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The Role of Transformational Leadership in Consulting: Case Studies in Leadership Consulting

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The Role of Transformational Leadership in Consulting:

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ABSTRACT

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Consulting

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Transformational leadership has been studied extensively since initially conceptualized as transforming leadership in 1978 by James MacGregor Burns. Later theorist built on Burns' ideas, and transformational leadership has become one of the most extensively studied theories of leadership. Understanding transformational leadership theory is a key factor to applying the theory in the workplace. The case studies compiled for this Plan B paper investigate 10 leadership consultants from the Twin Cities area. Some of these leadership consultants may have formally studied transformational leadership theory while others intuitively possess transformational leadership characteristics in their work. With the information gathered from personal interviews with these leadership consultants, I shall explore to what extent transformational leadership is applied consciously by the leadership consultants as it relates to their consulting work.

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INTRODUCTION

Interest in what makes leaders effective and successful is growing in our culture at a rapid pace. Companies have an interest in learning how to develop effective leaders to ensure business success. Many people are striving to learn what makes an effective leader in hopes of achieving personal or professional success. Companies and people sometimes seek consultants to help them find the answers to finding and developing effective leaders. Consultants offer many skills to help develop leaders to maximize their leadership ability. A consultant can bring an objective perspective to a company or individual. Consultants think, analyze, brainstorm, cajole and challenge good organizations and people to become even better by adapting new ideas. Great consultants are driven by new ideas and possess a strong desire to have a positive impact on their clients.

The author's motivation for studying the profession of leadership consulting was sparked by attending presentations by consultants who operated under a leadership consultant title. These leadership consultants all appeared to have similar sets of leadership characteristics. The author felt these characteristics aligned her understanding of transformational leadership theory. Through this initial curiosity, this Plan B paper was evolved.

This paper will analyze transformational leadership theory, as well as other leadership theories that have characteristics of transformational leadership. It is important to have a basic understanding of leadership theories in order to identify what characteristics define a certain type of leader. Since the focus is on leadership consultants, this paper will address the profession of consultants, review research data on

the profession, and reveal data gathered on interviews with 10 leadership consultants. The culmination of leadership and consulting data will offer a sound foundation to build an understanding of how critical both are to developing effective leadership consultants.

The purpose of this study is to explore characteristics of leadership consultants who seem to use transformational leadership theory. The study focuses on which consultants are transformational leaders based on transformational leadership theory. Furthermore, the researcher proposes that transformational leadership is the theory that successful leadership consultants model their work after. When organizations and individuals alike, are empowered to act as effective leaders and followers based on core values and a unifying purpose, the potential for unprecedented advanced and exceptional outcomes are greatly enhanced. In the course of this research, leadership consultants revealed the process they use to empower, bring purpose and identify core values of their clients. The ingredients necessary for transformational leadership to occur may be summarized in a variety of ways. It is the hypothesis of this paper that an important characteristic of a great leader is the ability to make sound judgments and good decisions based on a transformational leadership style. The information gathered from interviews with leadership consultants also supports this hypothesis as will be shown later.

Transformational leadership has a long history in the area of leadership studies. The goal of transformational leaders is to inspire followers to share the leader's values and connect with the leaders vision. A consultant is often the conduit by which the values and vision are clearly defined for organizations and individuals. This connection is manifested through the genuine concern the consultant has for the clients and the clients giving their trust in return.

OVERALL METHODOLOGY

The approach the author took to investigate how transformational leadership relates to consulting work was two fold. First, a variety of literature was reviewed that related to transformational leadership and consulting. Second, a case study of actual leadership consultants was conducted.

When reviewing the literature a wide array of media were used in an attempt to help answer important questions such as, what transformational leadership is, what the role of a consultant is, why do companies hire consultants, what is the benefit of a consultant and what qualifies one to be a consultant. The author obtained many classic pieces literature that were important to help define the theory of transformational leadership and found newer data related to the topic of consulting. The literature was very scarce when it came to understanding the role of transformational leadership in consulting work.

A case study was conducted to help with a deeper understanding of the role transformational leadership as it relates to consulting work. The case study included interviews with a variety of consultants who describe what they do as "leadership consulting". These case studies bring an interesting perspective since they included many different specialties among the consultants. Since the literature is so limited on leadership consulting, the case study was critical to helping understand how the theory of transformational leadership related to consulting work.

LITERATURE REVIEW INTRODUCTION

The literature reviewed for this paper has a strong focus on various transformational leadership theorists. The author has provided many perspectives on transformational leadership theory. It is important for one to understand how the different theorists are alike and different in order to understand the criteria for one to be or follow a transformational leadership theory.

Also, the author is hoping to help further understand the implications transformational leadership has on consulting. In the second section of literature reviews the author has decided to dedicate particular attention to the literature that is available on consulting itself.

In-depth analysis and interpretation of the combined data is a key piece to create the foundation to which the case studies will then be analyzed. It was discovered the amount of quantitative literature specific to transformational leadership consultants is virtually non-existent. That is precisely why the author felt so strongly about including literature both of transformational leadership and consulting.

TRANSFORMATIONAL LEADERSHIP LITERATURE REVIEW

Transformational leadership and consulting have had a major impact on the business world in recent years. "The last decade has seen a surge of interest in transformational leadership. A recent review article found that over half the leadership studies published in the last ten years were on transformational leadership" (http://homepages.tig.com.au/~insight/transformational_leadership.htm). The research found on transformational leadership is dominated by evidence showing that transformational leaders produce better bottom-line results than non-transformational leaders. This is true particularly in environments of uncertainty and organizations undergoing change. The research also suggests that the nature of society and the business world in the early twenty-first century favor the transformational leader. (http://www.homepages.tig.com.au/~insight/transformational_leadership.htm)

The author understands the importance of the transformational leadership theory in consulting work. Bass states, "For too long, leadership development has been seen mainly as a matter of training, as such, and skill development. But leadership, particularly transformational leadership, should be regarded as an art and a science likely to be enhanced with a quality education process" (36).

To understand the role transformational leadership has in the work of leadership consultants, it is necessary to look at what is meant by transformational leadership. The following is a brief historical background of transformational leadership and the leading theorists who have enriched this theory.

