

Team 05 - Transformational Leadership Theory Team Project

Abdulrahman Al-Fakhri

Ahmed Shehabi

Mariana Monsalve Lopera

Maryam Al-Hail

Leadership in Media Companies

Professor Mohammed Al-Emadi

Northwestern University in Qatar

Abstract

This research paper aims to explore what it means to be a transformational leader in theory and in practice by conducting thorough study of how this leadership style came about while also including a section of a real life, modern day application of the theory. Through examining the theory development, characteristics and whether the leader is born or made, this paper's literature review provides comprehensive context on transformational leaders, allowing for the application of the theory to be thoroughly understood. The application section's purpose of solely choosing to focus on Jeff Bezos is strategically done as he has proven, through the creation of several prosperous, uniquely innovative and globally recognized companies, that he is the perfect example for this research. Nonetheless, Bezos also portrays the flaws of a transformational leader and thus will be critically analyzed within the SWOT analysis of his companies. The methods of research in this article is secondary research that consists of journal articles about key theories, news articles, and other multimedia content related to the overall topic of transformational leadership. The purpose of this paper is to understand the complexity of transformational leadership and to finally conclude that it is an ever changing and complex theory that is non-linear in theory and practice.

Table of Contents

Definition of Key Terms	3
Introduction	4
Review of Literature	
1) Theory Development	4-7
2) Understanding the MLQ (Instrument/Measure of Theory)	7
3) Characteristics & Styles of Transformational Leaders	7-9
4) Weaknesses of Transformational Leadership	9-10
5) Is a transformational leader born or made?	10-11
Application: Focus on Jeff Bezos as a Transformational Leader	
1) Amazon	11-12
2) Blue Origin	13-12
3) The Washington Post	
4) Bezos Expeditions	
Four I's Instrument Model analysis of Jeff Bezos	
Conclusion & Lessons Learned	
References	
Appendices	

Definition of Key Terms

Transformational leadership: Transformational leadership theory is also known as “relational leadership theory” and it is based on the exchange process between a leader and their followers. Another way of understanding this leadership style is to explore the definition of “relational leadership theory”.

Relational Leadership theory: Based on the definition by Lindsay Rayner, a Middle School Principal with an M.A. in Educational Leadership, “Relational leaders empower others. They see the strengths and weaknesses of each member of their team, and work to build on strengths and improve weaknesses.” (Rayner, 2020) Similarly to the concept of transformational leadership, relational leadership theory concerns the growth in employees and making sure that the workplace is filled with two way communication.

Idealized Influence: Based on the definition provided by Michigan State University, idealized influence refers to when a leader is able to conduct ethical and morally just decisions for the benefit of not only the profitability of an organization but for the benefit of the employees and society overall. Idealized influence enlists trust and respect within the employees towards their leader (Michigan State University, 2021).

Intellectual Stimulation: Based on the definition provided by Michigan State University, intellectual stimulation is allowing for risks to be taken by questioning the logical and norm of thinking and asking questions that can enable “new experiences, new opportunities and innovative ways of thinking” (Michigan State University, 2021).

Inspirational Motivation: Based on the definition provided by Michigan State University, this refers to when a leader creates a well developed, detailed and comprehensive vision that inspires employees to , “have a strong sense of purpose and “mission mindset” to achieve their goals” (Michigan State University, 2021).

Individualized consideration: Based on the definition provided by Michigan State University, individualized consideration refers to when a leader is concerned with the “professional development of employees”(Michigan State University, 2021) and fosters “positive relationships with them. This involves keeping lines of communication open, attending to the individual needs of employees, mentoring them and recognizing each person’s unique contributions.” (Michigan State University, 2021).

Introduction

A transformational leader is one who believes and has the ability to envision a greater world, a world in which their organization and followers play a part in shaping. All across the world, there have been many inspirational and innovative transformational leaders such as Walt Disney, Steve Jobs, Oprah Winfrey, Michelle Obama and several others, and it is important to understand that their actions reflect on how a transformational leader acts. A transformational leader is a complex form of leadership that is based on a combination of charisma and transactional leadership styles, therefore to thoroughly understand this leadership style. This paper will conduct a thorough literature review of the chronological order of this theory's developments which were shaped by the likes of Max Weber, Robert House, James V Downton, James MacGregor Burns and Bernard Bass. Moreover, the literature review conducts a study of the characteristics of transformational leaders and what key traits define them, while the literature review will also identify the key weaknesses of a transformational leader. In addition to this, an analysis of whether a transformational leader is born or made is included within the literature review. For the application section, this paper will focus on Jeff Bezos as a transformational leader. The purposeful choice to focus on Jeff Bezos is because he is innovative, in several fields such as retail industries, journalism, space travel and technology. Therefore, this paper will use a critical analysis to highlight the strengths and weaknesses of four of Bezos' famous organizations which are mentioned throughout this article.

Review of literature

1) Theory development

Based on research collected from class content and journal articles about transformational leadership, the main leadership experts who are involved in the formation of the theory are Max Weber, Robert House, James V Downton, James MacGregor Burns and Bernard Bass.

Max Weber's Contribution to the theory development: When looking through the chronological order of events, Max Weber was the first person to introduce the concept back in 1964 Weber mentioned the term transactional leadership in his socio-economic considerations of the organization, and he was the first person who described the transactional leadership style (Nikezić et al., 2012). Weber theorized that there are three leadership options when deciding how to become a successful leader, these three option were bureaucratic leadership, traditional

leadership and, charismatic leadership styles (**Figure 1**)¹. Bureaucratic leadership, which also refers to transactional leadership, which ensures that, “Obedience of followers is based on rational values and rules, and also on established agreements”(Nikezić et al., 2012, p. 286) in addition, “Follower is limited to the obligations and controls which are set for him.” while, “Wages are fixed and ranked in a hierarchy” (Nikezić et al., 2012, p. 286). Therefore transactional leadership directly follows what seems to be a directive form of leadership where the leader is at the center of all decision making. In comparison, traditional leadership refers to a more arbitrary and random politically motivated style of leadership, one that “believe (s) in the legitimacy of governance” (Nikezić et al., 2012, p. 286) in a traditional manner rather than being economically motivated. Although charismatic leadership - which is also theorized by Weber as being transformational leadership is a much more democratic style of leadership unlike the two as, “Weber stands for the transformation of charisma into a democratic approach to leadership, which respect the voice of followers. The new charismatic authority is based on legitimacy and public recognition.” (Nikezić et al., 2012, p. 286). Weber’s development of charismatic leadership paved the way for Robert House who further developed the understanding of transformational leadership.

