The 3D Transformational Leadership Model

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One of the most interesting topics of all times is leadership. Bass (1990) stated, "The study of history has been the study of leaders–what they did and why they did it" (p. 3). The first studies of leadership centered on theory. Researchers and scholars sought to identify leaders' styles and compare them to the demands or conditions of society. In later years, as leadership became a topic of empirical study, researchers, academics, and scholars alike attempted to understand and define leadership. Definitions such as process, power, initiation of structure, influence, and others began to emerge.

Bass (1990) postulated that scholars and researchers have debated and deliberated the definition of leadership for many years. Bass wrote that there are as many definitions of leadership as there are people attempting to define leadership. However, as one looks at the evolution of the leadership field, a trend emerges. The earlier definitions identified leadership as a movement and one that consisted of individual traits and physical characteristics (Bass, 1990). In later years, scholars used the term *inducing compliance* to describe the role of the leader. More recently, the view of leadership has become one of influencing relationships, initiating structure, and achieving goals (Friedman & Langbert, 2000).

Starting in the early 1930s, theorists used pictorial models to explain their theories. The first few theories on leadership centered on types of leadership such as autocratic, democratic, and laissez-faire (Wren, 1990). Theorists later expanded the field of leadership to include human attributes such as ability and intellect. The leadership continuum started with the study of traits and proceeded to behavioral, situational, and eventually, contingency theories. Leadership models shifted their focus to leader traits and personality. For example, Wren (1990) wrote, "Charisma returned to leadership theory" (p. 386). These leadership models ranged from simple to very complex. Yet a close examination of these models and the leadership domain as a whole suggests converging definitions of leadership that subsequently led to a paradigm that was referred to as transformational leadership. Notwithstanding the transformational models that currently exist, there seems to be an inherent void in these models concerning a few traits and characteristics of transformational leaders that could be addressed with a new and innovative model.

The purpose of this paper is to draw on peer-reviewed literature and emerging trends in transformational leadership with the intention of developing a new leadership model that looks at three leadership traits: courage, wisdom, and vision. The paper will discuss and attempt to reconcile the three traits and shed light on the relevance of these traits vis-à-vis transformational leadership. These three traits are incorporated into a three-dimensional model, resulting in a new transformational leadership model coined A 3D Transformational Leadership Model.

The paper is organized as follows. First, I provide a literature review of historical and current thinking about transformational leadership. Second, I discuss the method and process I used to develop the new model. The following section discusses the conceptual framework and provides a definition of the three transformational leadership traits used in the model. Then, I report the data I collected and I discuss the first phase of the development of the model. The next section presents and discusses the theoretical model. The paper concludes with the implications of the new model and suggestions for future studies.

LITERATURE REVIEW

To understand leadership, one needs to understand the *concept of leadership*. The introduction stated that leadership has many definitions. Weiskittel (1999) wrote, "Leadership is a complex and dynamic process" (¶ 1). She further stated, "In many ways [leadership] still remains somewhat of an enigma" (The Essence of Leadership section, ¶ 1). Changes in the competitive arena as well as globalization resulted in the need for a different type of leader. Followers often think of leaders as authoritarian, democratic, direct, or participative, but Black and Porter (as cited in Friedman & Langbert, 2000) suggested that at a minimum, a leader should recommend to followers to ignore self-interest. Furthermore, a good leader should maintain high motivational standards and be able to empower the followers.

The change in follower behavior such as the need for teamwork and collaboration requires this new leader to ensure followers' job satisfaction, personal growth, and maturity. This new leader must also create an environment that lends itself to and fosters the "well being of others, the organization, and society" (Bass, 1999, p. 11). To become a transformational leader, a person needs to develop and possess skills that go beyond basic management and administrative capabilities such as directing, planning, and delegating.

Transformational leadership is different from other types of leadership because it extends beyond traits, behaviors, and characteristics. Transformational leadership is about inspiration, intellect, charisma, and individualized consideration. Scholars and researchers refer to this new leader as a change agent. Conger (1999) suggested that transformational leadership has become a normative theory in the leadership field. The transformational leader became the darling of this domain. Individuals in leadership positions practice transformational leadership in many settings, they place much emphasis on followers, and they empower subordinates. Scholars and researchers found an overlap between leader behavior and leader activities, and in many ways, the behavior and activities of the leader converge.

