Transcendental Leaders Are The Moral Fiber Of An Organization

Dr. Krishna Kishore, Asst. Professor, Alliance University, Bangalore
Dr. Aswathi Nair, Asst. Professor, Alliance University, Bangalore

ABSTRACT

Organizations are in the lookout for leaders that can see beyond profit margins and bring sustainable growth to their shareholders in these times of identity crisis. The world has seen leadership crisis resulting in financial crisis that affected majority of the business post globalization. Through this article, an attempt is being made to get an insight to the traits of Transcendental leader who prioritize not just for the profits but also for the people and the planet which shows global accountability and sustainability as a visionary leader. The rationale is to explore the qualities of the transcendental leader that transcend the real and perceivable limitations of ego, stereotypes, perceptions, nationalities and assist organizations and benefit from such a synergic leadership.

Introduction

Today’s Organizations are boundary less, dynamic, deals with a diverse cross cultural work force, works in different time zones and product groups and face fierce battlefield kind of settings due to the highly competitive benchmark and changing business environments. Excellence in all deliverables is the single most criteria for the modern organizations though they are consistently pressurized in a whirlpool of uncertainty faced with a crisis of existence.

Organizations are in a lookout for a leadership that gives the organization faith in its vision and an intelligent leadership that transcends the turbulence of the passing time and moves ahead of an exclusive focus of profits to a multi centric approach of profits, people, and planet.

Transcendental leaders make the moral fiber of an organization. They build up strategic initiatives which stand the test of time. The ‘transcendental’ character of their leadership style reflects in transcending the borders of self and their conglomerations, encouraging an additional line of succession leadership within and/or outside their organizations.

Transcendental Leadership and Organizational Culture

Leadership is affected by the organizational core and sub cultures, and plays an important factor in the productivity of the organization. Talking about leadership development every organization’s situation is exclusive. Leadership style of a transcendental leader starts with self-awareness. Key areas such as Business ethics, best practices, employee engagement, ROI can have a foremost outcome on efficiency.

Transcendental leaders look at organizations as a connective integrated whole and their business plans translate the vision of Lokasangraha-welfare of all, welfare of anyone that touches the business or atleast maximum welfare to maximum number of people for the maximum time.

Literature Review

In early stages of the theory of transcendent leadership, Gardiner and Walker evaluated the biographies of early birds counting with Mother Teresa, Albert Einstein, The Dalai Lama, John W. Gardner, Nelson Mandela, and Mohandas Karamchand Gandhi.

They all stood for the Core ideals of compassion, reliability and bravery, modesty and understanding, truth and harmony. Their experiences are unique and have an impact on the sustainability of the globe. The value system they upheld, capabilities, boundaries, and potentialities as transcendent leaders are measured in the framework of global sustainability. Transcendent leadership offers a perspective that brings many leadership concepts together under one roof. The multidimensional demands of leadership are grouped into three areas:

1) Leadership of Self
Leadership of self includes self-awareness, self-regulation, as well as character strengths and virtues, which are cultivated through introspection and reflective activities.
2) **Leadership of Others**
Through the modeling and development of “positive leader behaviors” and the activities and charisma of leadership.

3) **Leadership of the Organization** –
Leadership of self integrates with leadership of the organization in the development of mission and overall operation when leaders create organizational visions and cultures that inspire member performance instead of regulate specific actions, thereby unleashing creativity, initiative, and entrepreneurship toward a common goal.

Each one intersects with the others, creating a model of leadership is as dynamic as today’s organizational landscape. Rather than compartmentalizing, the view of transcendent leaders transcends all aspects of organizational life and the broader society that encompasses it.

Robert K. Greenleaf’s idea of servant leader had stimulated the transcendent leadership model. Greenleaf observed, a leader standing at the top of the pyramid is corrupting.

No one is perfect and all require the correcting presence of close colleagues. His views about board leadership are that the presence of trustees without performance does not produce enough conviction to encourage the society the steadiness it requires.

Gandhiji’s transcendental style was based on the strength of truth (satyahgraha) and the concept of global village.

Transcendent leadership which is an expression of servant leadership generates trust and co-ordination. Transcendent leadership projects a comprehensive, agreeable and aligned resolution seeking considering the multi focus on the constancy of profits, people, and planet.

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**Three T’s Framework**
There are three models of leadership identified for study - transactional leadership, transformational leadership and transcendental leadership.