James V Downtons’ Contribution to the theory development: Being intrigued by House's development, James V Downton conducted a sociological study to identify the relationship between charisma and leadership, and in 1973, Downton coined the term transformational leadership, although coining the term, the transformative developments to the theory occur in the later years.

Robert House’s Contribution to the theory development: In 1976, Robert House began by reflecting on the conventional literature on charisma and charismatic leadership (**Figure 2**) and came to the conclusion that the notion of charisma can be effectively articulated using literature from social psychology (Nikezić et al., 2012). Through a psychological perspective, House identified a leader’s charisma in terms of, “their behavior, and situational factors” (Nikezić et al., 2012) and how they interact with their followers has more influence to motivate employees in comparison to a transactional reward system. House noted that psychological behavioral perceptions of charismatic leaders such as, “Charismatic leaders tend to display certain behaviors to create the impression of competence and success” (Gomes, 2014, p.

¹ Refer To Appendices

9) and “Charismatic leaders are more likely to articulate ideological goals than leaders who are not charismatic.” (Gomes, 2014, p. 9).

James MacGregor Burns’ Contribution to the theory development:

Although the term transformational leadership was first coined by James V Downton, James MacGregor Burns further developed the understanding of this leadership method (Leadership Theory, 2019). As in 1978 expert James MacGregor Burns described this style of leadership as having leaders who can support the teams in following their paths in achieving complex tasks (Leadership Theory, 2019). Burn’s added on to the theory by heavily discussing about team orientation and how, “Transformational leaders seek to change existing patterns, values, beliefs and goals, and create new ones that encourage the greater commitment” (Nikezić et al., 2012, p. 288). Therefore, Burns contributed to this theory by placing emphasis on how organizational objectives and visions in nature have to be in line with the beliefs of the followers in order to yield the highest levels of effectiveness.

Bernard Bass’ Contribution to the theory development: Although the term was first officially coined by James V Downton, Bernard Bass revolutionized the understanding and the measurement of transformational leadership. In 1985, Bass was the first theorist who developed the tools for measuring a transformational leader using the instrument of a Multifactor Leadership Questionnaire (MLQ) (Nikezić et al., 2012). The MLQ assesses transformational leaders against the criteria of idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. Moreover, Bass differs from the previous leadership experts and theorists as he identifies the three key differences between transformational leadership and transactional leadership. Bass highlights that a transformational leader differs from a transactional leader in these three forms, “purpose, moral and time frame or time horizon” (**Figure 3**) (Nikezić et al., 2012). In terms of purpose, Bass distinguishes that transformational leadership aims to follow and discover new methods of leadership while followers can take upon leadership roles, although in transactional leadership, a traditional purpose is solely dictated by the leader. When looking at morals, Bass states that transformational leadership places extreme emphasis on the morals of the leaders and followers, making sure that they are prioritized. Whereas for transactional leaders, immoral activity is not necessarily condemned if it suits profiting or benefiting the organization. In terms of time frame, Bass identifies that transformational leadership focuses on creating a long term shift and movement, transferring and

evolving ideas within the organization and the society in general. In comparison, transactional leadership focuses on short term goals that ensure that the organization is profiting and meeting their yearly and seasonal organizational objectives.

2) Understanding the MLQ (Instrument/Measure of Theory)

As previously mentioned, Bernard Bass' created the Multifactor Leadership Questionnaire (MLQ) which highlights four key aspects that have to be considered when understanding a transformational leader. Within the key terms section, these factors have been identified (idealized influence, intellectual stimulation, inspirational motivation and individualized consideration) yet it is important to understand why Bass developed this model. To add onto the key terms and to reiterate the knowledge, idealized influence is when "followers also recognize extraordinary capabilities, persistence, and determination in the leader" (Gomes, 2014, p. 15) because the leader acts as an idealistic role model. Furthermore, inspirational motivation is when, "involves them in a positive vision of the future and communicates high expectations that followers want to achieve"(Gomes, 2014, p. 15). Moreover, intellectual stimulation discusses how a, "leader promotes their followers' innovation and creativity by questioning established assumptions, reframing extant problems, and approaching old problems in new ways" (Gomes, 2014, p. 15). And last but not least, individualized consideration refers to when a "leader establishes two-way exchange processes of communication with the followers, adopts an active listening style, and delegates tasks to develop followers' skills" (Gomes, 2014, p. 15). To briefly understand why Bass developed this model is because he wanted to add on to and slightly challenge the prerequisites to being a transformational leader which Burn's created and stated that a transformational leader, "can achieve these results if only he is charismatic to his followers and inspire them so, or if it meets their emotional needs and intellectual requirements" (Gomes, 2014, p. 15). Bass created the MLQ to show transformational leaders that there are other significant factors, other than charisma, that define their success.

3) Characteristics & Styles of Transformational Leaders (Figure 4)

Listening and being an Open individual: The key characteristics and styles of transformational leadership are in some ways simple but complex depending on perspective and the theory taken. To be a transformational leader one must be willing to make exchanges that means there is a 'give and take' from both sides of the company in terms of leaders and workers. The employer will, willingly, give the workers what they want, within reason, in order to get the

productivity they need. And the same is true of the worker who is willing to give the company what they need in order to gain the benefit they seek, be this financial, time or changes in procedures and duties. This exchange is important as this form of leadership is very much results driven, therefore both parties in the exchange benefit from the outcome. The added benefit of this exchange method ensures there is satisfaction at each level of the hierarchy where agreements are made either verbal, contractual, implicitly or explicitly (Ghasabeh, 2015).

Charisma: Another characteristic required in this method of leadership is to have charisma, as Max Weber described it is a ‘unique quality’ that sets apart this kind of leader from others. Therefore, we can safely say that having a unique personality is not just a requirement but a valuable asset in driving forward the company, its employees and materialising the benefits to the company through financial gain or creating a sense of satisfaction for the company and the customers. In addition, these leaders not only adapt themselves to being charismatic but must be confident and secure in their own abilities and have a dominant presence amongst the employees but equally they need to have clear aspirations and purpose which in turn gives clear direction and guidance for all concerned. This quality and style promotes good relations and enhances the respect between leader, employee and company (Ghasabeh, 2015).