In 1978 James MacGregor Burns wrote a Pulitzer Prize winning book entitled

Leadership. Burns initially became interested in the concept of leadership during his

days as a World War II combat historian and though his interest in biographical studies of

political figures such as John F. Kennedy and Franklin D. Roosevelt. Through his life

experiences, Burns formed the framework for transformational leadership theory by

defining what he terms, transforming leadership. In his book, *Leadership,* Burns states,

"Transforming leadership is potent. The transforming leader recognizes and exploits an

existing need or demand of a potential follower. But, beyond that, the transforming

leader looks for potential motives in followers, seeks to satisfy higher needs, and engages

the full person of the follower" (4). True leaders in his definition; induce followers to act

in accord with the values and the motivations of both leaders and followers. It is a

dynamic relationship that, at its best, finds leaders engaged in the process of raising the

consciousness of the followers, or, at a minimum, engages both leaders and followers in a

common enterprise. Leadership is meaningless, Burns says, without its connection to

common purposes and collective needs. Burns makes a central distinction between what

he calls "transactional" and "transforming" leadership. Transactional leadership takes

place according to Burns, "when one person takes the initiative in making contact with

others for the purpose of an exchange of valued things" (4). This type of leadership is

best described as the politics of exchange, in which; for example, a public official

bargains jobs for votes. Transforming leadership, in contrast, has a moral dimension. It

may be said to "occur when one or more persons engage with each other in such a way

that leaders and followers raise one another to higher levels of motivation and morality"

(4). The transforming leader is one who, though initially impelled by the quest for

individual recognition, ultimately advances collective purpose by being attuned to the aspirations of his or her followers. Gandhi was a quintessential transformational leader, according to Burns, for he met his people's initial needs but instead of riding them to power remained sensitive to their higher purposes and aspirations. Burns characterizes transforming leadership in terms of four basic categories: intellectual, reform, revolutionary, and heroic leadership.

In 1985 Bernard Bass expanded on the ideas of Burns by applying the transformational leadership theory to business. Bass defined transformational leaders as those that "transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared" (46).

To clarify the views of these theorists, it is helpful to note the premise of transactional leadership theory and how it correlates with transformational leadership. According to Burns, "Transactional (ordinary) leadership is based on an exchange relationship in which follower compliance (effort, productivity, loyalty) is exchanged for expected rewards" (5). Bass defines transactional leadership as, "Transactional leadership occurs when the leader rewards or disciplines the follower depending on the adequacy of the followers' performance. Transactional leadership depends on contingent reinforcement, either positive contingent reward (CR) or the more negative active or passive forms of management by exception, (MBE-A or MBE-P)" (6). Contingent reward leadership is based on a constructive transaction between followers and leaders where leaders clarify the roles and desired outcomes of the process motivating them to meet these outcomes contingent to a reward Bass patterned Burns to some degree. MBE-

A is a relationship where leaders monitor any deviations from the norm and focus on errors and mistakes acting appropriately to solve problems. MBE-P operated by acting on errors or mistakes only when they occur. Burns believed transactional and transformational leadership were opposites, while Bass contended that transformational leadership augments transactional leadership. Bass stated, "Transactional practices do little to bring about change the enhanced commitment and extra effort required for change which will occur when the members of an organization experience transformational leadership" (46). Both theorists believe that the main goal of a transformational leader is to serve as a catalyst for change, not as a controller of change.

Also in 1985 Warren Bennis and Burt Nanus argued: "Leadership is the wise use of power: transformative leadership. Power is the basic energy needed to initiate and sustain action or, to put it another way, the capacity to translate intensions into reality and sustain it" (17). Bennis and Nanus believe strongly that a true transforming leader understands power and uses that power to transform a group or individuals. In Leaders, Bennis and Nanus identify four common areas amongst the participants, and these form the core of their ideas about leadership. An argument of their argument is as follows:

1.) Attention through vision: all had an agenda, an intense vision and commitment that drew others in. The leaders also gave much attention to other people.

2.) Meaning through communication: all had an ability to communicate their vision and bring it to life for others, sometimes-using drawings or models as well as metaphor and analogy.

3.) Trust through positioning: through establishing the position with a set of actions to implement the vision, and staying the course, the leaders established trust.

4.) The deployment of self through positive self-regard: the creative deployment of self is essential to leadership, involving an honest appreciation of oneself and one's own worth, and instilling confidence in others. Three components of self-regard are knowledge of own strengths, capacity to nurture and develop strengths, and ability to discern the fit between strengths, weaknesses and organization needs. Bennis and Nanus termed their style of leadership transformative, in that it is said to have an empowering effect on others, enabling them to translate intentions into reality (89). A Transformative leadership style is described as one that motivates through identification with the leader's vision, pulling rather than pushing others on.

Bennis and Nanus define four elements of empowerment. 1.) Significance--a feeling of making a difference 2.) Competence--development and learning `on the job', 3.) Community--a sense of inter-reliance and involvement in a common cause, 4.) Enjoyment--capacity to have fun at work because it is enjoyable and involving (90).

The following summarizes the four major characteristics of transformative leaders and how they are linked to strategic approaches through which a leader does the following four things:

1. The creation of a compelling vision: a leader must develop and communicate an image, or vision, of a credible and attractive future for the organization.

2. The translation of meaning into social architecture: social architecture is the intangible variable that translates the buzz and confusion of organizational life into meaning. While similar to culture, social architecture is more precise in meaning, in that it can be defined, assessed and, to some extent, managed. Three styles of social architecture are

distinguished as formalistic, collegial and personal. A leader must understand social architecture, and be able to manage or change it to mobilize the organization to accept and support the vision.

3. The position of the organization in the outside world: positioning of an organization is described as the process by which an organization establishes a viable niche in its environment. It encompasses all that must be done to align the internal and external environments of the organization. Trust, integrity and positioning are, it is suggested, all different faces of the ability to integrate those who act with that which must be done, so that the organization comes together as a harmonious whole within its environment.

4. The development of organizational learning: good leaders are experts at learning within an organizational context, and their behavior can help to direct and energize innovative learning within the organization as a whole (101).

Bennis and Nanus see the result of transformative leadership as an empowering environment and accompanying culture, enabling employees to generate a sense of meaning in their work. Higher profits and wages, the authors suggest, inevitably accompany this sort of culture, if it is genuinely established.

In 1986, Noel Tichy and Mary Anne Devanna gave their views on transformational leadership in their book, *The Transformational Leader*. They described transformational leadership as a "process that is systematic, consisting of purposeful and organized search for changes, systematic analysis, and the capacity to move resources from areas of lesser to greater productivity" (viii). They described transformational leadership as a "three act drama" which highlights three main characteristics of transformational leadership:
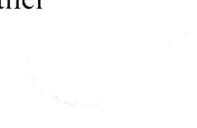
1. Recognizing the need for revitalization, 2. Creating a new vision, 3. Institutionalizing Change. In their book, they cited several real life scenarios of what they described as transformational leaders in practical situations. Therefore Tichy and Devanna concluded the following characteristics of a transformational leader has the following characteristics:

- They identified themselves as change agents. Their professional and personal image is to make a difference and transform the organization that they had assumed responsibility for

- They are courageous individuals. These are prudent risk takers, individuals who take a stand.

- They believe in people. They are powerful yet sensitive of other people, and ultimately work toward empowerment others.

- They are value driven. Each transformational leader is able to articulate a set of core values and exhibited behavior that was congruent with their value positions.

- They are life-long learners. A transformational leader is able to talk about mistakes he/she has made without seeing them as failures but learning experiences.