Traits of Transformational Leadership

Burns (as cited in Bass, 1990) suggested that transformational leadership evolved around "four traits. . . (1) charisma, (2) inspiration, (3) intellectual stimulation, and (4) individualized consideration" (p. 218). In addition to these traits, numerous studies attempted to understand the characteristics and value system of a transformational leader. For example, Krishnan (2001) wrote, "Transformational leadership was positively related to self-confidence . . . pragmatism and nurturance" (Characteristics of Transformational Leaders section, ¶ 1). Furthermore, Krishman (2001) stated that transformational leaders were "high on purpose-in-life, personal efficacy, interpersonal control and social self-confidence" (Characteristics of Transformational Leader section, ¶ 1).

A closer examination of the four traits suggested by Burns and listed above indicates that transformational leaders have much influence over their followers. They have a vision and are effective at articulating that vision to their followers. Leaders can provide their followers with a sense of meaning and challenge in their work. Furthermore, they can instill pride and gain the trust and respect of their subordinates. According to Walman and Yammarino (1999), in a study conducted by Kotter and Heskett, they found that charismatic leaders create a "strong organizational culture . . . managers and employees share a common set of values and behaviors" (p. 291).

The transformational leader can create these effects across all layers of the organization. Furthermore, the leader provides inspirational motivation to his or her followers by communicating high expectations, using symbols to focus effort, and expressing purpose and meaning in a way that followers understand. According to Banerji and Krishnan (2000), "Inspirational leadership involves the arousal and heightening of motivation among followers" (Transformation Leadership section, ¶ 8). The transformational leader envisions a future state and develops a roadmap to assist the followers to achieve the goal. The transformational leader also promotes intelligence and rationality. He or she assists and coaches followers to solve problems by thinking critically and creatively. The leader arouses the followers' awareness to think in unconventional ways and to set the past aside by stirring their imagination and by inspiring them to think about old problems in new ways.

According to Conger (1999), transformational leaders continually challenge the status quo and ask of their "followers to examine their own status quo that supports their behavior and approaches" (Comparing the Theories section, ¶ 2). Finally, by providing individualized consideration, they uplift the spirit of a follower who feels left behind in addition to providing encouragement and support so they can build self-confidence and maturity. As Bass (1999) postulated, "Leaders delegate assignments as opportunities for growth" (p. 11).

Empirical studies show that transformational leaders run companies that are more effective, empower their people more often, and secure the cooperation of their subordinates when needed (Bierly, Kessler, & Christensen, 2000). These leadership behaviors lead to creating companies that are more profitable, securing higher market share, and providing for a more pleasant work environment for their subordinates (Avolio, Bass, & Jung, 1999). Equally important to running a profitable organization, transformational leaders also bring a set of values which in today's politically correct environment is imperative. Such values include honesty, integrity, and morality.

Transformational Leadership Outcomes

Avolio et al. (1999) suggested that transactional leadership and consideration for the individual could lead to higher follower performance. For example, charismatic leaders provide a true sense of purpose for both the

follower and the organization. This purpose energizes followers. In addition, the charismatic leader tends to be more ethical. The leader can secure the follower's loyalty to buy into the vision of the firm. Transformational leaders also challenge their followers to think critically and creatively. By doing so, followers are capable of solving problems they never thought they could. Questioning the old methods of doing things results in a new mind set which translates into a can-do attitude and subsequently, a cultural change (Schein, 2004). Unlike many organizations that put the interest of outside stakeholders ahead of everyone else's, the transformational leader provides individualized considerations that allow followers to grow and mature. In turn, the follower provides greater value to the organization and its stakeholders.

Other significant outcomes of transformational leadership include better communication flow and allowing the leader and the follower to concentrate their respective efforts to achieve similar organizational goals. Furthermore, this two-way communication system and individualized consideration allows the leader to act as a mentor to many of the followers. As such, the leader can monitor follower tasks and problems and provide guidance and correction.

