for transformative action and indeed the Global SDG (United Nations, 2015) and the Africa Agenda 2063 (African Union Commission, 2015) alongside multiple other environmental initiatives demonstrate an urgency for transformation. At the national level, multiple countries have responded to internal and external drives to reposition their countries by developing and implementing long-term transformative strategic plans that stretch beyond the terms of the political leaders and the various administrations of those governments. In other words, these nations have institutionalized transformation and transformative leadership as national policy. Transformative leaders are also recognized, celebrated and highly sought after for their transformative capabilities. Along with the global expectations there is a developing body of knowledge that supports transformative leadership as an approach that responds to the expectation of leaders in the context of the disruptive 21st Century environment (Caldwell et al., 2012; Shields, 2011; Montuori and Donnelly, 2017).

**Problem statement**

However, do we have to wait for a transformative leader to come and “transform” organizations or can organizations adopt a transformative culture that ensures the organization remains relevant in its environment? If so what is the character and operations of a transformative culture? In other words, this paper asks the unanswered question, what does a transformative organization culture look like? In answering this question, the author suggests that organizations can equip themselves to respond to the demands for transformation and navigate the challenges of a dynamic environment by adopting a transformative culture. Table 1 shows a know-

<table>
<thead>
<tr>
<th>Level</th>
<th>Transformative strategy</th>
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<tbody>
<tr>
<td>Global</td>
<td>SDGs, Agenda 2063</td>
</tr>
<tr>
<td>National</td>
<td>National Transformative Visions</td>
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<tr>
<td>Organization/Institution</td>
<td>?</td>
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<tr>
<td>Leaders</td>
<td>Transformative leadership theory</td>
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Table 2. Leadership perspectives vis transformative leadership.

<table>
<thead>
<tr>
<th>Leadership perspective</th>
<th>Contribution to transformative leadership</th>
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<tbody>
<tr>
<td>Transformational</td>
<td>Pursue the synergistic interests of both employees and the organization</td>
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<tr>
<td>Charismatic</td>
<td>Inspire a shared vision in pursuit of a grand ideal and create a personal relationship to bring out the best in others</td>
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<tr>
<td>Level 5</td>
<td>Treat people fairly, give them credit for their achievements, and support them wisely to help them to achieve organizational greatness</td>
</tr>
<tr>
<td>Principle centered</td>
<td>Achieve greatness by adhering to moral principles and values that benefit society in the pursuit of excellence</td>
</tr>
<tr>
<td>Servants</td>
<td>Serve employees and demonstrate a commitment to their welfare, growth, and wholeness while seeking the long-term success of the organization</td>
</tr>
<tr>
<td>Covenantal</td>
<td>Pursue truth, constantly learning and providing a learning culture</td>
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Source: Truett S. Cathy as an embodiment of transformative leadership in Caldwell et al. (2012: 183).

how gap in the implementation of transformative strategy at the organization level. Filling this gap will avail institutional leaders and managers with knowhow to transform their organizations by adopting a transformative organization culture.

It is clear that the global agenda for transformation has been set and that environment turbulence has increased. While specific leaders and leadership practices have been identified as being capable of bringing about organization change, how can we guarantee that such change remains sustainable beyond the term of service of an individual leader? This study suggests that organizations which have an inbuilt transformative culture should be able to sustain transformation beyond the term of a leader and facilitate the emergence of transformative leadership as an organization competence. By defining the operations of a transformative culture, this study seeks to empower all organizations to independently pursue and achieve successful transformation.

MATERIALS AND METHODS

The study undertook a qualitative content analysis and thematic literature review of scholarly theories of transformative leadership published 2010 and later using grounded theory to extract transformative leadership operations based on the core themes emerging from the texts of each publication. The study compared the eight transformative leadership operations with the characteristics of contemporary types of organization culture. The study then sought to position transformative leadership operations within the context of the known types of organization culture to establish a best fit.

RESULTS

Caldwell et al. (2012) describe transformative leadership in their article as a “new transformative leadership model”. Defining it as “an ethically based leadership model that integrates a commitment to values and outcomes by optimizing the long-term interests of stakeholders and society and honouring the moral duties owed by organizations to their stakeholders” (Caldwell et al., 2012). It draws on six leadership approaches, namely: transformational leadership (Burns, 1978), charismatic leadership ability (Bass, 1985), level 5 leadership (Collins, 2001), principle centred leadership (Covey, 1991), servant leadership (Greenleaf, 2003) and covenantal leadership (Senge, 2006). Caldwell et al. (2012) describe the key characteristics each perspective contributes to transformative leadership in Table 2.

