

**Effective transformation teams:
The influence of values and transformational leadership**

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16th EDAMBA Summer Academy

Soreze, France

July 2009

Abstract

Few organisational transformations are successes; but, organisations transform continuously. Literature suggests that: leadership through a strong team is essential in this process; values influence leadership behaviours; and high performing teams develop when both values and behaviours become congruent. This research will test how effectiveness of transformation teams is influenced by values of team members and by their team leadership behaviours.

Keywords: Personal values, transformational leadership, team leadership, team effectiveness

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1. Research context and research question

Organisational transformation is a continuous process. But, since 1980, fewer than 30% of transformations have succeeded (Beer and Nohria, 2000; McKinsey, 2008). This has a cost; among Fortune 500 companies from 1980 to 1995, *‘[O]n average, each of the companies invested \$1 billion in change programs’* (Pascale et al., 1997) (p. 139).

Organisational and leadership literatures, identify that: transformations succeed through leadership by a strong guiding team (e.g. Kotter (1996)); peoples’ values influence leadership behaviours and ‘authentic’ transformational leadership is the most potent form of leadership (Bass, 1985; Bass and Riggio, 2006; Bass and Steidlmeier, 1999; House, 1977; Shamir et al., 1993; Burnes, 1978; 2003). Team literatures suggest that highly developed teams perform beyond expectations; these occurring if congruent transformational leadership behaviours are present and these developing when teams have congruent values (Avolio et al., 1996a; Avolio et al., 2003; Meglino and Ravlin, 1998).

These suggest ways to achieve highly performing transformational teams which suggests improved business transformation outcomes. However, these literatures are not integrated (Agle and Caldwell, 1999; Burke et al., 2006; Cohen and Bailey, 1997; Mathieu et al., 2008; Rousseau et al., 2006; Yammarino et al., 2005; Burke et al., 2009). Consequently, there is little research into questions like:

Could values influence the presence of congruent leadership behaviours? Which values positively contribute towards authentic transformational leadership behaviours developing? Will transformation teams whose leaders have congruent values and transformational team leadership behaviours have more positive team outcomes than teams which do not have such psychological and behavioural alignment? Will gaining insights into values and transformational leadership behaviour offer prospects for improving business transformations?

A literature review reached these conclusions. The work on human values of Schwartz (1992; 1994) shows how values operate as antecedents to behaviours. Leadership work of Bass and colleagues describes how different values influence different leadership behaviours (Bass and Riggio, 2006; Bass and Steidlmeier, 1999). The work of Meglino and Ravlin (1998) offer three concepts, '*values intensity*', '*value set content*', and '*value congruence*', which relate values and leadership. Bass and Avolio describe how individually focussed leadership theories apply to the team context (Avolio et al., 1996a; Avolio et al., 2003; Bass and Avolio, 1994). Finally, recent research offers insights into the values/leadership links (Aitken, 2003; Sosik, 2005; Krishnan, 2001; 2002; 2003). This paper, integrates these theories into propositions and then an operationalised research model with hypotheses under the guiding research question:

'How do values and transformational leadership behaviours influence the development of highly developed business transformation teams with a potential to perform beyond expectations?'

2. Values theory

Values are universally present, we configure our '*value sets*' differently based on our unique influences (Rokeach, 1973; Schwartz, 1992; 1994). As we are subjected to external stimuli our values are guides, they codify prior reactions as well as our prevailing beliefs and desires. Through recourse to these we are guided to react to a new stimulus (Meglino and Ravlin, 1998).

According to Schwartz (1992; 1994) (see Fig. 1), there are ten value types ('*self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, and universalism*'), which are separate but overlapping constructs. They conceptualise as a circular continuum, each value has neighbours but also opposites; their bipolar properties. Consequently, if we favour one related group of values we also hold an opposing set in low esteem; this is termed our '*values set*'. The ten values associate into four higher-order value types. These expressed as two bi-polar dimensional

opposites: ‘*self-transcendence vs. self enhancement*’, and ‘*openness to change vs. conservatism*’.

Research demonstrates that amongst individuals within groups, be that through culture, activity, demographics, gender or religion, there will be a congruence of value sets within a group (Ashkanasy and O'Connor, 1997; Meglino and Ravlin, 1998; Meglino et al., 1989; Jung and Avolio, 2000).