The above outcomes have further implications that result in higher employee productivity and improved financial results. As such, transformational leadership "will likely result in higher levels of cohesion, commitment, trust, motivation, and performance being observed in those organizational environments" (Avolio et al., 1999, Implications section, ¶ 4). I call organizations that have achieved these heights *world-class*. Furthermore, empirical research finds that excellent companies are more innovative than others are. Often, the firm under the guidance of the transformational leader has the vision and courage to undertake steps that he or she created to become best in class and at times best of breed. Dundon and Pattakos (2001) wrote that Anita Roddick, the founder of the Body Shop and a true transformational and innovative leader, "entered the arena of organizational innovation with vision, courage, and conviction, seeking to create entirely new ways of doing business" (Innovation and Vision Strategy section, ¶ 3).

Friedman and Langbert (2000) provided examples of traits that may be useful for a leader to meet organizational challenges, including vision, charisma, courage, honesty, and integrity, to name a few. Scholars, practitioners, and researchers repeatedly mention these difficult-to-quantify but constant traits such as vision (Friedman & Langbert, 2000; Pagonis, 1992), courage (Goss, Pascale, & Athos, 1993; Martin, 1993), and wisdom. Bierly, Kessler, and Christensen (2000), Rowley (2006), and Schein (2004) suggested that there is an opportunity to develop a new and innovative transformational leadership model that builds on these traits. This new model should narrow the current gap in transformational leadership thinking vis-à-vis leadership traits and traits that are hard to quantify and measure.

METHOD

An examination of peer-reviewed literature and a study of the works of other scholars and researchers as well as my personal experience as a leader were used to develop this leadership model. My personal hands-on experience as a leader parallels the thinking of Richman (1995) who suggested that a person could learn leadership skills from experience and hands-on practice. The intention was to develop a new model built on personal experiences and theoretical assumptions in the leadership domain.

Data Collection
The research materials for this article came from a few sources. First, I relied on writings that explored and examined the leadership experiences, styles, and successes of well-known leaders from the business community from around the world (e.g. Richard Branson, Bill Gates, Lou Gerstner, Percy Barnevik, Jack Welch, David Simon, and Robert Galvin, to name a few). Second, I reviewed historical research and writings including peer-reviewed articles written by scholars, academics, and practitioners who have studied the leadership domain (Bass, 1999; Bennis, 2004; Blanchard, 1985; Deming, 1994; Drucker, 1969, Goleman, 2000; Kanter, 1990, Kotter, 1990; Schein, 2004). Third, I used texts that higher education institutions use for teaching graduate-level students the topic of leadership. Finally, I used my personal experience as a leader in both public and private settings.

Data Analysis
I conducted content analysis to develop themes in accordance with the approach suggested by Cooper and Schindler (2003) for qualitative studies. The model attempts to fill gaps in the field of transformational leadership and at the same time use themes that are most relevant to the development of the new model. Furthermore, I used an

innovative approach to develop the model. This approach examines the evolution of my leadership style and juxtaposes it with the literature and the experiences of other leaders. The objective was to narrow inherent gaps between the literature and my leadership experience. The traits or variables required to narrow the gap and fill inherent voids in transformational leadership became the primary building blocks for this new transformational leadership model.

Presentation of Findings and Conclusions

The development of the model uses a logical sequence of steps, starting with the concept of transformational leadership as presented in historical and current literature. The first step presents a pictorial view of a leadership continuum that my clients and I experienced. I used this continuum as the framework for developing the model. Following The Leadership Journey presentation, I incorporate the three traits or variables to create the final version of the transformational leadership model. Finally, I suggest how this new model can assist future leaders so they can become transformational leaders.