Visionary and Communicates a Clear Purpose: Indeed this leader has the power to influence workers’ beliefs, their attitudes and values towards the company and its purpose. As Barns, the theorist who shaped the way transformational leadership is understood, being a visionary and communicating this vision to the highest ability, allowing for productivity and fruition when the customer or other company professionals are taken into consideration, regardless of their hierarchical positions. This ensures security in the competitive arena and helps to retain its employees who could be invaluable assets for the company as a whole and their part in the sustainability of specific parts of the company’s structure. Therefore, the main strength of this leadership theory is that the leaders and followers are united in a common cause as transformational leaders create organizational visions that employees can adapt for easy attainment of goals and objectives. Allowing for a vision to be thoroughly important and well developed for all the employees to understand actually reduces turnover rates since the employees are well motivated and empowered to achieve the organizational vision (Ghasabeh, 2015).

Risk Taking: In this leadership style, employees are more likely to fit in the decision-making process, giving a better sense of belonging. Equally this style of leadership comes with its own responsibility, in that the leader themselves must encompass all the traits of being a good role model and be ready for innovation and change without fear. To be innovative is to do things that are in line with new concepts and revolutionary thoughts that seek long term development and change in the infrastructure or the enhancement of fundamental concepts. This allows the company to be a driving force and the trailblazers of bringing an unrivalled level of satisfaction for those stakeholders affected by the decisions made in the company. Similarly, the style of the leader is one that is empathetic towards their colleagues and followers. Once this manner of leadership is embedded the returns of respect, productivity and willingness to be a committed member of the team increases exponentially. The employees get to have some ownership through this form of empathy and exchange (Sattar, 2021).

4) Weaknesses of a Transformational Leader

The Theory is Too Conceptual: One of the main disadvantages of transformational leadership is it is too conceptual, which might miss the task focus that some employees rely on to go about their daily activities. The leadership style might lack the required details to guide employees, making it challenging to attain organizational objectives (Gradinaru et al., 2020). A transformational leader lacks in providing sufficient details, such as logistical information, treatment of employees, and ethical considerations as they are so consumed with achieving a glorified “dream ideal”.

High Pressure on Employees: It is also essential to understand that transformational leadership can lead to employee burnout, thus lowering productivity. The workers might focus so much on attaining specific tasks that might lead to unnecessary pressure. While some employees feel motivated by their leaders, others feel like their presence deserves a significant amount of effort. Trying to match the organizational expectations within a short period might lead to burnout among employees. The constant push can help attain the organization's grand vision, but it might eventually lower productivity when the employees can no longer keep up with the company's expectations (Gradinaru et al., 2020).

Conflict and Disagreements can escalate quickly: A transformational leader's organization usually allows for employees to raise concerns about their issues at work and, “anyone who raises concerns could cause a rift in the company and end up experiencing

retaliation” (Indeed Editorial Team, 2021). Raising concerns can create positive change for employees, although protesting and unionizing can become uncontrollable and unmanageable by the leaders of an organization, eliminating opportunities for positive changes to be made.

Bureaucracy:

Is a transformational leader born or made?

The theory that leaders are born not made comes from the Great Man theory and the Trait theory that believe that people inherit certain traits and qualities that make them better equipped to be a leader. This theory believes that there are specific inborn characteristics that lead people to become a leader. From here we can see the difference between learning a skill and mastering a skill, just as how others are born with athletic, musical or acting talents. Some excell naturally in certain areas and others will struggle to reach the same point. Natural born leaders are different from the made or artificial leaders. Nonetheless, it can also be said that birth is a natural process and associating it with leadership could be arguable (Hyacinth, 2021) .

Then there is the theory that leaders are made and not born. This believes that people don't need to be born with the skills but can rather become leaders through the process of learning, observing and teaching. Becoming a leader is a lifetime activity. The Behavioral Theories believe that leadership can be learned by anyone that acquires the basic knowledge. Nonetheless, it is still believed that a lot of leadership cannot be taught. Some leaders can do well but some others can find themselves poorly prepared and causing mediocre results (Hyacinth, 2021).

Moving on to transformational leadership, it can be said that they are usually made, not born. Despite the fact that sometimes people are born with skills that help them be a transformational leader, these skills usually need to be developed and strengthened through learning and coaching. A truly good transformational leader has skills that extend far beyond the basics from which a person can be born with. These types of leaders have to be able to create transformation for others which requires certain tendencies that usually have to be learned and practiced. The people that are naturally born leaders could have an easier time, if done properly, at learning and developing these skills but this doesn't mean that everyone can't be a transformational leader. Just like with any other skill, practice and commitment leads to skill improvement and acquisition. Everyone is different and will have a different learning process,

but in the end, it is just a matter of learning and implementing those skills properly that will lead you to become a good transformational leader. (Are transformational leaders born or made?, n.d)

Understanding whether a leader is born or made is a big topic of discussion and confusion, but in the end it is understandable that leadership is not a science but rather an art. There is always room for improvement when it comes to leadership, it is a lifetime pursuit.

Application: Focus on Jeff Bezos as a Transformational Leader

In this section, a SWOT analysis of Jeff Bezos' four companies, Amazon, Blue Origin, The Washington Post and Bezos Expeditions, will be conducted based on the content mentioned within the literature review. This part of the paper will mention how the strengths and opportunities of Bezos' companies link to the characteristics of a transformational leader, in addition to highlighting how the threats and opportunities link to the weaknesses of a transformational leader. The purpose of choosing Jeff Bezos is because he is a complex leader case study that depicts many successful achievements as a worldwide transformational leader, yet he also has many flaws that display the weaknesses of transformational leadership.

1) Amazon

- **Brief Overview of Amazon**

After quitting his job in an investment bank in 1994, Jeff Bezos moved to Seattle, Washington and began his enterprise of an online bookstore and while, "Working out of his garage with a handful of employees, Bezos began developing the software for the site. Named after the South American river, Amazon sold its first book in July 1995." (The Editors of Encyclopaedia Britannica, n.d.). Based on statistical graphs (**Figure 5**), Amazon has proven its success by becoming the largest retailer in the United States with a market capitalization of more than 250 billion USD since 2015, and it is on the rise beating Walmart (Kim, 2016). Although, to thoroughly understand the successes and failures of Amazon and Jeff Bezos as a leader, a brief SWOT analysis of Amazon will be conducted.