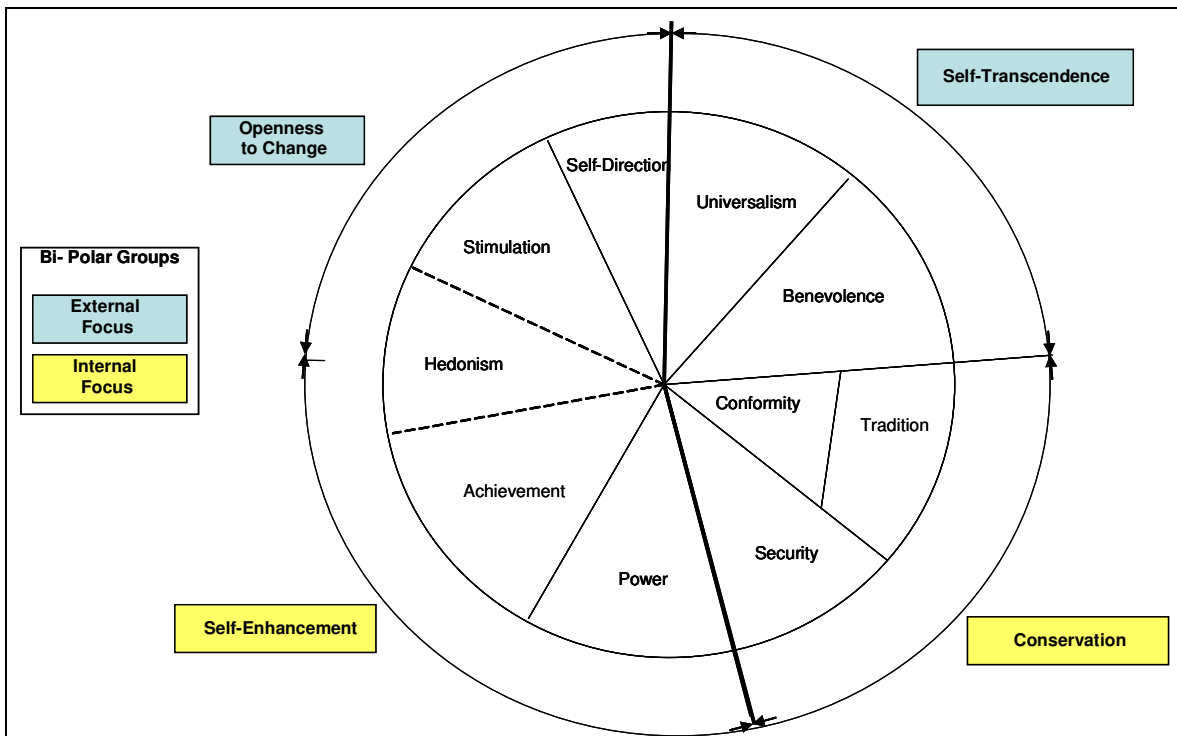


Fig 1 ‘Theoretical model of relations among motivational types of values, higher order value types, and bipolar value dimensions’

Adapted from: SCHWARTZ, S., H. (1994) Are there universal aspects in the structure and contents of human values? *Journal of Social Issues*, 50, 19 – 45 (p24).

3. Transformational leadership theory

Bass and colleagues distinguish between interrelated types of leadership: ‘*transactional*’ or ‘*transformational*’. Transactional leadership behaviours involve – ‘*contingent reward, active management by exception, passive management by exception and laissez-faire*’.

Transformational behaviours involve – ‘*charismatic or idealised influence (attributed or*

behavioural), inspirational motivation, intellectual stimulation and individualised consideration'. Transformational leaders will exhibit all behaviours, as required, but transactional leaders may only be transformational at times (Bass, 1985; Bass and Riggio, 2006; Bass and Steidlmeier, 1999).

Bass and Steidlmeier (1999) identify that transformational leaders are motivated because they have intensely held values. In contrast, transactional leaders have few, if any, intensely held values, and any heightened intensity will be associated with transactionally orientated values (e.g. conformity/tradition) (p. 184). Transformational leadership might be either '*authentic*' or, '*inauthentic (or pseudo)*'. A leaders' value set influences which behaviour they will tend towards. Those with a heightened sense of self-transcendence and altruism but a low sense of self-enhancement are more likely to be '*socialised*', authentic transformational leaders; whereas those with a heightened sense of self-enhancement but low sense of self-transcendence are more likely to be '*personalised*', inauthentic transformational leaders.

4. Linking values with team leadership behaviours

The work of Meglino and Ravlin (Meglino and Ravlin, 1998; Meglino et al., 1989; 1991; 1992) offers three conceptual links between values and leadership behaviours; value set, '*content*', '*intensity*' and '*congruence*'. Content referring to the values and the priority with which they are held. Intensity referring to the intensity of feelings an individual attributes to each of their values. Congruence, when people in a group hold similar value sets, e.g. their content and intensities align.

Content and intensity echo the expressions of Bass and Steidlemeir (1999) as explained above. Congruence, supplies a link from the individual-level to a group-level. As individuals form into a group and then a team it is through aligning the content and intensity of their values that they will achieve values congruence, through holding this, groups or teams interact more effectively, behave consistently, then perform effectively (Meglino and Ravlin, 1998; Jung and Avolio, 2000).

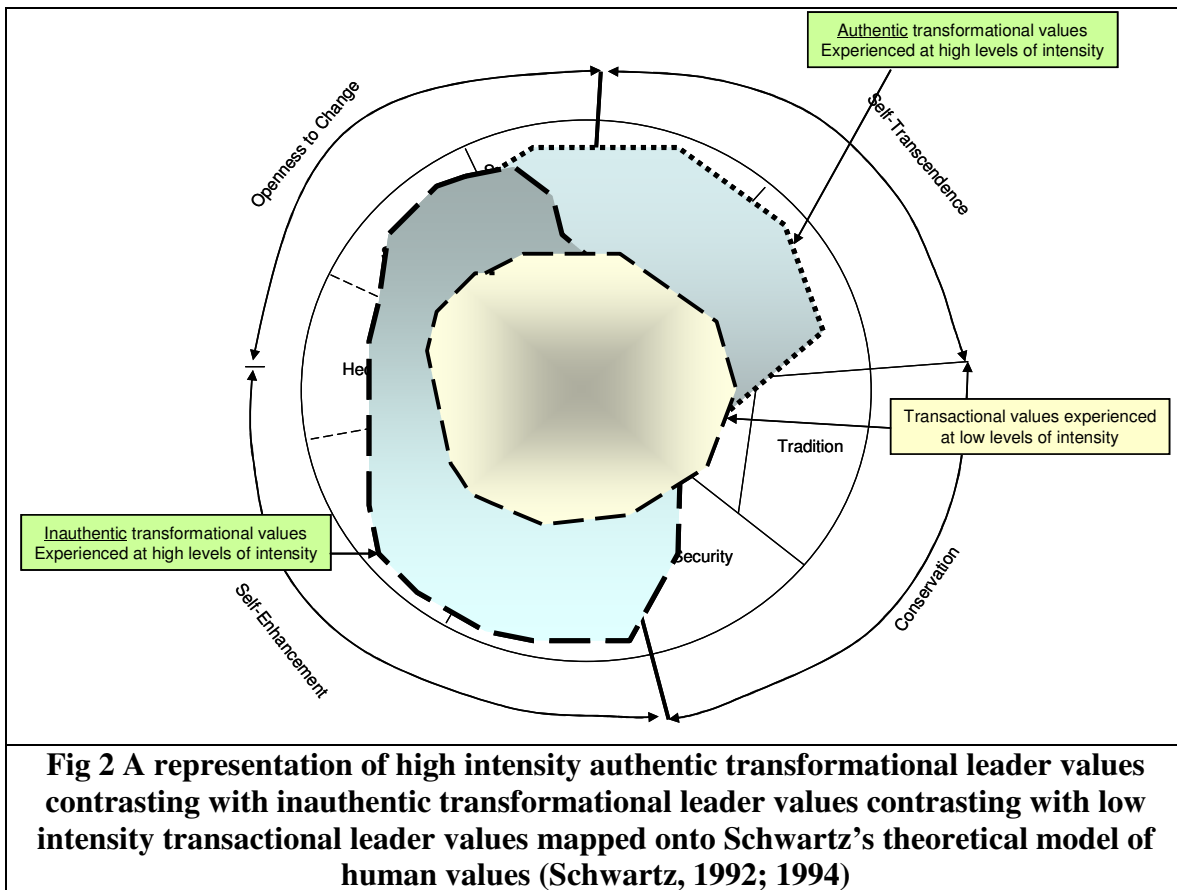
Arguably, these conceptual links supply the bridge to integrate the values concepts presented by Schwartz (1992; 1994), the leadership theories of Bass and colleagues (Bass, 1985; Bass and Riggio, 2006; Bass and Steidlmeier, 1999) and then the team leadership theories of Avolio and colleagues (Avolio et al., 1996a; Avolio et al., 2003; Avolio et al., 1996b; Bass and Avolio, 1994). The following propositions and diagrams serve to illustrate this argument.