THE LEADERSHIP JOURNEY

Figure 1 below depicts a model of the typical journey to leadership. There is voluminous literature to suggest that leaders are made and not born. For example, Blake and Mouton (as cited in Rowley, 1999) suggested, "Leadership skills can be learned" (p. 81). Richman (1995) asserted that leaders develop and learn from experience and that they are not born. Finally, Pagonis (1992) postulated, "The good news is that leaders are made, not born" (p. 119).
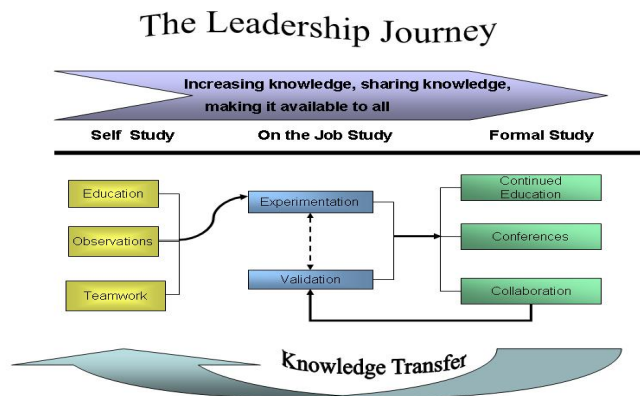
Figure 1. The leadership journey.

In the self-study phase, leaders use their educational background, working with others and observing other leaders to learn the fundamentals of leadership. These leaders enhanced their problem-solving skills by working with peers to address and solve problems relative to different parts of the organization. Furthermore, leaders attended technical and managerial courses to enhance specific skills related to their jobs.

Individuals who assume a more senior role in the organization move to the second phase of the journey. In this phase, they implement initiatives and gauge success by trial and error as well as putting to practice the skills they acquired from their superiors, mentors, and team members. In this second phase, leaders further their knowledge by experimenting with different theories and concepts. The outcomes of such initiatives validate their learning and knowledge. This confirms Atkins and Turner's (2006) observation that most of what schools teach and what we learn in our early working years as professionals is not necessarily related to business skills such as management and leadership.

In the final phase of the journey, successful leaders tend to collaborate with other leaders and transfer their experience and knowledge to the next generation of leaders. While some leaders choose to delegate certain job responsibilities to other managerial staff, others step aside and let newcomers assume the leadership role. Friedman

and Langbert (2000) confirmed that the role of a transformational leader is to care, support, and nurture his or her followers. Many successful leaders choose to transfer their knowledge to others by participating on boards of directors or teaching in educational institutions. As such, one can view this leadership journey as a loop.

My collaboration with other leaders suggests that a number of transformational leadership traits are evident. First, most successful leaders whom I worked with had a vision for their company. These leaders communicated their vision to the organization's followers and were successful at securing buy-in for the firm's goals. The attitude of followers was one of can-do, and the motivation levels were high as were the followers' self-esteem and pride in a job well done.

However, on a few occasions, I noticed that not all leaders had the courage to undertake tasks that had less-than-certain outcomes. Most leaders who employed risk-averse strategies also achieved less-than-excellent results. These results were measured in accounting terms including return-on-investment or return-on-equity. The inability to measure empirically each initiative played a key role in determining if to undertake a new initiative.

The more experienced leaders employed knowledge they gained from previous years. These leaders referred to this knowledge and experience as wisdom, and they made sure not to repeat previous mistakes.

MODEL FRAMEWORK AND DEFINITIONS

The new model uses three traits that are critical to becoming a transformational leader. Table 1 is the framework I used that lists the three critical traits that transformational leaders should possess. The table depicts how each trait was acquired and the outcome of the trait.

Table 1   Transformational Leadership Traits

Trait	How acquired	Outcome
Wisdom	Knowledge and practice	Informed and practical decisions
Courage	Trial and error	Ability to take risk
Vision	Study of the environment	Goal achievement

The next several sections define each of these traits. The purpose of the definitions is to explain the relationships among the traits and furthermore, their relationship to transformational leadership and subsequently to the model.

Wisdom

There is minimal empirical evidence about wisdom. Rowley (2006) wrote that Small observed that there is little information in the management literature about wisdom. Rowley (2006) also suggested that scientific literature does mention or comment on the term *wisdom*. Perhaps the reason for such little attention to wisdom is the fact that wisdom is in the eyes of the beholder and that wisdom is hard to measure.