This study develops the concept of the leader as the hero or organization saviour and gives examples of the “unique leadership” of Mother Teresa, Nelson Mandela and Martin Luther King as nodes of excellence to which transformative leaders should aspire. This model is highly leader centred, but does provide valuable insight on the themes transformative leaders impart in organizations where they serve. Nonetheless, the transformative themes emerging from this model include having, (a) ideology; ethics, principles and values, (b) individual transformation, (c) sensitivity to organization and environmental issues, (d) strategic thinking, (e) service and stewardship, (f) results oriented management, (g) charismatic appeal, (h) creativity and innovator, (i) embracing change and (j) installing excellence.

Shields start by discussing “transformative leadership” as a descriptive title of a process in the context of social transformation incorporating the themes of social justice, democracy and equity reform (Shields, 2011). The salient aspects of transformative leadership include “deconstructing and reconstructing knowledge frameworks” (Shields, 2011). In describing that it is important to focus on what “is”, rather than what one “would like”, this study suggests that the transformative leader is a practical and perhaps
pragmatic, non-idealistic individual who is able to isolate and tackle organization issues as they are in order to create “excellence with equity, inclusion and justice” (Shields, 2011). Shields (2011) goes on to describe the implementation of transformative leadership in the institutional, employee equity and political context in search of and in the creation of a new socially just environment and makes a clear distinction between transactional, transformational and transformative leadership (Shields, 2011). The following transformative themes were drawn from this model, (a) democracy, (b) deconstructing and reconstructing knowledge, (c) values and beliefs, (d) practical and pragmatic, (e) excellence, (f) holistic organization outlook, (g) courage, and (h) advocacy.

Shields (2011) also offers the following as tenets of transformative leadership; “(1) acknowledging power and privilege, (2) articulating both individual and collective purposes, (3) deconstructing social-cultural knowledge frameworks that generate inequity and reconstructing them, (4) balancing critique and promise, (5) effecting deep and equitable change, (6) working towards transformation: liberation, emancipation, democracy, equity, and excellence, and (7) demonstrating moral courage and activism” (Shields, 2011). These tenets enable organizations to operationalize transformative leadership culture.

Langlois (2011) provides an ethical frame of reference in which the leader engages within an organization to administer, communicate and introduce innovation as they challenge existing codes, rules, customs and norms. Indeed, by suggesting different ways of doing things, transformative leaders challenge established ethical barriers and cultures that do not allow for contrary, conflicting or constructive thinking simply because they may not have been asked of the people before. While people are comfortable to operate in the security of the ethical frames they know, are familiar with, and are limited to-in the present, the same also hinder their ability to change and advance as individuals and as organizations. Thus, formal (and informal) ethical resistance to positive change is a key concern to overcoming organization inertia to resist change. Langlois (2011)’s work suggests that transformative leaders have to address organization culture in such a way as to release withheld potential. Transformative leadership takes a teleological view of ethical decisions while normative practices focus on deontological perspectives of rules that define the right and wrong way of doing things. While transformative leaders argue that goals justify the means, that same process removes the feeling of security for those who operate within the existing rules and regulations. The transformative leader needs to gently advance the greater good and works on building staff confidence to participate in the process of transforming the organization and adjusting their individual behavior to become agents of change (Langlois, 2011). Transformative leadership “requires a language of critique and possibility” and the introduction of “transformative conversations” to raise staff to new empowering and liberating levels of engagement. Transformative leadership calls for: reflection (sensitivity/consciousness) and action (ethics of critique). Langlois (2011) draws attention to the following core transformative themes, (a) Importance of navigating or changing ethical frames, (b) willingness to stand alone, (c) theory of critique, (d) concept of possibility, (e) transformative agent or agency, (f) transformative conversations, (g) importance of walking together in the corporate journey to transformation.