Proposition 1: Values are universal, it is the intensity with which individuals hold values which will distinguish transformational leaders from transactional leaders. Leaders with a high number of intensely held values are more likely to exhibit transformational leadership behaviours than leaders who hold few or no intensely held values. These leaders are more likely to exhibit transactional leadership behaviours.

A second conceptual link between values and leadership follows:

Proposition 2: Both authentic and inauthentic transformational leaders have intensely held values; it is the priorities assigned to the values which will distinguish one from the other. Leaders who hold in very high regard self-transcendence values (universalism and benevolence) and in low regard self-enhancement values (power and achievement) will predominantly be authentic transformational leaders; leaders who hold in very high regard self-enhancement values (power and achievement*) and in very low regard self-transcendence values (universalism and benevolence) will predominantly be inauthentic or pseudo-transformational leaders. (*achievement, refers to individualised achievement. An inauthentic leader would hold this in very high regard, whereas an authentic leader who holds the self-transcendent values in highest regard would consider personal achievement as secondary).*

Figure 2 illustrates this proposition using Schwartz's model to demonstrate the value set content distinctions between the two transformational leadership behaviours.



Values theory and leadership theories align but have developed separately. This leads to a third proposition:

Proposition 3: Combining extant leadership and values theories through the lens of value set content and intensities supplies an explanatory framework of how three psychological profiles, in the form of value sets, give rise to the three distinct leadership behaviours of authentic transformational leadership, inauthentic transformational leadership and transactional leadership.

This proposition is illustrated by table 1 and figure 3.

Mapping personal values intensities onto the three types of leadership behaviour

Leadership types**	Authentic Transformational leadership	Inauthentic Transformational leadership	Transactional leadership
Behaviours	(charismatic or idealised influence (attributed or behavioural), inspirational motivation, intellectual stimulation and individualised consideration). ²	(charismatic or idealised influence (attributed or behavioural), inspirational motivation, intellectual stimulation and individualised consideration).	(contingent reward, active management by exception, passive management by exception and laissez-faire).
Value types*			
Self-transcendence			
Universalism	Very high	Very low	Low
Benevolence	Very high	Very low	Low
Conservatism			
Conformity/tradition	Low/Medium	Low/Medium	Medium/high
Security	Low	Low	Medium/high
Self-enhancement			
Power	Low	Very high	Medium
Achievement ¹	Low/Medium ¹	Very high ¹	Medium
Openness to change			
Hedonism (also overlaps achievement)	High	High	Low
Stimulation	High	High	Low
Self-direction	Very high	Very high	Low/Medium

(*Source; Schwartz, 1992), (**Source, Bass, 1985)

(1) Achievement is emphasised to be personal achievement. An authentic leader would not favour achievement at any costs, furthermore, achievement of universalism and benevolence would supplant individual achievement. In contrast the inauthentic transformational leader would prize this highly.
 (2) Authentic transformational leadership would place high emphasis on individualised consideration as these leaders would be more socialised than the personalised inauthentic transformational leaders.