- **SWOT analysis of Amazon**

Strengths	Weaknesses
-----------	------------

<ul style="list-style-type: none"> ● Visionary: As a transformational leader, Jeff Bezos developed a comprehensive vision for Amazon, “To be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online ... The following components or characteristics are emphasized in Amazon’s vision statement: 1. Global reach 2. Customer prioritization 3. Widest selection of products” (Andrés, 2017). This comprehensive vision acts as a purpose for his employees to perform with the highest level of efficiency. 	<ul style="list-style-type: none"> ● Lack of Concern for Employees: Many Amazon employees, especially the lower level subordinates who work in the warehouses, have complained about how, “ it can take up to 15 minutes just to walk to and from the warehouse break room” (Sainato, 2020) making a 15 minute break certainly not enough time to rest. Amazon employees, “also called for Amazon to provide more reliable public transit services to the warehouse” (Sainato, 2020), as a result of the high injury rates within the warehouses.
Opportunities	Threats
<ul style="list-style-type: none"> ● Adapts to changes in global market trends: Increase in popularity of online shopping, because consumers can order their products from the comfort of their own homes. Current data (Figure 6) has shown how Amazon has strategically seized a large portion of the retail industry market share, this falls in line with the visionary aspects of being a transformational leader who has idealistic images of their company and can bring it to reality. 	<ul style="list-style-type: none"> ● The Global COVID-19 restrictions have hindered the achievement of the consumer satisfaction based vision that Bezos has developed for Amazon, as a result of the rapid increase in orders of products such as toilet papers and vitamins during the beginning of the pandemic. Many Amazon employees experienced excessive stress and pressure and quit their jobs as a result of the increase in Amazon orders during the pandemic (Newton, 2020).

2) Blue Origin

- **Brief Overview of Blue Origin**

The main reason why Jeff Bezos founded Blue Origin Company was to make space travel cheap, frequent and accessible for various individuals ("Blue Origin", 2021). Additionally, these factors would be achieved by using reusable launch systems, therefore, reducing costs significantly. The company's vision is to benefit Earth. This is through providing a future where millions of people will be working in space to benefit Earth. The company's mission is to improve access to space through reusable rockets ("Blue Origin", 2021). Employees in the company are given an opportunity to share their ideas so that innovation can be improved. The company is based on strict work ethics that ensure individuals are as productive as possible.

- **SWOT analysis Blue Origin**

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Measurable and achievable objectives: Blue Origin has the necessary capabilities and resources to improve their space exploration. Financial resources, human resources, past experiences, and successes are all part of Blue Origin's strength, giving the company a better competitive advantage (McCurdy, 2019). 	<ul style="list-style-type: none"> ● Looking at the big picture, avoiding small details: One of the main weaknesses of Blue Origin is the lack of workforce diversity. The company is not diverse enough since most of its operations are focused on the domestic market. This can impact the potential success of the company, limiting its full potential.
Opportunities	Threats
<ul style="list-style-type: none"> ● The development of artificial intelligence is a significant opportunity that can improve Blue Origin Company. Using artificial intelligence might help provide accuracy and precision within the company, considering it is an aerospace company (McCurdy, 2019). It might also 	<ul style="list-style-type: none"> ● Bureaucracy: Government regulations and bureaucracy are a major threat for Blue Origin Company. The company needs to pay close attention to the fast-changing government regulations under immense pressure from various protest

<p>help reduce human errors during critical operations.</p>	<p>groups and non-governmental agencies. Such groups focus more on environmental and labour safety aspects that might adversely affect Blue Origin's operations (McCurdy, 2019).</p>
---	--

3) The Washington Post

- **Brief Overview of The Washington Post**

Jeff Bezos purchased the company, "The Washington Post," was when it was suggested to him by Donald Graham, the son of publisher Katharine Graham, who was the first to recommend him, as he thought he had everything required for a favorable buyer. And so the paper "Allen & Co" was put up for sale through an investment firm. "Allen & Co" who first made a connection with Bezos in April 2013, but then nothing happened until July. Bezos's reputation and smarts made him attractive as a buyer of The Post. Bezos was a leader with a history as a self-made businessman, and he showed and valued the Post. Jeff Bezos cared about journalism and the shareholders and he knew he had to give this company a chance. Furthermore, he purchased it because "he believed in the mission of journalism; that he thinks it's significant for a democracy"(Denning,2018). In addition, besides the knowledge in technology and his expertise of customers, Bezos had the advantage of buying the paper.

- **SWOT analysis The Washington Post**

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Visionary: Bezos' reasons for buying The Washington Post was because it was the main paper 'in the capital city of the most important country in the world '(Schlosser,2021), and so that is why it is a benefit. The paper had a 	<ul style="list-style-type: none"> ● Looking at the big picture, avoiding small details: Bezos was not actually looking to buy a newspaper company as he had no experience with them. However, what he was recognized for was his mastery of the internet.

vital place in a republican country.	
Opportunities	Threats
<ul style="list-style-type: none"> ● Charismatic: He was told the paper needed his mastery of the internet coupled with his belief that there was a route to reestablishing the paper in a new manner and this made him confident. ● Charismatic: Bezos used his intuition to aid him when he purchased the Post for \$250 million in August 2013, becoming the sole owner. It was "one gift: free global distribution"(Denning,2018). 	<ul style="list-style-type: none"> ● Risk Taking: Not experienced with newspaper companies and he was the only owner of the company making him a financial risk and losing his investment.

4) Bezos Expeditions

- **Brief Overview of Bezos Expeditions**

Bezos Expeditions was founded by Jeff Bezos in 2005 as an investment vehicle to manage his personal investments. This is an American investment firm that handles all the processes related to investment and it deals or has dealt with high profile investments such as Airbnb, Twitter, General Assembly, Stack Overflow and Business Insider (Bedia, M.G, n.d.).

- **SWOT analysis Bezos Expeditions**

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Owning a large share of the market is something that Bezos Expeditions is very successful in as, “Bezos Expeditions holds over 80 investments 	<ul style="list-style-type: none"> ● Lacking clear vision and mission statements: Bezos Expeditions have had some failed investments and startups such as the Haven Healthcare company

<p>and 22 diversity investments in different companies that have raised the company's owner capital by a lot. Their most recent investment, Ula, raised \$87M, and as one of the first shareholders in Google with an investment of \$250,000 in 1998, it resulted in a 3.3 million shares of google stock that is worth around 3.1 billion today.” (Crunchbase, n.d.).</p>	<p>that was started jointly with Berkshire Hathaway and JPMorgan Chase. The company had to be shut down in February of 2021 due to the company having unclear goals, an inexperienced CEO operating the business and a competition with Jeff Bezos own company, Amazon, which led to the company's failure (Harvard Business Review, 2021).</p>
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> ● Bezos Expeditions invests in businesses during their earliest stages and goes for a large variety of sectors. They have big portfolio companies (Figure 7) like Airbnb, Uber and Stack Overflow which proves they have big capital which allows them to invest in big projects and they have a well informed and good working team that are well prepared to know what companies to invest in. They have also invested in companies whose stock market is rising every day which informs us that the company will grow even further (Fundcomb, n.d.). 	<ul style="list-style-type: none"> ● Bezos expeditions have a lot of competition. Their top competitors include Unilever, Revolution LLC, Singulariteam, Stonehenge Capital Corporation and many more. They need to focus on giving unique experiences to not lose customers to competitors if they want to stay ahead of the game (Owler, n.d.).