Transaction leadership primarily focuses on the transaction and benefit brought upon for both the leader and the subordinates. This leader cares more about him than others and will take a reward and punishment approach for goal attainment. They show benefits to motivate and withdraw benefits to correct the staff.

Transformation leadership believes in motivating and transforming the individual and their systems and developing the followers into leaders themselves, this requires a substantiate amount of mutual trust. The transcendental leader would be driven by a passion for execution of vision, value centric, global in outlook, values partnership, promotes self-governance and shared governance.

**Transcendent Leadership**
This style of leadership adopts a collaborative model that suits today’s business dynamics. The leaders and the staffs align themselves in a collaborative manner with a broad vision of working towards the welfare of the global family.

Prof. Gardiner pointed out the key distinctiveness of transcendental leadership.

1) An ambiance of trust which fosters integrity and consistency between words, deeds and actions;
2) Meaningful involvement in decision-making and planning;
3) Collective decision-making that leads to consensus building.
4) Sharing information, which discloses data for accurate decisions
5) Open-mindedness to difference of opinions that leads to valuing different views
6) Redesigning roles accepting team leadership

This style of leadership seats the management of human relationships above oneself in organizational framework. This leadership has vision, is value based; ethical; servantile, virtuous; open-minded; accountable etc. It is about relationship based on working, functional partnerships. The type of partnership which a Leader creates, determines how she or he influences the people she or he leads so as to get the team to be aligned to the Organization’s...
vision and ensure the achievement of the set objectives.

Four Pillars Of Transcendent Leadership
Great leaders have META-Cognitive Capability that is called as Tilt. The Tilt Leadership Model was designed by Pam Boney.

The Tilt Leadership Model is based on the thought that the success of leadership is not based on a set of competencies. It has another side called the character of the leader that makes the journey worthwhile.

Tilt Meta-Factors are of four types:
1. Wisdom
2. Humanity
3. Courage
4. Resilience

1. Wisdom
It shows a clear clarity of priorities and application of the same under any circumstances.

2. Humanity
It shows the complete lack of ego in pursuing common goals and the ability to put other’s interest over one’s.

3. Courage
It shows the ability to take accountability and action for all credits and debits.

4. Resilience
The ability to adapt and act in response to a dynamic environment.

These skills shows that a Transcendental leader has built-in flexibility, don’t take things personally, walk the talk, highly receptive to learning, proactive instead of reactive, Keep commitments, grounded in reality, are authentic, are generous and benevolent toward others, give credit to the team and empowers them.

Why Transcendent leadership?
The leadership crises which resulted in global financial crisis wherein leadership failures at Lehman Brothers, Satyam, Goldman Sachs, Enron, Anglo Leasing that questioned the competencies of leadership and the call for quality leadership has lead to the thought of a leader that transcends his/her organizations and thinks about the welfare of not just his business but business all over the globe and ensures global sustainability along with employee engagement and profitability.

Analysis
Let’s analyze the impact of Transcendent Leadership in its key deliverables. Their integration of the knowledge of spiritual intelligence reflects in the design of holistic organizational cultures which enhance Employee productivity, builds shared governance, empowers employees, fosters Self-Efficacy and values Global sustainability.

Transcendental Leaders and Spiritual intelligence.
Transcendental Leaders demonstrate an innate insight into the source of all Intelligences, spiritual intelligence.

Danah Zohar and Ian Marshall has defined spiritual intelligence as the intelligence with which we contact our earnest meanings, purposes, and highest motivations. This also defines a transcendental leader.

Dana Zohar introduced certain characteristics of spiritual quotient which gets reflected in a transcendental leader.

Those transcendental principles are:
1) Self-Awareness
2) Vision & Value Led
3) Spontaneity
4) Ability to see larger patterns
5) To be able to stand against the crowd and follow your own convictions
6) Growing beyond arrogance
7) Ask Fundamental;
8) Accepting diverse viewpoints
9) Ability to learn from mistakes
10) Compassion
11) Work as a calling

Transcendental Leadership and Organisational Culture
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Transcendental leaders drive a culture that displays its vision in all its actions. They are passionately committed to their goals and approach the goals with a strong sense of commitment and the clarity of vision and acts like ‘missionaries’ of their vision. They build a culture of living the vision and same will be role modeled across organizations with a multiplier effect.