- They have the ability to deal with complexity, ambiguity and uncertainty. A transformational leader is able to cope with and frame problems in a complex and changing world.

- They are visionaries. The ability to dream, the ability to translate those dreams and images so that other people can share them (280).

In 1991 Avolio, Waldman and Yammarino established four primary behaviors which transformational leaders use to stimulate followers, commonly known as the four "I's:

1. Idealized influence (or charismatic influence): leaders display conviction, emphasize trust, take stands on important issues, present their most important values, and emphasize the importance of purpose, commitment and the ethical consequences of decisions. Such leaders are admired as role models generating pride, loyalty, confidence and alignment around a shared purpose. A genuine trust must be built between leaders and followers. Trust for both leader and follower is built on a solid moral and ethical foundation.

2. Inspirational motivation: leaders articulate an appealing vision of the future, challenge followers with high standards, talk optimistically with enthusiasm, and provide encouragement and meaning for what needs to be done. Inspirational motivation provides followers with challenges and meaning for engaging in shared goals and undertakings. The leaders appeal to what is right and what needs to be done provides the impetus for all to move forward.

3. Intellectual stimulation: leaders question old assumptions, traditions and beliefs; stimulate in others new perspectives and ways of doing things; and encourage the expression of ideas and questions, encourage and support their development, lead and coach. The leader's vision provides the framework for followers to see how they connect to the leader, the organization, each other and the goal.

4. Individual consideration: gives personal attention to others making each individual uniquely valued, provides coaching, mentoring and growth opportunities. This approach not only educates the next generation but also fulfills the individuals need for self-actualization, self-fulfillment, and self-worth. It also naturally propels followers to further achievement and growth (24).

Transformational leaders, according to Avolio, Waldman and Yammarino are thought to engage followers by employing one more of the four I's listed above. The transformational leader strives to achieve a true consensus, the interests of all are fully considered, but the final decision reached may fail to please everyone completely. The decision is accepted as the best under the circumstances even if it means some individual members' interests may have to be sacrificed.

Many empirical studies support the utilization of transformational leadership theory in organizations. Weese stated, "Transformational leaders, especially, have a positive impact on employee satisfaction, productivity, and organizational effectiveness" (188). In 1998, Dvir conducted a field experiment focused on transformational leadership. He found Israeli Defense Force infantry platoon commanders who had undergone transformational leadership training were, "more transformational, less passive, and less likely to manage by exception" (120). He also found that the comparison group did not demonstrate the same effects regarding leadership or performance. Barling, Weber and Kelloway completed a study of 20 on ratings of either managers trained in transformational leadership and compared them to control groups.

The authors found "positive training effects, especially on managers' intellectual stimulation as well as an increase in followers commitments and financial performance as consequence to their manager' training to be more transformational in their leadership style" (214).

Many theorists have described a key characteristic of transformational leaders as "agents of change". His/her main function is to serve as a catalyst of change, but never a controller of change" (Avolio 92). This means taking time and making an effort to diagnose a problem from all aspects before looking at solutions. The leader considers all parties involved on an individual basis and as a group. A plan for change is based on the transformational leader's diagnosis of the problems and relevance to the established vision of the organization or individual. A transformational leader carries a heavy responsibility to lead a group or individual, and is strongly focused on a group's or individuals mission being successfully implemented.

The following research of multiple studies on transformational leadership related to organizational success conclude the following:

- Lowe, Kroeck and Sivasubramamniam performed 33 independent empirical studies using the Multifactor Leadership Questionnaire (MLQ). They concluded that there was a strong positive correlation between all components of transformational leadership and both objective and subjective measures of performance.

- Transformational leaders were found to generate higher commitment from followers in numerous studies (389).

- Bass and Avolio reported that the 72 U.S. light infantry platoon leaders who rated highest in transformational leadership, as rated 360 in garrison, led their platoons more effectively in near combat readiness missions at the Joint Readiness Training Centers at Fort Polk (117).

In 2003 Ozaralli studied 152 employees from various industries, rated their supervisors' transformational leadership behaviors and measured how much the employees felt empowered (56). Their team's effectiveness related to innovativeness, communication and team performance were also studied. "The results suggest that transformational leadership contributes to the prediction of subordinate' self-reported empowerment and that the more a team's members experience team empowerment, the more effective the team will be" (335). The empowering component of transformational leadership seems to be a recurring theme in all the research reviewed.

The importance of technology and innovation in today's organizations is remarkable. Few researchers, however, address the link between innovation and leadership and even less address the relationship between transformational leadership and innovation. In 2003 Crawford, Gould and Scott addressed transformational leadership, technology and innovation, studying 294 participants. The findings showed the most significant results on the relationship between innovation and transformational leadership. In addition, the technology and influence subscales were also strongly related to transformational leadership. These three stated, "There is a good reason for the relationship between transformational leadership and innovation. Innovation shares one major characteristic with transformational leadership change" (4). The implications for leadership educators according to this study, suggest that if leadership educators want to

best prepare their students for a world of innovation, they would be wise to instruct students on innovation around the concepts of transformational leadership. Next, "Leadership educators must prepare students to be able to understand the challenges brought on by rapid innovation and the changes in relationships (really the people) that will obviously occur when technology is advanced." Crawford, Gould and Scott indicated, [Leadership educators] "must be vigilant in making sure that effective influence skills are taught to those in greatest need" (4). Finally, leadership educators must continue to support those students who are innovative, rather than taking a "back seat" approach, possibly showing the student disinterest in their innovative skills. They stated, "No longer is innovation just the backdrop for leadership in the future organization, it is now center stage and leadership educators need to be preparing students to assume leading roles in this new role production" (4).

One of the most compelling studies by Jane Howell surveyed 250 top executives and managers at a major financial service company. It showed 34% of business unit performance results were due directly to transformational leadership. The subsequent benefits were, enhanced levels of volunteer effort, more innovative products produced, more innovations introduced in organization, more patents for work produced and higher company financial performance (54).

> Howell summed up the impact of a transformational leader as stunning.
> Significant research has been done across countries and cultures, studying
> managers from first-line supervisors to chief executive officers (CEO's) in a
> variety of settings, ranging from Fortune 500 companies to start up enterprises, to
> military and health care organizations, and educational institutions; and the

studies have consistently shown the same result. Transformational leaders have a strong, positive impact on individual, team, and company performance; they develop people to higher levels of individual and group performance; they are seen as more effective and satisfying to work for; and they produce performance beyond expectations all round (53).

There is evidence that transformational leadership can lead to substantial organizational rewards. Transformational leader behaviors have been positively correlated to leader effectiveness ratings, follower satisfaction and effort, an overall organizational performance. Howell also concluded "In addition, findings have been reported that suggest that transformational leader behavior is associated with employee commitment, trust in leader, and positive organizational citizenship" (24).