Montuori and Donnelly (2017) define transformative leadership at its heart as a “participatory process of creative collaboration and transformation for mutual benefit”. However, they suggest that transformative leadership is a role and a participatory process that can be engaged and installed at any level of organization. The authors describe its key concepts as “being, relating, knowing and doing” suggesting that transformative leadership is a process in which everyone can and has the ability to lead one aspect or the other of organization life. The authors discuss a “transformative moment” as an opportunity for the establishment of a new future reality (Montuori and Donnelly, 2017). Transformative leadership challenges traditional and normative simplification thinking and embraces complexity, ambiguity and uncertainty guided by values and overall vision. The authors suggest that the process of reflection can lead to the development of practices that lead to growth. The authors suggest that transformative leadership is a suitable approach to addressing and navigating the unstructured and the unfamiliar to create the desired end transformation (Montuori and Donnelly, 2017). From these authors, the following transformative themes were drawn: (a) participatory process, (b) creative collaboration, (c) flexible leader/follower roles, (d) embracing complexity, ambiguity and uncertainty, (e) values, (f) envisioning alternatives and possibilities (g) cultural diversity, and (h) ideation (new ideas).

Keeney (2010) shares the psycho-spiritual, sensual, social perspective of transformative leadership through the cultural lens of the Bushmen community. In this culture, chaos is seen as the norm and a generalizable construct is viewed as a limitation. Creativity is focused on generating outcomes rather than observing specific procedural excellence. The guiding principles of transformative leadership culture are (1) ownership of the universal life force, that may be interpreted as being at one with nature, (2) theories and models evoke possibilities rather than represent generalizations, (3) shaking of assumptions, ideas and ideals in order to bring forth more possibilities and creative influence, (4) more absurdity and less seriousness. Being overly serious is toxic to creativity and healthy social interaction, (5) leadership is momentary and not fixed. It is shared and
Table 1. Transformative leadership principles and cultural themes.

<table>
<thead>
<tr>
<th>Operation</th>
<th>Cultural themes</th>
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<tbody>
<tr>
<td>Inclusion and participation</td>
<td>Engaging all members in recognized roles and responsibilities that lead directly to the attainment of organization goals. Celebrating diversity and interdependence.</td>
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<tr>
<td>Creative inquiry and innovation</td>
<td>Habitual creative reflection, adjustment, improvement and innovation of organization processes, evoking possibility, creativity, enterprise.</td>
</tr>
<tr>
<td>Engaging the environment</td>
<td>Ability to challenge and push boundaries and limits of internal paradigms and external barriers to growth, thus continuously creating a new operating environment. Embracing nature, collectivism &amp; community.</td>
</tr>
<tr>
<td>Integrity and ethics</td>
<td>Exhibition of superordinate virtues, values and ethics guiding participation and pursuit of organization goals. Spirituality, Questioning assumptions and reality. Favors consensus &amp; solidarity.</td>
</tr>
<tr>
<td>Spirit of aspiration</td>
<td>Always examining the prospect of possibility and pioneering opportunity to create a new reality. Improvisation &amp; transformation.</td>
</tr>
<tr>
<td>Excellence and mastery</td>
<td>Operational excellence, open to new learning and adoption of new ideas mastery and modelling.</td>
</tr>
<tr>
<td>Transcendent leadership</td>
<td>Courageous, flexible, collaborative, sharing of leader/follower roles. Shared leadership and vision transcending dichotomy.</td>
</tr>
<tr>
<td>Embracing change and challenge</td>
<td>Results oriented, transformative agency, embracing complexity, ambiguity and uncertainty in driving change absurdity and corporate growth.</td>
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Ncube (2010), explains that Ubuntu, an indigenous African philosophy, has the capacity to successfully facilitate transformative leadership by (1) modelling the way, (2) communal enterprise and shared vision, (3) change and transformation through consensus rather than democratic polling, (4) interconnectedness, interdependence and empowerment of others, (5) collectivism and solidarity where the whole is greater than the sum of its parts, and (6) continuous integrated development where everyone grows from experience. The transformative themes drawn from this philosophy are: (a) modelling, (b) community, (c) enterprise, (f) transformation, (g) shared vision, (h) consensus, (i) interdependence, (j) collectivism, (k) solidarity, and (l) corporate growth.

Table 3 is a summary of the transformative leadership operations that emerge from the transformative themes extracted from the six published authors of transformative leadership theory.

Organization theory

Daft (2010) defines an “organizations as: (1) social entities that, (2) are goal-oriented, (3) are designed as deliberately structured and coordinated activity systems, and (4) are linked to the external environment”. This definition emphasizes that organizations have their own internal ecosystems operating in larger ecosystems. The internal and external environments are interconnected and relate one to another. One cannot define an organization without describing where it is housed. This suggests that if the “housing” changes, then the organization too must change in order to continue existing in that environment. The key elements of an organization are the people and the nature of the structured relationship they have with one another in those organizations. This observation highlights the dynamism of organizations and the need to continuously evolve to remain relevant. Transformative leadership ensures that an organization remains in touch with its environment.