**Transcendental leadership and Employee productivity**

Transcendental leaders increase the inspiration, self-confidence, and performance of group all the way through a range of mechanisms. These include boosting the employees’ self-efficacy skills through role modeling, accepting the strengths and weaknesses of followers, walk the talk leadership. Transcendental leaders are able to go beyond their egos and empower their employees. They evoke a greater reason in living and views organization’s as extensions of a progressive society. They inspire to seek meaning in work beyond profit margins.

**Transcendental leadership and shared governance**

Shared governance is an indispensable part of this style of leadership which ensures fairplay in all sectors: financial, community, and ecological. Transcendental leaders seek beyond diverse opinions to find totality in dissections, to find the fabric that connects the humanity.

**Transcendental leadership and Global sustainability**

Global sustainability is showing concern to the planet earth and not manipulating the already depleting gifts of nature to meet the greed of humankind. The exploitation of natural resources at unsustainable levels by the human kind converts the only livable planet we know an eroding locale. Transcendental leaders align their mission with global sustainability and consider themselves as loyal servants to mother earth.

**Transcendental Leaders and Employee Empowerment**

Transcendental leaders make use of behavior that give power to group and strengthen their enthusiasm. Followers are made powerful not simply by the idea created by the Transcendental leader, but also by the indication the leader launches concerning their capability to attain that vision. Transcendental leaders build a participative environment and powerful situation that permit followers to act in response speedily and by means of flexibility to modify in organizational and situational demands. Transcendental leadership has continually stressed followers’ development in the track of liberty and empowerment than excessive subordination. Transformational leaders expand followers’ authority to believe on their own, nurture brand new ideas, and query working regulations that are outdated. A most important goal of transformational leadership is to build up hanger-on self-management and self-development. The view that empowerment is a conclusion of transformational leadership is also reliable on styles of followership.

**Transcendental Leaders and Self-Efficacy**

Self-efficacy characterize an individual’s principle in his or her potential to profitably achieve a definite mission or set of responsibilities defined self-efficacy as a faith in one’s prospective to carry out work actions with capabilities. Individual accomplishment necessitate experience and talent and a individual confidence in one’s competence to productively act upon a particular achievement. Self-efficacy can be amplified all the way through transformational leadership enlarging self-confidence and combination of outcomes can create an evident rise in followers’ hard work to achieve something, making leadership the motivation to try beyond potential. Transformational leaders are capable to elevate the self-efficacy of group by screening self-confidence in followers and allowing them work during individual troubles and developmental challenge.

**Leading in 21st Century**

For people who are leading in the turbulence of the 21st Century, we have transcendental leaders like Warren Buffett, CEO and Chairman of the Board, Berkshire Hathaway, Inc.; Bill and Melinda Gates, Founders, The Bill and Melinda Gates Foundation, Mata Amritanandamayi, most valued spiritual leaders in India. Warren Buffett, CEO and Chairman of the Board of Berkshire Hathaway, Inc., transferred his wealth to The Bill and Melinda Gates Foundation which made the foundation the largest nonprofit organization in the world. Buffett’s ability to rise above self for the sake of the investment in humanity confirmed transcendental leadership.
Sri Mata Amritanandamayi Devi, known as Amma, for her self-sacrificing compassion toward everyone. She is renowned for her exclusive practice of receiving all with a compassionate embrace. So far, Amma has embraced 32 million people in 20 nations. She was talking about two types of poverty: the poverty caused by not having food, clothing and shelter, and the poverty caused by not having love and compassion. Among these, the second one need more focus for the reason that if we have compassion in ourselves, we takes initiative to give a helping hand to those who doesn’t have food, clothing and shelter.

Conclusion
Transcendent leadership offers a platform for an enriching and collaborative human experience in organizational dynamics. While other styles of leadership focus on money, people and process; transcendental leadership initiates planet as a concept that needs attention.

It is the leadership of making difference with our lives for the welfare of all. Core principles these leaders stand for include compassion, integrity and bravery, modesty and insight, genuineness and tranquility. The values they stand for, their USP as a leader, their restrictions ,potentialities, sphere of influence are aligned to the welfare of all. The authentic Indian model of leadership has always been that of the Rajarshi-(Raja + Rishi-the leader who see beyond-transcends.) Transcendental Leaders provides a strong moral backbone on which the entire organization flourish not just as a profit centre that focuses on today’s strategies but thrives on a global vision that encompasses the welfare of the sustainable future of the humanity.

References
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