Transformational leadership and the findings that have been presented thus far are critical to understand when making the association of how it applies to a leadership consultant. The author felt it was of importance to delve deeper into what the literature states on the profession of "consultant". The paper focuses on transformational leadership theory as it applies to leadership consultants. We must understand the role of a consultant, why they are needed, and where transformational leadership integrates into the consultant's role.

Transformational leadership has emerged as one of the dominant leadership paradigms. Considering all the literature that has been reviewed on transformational leadership, there are notable commonalties and differences that among the different theorists.

The author has chosen to use the work of Avolio, Waldman and Yammarino to define the characteristics of a transformational leader as related to the profession of consulting. Transformational leaders attract feeling of identity and intense emotions (idealized influence). They send clear messages of purpose and mission, while generating excitement at work and heightened expectations through images and meanings (inspirational motivation). They cultivate intense one-on-one relationships and empathy for individuals (individualized consideration), and they arouse interest in ideals and new methodologies (intellectual stimulation). The "four I's" that Avolio, Waldman and Yammarino identify characterize a transformational leader in great detail.

LITERATURE REVIEW ON CONSULTANTS

The literature available on consulting says that there is a strong need for highly skilled and specialized professionals to act as consultants. Ironically, these consultants also have a strong desire to leave full-time stressful positions to work in their areas of expertise with a more flexible schedule and autonomy. Gregg states "Businesses anxious to tap into this supply of talent are aggressively incorporating project professionals into their overall staffing mix to increase efficiencies in all areas" (72).

The benefit of employing or hiring outside leadership consultants is very scarce. Therefore, the literature gathered for this portion of the literature review is highly anecdotal from practical experiences of various companies utilizing consultants, benefits of consultants, the profession of consultants and how an organization may determine if it is in need of a consultant.

The evolution of the consulting profession is changing. Historically, a company hired independent professionals to work on particular tasks, usually reviewing policies or doing an analysis of one specific need. Today, the role of a consultant has expanded. In today's business world, companies put a significant responsibility on the consultant, and implement the consultant's recommendations immediately in most cases." Today's consultants bring a great deal of practical experience and expertise to organizations. Gregg, states, "Companies have found that engaging senior-level consultants for longer

time periods provides numerous benefits in terms of project thoroughness, cost-effectiveness and an improved utilization of internal staffing for other duties" (72). Consultants, too, recognize the advantages of working independently.

According to Gregg, the two most common reasons for a consultant to leave a previous career, identified in his article are "increased flexibility in time management that project work affords and the challenge of developing effective solutions within a variety of unique settings" (73). Consultants have preferences for how much time they would like to dedicate to a career. Gregg looked specifically at the increase in consultants in the credit and finance industries. Gregg discussed a demand for consultants in this industry to develop and implement accounting practices. What better way to do this than to hire a consultant who is already familiar with the specialties of credit and finance? Companies appear to see this as a cost-effective benefit and way to get increased knowledge. The consultant's find that consulting allows them to take on challenging projects and enhances their skills. According to Gregg, a consultant needs to possess the following skills in addition to sheer expertise:

- Outstanding communication skills: a consultant interfaces with various levels of employees in an organization and is able to effectively communicate with all levels is paramount to success.

- Multi-tasking ability: a consultant must have a high level of organizational skills and be able work well with others as well as independently.

- Listening skills: a consultant must arrive at each engagement with an open mind and be willing to hear what each person has to say. Active listening increases the

consultant's knowledge so that an appropriate solution can be developed through a needs assessment and proper analysis.

- Diplomacy: it is important for a successful consultant to assess situations and take the appropriate tact in bringing resolution to identified problems.

- Teacher versus lecturer: consultants are afforded the opportunity to provide valuable insight into a company's staff problem-solving approach. In this case, a consultant should take a teacher role and teach the staff through training and encouragement (73).

According to the literature, there are numerous advantages of using consultants. In 1996, Howell and Cameron reviewed the work of an outside consultant and the impact it had on a particular British company. The company, Science Systems, was in the midst of a crisis with their performance appraisal system. Many managers refused to use the current system because they did not believe in it, did not have time for it, perceived their employees did not believe in it, or felt it was too difficult to evaluate employees who were constantly moving from project to project. The company found, through staff surveys about appraisals only one-third of the 200 employees had received appraisals and that only 27% of employees knew who was responsible for reviewing them. Management knew this situation needed to improve, and decided to have an outside consulting firm take over the appraisal system. The outside consultant set up a pilot program and she asked 10 employees to evaluate a new appraisal program that she had created. The results were promising. The new appraisal program was fully implemented among all employees. A new survey was administered that showed 100% of the

employee's thought the new appraisal process was a clear improvement over the old one. 90% felt that this was the first useful feedback they had received at Science Systems, and 90% reported that they would be happy with this appraisal system if it were standard. The initial worry of hiring a consultant for this firm was that it would drive a wedge between managers and staff, however, they found it did the opposite. The other issue was cost of the consultant. The process was somewhat costly, but, in the end, the owner felt the consulting service was well worth the money spent. The employees overwhelmingly reported that the entire process opened better communication and discussion between managers and subordinates (35).

In another example Applegate studied the role of an outside consultant in a family-run business in New Mexico. The previously thriving family business was in jeopardy of foreclosure. Applegate described the business thus: the father who died suddenly after being the principal manager of the family business. The family was left in a crisis and did not know where to turn. They ended up hiring a business consultant to help them get a better perspective on the business and where it should go. The consultant helped them take steps to stabilize the business, while the family was deciding what to do: keep the business or sell it. After meeting with all the members of the family, both individually and as a group, the consultant's conclusions were that the family should sell the business. This was a hard conclusion to bring to the family, but the consultant discussed the full rationale for the conclusion. The consultant built trust among family members and successfully brought the family through this process (21). According to Applegate, two of the more significant remarks by the family on the use of an outside consultant were: "Let the consultant act as a confidant to business. They must

understand the family relationship dynamics but not get involved in them. [Also], A consultant should serve as a window on the outside world, a mirror to the activities of the business, and a catalyst for change" (34).

In 1993 Madonik analyzed the logic of hiring a consultant, instead of permanent employees. In the North American market, payroll costs constitute the largest bulk of company expenditures, because they include wages, worker's compensation and employee's benefits package. The conclusion was that hiring consultants is feasible; it cuts payroll costs because consultants are independent contractors (45). The article also highlighted the following additional benefits of hiring consultants:

- You don't have to train them: consultants are already specialized in their areas so there is little preparation needed before they get your assignment underway.
- You know what the cost will be before the consultant starts, through a contract.
- You can arrange a guarantee of results if you make sure to quantify results in the contract.
- You don't have to increase head count. Neither your payroll line nor your "temp" line is altered.
- You pay them only when you need them.
- You don't have to provide additional office facilities.
- You decide when you need their services.
- You have no worries about layoffs in slower seasons.
- You have specialized, highly skilled workers who are already trained and dedicated to your needs.
- You know consultants are willing to work to win your contract (13).