Four I’s Instrument Model analysis of Jeff Bezos

In order to assess Jeff Bezos' effectiveness as a transformational leader, the Four I's instrument model must be used to analyze how Bezos truly satisfies the title of a transformational leader.

- 1) Idealized Influence:** As a leader, Jeff Bezos does not flawlessly depict a sense of ethical and moral behaviour that inspires idealized influence. Nonetheless as a leader, Bezos does not fail to create an ethical example of honesty and integrity in his organizations, even when things head south. One example is when Bezos' was being extorted by the National Enquirer, attempting to blackmail Bezos with some of his personal graphic photos. Bezos' responded to this crisis by displaying transparency as he decided to, "publish all the details, texts and emails of that seedy extortion attempt in a candid blog, which he tweeted to the world" (Boehme, 2019). As the owner of The Washington Post, Bezos' embodies ethical behaviour by showing the world his crises', without hiding them under a rug. This sets an example for all of his employees, that they must "be open, honest, transparent and authentic; explain your decisions; meet tough issues head-on; and act consistent with your values and your words" (Boehme, 2019).
- 2) Individualized Consideration:** As a transformational leader who is a founder of several large organizations and overlooks numerous operations simultaneously, it can be a difficult task to provide equal consideration and attention to needs for all of his employees, nonetheless Jeff Bezos manages to achieve so. Bezos uses a critical lens to evaluate the mistakes of his own company, Amazon, by making sure his employees' emotional as well as physical needs are not only met, but set to a high standard. In the last few months as the Chief Executive Officer of Amazon, Bezos discussed his future hopes and vision for the employees of Amazon and stated, "We are going to be Earth's Best Employer and Earth's Safest Place to Work," (Day, 2021). Through listening to the feedback and concerns about the strict employee productivity policies in Amazon, Bezos proves his sense of individualized consideration.
- 3) Inspirational Motivation:** Jeff Bezos created a clear mission statement, highlighting the purpose of his organizations - one example is his vision for Amazon. Bezos stated "I constantly remind our employees to be afraid, to wake up every morning terrified... Our customers have made our business what it is... and we consider them to be loyal to us – right up until the second that someone else offers them a better service." (Umoh, 2018).

Bezos clearly highlights that the customers are the core of the business and the employees must cater to them. Although Bezos uses fear based motivation which is somewhat unlike a transformational leader, Bezos still creates a well developed and detailed mission that inspires and provides a purpose for employees, motivating them to complete their tasks.

- 4) Intellectual Stimulation:** Bezos possesses an innovative way of thinking as his curiosity for space and exploration of the capabilities of human knowledge made him inspired to create his own company called Blue Origin. Bezos stated that, “Blue Origin is named for the planet Earth, which Bezos views as “the best planet” and in need of protection. He argues that in the long-term future of humanity, people will have to seek energy from beyond the planet in order for civilization to avoid stagnation.” (Fernholz, 2021). This constant knowledge seeking brain of Bezos pushes him to think greater than any human can think, a life for humans out of Planet Earth. Although this concept may seem bizarre, Bezos still believes that intellectually thinking of these ideas and putting them into practice can yield a better alternative for the human race.

Conclusion & Lessons Learned

To conclude, this paper discusses the evolution and history of the definition and shaping of the phrase “transformational leadership”, it is a term that cannot be easily understood as it has many layers and dimensions, from charisma, team orientation, innovation and so on. Therefore, to rationalize the paper, the three main takeaways and lessons learned are: (1) Transformational leadership is ever changing and dynamic, as depicted in the theory development section, Max Weber first created the connection between connection and leadership, while James V Downton coined the term, and Bernard Bass revolutionized the measurement of the theory. These leadership experts and theorists created changes which occurred over years of observation of the theory, therefore it is crucial to keep an open mindset when understanding transformational leadership. (2) A Transformational leader is not born, they are made – although many theorists such as Robert House stated that a transformational leader cannot be successful if they are not born with the behavioral trait of charisma, Bass detests this theory and proves that charisma is not the only measure of success, while the application of Jeff Bezos as a transformational leader also proves that charisma is not the sole key to success. (3) The last lesson learnt is that not all transformational leaders ignite positive change within their societies, as seen from the weaknesses of transformational leaders section and the application section, transformational

leaders can be so blinded by their eagerness to achieve their vision that they can disregard their follower's wants and basic needs.

References

Gomes, A.R. (2014). Transformational leadership: Theory, research, and application to sports. In C. Mohiyeddini (Ed.), *Contemporary topics and trends in the psychology of sports* (pp. 53-114). New York: Nova Science Publishers.

Michigan State University. (2021, April 27). *The 4 "I's" of Transformational Leadership*.

Michiganstateuniversityonline.com. Retrieved October 14, 2021, from

<https://www.michiganstateuniversityonline.com/resources/leadership/4-is-of-transformational-leadership/>.

Rayner, L. (2020, September 14). *What is the Relational Leadership Model?* Graduate Programs for Educators.

<https://www.graduateprogram.org/2020/09/what-is-the-relational-leadership-model/>

Day, M. (2021, April 15). *Amazon must treat employees better, says Jeff Bezos after union vote*.

Business Standard. Retrieved October 24, 2021, from

https://www.business-standard.com/article/international/amazon-must-treat-employees-better-says-jeff-bezos-after-union-vote-121041501533_1.html.

Boehme, D. (2019, February 15). *Watch and learn, Ceos: A powerful example of ethical leadership*. Corporate Compliance Insights. Retrieved October 24, 2021, from

<https://www.corporatecomplianceinsights.com/watch-and-learn-ceos-a-powerful-example-of-ethical-leadership/>.

Fernholz, T. (2021, July 19). *Why Jeff Bezos is going to space, and why we should care*. Quartz.

Retrieved October 24, 2021, from

<https://qz.com/2035375/why-is-blue-origins-jeff-bezos-launching-himself-into-space/>.