Bierly et al. (2000) defined wisdom as using gained knowledge to achieve desired goals and objectives. Rowley (2006) provided a long list of definitions for wisdom taken from a variety of literature. For example, (1) Jashapara related wisdom to ethical judgment and the ability to act in a practical manner, (2) Hammer suggested that wisdom is an adaptive human trait that uses practical solutions to solve problems, (3) Bellinger et al. asserted that wisdom is a process that helps people to distinguish between right and wrong, and, finally, (4) Korac-Kakabadse et al. (as cited in Rowley, 2006) posited that wisdom is a personal philosophy that helps people to understand and create a balance of complexities they face daily.

Both Bierly et al. (2000) and Rowley (2006) agreed that there is a relationship between good leadership and wisdom. Bierly et al. (2000) took the notion of wisdom a step further and postulated that there is a difference between a knowledgeable person and a wise person. A knowledgeable person is one who can support belief by facts. On the other hand, a wise one is a person who can support a belief and can use intellect to provide practical solutions. Bierly et al. (2000) concluded that organizational wisdom could be achieved via transformational leadership. Finally, Schrage (as cited in Rowley, 2006) suggested that wise CEOs make better decisions than knowledgeable ones.

Courage

Like wisdom, there is little mention of courage in either business or scientific literature. The word *courage* is often synonymous with not being afraid to take a risk or having the ability to undertake new initiatives without knowing the outcome. Atkins and Turner (2006) suggested that to change organizational culture requires the highest level of leadership. Similarly, Martin (1993) wrote that courage is required to change an organization.

Merriam-Webster defines courage as a mental strength to resist opposition, hardship, and danger. Courage is associated with words such as *spirit, resolution*, and *tenacity*. Some of the better-known transformational leaders of all times possessed courage. For example, Friedman and Langbert (2000) wrote that the biblical Abraham was a transformational leader who possessed courage as well as charisma, vision, confidence, and concern for others. Friedman and Langbert (2000) compared Abraham to the transformational leaders of today, including Bill Gates, Michael Dell, Jack Welch, Lou Gerstner, and Jeff Bezos.

Leaders face difficult and often competing decisions. The need to continually reinvent the business and offer a value proposition to the customer requires that leaders make and undertake new and at times unproven decisions and initiatives respectively. According to Goss et al. (1993), many leaders do not have the courage to pursue such initiatives.

Vision

Visioning helps leaders prepare for and respond to environmental changes. Grosse (2000) suggested that visioning helps managers understand what the future might look like. Leaders chart a future course for the organization, using strategic planning as a tool. A key component of the strategic plan is the organization's vision. Pearce and Robinson (2005) posited that the firm's vision expresses the aspiration of the leader. They also wrote that the vision of the firm helps focus the energies and resources of the firm so the firm can achieve the desired goal.

Kakabadse (as cited in Chowdhury, 2002) concluded that translating a firm's vision into practical solutions is still a challenge for many leaders. To complicate matters, the vision of the firm is dependent on both the external and internal environments that are changing constantly and are highly turbulent. Having vision and the ability to conduct visioning is a critical trait for transformational leaders. For example, Friedman and Langbert (2002) wrote that Abraham's vision was to found a nation for the Hebrews who fled Egypt. Microsoft envisioned "a computer on every desk, and in every home, running on Microsoft software" (Pearce & Robinson, 2005, p. 37).

Kirkpatrick and Locke (as cited in Krishnan, 2001) suggested that the leader's ability to implement his or her vision would influence the attitudes displayed by subordinates. Banerji and Krishnan (2000) wrote that transformational leaders should have a credible vision that helps create a new road map even if at times this new roadmap necessitates redesigning the entire organization. Bass (1990) asserted that vision and intuition are closely allied. He provided the example of President Woodrow Wilson as a leader who could predict the course of future events. This example amplifies the need for the leader to set the vision of the organization during the strategic planning process.

In 1996, the Drucker Foundation compiled a series of articles into a book and published the book under the title *Leader of the Future*. The book contains writings from renowned experts in the field of leadership, many of whom discuss vision in the context of leadership. Blanchard (1996), for example, suggested that vision starts at the top; however, obtaining input from other organizational actors is imperative. Vision according to Blanchard will provide direction to the organization. Like Blanchard, Kouzes and Posner (1996) and Wilhelm (1996) argued that leaders who can articulate a credible vision are differentiated from other leaders. Finally, Meléndez (1996) postulated that vision is the most critical trait a leader possesses.