Table 1 Mapping personal values to three leadership behaviour types

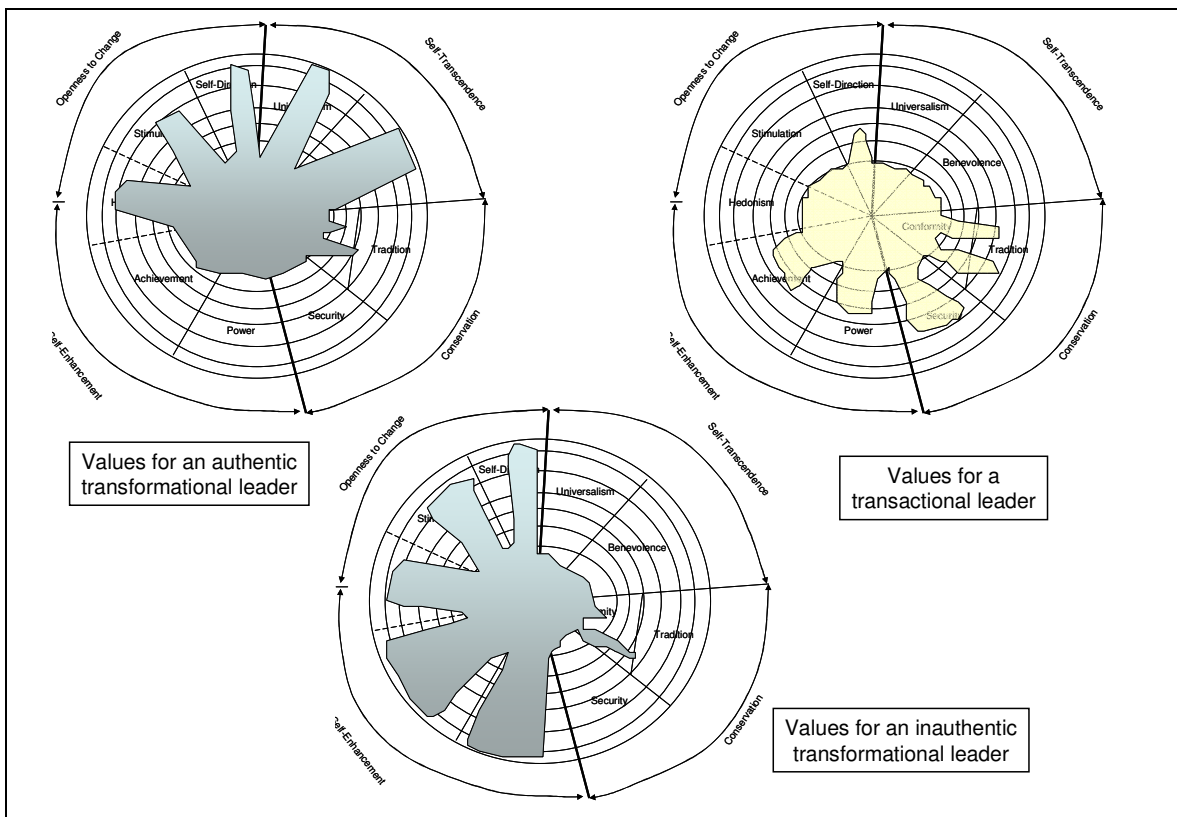
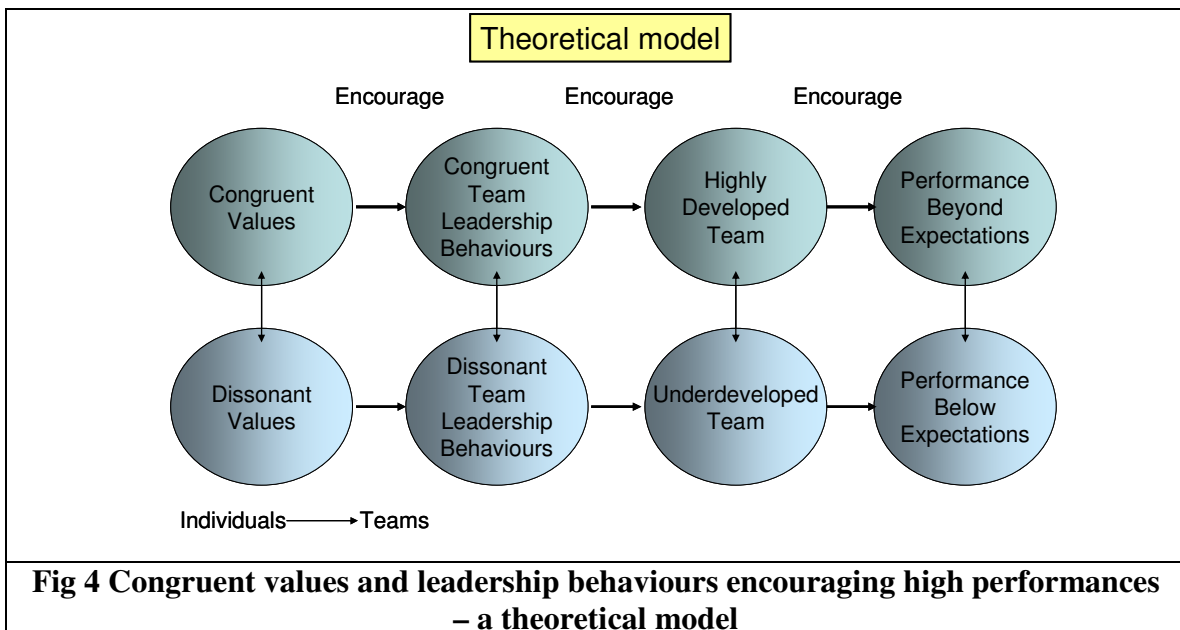


Fig. 3 Graphical representations of value sets for transformational and transactional leaders mapped onto Schwartz's theoretical model of human values (Schwartz, 1992; 1994)

The concept of value congruence leads to the following proposition:

Proposition 4: Leaders in teams who have congruent values will also develop congruent leadership behaviours. Highly aligned teams have a strong potential to perform beyond expectations. Teams whose leaders have dissonant values are unlikely to have congruent leadership behaviours and consequently they are more likely to perform below expectations.

This proposition is illustrated by figure 4.



5. Summary

Preceding sections presented the theoretical framework and propositions guiding this research. Following sections translate these into an operationalised research design.

6. The operational research: goals, philosophy and model

This research tests how leadership affects transformational team effectiveness, a central component of business transformation processes.

Following group-based research tradition, it uses the Hackman and Morris (1975) ‘*input-process-output*’, ‘*Group Interaction Process Model*’, to examine influences of ‘*individual-level factors*’ (e.g. values), on ‘*group interaction process*’ (e.g. team leadership behaviours), measuring affects on ‘*performance outcomes*’ (e.g. overall team effectiveness). The research is a positivist cross-sectional study of transformation teams, within UK organisations. A goal has been to extend previous research.

Aitken (2003), examined the relationship between Schwartz’s (1992; 1994) values theory and team leadership ‘of’ and ‘by’ business teams. Sosik (2005), the influence of personal values on charismatic leadership of corporate managers. Pearce and Sims (2002), examined shared versus vertical leadership behaviours and their affect on change management team effectiveness. Avolio et al.’s, (1996a; 2003; 1996b), research extends individual leadership research, to leadership ‘of’ and ‘by’ teams.

Syntheses of these have led to an operational research model. ‘*Team members’ personal values*’ influence ‘*team leadership behaviours*’, which affect ‘*overall team effectiveness*’. Figure 5 illustrates this.

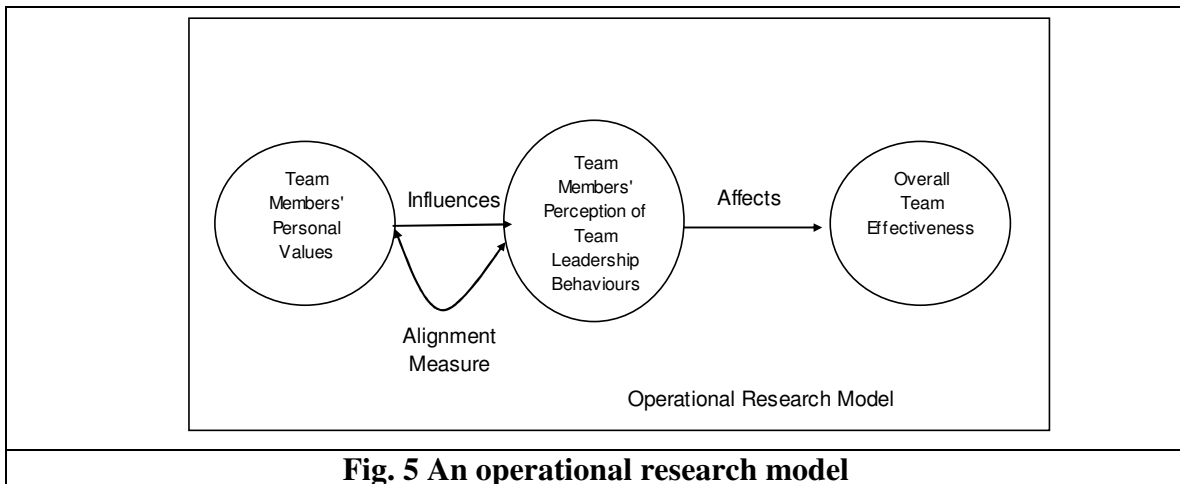


Fig. 5 An operational research model

7. Data analysis approach

Figure 6 abstracts the research; personal values and team leadership behaviours are multi-level constructs, thus data analyses will be staged.