Umoh, R. (2018, August 28). *Why Jeff Bezos wants Amazon employees to 'wake up every morning terrified'*. CNBC. Retrieved October 24, 2021, from

<https://www.cnbc.com/2018/08/28/why-jeff-bezos-wants-amazon-employees-to-wake-up-terrified.html>.

The Editors of Encyclopaedia Britannica. (n.d.). *Jeff Bezos*. Encyclopædia Britannica. Retrieved October 30, 2021, from <https://www.britannica.com/biography/Jeff-Bezos>.

Kim, E. (2016, March 26). *17 charts that show just how Scary Amazon's \$275 billion business really is*. Business Insider. Retrieved October 31, 2021, from <https://www.businessinsider.com/17-charts-that-show-just-how-scary-amazons-275-billion-business-really-is-2016-3>.

Newton, C. (2020, April 1). *Amazon's poor treatment of workers is catching up to it during the coronavirus crisis*. The Verge. Retrieved October 31, 2021, from <https://www.theverge.com/interface/2020/4/1/21201162/amazon-delivery-delays-coronavirus-worker-strikes>.

Andrés, F. de. (2017, August 2). *Jeff Bezos: The Best Living Transformational Leader as example*. LinkedIn. Retrieved October 31, 2021, from <https://www.linkedin.com/pulse/jeff-bezos-best-living-transformational-leader-f%C3%A9lix-de-andr%C3%A9s/>.

Sainato, M. (2020, February 5). *'I'm not a robot': Amazon workers condemn unsafe, grueling conditions at Warehouse*. The Guardian. Retrieved October 31, 2021, from <https://www.theguardian.com/technology/2020/feb/05/amazon-workers-protest-unsafe-grueling-conditions-warehouse>.

Indeed Editorial Team. (2021, March 25). *Common weaknesses of transformational leadership and how to avoid them*. Indeed Career Guide. Retrieved November 10, 2021, from <https://www.indeed.com/career-advice/career-development/transformational-leadership-weaknesses>.

McCurdy, H. E. (2019). Blue Origin: The Entrepreneur as Philanthropist. In *Financing the New Space Industry* (pp. 57-72). Palgrave Pivot, Cham.

Nikezić, S., Purić, J., & Purić, S. (2012). TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP: DEVELOPMENT THROUGH CHANGES. Retrieved October 31, 2021, from <http://www.ijqr.net/journal/v6-n3/11.pdf>.

Leadership Theory, T. (2019, June 12). *Transformational leadership theory*. Communication Theory. Retrieved October 31, 2021, from <https://www.communicationtheory.org/transformational-leadership-theory/>.

Ghasabeh, M. S., Soosay, C., & Reaiche, C. (2015). The emerging role of transformational leadership. *The Journal of Developing Areas*, 49(6), 459-467.]

Gradinaru, C., Toma, S. G., Catana, S., & Andrisán, G. (2020). A view on transformational leadership: The case of Jeff Bezos. *Manager*, (31), 93-100.

Blue Origin. (2021). Retrieved 20 October 2021, from <https://www.blueorigin.com/about-blue>

Denning, S. (2018). *Why Jeff Bezos Bought The Washington Post*. Forbes. Retrieved 31 October 2021, from <https://www.forbes.com/sites/stephaniedenning/2018/09/19/why-jeff-bezos-bought-the-washington-post/?sh=3b1b88e3aabd>.

Schlosser, K. (2021). *Washington Post editor talks Bezos and Amazon, and how billionaire owner reshaped newspaper*. GeekWire. Retrieved 31 October 2021, from <https://www.geekwire.com/2021/washington-post-editor-talks-bezos-amazon-billionaire-owner-reshaped-newspaper/>.

Mariana's Sources:

Crunchbase. (n.d.). *Bezos Expeditions - Investments, portfolio & company exits*. Retrieved October 24, 2021, from https://www.crunchbase.com/organization/bezos-expeditions/recent_investments.

Harvard Business Review. (2021, September 17). *Why Haven Healthcare failed*. Retrieved October 24, 2021, from <https://hbr.org/2021/01/why-haven-healthcare-failed>.

Fundcomb. (n.d.). *Fund details*. Retrieved October 28, 2021, from <https://fundcomb.com/funds/bezos-expeditions>.

Owler. (n.d.). *Bezos expeditions*. Retrieved October 29, 2021, from <https://www.owler.com/company/bezosexpeditions>

Bedia, M. G. L.-, Rexha, E., Nisay, A. A., Jhaveri, N., & Ogolla, H. (n.d.). Bezos expeditions - wiki. Golden. Retrieved October 31, 2021, from https://golden.com/wiki/Bezos_Expeditions-PBBB6GZ.

Hyacinth, B. (2021, February 7). *Are leaders born or made? A true story*. LinkedIn. Retrieved October 31, 2021, from <https://www.linkedin.com/pulse/20141026042807-150905450-are-leaders-born-or-made-a-true-story>.

Are transformational leaders born or made? Are Transformational Leaders Born or Made? | Envision Global Leadership, Inc. (n.d.). Retrieved October 31, 2021, from <https://www.envisiongloballeadership.com/blog/are-transformational-leaders-born-or-made>.

Appendices

Figure 1

Source:

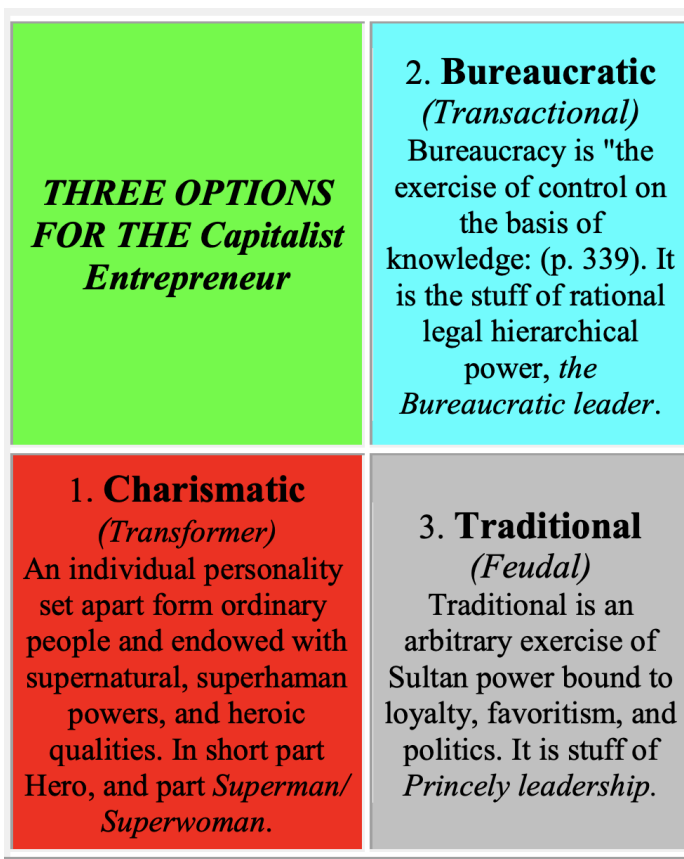


Figure 2

Source:

<https://doi-org.turing.library.northwestern.edu/10.1016/j.leaqua.2005.01.002>

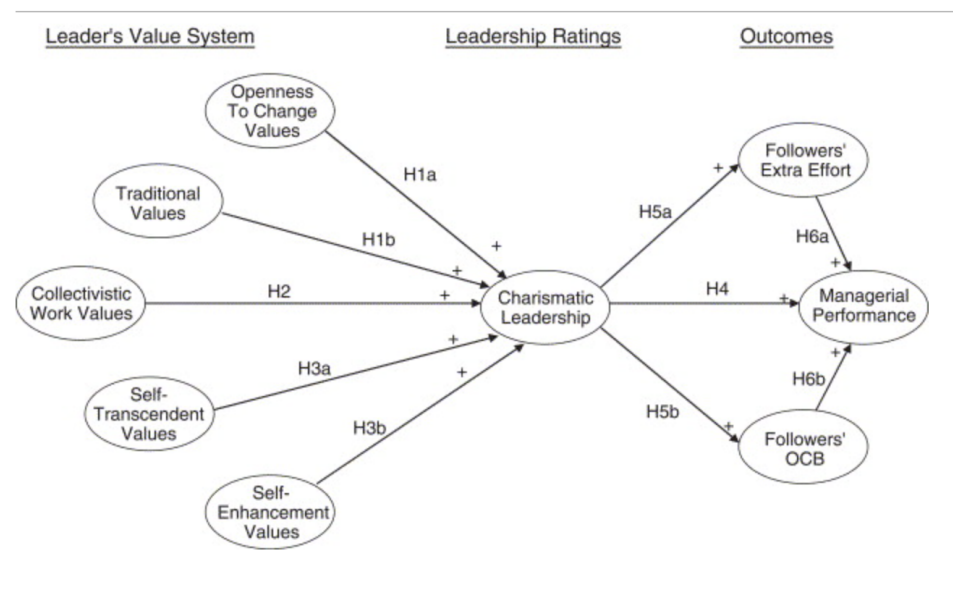


Figure 3
Source:

<i>PURPOSE</i>		<i>MORAL</i>		<i>TIME FRAME</i>	
Transf Orming	Transa ctional	Transf orming	Transa ctional	Transf orming	Transa ctional
The range of leadership toward the goal	Sustainable status quo, goal of the boath, the leaders and followers	The moral aspect of the priority of leaders and followers	The goals of leaders and followers, moral and immoral-no explicit morlna page	Long-term (inspirati onal) goals	Short-term goals