The review of the consulting literature was from a variety of sources and included diverse examples of consultants in many different roles. When considering all the literature that was reviewed, it is notable that none of the cases reflected negative outcomes when a consultant was used. Most of the literature actually demonstrated great improvements whether it was in business function, employee moral or increase in revenue for the business that hired the consultant. Based on these conclusions from the literature review on consulting, it appears that it would be highly likely for a positive interaction to occur when a company hires an outside consultant.

INTERVIEWS WITH LEADERSHIP CONSULTANTS

The author felt the need to conduct interviews with leadership consultants to help understand the relationship between a leadership consultant and client and what role if any transformational leadership has in this relationship. The leadership consultant profession is on the rise in today's business world. The leadership consultants interviewed for the case studies cite various reasons why they feel businesses are seeking their leadership expertise. As more and more companies try to formulate the best environment for their businesses to flourish, there is greater placed in interest in effective leadership from an outside leadership consultant perspective.

Many theorists have contributed ideas of transformational leadership. Selected theorists referenced in this study were chosen because their ideas were relevant to those of the leadership consultants interviewed. The ideas of these theorists also provide historical value. It is important to have an understanding of the evolution of transformational leadership since it is one of the most widely-studied leadership theories.

Also important is for one to understand how transformational leadership has subsequently been refined in its definition by different theorists. Leadership consultants interviewed for these case studies exhibit many of the characteristics of the transformational leader defined by the various theorists.

The author's definition of transformational based on the research and her experience is the following: Transformational leadership is a leadership style where the leader directs followers towards a vision or a goal in a non threatening manner, engages the followers to a point where they feel inspired to follow the leader and make a commitment to be an active participant in the transformation that the leader defines. The transformational leader acts with respect toward follower's opinions and encourages open dialogue in the leader follower relationship. The following list describes other characteristics of a transformational leader based on this author's opinion.

- Leader not only helps identify areas of weakness but how to improve the weakness.

- Leader develops trust among followers and followers become engaged in the leadership process.

- The transformational leader can adapt to many different personality types of followers and is able to effectively communication to a diverse group.

- The transformational leader speaks with passion.

- Leader has the ability to diagnose problems and the enthusiasm to promote change to fix the problems.

The transformational leader, according to this author, is a dynamic person that is fully engaged in the process of leadership. It is important for the transformational leader to be

an excellent communicator and have a spirit of optimism while setting realistic strategies to move the follower in a positive direction.

Along with understanding transformational leadership, it is important to define what a leadership consultant does in order to clearly understand the relevance of these case studies. Leadership, as a process, shapes the goals of a group or organization, motivates behavior toward the achievement of those goals, and helps define group or organizational culture. Consultant is defined as one who gives professional or expert advise to others. The definition of expert is important to this notion of a "leadership consultant" in that one must question what qualifies one to be a "leadership consultant" and obtain the "expert" status.

The research available on leadership consultants is limited. So, the author offers practical information based on feedback from leadership consultants during their interviews. What is a leadership consultant? Based on testimonials, a leadership consultant is one who is an expert in the area of leadership. The expertise is gained through education, work/life experience or a combination of these. A leadership consultant is one who seeks to discover, develop or enhance the leadership talents of clients. Ideally a leadership consultant will do this through a comprehensive approach that includes assessing both a client's natural talents of leadership as well as the development of characteristics that complement the client's natural leadership abilities. A leadership consultant continuously strives to bring a deeper level of self-awareness to a client's professional and personal life.

A leadership consultant works with groups and or individuals to advance their leadership abilities. This is done through careful analysis of the individual or group.

Formal assessment tools or personal interview analysis may be used or a combination of both. The leadership consultant creates a specific plan for the client based on his assessment and helps the client to achieve developmental goals. A leadership consultant works to obtain a high level of trust with the client in order to ensure open and honest communication. The depth of trust in the relationship between the leadership consultant and client is critical to making the relationship a successful one. The leadership consultants interviewed placed a strong emphasis on this relationship, citing time to grow and develop trust along the way. This is one reason why several of the leadership consultants interviewed have such long-lasting relationships with their clients. One of the leadership consultants stated, "Leadership consulting is not a quick-fix business, and I tell my clients that up front."

Broad overviews of transformational leadership and consulting have been offered through the literature review. It is important to have an understanding of these concepts in order to evaluate the extent of how transformational leadership and consulting come together in a practical sense, specifically for the leadership consultants interviewed for this paper.

Methodology for Case Studies

This study uses a qualitative approach to learn about transformational leaders. Specifically, it involved 30 minute face-to-face or telephone interviews with selected leadership consultants. Permission to complete the interviews was granted by the Augsburg College Institutional Review Board (IRB). The application and its updates for this project are included in the Appendix as is the IRB approval letter, the interview questions and the sample of the consent form each interviewed leadership consultant signed.

The researcher phoned possible interviewees, explained the purpose of the study, and asked for their participation. Participants were ensured that their names and organizations would be kept confidential. This helped to ensure more accurate responses, as well as to eliminate risks associated with participation. The time and venue for the interview were arranged at the convenience of the interviewee. A copy of the 10 questions for the interview was sent to the interviewee, as was the informed consent. The informed consent was explained to the interviewee and a signed copy was obtained. Each interviewee was told that their participation in the study was voluntary, with the option to refuse the interview at anytime. None of the interviewees withdrew from the study.

CASE STUDIES OF LEADERSHIP CONSULTANTS

The case studies analyzed ten leadership consultants in the Twin Cities area. Leadership consultants work in various capacities with their clients. The leadership consultants interviewed for these case studies offered many different instances where their leadership consulting services have been called on. Many of the consultants interviewed reported they work with the following issues:

- Conflict resolution

- Team building

- Coaching

- Business plans and strategies

- Leader development or leader assessment

- Definition of culture, vision, mission and goals of an individual or organization

- Communication among teams or individuals

- Identification of group or individual goals and development plans to obtain goals

- Executive/management/team development

- Life or career planning

All of the leadership consultants interviewed work independently of the company or person that hired them for leadership consulting services. The range of projects they are hired for varies enormously. Leadership consultants, however, appear to be following

a similar general practice, regardless of the nature of their project. Most of the leadership consultants acknowledged previous leadership training and life/career experience as a critical factor in what makes them qualifies them to be a leadership consultant.

Leadership Consultant: Demographics and Discussion

To further understand the demographics of the leadership consultants interviewed, the following statistics are offered:

- 50% of the respondents are male.

- 50% are female.

- 50% work in firms.

- 50% work as independent leadership consultants.

- 80% made a career shift from executive positions in corporations.

- 20% decided to pursue a career as a leadership consultant from a previous non-executive career, all consultants hold a minimum of a bachelor's degree.

- 30% hold master's degrees.

- 10% have a Ph.D.