Stage 1a, tests data for completeness and normality; a stage 1b, utilises confirmatory factor analysis (CFA) techniques of, Schwartz and others (Schwartz and Boehnke, 2004; Hinz et al., 2005; Schwartz, 2007; Schwartz et al., 2001) for values, and Avolio and colleagues (2003) for leadership, to test these data reflect the multi-level structures found in their studies.

Stage 2 employs data aggregation techniques, used by Avolio et al. (2003), similarly by Pearce and Sims (2002), to test whether these data, from team members' responses, aggregate as teams.

Stage 3 explores these data to identify meaningful clusters which might influence models.

Stage 4 explores relationships. This tests hypotheses presented in this paper. But, both values and team leadership data might develop unexpected factor structures. Thus, alternative operational models and hypotheses may need to be tested.

Stage 5 will be CFA and structural equation modelling on the final operational model.

8. The values construct and hypotheses

Prior CFA by Schwartz and Boehnke (2004) verifies that values data will create ten (first-order) factors and four (second-order) higher order value type factors (see page 4). This leads to two hypotheses:

Hypothesis 1: When subjected to CFA, these data will create ten value factors.

Hypothesis 2: When the ten value factors are subjected to CFA, these data will create four higher-order value type factors.

Figure 6 illustrates these.

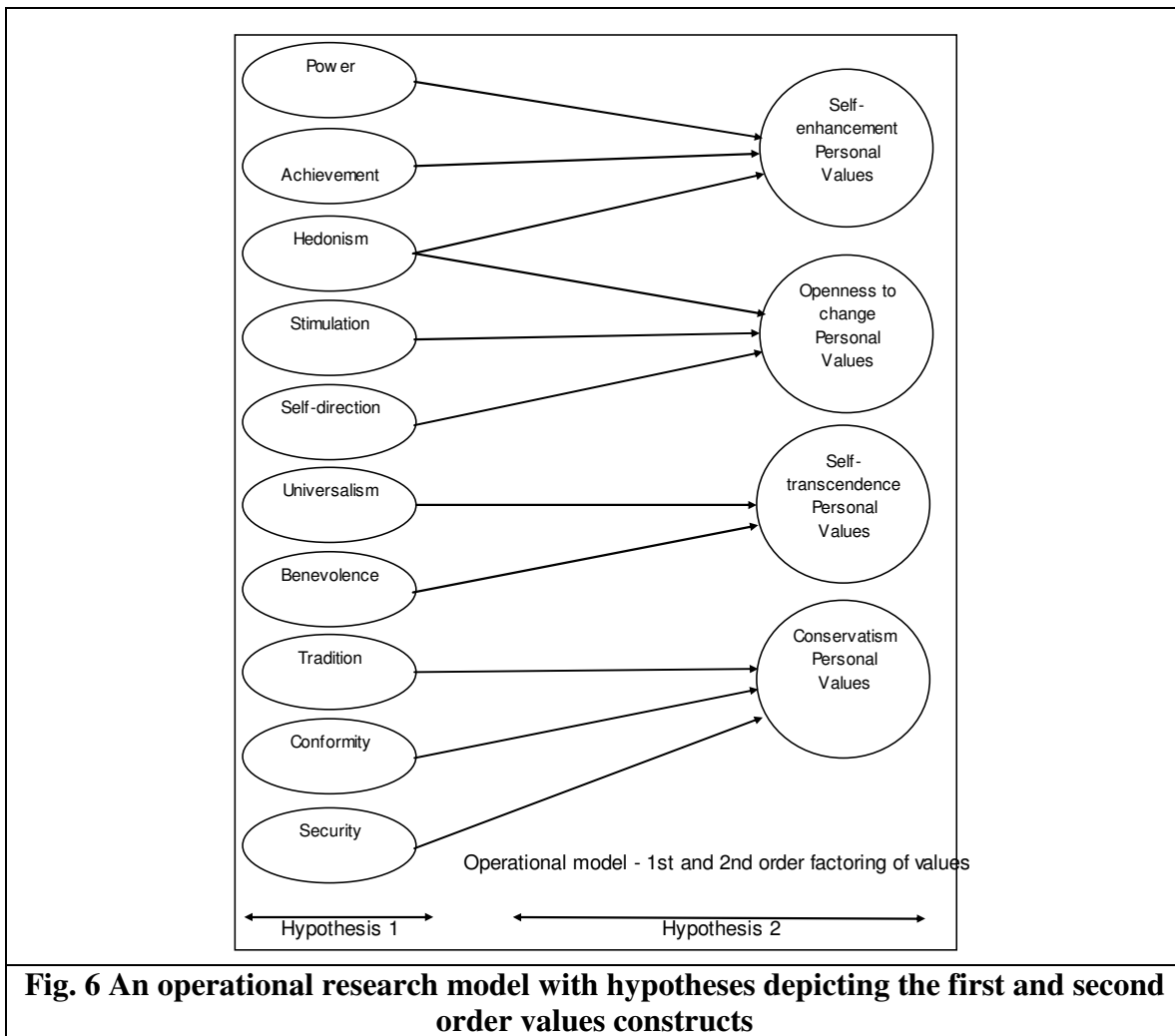


Fig. 6 An operational research model with hypotheses depicting the first and second order values constructs

9. The team leadership construct and hypotheses

Prior CFA by Avolio et al., (2003) validates that the team leadership factors into five (first-order) behaviour factors (*Inspiring leadership (IL)*, *Intellectual Stimulation (IS)*, *Individualised Consideration (IC)*, *Management-by-Exception (MBE)* and *Passive/Avoidant (PA)*). The first three factor into a higher (second-) order factor (Team Transformational Leadership (TTL)), consequently the operationalised team leadership construct is three team leadership behaviours, ‘*Team Transformational Leadership, Management-by-Exception and Laissez-Faire*’. This leads to these hypotheses:

Hypothesis 3: When subjected to CFA, these data will factor into five leadership behaviour factors.