THE 3D TRANSFORMATIONAL LEADERSHIP MODEL

The development of this new model evolved over time. This section of the paper explains and documents the evolutionary process that started with a few simple conclusions and assumptions derived from the literature review, studying and reading about successful leaders, my personal experience as a leader, and working with leaders from a variety of industries in different settings. The literature that discussed and explored transformational leadership suggested the following:

1. Transformational leaders can multi-task.
2. Transformational leadership attributes and characteristics can be grouped into a few logical categories.

3. Not all transformational leaders are successful.
4. Transformational leadership is a process and can be learned.
5. Transformational leaders inspire, have courage, and take risks.
6. Transformational leaders are visionaries and can articulate well.
7. Transformational leaders exercise the wisdom they gained from observation in addition to hands- on experience.

Developing the Model – Stage 1

A closer examination of the findings about transformational leadership suggested that transformational leaders are well-rounded and experienced individuals. To become a transformational leader, a person should have vision, wisdom, and courage. I suggest that a three-dimensional transformational leadership model based on these three traits would best represent transformational leaders. The works of researchers and scholars in the leadership field including Conger, Mintzberg, Kanugo, Kanter, Drucker, and others support the model's assumptions. For example, Westley and Mintzberg (1989) postulated that not only one leadership style but a variety of styles are often practiced by one leader. This supports the notion that a model that can capture as many leadership styles (e.g. contingency leadership models) and traits is advantageous. Dare and Boissezon (2000) wrote that to develop as leaders, individuals use the skills and experiences they learned during their working careers, resulting in wisdom. This argument also suggests that wisdom is a function of time.

Conger and Kanugo (1994) developed a questionnaire to measure perceived behaviors by charismatic leaders, and they included in the questionnaire a measure of risk (p. 446). Conger and Kanugo (1994) suggested that a propensity for risk is the trait of a visionary and effective leader. The propensity for risk assumes that leaders have the courage to undertake initiatives with unknown outcomes.

A leader with a vision can use a variety of mental capacities (Westley & Mintzberg, 1989). Furthermore, Westley and Mintzberg suggested, "Visionary leadership involves psychological gifts [and] sociological dynamics" (p. 29). If perceived ambiguity exists in the proposed model, the reason is as Pfeffer (as cited in Karmel, 1978, p. 480) suggested, "[It] is correct in asserting that the leadership concept is ambiguous."

The model suggests that individuals who possess little or no wisdom, vision, and courage will probably not become successful leaders, let alone transformational ones. Most leaders and those who have gained hands-on experience from the work environment or from observing other leaders have acquired some wisdom, courage, or vision. Most leaders fall into this category, and the model considers these leaders as average leaders. This middle-of-the-road scenario assumes a normal distribution of acquired leadership skills. The model also suggests that the few leaders who stand out and possess high levels of wisdom, courage, and vision are considered the best and have the best chances to succeed in the organizational environment as transformational leaders. Figure 2 depicts a high-level three-dimensional view and the first conceptual design of the model.
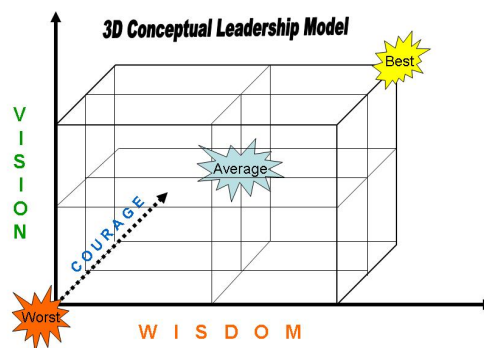

Figure 2. 3D Conceptual Transformational Leadership Model.

The conceptual model depicts leaders who operate in a three-dimensional environment, using the three traits of vision, wisdom, and courage. Leaders fall into any one of the octants depicted in the model. For example, an individual who displays no vision, wisdom, or courage is less likely to succeed than an individual who displays one or more of the proposed traits. Ideally, an individual would like to achieve the ultimate in leadership, which occurs when he or she exercises wisdom, courage, and vision. Transformational leadership occurs when these three traits are present and are used simultaneously in the leadership process. Two names often used in literature are those of the biblical figures of Abraham and Moses. Both of these leaders had the wisdom provided by time, the courage, and

the vision to lead their people. These two leaders meet the transformational and innovative leadership criteria set by the model. In addition, I postulate that most leaders fall in the center of the eight octants.