Structure

Robbins et al. (2009) argue that “the specific effect of structural designs on performance and satisfaction is moderated by employees’ individual preferences and cultural norms”. This quote
suggests that culture is an influential aspect to consider when looking for ways to promote staff engagement and participation in organization goals and growth initiatives. Nonetheless, these authors describe four main organization designs that managers use to drive organization performance. These are the team structure, empowered, virtual and boundary less organizations. There are three stages to motivating people to higher performance in organizations. These are getting them to participate, involving them and empowering them. This process requires participation.

This is an operation that is advocated by transformative leadership theorists. This means that employees are involved in company decision making and setting organization business goals including strategy to promote ownership and understanding of organization operations. Organizations that may wish to implement transformative leadership operations need to evaluate whether their organization structures, systems and set up will allow the organization to benefit from heightened employee engagement or whether their structures actually dampen employee participation in organization pursuits.

Culture

Robbins et al. (2009) further define culture as, “organization culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations”. The authors go further to explain that organization culture is based on seven primary pillars. These are (1) innovation and risk taking, (2) attention and detail, (3) outcomes orientation, (4) people orientation (5) team orientation, (6) aggressiveness and (7) stability. These factors operationalize culture in organizations and the degree to which they are practiced creates a difference between organizations. Kreitner and Kinicki (2010) describe organization culture as “the set of shared, taken for granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments”. This definition contextualizes an organization within an external environment, but also suggests that it regulates its internal environment as well. The authors explain four functions of organization culture as organizational identity, collective commitment, social system stability and a sense making device. It would appear that members of an organization turn to culture when they need validation, support and acceptable reason for their actions and may even use culture to justify their actions, “that is the way we do things around here”. The authors further define four broad categories of organization culture as, (a) clan culture that promotes collaboration and cohesion and commitment among the people, (b) adhocracy culture that is creative adaptable and agile promoting innovation and growth, (c) hierarchy culture that emphasises control, process measurement and efficiency and (d) market culture emphasising competition, customer focus and productivity and achievement. By situating the operations of transformative leadership in the cultural model provided by kreitner and Kinicki (2010), it was found out that a transformative organization culture draws from all the four forms (See Figure 1).

While noting that “organizational cultures are a vital part of any company’s environment and provide
employees with the necessary tools to integrate themselves into the overall organization dynamic" (Guillaume and Austin, 2016), these authors point out the need for strong cultures for employees to work cohesively through seasons of change. This aligns with the participatory character of transformative leadership operations. Nonetheless, the authors note the complexity of evaluating organization cultures as they involve systems and values inherent and passed on in an organization. The authors suggest that organizations need to create a functional and efficient culture to transform itself. It would also be important to align organization behavior with an institution's vision and mission and published values. This observation suggests that if an organization engages transformative leadership operations it may be able to narrow the gap between its stated vision and mission and its current culture. In helping to align culture with corporate values, transformative leadership operations would be advancing the organization goals (Guillaume and Austin, 2016).

In their article, Dhiman et al. (2019), suggest that "diversity" is a solution to employee engagement and participation. They suggest that organizations "suffer from diminishing team spirit and loss of morale" when they fail to engage learning and creativity which are operations promoted by transformative leadership practices. The authors state that "leaders need to recognize how collective engagement in a transformed environment of respect for diversity can uplift the organization". This understanding further suggests that transformative leadership operations in an organization re-energizes the pursuit and achievement of corporate goals (Dhiman et al., 2019).

Leadership in organizations
Management teams use various leadership approaches to execute their role of running the operations of an organization. Whereas "leadership" and "management" are often used interchangeably, we mention "management" with regards to the personnel overseeing operations and "leadership" with regards to the approach these personnel use to oversee operations. However, transformative leadership is not the only form of leadership expression in an organization context. Others include the traits approach, leadership styles, situational and contingency approaches, transformational leadership, inspirational leadership, servant leadership among others (Mullins and Christy, 2010). The trait approach assumes that leaders are born with natural talents and gifts and therefore leadership emerges from their personal traits and talent. This form of leadership plays out in organizations in the differential natural strengths and weaknesses among managers and leaders in organization context. The functional approach assumes that leadership can be learned and exercised with in a group. This form of leadership will find expressions in the organization context because there are people involved. Leadership styles vary as managers adopt the traditional authoritative or democratic styles of leadership in challenging, motivating and facilitating employee performance. The situational leadership approach differs in implementation depending on the situation. In this approach, leaders may be seen to act "inconsistently" in different situations and as determined by the situation. Transformational leadership is an empowering form that raises the morale and motivation of employees to participate in organization endeavors. There are other theories of leadership that influence the practice of leadership in the organization context such as LMX, and path to goal and team leadership (Northouse, 2016). Various aspects of these leadership, approaches styles and theories will be in evidence to various degrees and extent in all organizations and therefore all approaches need to be recognized as competing for space and expression within organization contexts.