Hypothesis 4: When the team leadership behaviour factors, inspirational motivation, intellectual stimulation and individualised consideration, are subjected to CFA a higher-order leadership behaviour factor will emerge.

Figure 7 illustrates these.

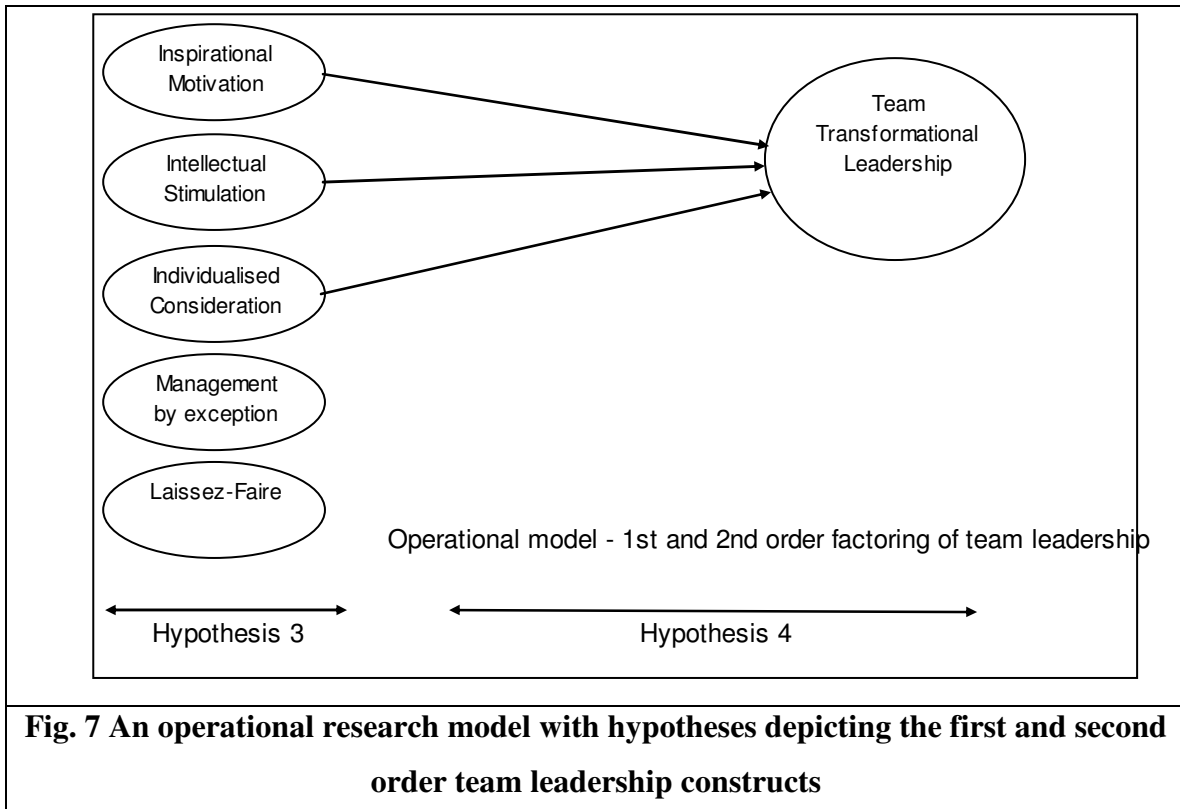


Fig. 7 An operational research model with hypotheses depicting the first and second order team leadership constructs

10. Relating values to team leadership and hypotheses

In earlier sections it was explained that team members' personal value sets influence the type of team leadership behaviours which prevail. Teams with congruent values will tend to have congruent leadership behaviours. Teams with high intensity value sets tend to have transformational leadership behaviours; those with low intensity value sets are likely to have transactional behaviours. Teams with high intensity value sets which are high for self-transcendence but low for self-enhancement tend to have authentic transformational leadership behaviours; those with low intensity value sets for self-

transcendence but high for self-enhancement are likely to have inauthentic transformational leadership behaviours. These lead to these hypotheses:

Hypothesis 5: Teams with congruent value sets will have congruent team leadership behaviours, whereas teams with dissonant value sets will have dissonant leadership behaviours.

Hypothesis 6: Teams with high intensity personal values will have transformational leadership behaviours, whereas teams with low intensity personal values will have leadership behaviours of management-by-exception and laissez-faire.

Hypothesis 7: Teams with both high intensity self-transcendent personal values and low intensity self-enhancement values will have authentic transformational leadership behaviour, whereas teams with both high intensity self-enhancement values and low intensity self-transcendent values will have inauthentic team transformational behaviours. (Authentic versus inauthentic transformational leadership behaviours are distinguished by the level of 'Individualised Consideration'. Authentic teams will have this rated highly. (Bass and Steidlmeier, 1999))

11. Relating team leadership behaviours to overall team effectiveness and hypotheses

Research identifies that transformational leadership is the most potent form of leadership within teams (Sivasubramaniam et al., 2002; Stewart, 2006); it also suggests that congruent team behaviours lead to higher team effectiveness and that these emerge when team members hold congruent values (Avolio et al., 2003; Meglino and Ravlin, 1998). These lead to these hypotheses:

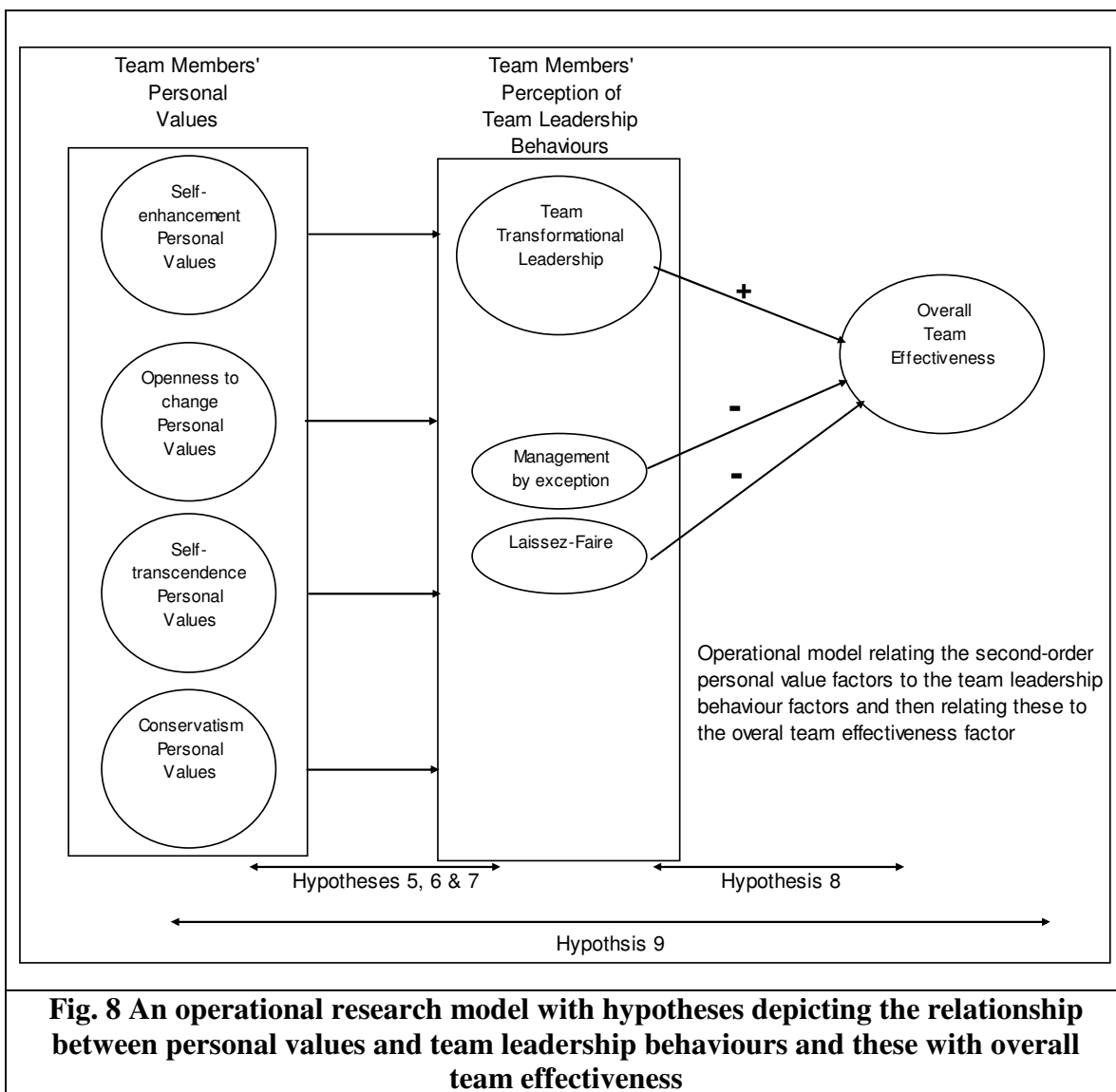
Hypothesis 8a: Teams whose team leadership behaviour is transformational will achieve a high overall team effectiveness rating; teams whose team leadership behaviours are other than transformational will receive a low overall team effectiveness rating.

Hypothesis 8b: Teams whose transformational leadership behaviours are authentic will

achieve higher team effectiveness scores than those whose transformational leadership is inauthentic.

Hypothesis 9: Teams whose members hold congruent values and congruent team leadership behaviours will achieve a high overall team effectiveness rating; teams whose members hold dissonant values and dissonant behaviours will receive a low overall team effectiveness rating.

Figure 8 summarise hypotheses 5, 6, 7, 8 and 9.



12. Levels of analysis and aggregation

This research adopts a group-level view of analysis, using the approach of ‘my’ assessment of the ‘collective leadership’. This collects individual level data to analyse a group-level phenomenon (Avolio et al., 2003) (p. 164).

It will use James’s (1984) procedure to assess inter-rater agreement to determine convergence of perceptions about leadership. It will use one-way ANOVA to test for between groups variance (Avolio et al., 2003) (p. 164).

13. Population, sample and sample size

The sample draws from business teams who lead organisational transformations and who have been operating for at least three months. Respondents must have been team members for at least three months; a team will be represented by at least three respondents, one the leader. Respondents will be the sub-set of team members who are leaders within teams e.g. programme director, business change leader, communications manager, technical leader or programme office manager. To mitigate cultural variations teams will be from a homogenous sample, e.g. similar sized UK based organisations, from similar sectors, similar team sizes and similar types of transformations (Avolio et al., 1996a; Avolio et al., 2003; Avolio et al., 1996b; Pearce and Sims Jr., 2002).

A sample size can be estimated by multiplying by five, the item count of the largest instrument in the survey; which is the 40-item values instrument (Hair Jr. et al., 2006). Thus, 200 respondents would be a minimum sample.

Estimating a team-level sample size is less clear-cut. Some suggest a minimum 2 respondents per group (Gillespie and Mann, 2004; Wagner III, 1995), others between 3 and 4 (Avolio et al., 1996a; Avolio et al., 2003; Avolio et al., 1996b; Pearce and Sims Jr., 2002). Utilising a mid-range 3.5 ratio to the 200 respondents equates to 57 teams. This is larger than three of Avolio et al’s., confirmatory studies. However, others use a larger team sample, and advice has suggested from 70 to 100. Considering these variations, this research will target to achieve 250 to 300 respondents, from 75 to 100 teams.

14. Instruments and survey questionnaire

Table 2 summarises the design of the survey instrument.