Towards a Model – Stage 2

A closer examination of the three-dimensional model presented in Figure 2 raises the question of determining how leaders when benchmarked against each other fare against each octant. In addition, the question of distinguishing characteristics and attributes among leaders needs examination relative to each octant.

To amplify and clarify these critical questions, the model separates the eight octants in the hope of understanding the type of leader who might emerge from and fall into each octant. Figure 3 below depicts a separation of the eight octants. Each octant depicts the type of leader who might emerge over time.
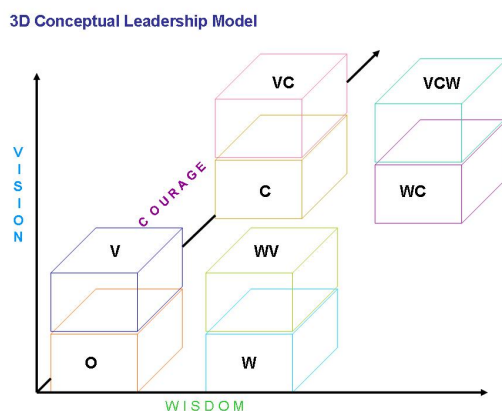

Figure 3. The Octants of the 3D Conceptual Transformational Leadership Model.

The model suggests a number of facts. Individuals can possess no, one, two, or three leadership attributes. For example, an individual might have a high level of wisdom but little or no vision or courage (i.e. octant W). Others might have a great deal of courage but little or no vision or wisdom (i.e. octant C). As such, each octant represents the possible attributes the leader possesses which could assist him or her to become a transformational leader. Clarification for each of the octants follows:

1. O – the individual has no wisdom, courage, or vision.
2. C – the individual has courage only.
3. W – the individual has wisdom only.
4. WC – the individual has both wisdom and courage.
5. V – the individual has vision only.
6. VC – the individual has vision and courage.
7. WV – the individual has both wisdom and vision.
8. VCW – the individual has wisdom, courage, and vision.

The most desirable state for a leader to achieve is that in octant VCW. At this level, all three traits are present and used by the leader. This model demonstrates that transformational leadership is a process. For example, a potential leader who is at the start of the leadership journey might possess little or no experience and will not have the courage to make the difficult decisions often required from a leader. In time, a leader can become transformational. Although one can hone leadership skills, time and patience will be required and are imperative. In addition, the model depicted in Figure 3 shows that leaders operate on a number of levels or dimensions but that not all achieve transformational and innovative leadership status.

The three propositions that helped guide the development of the model are the following:

Proposition 1: Individuals who have none of the three attributes will not become transformational leaders.
Proposition 2: Some leaders might possess one or two attributes, but unless these leaders continue to learn, develop themselves, and exercise vision and courage, they will not emerge as transformational leaders.
Proposition 3: Individuals who have courage, are visionary, and exercise wisdom will emerge as transformational leaders.

The Final Model – Stage 3

In this final development stage, Figure 3 depicts the different leadership styles that could possibly emerge from the model. I dichotomized the leadership space twice: one for wisdom and the second for courage. A third, imaginary level exists that cuts across the vision horizontally. The model suggests that each octant is able to stand and function independently. As noted earlier, empirical measurements of wisdom, vision, and courage are hard to achieve. As such, the model suggests the approach of yes-no or more-less scenarios. For example, an individual can be either wise or not. Second, when benchmarked against others, one leader might have more wisdom than the next leader.