The comprehensive list of questions to which the leadership consultants responded can be found in the Appendix. For the purpose of the following four defining behavioral characteristics of a transformational leader, questions 3-6, and 8-10 will be the reference point. The three remaining questions are more pertinent to the demographics and will be a part of the summary in that section.

Findings

The author concluded that the behaviors of the participants appeared to be associated with the transformational leadership model based on the findings from the interviews with the consultants. This author has chosen to use the work of Avolio, Waldman and Yammarino that is noted on pages twelve and thirteen of this paper to evaluate the behaviors of the leadership consultants that took part in this study. The author feels the definition of transformational leadership from these authors is clear and has practical application to leaders in a variety of positions. Avolio, Waldman and Yammarino have identified four primary behaviors that constitute transformational leadership. "Transformational leaders are thought to engage followers by employing 1 or more of the four "I's" to stimulate voluntary and enthusiastic responses to influence their followers" (54). These four distinct components of transformational leadership are the foundation on which this paper will analyze the responses from the leadership consultants and will attempt to answer to what degree leadership consultants use transformational leadership theory in their work. This is followed by conclusions of how transformational leadership is executed by the interviewed consultants.

Idealized Influence

Idealized influence is where transformational leaders are role models for their followers generating admiration, instilling pride, respect and trust. The leader provides

vision and a sense of mission, increases optimism, excites and inspires followers. This characteristic can be summarized by the other attributes: vision, trust, risk sharing, integrity, and modeling. Vision was identified by 90 % of the leadership consultants as a necessary prerequisite for the clients they work with. Most of the leadership consultants facilitate the process of identifying a vision rather than determining what the vision will be for the client. The leadership consultants, who identified vision as a critical piece of their work, generally report that without a defined vision, there is no sense in continuing with the consultation. Defining a vision is one of the first steps most leadership consultants take in implementing leadership concepts into their client's business world. According to Tichy and Devanna, "Transformational leaders must not only diagnose their organizations' strengths and weaknesses and match them against the environmental opportunities, but they must also find ways to inspire employees to meet these challenges. This vision of the future must be formulated in a way that it will market the pain of changing worth the effort" (120).

Trust is a unique component to a leadership consultant's work. 80% of the leadership consultants interviewed cited the longevity of the working relationship they have with the majority of clients as being the primary way to build trust. It is not realistic to expect that the clients will put their trust in the leadership consultant after an initial meeting. Rather, the leadership consultants interviewed cite the ongoing building of the consultant/client relationship as the key factor for gaining the trust of the client. Trust is important in the work of a leadership consultant. Without trust, the client may feel that the leadership consultant is there to serve personal needs rather than the needs of the client. The client must also feel a sense of trust in order to be honest and forthcoming

about himself or the organization. 90% of the leadership consultants interviewed have client relationships that average at least three years. Of this 90%, 50% have working relationships with clients for more than seven years. These statistics help to solidify the need for longevity in order to build trust between the consultant and client. The trust that is built between both parties is a key factor in developing mutual respect and in viewing the leadership consultant as a role model.

Inspirational Motivation

Inspirational motivation entails the transformational leader motivating and challenging their followers' work, communicating a vision by focusing on team spirit. This factor is a measure of the leader's ability to engender confidence in the leader's vision and values. There are three main characteristics of inspirational motivation: commitment to goals, communication, and enthusiasm. This leadership behavior encourages followers to demonstrate greater effort in their work and gain a sense of belonging. 100% of the leadership consultants interviewed stressed the importance of helping their clients to identify attainable goals. Face-to- face interviews and assessment tools used by leadership consultants facilitate this process. 100% of the interviewed leadership consultants reported at least one face-to-face interview with the client. 90% indicated that ongoing face-to-face communication occurred between the consultant and client. 90% also indicated that assessment tools were an important part of the leadership development process. The leadership consultants interviewed generally analyzed the client after a face-to-face interview and assessments (ie: leadership and or personality) were completed, drew conclusions and created leadership development plans. The clients

were then debriefed on the consultant's findings. The majority of leadership consultants reported that defining goals was the most important aspect of this transformational leadership behavior. Most leadership consultants agreed that working with two or three goals was the most effective way to help a client. It is in goal-setting helping clients obtain their goals that leadership consultants excel. Hopefully, clients can achieve things once thought impossible.

The leadership consultants approach their client(s) with enthusiasm, offering them new directions or skills that would improve their leadership abilities. One consultant indicated that the enthusiasm she models to her clients is a key reason for her success as a leadership consultant.

Intellectual Stimulation

Intellectual stimulation is where the leader stimulates their followers' efforts to be innovative and creative by questioning assumptions, reframing problems and approaching old situations in new ways, thereby encouraging creativity. Followers are provided with interesting and challenging tasks and encouraged to solve problems in their own way, while reassessing their old values and beliefs. "Rationality and problem-solving are the two main defining characteristics of intellectual stimulation," according to Yamarino and Avolio (46). Through these behaviors, followers are influenced to view problems from a fresh perspective and gain an increased sense of awareness. Rationalizing decisions is part of a leadership consultant's work. Most often a leadership consultant verbally discusses old assumptions, a client's traditions or beliefs to help encourage the client to see a new perspective on a task or issue. A leadership consultant constantly needs to be

prepared to rationalize decisions or explain an analysis to gain the client's support either it's a chief executive officer (CEO), human resource representative or other individual. 100% of the leadership consultants interviewed report some level of rationalizing to each of their clients. Many report that it is the resistance to change that creates the need for rationalizing. The leadership consultants reported that the greater the trust, the less rationalizing is done. Leadership consultants rationalize problems as a part of their work in order to determine the extent, nature and origin of the problem at hand. Rationalizing helps to take problems that are reported and put them in proper perspective, as well as prioritize the importance of the problems. Problem solving was reported by 100% of the leadership consultants as the reason why they feel clients are seeking their help with leadership development. For individual clients, it may be certain leadership issues that are not present, or are too aggressive. One leadership consultant gave an example of a CEO who could not communicate effectively with his subordinates about problem solving. The leadership consultant helped his client to establish both verbal communication and written communication with the subordinates so they would be a part of the problem-solving process. In another example, a leadership consultant reported that tone of voice seemed to be one manager's issue when problem solving with his subordinates. His subordinates reported he took a stern, aggressive tone to get his ideas across. This aggressive tone had a negative impact on the group and was a source of much of the group's non-productivity. Group or corporate clients may be in need of solving personnel, productivity, or personality issues The information offered in the previous consulting literature review demonstrates how an outside perspective of a

consultant can be the key factor in problem-solving some of the most difficult issues facing individuals or groups.

90% of the leadership consultants interviewed report that having their clients gain a new sense of awareness is very important in their role. This may be in the form of self-awareness, knowing who one is, what one stands for, and gaining a new awareness of the group, culture or organization's mission, values, and vision. Increased awareness that leadership consultants help their clients achieve, in turn, helps the client to problem solve and understand organizational problems more globally.