Survey section	1	2	3	4
Section title	Background	Personal Values	Team Leadership	Team Effectiveness
Source of instrument	Researcher and various sources (Lichtenstein, 2005)	Schwartz et al. (2001)	Avolio et al., (1996b)	Pearce and Sims (2002)
Name of instrument	Background information	Portrait Value Questionnaire (PVQ)	Team Multifactor Leadership Questionnaire (TMLQ)	Team Effectiveness Questionnaire (TEQ)
No. of items in-use	8	40	23	15
No. of items on original version and reason for reducing items	8	40	48 Previous CFA studies used a 23-item version in this context (Avolio et al., 2003)	26 Face validity tests suggested redundancy
Scale for survey	Various	7-point scale	7-point scale	7-point scale
Previous reliability of instrument		PVQ validated against the SVS (Schwartz et al., 2001). PVQ validated (Hinz et al., 2005). PVQ40, PVQ21 and SVS57 cross validated (Schwartz, 2007)	TMLQ validated (Avolio et al., 2003; Avolio et al., 1996b). Similar research (Aitken, 2003)	Pearce and Sims used this with three respondent groups and obtained high internal consistency reliabilities e.g. .98, .98 and .85.
Previous scale used and reason for change		9-point scale To achieve a consistent scale which would capture variance	5-point scale To achieve a consistent scale which would capture variance	5-point scale To achieve a consistent scale which would capture variance
Historic source of instrument		The Schwartz Value Survey (SVS) (Schwartz, 1992; 1994)	The Multifactor Leadership Questionnaire (MLQ) from Avolio and Bass (1999)	Several sources (Ancona and Caldwell, 1992); (Manz and Sims Jr., 1987); an unpublished thesis by Cox (1994)
Alternatives considered		57-item SVS This was too long and terminology was ill-suited to business context	Leadership Behaviour Question (LBQ) from Pearce and Sims (2002) The TMLQ has a widely accepted pedigree	
Other alternatives considered		21-item PVQ (ESS, 2008; Schwartz, 2007; Verkasalo et al., 2008) 15-item (Sosik, 2005; Stern et al., 1998) 10-item (Lindeman and Verkasalo, 2005)		
Who rates the section?*	Team Member	Team Member	Team Member	External manager of team

Table 2 A summary of the survey questionnaire and source of instruments

(* To mitigate against 'common method biases' (Podsakoff et al., 2003), section four will be completed by a manager, external to the team, who holds responsibility for them.)

15. Data gathering

To increase response rates, questionnaires will be administered in a class room setting (Bass et al., 2003). Prior to this, two focus groups will pilot the questionnaire, test research face validity and review risks.

With respect to ethics, only the researcher can link respondents to completed surveys. Feedback will be in an anonymous abstract form. To incentivise participation, teams will be offered education sessions about team leadership (after survey completion). Individuals will be offered their personal values results if they request.

16. Constraints and limitations

Constraints and limitations have been minimised by examining previous lines of enquiry and utilising a prior instruments, (Aitken, 2003; Avolio et al., 1996a; Avolio et al., 2003; Avolio et al., 1996b; Pearce and Sims Jr., 2002; Schwartz, 1992; 1994; Schwartz and Boehnke, 2004; Schwartz et al., 2001; Sosik, 2005), but some do remain.

Ref.	Constraint or limitation	Mitigation
1	Achieving the sample size will be difficult for a lone DBA researcher.	If low sample sizes arise: use PLS as it tolerates smaller sample sizes (Chin, 1998); revert to individual-level analysis rather than team-level (Aitken, 2003).
2	Anticipated multi-level structures and hypothesised relationships might not emerge from the data. PVQ has not been used with real business teams nor been subjected to aggregation, PVQ and TMLQ have not been linked in this manner before.	If structures and hypotheses fail to materialise : identify less complex configurations and work with those, e.g. value/leadership links only, leadership/team effectiveness links only or values/team effectiveness links only; work at individual-level of analysis.
3	By purposely selecting a homogenous sample, results will have limited generalisability.	There is no mitigation against this.
4	The methodology could be challenged. Similar studies captured antecedent and mediating data at a 'time 1' point, then outcome data at a later 'time 2' point (Avolio et al., 2003; Bass et al., 2003; Pearce and Sims Jr., 2002; Sivasubramaniam et al., 2002).	Time and resources restrict options. However, by capturing data only from teams who have been formed for at least three months and also capturing team effectiveness data from managers outside of the teams the design has mitigated, somewhat, against this.
5	The researcher is new to quantitative research and the data analyses are complex; achieving the desired outcomes might prove difficult.	The researcher has developed working relationships with Professors Joe Hair, Arthur Money and Phil Samouel, authors of Hair et al (2006) and Hair et al.(2003), to mitigate this.

17. Contribution

This research offers two contributions to business. A view of how the values, of individuals, influence team leadership behaviours in teams. A rare empirical study of transformation teams which measures effectiveness outcomes, offering insights into whether values-based team transformational leadership behaviours do lead to higher team performance, as is portrayed in the literature.

The research contributes to theory building. It supplies a theoretical framework of how, through the concepts of values intensity, content and congruence, the theory of personal values relates to the theory of authentic and inauthentic transformational leadership and transactional leadership, both with individuals and within teams.

This research offers contributions to research. It extends values research of Schwartz and colleagues into leadership by building on the previous studies of Aitken (2003), Sosik (2005) and Meglino and Ravlin (Meglino and Ravlin, 1998; Meglino et al., 1989; 1991; 1992). It extends leadership research into transformation teams, building on Avolio et al (Avolio et al., 1996a; Avolio et al., 2003; Avolio et al., 1996b). It provides unique empirical research into guiding coalitions where little or no previous research exists.

Finally, this research offers contributions to research methods. It extends the use of, and creates linkages between, the PVQ and TMLQ instruments into live transformation teams. It extends the use of the CFA techniques suggested by Schwartz and Avolio et al., into live team data. It extends research of aggregating individuals to group-levels of analysis.

18. Conclusion

Low success rates of corporate transformations have been a persistent corporate issue. One variable with a potential to improve this is the effectiveness of leadership of transformation teams. Increasingly, evidence suggests that, organisations and leadership teams who emphasise values-based team leadership behaviours are highly likely to contribute positively towards successful transformation outcomes.

Integrating theories from personal psychology, leadership and teams literatures suggests, that certain profiles of values (which are universal) can lead to effective team transformational leadership behaviours (which are increasingly being considered as universal); these leading to highly developed and effective teams; teams who are likely to contribute positively to successful transformation outcomes.

This research design tests this causal argument to address the question:

‘How do values and transformational leadership behaviours influence the development of highly developed business transformation teams with a potential to perform beyond expectations?’

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