Whereas the authors of transformative leadership theory suggest different principles, the eight core operations distilled in this paper are an expression of transformative leadership in practice. The high expression of transformative leadership operations indicates the vibrancy of a transformative culture. Thus while the expression of leadership approaches may depend on the leadership style adopted by the leader, this study argues that the adoption of transformative leadership operations generates a transformative culture. Thus a transformative leadership culture is achievable by either adopting transformative leadership operations which ingrain a transformative culture or by the appointment of a transformative leader who implements transformative operations (Bukusi, 2020). Transformative organization culture can emerge from these two standpoints.

DISCUSSION
In theory, it is possible to introduce, advance or create a transformative organization culture by adopting the eight transformative leadership operations. The characteristics (operations) of a transformative organization sit more or less at the center of existing organization culture theory. However, Kotter (1995) points out that organization transformation efforts fail because of not having a clear change leadership strategy. Thus, it would be important to have a systematic, structured method of introducing transformative leadership operations superintended by a leader or management team.

This study suggests that a transformative organization is one that has a vibrant transformative culture characterized by transformative leadership operations. A transformative culture equips an organization to (1) remain relevant in the larger ecosystem by aligning itself to environmental changes, (2) ensure its own
sustainability by responding and adding needed value to the external environment, (3) develop its ethical systems and structures to support evolving service delivery, and (4) embrace change as it transforms itself to fit into its evolving environment. Transformative leadership operations equip an organization culture to effectively meet and navigate a dynamic environment.

Ideally, organizations are a melting pot of dynamics that determine the dominant culture expressed by an organization. Organizations that are market driven are not totally free of hierarchy, neither do adhocracies completely dispense of clan competencies. Organizations attract people of different cultural backgrounds that add local dynamics to organization context (Williams, 2001). Organizations cultures are influenced by their industries and resources bases, operating structures and multiple individual leadership styles and management approaches an organization may adopt (Northouse, 2016: pp. 427-465). With this in mind the process of developing, sustaining and establishing a transformative culture is a complex process that will take dedicated effort from knowledgeable transformative leadership teams. The process cannot be left to one individual, but rather calls for the attention and participation of every member of an organization.

The four traditional forms of organization culture discussed earlier are viewed in terms of their dominant or static nature, orientation or character (Kreitner and Kinicki, 2010). However, transformative culture is by nature dynamic. This would suggest that it remains flexible, responsive and creative in the way in which it responds to environmental change. Another way to look at the nature of a transformative culture is that it adopts and adapts needed competencies from each of the four cultures as and when needed. A transformative culture may also exercise a cyclic dynamism adopting characteristics that relate to a clan culture, then to an adhocracy, a market driven culture and finally to a hierarchy before dissolving back to a clan cultures for the next cycle of organization development.

Organizations may be convinced to adopt a transformative culture if it promises to enhance organization performance, productivity, performance and organization health. Organizations need to be convinced of the need to change and must also be able to access and accrue the benefits of that change. However, “managers do their work in an organization which is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals” (Robbins et al., 2009). From this role definition it is clear that managers play a central role in organization productivity, performance and serve as gatekeepers to organization culture. Managers may accelerate or decelerate the impact of transformative leadership operations and thus regulate both performance and productivity. It is therefore critical for managers to be knowledgeable on how to facilitate transformative leadership operations to ensure its success.

Conclusion

This study has positioned transformative leadership operations within the context of organizations culture. Though there is need for empirical studies in this area to refine the proposed model, managers have been identified as gatekeepers and key facilitators of transformative operations. Managers are therefore the key target consumers of the findings of this study when it comes to operationalization of transformative leadership in an organization. The adoption of a transformative culture equips an organization to constantly challenge its internal efficacy and enables it to remain updated to successfully navigate a dynamic and ever changing environment.

CONFLICT OF INTERESTS

The author has not declared any conflict of interests

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