The purpose of this stage is to enhance the model's previous conceptual design and to attempt to understand the type of leader who will emerge in each octant. Each octant suggests a specific title in order to represent the type of leader who might fall into the octant. For example, someone who is high on courage and low on wisdom and vision might be a risk taker (octant C). Simply stated, this individual is not very experienced but does have the courage to undertake new initiatives and is not afraid to take risk in the process. The conservative leader, on the other hand (octant WV), might be one who has wisdom and vision but no courage. Eight potential leaders emerge from the model. Based on findings from the literature review, popular transformational leaders, personal experience, and the propositions presented, it can be assumed that, in time, a few individuals will mature, grow, and eventually become transformational leaders. Figure 4 depicts the final new model titled A 3D Transformational Leadership Model.
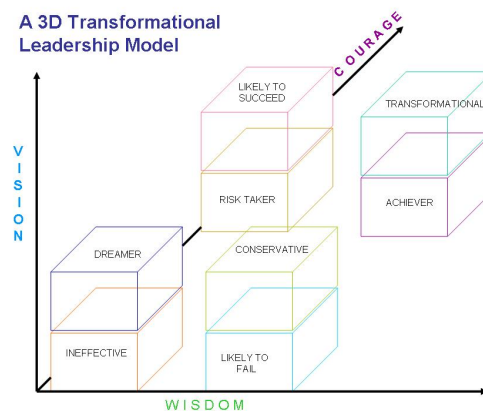

Figure 4. A 3D Transformational Leadership Model showing a continuum of eight possible types of leaders ranging from ineffective to transformational leadership.

The model suggests that individuals with minimal or no leadership skills will likely emerge as ineffective leaders. Thus, the first proposition stands true. Furthermore, as is the case with many individuals in leadership positions, although some leadership attributes do in fact exist in all people, these are not sufficient to cause them to emerge as transformational leaders. This suggests that many so-called leaders are leaders in name only and that unless they continue to grow and mature, these individuals will not achieve the transformational leadership level.

My personal experience demonstrates that most leaders possess one or two attributes suggested by the model. Continued growth and education might transform the skills of these leaders; however, in most cases, these individuals are not prepared to invest the personal resources required to move them to the next plateau. Therefore, the second proposition that suggests that not all leaders can become transformational leaders is true.

Finally, with the passage of time, self-initiative, continued education, hard work, high ethical values, the ability to learn from mistakes, some luck, and the desire to lead, a few individuals will emerge as transformational leaders. These few individuals have the desire to invest personal resources and have a passion for leading. These individuals can and will become transformational leaders, validating the third proposition.

IMPLICATIONS

The model supports the notion that transformational leaders need to achieve wisdom, courage, and vision. The literature review confirmed that transformational leaders are visionary, have a propensity for risk, and have wisdom gained through experience. These findings can be of significance to future leaders who aspire to become

transformational leaders. Current leaders can benefit from the model because the model provides a roadmap to becoming a transformational leader and furthermore, the model outlines required attributes.

SUMMARY

Kast and Rosenzweig (1979) suggested that there is "no one best way to lead; it all depends" (p. 329). A leader is a function, and leadership is a process and status. None is a scientific concept, and the success of a leader depends on numerous external and internal environmental factors. Furthermore, adding to the complexity is the human element making the domain of leadership even more complex and crowded with theories and models. Koontz (1980) postulated that one challenge that the field of leadership faces is the fact that there is no one definition of leadership. There are some signs of leadership theory convergence, but it is mostly divergence that characterizes these theories. What is confusing to many attempting to study the leadership field is the fact that researchers and authors of leadership theories were not trained in management or as managers (Koontz, 1980).

This paper presented a new 3D transformational leadership model. The literature review suggested that much intelligent debate has taken place among highly educated and experienced individuals. Yet there was no consensus on what truly constitutes leadership. There is, however, some agreement on what makes a good leader. I examined and studied the discussion points and incorporated many of them into the 3D model presented in this paper.

Based on my own personal experience, I strongly believe that to emerge as a leader, an individual needs to be visionary and articulate well with his or her followers. In addition, wisdom gives the leader all the more power to make educated and intelligent decisions. Finally, a good leader is not afraid to take risks in order to grow and create prosperity for the organization. Individuals who have the ability and capacity to use all three attributes simultaneously will emerge as transformational leaders. The intent of this model is to expand and stretch the definition of leadership and in addition, provide future leaders with the opportunity to create a roadmap to achieve the status of a transformational leader.

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