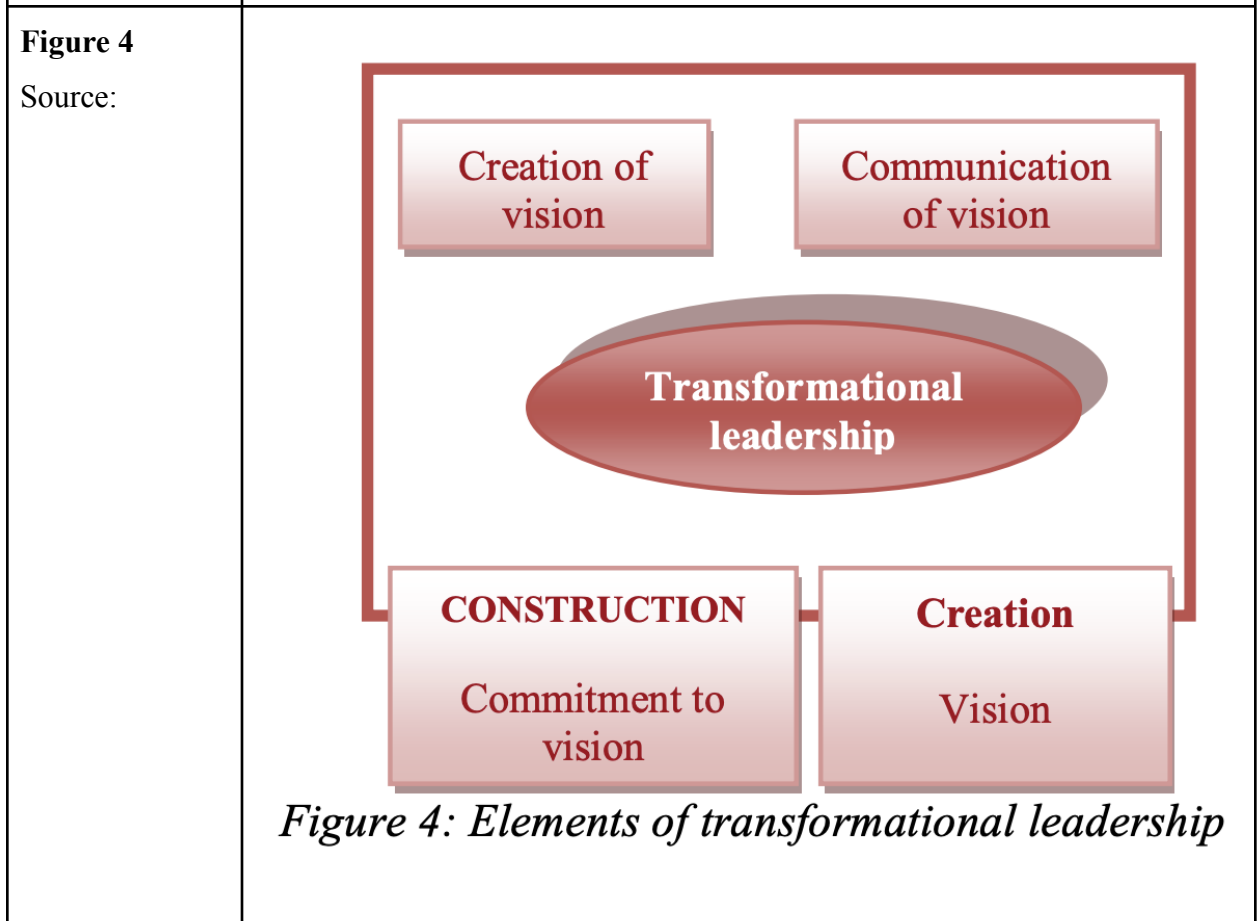


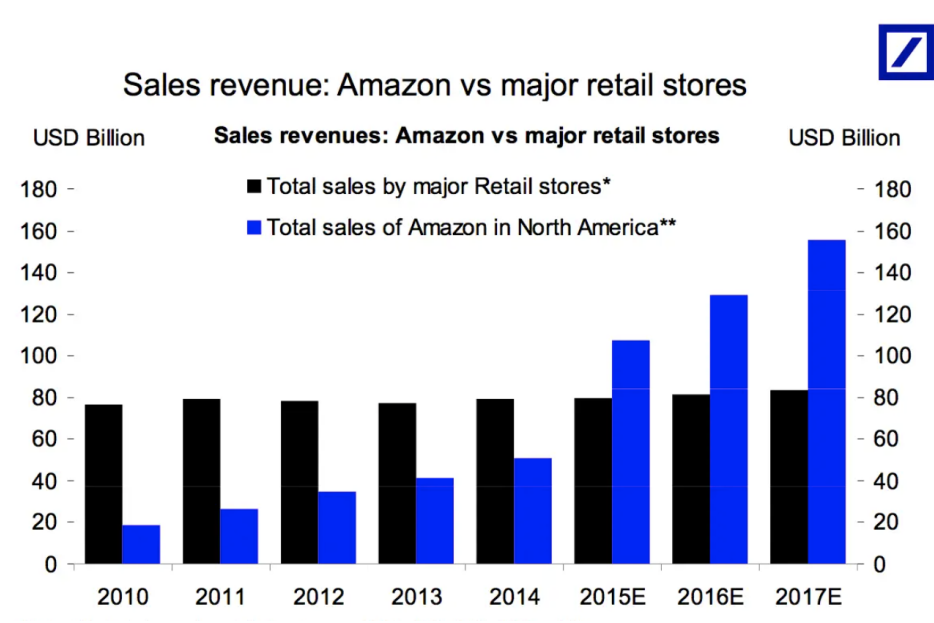
Figure 5

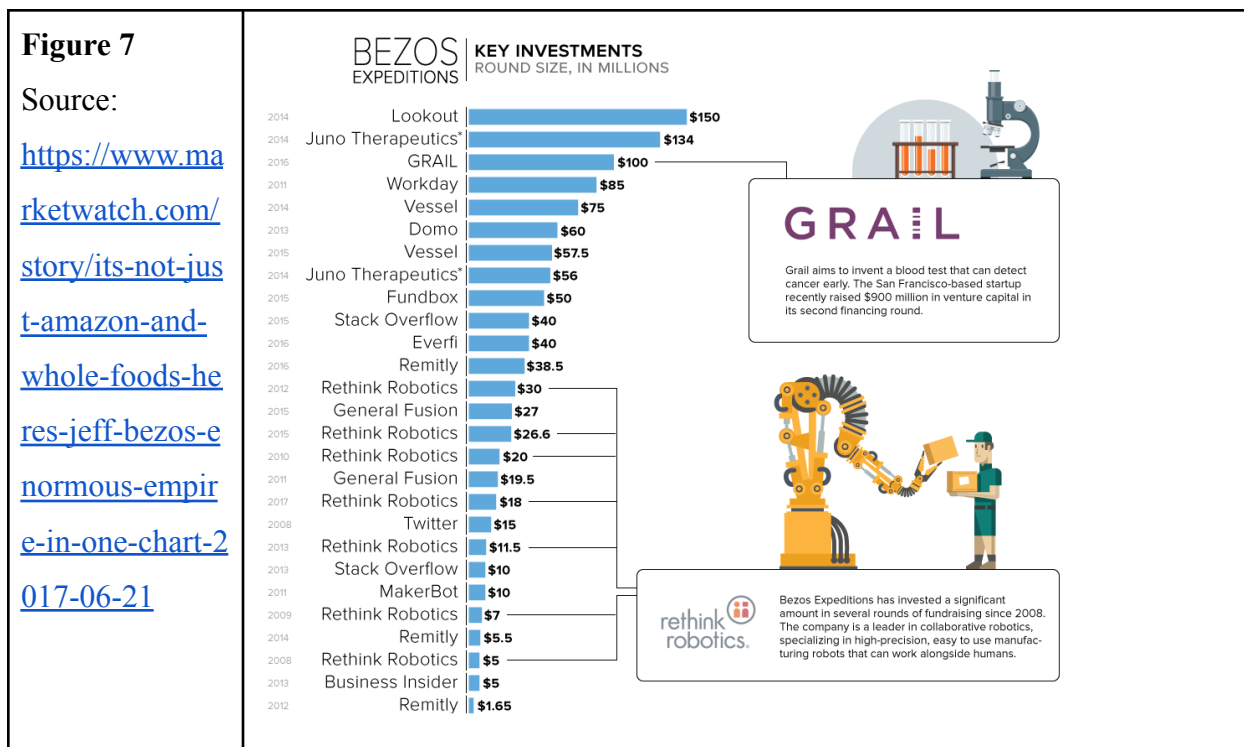
Source: <https://www.businessinsider.com/amazon-compared-to-traditional-retail-in-one-chart-2015-11>



Figure 6

Source: <https://www.businessinsider.com/amazon-compared-to-traditional-retail-in-one-chart-2015-11>





Using polls/ videos/Where do people buy a product from outside the country

Invited a guest speaker like an example

weekly meeting sunday 12pm

Outline paper of our presentation oct 24

<http://www.sesam-uae.com/greenbuilding/profiles/seetharaman.asp>

1. <https://www.gulf-times.com/story/696330/Transformational-leadership-is-key-to-achieving-ex> Send the email when we finish the first draft of the paper

2. <https://www.linkedin.com/in/alhayder/?originalSubdomain=qa> Mr. Mohammed Al-hayder, Leadership Coach, People Strategist, Human Capital Enabler, Performance Driver, Transformation Facilitator
3. Ghanim Al-Sulaiti evergreen

Vox pop interview style -> ask Student's in NUQ about:

- At least one interview, and one leaflet