Individual Consideration

Finally, the last primary behavior of transformational leaders is characterized by leaders who give personal attention, mentor, listen and empower. The leader provides continuous feedback and links organizational members' needs to the organizations mission. This factor is a measure of the extent to which the leader cares about the individual followers' concern and developmental needs. This is a behavior that offers followers support and encouragement. 100% of the leadership consultants interviewed reported that they give personal attention, to some extent, to each client. Some consultants work solely with individual clients and others work with both groups and individuals. In either scenario, personal attention is given to individuals. In 90% of the leadership consultant's practices, they create personal development plans demonstrating personal attention given to their clients. Each plan may be a similar basic outline, but the actual plan of action reflects an individualized personal plan. For instance, one leadership consultant reported working with a client who micromanaged his subordinates.

In this case the leadership consultant tailored the specific leadership development plan for that client to concentrate on avoiding that behavior and specific steps to do so. In another case where a leadership consultant was working with a group, personality conflicts in a particular hospital department interfered with job performance. In this case, the leadership consultant developed a group plan and individual leadership plans for the entire staff. This led to understanding the behaviors of others, different personality types, and how to work best with others. A typical plan included two to three measurable, specific and realistic goals that both the client and leadership consultant agreed on. It also included the positive leadership characteristics that the client exhibited, as well as those that were absent or lacking.

Listening is a key attribute of 90% of the leadership consultants interviewed. The leadership consultants rely on their listening skills to uncover obstacles that are facing the client. This is why 90% of the interviewed leadership consultants report that face-to-face interviews are the first step in the leadership consulting process. Of the 90%, most reported that the face-to-face interviews were more important than formal assessment tools. One leadership consultant uses the face-to-face interview as the only source of gathering information.

Mentoring is a part of the leadership consulting practice for 80% of the leadership consultants interviewed. They report that mentoring the client through the entire process is a critical element of their work. 70% of the leadership consultants reported that, through frequent communication with the client, the mentoring relationship grows stronger and stronger. They see their clients through the entire leadership development

process. 70% reported that it was important for them to be a resource for their clients during the leadership development process.

The empowering component of this transformational leadership behavior was reported by 80% of the respondents. According to Adams, "When empowering others, the leader's task is to help them determine what is truly important to them, and the results they will commit themselves to bring into being. This amounts to enrolling them in their own personal visions" (98). One of the leadership consultants reported the result of empowerment in his practice is to as bring the client to a higher level of being that he did not think was possible. Another leadership consultant suggested that, in her practice, empowering others allows them see that they can achieve their goals on their terms, not on the terms of others. Most leadership consultants demonstrate empowerment in their work, and most believe is a key factor in the client's success with their leadership development plan.

Two of the most intriguing responses to the 10 questions asked of the leadership consultants were found in the following questions: How familiar are you with leadership theorists? 90% reported they were very familiar; 10% reported they were not very familiar. The second question asked: Do you follow leadership theory in your work? 80% reported using leadership theory informally; 10% reported using leadership theory always; 10% reported using leadership theory rarely. Of the 80% who reported using leadership theory informally, only one reported that the theory was transformational leadership theory.

Also of note, 70% of the leadership consultants interviewed reported that they use authentic, situational, empowering and visionary leadership theories informally to guide

the work they do. This author feels the need to acknowledge these leadership theories. It is helpful to clarify the rationale for characterizing the leadership consultants interviewed as practicing transformational leadership theory the most extensively. This author recognizes that many characteristics of other leadership theories are embodied in transformational leadership. For instance, servant leadership theory and transformational leadership theory incorporate many of the same behavioral characteristics, such as: influence, vision, trust, respect, risk sharing or delegation, integrity and modeling. They emphasize the importance of appreciating and valuing people, listening, mentoring or teaching, and empowering followers. These two theories are similar in their emphasis on individual consideration and appreciation of followers: however, there is a primary difference in the focus of the leader. The focus of a servant leader is on service to followers. The transformational leader has a greater concern for getting followers to engage and support organizational objectives.

The ingredients necessary for transformational leadership to occur may be summarized in a variety of ways. In this author's mind, it seems obvious that one of the most important characteristics of a great leader is his/her ability to make sound judgements and good decisions based on their internalized vision. A leader who can make reasoned judgements and decisions in the context of the ideas embodied in this paper surely would be successful. Based on interviews conducted for this study, the following conclusions may be drawn about leadership consultants.

1.) They have high moral and ethical values. 2.) They express genuine interest in the followers, 3.) They have an inspirational vision, 4.) Genuine trust exists between leaders and those led, 5.) Followers share leader's values and vision, 6.) Leaders and followers

perform beyond self-interest, 7.) Participatory decision making is the rule, 8.) Innovative thinking and action is expected, 9.) Motivation is to do the right thing, 10.) Leaders mentor. All of these leadership consultants unconsciously use the concepts of transformational leadership. Each brings personal values into the role of leadership consultant. From the questions asked and responses given, the leadership consultants appear to use transformational leadership theory even if they don't identify it. They demonstrated significant behavioral characteristics of transformational leaders.

In the author's opinion, the ten leadership consultants interviewed display a comprehensive set of characteristics that demonstrates the application of transformational leadership. From the examples listed above in the four categories, the four "I"s, that identify a transformational leader, their practices appear to support findings that the leadership consultants interviewed are transformational leaders. They embody the essence of transformational leadership in many ways, more so than any other leadership theory. They lead through thorough analysis, careful diagnosis and successful leadership consultant relationships with their clients. The leadership consultants interviewed exhibit a true passion for their work, their clients and the field of leadership.

CONCLUSIONS FROM CASE STUDIES

- It appears that the leadership consultants interviewed are educated on leadership theory, but report they do not usually follow leadership theory in their work.

- The answers to the interview questions seem to demonstrate that leadership consultants are all using transformational leadership behavioral characteristics in their work.

- The leadership consultants interviewed appear to be unconsciously applying transformational leadership theory to their work.

- The results from case studies promote leadership theory as a relevant component to the profession of leadership consulting.

- Although many similarities were identified, there was not one single approach to the work of leadership consulting that appeared to be more successful than another.

The use of transformational leadership components may be a key attribute of successful leadership consultants. In 2004 Scheer stated, "Research has shown that leaders who display the four behaviors of a transformational leadership are able to realign their followers' values and norms, promote both personal and organizational changes, and help followers to exceed their initial performance expectations" (45). One of the most surprising findings from this study is the lack of a conscious intention of the part of the interviewed leadership consultants to pattern their consulting work on the transformational leadership model. The leadership consultants don't identify a leadership

theory they follow. As a matter of fact, transformational leadership seemed to be an intuitive approach not a conscious one. Intuition, according to the consultants, that came from a culmination of their past professional and personal experiences. This is especially surprising because 100% of the interviewed consultants were all operating in this fashion.

Identifying the intuitive approach to leadership was pivotal to understanding the leadership consultants interviewed. This author suggests that intuition leaders use is powerful. The case study analysis defines an array of behaviors the consultant's display in their work, which align with transformational leadership but are characterized by the consultants as intuitive behaviors.

In conclusion, the merits of transformational leadership should speak for themselves. When transformational leadership consultants are connected with their followers, extraordinary results can and do happen.

RECOMMENDATIONS FOR FUTURE STUDY

Based on the responses of the leadership consultants, they may be considered transformational leaders in their role as consultants according to leadership theory. A Multifactor Leadership Questionnaire (MLQ) could be administered to determine the extent to which the consultants interviewed are transformational leaders. In 1985, Bass developed the MLQ. The MLQ is an instrument that measures both transactional and transformational leader behavior and the relationship between these leader styles and work unit effectiveness and satisfaction. The MLQ was empirically evaluated and is now the primary quantitative instrument used to measure transformational leadership. Perceptions from employees on leadership consultants can also be measured by using the MLQ. The MLQ is a full circle feedback questionnaire that provides leaders with an opportunity to receive assessment of their leadership style and behaviors from multiple sources. The case studies that were presented in this paper were limited to the consultant's opinion. The MLQ offers a very direct and effective way for the leadership consultants to learn how others perceive the leadership consultant's effectiveness.

The Organizational Description Questionnaire (ODQ) profiles an organization's culture in terms of transformational leadership. This tool also measures the extent to which the employees of the organization feel the leadership consultant implemented transformational leadership.

Based on the feedback from the consultants on using intuition, the author suggests research on intuitive leadership and conducting a cross comparison of transformational

leadership. It would be helpful to know to what degree intuition plays a role in leadership and the impact a leader's intuition has on followers.

Another area of possible future research may be to determine how leadership theory affects the outcome of leadership consultants' work. Since there is little empirical data on leadership consultants, it may be a groundbreaking study to research leadership consultants' use of leadership theory in their work and the effects that using leadership theory has on the client.

The study could examine the effectiveness of formal leadership theory training with leadership consultants and investigate how they practice differently after their formal training. This study could identify the effectiveness of formal leadership training and why leadership consultants in these case studies do not implement leadership theory in all the work they do.

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April 19, 2004

Augsburg College
Institutional Review Board
2211 Riverside Avenue
Minneapolis, MN 55454

To whom this may concern:

I would like to advise the Institutional Review Board (IRB) that I plan to use the information gathered in a previously IRB approved project in my Plan B paper for the Master of Art in Leadership program. I am enclosing a copy of the previous project entitled, "An Analysis of Leadership Consultants", which was approved for an independent study, winter 2003-2004. This project was completed on March 27th 2004.

The nature of my Plan B paper will be a deeper analysis of the information gathered through the interviews with the 10 leadership consultants. The Plan B paper will aim to explore the trends of the leadership consultants interviewed and if this correlates to any of the leadership/consulting theories that I will be investigating for the Plan B.

I would like to note that in the "Lay Summary", a notation was made that the project for the independent study would be a first "step in finding an area of leadership consulting that is in need of future research for my Plan B paper". Also of note, the informed consent that was signed by all subjects stated, "The information gathered will be used for this particular independent study that I am involved in and possibly my Plan B paper which is the final paper I will be writing to obtain my Masters Degree. The raw data collected will be destroyed by June 15, 2004." I have enclosed a copy of the informed consent for your review. All copies of signed informed consents are in my possession in my office.

My contact information is as follows: Lisa Rudquist 15387 Aquila Avenue, Savage, Minnesota 55378, telephone: 612-229-2788. Please contact me if I need to provide any further documentation of my intentions for my Plan B paper.

Thank you,

Lisa Rudquist

Informed Consent

You are being invited to be in a research study of leadership consultants. This study aims to analyze how the work of leadership consultants follows leadership theory as well as understanding how one qualifies to be a leadership consultant. We ask that you read this form and ask any questions you may have before agreeing to be in the study.

I am conducting this study as a part of my Master of Art in Leadership curriculum at Augsburg College in Minneapolis, Minnesota.

Background Information:
The purpose of this study is to analyze many facets of the leadership consultants in various specialties as well as gain an understanding of how one qualifies to be a leadership consultant.

Procedures:
If you agree to be in this study, I would send you a questionnaire form with 10 questions prior to a phone or face to face interview. The time allotment would not exceed 30 minutes.

Risks and Benefits of Being in the Study:
This study has a low risk of probing for personal or sensitive information. An example would be the question of what you find most challenging with your position of a leadership consultant? This may expose you to revealing personal or sensitive information.
There are no direct benefits from participating in this study. However, the indirect benefit would be your contribution to the knowledge of leadership studies.

Confidentiality:
The records of this study will be kept in private. In any paper that will include the data from our interview, you will be only identified as a letter that will be assigned in random order, example, "J". The information that I will gather will be kept in a locked file: only I the researcher will have access to the records.
The information gathered will be used for this particular Independent Study that I am involved in and possibly my Plan B paper which is the final paper I will be writing to obtain my Masters Degree. The raw data collected will be destroyed by June 15, 2004.

Voluntary Nature of Study:
Your decision whether or not to participate will not affect you current or future relations with Augsburg College. If you decide to participate, you are free to withdraw at anytime without affecting any relationships with me or Augsburg College.

Contacts and Questions:
The researcher conducting this study is Lisa Rudquist. You mayask any questions you
have now. If you have questions later, you may contact Lisa Rudquist at (612) 229-2788.
You will be given a copy of this form for your records.

Statement of Consent:
I have read the above information or have had it read to me. I have received answers to
questions asked. I consent to participate in this study.

Signature_____

Date_____

Signature of investigator_____

Date_____

I consent to allow use of my direct quotations in the published final document(s).

Signature_____

Date_____

10 Interview Questions
For MAL 598, Independent Study
Project coordinator: Lisa Rudquist

1. What is your background in leadership positions? (ie: education, positions of leadership, formal study of leadership)

2. Why do your clients seek your help with leadership development?

3. What is the process by which you diagnose and assess the leadership needs of your clients?

4. How do you create and implement leadership tactics into your clients business world?

5. Do you follow leadership theory in your work?

6. How familiar are you with leadership theorists?

7. Describe a typical day for you as a leadership consultant.

8. How long of a working relationship do you have with your clients?

9. What is the most challenging/rewarding part of your work as a leadership consultant.

10. How do you define leadership?

January 13, 2004

To: Lisa Rudquist
From: Norma C. Noonan, Chair

I am pleased to inform you that the IRB has approved your application for the project**: MAL Independent Study: Leadership Consultants as a Profession**

_____ as submitted

__X__ as revised with the additional form(s)/changes

_____   with the following conditions: none

Your IRB approval number which should be noted in your written project and in any major documents alluding to the research project is as follows:

2004-03-3

I wish you success with your project. If you have any questions, you may contact me: 612-330-1198 or noonan@augsburg.edu.

c. Dr. Norma Noonan